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REVIEW PROCEDURE

Each manuscript reviewed by subject specialists and by an English Editor.

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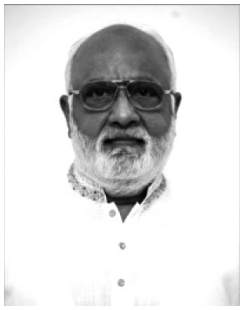

His Highness Nawab Mohammed Abdul Ali

I am delighted to present you the 8th issue of MIM International Journal of Management Research, a half-yearly management journal published by MEASI Institute of Management, Chennai, India.

This International journal seek to publish innovative, original, and stimulative research based articles in different functional areas of management, case studies and research abstracts which will guide Indian and International research scholars.

Looking forward to you're contribution and wishing you well.

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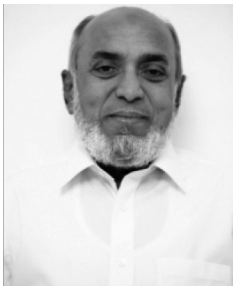

Janab A. Mohamed Ashraf Sahib

This is very exciting and inclusive change that we think will strongly diversify the journal content, impact and international reputation. The main objective of this MIM International Journal for Management Research is to keep the readers updated about the latest developments, theories and techniques in the field of management sciences.

I hope our reader's and patrons share a similar vision, and we look forward to a productive, challenging, and a successful 2018 ahead. I also hope that our esteemed readers, patrons, and authors will continue to support by reading, discussing, recommending, citing our journals, and submit high-quality manuscripts.

This Journal will provide a platform for the Student's Researcher's and practitioner's of management to facilitate discussions and to disseminate their works and thoughts to the research community at large.

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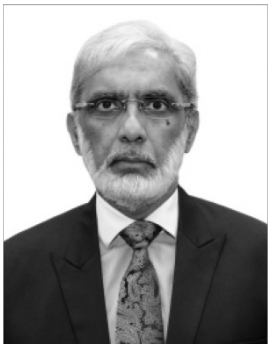

Janab Elias Sait

Successful accomplishment of the MIM International Journal of Management Research mission depends upon the willingness of authors to submit their Research work to the journal. We pledge to do our best to review all submissions appropriately and are eager to become an outlet for writings based on research evidence.

DIRECTOR'S DESK.....

Dr. D. Nisar Ahmed

We are happy to release the 8th issue of our MIM International Journal of Management Research. I am indebted to Academic and Industry experts who made significant contributions to this issue.

Since the beginning our aim has been to maintain integrity and to increase the reputation of our journals. Our consistent efforts are aimed towards increasing the visibility, impact, editorial cycle time, and the overall quality of our journal. All articles will be fundamentally based on research evidence, which can be quantitative or qualitative.

Many thanks to the authors for submitting their quality work as well as the many reviewers who contributed their intellectual energy towards making this seventh issue a success. Very special thanks to the Peer Reviewers who have given final shape to all the articles.

FROM THE EDITOR'S DESK

Dr. D. NISAR AHMED
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MIM International Journal of Management Research (MIM IJMR), a Bi-Annual, Refereed, peer reviewed, international research journal from MEASI Institute of Management, set to hit the 8th issue in February 2018 with an objective to share the research and expert acquaintance among faculty members, students and the corporate.

We express our heartfelt gratitude to our chief patrons Janab. U. Mohamed Khalilullah Sahib, Janab. A. Mohamed Ashraf Sahib and Janab. C. Abdul Malick Sahib for their encouragement and continuous support to Successfully Release bring this MIM International Journal of Management Research.

While we thank the authors who contributed their research articles for this issue, We also request the International Faculty members, Research scholars, Practicing Managers, Executives to contribute their research work in the areas of Production, HR, Marketing, Finance and other related Management disciplines. An humble appeal from the editorial desk to the prospective authors is to send only research articles which are unpublished and are original. We request the authors to send the empirical papers and case studies.

We thank the Editorial advisory committee for their valuable guidance and suggestions given. We also thank editorial desk members for their support to review articles published.

We look forward for your valuable suggestions, comments and contributions.

Happy Research!

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Patient Relationship Management in Private Hospitals

Dr. G. Sankaranarayanan, M.Com., M.Phil., MBA., Ph.D.,

Abstract — The biggest management challenge in the new millennium of liberalization and globalization for a business is to serve and maintain good relationship with the customer king. In the past, producers took their customers for granted, because at that time customers were not demanding nor did they have many alternative sources of supply or suppliers. Since the customer was passive customer, the producer dictated terms and had very little customer commitment. But today there is a radical transformation. The changing business environment is characterized by economic liberalization, increasing competition, high consumer choice, enlightened and demanding customer, more emphasis on quality and value of purchase etc. Modern marketing calls for more than developing the product, pricing of the product, promoting the product and making it accessible to target customers.

key words: ***Patient, Hospitals, CRM to PRM, Relationship, Marketing strategies, etc.***

Patient Relationship Management In Private Hospitals

Perspicuously manifesting there is a paradigm shift from acquiring new customer to the retention of existing customers in the arena of staff competition oriented business environment and sustain the consistency in terms of customer satisfaction simultaneously creating the immediate impression that the supplier can catch to his future needs and after sales service .Obviously it reflects the comfort and confidence the supplier can response on the customers retrospectively manifestation presumption of stale business and profitability accomplishing the terms of essential principles of customer Relationship Management in the form of silver lining. Buttle continues with the statement, whatever it is called, CRM is clearly a business practice focused on customers. Meanwhile, Kerr and Anderson states CRM as a strategy, a tool or even a weapon that keeps the company on course and to be able to anticipate the changing landscape of the marketplace. According to these authors, CRM is a comprehensive approach for creating, maintaining and expanding customer relationships. Customer Relationship Management stands for different things for different people and different situations. The three letters, CRM are mostly referred by people as Customer Relationship Management. Others refer CRM as customer relationship marketing.

The biggest management challenge in the new millennium of liberalization and globalization for a business is to serve and maintain good relationship with the customer king. In the past, producers took their customers for granted, because at that time customers were not demanding nor did they have many alternative sources of supply or suppliers. Since the customer was passive customer, the

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producer dictated terms and had very little customer commitment. But today there is a radical transformation. The changing business environment is characterized by economic liberalization, increasing competition, high consumer choice, enlightened and demanding customer, more emphasis on quality and value of purchase etc .Modern marketing calls for more than developing the product, pricing of the product, promoting the product and making it accessible to target customers. It demands building of trust, a binding force and a value added relationship with the customers to win their hearts. The new age marketing aims at winning customers permanently forever, by respecting the customers, creating products to suit their needs and developing life time customers through the principle of customer delight, approval and enthusiasm. Patient's needs are the driver for efficient hospital services. Personal contact and relationships are very important in healthcare environment. As there is lot of potential demand for healthcare in the present scenario, healthcare is considered to be a sunshine industry. Presently, the perception of an individual on health has transformed from health consciousness to more health sensitivity. CRM in a hospital is a business strategy to manage customers to optimize long-term value. CRM requires a customer-centric business philosophy and culture to support effective marketing, sales, and service processes. Building relationship with customers may be easy but maintaining the built relationship is a must. CRM is a "chain relation" triggered by new strategic initiatives rather than by that which one can initiate at work process, or worse yet, at the technology level. In view of acute competition in the private hospitals is definitely one of the competitive advantages of the hospitals for survival. The effective CRM depends on the level of patient's satisfaction for which a customer is ready to pay a price premium for customized services.

CRM To PRM

There has been an increasing tendency in recent times to apply marketing, business and consumerist models to the provision of care of modern medicine .This reflects changes in the way the health service is perceived both by the providers and the recipients of care. Along with these changes have come alterations in the terminology employed by the health service and those observing it .Reflecting their training in business related disciplines; the administrators of the health service have led many of these changes as they oversee what has become an expensive and complex service. Although the provision of a more efficient and effective service is obviously laudable, we have noted that in using certain business related terminology the fundamental basis of the health service, the actual provision of health care to individuals and their relationship with their individual doctors, may be somewhat overlooked. A typical example is in referring to people as "clients" or "customers" of the doctor or hospital. Although it has been shown that people tend to vacillate between the "consumerist" and "passive patient" positions in their interactions with doctors, our results demonstrate that people still definitely view themselves as being in a relationship that is different to one of dependency or simply a business style terminology undermines and overlooks the complex process occurring when a stick person presents for treatment to their doctor. It is also demand efficiency and professionalism, if we continue to reduce the provision of health care to a service in which the stick represent merely the paying customers we certainly risk alienating a population who also expert a traditional caring

attitude .Better understanding and communication are the goals that should guide the administrators of the service; the doctor's rendering care and the patients attending in order to provide optimal care.

Scope of the Study

The study aims to find out how the Customer Relationship Management strategies are viewed by patients and healthcare providers. Hence it will indicate whether the existing strategies are to be modified or not. The study also aims to find out the level of satisfaction of patients on different services provided to them and the areas of their dissatisfaction which will indicate how far they are satisfied and on what fronts dissatisfaction exists so that remedial measures can be undertaken by hospitals.

Objectives of the Study

1. To study the theoretical backdrop of Customer Relationship Management (CRM) in General.
2. To Examine whether or not the CRM between Patients and Hospital Executives on different Elements of CRM
3. To assess the attitude of patients towards CRM process in hospitals
4. To analyze the satisfaction of Patients on CRM practiced by Hospital Executives and the relationship of demographic variables and private hospitals related variables with their Relationship.

Profile of the Hospital

Apollo Speciality Hospitals, Madurai was founded in 1997. The 300-bed hospital provides affordable and quality critical care to communities in South Tamil Nadu. The state-of-the-art bio-medical equipment complemented by highly-skilled staff ensure high standards of care at Apollo Specialty Hospitals, Madurai. The hospital places special emphasis on quality time between patients, doctors and nurses.

The hospital has an overall success rate of 98% and sees an average of 15,000 patients a year. A 24-hour panel of super-specialists are present at the hospital. This panel is equipped to tackle any emergency and honour the hospital's commitment to providing all services under one roof.

Highlights of the Hospital

- The only Blood Bank centre in Madurai to prepare Cryoprecipitate.
- Has been designated as the Regional Blood Transfusion Centre by the Directorate of Drugs Control
- First Aphaeresis facility in Tamil Nadu
- No.1 Centre in India and 5th in the world to perform Laparoscopic Renal Transplantation (Donor Nephrectomy)
- First Intensive Care Unit for Nephrology in South India
- More than 1000 successful Cardiothoracic Surgeries
- First Renal Artery Angioplasty in South India
- Sophisticated and fully automated state-of-the-art laboratory
- Advanced Trauma Care Centre

Research Methodology

This section deals with description of methodology and the steps undertaken for collection and organization of data and presenting the findings of investigation.

The methodology of research indicates the general pattern of organizing the procedure for gathering valid and reliable data for the purpose of investigation **(Kothari 1996)**.

The methodology of the study includes the description of research design, population, sample size, sampling technique, development and description of tool, data collection procedure and method of analysis.

Research Design

Research design refers to the researchers over factor for obtaining answers to the research questions and the strategies that the researchers adapt to develops information that as adequate, accurate, objective and interpretable. Research design is a blue print study that maximizes control over factors that could interfere with the study-desired outcome.

Sampling

Sampling is a subject of the population selected for a particular study and member of the sample are the study subjects. The sample for this study will be the in patients and out patients in Apollo hospital in and around Madurai.

Sample Size

The sample size is approximately 50.

Weighted average

To identify the more influential factor relating to Preference of hospital and Level of satisfaction

Inferential Statistics

Chi-square test: To test the association between the personal profile factors and level of opinion on preference of hospital.

The chi-square statistic is

$$\chi^2 = \sum \left[\frac{(O-E)^2}{E} \right]$$

Here O: Observed frequency, E: Expected frequency

Crm Report

My study has revealed that frequencies distribution of demographic variables age, gender, education, income, marital status, family show slight deviations at 5% level in normal plot. It is also found the skewness, is varying from -.846 to 2.515 which is in the appreciable limit.

1. The researcher is advised to meet rural level educated patients young as well as aged patients in the data collection area.
2. The CRM elements advise offering, infrastructure facilities of the hospitals, staff interaction, and doctors' approach having cronbach α value. 847,. 858,. 897, =.912 and .849 respectively for all the elements.
3. It is also found on the whole the reliability statistics is. 890. It is also found the statements included in the questionnaire are highly reliable for more than 89%.
4. The respondents and their opinion in likert's 5 point scale from the required normal distribution satisfying necessary and sufficient conditions for data analysis and interpretations.

It is concluded that researcher has explained to the respondents about different stages of CRM and its ultimate impacts sufficient number of yes or no type questions have been incorporated to make the domain suitable for various applications of regression and logistic regression analysis.

Analysis The Data

category	Factors	No of respondents	%
Age	Below 25	2	4
	25 - 35	8	16
	35 - 45	7	14
	45 - 55	23	46
	Above 55	10	20
Sex	Male	30	60
	Female	20	40
Income	Below 5000	11	22
	5000 - 10000	18	36
	10000- 15000	13	26
	Above 15000	8	16
Education	Illiterate	8	16
	SSLC/HSC	11	22
	UG	16	32
	PG	8	16
	Professional	7	14
Occupation	Student	1	2
	Business	24	48
	Professional	8	16
	Employed	17	34
Patient category	Inpatient	31	62
	outpatient	19	38
Nature of visit	First	15	30
	Repeated	31	62
	Follow up	4	8
Opinion about services	Excellent	18	36
	Very good	31	62
	Good	1	2

In Age-Wise Classification 4% respondents are in the category of below 25 .Next 16% respondents are in the category of 25-35. 14% respondents are in the category of 35-45.46% respondents are in the category of 45-55. Remaining 20% respondents are in the category of 55and above. In gender wise classification, Mostly 60% respondents are Male. Remaining 40 % respondents are Female. In Income -Wise Classification 22% respondents are in the category of Below 5000 Next 36 % respondents are in the category of 5,000-10,000 26 % respondents are in the category of 10000-15000.16 %respondents are in the category of above 15000. In Education -Wise Classification 16% respondents are in the category of illiterate. Next 22%respondents are in the category of respondents are in the category of SSLC/HSC.32 % respondents are in the category of UG.16% respondents are in the category of PG and 14% respondents are in the category of Professional. In occupation -Wise Classification 2% respondents are in the category of Students. Next 48% respondents are in the category of Business.16% respondents are in the category of Professional.34% respondents are

category	Value	df	P Value	Remark	hypothesis
Age	7.686	4	0.104	Not significant	Accept
Sex	2.083	1	0.149	Not significant	Accept
Income	8.120	3	0.044	Significant	Reject
Occupation	5.895	4	0.207	Not significant	Accept
Nature	5.316	3	0.150	Not significant	Accept
Type	20.395	1	0.000	Significant	Reject
Purpose	2.957	2	0.228	Not significant	Accept
services	1.630	3	0.653	Not significant	Accept

in the category of Employed. In Patient category Wise Classification 62% respondents are in the category of inpatients. Remaining 38% respondents are in the category of out patients. In Nature of visit Wise Classification 30% respondents are in the category of First. 62%

respondents are in the category of Repeated 8 % respondents are in the category of Follow up.

Tests for Several Related Samples Data Considerations

The Friedman test is a nonparametric alternative to the repeated measures analysis of variance. Friedman tests the null hypothesis that k related variables come from the same population. For each case, the k variables are ranked from 1 to k. The test statistic is based on these ranks. The Friedman test ranks the scores in each row of the data file independently of every other row. In this example, each respondent has already performed this ranking. For each factor, these ranks are summed and then divided by the number of employers to yield an average rank for each factor.

Ranks

	Weighted Average	Mean Rank
Timely service	6.33	6
Feel about Room rent	5.41	10
Feel about treatment	8.67	1
Fees other consultation	6.70	4
Services rendered by doctors	6.90	2
Quality medical care	6.90	2
Hospital opinion about diagnostic	6.79	3
Rating in services of reception	6.21	7
Opinion about lab services	6.67	5
Pharmacy services	5.96	8
House keeping	5.73	9
General cleanliness	5.73	9

Test Statistics

N	50
Chi-Square	66.07
df	11
P Value	0.000

The Friedman chi-square tests the null hypothesis that the ranks of the variables do not differ from their expected value. For a constant sample size, the higher the value of this chi-square statistic, the larger the difference between each variable's rank sum and its expected value. Because a chi-square of 66.07 with 11 degrees of freedom is unlikely to have arisen by chance, therefore we conclude that the 50 respondents do not have equal preference for all factors. From the analysis it is concluded that the factor "treatment" was ranked first. It is followed by "Services rendered by doctors" and "Quality medical care" was ranked as second.

		Excellent	Good	Satisfied	Moderate	Total
Feel about treatment	No of respondents	25	25			50
	%	50	50			100
Services rendered by doctors	No of respondents	28	22			50
	%	56	44			100
Hospital opinion about diagnostic	No of respondents	20	30			50
	%	40	60			100
Rating in services of reception	No of respondents	15	35			50
	%	30	70			100
Opinion about lab services	No of respondents	16	33	1		50
	%	32	66	2		100
Pharmacy services	No of respondents	17	33			50
	%	34	66			100
House keeping	No of respondents	22	21	3	4	50
	%	44	42	6	8	100
Services rendered by doctors	No of respondents	23	27			50
	%	46	54			100

Findings

Many relationship-marketing programs are associated with several performance indicators. Ongoing relationship with patients as customers have an impact on Gross patient revenue per patient day, net income margin & total profit margin. The Opinion and views represented interpreted is purely in relation to the response of the patients admitted and general opinion of the respondents while the data collected at the time of research. It cannot be particularly generalize to anyone hospital of sample taken or any other hospital. Here represented all by the opinion of respondents' response.

1. Involving customers suppliers for design / development & sales activities of hospitals and
2. Joint product / service development with customers, suppliers & other organizations. This may be due to the fact that unlike manufacturing and consumer service organizations, customers usually rely on the expertise of the health care professionals for the design and delivery of care services.

Suggestions

1. The hospital should take steps for reducing the waiting of the patients. Even if it is not possible because of the huge crowd, it should take try to reduce the medium of waiting. To do this, the hospital should provide some reading materials or other forms of relaxation to entertain the patients and their companions to while away the time of waiting.
2. The hospital management should develop some means of voluntary communication between the hospital staff and the patients. They should develop a helping attitude towards the patients the existence of a helping attitude of the staff towards the patients depends on the expresses policy of the management of the hospital the importance of a sympathetic attitude towards the patient showing respect for dignity of the patient should be emphasized on whole the patients should be shown a great deal of love and affection.
3. The hospital should take every effort to keep the surroundings clean. Proper systems for disposal of waste should be evolved.
4. The hospital should have something like the suggestion box or some other for monitoring system where patients would be able to make complaints or give suggestions .the hospital can also monitor the patient's satisfaction or dissatisfaction with hospital by giving out printed forms or cards with questions to the patients enquiring them about their stay at time of discharge.
5. Voluntary communication between the staff of the hospitals and patients should be encouraged and kept up. The staff should explain reasons for medication and certain procedures of treatment.
6. The hospital instead of working at their own convenience, dictating to their patients to do according to their rules and regulations should do everything for patients. The patients' needs and wants should be predicted and service should be given accordingly.

