AUSTERITY OR INNOVATION – THE MANTRA OF THE MILLENNIUM

Dr. N. Bhuvana Devi, Professor & HOD, MBA Department, DMI College of Engineering, Palanchur, Chennai.
Dr. V. Sampath, Professor, Ethiopian Institute of Textile Technology, Bahir Dar University, Ethiopia.

Abstract:

Every civilization, every kingdom, every institution have faced recession in the history. Recession is not new to humanity or society. It might be new to the current generation facing it, but not to the humanity as a whole. From Indus valley civilization to Mayan civilization recession is common. Every civilization born, mature, flourish, saturate, decline (recess) and disappear. The importance and richness were recessed from old cities to new cities. Bombay, Bangalore, Chennai, Hyderabad, Vizag are having the 'BUZZ' now. They are the cities born during British rule in India. Like in the history, these cities will loose its importance and people 'buzz', new cities will emerge. Recession is happening all the time at various levels. An individual may face recession personally. Personal recessions are not noticed. This article enumerates the recent economic downturn which the world is facing at present in two aspects viz, global perspective and Indian perspective and explains how austerity measures or innovation helps to sustain the business in the economic turmoil. Besides an impetus is given to the HR function, by which the HR can contribute a major part to turnaround the situation and also it depicts the areas in which the HR to be more careful while implementing innovative measures to triumph over the economic downturn.

Key words: Recession, meltdown, HR role, innovation

INTRODUCTION

In the past 18 months majority of the people in the world would have come across the word "RECESSION" or many of them would have experienced it in their day today life. But the truth is that the so called Recession / Global melt down /down turn is a catastrophe like tsunami which attacks rarely but the impact is inexorable. Everyone agrees that the global economy is flying through a patch of extreme turbulence. According to a recent study by IMF, there were four global economic crises between 1870 and 1980. By their reckoning there have been the same number between 1980 and the present. The increase in turbulence is neither uniform across industries or countries nor steady over time. The broad trend of turbulence rising is clearly identifiable. The downturn will end, but turbulence is here to stay.

GLOBAL PERSPECTIVE-A REVIEW

Recall that Lehman Brothers, which was found in 1850, successfully weathered the American Civil War, multiple recessions, many financial panics, two world wars, depressions, oil crises and 9/11.But the storied firm could not survive the seizure of global capital markets. Many companies suffering in the current recession mentions that the economic downturn is the basis for all the problems. For most industries facing serious problems right now, including the big losers like Automobiles and print media, the recession is not the ultimate cause for their suffering. Instead the downturn reveals (and aggravates) fundamental flaws in the business model. When the tide goes out, as Warren Buffet famously observed, you find out who has been swimming naked. These business models were broken long before Lehman filed for bankruptcy and remain broken unless executives use the down turn to begin fixing them.

INDIAN PERSPECTIVE

This year, against a backdrop of global recession, conference titles started to shift: *India: A Tiger or an Elephant?* A lethal cocktail of the falling sales, rising inflation, increasing input costs and drying cash flow topped with US economy slowdown is hurting Indian industry hard.

JasjitSawhney, CEO, net4 India Ltd about the impact of global slowdown in the IT sector, said: "The major impact of recession or economic slowdown is with the small exporters and importers in the country as most of them are facing the problem of heavy duties. The US slowdown will immensely hit the mid-sized IT companies and also the big players to some extent. On the higher end, you have scenarios where people are cutting back on contracts. They are reducing the fees per manpower in their contracts. But at the same time they are using IT as a tool to reduce their overall costs. Perhaps, it is balanced out. There are people who have gone up to that stage and used IT to reduce their costs because IT is the best way to be used as an eminent tool for cutting down monetary burden," But while the country has experienced a growth slowdown, it is nevertheless positioned to weather the harsh economic conditions and to thrive. There are four distinct characteristics of the Indian economy that soften the impact of today's conditions: demographics, regulation, exports, and the informal economy.Finally, and most critically, the country's vibrant informal economy, in which goods and services have been traded in the absence of official markets for hundreds of years, affords India's overall economy an invaluable -- and unique -- layer of protection. The existence of this informal economy combined with an emerging middle class, a growing financial regulatory environment, and the creation of more SEZs makes India uniquely situated to survive the current economic storm, no matter if it is a roaring tiger or a slowly moving elephant.

NEED OF THE HOUR

It is inevitable that the Governments/Companies must take appropriate action to succeed the present situation. Many governments around the world have offered bailout packages, tax exemptions, enhanced the subsidies etc.., though there are supports from the governments the business firms have to re-examine their products, processes, business models, technologies etc.., Since the situation is not economically viable, strategies which are less costly have to be identified and adopted.