Conclusion

The patient-doctor relationship is central to the patient satisfaction and to the positive health outcomes. The most crucial healing element is not medicine or surgery, but a patient-doctor relationship, which provides

hope, confidence and a healthy environment. Effective communication between the doctor and the patient is central Clinical function. The relationship between the patient and the doctor should be based primarily on faith, confidence and holistic approach.

Appendix

R.P.MMHRC	**No of respondents**	**%**
Qualified doctors and Equipments	27	54
Friends and relatives recommended	5	10
Emergency admission	4	8
Excellent treatment	14	28
Total	50	100
Nature of visit	No of respondents	%
First	15	30
Repeated	31	62
Follow up	4	8
Total	50	100

Timely service	No of respondents	%
Excellent	18	36
Very good	31	62
Good	1	2
Total	50	100
Nature of visit to MMHRC		
Nature of visit to MMHRC	No of respondents	%
Treatment	46	92
Consultation	1	2
Medical checkup	2	4
Lab visit	1	2
Total	50	100
Feel about Room rent		
Feel about Room rent	No of respondents	%
Very high	14	28
High	19	38
Reasonable	1	2
Low	16	32
Total	50	100

Dose the discharge summery provide information		
Dose the discharge summery provide information	No of respondents	%
Yes	26	52
No	3	6
Unsure	1	2
No idea	20	40
Total	50	100
	Service is the best provide	
Service is the best provide	No of respondents	%
Medical treatment	44	88
Nursing care	6	12
Total	50	100
	Services rendered by doctors	
	No of respondents	%
Excellent	23	46
Good	27	54

Total	50	100
	Quality medical care	
	No of respondents	%
Definite	25	50
Agree	25	50
Total	50	100
	Fees other consultation	
	No of respondents	%
Very high	21	42
High	29	58
Total	50	100

Reference and Notes

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"A Study on Health and Safety Measures for Site Engineers of A Construction Company in Chennai

Dr. M. Muthuchitra

Abstract — Health denotes well-being of an employee; safety denotes condition of being safe and secure. Health and safety is a cross-disciplinary area concerned with protecting the safety, health of people engaged in work. According to World Health Organisation all employees in the organisation must be provided with workplace safety. The main objective of the research is to study the Health and Safety measures for site engineers of a construction company in chennai. Research design adopted for this study is descriptive research. Primary data was collected through questionnaire. Simple Random sample was selected for this study with 110 sample size. Chi-square, correlation and Percentage analysis are the statistical tools used for data analysis. The findings of the research reveal that employees are dissatisfied over medical facility, safety bonus, training program, safety measures. The company should concentrate more on following areas like: conducting free medical checkups, first aid facility should reach the employees at right time, imparting training to create safety consciousness by emphasising safety programmes, maintaining the standards of safety measures. By doing this the company can increase the site engineers satisfaction towards health and safety measures in the organisation.

Asst.prof, Department of Management Studies, Jeppiaar Engg College, Chennai

Key terms: ***Safety, Health, Safety measures, safety training***

1. Introduction

The Indian construction sector has acted as an engine of growth for the Indian economy for over the past five-decades and becoming a basic input for the socio-economic development of the country. Construction is the second largest economic activity after agriculture, and has contributed around 6 to 9% of India's GDP over the past five years while registering 8 to 10% growth per annum.

Construction is widely regarded as an accident prone industry because of the physical environment of the work, nature of the construction work operations, construction methods, construction materials, heavy equipment used, and physical properties of the construction project. Health and safety is a cross-disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment. The goals of occupational safety and health programs include fostering a safe and healthy work environment. The problem of occupational health and safety presents a serious challenge to most organizations. Industrial accidents can have a negative impact both on the well-being or morale of employees and on the productivity of the workplace.

2. Review of Literature

R. Muthuviknesh K. Anil Kumar studied the Effect of Occupational Health and Safety Management on Work Environment. The main objective of this paper is to analyse the effect of OHS management on work environment and health. Research has been conducted in Nelcast Limited (NCL), Chennai among 100 samples. The qualitative research methodology is been used. Workplace safety is a priority. They found out that it is necessary to encourage the employees in various ways in an organization to foster a safe and healthy work environment.

John Lin, Anthony Mills Measured the occupational health and safety performance of construction companies in Australia. The results show that the major factors influencing safety performance were company size, management and employee commitment to OHS (occupational health and safety).

John P. Spillane, Lukumon, Oyedele investigated the critical issues affecting management of health and safety. This research identified the various issues affecting successful management of health and safety in confined construction sites. The rationale is that identifying the issues would assist the management of health and safety particularly in inner city centres which are mostly confined sites. Data on each case study were collected through individual interviews and focus group discussion with project participants. The findings suggest that three core issues are the underlying factors affecting management of health and safety on confined construction sites. It include, (i) lack of space, (ii) problem of co-ordination and management of site personnel, and (iii) overcrowding of workplace.

3. Research Methodology

3.1 Need for the Study

- Since Health and Safety measures have become the most important factor in the workplace every organisation should know the satisfaction level of workers towards these measures. The need for this is to find out the extent to which employees are satisfied with Health and Safety measures provided by the construction company.To know the employee perception towards the safety and maintenance of facilities.

3.2 Objectives

- To study Health and safety measures for site engineers in a construction company in chennai.

3.3 Scope of the Research

- The study has been under taken to identify the employee perception towards Health and Safety measures of a construction company in chennai.
- To find out practical difficulties involved in Health and Safety that can be evaluated through the study.
- The study provides an opportunity to make necessary improvement over the existing facility provided.

3.4 Research Design

Descriptive research design is adopted for this study. The sample size of 110 was selected by using simple random sampling (lottery method). Primary data was collected through questionnaires. Statistical tools like Chi-square, Correlation, Percentage analysis, Weighted Average are used for data analysis.

4. Data Analysis

4.1 Weighted Average

	Highly Dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied
i) Flexible-working hours	8	16	40	37	9
ii) Safety bonus	12	23	53	15	7
iii) Mentorship policy	7	19	34	39	11
iv) Meritorious scholarship	9	32	39	26	4
v) Re-creational facility	19	35	37	12	7
vi) Food & Accomodation	9	39	44	15	3
vii) How satisfied are you with your job?	9	28	39	17	17

Particulars	Weighted average
Flexible-working hours	2.79
safety bonus	3.16
Mentorship policy	2.74
Meritorious scholarship	3.14
Re-creational facility	3.42
Food & Accomodation	3.32
Job satisfaction	2.95

4.2 Karl Pearson's Correlation

Objective :

To study relationship between flexible-working hours and job satisfaction.

Null Hypothesis:

There is no significant relationship between flexible-working hours and job satisfaction.

Alternate Hypothesis:

There is a significant relationship between flexible-working hours and job satisfaction.

		flexible working hours	job satisfaction
flexible working hours	Pearson Correlation	1	.101
	Sig. (2-tailed)		.296
	N	110	110
job satisfaction	Pearson Correlation	.101	1
	Sig. (2-tailed)	.296	
	N	110	110

4.3 Chi-Square Test

Objective:

To study relationship between experience and workers involvement in reducing accident rate.

Null Hypothesis:

There is no relationship between experience and accident rate.

Alternate Hypothesis:

There is a relationship between experience and accident rate.

Chi-Square Tests

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	.540a	8	1.000
Likelihood Ratio	.537	8	1.000
Linear-by-Linear	.001	1	.973
Association			
N of Valid Cases	110		

4.4 Karl Pearson's Correlation

Objective:

To study relationship between marital status and obeying safety rules.

Null Hypothesis:

There is no significant relationship between marital status and obeying safety rules.

Alternate Hypothesis:

There is a significant relationship between marital status and obeying safety rules.

Correlations

		Age	obeying safety rules
Age	Pearson Correlation	1	-.128
	Sig. (2-tailed)		.183
	N	110	110
obeying safety rules	Pearson Correlation	-.128	1
	Sig. (2-tailed)	.183	
	N	110	110

5. Findings

It is inferred that 32.7 % of the respondents said that accident are never been minimized by wearing personal protective equipment ,26.4 % of respondents said that sometimes it minimises the accident, 21.8% respondents said that they have no opinion about minimizing accidents by using personal protective equipment.

- 25.5 % of the respondents are dissatisfied with their job, 8.2 % of the respondents are highly dissatisfied with their job.
- 42.7 % of the respondents agree that they have induction program on health and safety, 24.5 % of the respondents have no opinion with health and safety induction program,
- 38.2 % of the respondents revealed that safety training was less, 30.9 % of the respondents revealed that safety training was very less.
- 31.8 % of the respondents disagree that the organisation provides adequate safety training, 31.8 % of the respondents strongly disagree that the organisation provides adequate safety training.
- It is inferred that 35.5 % of the respondents said that the company did'nt undertake safety.
- 30.0 % of the respondents disagree that there exist a positive safety climate in the organisation, 29.1 % of the respondents neither agree nor disagree with positive climate in the organization.

- 39.1 % of the respondents agree that there exist supportive environment inside the organisation, 21.8 % of the respondents have no idea about supportive environment inside the organization.
- 81.8 % of the respondents said that lifts are maintained properly, 18.2 % of the respondents said that lifts are not maintained properly.
- 34.5 % of the respondents strongly agree that their health is been affected by their nature of work, 30.9 % of the respondents agree that their health is been affected by their nature of work.
- 27.3 % of the respondents are highly satisfied with the helmet provided by the organisation for safety, 9.1% of the respondents are highly satisfied with the helmet provided by the organisation.
- 34.5 % of the respondents are neither satisfied nor dissatisfied with the safety shoes, 23.6 % of the respondents are satisfied with safety shoes, 10.0 % of the respondents are highly satisfied with safety shoes.
- 39.1 % of the respondents have no opinion with the safety gloves, 24.5 % of the respondents are satisfied with safety gloves, 4.5 % of the respondents are highly satisfied with safety gloves.
- 30.0 % of the respondents are dissatisfied with the safety mask.
- 55.5 % of the respondents said that lack of training are the major reasons for accident, 26.4 % of the respondents said that lack of using safety equipment are reasons for accident , 18.1 % of the respondents said that lack of working instruction are the reasons for accidents.
- 20.0 % of the respondents disagree that workers involvement helps to reduce accident , 20.0 % of the respondents strongly disagree that workers involvement helps to reduce accident ,
- 23.6 % of the respondents disagree in communicating adequate sources of information, 17.3 % of the respondents strongly disagree in communicating adequate sources of information.
- 31.8 % of the respondents agree that they have heavy workload in the organisation,
- 30.0 % of the respondents reveals that the safety rules are not often obeyed, 21.8 % of the respondents reveals that they pay little attention to the safety rules, 17.3 % of the respondents reveals that the safety rules and guidelines are sometimes followed.
- Chi-square test reveals that there is no relationship between experience and workers involvement in reducing accident rate.
- It is inferred that job satisfaction with respect to flexible working hours is positively correlated .Hence there is a significant relationship between flexible working hours and job satisfaction.
- It is inferred that relationship with respect to marital status and obeying safety rules are negatively correlated, therefore there is no significant relationship between marital status and obeying safety rules.

6 Suggestions

- Personal protective equipment should be provided and made mandatory whenever necessary, in order to reduce accident rate.

- Safety bonus and other benefits can be given to the employees to keep the work environment accident-free which in turn helps to create positive safety climate.
- The management has to take necessary steps to reduce the stress level of the employees.
- The management can undertake safety measures in order to create awareness among the workers and adequate safety training can be conduced to ensure safe working.
- Imparting training to create safety consciousness and to work safety to be the key emphasis of safety programmes.
- Cordial relationship has to be maintained between management and workers to implement health and safety policies and measures in a smooth manner.
- Orientation programmes can be conducted to make the workers to feel that their work environment is safe to work. Health hazards can be identified and rectified before it could cause serious health related issues.

7. Conclusion

Majority of the respondents were satisfied with existing health and safety measures. The management can take steps to convert these into highly satisfactory. Employees are dissatisfied with medical facility, safety bonus, training program, safety measures. The company should concentrate more on areas like: conducting free medical checkups, first aid facility should reach the employees at right time, imparting training to create safety consciousness by emphasising safety programmes, maintaining the standards of safety measures. By doing this the company can increase the site engineers satisfaction towards health and safety measures, increase productivity and reduces absenteeism in the organisation.

Impact of Job Stress on Employees' Performance in Information Technology (It) Sector at Chennai

Dr. J. M. Arul Kamaraj

Abstract — Job stress is a situation wherein job related factors interact with the worker to change, that is, disrupt or enhance his or her psychological and or physiological condition such that the person is forced to deviate from normal functioning.Every organization depends on their valuable employees for their maximum contribution in attaining organizational objectives. Stress Job is so widespread; it has a very high cost per individual, organization, families and for society for the individuals, the loss of capacity to cope with working and social situation which can lead to less success at workplace including loss of career opportunities and employment.It aims to know the opinions, views, expectation and satisfaction of the respondents regarding the employee relation, resources, commitment, and stress they experience towards their work and company. It is more common in the IT sectors because the number of divers has been increased due to misunderstanding among them.Indirectly stress is one of the biggest killers around the world and it even makes the employees miserable. The unchecked stress can be the root of destroying the relationships in the family and in the organization.There should be a continuous and a comprehensive monitoring of the employees in an organization to keep them physically healthy. This will not only ensure their productivity but will ensure his / her wellbeing in the organization .this is more so IT sectors where employees are susceptible to high levels of stress and strain. Therefore, a study onImpact of Job Stress on Employees' Performance in Information Technology sector at Chennaiwhich is an IT sector.

Key Words : Job stress, Information Technology, Employee's Performance

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Introduction

Society at present is highly competitive. Everyone strives for power; prestige and possession to excel over his/her fellow men. This competitive process obviously poses many challenges for the individual by causing stress and anxiety. Stress is a condition of strain on one's emotions through processes and physical conditions. When it is excessive it can threaten one's ability to cope with an environment. In the workplace, as in other areas, stress can play a positive role by increasing alertness among staff and mobilizing their adaptive capabilities. To some extent, therefore, a certain level of stress has the potential to actually contribute to the organizational effectiveness. Job stress is the harmful physical and emotional response that occurs when the requirements of the job do not match the capabilities, resources and needs

of the employees. Job stress always related to our health and our work. The researchers agree that occupational stress is a serious problem in many organizations (Cooper and Cartwright, 1994; Varca, 1999; Ornelas and Kleiner, 2003). However, stress can become counter-productive once excessive levels of unresolved stress begin to affect the health and productivity of the workforce. Job stress originates due to organizational demands which are experienced by the employees. Job stress is a situation wherein job related factors interact with the worker to change, that is, disrupt or enhance his or her psychological and or physiological condition such that the person is forced to deviate from normal functioning.

Job Stress

The concept of job stress is often confused with challenge, but these concepts are not the same. Challenge energizes us psychologically and physically, and it motivates us to learn new skills and master our jobs. When a challenge is met, we feel relaxed and satisfied. Thus, the challenge is an important ingredient for healthy and productive work. Employers in any setting, therefore, have both commercial and moral reasons for being sensitive to the incidence of stress and developing management approaches for controlling it. This is particularly so in industries such as the Information Technology sectors, which are both labour intensive and dependent upon face to face contact with the customer in the delivery services. The cost of occupational stress is very high in many organizations in recent times. For instance, the International Labour Organisation (ILO) reports that inefficiencies arising from occupational stress may cost up to 10 percent of a country‘s Gross National Product (Midgley, 1996). Occupational stress is defined as the perception of a discrepancy between environmental demands (stressors) and individual capacities to fill these demands (Topper, 2007; Vermut and Steensma, 2005; Ornels and Kleiner, 2003). Christo and Pienaar (2006) argued that the causes of occupational stress include perceived a loss of job and security, sitting for long periods of time or heavy lifting, lack of safety, the complexity of repetitiveness and lack of autonomy in the job. In addition, occupational stress is caused by lack of resources and equipment; work schedules— such as working late or overtime and organizational climate are considered as contributors to employees stress. Occupational stress often shows high dissatisfaction among the employees, job mobility, burnout, poor work performance and less effective interpersonal relations at work (Manshor, Rodrigue, and Chong, 2003). Johnson (2001) similarly argued that interventions, like identifying or determining the signs of stress, identifying the possible causes for the signs and developing possible proposed solutions for each sign, are required.

Statement of the Problem

The researcher has formulated this topic because of his own personal experience as well as by reading through newspapers and watching TV news. When the researcher is at work he always feels that there is often a lot of pressure and job stress from the head of the departments. When he /she are under stress, lack of technical competence and skills then they are unable to perform the work thus

leads to less productivity in the organization. It is more common in the IT sectors because the number of divers has been increased due to misunderstanding among them. Indirectly stress is one of the biggest killers around the world and it even makes the employees miserable. The unchecked stress can be the root of destroying the relationships in the family and in the organization. There should be a continuous and a comprehensive monitoring of the employees in an organization to keep them physically healthy. This will not only ensure their productivity but will ensure his /her wellbeing in the organization .this is more so IT sectors where employees are susceptible to high levels of stress and strain. Therefore, a study on Impact of Job Stress on Employees' Performance in Information Technology sector at Chennai which is an IT sector becomes absolutely necessary for the organization to device strategies to keep the stress of the employees at a minimum.

Need and Importance

Every organization depends on their valuable employees for their maximum contribution in attaining organizational objectives. It aims to know the opinions, views, expectation and satisfaction of the respondents regarding the employee relation, resources, commitment, and stress they experience towards their work and company. Executives and managers in all kinds of organization are becoming increasingly concerned about the human costs of doing business. Only if the employees are dedicated to their work, the organization can run effectively. This study on job stress will greatly help both the organization and me. The organization will come to know what are all the factors, which causes stress among its employees. This study will be helpful for the organization to rectify it. In order to analyze the level of work stress among employees at the workplace and to find the major class of employees who experience stress at the major level, a study was conducted among the Information technology sector employees of at Chennai. Hence the study helps the organization to find and understand the impact of Job Stress on Employees' Performance.

Objectives of the Study

- To find out the opportunities for the respondents to prepare themselves for future challenges
- To study whether the work is done IT sector is related to their interest.
- To analyze the level of psychological job stress experienced by the respondents.
- To reveal the workload lowers productivity and job satisfaction
- To examine the workload and conflicting demand of the respondents in relation to job stress.

Research Methodology

Research Methodology is the specification of methods and procedures for acquiring the information needed to structure or solve problems. It is the overall operational pattern or framework of the project that stipulates what information is to be collected, from which sources and with what procedures. The researcher adopted the Descriptive Research Design for the study. The researcher had chosen four Information Technology industries at Chennai to The researcher has used both

the Primary and Secondary data were used in the project. In this research, the primary data was collected by means of a Structured Questionnaire. The Likert-type scale with items 1-5 was used (where 1= Not at all, 2= Rarely, 3= Sometimes l, 4= Often and 5= Very often) in this study. The reliability statistic Cronbach's alpha coefficient value was calculated to test the internal consistency of the instrument, by determining how all items in the instrument related to the total instrument. This instrument was tested on a pilot group of 30 employees. After analyzing their responses from the pilot study, the Cronbach's alpha static was found to be 0.84. The researcher used Stratified Random sampling in this Research. The researcher adopted all the departments which had many factors of service to the customers. Irrespective of the departments there are four strata adopted that are the skilled employees of all the departments. Fifty percent of the population was drawn from each stratum to make a total of 100 respondents.

Results and Discussion

In this research, little one third (37.7 Percent) of respondents belong to the age group between 26 to 30 years. The majority (54 Percent) of the respondents are female. Nearly one fourth (21 percent) of respondents from on-site Development Team. Nearly half (44.2 percent) of the respondents are having 2 to 5 years of experience. A Large number (40.2 percent) of the respondents have completed professional Diploma and IT educational qualification. The majority (60.6 percent) of the respondents are unmarried, and the remaining 39 percent of the respondents are married. The majority (60.6 percent) of the respondents belong to a nuclear family and the remaining 39 percent of the respondents belong to the joint family. A large number of the respondents (41 percent) were from an urban background. The majority (54 percent) of the respondents have a total number of family members.

In this study, Half (50.8 percent) of the respondents felt run down and drained of physical or emotional energy. Little over one third (39.9 percent) of respondents said that they are prone to negative thoughts about their job. Half (50.8 percent) of the respondents easily irritated by a small problem with other employees and team. One third (32.8 percent) of respondents misunderstood and unappreciated by their co-employees. A Large number (39.9 percent) of respondents felt that they have no one to talk to them in the organization. A Large majority (68.9 percent) of respondents' achievement level was less than what they can do in the organization. A Large majority (74.5 percent) of respondents' unpleasant level was being to succeed in their job. The majority (63.2 percent) of respondents did not get what they want out of their job. A Large number (39.9 percent) of respondents felt that they are in the wrong organization or the wrong profession. A Large number (43.4 percent) of the respondents said that the interest of the employees on their job that enables an individual to accomplish or achieve the task or goals necessary for successful job performance. The majority (58.3 percent) of respondents frustrated with part of their job in the organization. Little over one third (36.6 percent) of respondents felt that there is organizational politics. Half (50.8 percent) of the respondents said that there is equal chance is given to all practically to do more work. A Large majority (73.4 Percent)

of respondents expressed that employee's lack time to do the good quality of the job. The majority (67.3 percent) of respondents said that there is lack of time to do as the employees like to do the work. A Large number (41 percent) of respondents satisfied with the performance of their work given.

The majority (54.4 percent) of respondents suffered depression from their job. Half (52.9 percent) of respondents worried about their colleague's opinion on them. Nearly half (49.1 percent) of respondents discussed their problem with their spouse and friends. A large number of (78.5 percent) respondents worked more than eight hours daily. The majority (59.3 percent) of respondents felt their role tends to interfere with family life. The majority (51.1 percent) of respondents did not have the time they like to do work without interruption. Half (50.2 percent) of respondents had time that they want with their family members every week. Majority of the respondents (58.8 percent) expressed that they have stress at work. Nearly one fourth (22.4 percent) of respondents had the personal time that they like to do in a week. A Large number (42.6 percent) of respondents responded angrily when the activity is interrupted. One third (32.8 percent) of respondents responded angrily when they are asked to unplanned work by the management. The majority (54.1 percent) of the respondents tensed when they are given unexpected large projects. Little over one fourth (26.5 percent) of respondents responded positive manner when they are asked to do something without training. The majority (50.8 percent) of the respondents accepted with a healthy attitude circumstances that can't change them. Little over one third (32.8 percent) of respondents proactively responded with the positive power to stressors. A Large number (41 percent) of respondents planned their life each day and work out that plan. Nearly one third (31.1 percent) of respondents were unable to satisfy the conflicting demands of various people over them. The majority (56.1 percent) of respondents stressed because of their boss scolding. The majority (50.8 percent) of the respondents thought of organizational work is not related to their job. The majority (57.5 percent) of respondents feared about the quality of their performance.

The researcher applied Chi-Square, ANOVA and t-test to find out the significant association between Independent and Dependent variables. Statistical Package for Social Sciences was used to test the hypothesis. According to the study of Maria Melchion and Jenny (2009) have given their views on "Sickness absence, from work predicts worker's risk of later depression". They comment on participants who were studied were executives from the natural gas and Electricity Company. Required data (sickness absence) was obtained and assessed. The baseline for a study on factors of age, gender, marital status, occupational grade, tobacco smoking, alcohol consumption, depressive symptoms and work stress were analyzed. In this study also there is a significant association between Age and Role ambiguity (p-value = 0.042). Abhishek Y. Dikshit1 and Preeti A. Dikshit (2014), conducted the study on Job Stress Level Among Engineering Professionals Working In Manufacturing Sector In India. In their research, The mean job stress levels of female and male professionals were 134 and

123 respectively. 91.5 % of respondents did not participate in stress management courses. About 70% of respondents were suffering from very stressful occupation (VSO) or extremely stressful occupation (ESO). There is a significant relation between gender and level of job stress (Sig<0.05). The job stress level in female professionals is notably higher than that of the male. In this study also there is a significant relation between Gender and Level of Job stress. The Job stress level in female professionals is notably higher than male employees. Kedar Rayamajhi (2014) made an attempt to study "Level of Stress among the Government Officers: Cases from the Nepal" Job stress can be defined as the inability to cope with the pressures in a job. The main objective of this study is to explore the level of stress among the government officers working in different offices of Nepal. The study was conducted among the 284 technical and non-technical government officers. In this study, there is no significant association between Educational qualification and Workload (p-value = 0.068). There is a significant association between Experience and Level of Job stress (p-value = 0.048). There is a significant relationship between the type of family and work-life balance (p-value = 0.039). There is no significant relationship between department and quality of performance (p-value = 0.273). There is a significant relation between Native background and Proactive responses to positive power (p-value = 0.035).

Suggestions and Recommendations

Based on the analysis, which focuses on the Psychological aspects and Social aspects and job stress of the employees in the organization, the biggest challenge would be job stress but how to keep the workforce healthy. Therefore it has become increasingly important for organizations to adopt and invest in approaches and policies that enhance the health of their employees and keep the level of job stress at its optimum certain suggestions to improve The Job Stress are presented below:

- Since 58.8 percent of the respondents expressed that they have stress at work, the organization can reduce the workload so that the employee may overcome their stress or the organization can establish a counselling centre to provide service to the employees during stress.
- In this study, 54.1 Percent of the respondents said that they get tensed when the management is given a large project without the training. Training programmes should be organized for the awareness of the ways and modes of overcoming stress for updating the knowledge and skill of the employees to face the challenges brought about by the fast-changing technological milieu.
- Since 50.8 percent of the respondents agreed that their physical and emotional energy comes from a job. The job which is given to the employees by the organizations is demanding more. It is up to the management to reduce the Conflict and clarify organizational roles so that this cause of stress can be eliminated or reduced
- In this study, 43.4 Percent of the respondents said that the interest of the employees on their

job that enables an individual to accomplish or achieve the task or goals necessary for successful job performance. It is necessary to identify those needs and wants of the individuals in terms of importance and then to match them with the time and resources available.

Conclusion

Stress Job is so widespread; it has a very high cost per individual, organization, families and for society for the individuals, the loss of capacity to cope with working and social situation which can lead to less success at workplace including loss of career opportunities and employment. It can give rise to greater strain even in a family relationship and with friends. Hence it may result in depression, suicide or even death. For the organization, the cost of stress may take many forms which include absenteeism, high medical cost and staff turnover. For the society cost of stress may include many parameters like frustration and less success in achieving individual objectives. Thus, a study of stress will be useful to organizations and community at large. In this study, the researcher found that majority of respondents are overall satisfied with the job in the IT sector and the working condition and facility provided by the management. Even though the organization is satisfied with the working environment the organization can focus more on the health aspects of the employees and can also reduce the job stress of the employees. This research will help the organization to reduce job stress of the employees that they are facing in the organization. This research surely will help the management to analyze the job stress of the employees in the organization. This can help the employees to overcome job stress of organization so that the performance at the individual level can be improved

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A Study on Career inhibitors and Career Enablers for Women Working in IT Sector

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Abstract — With globalization and privatization overtaking the Indian corporate sector, numerous employment opportunities were provided to Indian women. Despite being bestowed with such opportunities, women workforce participation continues to remain alarmingly low. Though Indian women have high scaling career desires, they are confronted by certain circumstances that act as barricades preventing them from attaining their career desires.

The Indian corporate can play an important role in a woman's life by helping them regain their career momentum formulates the area of focus of this study. Through this study, the researcher wishes to identify the career enablers that can be extended by organizations to help women continue their career. The study also wishes to examine the Indian corporate perspective towards the initiatives carved out by existing Indian corporates that specially cater to women working in IT sector. Apart from this, the typical reasons that force an Indian woman towards a career break and the challenges she faces while planning to continue to work are also highlighted through this study. Towards the end of the study, the researcher has put forth recommendations for both the involved parties – women seeking to have a long term career and corporate, that will help women gain career momentum post marriage without forgoing their career aspirations.

Keywords: Indian Women, Career desires, Career enablers, Career break.

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1.1 Introduction:

The Indian women attribute immense importance to family and the commitments they hold towards their family and society. Domestic commitments always take precedence over professional commitments for an Indian woman professional. When it is a question of career and domestic life, a woman in the Indian context always prioritizes domestic responsibilities over profession. Thus, the inexorable career break is the most chosen path of any Indian woman professional who wishes to attain work life balance.

Generally, women abort their careers mid-way due to lack of support systems that could help them sustain their career aspirations. These support systems could be extended by family, society, workplace etc. When a workplace extends initiatives like good day care facilities,

good growth opportunities for women etc., it makes a huge difference for a woman as she is able to juggle both her domestic and professional responsibilities. Past research has proved that corporate initiatives in this aspect has been instrumental in bringing back women to the workforce after taking a career break. Today, there are organizations in the Indian Corporate who have realized the kind of support women require in this area and have started rolling out initiatives that will facilitate a woman to have a long career despite various challenges. This study examines the significant initiatives a corporate should take to ensure the steadily rising graphs of their women professionals. This study hopes to identify those career enablers at workplace and family that will assist a woman to have a successful career without foregoing her career aspirations.

2.1 Review of Literature:

Career inhibitors & Career Enablers:

According to Eagly & Carli, (2007); Sandberg, (2013), "Balancing work and family responsibilities is viewed as the one of the most challenging obstacles for women seeking leadership positions and this could be daunting for the millions of working women raising children on their own says Hess & Kelly, 2015.

According to a study by NASSCOM survey (2008), found that women in the Indian IT industry face multiple challenges which conflict with their career aspirations. As a result, the rates of women participation droop down to 28 percent across all levels.

Chilchilla (2006) aimed to contribute to the analysis of inhibitors and enablers in the careers of executive women. According to the results of the analysis, the components of enablers that facilitate professional development of women are an external support component, associated with professional mentors, personal mentors, luck, friends and professional development policies; a spouse component, associated with emotional support and the spouse's opinion; a personal component, associated with values, motivation and personality and a professional component, associated with training, time management and career strategy. In the direct analysis, the personal component seems the most important, while in the correlations analysis; the spouse component becomes more important. In the professional component, training seems more important than the rest. Overall, women mangers 'main support in the various spheres of life is their husbands. The husbands/partners of women managers in most cases are managers. When asked to identify the enablers of their professional development women managers point to motivation, training, mental strength and their value system as being the most decisive factors.

There has been extensive research to understand the career enablers that aid the professional development of women. Training, for instance has been linked to women's advancement in management by Tharenou (1999) and Tharenou and Conroy (1994). Qualitative studies of women's career progression show that personality, or the way certain traits of women's personality are perceived, may assist or obstruct their career (Morrison et al., 1992; Seibert and Kraimer, 2001). Tomlinson et al. (1997) suggest that women managers have an advantage over men because they generally find it easier to

communicate and empathize with employees. Some of the community initiatives are P.Inc, Relauncher, Sheroes, Reboot, FMC (First Mom's Club rebooted), Women's web etc. These initiatives aim at making career transition easy for career women who had taken a break. P.Inc also known as Women Power@Work, is an initiative supported by The Times of India that aims at bringing women who have taken a break from work, back into the workforce. Flexible work arrangements are arrangements between a woman professional and her organization such that her working patterns are different from the normal working patterns-they can involve changes to hours she works, times she is required to work or her place of work (Saundarya, 2013).

Ruth Mason (2002) examined the women returner's perception of their own skills and the barriers they face during re-entry. The study shows that women who have taken a career break often find it difficult to return to paid work. They feel their skills are out-dated and find it difficult to balance their careers with their on-going family responsibilities.Employers can also adopt a policy that flexibility towards the needs of their employees is the rule rather than the exception. Options such as part time job, job-sharing and flexi time should receive serious consideration and on a case to case basis, so that the needs of the individual employees can be accommodated where possible.

Rajeshwari Gwal (2016) focused on the reasons of re-entry working women who once again try to engage in full-time employment after voluntarily or non-voluntarily take time off from the workforce. The study also shows that the women returnees are not a homogenous group and the length of the career break plays a key role in the process of re-entry.The key finding of this study is that many women, on career re-entry change their profession in order to manage their domestic responsibilities. Also, skill depreciation, perceived age discrimination, negative experiences, or difficulty to reengage make these women join small companies or compel them to shift industries and functional roles.

Saundarya Rajesh, Karthik Ekambaram explored the career trajectories of Indian Women Professionals in the IT industry. In their study, they found the major reasons that force an Indian woman professional to take a career break. It was found that in the Indian socio-cultural context, the various stumbling blocks that an Indian woman professional encounters as she treads her career path have been categorized as cultural, social, structural, and personal and job related or professional.

Bharathi Ravindran, Rupashree Baral (2012) analyzed the impact of organizational factors like policy support, work-family culture, organizational justice, diversity climate on career satisfaction, career commitment, organizational commitment and job satisfaction of Indian re-entry women in the IT sector. The results of this study reinforced a positive link between diversity climate and job satisfaction, career satisfaction and career commitment. This means that women returnees feel welcomed and included, they tend to have a positive outlook towards their career and feel satisfied with their job.

Lovejoy (2011) proved that women who interrupt their careers experience downward mobility in status and salary. This is a function of employer discontinuity; career redirection towards lower status, lower paid sectors of the economy and part-time work; and skill obsolescence and deterioration of human capital

and productivity. The findings of the study revealed that many employers hold negative and stereotyped beliefs about women that married women or women with children are less committed to their work and their organizations. Interruption of work often leads to decreases in remuneration and impacts on the prospect of promotion that's major issue faced by the re-entering women.

McIntosh (2012) revealed how women suffer a per-child wage penalty, resulting in a pay gap between non-mothers and mothers. This pay gap is that larger than the gap between men and women. Women who take a career break of greater than two years see their careers depressed and restricted. Motherhood results in the devaluation of women's abilities, a denial of opportunity and a penalization in respect to careers. The results confirm that a women's career progression is reduced incrementally as she has more children, and part-time workers have reduced career progression regardless of maternal circumstances.

3.1. Objectives of the Study:

- To study the career inhibitors and career enablers for women working in IT sector.
- To study the demographic variables of the respondents.
- To find out the causes that hinder women from having a long career.
- To identify the career enablers at work that will assist women employees to have long careers.
- To find out the relationship between demographic variables and women's decision to sustain their career.
- To understand the contribution of women employees to the organizations.
- To suggest measures for women employees to have a successful career in IT sector

3.2. Hypothesis of the study:

- There is no significant association between consent of the family and decision regarding duration of career.
- There is no significant association between break shift facility and cooperation from family to continue their career.
- There is no significant association between crèches within the office premises and career momentum after marriage
- There is no significant association between the place of hailing and decision regarding duration of career.

3.3. Methodology:

The study was conducted in IT industries across India .The design used in this study was descriptive research. The sampling technique used to select samples was Non-Probability Sampling method-convenient sampling method. Sample size for the present study is 109. Reliability statistics was carried out to test the reliability of the questionnaire and is found to be reliable (0.728). The questionnaire contains various sections of questions pertaining to the demographic details, challenges faced by women to continue their career, reasons for quitting the job, career enablers at work, family and benefits of having women in the organization. Percentage analysis and Chi-square tests were used to find the analysis and interpretation of the data collected.

3.4. Limitations of the Study:

- Accessing samples was a bit difficult as the sample group was specific.

- Paucity of time hindered the process of data collection.
- Since the sample size is too small, results cannot be generalized.
- Due to paucity of time and size of the sample size, some results cannot be interpreted

4. Results and Discussion:

- **Demographic Details:**

A sizeable proportion of 81% of women belonged to the age group of (21-25) years and a meagre 1% belonged to the age group of (31-35 years). 84% of the respondents are not married. Majority of 79% respondents hail from nuclear families while 21% of them hail from extended/ joint families. Among the respondents, 62% of women come from metropolitan cities while a minimal 6% hail from villages. Majority of 52% respondents hold junior level positions while 7% of them hold senior positions. A maximum of 57% of women have 0-2 years of work experience in IT sector; 36% have 3-5 years of work experience.

- **Major Findings:**

Majority of 51% respondents have decided to have a long career, 44% of them have not decided yet, 3% of them have decided to work for 1-3 years while 2% of them have decided to work until they get married.

For an Indian woman professional, family holds a lot of significance. This can be validated by the fact that more than majority of 67% strongly feel that Cooperation from family enables smooth career for women to attain leadership positions. A good proportion of 51% strongly agree that having supportive line managers and co-workers make a difference in career adjustment for women. This shows that a supportive workforce is considered a critical career enabler on the professional front by women.

Findings reveal that crèches facilities as a career enabler is looked forward to strongly by 34% of the women respondents whereas a minimal 4% strongly disagreed with the same. 39% of women strongly feel that career stability policies for women who are back from maternity break will attract more women workforce. A sizeable proportion of 48% vouch strongly that flexible work arrangement enables women to sustain and move up in career whereas 5% strongly disagreed with the same. According to the findings, child care has been ranked the number one reason to quit a job followed by maternity and marriage. 35% of the respondents feel that a strong mentoring and coaching initiative by organizations can help women overcome their challenges.

Women who wish to return to work for the purpose of putting their acquired skills to use strongly look forward to upskilling and reskilling training program after maternity break from the organization as a key career enabler (30%). Since these women have been out of the workforce for a brief period of time, they are likely to unaware of the latest advancements in terms of technology in their area of expertise or domain. Organizations by providing skill building initiatives can help them polish and update their skills so that they are able to embrace smart working without any glitches. 40% of the respondents feel that providing highly visible projects and opportunities can help women advance in their career.

- **Results of the Hypothesis :**

There is no significant association between consent of the family and decision taken about

the duration of career. There is no significant association between break shift facility and cooperation from family to continue their career. There is no significant association between crèches within the office premises and career momentum after marriage. There is no significant association between the place of hailing and decision taken about the duration of career.