AUSTERITY / INNOVATION

Austerity:

In general austerity means "The quality of being austere". It is interesting to see how austere and its derivatives have changed meanings over the last few decades in India. Sociologist tells us words — any word: smoke, rose, copper, calculator — are symbols, and symbols change over time. To neutralize the impact of economic slowdown within and recession without, what is essentially a well-meaning — though absolutely ineffective — measure, came to be termed as austerity measure by media that largely avoided doing a quick research to find out if the measures really amounted to any significant saving. A ready label came handy to the lazy lot.

Innovation:

'Innovation is defined as a process by which varying degrees of measurable value enhancement is planned and achieved, in any commercial activity. This process may be breakthrough or incremental, and it may occur systematically in a company or

Sporadically; it may be achieved by:

- introducing new or improved goods or services and/or
- implementing new or improved operational processes and/or
- implementing new or improved organizational/ managerial processes in order to improve market share, competitiveness and quality, while reducing cost.'

WHY IS IT REQUIRED AT THIS JUNCTURE?

- To stabilize, survive in the market
- To capitalize& grow inthe market
- To sustain in the economic turmoil
- To bring the balanced economy
- Reduce the unemployment rate
- To bring the business in flourishing nature, by eliminating wastes
- To bring the business as process oriented / effective / efficient.

WHAT WILL BE THE IMPACT OF BEING AUSTER/INNOVATIVE?

Recession is often considered as a synonym to depression, a decelerated phase where everything goes downhill and everything goes berserk. A recession will reduce the appropriate demand and correspondingly will enforce pressure on the prices and will rage out price-war in the market. The investment in the market becomes more unstable and it affects the economic growth.

Whatever may be the type of Austerity measures / Innovation, the spark for that illumination lies in the work environment of the company.A recent survey with practicing HR professional reveals that austerity measures also a kind innovation which helped them at least to control operational / administrative costs to some extent. The HR professional also felt that austerity may not be a permanent solution but it can fetch some immediate results for time being in the economic downturn. The following are the few austerity measures which have been adopted by the companies recently - optimizing the manpower strength, Implementing a salary freeze , Having a mandatory holiday shutdown, Reducing/eliminating other employee programs, Eliminating/reducing seasonal workers, Downgrading/cancelling holiday party

ROLE OF HR

The answer to the question of who will lead a turnaround successfully in today's troubled time is simple: it will be the leaders of those companies that are able to re-purpose their organisations, strengthen mission-critical capabilities and bring their people together in a powerful and unified way toward building a compelling future enterprise.

HR is always proud to proclaim themselves as perfectionists in all their activities, the recession is an opportunity for HR professionals to step in and contribute strategically. The HR people are asked to bring new ideas, to change the HRM Processes and to develop or change the procedures. And this effort has to be cheap or it has to cut the costs of the organization. The HR Management has to focus on unpopular innovations during the recession as the role of HR during the recession is to save money to the organization. The senior management expects all the support functions to bring innovative ideas and solutions which will lead to stronger organization, when the next growth era comes.Seeing opportunity and knowing how to take advantage of it are two different things. HR needs to have deep expertise, strong business acumen and the perspective, timing and gravitas that is fully commensurate with the organization's enterprise leadership team.

HR CONTRIBUTIONS

Stage 1 contributions are those that focus on the flawless delivery of transactional services. These are actions that HR can and should be taking right now to boost organizational efficiency and operational effectiveness. These contributions may be considered tactical, those that have primarily a short-term impact, although the cumulative impact of delivering Stage 1 contributions successfully can result in significant competitive advantage due to cost advantages and productivity improvements. Such contributions might take the form of both compensation- and non-compensation-related cost efficiencies such as headcount reductions, paring travel budgets, non-core training expenditures, merging or standardizing of HR processes, closing or merging of production facilities and reduction of consulting arrangements (among other measures).

Stage 2 contributions are those that build or strengthen organizational capabilities and bring about alignment of systems, people and processes that more directly support the implementation of a business unit's or group's strategy. Stage 2 contributions might include cultivating talent pools that are focused specifically on the company's "growth engines", launching action learning initiatives that support an important strategic priority or initiating a communications campaign that reinforces important messages about the company's strategy or core values. If the company is retracting rather than growing, Stage 2 contributions might be directed toward executing downsizing measures that protect key talent pools or broaden management spans of authority so as to provide stretch, even under a constraining environment.