5.1. Suggestions:

Some of the measures that IT sector can take to facilitate career are:

- From the findings it can be understood that companies are unaware about the benefits of retaining women employees. Corporates need to be sensitized about this and should take necessary steps to retain them.
- Many companies continue to view such initiatives as a part of their corporate social responsibility (CSR). This view has to be broadened. Companies should start taking steps towards building a diverse workforce with emphasis on gender diversity. This can be initiated by taking measures to retain their own women employees through returnship programs.
- For the purpose of retaining their women employees, companies can develop online courses for their women employees who have taken a break say for maternity or any other such reason. These online courses can be developed by having tie ups with open universities who possess expertise in distance education and relatively new and innovative learning technologies.
- Recruitment practices in the sector make it hard for returnees of any age. Companies often reject profiles of women who have a career break due to lack of updated skills. Instead of rejecting such profiles, companies should work on providing skill building initiatives which can help such women re-enter the workplace.
- According to the findings, majority of women who are married, want crèches at their disposal. Organization provided crèches and day care centers will further reduce the distance between home and work, virtually. Day care services operated by an organization help prevent women employees from quitting work and moving to other organizations where such services are already available.
- Supportive line managers and colleagues are yet another career enabler that majority of women voted for. This sensitization can be brought about through diversity workshops. These workshops will focus on orienting line managers and employees positively towards career women as it is important they understand the commitments a career woman brings to the workplace.
- A woman, on the other hand, who is actively looking to have a long career, should also take a few measures to ensure a successful career despite all odds. Some of these measures could be:
- Create awareness among women about the corporate initiatives and community initiatives in place which specially cater to the needs of career women. Several women are still unaware about the second career opportunities that await them.
- While women are on their career break, they should facilitate their re-entry by taking specific steps before stepping out. Women should start building networks before as well as after the break with their colleagues, professional organizations, Alma matter etc.

- Women should also be abreast with the current knowledge about the specific field and industry and should understand the needs of the market, the preferred company they wish to join etc.
- Decrease in pay and lower designation features amongst the top three challenges a woman experiences while planning a career re-entry. Women who are seeking a career re-entry should be positively sensitized towards this. They should understand that having a career break has its own disadvantages and being offered a lower designation with a decrease in pay is one amongst them.
- Most importantly each woman has to be passionate about work and understand the importance of being financially independent

5.2. Conclusion:

It is beyond doubt that Indian women have definitely come a long way with their career ambitions and have broken gender stereotypes. Many of them have a stupendous academic record that fetches them great careers. Nevertheless, they sacrifice their career aspirations to fulfill their duties and responsibilities of the domestic front. Once the reasons that led to them the career break diminish in magnitude, many of them secretly nurture a desire for a career comeback. They look forward to opportunities in organizations that will help them re-launch their career at the workplace.

An organization needs to understand the hardships of women and appreciate their contribution by retaining women employees through returnship programs. Women should start building networks before as well as after the break with their colleagues, professional organizations, Alma matter etc. Networking is an essential skill that needs to be practiced by all women, especially mid-career women. Awareness among women about the corporate initiatives and community initiatives in place which specially cater to the needs of career women should be created. Hence, a collaborative partnership between women and organizations is the key for these women to fulfill their career dreams.

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MSM Enterprises in India: Roll of Marketing Services to Customer Satisfaction

B S R Murthy

Abstract — Micro, Small and Medium Enterprises (MSMEs) firms an important part of Indian economy; it's contributing through organized and unorganized sectors to usage of Resources, Industrial output, exports, employment and investments in rural and urban area. The MSME sector performing on service marketing for Customer satisfaction, Satisfaction is influenced by the availability of customer services; the provision of quality customer service has become a major concern of all businesses. This Study required to investigating the MSMEs Performances and customer satisfaction level by the services. Competitive environment present days better business services and marketing services required for development of MSM Enterprise. Marketing Services improve the performance of the Enterprise through access to Customers. The services are a large part of the indicator to customers' decision by purchases Depending on services. The Data required for the study has been collected from Primary and secondary sources.

Key Words: ***MSMEs, Marketing Services, Customer Satisfaction***

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MSME in India

The Purpose of this paper is to examine the role of Marketing services and Micro, small and Medium Enterprises have played a vital role in the growth of Indian economy through Employability and Producing of Goods. Employment and income generation are particularly important as far as rural areas and vulnerable communities. Micro, Small and Medium enterprises are the engine of the economic growth and development regional and overall. In accordance with the provisions of MSMEd Act-2006 are classified in two classes they are Manufacturing Enterprises and Service Enterprises investment and equipment.

Concept	Manufacturing In terms of Investment in Plant and Machinery	Service Enterprises in terms of investment in equipment
Micro Enterprise	Less than 25 Lakes	Less than 10 Lakes
Small Enterprise	25 Lakes to 5 Crore	10 Lakes to 2 Crore
Medium Enterprise	5 Crore to 10 Crore	2 Crore to 5 Crore

Source: www.dcmsme.gov.in

The MSME sector has growth rapidly over the year, the growth rates during the various plans periods have been very impressive. Present

days Govt. Polices are encouraging growth of micro, small and medium industries is based on several promotional measures. The impact of globalization and domestic reforms on MSMEs industries sector by emphasizing that small industry had suffered in terms of growth of units.

Marketing Services

Services Marketing refers to the marketing of services as intangible products, it is a large part of the indicator to customers decision by pre purchases to post purchases services. Today highly competitive scenario limited pool of customers. Service marketing is the provisional of intangible offerings to Business to business and business to customers and business to Customers. Marketing services has become important tool for any organization to comities environment. Marketing Services improve the performance of the Enterprise through access to new and existing Customers. MSMEs Need of some of the business development services but not for existing services.

Customer Satisfaction

Customers have much service option to choose from enterprise along with products or services. Retaining existing customers is more important to the business continues operations than attraction new customers. In literature antecedents of satisfaction are studied from different aspects. The considerations extend from psychological to physical and from normative to positive aspects. However, in most of the cases the consideration is focused on two basic constructs as customer's expectations prior to purchase or use of a product and his relative perception of the performance of that product after using it.

Review of Literature

Marketing services involves continues process to interaction between the services provider by the customers throughout the pre purchase to post purchase up to product life period. This services enhance and establishment of strong and long run relationship with customers to satisfaction, retention and profitability of the firm. An MSME, every customer is assignment is a priority because their ability to get new customers is often limited due to their size and resources. Satisfaction is influenced by the availability of customer services; the provision of quality customer service has become a major concern of all businesses. The increase of competition in local and global markets determined the importance of service innovation as a key source support firms growth and development.

Arens, (1996) is given the opinion that advertiser's primary mission is to reach future potential customers and influence their awareness, buying behavior and attitudes. They spend huge money to keep individuals (markets) interested in their products. They need to understand what makes valuable customers behave the way they do to succeed. The advertisers' goals is that, to getting enough relevant market data for developing accurate profiles of buyers-to-find the common group and symbols for communications. This involves the study of Customer behavior i.e, the mental and emotional processes and physical activities of people who buy and utilize goods and services to satisfy specific needs and wants.

Banumathy and Hemameena (2006), while studying Customer brand preference with respect to soft drinks, found that after globalization most of the Customers like the

international brands such as Pepsi and coco-cola. Customers preferred a certain brand or a particular drink mainly because of its taste and refreshing ability.

Reddy Yella D & Ramesh A (2007), With the rising popularity of packaged fruit drinks, the cola wars might extend beyond the traditional boundaries as they face fierce competition from the former.

Xia, L., Monroe, K. B., & Cox, J. L. (2004), Price fairness Price fairness is "a Customer's assessment and associated emotions of whether the difference (or lack of difference) between a seller's price and the price of a comparative other party is reasonable, acceptable, or justifiable".

Berry, L.L., Wall, E. A., and Carbone, L. P. (2006), Convenience of location plays very important role on Customers Satisfaction regarding banking services. Customers with higher knowledge about a service are more likely to use self-service channels like 24X7 ATMs, Bill pay machines, Internet banking, and Mobile banking. But, convenience is a key driver of channel choice for the majority of Customers.

Milligan (1997) suggests that banks with an extensive branch office system and ATM network would have the opportunity to attract customers who are in convenience segment.

Research methodology

MSMEs facing lot of problems Like Skilled Manpower for manufacturing, services, Marketing etc. these enterprises are facing lot of problems like Lack of credit from banks, Competition from multinational companies, Poor infrastructure, unavailability of raw material or inputs, lack of advanced technology, lack of distribution channels, and lack of skilled manpower. This study investigates the impact of marketing services on business performance with special reference to micro, small and medium enterprise in India.

Objectives

- To Examine the Marketing Services on MSMEs.
- Identify the Customer Satisfaction on Madanapalle MSMEs marketing services.
- To know the performance of MSMEs in marketing services.

Data Collection

The data required for the study has been collected from secondary sources. The data collection includes journals books and websites ext.

Problem of the study

According to the Global state of Multichannel Customer service Report – 2015: Global Customers have stopped doing Business with a brand or organization due to poor customer services expectations, 97 Percent of global Customers claim customers services is either very or somewhat important in their choice and loyalty to a brand and 60 Percent of Customers have higher customer services expectations than they did one year ago

- MSME sector does not have Skilled Marketing resources.
- Marketing services enhancing the sales.
- Micro, small and medium enterprises (MSMES) have to face the problems towards increasing competition in the present scenario of globalization.

Research Design

A research design is a framework or blueprint for conducting the marketing research project. It specifies the details of the procedures necessary for obtaining the information needed to structure and/or solve marketing research problem. The research design used in this project is Descriptive research design. In this research the researcher used Convenience Sampling, this study; a sample of 100 has been taken. Data collection by the Questionnaire Sources, through primary data and Secondary data was collected from the Books, Newspapers, Journals, Magazines and Research papers.

Limitations of the Study

The main limitations have given below

- The sample size 100 only.
- This study Covering MSMEs services Madanapalle only.
- If sample size changes are area changes result may vary.

Analysis

Table: 1, Demographic Profile of the Respondents

Demographic area		Respondent	% of Respondents
Living Area	Rural	42	42
	Semi Urban	58	58
Gender	Male	62	62
	Female	38	38
Age	below 18	7	7
	19 to 30	31	31
	31 to 45	31	31
	45 to 60	28	28
	61 above	3	3
Education	Uneducated	23	23
	SSC	27	27
	Inter	24	24
	Degree	17	17
	PG	9	9
Occupation	Former	49	49
	Student	29	29
	Employee	15	15
	Self employer	4	4
	Retied	3	3

1. Customer Satisfaction Level on Product Based Services on MSMEs.

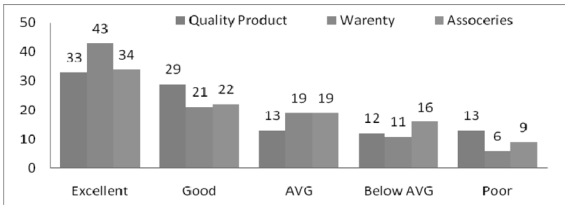

Fig: 1 Customer Satisfaction on Product Based Services

From Table -1, For the purpose of empirically investigating the Customer Satisfaction Level on Product Based Services on MSMEs, This study used Product as dependent variable, quality of Product, Warranty of the Product and Accessories of the Product as independent variable. The Quality of the Product based on Customer satisfaction Level Results analysis of that Excellence perceived value is 33, Good Perceived value is 29, Average Perceived Value is 13, Below Average Perceived value is 12 and Poor perceived value is 13. The Warranty of the Product based on Customer satisfaction Level Results analysis of that Excellence perceived value is 43, Good Perceived value is 21, Average Perceived Value is 19, Below Average Perceived value is 11 and Poor perceived value is 6. The Accessories availability of the Product based on Customer satisfaction Level Results analysis of that Excellence perceived value is 34, Good Perceived value is 22, Average Perceived Value is 19, Below Average Perceived value is 16 and Poor perceived value is 9.

2. Customer Satisfaction Level on Price based services on MSMEs.

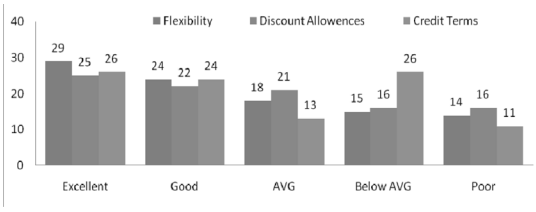

Fig: 2 Customer Satisfaction on Price Based Services

From Table - 2, For the purpose of empirically investigating the Customer Satisfaction Level on Price Based Services on MSMEs, This study used Place as dependent variable, Flexibility of Price bargaining to shop, Discount availability on the Product and Credit term facility of the shop as independent variable. The Flexibility of Price bargaining to shop based on Customer satisfaction Level Results analysis of that Excellence perceived value is 29, Good Perceived value is 24, Average Perceived Value is 18, Below Average Perceived value is 15 and Poor perceived value is 14. The Discount availability on product to the shop based on Customer satisfaction Level Results analysis of that Excellence perceived value is 25, Good Perceived value is 22, Average Perceived Value is 21, Below Average Perceived value is 16 and Poor perceived value is 16. The Credit term facility availability of the shop based on Customer satisfaction Level Results analysis of that Excellence perceived value is 26, Good Perceived value is 24, Average Perceived Value is 13, Below Average Perceived value is 26 and Poor perceived value is 11.

3. Customer Satisfaction Level on Place based Services on MEMEs.

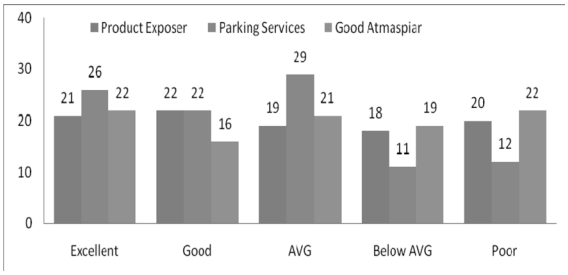

Fig: 3 Customer Satisfaction on Place Based Services

From Table - 3, For the purpose of empirically investigating the Customer Satisfaction Level on Place Based Services on MSMEs, This study used Place as dependent variable, Product Exposed in shop, Vehicle parking Services in Customers on shopping time, good atmosphere on shop for waiting to delivery of the product as independent variable. The Product Exposed in shop based on Customer satisfaction Level Results analysis of that Excellence perceived value is 21, Good Perceived value is 22, Average Perceived Value is 19, Below Average Perceived value is 18 and Poor perceived value is 20. The Vehicle parking Services in Customers on shopping time, based on Customer satisfaction Level Results analysis of that Excellence perceived value is 26, Good Perceived value is 22, Average Perceived Value is 29, Below Average Perceived value is 11 and Poor perceived value is 12. The good atmosphere on shop for waiting to delivery of the product in Customers on shopping time, based on Customer satisfaction Level Results analysis of that Excellence perceived value is 22, Good Perceived value is 16, Average Perceived Value is 21, Below Average Perceived value is 19 and Poor perceived value is 22.

4. Customer Satisfaction Level on Promotion based Services on MEMEs.

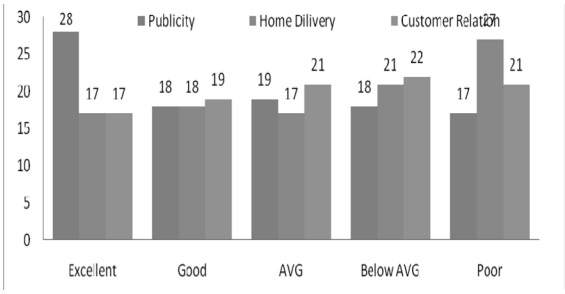

Fig: 4 Customer Satisfaction on Promotion Based Services

From Table - 4, For the purpose of empirically investigating the Customer Satisfaction Level on Promotion Based Services on MSMEs, This study used Promotion as dependent variable, Publicity of business, Home Delivery to Customers and Customer Relationship as independent variable. The Business Publicity based on Customer satisfaction Level Results analysis of that Excellence perceived value is 28, Good Perceived value is 18, Average Perceived Value is 19, Below Average Perceived value is 18 and Poor perceived value is 17. Home Delivery to Customer based on Customer satisfaction Level Results analysis of that Excellence perceived value is 17, Good Perceived value is 18, Average Perceived Value is 17, Below Average Perceived value is 21 and Poor perceived value is 27. The Customer Relationship based on Customer satisfaction Level Results analysis of that Excellence perceived value is 17, Good Perceived value is 19, Average Perceived Value is 21, Below Average Perceived value is 22 and Poor perceived value is 21.

5. Customer Satisfaction Level on MSMEs Services.

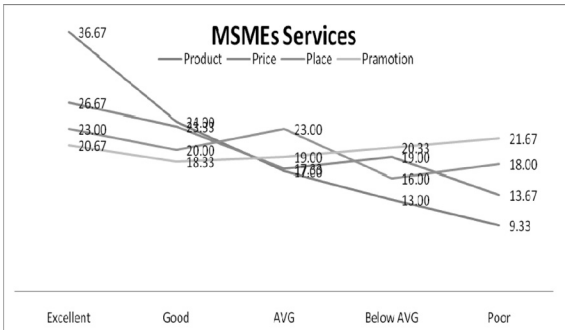

Fig: 5 Customer Satisfaction on MSMEs Services

From Table - 5, For the purpose of empirically investigating the Customer Satisfaction Level on MSMEs services, the Product based on MSMEs Services Customer satisfaction Level Results analysis of that Excellence perceived value is 36.67, Good Perceived value is 24, Average Perceived Value is 17, Below Average Perceived value is 13 and Poor perceived value is 9.33. The Price based on MSMEs Services Customer satisfaction Level Results analysis of that Excellence perceived value is 26.67, Good Perceived value is 23.33, Average Perceived Value is 17, Below Average Perceived value is 19.00 and Poor perceived value is 13.67. The Place based on MSMEs Services Customer satisfaction Level Results analysis of that Excellence perceived value is 23, Good Perceived value is 20, Average Perceived Value is 23, Below Average Perceived value is 16 and Poor perceived value is 18. The Promotion based on MSMEs Services Customer satisfaction Level Results analysis of that Excellence perceived value is 20.67, Good Perceived value is 18.33, Average Perceived Value is 19, Below Average Perceived value is 20.33 and Poor perceived value is 21.67.

Recommendations

This study investigates the impact of marketing services on business performance with special reference to micro, small and medium enterprise in India. Marketing services has become important tool for any organization to comities environment.

- To create the Positive feeling of the customer experience on enterprise services.
- To know the customer current expectations of the market services through research and feedback.
- To introducing the new services for customers requirements and Expectations.
- To facilitate the formation of groupings of MSMEs for marketing of their products and services as basket operations and services.
- To utilize the social media and online Services for customer expectations.

Conclusions

Marketing services is hugely important for enterprise success; through retain the maximum customer at all times. Customer's feedback to improve services marketing effectiveness, we need to collect the Customer's feedback. The future of MSMEs sector in India is happy and it will grow the economy in rural and urban areas also. These to provide better services for customer satisfactions, it will create positive experience of the service. The customer feeling and perception have a universal influence on attracting new customer and retaining the customers. MSMEs to provide service in order to satisfy customers, organizations in this kind of service need to improve on the sizes of services quality.

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Impact of Education and Work Environment on Quality of Work Life in I.T. Sector

J. Ramesh Kumar and Dr. R. Rajendran

Abstract – The present study is focused on the impact of Education and Work Environment on Quality of Work Life in I.T. Sector and the concept of Quality of Work Life (QWL) is the talk of the day in the global business community. A sample of 200 (Male = 145, Female = 55) were randomly selected and administered well designed questionnaire namely quality of work life which measures the independent factor of work environment and individual growth. The personnel variables of I.T. employee's namely work environment, age, gender, education, marital status and position in management were studied.

The collected data from the study sample were subjected to multiple regression analysis and the result indicated that "The demographic variables significantly contribute to the factors of (i) Quality of Work Life namely: Work Environment and (ii) Individual Growth were partially accepted". The study concluded that the quality of work life has definitely gained relevance globally and there is a need for periodical training programme and evaluation of training programme on quality of work life among the I.T. employee is suggested from the recommendation of the study.

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Introduction

In today's changing world we constantly seek better quality in our work life, a concept that is new and have found relevance across industries at all levels in an organization. Among various industries in India the most sought after is the $160 billion Information Technology. In the last decade this sector has changed the way we consider quality of work life.

Quality of work life (QWL) is a set of principles, which holds that people are the most important resource in the organization as they are capable of making valuable contribution to the organization. QWL consists of opportunities to achieve involvement in group working that is mutual beneficial to the organization as well.

Thus, QWL is a comprehensive construct that includes an individual's job-related well-being and recording work experience of the employees.

With Industry icons like Shri. Azim Premji, Founder-Wipro and Shri.Vishal Sikka, former CEO, Infosys clarifying that planning ahead is as challenging as implementing them in the decade to come, work life seem to take a back seat which could affect the individual and organization at large. The industry in simple words could see a paradigm shift in the way they approach future with changes in US government and law, Demonetization and issues with online

frauds the industry is all set for new challenges ahead.

Employees seek better career and development to ensure that they fair through the rough tide ahead.

Career development is defined as "evolving sequence of an employees work experiences over the time" and more of "moving sequence" on their life".

Career Development is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future.

Most companies fail to understand this and believe that crucial factor such as career development is one's personal problem and has nothing to do with one's professional pressures.

The concept of Quality of Work Life (QWL) is the talk of the day in the global business community. Peter Robert, CEO of 66th ranked American Company agrees, both our culture and our company's success demand that we attract talented people, provide them with the resources they need to be the best and serve our clients well and keep them engaged, motivated and satisfied throughout their career.

Instantly, another Chairman of a 99th ranked company comments that 'the most important asset of our company is our people'. Many organizations no longer consider corporate values and employees' satisfaction to be at odds with each other. Indeed, they believe that expenditure to increase the satisfaction of employee is value enhancing for many reasons. The reasons may be to evolve toward a service and information technology, as a focus to attract and retain the employees for a long term success in managing the complex and dynamic organization's global environment. The other reason may be to develop more dedicated and loyal employees to work effectively and efficiently. In order to create a 'Win-Win' situation the high quality of work life increases an organization's value and thus contributes for Total Productivity Management (TPM). By and large the multinational companies strongly believe that increase in Quality of Work Life (QWL) contributes for the increase in Quality of investment for its stakeholders.

There have been several research studies that establish a crucial link between employee's satisfaction and work place productivity. Many case studies in abroad and India appear to have recognized the concept of QWL and are making efforts to attract and retain Quality employees to create a dynamic and intellectual capital base.

The article published in the Harvard Business Review (1998), 'Work and Life' highlighted a fact that there was a positive co-relation between the loyalty and productivity. Stewart Friedman, Perry Christensen and Jessica Degroot (1998) described how, structuring work environments to benefit employees' needs and increase an employers' return. The authors examined several case studies and suggested three important principles viz.

(a) Clearly emphasize the overall business priorities and objectives of the organization.

(b) Recognize and support employees as "whole people" by openly "acknowledging and even celebrating the fact that they have roles outside the office", and

(c) Continually experiment with the way work is done.

These principles encourage employees to be clear about personal interest, enable skills to be

transferred from personal life to professional life and assist in the development of approaches that enhance an organization's performance without preventing employees from spending time and energy on outside pursuits.

According to a study in Fortune companies which provide tremendous flexibility in its work environment through its "Future of Work" project, armed with a laptop, a Blackberry, an iPod, employees can visit offices and find open spaces with desks, booths, "quiet zones" for undistracted work and work wherever they are, indicate a rise in employee satisfaction of more than 40%. One featured employee celebrates the fact that she can now work at home while taking care of her children, family and exercising the work (i.e.) she balanced the work and life enabled by her employer.

According to the survey conducted by the Great Place To Work Institute, India, the employees' survey scores of top 25 work places in India are closer to Brazilian to U.K. rather than US, EU or Latin America.

The overall, best work places in India still score less than the Top 100 in US, Europe and Latin America in almost all areas. Compared to 67 percent employees in the best workplaces in India during the year 2004, in 2007 more than 75 percent employees in the best workplaces agree that people are encouraged to balance work life and personal life.

While overall management credibility of the best workplaces in India is comparable to others, lesser number of employees agree that they can ask management any reasonable question and get a straight answer. Europe and even Latin American employees seemingly getting more "straight answers" from their managers. The study reveals that managers of best workplaces in India score lower than US and Latin American Managers when it comes to avoid favoritism, politics and backbiting. Interestingly amongst the various countries compared, managers of best workplaces in Germany seem to indulge in favoritism and workplace politics the least.

Challenges

Companies while onboarding employees at all levels in their organizational arrangement share a few career development aspects such as

1. Established career path
2. The opportunities for growth
3. The confidence they provide to employees of unbiased career development.

But, do they deliver what they promised is the fact that need to be analyzed.

According a recent survey today's flat organizational structures mean employees spend more time at each job level – roughly three more years than in 2010. This slow progress has resulted in more than 70 percent of employees being dissatisfied with future career opportunities, leading to potentially massive turnover costs.

This survey that covers nearly 12,000 employees globally has stated that employee turnover is mainly due to lack of career opportunities. It is believed that it could cost a company $25,000 because of coercing existing employees and slowing down productivity rate due to employee turnover. On the contrary, if the company could provide employee with career opportunities, employee turnover could reduce by 33% saving millions.

Singh (1983) in his study of managers from the public sector concludes that the overall perceived quality of work life in the Indian industries is considerably poor. While

this finding is common across all the work dimensions studied. Quality of Working Life is perceived to be the poorest in the area of democratization of work, culture leading to a state of mismatch between motivational and the existing QWL. He found that QWL was perceived to be poorer by private sector employees in comparison to public sector employees. QWL was operationalized for the study as human growth; exciting work place, creativity and innovativeness concern for people and democratization, of the work process.

Sharma (1978) studied 12 organizations in different parts of the country to examine labour force commitment. With a sample of 1,971 industrial workers, he came to the following conclusion: much of the tension and strife that pervade the industrial relations scene today can be explained by the alienation of the Indian industrial worker. Correlational analysis showed that, the workers' attitude and orientation towards both the company and the job are not influenced by their socio-cultural background. Instead, these are significantly associated with the following sets of factors: (a) preference for industrial work; (b) personnel policies and practices; (c) work technology; and (d) union involvement. He suggests that it is futile to blame factors such as socio-cultural background or rural/ agricultural origin of the workers as the cause of low commitment. He suggests improvement in two areas, (a) work technology; and (b) organizational culture

Jayesh Prasad et al (2007) studied alternative employment arrangements proliferate within the information technology function; it becomes increasingly important to understand the impact of these arrangements on IT employees. A prevalent notion in the IT literature is that these employees are homogeneous in their work values and that they prefer similar employment arrangements. Given the inefficiency of designing individual employment programs, it advocated a middle ground between the two extremes of individualized employment arrangements and "one size fits all". In this respect, two studies were conducted. The first study developed an individual's work values profile as a psychological construct. It used a national sample of IT employees to validate a simple, heuristic procedure that was successful in classifying about 80% of the sample into three work values profiles. The second study demonstrated the use of work values profiles for understanding how employment arrangements differentially influence employee satisfaction. It applied the validated procedure to a single organization in order to demonstrate the general applicability of the procedure and to show that it provide researchers and HR professionals with better insights than the assumption that all IT employees are alike.

Fred Niederman, et al (2007) examined the turnover decision processes of information technology (IT) personnel for the first time. The theoretical guide for this investigation was the unfolding model of voluntary turnover (Lee & Mitchell, 1994), the preeminent turnover process model. Most of the 124 leavers used three new decision paths that shared the characteristic of including an alternative job search and evaluation; another significant number used the original five theorized paths. In sharp contrast to earlier findings on the unfolding model, the majority of respondents (88%) reported following paths not among the original five theorized paths. This result strongly suggests that IT professionals likely take numerous routes in deciding to leave current employment, most of which involve some search for and consideration of alternative jobs. A general conclusion for human resource managers is to assume that IT professionals are aware of

alternative opportunities and to consider early interventions emphasizing the relative benefits of the current job over labor market competitors.

III. Problem Statement & Analysis

Career Development is important as it implies recognition, reward and demonstrates employee's commitment to an organization. In its absence it causes a lot of difficulties to employee and organization development because of higher attrition rate.

This study has attempted to find out the significant contribution of demographic variables on the quality of work life.

Hypothesis:

The demographic variables significantly contribute to the factors of quality of work life.

Table indicating the demographic details of employees in a company.

Sl. No.	Variable	Group	N	%
1	Gender	Male	145	72
		Female	55	28
		Total	200	100
2	Age	< 25 years	91	45
		26 – 30 years	33	16
		31 – 35 years	49	25
		36 & above	27	14
		Total	200	100
3	Education	UG	117	58
		PG	61	30
		Others	12	12
		Total	200	100
4	Marital Status	Unmarried	111	55
		Married	89	45
		Total	200	100
5	Position in Management	Senior	20	10
		Middle	94	47
		Junior	39	20
		Trainee	44	22
		Supporting Staff	3	1
		Total	200	100

Multiple Regression Analysis on the factor of Work Environment in Quality of Work Life (QWL) and predictor variables (Demographic)

Variables	Correlation
	Individual Growth
Work Environment	1.000
Age	0.015
Sex	0.231
Education	0.035
Marital	0.176
Position	0.096

Details regarding predictor variables	Details regarding contributing factors				
	Variables	B	Std Error	Beta	't-value
Multiple R = 0.23 R Square = 0.053 Adjusted R square = 0.049 Std. Error = 1.99 F-Value = 11.07 Sig-at = 0.01	(Constant) Age	17.156 0.427	0.298 0.128	-- 0.231	57.52** -3.32**

** significant at 0.01 level

The multiple regressions were carried out to determine which of the predictor variables contributed to the factor of Work Environment in Quality of Work Life (QWL). From the Table, it could be seen that R^2 value found to be 0.05 which means 5% of the total variance contributed by the demographic variables of age. It could be concluded that the factor of Work Environment was contributed by the Age at 5%.

Further, the obtained 'F'-value of 11.07 is found to be significant at 0.01 level. Hence, the formulated Hypothesis (No.1) stated that "The demographic variables significantly contribute to the factor of Quality of Work Life namely Work Environment" is partially accepted.

The Table shows the Beta value which is significant for the variable of age of the respondents.

The Table further reveals that the Negative Beta Value indicates that the factor Work Environment has significant negative effect on the variables of age of the respondents.

Multiple Regression Analysis on the factor of Individual Growth in Quality of Work Life (QWL) and predictor variables (Demographic)

Variables	**Correlation**
	Individual Growth
Individual Growth	1.000
Age	0.050
Sex	0.142
Education	0.072
Marital	0.037
Position	0.013

Details regarding predictor variables

Multiple R = 0.142
R Square = 0.20
Adjusted R square = 0.015
Std. Error = 3.01
F-Value = 4.53
Sig-at = 0.01

Details regarding contributing factors

Variables	**B**	**Std Error**	**Beta**	**'t'-value**
(Constant)	25.492	0.558	--	45.66**
Age	0.604	0.215	--	-2.81**
Education	0.790		0.221	2.23*

** significant at 0.01 level

* significant at 0.05 level

The multiple regressions were carried out to determine which of the predictor variables contributed to the factor of Individual Growth in Quality of Work Life (QWL). From the Table, it could be seen that R^2 value found to be 0.20 which means 20% of the total variance contributed by the demographic variables of age and Education. It could be concluded that the factor of Individual Growth was contributed by the Age and Education at 20%.

Further, the obtained 'F'-value of 4.53 is found to be significant at 0.01 level. Hence, the formulated Hypothesis (No.2) stated that "The demographic variables significantly contribute to the factor of Quality of Work Life namely

Individual Growth" is partially accepted. The result of the present study is confirmed with the study of Sekaran (1981).

The Table shows the Beta value which is significant for the variable of education.

The Table further reveals that the Negative Beta Value indicates that the factor Individual Growth has significant negative effect on age of the respondents whereas the positive Beta value indicates that the factor Individual Growth has significant positive effect on education of the respondents in the study.

IV. Conclusion

The analysis of multiple regressions indicates that the demographic variables of age and education are significantly contributed to the factors of quality of work life (QWL).

To Conclude Quality of Work life has definitely gained relevance globally. Companies are branded and warded based on these factors. Its high time most companies offer what is promises while onboarding employees; this could help retain employees, build brands and save cost in training and replacing employees. Productivity levels we believe takes over two years to be achieved as learning anything for that matter be it culture , work related technicalities evolves and at times time consuming. Hence focus on Quality of work life is essential.

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Kodaikanal –The Princess of Hill Station -Issues and Challenges.

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** Dr.R. Kannan ***T. Milton

Abstract — **Hill tourism is familiarizing nowadays due to cool climate, better ecosystem and good tourist attractions. Kodaikanal an attractive and emerging tourism destination among hill stations in Tamil Nadu and there is a tremendous scope for tourism development. The cool climate, Parks and Lakes and other viewpoints are popular among travellers and numbers of tourists visiting this place are increasing every year. This destination was developed by English people while they were ruling our country. The main objective of this research is to analyse the tourism elements pertain to the Kodaikanal, to analyse the profile of the tourist visiting this destination and find out the perception of the tourists about tourism facilities, cost of facilities, Opinion about hotel services and cleanliness and hygiene. The various issues and suggestions provide by the tourist are also discussed in this paper.**

Key words: Hill tourism, Tourism attractions, Tourist perception, Tourism facilities, Tourism elements etc.

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Kodaikanal is a famous hill station located in the Palani hill range. Its elevation is 6990 feet. Kodaikanal is the amalgamation of two words in Tamil Kodai and Kanal. By interpreting through Tamil language it has four meanings ie. "Place to see summer", "the end of the forest", "forest of creepers" and "gift of forest". The palaiyar tribal people are the earliest residents of Kodaikanal. The Kodaikanal and Palani hills are referred in the Tamil Sangham literature of the early Common Era. Modern Kodaikanal was established by American Christian missionaries and British bureaucrats in 1845, as a refuge from the high temperatures and tropical disease of plains. In 20th century a few elite Indians came to realise the value of this charming hill station and started relocating here. Due to the cool climate through the year (8 to 18 degree) Kodaikanal attracts lakes of tourist. The town of Kodaikanal sits on a plateau above the southern escarpment of the upper Palani Hills at 2133 meters between the Parappar and Gundar valleys. These hills form the eastward spur of the Western Ghats on the western side of South India. Kodaikanal lake is man made one and it is located at the heart of the town and its circumference is 5 kilometres.

The economy of Kodaikanal predominantly depends on tourism. It is estimated that nearly. 32 million tourist visited Kodaikanal during 2009. Majority of the tourist are from local region and nearby states like Kerala and

Karnataka. Few hundreds of foreign tourist visits Kodaikanal every year. This research paper aims to find out the tourist's perception about facilities and services in Kodaikanal and attempts to provide better suggestion for tourism development.

TABLE: 1 Kodaikanal Tourism Element Details:

Sl.No.	Details	Value
1	Location	Dindigul district / Tamilnadu state.
2	Coordinates	1002'3"N 770 4' 8"E
3	Climate	subtropical high climate
4	Elevation	2133 meter / 6998 feet
5	Temperature	8.3 to 17.3 in Winter 11.3 to 19.8 Degree Celsius in Summer
6	Precipitation	1650mm
7	Season	April to June
8	Second season	October to January
9	Attractions	Lakes / Waterfalls/ View points/ Gardens.
10	Flora	Peer, Cypress, Eucalyptus and Acacia
11	Fauna	Indian Guar, Tiger, Panther, Deer, Nilgiri Thar, Elephants, Laugurs, Bison.
12	Avifauna	
13	Specialties	Fruit trees / Kurunji blossom once in twelve years
14	Accommodation	Hotels, resorts, lodges, home stay etc available
15	Food facilities	Good restaurants and hotels are available.
16	Approach road	Roads are in good condition
17	Parking	Available
18	Guides	Available
19	Local people hospitality	Moderate to good
20	Shopping facilities	Available – Vegetables, Coffee, Pepper, Homemade chocolates.
21	Established	1845
22	Total area	21.45 sq.km
23	Population	Around 50000
24	Nearest city	Madurai 121 km
25	Nearest Air port	Madurai / Trichy
26	Train facilities	Dindigul / Kodai Road / Madurai
27	Transportation Facilities	Buses available from Dindigul and Madurai. Rental Cars available at Dindigul, Madurai.

TABLE:2 Kodaikanal – Tourism Attractions:

Sl.No.	Tourism attraction detail	Nature of attraction
1	Kodaikanal Lake	Beautiful Lake with boating facilities.
2	Byrant park	21 acre Botanical Garden with 325 species of trees, shrubs and cacti and 740 varieties of roses. Park organizes Flower show every year in May.
3	Coakers's walk	One kilometer paved pedestrian path running along the edge of steep slopes on the southern side of Kodai.
4	Bear shola falls	Tall Water fall in a reserve forest.
5	Green valley view	Excellent panoramic view of plains and Vaigai Dams.

6	Pine Forests	Forest with unique trees
7	Shembaganur museum	Opened in 1895. 300 types of exotic orchids. Exhibits the culture of ancient Palaiyar Tribal peoples
8	Solar Observatory	Can view a grand panorama including Sothuparra Dam, Vaigai Dam, Periyakulam and Varaha river. F
9	Silver cascade waterfalls	55 meter height Waterfalls.
10	Pillar rocks	Natural rock formation – 120 meter height
11	Kurinji Andavar temple	Famous Hindu Temple built in 1936 by European Lay.
12	Berijam Lake	Beautiful artificial Lake.
13	Dolphin's nose	Flat rock projecting over a breathtaking opening 6600 feet deep.
14	Perumal peak	Preferred spot for Trekking enthusiasts
15	Kukal cave	Favourite camping site for trekkers.

Tourist's perception about Kodaikanal:

To understand the perception of the tourists, a research study was conducted among the visitors. The research is focussed on tourism elements and the tourist suggestions for better improvement in the overall management of destination.

Profile of the Tourists:

The profile of the domestic tourists is most important demographic variables which are highly helpful for ideal tourism planning and designing development programmes. This will also facilitates in making marketing decision more effective. This deals with the demographic characteristics such as sex, age, native district, educational level, income and occupation, it also accounts for accompanied, purpose of visit, mode of transport, accommodation and the like. It helps the tourism planner to adopt appropriate strategies to attract more tourists to Kodaikanal hill station.

Sex:

Of the 100 tourists surveyed 68 per cent are male and remaining are female.

TABLE: 3 SEX

Sex	Number of Tourists	Percentage
Male	68	68
Female	32	32
Total	100	100

Source: Primary Data

The study reveals that the majority of the tourists are male. It is inferred that male tourists are much interested in hill tourism than female.

Age of the Tourists:

Age is an important factor which helps to plan the suitable type of tourism product to be developed. Age is a very useful variable because tourists of different ages often have different needs. Of the 100 tourists surveyed, 54 per cent are in the age group of 30-40 years, 32 per cent in the age group of 41 to 50 years. 10 per cent in the age group of 51 to 60 years and the remaining 4 per cent are in the age group of above 60 years

TABLE: 4 AGE

Age	Number of Tourists	Percentage
30-40	54	54
41-50	32	32
51-60	10	10
Above 60	4	4
Total	100	100

Source: Primary Data

From the table it is observed that majority of the tourists are having age between 30-40 years.

Native District:

The researcher makes an attempt to analyze the origin of the tourists. Out of the 100 tourists

surveyed 20 per cent are coming from Dindugal, 32 per cent from Madurai, 9 per cent from Coimbatore and Tirupur, 10 per cent from Chennai and remaining from other areas of Tami Nadu.

TABLE: 5 NATIVE DISTRICT

Native District	Number of Tourists	Percentage
Dindugul	20	20
Madurai	32	32
Tirupur & Coimbatore	9	9
Chennai	10	10
Others	29	29
Total	100	100

Source: Primary Data

From the table it is observed that the majority of the tourists are coming from Dindugul and Madurai district.

Education:

Of the 100 tourists, 55 tourists are graduates, 19 are high schools, 10 are post graduates and remaining are other categories like diploma, certificate courses etc.

TABLE: 6 EDUCATIONAL STATUS OF THE TOURISTS

Particulars	Number of Patients	Percentage
High School	19	19
Graduation	55	55
Post Graduates	10	10
Others	16	16
Total	100	100

Source: Primary data.

The study indicates that the majority (55 per cent) of the tourists are graduates. It appears that educated persons take better interest in visiting places.

Occupation:

Occupation decides the economic status of a person which in turn decides the quality and cost of the tourism service offered The study analyses the occupation of the tourists, 25 per cent of the tourists occupation are Business, 60 per cent Private employees, 5 percent Government officials and the remaining 10 per cent of tourists are from other categories like retired persons, House wife, children, Agriculturist, etc.

Table: 7 Occupation

Particulars	Number of Patients	Percentage
Business	25	25
Private employees	60	60
Government officials	5	5
Others	10	10
Total	100	100

Source: Primary data.

From the table it is observed that majority of the tourists occupation are Private company employees.

Monthly Income of Tourists:

Earning capacity of the tourists is one of the urging factors inducing people to travel to tourism destinations. People from higher income category are frequently visiting the destination with high spending capacity. Of the 100 tourists surveyed, 10 per cent of the tourists are having monthly income less than Rs.20000, 36 per cent of the tourists have monthly income in the range of Rs 20000 to 30000. 34 per cent of tourists have monthly income between Rs.30001 and Rs 40000 and remaining are having monthly income more than Rs 40000.

Table: 8 Monthly Income of The Tourists

Income in Rs	Number of Tourists	Percentage
20000	10	10
20000-30000	36	36
30001-40000	34	34
>40000	20	20
Total	100	100

Source: Primary Data

The study reveals that the majority of the tourist visited to this hill station has monthly income between Rs.20000 and Rs 40000.

Accompany:

The researcher makes an attempt to study the person who accompanies the tourists. 22 per cent of tourists are accompanied by friends, 56 per cent are family members and remaining are mixed groups.

TABLE: 9 Accompanied Persons

Particulars	Number of Tourists	Percentage
Friends	22	22
Family members	56	56
Mixed group	22	22
Total	100	100

Source: Primary data

The table reveals that majority of the tourists are family group.

Purpose of Visit:

The researcher identifies the purpose of visit of tourists which is an important factor for the tourism development. Of the100 tourists surveyed 86 per cent are coming for tourism only, 6 per cent for business plus tourism and the remaining are to visit friends and relatives.

Table: 10 Purpose of Visit

Particulars	Number of Tourists	Percentage
Tourism only	86	86
Tourism and Business	6	6
Visit to friends & relatives	8	8
Total	100	100

Source: Primary Data

The study reveals that majority (86 per cent) of the tourists are come for tourism purpose only.

Number of visits:

The study gathered information regarding the number of visits of tourists to Kodaikanal. About 68 per cent of the tourists have visited Kodaikanal for the first time, 28 per cent for the second time and remaining have visited more than two times.

Table: 11 Number of visit

Number of Times	Number of Tourists	Percentage
One	68	72
Two	28	24
Above Two	4	4
Total	100	100

Source: Primary Data

The study shows that majority of the tourists visited Kodaikanal first time.

Mode of Transportation:

The study analyses the mode of transport used by the tourists to Kodaikanal. Of the 100 tourists surveyed, 15 per cent used own vehicle to reach Kodaikanal, 65 per cent used bus and the remaining used rental vehicle.

TABLE: 12 Mode of Transport

Number of Times	Number of Tourists	Percentage
Own vehicle	15	15
Bus	65	65
Rental vehicle	20	20
Total	100	100

Source: Primary Data

The study shows that majority of the tourists used bus as their mode of transport to reach Kodaikanal. Transport plays a vital role in the promotion and development of tourism.

Accommodation:

The study analyses the type of accommodation used by the tourists. Of the 100 tourists surveyed, 20 per cent used resorts and star hotels, 66 per cent used budget hotels, 14 per cent used home stay and remaining used other type of accommodation like friends and relatives houses.

TABLE: 13 ACCOMMODATION

Type	Number of Tourists	Percentage
Resorts and star hotels	20	20
Budget hotels	66	66
Others	14	14
Total	100	100

Source: Primary data

The study reveals that majority (66 per cent) of the tourists used budget hotels.

Period of stay:

The period stay is one of the most important yard stick for tourism promotion of any destination. The longer the duration of the stay of tourists, the greater will be the revenue from tourism. Of the 100 tourists surveyed, 78 per cent of the tourists stayed in for 1-2 days, 15 per cent stayed for 3 days, and the remaining stayed more than 3 days

TABLE: 14 Period of Stay

Number of days	Number of Tourists	Percentage
1 -2	78	78
3 days	15	15
More than 3 days	7	7
Total	100	100

Source: Primary data

The study reveals that majority (78 per cent) of the tourists stayed between 1-2 days. Period of stay varies depending upon the number of destinations visited. The quality of service and destination attraction may be the other reason for length of stay.

Tourism places visited:

Tourism places in the destination are important factor to attract more number of tourists. The study analyses the places visited by the tourists. All the tourists have visited lake and Parks. Of the 100 tourists surveyed, 75 per cent visited view points, 20 percent visited religious places, 20 per cent visited waterfalls, 20 per cent visited Observatory, 70 per cent visited pillar rocks, 65 per cent visited Coaker's walk and 15 per cent visited Dolphin's nose.

Table: 15 Tourism Places Visited

Place	Yes	No
Lakes	100	0
Parks	100	0
View points	75	25
Religious places	20	80
Waterfalls	20	80
Observatory	20	80
Pillar rocks	70	30
Coaker's walk	65	35
Dolphin's Nose	30	70

Source: Primary data

From the table, it is observed that majority of the tourists have visited Lake, Park, Pillar rocks, Coaker's walk and viewpoints.

Opinion about the Tourism Facilities:

The tourism facilities include Transport, parking, security, accommodation, food court, toilet facilities at tourism attractions and local people hospitality. "The accommodation facilities" scored highest points (127) and ranks first followed by "Food" (115 points), "transport" (114 points), "parking" (105 points) "security" (52 points), "toilets" (25 points) and "local people hospitality" (12 points).

TABLE: 16 Opinion About the Tourism Facilities:

Facilities	OPINION										Total	Rank
	Very good (3)		Good (2)		Moderate (1)		Poor (-1)		Very poor (-2)			
	Number	Score	Number	Score	Number	Score	Number	Score	Number	Score		
Security	0	0	20	40	53	53	13	-13	14	-28	52	5
Parking	0	0	36	72	53	53	2	-2	9	-18	105	4
Food	10	30	36	72	37	37	10	-10	7	-14	115	2
Accommodation	11	33	43	86	30	30	10	-10	6	-12	127	1
Toilet	0	0	20	40	40	40	25	-25	15	-30	25	6
Local people Hospitality	0	0	0	0	60	60	32	-32	8	-16	12	7
Transport	12	36	22	44	52	52	10	-10	4	-8	114	3

Source: Primary data

Opinion about the cost of the facilities:

Table: 17 Opinion about the Cost of the Facilities

Facilities	**Opinion**										**Total**	**Rank**
	Very high (3)		**High (2)**		**Moderate (1)**		**Low (-1)**		**Very low (-2)**			
	Number	**Score**	**Number**	**Score**	**Number**	**Score**	**Number**	**Score**	**Number**	**Score**		
Food	20	60	40	80	40	40	0	0	0	0	180	2
Accommodation	22	66	40	80	38	38	0	0	0	0	184	1
Local Transport	20	60	30	60	50	50	0	0	0	0	170	3
Shopping items	10	30	20	40	70	70	0	0	0	0	140	4

Source: Primary data

The cost of the facilities includes accommodation, food, local transport and shopping. The "Accommodation" cost scored highest points (184) and ranks first followed by "Food" cost" (180 points),"Local transport" (170 points) and "Shopping items" (140 points). From the table it is inferred that the cost of accommodation, food and local transport are very high. And this is due to very limited options.

Opinion about Cleanliness and Hygiene:

TABLE: 18 Opinion About Cleanliness and Hygiene

Area	OPINION										Total	Rank
	Very good (3)		Good (2)		Moderate (1)		Poor (-1)		Very poor (-2)			
	Number	Score	Number	Score	Number	Score	Number	Score	Number	Score		
Lake and Park area	0	0	11	22	50	50	25	-25	14	-28	19	5
Hotels	10	30	22	44	45	45	12	-12	11	-22	96	1
Restaurants	10	30	18	36	42	42	22	-22	8	-16	50	2
Bus stand	0	0	10	20	44	44	36	-36	10	-20	8	6
Road side	0	0	15	30	51	51	22	-22	12	-24	35	3
Market place	0	0	15	30	45	45	25	-25	15	-30	20	4

Source: Primary data

The opinion about cleanliness and hygiene at lake and park area, hotels, restaurants, bus stand, road side, and marketplace was surveyed among 100 tourists. The cleanliness and hygienic at " Hotels" scored highest points(96) and rank first followed by "Restaurants" (50 points), "Road side" (35 points), "Market place" (20 points), and " Lake area" (19 points). From the table it is observed that majority of the respondents expressed that the overall hygienic and cleanliness need to be improved.

Opinion about the hotel service:

TABLE: 19 OPINION ABOUT THE HOTEL SERVICES

Services	OPINION										Total	Rank
	Very good (3)		Good (2)		Moderate (1)		Poor (-1)		Very poor (-2)			
	Number	Score	Number	Score	Number	Score	Number	Score	Number	Score		
Accommodation	43	129	21	42	22	22	6	-6	8	-16	171	2
Room service	20	60	20	40	26	26	19	-19	15	-30	77	5
Food	42	126	23	56	20	20	10	-10	5	-10	182	1
Housekeeping	15	45	45	90	20	20	10	-10	10	-20	125	3
Personalised care	18	54	22	44	43	43	7	-7	10	-20	114	4

Source: Primary data

The Hotel facilities in Yelagiri include Accommodation, House-keeping, Food, Room service and Personalized care. The "Food" scored highest points (182) and ranks first followed by "Accommodation" (171 points), "Housekeeping" (125 points), "Personalised care" (114 points), and "Room service" (77 points).

Findings:

- Majority of the domestic tourists visiting are male.
- The majority of the tourists are in the age group of 30 to 40 years.
- The study exposes that the majority of the tourists are coming from Madurai and Dindugal and surrounding places.
- The majority of the tourists are Graduates. It appears that educated persons take better interest in visiting places.
- The majority of the tourists are private employees.
- The study reveals that the majority of the tourist visited has monthly income Rs.30000 to 40000.
- The majority of the tourists are accompanied by their friends.
- The majority of the tourists come for tourism purpose only.
- The study reveals that 50 per cent of the tourists used Bus transport to reach the destination.
- The majority of the tourists used budget hotels.
- The study reveals that majority of the tourists stayed between 1-2 days.
- Majority of the tourists visited Lakes and Parks.
- The tourism facilities include Transport, parking, security, accommodation, food court, toilet facilities at tourism attractions and local people hospitality. "The accommodation facilities" scored highest points (127) and ranks first followed by "Food" (115 points), "parking" (114 points), "transport" (105 points) "security" (52 points), "toilets" (25 points) and "local people hospitality" (12 points).
- The cost of the facilities includes accommodation, food, local transport and shopping. The "Accommodation" cost scored highest points (184) and ranks first followed by "Food" cost" (180 points),"Local transport" (170 points) and "Shopping items" (140 points). From the table it is inferred that the cost of accommodation, food and local transport are very high. And this is due to very limited options.
- The opinion about cleanliness and hygiene at lake and park area, hotels, restaurants, bus stand, road side, and marketplace was surveyed among 100 tourists. The cleanliness and hygienic at " Hotels" scored highest points(96) and rank first followed by "Restaurants" (50 points), "Road side" (35 points), "Market place" (20 points), and " Lake area" (19 points). From the table it is observed that majority of the respondents expressed that the overall hygienic and cleanliness need to be improved.
- The Hotel facilities in Yelagiri include Accommodation, House-keeping, Food, Room service and Personalized care. The "Food" scored highest points (182) and ranks first followed by "Accommodation" (171 points), "Housekeeping" (125 points), "Personalised care" (114 points), and "Room service" (77 points).

Suggestions:

- There should be exclusive website on Kodaikanal, which depicts information like accommodation facilities in different type of hotels, Food and beverage details, information about tourists' attractions and their photos, the price and testimonials.
- An exclusive information centre should be created at Bus stands in Madurai and Dindugal and on entry point from Highway to facilitate the tourist to have successful tourism plan.
- The basic infrastructure components like roads, electricity, waterways, water supply, drainage, sewerage, solid waste disposal system and services and facilities like accommodation, restaurants, recreational facilities and shopping facilities in Kodaikanal are to be developed to attract international tourists. The development works should be planned and implemented with the participation local community
- Cleanliness and hygiene should be maintained at Hotels, restaurants, Bus stand and other tourism spots in Kodaikanal.
- Toilet facilities at bus stand, Lake area, Parks areas have to be provided for the tourists.
- Local transportation facilities could be get improved and have bus connectivity to facilitate the tourist for easy access to the all tourists spots.
- In order to attract more tourists the government should take initiatives to promote New Resorts and Hotels on hills side.
- Advertisement hoardings in major cities and towns in Tamil Nadu as well as neighbouring states have to be installed to familiarize the destination.
- Special buses should be arranged at Madurai and Dindugal bus stands for the tourists.
- Tamilnadu Tourism Development Corporation has to plan for weekend package tours for the tourist from potential locations like Chennai and Bangalore.
- The local governance should initiate promotional programmes to attract more domestic tourists.

Conclusion:

Hill tourism is familiarizing nowadays due to cool climate, better ecosystem and good tourist attractions. Kodaikanal an attractive and emerging tourism destination among hill stations in Tamilnadu and it is the only hill station near Chennai Metropolitan city, there is a tremendous scope for tourism development. The cool climate, Parks and Lakes and other view points are popular among travellers and number of tourists visiting this place are increasing every year. By improving the basic infrastructure facilities, effective tourism planning and involving local community in tourism promotion and development works, the number of tourist can be increased further and there by the economic empowerment will takes place among the local community. A research has been conducted on perception of tourist about Kodaikanal hill station to understand the profile of the tourist visiting Kodaikanal and their opinion about infrastructure facilities, cost of stay, food and hygienic conditions. Based on the findings of the research, suggestions have been provided for the better tourism development. The revenue of the Kodaikanal can be get improved by effective implementation of the suggestions provided in the research.

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Patchamalai Hills – An Emerging Hill Tourism Destination

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Abstract – Patchamalai is a emerging hill tourism destination located at the junction point of three districts namely Trichy, Salem and Perambalur. It is a lush green hillock situated at the elevation of 1200 meters above mean sea level. The main tourist attractions are waterfalls, Temples and viewpoints. It has good Flora and Fauna, Avifauna. The medicinal plants and herbs are main specialities of this hill station. The state government is taking lot initiatives to develop this area to attract more tourists. The study analyses the tourism attractions, facilities at the tourism destination, tourists perception etc. Based on the findings, some suggesstions are provided in the paper for further development.

Keywords: Hill tourism, Waterfall, Ecotourism, Afforestation, Tourism facilities, Tourism attractions etc.

Patchamalai hills is a lush greenery hill lock situated 80 km from Trichy and the elevation ranges from 1000 meters to 1200 meters above the sea level. It is low mountain range in the Eastern Ghats. This hills are thick vegetation and greener than other hills in that region. It is emerging tourist destination and it is not exploited much. The hill is lie between 11^0 33' 01'' N 78^0 57' 18''E [1]. The total geographical area of this hill is 14122 ha. There are two villages in Gangavalli block of Salem and 17 and 34 villages respectively in Uppiliapuram and Thuraiyur blocks of Trichy district. This mountain range itself has different small regions like Thenparanadu, Kombainadu, Athi Nadu and Vallanadu. It's good hill range for trekking to enjoy nature and the animal life small streams and falls add colour to these hills. The climate is a sub-tropical with a maximum temperature ranging between 23 to 31 degree Celsius and a minimum temperature range of 12 to 18 degree Celsius. The annual rainfall varies with years and it generally ranges from 1000mm to 1250mm. The maximum amount of rainfall received during the north east monsoon. The soil is classified as hill soil and the surface soil is reddish brown to dark yellowish brown in colour with a texture ranging from loamy to clay loam.

Out of the total land area 26.96 percent are covered by forests, 48.53 percent land area comes under cultivation and the remaining areas are under the category of uncultivated land. Most of the agricultural crops are grown under rain-fed condition. The water table is at 6

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to 8 meters. The major crops grown are Paddy, Thinai, Samai, Ragi and Cumbu. Vegetables such as tomato, brinjal and beans are also grown. Fruits that are grown extensively are varieties like mango, guava,banana, jack and lemon.

Blessed with a pleasant climate with moderate temperature and home to rare plant species, the hills presents a picturesque landscape with natural forests, agricultural lands, hill tops, ridges, and valleys. The main rivers in the Patchamalai range are Swetha nadi, Kallar river. Koraiaru and Mangalam arivi. Veera Ramar dam has located on the Kallar river in the hills. There are beautiful waterfalls are available in the Pachamalai hill range. They are Koraiyar falls, Mangalam aruvi falls and Mayil Uthu falls. The main junctions for this hills are Topchengattupatti, Sembur, Periyapakalam, Periya nagar and Mayammbadi. [2] The hills are also home to the "Malayali" a Tamil speaking community with a population of 7000 indigenous tribal people called Tamil speaking Malayalis are living in that hill and their main occupation is agriculture. The tribals sell their products in the nearby town like Attur, Thuraiyur, Esanai, Elambalur, Perambalur, Gangavalli, Arumbavur, Malayalapatti,Thedavur, Uppiliapuram,Aranarai and Thammampatti. The hill range is spread across three districts namely Trichy, Salem and Perambalur.

Patchamalai- Tourism Element Details:

Sl.No.	Elements	Detail
1	Location	Perambalur district / Tamilnadu state.
2	Coordinates	11 0 33' 01" N 780 57' 18"E
3	Climate	subtropical with high temperature
4	Elevation	1200m/ 3936 feet
5	Temperature	Maximum 23 to 31 degree Celsius &Mini. 12-18
6	Precipitation	1000 to 1250mm
7	Season	April to June
8	Second season	October to January
9	Attractions	Waterfall/ View points / Forest/Temples.
10	Flora	Mango, Guava, Jack, Lemon, Paddy, Ragi, Cumbu Gingelly etc.
11	Fauna	Spotted Deers, Monkeys
12	Avifauna	Bronze Drongo; Yellow-browed Bulbul; Tickell's Leaf Warbler; Large-billed Leaf Warbler and the Yellow-throated Bulbul, Rufous Barbler and Emerald Dove.
13	Specialties	Medicinal plants and herbs.
14	Accommodation	Not available.
15	Food facilities	Local restaurants are available
16	Approach road	Roads are in moderate condition
17	Parking	Available
18	Guides	Not Available
19	Local people hospitality	Moderate.
20	Shopping facilities	Not much.
21	Established	NA
22	Total area	14122 Ha
23	Population	Around seven thousand
24	Nearest city	Trichy / Salem / Perambur
25	Nearest Air port	Madurai / Trichy
26	Train facilities	Available up to Trichy and Salem.
27	Transportation Facilities	Buses available from Trichy and Perambalur. Rental Cars available at Perambalur.

[2] The Hindu, Sep.26,2013,Pachamalai set to be new weekend destination

Tourism attraction in Patchamalai:

Sl.No.	Tourism attraction detail	Nature of attraction
1	Veera Ramar Dam	Water Storage structure
2	Mangalam Aruvi	Waterfalls
3	Mayil Uthu Falls	Waterfalls
4	Karaiyar Falls	Waterfalls
5	Cholagangam Lake	Water storage structure
6	Rajankudi Fort	Fort
7	Siruvachur Mathuraka-liamman Temple	Temple
8	Esanai	Beautiful Village
9	Chettikulam Than-dayuthapani Swami Temple	Temple

Veera Ramar Dam is built across river Kallar. The area is rich in diverse flora and fauna, which is the reason why trekkers enjoys the lengths of this hills, while experiencing the rawness of nature at its best. Mangalam Aruvi enhance the beauty of the Eastern Ghats and close proximity to the town of Trichy and forms the part of the three waterfalls of Patchamalai hills i.e. Mangalam Aruvi, Mayil Uthu falls and Karaiyar falls. The towns near Mangalam Aruvi are Arumbavur, Attur, Malliakarai, Gejakombai, Rasipuram, Namakkal, Vennandur, Aatayampatty and Salem. The places of tourist interest near Mangalam Aruvi are Siruvachur Mathurakaliamman temple, Chettikulam Dhandauthapani swami temple, Cholagangam lake, Esanai village , Rajankudi Fort.

Mayil Uhtu falls located at a distance of 18km from Esanai in the Patchamalai Hills of the state. Siruvachur Temple has been in existence since the rule of the Cholas, in the state of Tamilnaduand it is dedicated to the goddess "Chelliamman". The temple is visited in large numbers, particularly of Mondays and Fridays of the week. Rajankudi fort is located at a distance of 18km from the district headquarters. It was built by a jagirdar in the 17th centuary. Chettikulam swami temples are constructed by King Kulasekara Pandian over 5 centuries ago. The temples are filled by pilgrims during the religious festivals. The name of the Cholagangam lake has been changed to "Ponneri" in the recent times. Rajendra Chola-I had created this water body to mark his success in the form of " Water Pillar of Victory". The totalarea of the lake is 130 square kilometers. Esanai is the beautiful village having good environment and view points.

Tourism development programme in Patchaimalai:

The government of Tamil Nadu had announced a Rs. 2.30-crore the community based eco-tourism development project in the hills. It was aimed at socio-economic uplift of local communities by creating community assets and facilities and group entrepreneurship programmes through the funds generated from eco-tourism. The development of the programme was to improve infrastructure and culture –based tourism. According to District Forest Officer, Plans are on to improve accommodation and catering and also improve facilities at the places of interest.[3]

Afforestation programme:

The forest department in Trichy district has taken initiation to increase green cover by planting more than five lakh saplings in the Patchamalai forest area during the year

[3] ibid

2011-12. The saplings planted includes Sndalwood, Neem, Pungan, Aavi,Naval and Neermaruthu[4].

Tourism promotion:

An official release said Chief Minister Jayalalithaa sanctioned 361,330.00 USD for developing various facilities in Pachamalai, which is spread over about 528 sq km and located at 160-1,072 meters above sea level. Its key attractions included the Periyapakkalam and Korayaru waterfalls. The hills are home to 154 species of birds and 135 varieties of butterflies. There are also three deer habitats with 500 deer. Tree houses are to be established and an existing guest house is to be renovated as part of the tourism promotion plan for the hills, according to an official release [5].

Ecotourism promotion:

To promote eco-tourism in Patchamalai area, the forest department has initiation to set up new guest houses, beatify natural walking trails, promote traditional therukoothu by Malayali tribe and establish eco medicinal park. Joint Forest Management Committees (JFMCs), instead of private tour operators, formed for running the project by employing interested people from fifty four villages in three panchayats- Thenparanadu, Vallanadu and Kombainadu[6]. Eco-tourism is targeted at nature and wildlife enthusiasts, who work for a break from the hustle and bustle of a city. They can enjoy the natural walking trails which will have boards explaining the significance of trees, birds and other existent biodiversity. It planned to allow foreign tourist to take bullock cart rides. The main objective of this eco-tourism project is to minimal damage to forest resource and improving living standard of the local people. The eco-tourism project worth about 230 crore is funded by tourism department and implemented by Forest department.[7] Under the Tribal development project by the NABARD (National Bank for Agriculture and Rural Development, fish farming was encouraged to the farmers as a alternative income. The tourists can visit the fish pond to understand the off-shore fish arming at Patchamalai. A total of 600 fingerlings of katla, rohu, and mirgal varieties had been brought from Thanjavur and is reared at a couple of ponds set up at Puthur village near Top Sengattupatti.

Thenpuranadu, being in the centre of the hills, has been chosen for accommodating tourists. Four tree top houses each of 400 sq. ft. area each and a "mushroom" tree-top house with a larger area of about 650 square feet are being constructed. A children's park and a medicinal park are the other major development works being executed at Thenpuranadu. A dormitory for men and women, children's park, and medicinal park are other facilities at this place[8].A new passage

4 http://timesofindia.indiatimes.com/city/trichy/Once-barren-Pachamalai-is-now-lush-and-green-thanks-to-afforestation/articleshow/48322822.cms

5 http://www.travelandtourworld.com/news/article/tamil-nadu-tourism-promotes-pachamalai-hills-tiruchi-muthupettai/

6 http://www.thehindu.com/news/cities/Tiruchirapalli/pachamalai-ecotourism-project-nearing-completion/article7172225.ece

7 http://www.thehindu.com/news/cities/Tiruchirapalli/pachamalai-farmers-get-an-alternative-source-of-income/article8545730.ece

8 http://www.thehindu.com/news/cities/Tiruchirapalli/pachamalai-ecotourism-project-nearing-completion/article7172225.ece

towards waterfalls at a couple of places – Koraiyaru falls and Periyappakalam falls is another major tourism infrastructure. About 72 steps have been set up for providing access to the Koraiyaru falls. With a view to sensitise the visitors to the heritage and culture of Tamils, a few entertainment-based infrastructure such as bullock cart and thatched huts have been set up. A couple of watch towers have been set up at Top Sengattupatti and at Murugan Kovil at Keezhakarai. The height of the watchtower is 120 feet.

Patchamalai waterfalls in Thuraiyur.

Patchamalai falls in Uppliyapuram block in the Trichy district has been attracting a large number of tourists and nature-lovers, particularly after the Forest Department implemented the eco-tourism project at an expenditure of Rs. 230 crore funded by the Tourism Department. The access to the falls was improvised by setting up about 80 stone steps in the Chinnamangalam village in Vannadu village panchayat [9].

Findings:

- The total number tourists visiting Patchamalai per year is less than two thousands. Most of the visitors are friends group or trekking group.
- There are no hotels and resorts for tourists. Only one guest house is available under the control of Forest department.
- The roads leading to different destinations are not in good condition.
- The foods available in the local hotel are not in a good quality.
- Shopping facilities for purchasing local products like honey, herbals and other organic food products are not available.
- Bathing facilities in the waterfall area are needed to be improved.
- Transport frequency from Thuraiyur is very less.
- Majority of the domestic tourists visiting Patchamalai are male.
- The majority of the tourists are in the age group of 20 to 40 years.
- The study exposes that the majority of the tourists are coming from Trichy and Perambalur district and surrounding places.
- The majority of the tourists are accompanied by their friends.
- The majority of the tourists come for tourism and trekking purpose only.
- The study reveals that majority of the tourists used Bus transport to reach the destination.
- Majority of the tourists visited waterfalls and temples.

Suggestions:

- There should be exclusive website on Patchamalai, which depicts information about tourists' attractions and their photos and testimonials.
- The forest department should initiate process to build guest houses for tourists.
- The government should encourage private hoteliers for the construction of new hotels for the tourists.
- The tourism department can motivate rural people for operating homestay accommodation for the tourist.

9 http://www.thehindu.com/news/cities/Tiruchirapalli/bad-road-ruins-it-for-visitors-at-pachamalai/article7853374.ece

- Motivate schools and colleges to plan for trekking for their students and special package can be designed for the trekkers.
- Since this hill has got number of herbal plants, government can initiate research station for the herbal plants and there by the herbal plant production can be increased.
- The basic infrastructure components like roads, electricity, water supply, drainage, sewerage, solid waste disposal system and services and facilities like accommodation, restaurants, recreational facilities and shopping facilities in Patchamalai are to be developed to attract more tourists. The development works should be planned and implemented with the participation local community
- Cleanliness and hygiene should be maintained at tourism spots in Patchamalai.
- Toilet facilities and dress changing rooms are to be provided for the tourists at waterfall areas.
- Local transportation facilities could be get improved and have bus connectivity to facilitate the tourist for easy access to the all tourists spots.
- Ban on polythene bags and plastic materials usage within Patchamalai should be get implemented immediately. Because it is endangering the environment.
- Advertisement hoardings in major cities and towns in Tamil Nadu have to be installed to familiarize the destination.
- Tamilnadu Tourism Development Corporation has to plan for weekend package tours for the tourist from potential locations like Madurai, Trichy, Salem, Coimbatore and Chennai.
- The local governance should initiate promotional programmes to attract more domestic tourists.
- Visiting tourist should help to preserve the serenity of the place, flora and fauna.
- Visitors should respect the local culture and educated to remove litter and carry back all the non-degradable material.

Conclusion:

Hill tourism is familiarizing nowadays due to cool climate, better ecosystem and good tourist attractions. Patchamalai an attractive and emerging tourism destination among hill stations in Tamilnadu and there is a tremendous scope for tourism development. The cool climate, waterfalls and other view points are popular among travellers and number of tourists visiting this place is increasing every year. A research has been conducted on perception of tourist about Patchamalai hill station to understand the perception of the tourist visiting Patchamalai and their opinion about opinion to improve tourism. Based on the findings of the research, suggestions have been provided for the better tourism development. By effectively implementing the suggestions provided above, the tourism can be developed and local community revenue will be improved.

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Effectiveness of Inventory Management with Reference to AVR Manufacturers

Dr. M. Durgarani* and Ms. V. Revathi**

Abstract — **Inventory is a significant asset in organizations. Its effective management is a key task with in the auspices of operations and viewers of organization. In the modern times inventory management has become the integral part of the all companies. So all the firm gives special importance for inventory management. The major objective of the study is to examine the effectiveness of inventory management system adopted by AVR Manufacturers; the study mainly focuses on the techniques used by the company to control the inventory. The study also covers other areas like the financial ratios for the period of 2011 to 2016**

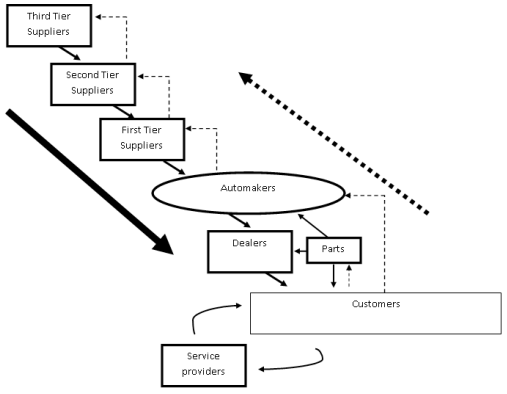
Key Words: Inventory, Effectiveness, Financial Ratios.

I Introduction

Automobile Industry in India

The Automotive industry in India is one of the largest in the world and one of the fastest growing globally. India manufactures over 11 million vehicles (including 2 wheeled and 4 wheeled) and exports about 1.5 million every year. A chunk of India's car manufacturing industry is based in and around Chennai, also known as the "Detroit of India" with the India operations of BMW, Ford, Hyundai and Nissan headquartered in the city. Chennai accounts for 60 per cent of the country's automotive exports. Gurgaon and Manesar near New Delhi are hubs where all of the Maruti Suzuki cars in India are manufactured. The Chakan corridor near Pune, Maharashtra is another vehicular production hub with companies like General Motors, Volkswagen, Skoda, Mahindra and Mahindra, Tata Motors, Mercedes Benz, Fiat and Force Motors having assembly plants in the area. Ahmedabad with the Tata Nano plant, Halol with General Motors in Gujarat, Aurangabad with Audi in Maharashtra and Kolkatta with Hindustan Motors in West Bengal are some of the other automotive manufacturing regions around the country.

Supply Chain of Indian Automobile Industry



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Company Profile

AVR Manufacturers established in the year 2003, with an immense industry experience of 30 years, have achieved a prominent position in the manufacturing and supplying of sheet metal components, pressed components and automotive components. These encompass sheet metal parts, special type washer, precision sheet metal press components, deep drawn components, and oil seal inner shells. Based on the latest technology, these are widely used in industries such as Automobile, Automotive, and also in other engineering firms.

With knowledge and expertise, AVR Manufacturers broadened its horizons into manufacturing of automobile sheet metal components after surveying and studying both technical and marketing aspects. Over the last 10 years, the company has achieved a distinct place in the market. It has a strong and satisfying clientele.

The Company's products comprise certain features which have made them a preferred company to work with. Some of the highlighting features are:

- Cost effective
- Long lasting service
- Well tested
- Made from premium quality raw material
- Rust resistant
- Closely monitored by experienced professionals

Inventory Management

The overseeing and controlling of the ordering, storage and use of components that a company will use in the production of the items it will sell as well as the overseeing and controlling of quantities of finished products for sale. A business's inventory is one of its major assets and represents an investment that is tied up until the item is sold or used in the production of an item that is sold. It also costs money to store, track and insure inventory. Inventories that are mismanaged can create significant financial problems for a business, whether the mismanagement results in an inventory glut or an inventory shortage.

Inventory management is a very important function that determines the health of the supply chain as well as the impacts the financial health of the balance sheet. Every organization constantly strives to maintain optimum inventory to be able to meet its requirements and avoid over or under inventory that can impact the financial figures.

II Review of Literature

A number of studies have been done in the field of inventory management by various researchers. . Some of these are summarized below:

Bern at de William ,(2008) the main focus of inventory management is on transportation and warehousing. The decision taken by management depend s on the traditional method of inventory control models. The traditional method of inventory management is how much useful in these days the author tell about it. He is also saying that the traditional method is not a cost reducing, it is so much expensive. But the managing the inventory is most important work for any manufacturing unit.

Silver, Edward A ,(2002) considers the context of a population of items for which the assumption underlying the EOQ derivation holds reasonably well. However as is frequently the cash in practices there is an aggregate constraint

that applies to the population as a whole. Two common forms of constraints are:

1. The existence of budget to be allocated among the stocks of the items and
2. A purchasing production facility having the capability to process at most a certain number of replenishment per year. Because of the constraint the individual replenishment quantities cannot be selected independently.

III Research Methodology

Research Objectives:

1. The main objectives of study is to study the inventory management process in the company.
2. To learn how the company keeps all the data of inventory perfectly.
3. To study how finance department of the company work.
4. To find out the composition of inventory.
5. To study the various inventory ratio.
6. To analyze the inventory management techniques used in the company.
7. To study the Inventory Control Techniques of the company.

Research Design

The Research design is Descriptive & Analytical.

Methods of Data Collection:

The data is collected from the respected persons of the company. The communication was informal in nature.

Secondary Data:

The data was analyzed from the balance sheet, various tables, graphs, charts, referred some of the reports and other companies report.

Data Analysis Techniques

i. Total investment in inventory ratio.
ii. Total inventory to current ratio.
iii. Raw materials turnover ratio.
iv. Work in process turnover ratio
v. Finished goods turnover ratio.
vi. ABC Analysis
vii. EOQ

IV Data Interpretation and Its Analysis

Total Inventory Turnover Ratio:

Total inventory turnover ratio is concerned with the cost of goods sold and average inventory. Total inventory turnover ratio is shows how many times inventory is replaced during the year symbolically,

$$\frac{\text{Costs of goods sold (sales)}}{\text{Average Inventory}}$$

Particulars	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Cost of Goods sold	183477.88	246727.93	308082.7	270857.57	249289.07
Average Inventory	26516.65	32902.2	38723.16	40837.75	41789.545
Inventory Turnover Ratio	7 days	7 days	8 days	7 days	6 days

Interpretation:

Inventories represent stocks of readymade goods or raw materials that are needed to be kept in order to be able to meet the orders of clients. The higher the ratio the higher will be the profit and lower the ratio lower will be the profit. In AVR Manufacturers the inventory turnover ratio for the year 2015-2016 is 6 times which

is lowest and resulted into low profitability. The highest ratio is found in 2013-14 which is 8 times and it is very good for the company. But any decision can't be taken for it because we have just compared the data of past five years of AVR Manufacturers only and not of four to five other companies ratios which are coming under this industry.

Finished Goods Turnover Ratio:

Finished goods turnover ratio is concerned with the cost of goods sold and average finished goods inventory. Finished goods turnover ratio indicates how many times finished goods are replaced during the year. Symbolically,

$$\frac{\text{Costs of goods sold}}{\text{Average finished goods inventory}}$$

Particulars	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Cost of goods sold	183477.88	246727.93	308082.7	270857.57	249289.07
Average finished goods	4351.265	8795.65	11532.51	10332.275	7251.50
Finished Goods Turnover Ratio	42 times	28 times	27 times	26 times	34 times

Interpretation:

Finished goods turnover ratio indicates how much time finished goods gets turnover. The higher the ratio the more will be the sales and vice versa. But after it subsequently reduces and lasts to 26 times in 2014-2015 which is not a good sign for the company. It shows that company is holding huge stock at warehouse.

V. Research Findings:

The study of inventory management at AVR Manufacturers is conducted to know the various techniques followed by company to control the inventory management of the company.

- In the company the total inventory conversion period for the year 2015-2016 which is 208 days
- Inventory turnover ratio in the year 2013-2015 (7.95 times) is high.
- Raw material turnover ratio is lowest in 2015-2016 since last five years i.e. 30 times,
- Work in process turnover ratio is very high in 2015-2016 which is 224 times.
- Finished goods turnover ratio is very high in 2011-2013 which is 42 times
- In ABC analysis, the A Category constitutes more than 70% of total investment made in the raw materials. B and C category is not fairly large investment in this category is than 30% and which warrant the minimum attention.
- The EOQ of each product for 1 month indicates that the sale of the product is very low. So, the company should place the order whenever it is needed.

VI Suggestions:

a) From the findings it is came to know that in the year 2015-16 the number of days for holding Raw material is more, it is not good for the company because it eats unnecessary investment. To avoid this problem the following points will help.

- Purchase Raw Materials at the time when the stock reaches the minimum level.
- The purchases should not cross the Maximum limit otherwise the stock kept in stores idle.

- Quantity should be ordered as per the demand. We can assume the demand for the goods from past experience.
- The company can have more Raw materials which are imported from other countries but carry reasonable stocks which are available locally.

b) If we purchase less quantity of materials at a time it will reduce the carrying cost but increases the ordering cost and vice versa. Therefore optimum ordering quantity is necessary, which minimizes the cost.

c) The company should maintain a safety level and also reordering point so that they come to know at what time they should order for the supply of material and need not to suffer from short fall of required material.

VII Conclusion

Inventory control in an organization coordinates the purchasing, manufacturing and distribution functions to meet the marketing needs and ensures that organizations performance is in line with the set objectives and centers on customer satisfaction. Inventory management challenges interfere with a company's profits and customer service. Inventory management helps organizations to meet higher than expected demand. This helps the organization to protect against running out of inventory.

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Entrepreneurial Opportunities in Private Security - A Synopsis of Requirements and Mandates

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Abstract — The security is the priority and significance to every organization, immaterial of the business volume. The security management is the concept of managing a good relationship with the human resource(s), client(s) including integrity to their assurance. Each security company will have their own business strategy, which includes the planning, operation, marketing, service and support. India alone has almost 6 million security personnel engaged by thousands of private security firms operating in various parts of the country. The security personnel engaged by the private security service agencies play the most important role in the functioning of these securities (service) agencies (Upadhyaya, 2014). The security market in India is estimated at around USD 1 billion in 2009 and expected to be USD 9.7 billion by 2016, while in the same year it over seeded the estimated business volume. The market can be broadly divided into two categories: the Manned Security Industry and the Electronic Security Services Industry (ESS). Of the two, manned security industry has witnessed an impressive growth of over 25 % Compound Annual Growth Rate (CAGR) in the past 5-7 years. The sector has received major boost in the demand owing to the poor police-citizen ratio. We have over 6-7 million private security guards available as compared to 3.2 million police officers. Around 15000 companies (both unorganized and registered) operate in the space (Sarita, 2012). The 15,000 registered private security agencies in the country create 10 lakhs jobs every year which is the highest number as compared to the employment generated by any other service sector. The security companies have entered the business of providing security solutions to either public or private space such as industries, educational spaces, companies, apartments, and etc. Being an entrepreneur in the security industry; you may have wide opening to shine (The Economic times, 2008).

Key words: Private Security, System Security, Mandate, Requirements, Private Security Agencies Regulation Act, legal requirements, and equipment's.

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Scope of the paper: Entrepreneurship Opportunity for a Criminologist

This paper is aimed at giving some workable ideas on the basic requirements to create a private security company and other financial, license part, training, marketing schemes, strategies, operation methods and miscellaneous. Also, this paper is intended to venture into do's and don'ts with the security service companies to enhance

their business volume. This paper enlightens the available modern security paradigms in security services which enhances the entrepreneurship in private security.

Introduction

The abbreviation **LPG (**L- Liberalization, P- Privatization, G- Globalization**)** is so authoritative in India that every citizen is pushed towards being an entrepreneur. As a part of this business revolution, every company is changing their business strategy as to outsource their services. Most of them are not ready to have direct or service personal in the company role to avoid the financial implication of these organizations, while they are ready to outsource the security services with reputed agencies. Probably with those agencies that have registered under The Private Security Agencies (Regulation) Act, 2005 (PSAR Act). Registered security companies can provide service to the any company, organization or personal with the appropriate contract. The good number of such organisations is providing the following service(s) to their clients, such as

- Loss prevention
- Investigation of the lost
- Guarding service
- Transportation of valuable goods
- Personal / VIP security (Bodyguards)
- Emergency response
- Crowed control
- Intelligence collection
- Background verification for pre-employment, matrimonial etc
- Post – employment verification
- Pre-matrimonial verification (Bride & Bridegroom)
- Control room operations (Including the Emergency)
- Incident Response
- Assert (Property) protection
- Assert verifications
- CCTV surveillance
- Maintaining the communication system
- Corporate security trainings
- Installation of security equipments
- Service and maintenance of security equipments
- Providing the consultation for set up the security in corporate
- High confidential security of the values and properties.
- Travel security consultancy for business travelers
- Cash management service
- Fire system installation and maintenance
- Parking management
- Toll gate management
- Event security management
- Risk assessment and audits
- Cab (Employee travel) guarding service
- Security assessment consultants
- Business Worthiness (business intelligence –dude)
- Corporate Investigation and asset verification.

These services are essentially part of the business strategy, according to the theory of "Hierarchy of Needs" by Maslow (1943); the third most important need of a human is **protection and security.** That comes even before the need for love, social esteem and

self-growth. The protections of the citizens are entrusted with the police in the world's largest democracy. In India, we have only 106 police men per 1 lakh population its less than the UN standard police- public ratio (Sarita, 2012). We can fill this gap only with the private security service in India.

Entrepreneur- Definition

In simple words- anyone who organizes, manages, and assumes the risks of a business or

Enterprise. In a little formal sense- The capacity and willingness to develop-organize and manage a business venture along with any of its risks to make profit(s). The most obvious example of entrepreneurship is the starting of new businesses. The capacity and willingness to develop-organize and manage a business venture along with risk(s), in order to make a profit (Duermyer, 2017). Most of the researchers agree on the common idea that an entrepreneur takes an idea, develops a business, manages and assumes the risk for its success. The best example is to start a new business in small scale.

Organization of Private Security Industry

The private security is mounting as organized business sector in light of globalization, in India there is an association named Central Association of Private Security Industry (CAPSI), which is aimed at consolidating0 the private security (PS) companies/ agencies under one roof to represent, educate, share update, help them in enhancing the performance of these agencies and protect the new entrepreneurs. Every security agency/ company has their own link and network for their growth. Security industry is divided into the following major sectors as follows

- Service
- System
- Service and system providers (combinations) and
- Consultancy (as penetrator/ solutions provider).

Service

The service sector provides the manpower service to guard the area, premises, personnel, cash or valuable goods in the client's spaces. The service provider is mandated to register under the Private Security Regulation Act 2005 (PSRA act) and should pay service taxes as per government norms.

System

This is sector, provides the security equipment's / technical support / solution to the organizations as per their requirement. For example, access control, CCTV surveillance system, alarm systems etc. These agencies need not register under the PSRA act. These system (security) oriented companies are mostly supplier of the following security equipment (material & software), such as

- CCTV system,
- Access control system,
- Firefighting system,
- Fire Alarm system
- Security alarm System,
- Radio communication system,
- GPS (Global Positioning system),
- Gate Automation system,
- RFID based Patrolling management
- X-ray scanners

- Metal Detectors (Door Frame & Hand Held)
- Integrated Security software for
  - ◊ Visitor Management,
  - ◊ Vehicle Management,
  - ◊ Material Management,
  - ◊ Contract Management,
  - ◊ Vendor Management,
  - ◊ Transport Management and etc.

The installation of above said equipment's must have both analytical and technical skills with knowledge of security. Hence, the best suitable suppliers of this equipment's are anybody or students of criminology, who fulfill all the conditions as required by survey on site.

System and Service

Majority of the security service companies provides both system and service under joint venture to minimize the operation cost of the company (Paul, and Edwards, 2004). These companies can have common registration and legal documents. The service providing company need not produce the system instead, they can supply through outsourcing from the major system production companies with demonstration of their qualified human resources for providing service(s).

Consultancy (as a penetrator/ solutions provider)

This service is mostly provided by experienced as freelance security solution provider. The consultant are appointed based on the security knowledge and experience; he/ she is entrusted to provide appropriate penetration points in the protected area and solution or consultation for better security. This business will cover the following activities/ areas to concentrate, such as

- Training and development- As consultant
- Assessment of security risk (Penetration)
- Security business development consultancy
- Security Operation Optimization consultancy
- Safety Security Audit and Assessment (Penetration)
- Critical (Emergency /Disaster management) solution provider
- Consultation for specific problems (Penetration and solutions)
- Guiding to setting up policy and principles for corporate security

Requirement for being an Entrepreneur in Security Industry

Entrepreneurs are mostly unorganized in several business lines, but in security they are organized. The knowledge about the security and crime prevention is one of the major requirements to setup a security company. Knowledge on hierarchy of security industry and dealing with security personnel guards / official / executive need's including training for about 160 hours before the deployment and fixing appropriate trainers. Appreciate the strength of the security and crime risk in a business space. Before kick starting for setting up a security agency/ company, service provider should have following minimum eligibility

- Security planning and operational strategy
- Knowledge on the business sustainably
- Client relationship
- Knowledge about the security management and crime prevention

- Marketing Knowledge and Continual Improvement Strategy
- Financial Source- Support
- Full fill the legal requirements

Security Planning and Operation Strategy

In any execution, planning is important, planning of manpower based on the duties and responsibility as detailed by the client. Also, asses the security risk and predict the possible solution to provide better service to the clients. The clients may not be aware of professional requirements in the security management, hence it the duty of the service provider to educate the clients on the requirements and suggest to them the best details on security. The client should also be briefed of the need for crime free zones. For operation reasons, service provider should have good team to monitor the working time, guard's service with client, internal changes and maintenance of the proper system in the service.

Client relationship

In the contemporary situation no companies are ready to keep the security guards in on-roll of the company, because to avoid financial implication like ESI, PF and so. Since the security guards are out sourced the client should be allowed to supervise service provider to get better service. Private security companies should maintain reasonable client relationship strategy to sustain their business and reputation among the clients that could add more business opportunities.

Knowledge about the Business Sustainably

The concept of business sustainability depends on two major factors, one retaining the employees and other being retaining the clients. Retaining of employees in the company depends on the benefits provided by the company to them. Here the Entrepreneur has to think differently about how to retain the skilled security professional in their company. This will ensure the entrepreneur (service provider), to sustain in the competitive business as well in the field. If entrepreneur is able to retain the skilled security guards this will reduce the complaints from the clients, which will ensure the business continuity with the client(s).

Marketing and Continual Improvement Strategy

Marketing is always big task for the new entrepreneur in every business, even in security it is somehow complicated because we are planning and committing business with human resource, so marketing is little a hard task, in achieving the business target. Return of the investment will not exceed more than 3 years if we have sustained growth in the field.

Financial Source-Support

Being an entrepreneur in the private security industry avoid investing too much finance especially on additional projects. The entrepreneur should concentrate on their continuous efforts to improve the service with available client(s) which is more than enough to full fill the financial need of the agencies. For example they should prepare finance for the following.

- Two month salary for deployed security guards - on last day of every month we may close our bills and submit to clients for payment. But should pay salary to their employees on or before every 7th day of the

month.

- Reserve funds for office administration expenses
- Conveyance for indirect staffs
- Uniforms and Training cost
- Statuary payments on time
- Establishment and marketing cost
- Emergency financial crisis plan etc.

Legal Requirements

The security services are liable of many legal requirements because this is a service industry that will work within the legal commitment and the nature of the job is to regulate the policy and rules implemented as per prescribed norms of PSAR act. The security service company (entrepreneur) must register under the PSAR (central) Act, 2005. Based on this act the following local rules are formatted by the state governments. The following states have the State Government Rules for Private Security Agencies Regulations based on the mode rule "The Private Security Agencies" central model rule 2006 published on 19th July 2006

- The Rajasthan Private Security Agencies (Regulation) Rules, 2006
- Gujarat Private Security Agencies Rules, 2007
- Punjab Private Security Agencies Rules, 2007
- Andhra Pradesh Private Security Agency (Regulation) Rules, 2008.
- The Meghalaya Private Security Agencies Rules 2008
- Tamil Nadu Private Security Agencies Rules (Regulation), 2008
- Delhi Private Security Agencies Rules (Regulation), 2009
- Haryana Private Security Agencies Rules, 2009
- Orissa Private Security Agencies Rules, 2009
- The Daman & Diu Private Security Agencies Rules, 2009
- Pondicherry Private Security Agencies Rules (Regulation), 2009
- Kerala Private Security Agencies Rules, 2010
- Jharkhand Private Security Agencies Rules (Regulation), 2010
- Bihar Private Security Agencies Rules (Regulation), 2011
- Telangana State Private Security Agencies Regulation Rules, 2015

In India, Private Security Agencies are governed by The Private Security Agencies (Regulation) Act, 2005 ("Act"). Section 3 of the Act empowers the state to appoint Controlling Authority for regulating Private Security Agencies.

Note: Interestingly, in 1981, Maharashtra seemed to have enacted a law "Maharashtra Private Security Guards (Regulation of Employment and Welfare) Act" for the welfare of Private Security Guards employed in factories and establishment.

Private Security Agencies provides *service* to an individual and comes under the ambit of the service sector. Over a period of time, this sector has been able to provide employment to large number of people. Hence, a proper legal framework is necessary, for the benefit of employees in this sector. Especially in matters

relating to the employment conditions, those who work in these sector/agencies need to be instructed of a proper code of conduct, governing rules and conditions for their staff.

Mandates for Application of the License of the Agency

Application for private security agency license mandates the following documents that need to be submitted by the individual / partners

- Citizenship proof
- Address proof office establishment (Lease or rental document)
- Registered Company name (business venture)
- Applying for basic tax numbers
  - ◊ PAN
  - ◊ TAN
  - ◊ Service Tax (CGST, SGST & IGST)
- Current account in any nationalize bank
- Registration under various Labour Laws – For examples
  - ◊ Employee state Insurance Corporation-Policy number
  - ◊ Provident fund
  - ◊ Concern for establishment etc.
- Registration under Shops & Establishments Act, 1948 (for holidays work)
- License for arms

The framework for regulating the Security Agencies

To improve the benchmarks for private security in the country and regulating the industry through a licensing process, ***Private Security Agencies Regulation Act*** was enacted in 2005. The act therefore sets forth various standards and requirements which need to be fulfilled by an organized Private Security Agency that wish to get licensed. Some of them are:

- 160 hours of training before deployment.
- Owners and major shareholders of the company to be citizens of India. (Foreign firms are however allowed to enter into a relationship with domestic ones)
- Verification of antecedents of the person wishing to start a business in private security.
- Maintenance of registers containing details of security officials, managers, supervisors, clients and other such particulars as may be prescribed.
- Registered Documents for all Legal and statuary requirements

System Security

The system security has become the major focus due to lack of man powers in executing the security on the felids. Hence, agencies look for alternative with electronic supported security systems to minimize the manpower and maximize the efficiency of the security services. The following are most widely used electronic equipment's

- CCTV -Closed Circuit Television
- Access Control System
- Fire Alarm System
- Intrusion- Burglary, Motion Detection Alarm Systems
- Software's for managing Visitors, Material, Contract Workers, Vehicle Parking etc
- Door Frame Metal Detector (DFMD), Hand Held Metal Detector (HHMD), X-Ray

Scanning Machine

- GPS/ Vehicle tracking system and etc.

The supply and services of system security, has evolved as business calling a stringent attention of contemporary electronic security equipments.

Additional / Auxiliary Business with Security

It is mandatory to maintain the security company a profitable for the entrepreneur, along with the security services, the can develop facility management supply like House Keeping, Plumbing, Electrician, Drivers for VIP, Escort service, in-house medical service and industry ambulance service. They need not register as a separate company for any legal requirements.

Cost of the License

As per the *Tamil Nadu Private Security Agencies (Regulation) Rules, 2008,* The Managing Director have to approach local district Superintendent of Police {TNPSAR Rule 2008 Sec-4.(4) }, for applying verification of character and antecedents of security guard and supervisor in private security agency with fee Rs.1000 (with in state of Tamil Nadu) and Rs. 2000 (for Other than Tamil Nadu) which need to pay as demand Draft or Bankers cheque drawn in favour of the "**Director General of Police**, Tamil Nadu, Chennai–600 004". Only after approval of this license, any private security company can deploy security services to their clients.

- Registration certificate of the Security Company
- License fee by way of demand draft or Banker's cheque in the name **Controlling Authority Tamil Nadu Private Security Agency, Chennai-4** as per Section 8(2) of the Rules.
  - ◊ **Fee for 1 District: Rs.5000/-** (Name of the District)
  - ◊ **Fee for 2 to 5 Districts: Rs.10,000/-** (Name of the Districts)
  - ◊ **Fee for the entire State of Tamil Nadu : Rs.25,000/-**
- Affidavit as per section 7(2) of the Act.
- Letter for outsourcing the Training facility with address as per section 5 of the Rules (Clause 14 in form V)
- The applicant's special qualification which may facilitate his Operation as per section 3 (4) of the Rules (Training certificate in Security or Police and Military Discharge Certificate).
- Income tax clearance certificate (only for existing Agencies).

On making an application for grant of security agency license, the Controlling Authority is required to process the application and grant / refuse the license within a period of sixty days from the date of receipt of the application. Once issued, the security agency license will be valid for five years and can be renewed for another 5 years by payment of the prescribed fees

Training for Security Guards

As per the guidance of the Tamil Nadu Private Security Rules the security company is mandated to provide proper training to the guards before deployment. This training session has two parts as follows

- 100 hours of class room training and
- 60 hours of practical or on ground training.

The training will include the following subjects/ parameters, namely

- Conduct in public and correct wearing of uniform
- Physical fitness training
- Physical security, security of the assets, security of the building or apartment, personnel security, household security
- Fire fighting
- Crowd control
- Examining identification papers including identity cards, passports and smart cards
- Should be able to read and understand English alphabets and Arabic numerals as normally encountered in the identification documents, arms license, travel documents and security inspection sheet
- Identification of improvised explosive devices
- First aid
- Crisis response and disaster management
- Defensive driving (compulsory for the driver of Armed vehicle and optional for others)
- Handling and operation of non- prohibited weapons and firearms (optional)
- Rudimentary knowledge of Indian Penal Code, right to private defense, procedure for lodging first information report in the police station, Arms Act (only operative sections),
- Explosives Act (operative sections)
- Badges of rank in police and military forces
- Identification of different types of arms in use in public and police
- Use of Security equipment's and devices (for example; security alarms and screening equipments)
- Leadership and management (for supervisors only).

An entrepreneur is mandated to deploy their employees in the field only after the above mentioned training and course work. Any entrepreneur is expected for supervise and surprise check by the licensing authority any time, hence entrepreneur should never ever compromise the above discussed requirements and mandates, to retain the success as an entrepreneur in the field of private security (service) industry.

Conclusion

Being an entrepreneur in private security service is a challenge, all the challenges are opportunity and all opportunity attempted is the way to success. As security service provider they develop new security service manner and systems training model/ approaches in industrial security. During the inaugural of the 9th Security Skills and Leadership Summit (2014) as stated by Kunwar Vikarm Singh, Chairman, the Central Association of Private Security Industry (CAPSI) that Country's private security industry valued at Rs 40,000 crores in 2014 is likely to double by 2020 on the back of increasing concerns regarding security (FICCI-Grant Thornton Report, 2014). The report estimates the private security industry in India provides employment to approximately 70 lakh people and is expected to generate 50 lakh more jobs by 2020. For the students of criminology, the security is the appropriate business choice to utilize the knowledge gained from their studies and apply in the field as well becomes an entrepreneur. Also, it delivers the potential knowledge among the criminologist to

serve better to this country as citizen and learn to develop the best security practices for better crime free spaces.

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