Stage 3 contributions are transformative, game-changing interventions that catalyze breakthrough innovation, value creation and step-change competitive advantage. Stage 3 contributions might include HR being actively engaged in major acquisition decisions from start to finish, positioning the ways in which talent and human capital considerations will play an enormous role in deciding whether to move forward, leading an enterprise-wide change initiative (in partnership with the CEO and the top team) that focuses on growth in key emerging markets, or leading an enterprise-wide productivity improvement process to pave the way for a game-changing acquisition.

THE LESSONS OF INNOVATION

Innovation goes in or out of fashion as a strategic driver of corporate growth, but every wave of enthusiasm, executives make the same mistakes. Most of the time, they stumble in their efforts because they are engaged in a difficult balancing act: Innovation can flourish if executives heed business lessons from the past.

Strategy Lessons

- Not every innovation idea has to be a blockbuster. Sufficient numbers of small or incremental innovations can lead to big profits.
- Don't just focus on new product development: Transformative functions can come from any function – for instance marketing, production, finance or distribution.
- Successful innovators use an "innovation pyramid", with several big bets at the top that get most of the investment; a portfolio of promising midrange ideas in test range; and a broad base of early stage ideas or incremental innovations. Ideas and influence can flow up or down the pyramid.

Process Lessons

- Tight control strangles innovation. The planning, budgeting and reviews applied to existing businesses will squeeze the life out of an innovation effort.
- Companies should expect deviations from plan: if employees are rewarded for simply for doing what they committed to do, rather than acting as circumstances would suggest, their employers stifle and drive out innovation.

Structure Lessons

- While loosening formal controls, companies should tighten interpersonal connections between innovation efforts and the rest of the business.

- Game changing innovations often cut across established channels or combine elements of existing capacity in new ways.
- If companies create two classes of corporate citizens- supplying the innovators with more perks, privileges and prestige those in the existing business will make every effort to crush the innovation.

Skills Lessons

- Even the most technical of innovations requires strong leaders with great relationship and communication skills.
- Members of successful innovation teams stick together through the development of an idea, even if the company's approach to career timing requires faster job rotation.
- Because innovations need connectors – people who know how to find partners in the mainstream business or outside world – they flourish in cultures that encourage collaboration.

CONCLUSION:

Uncertainty is uncomfortable. Yet, uncertainty almost always paves the way that creates opportunity for those willing to take the risks associated with navigating through unchartered waters. We find ourselves in perilous seas today, and there is little question that it is mettle-testing time for us all. As such, it is time to stand tall, shoulders square to the wind, ready to meet today's challenges with enthusiasm, not dread. By building high-flex, high-value HR leaders and teams, companies will, at last, see the potential that has too long lay dormant. HR executives, take advantage of your moment to lead. CEOs help them.

****

A STUDY ON IMPLEMENTATION OF E-PUBLISHING TOOLS WITH RESPECT TO E-PUBLISHERS IN TAMILNADU

Chandrasekaran Siva, Assistant professor, Department of Management Studies, Easwari Engineering College, Bharathi Salai, Chennai.

Mrs.Loganayagi Chandrasekaran, Assistant professor, Department of Management Studies, Dhaanish Ahmed College of Engineering,Padappai, Chennai.

ABSTRACT

Electronic publishing (also referred to as e-publishing or digital publishing) includes the digital publication of e-books, EPUBs, digital magazines, and the development of digital libraries and catalogues. This paper describes a research project exploring the use of tools used in e-publishing field. The paper outlines the process of publishing research papers in journals and books. E-publishing aims at generating, maintaining, keeping, and diffusing electronic data using computers and information networks.During recent years, information technology has made several fundamental changes in different business areas. For instance, the learning methods have been completely changed. The use of digital material in education, business life and government has risen significantly in recent years. As e-learning environments are becoming increasingly popular, the need and call for digital content is also expanding from another view. Digital content is dealt with e-publishing. It could be improved if e-publishing gains the mature level. This paper will explain the process and techniques used in the publishing company. The whole general process of the publishing company can be analyzed and conclude a statement. To find their difficulties and limitations of the tools, how they facing and overcoming their problems. Generally, in journal papers the author representing more equations, tables and figures. How the company can establish this much of information to be effectively and how they make the readers to comfort. Finally, to provide valuable suggestions for further improvement in the process.

INTRODUCTION TO THE STUDY

Now, more than ever, reducing your time-to-publish, improving production efficiency, and making the best use of the expertise in your editorial office are critical to the success of publication. The pre-editing solution is an affordable way to tackle the labor-intensive tasks of checking and formatting references and conforming manuscripts to your journal style. Using automation and style sheets customized to your publication, combined with rigorous quality checks, pre-editing expedites your workflow, ensures accuracy, and frees up valuable time and resources. TeX and LaTeX are well suited to producing electronically publishable documents. What is likely to be a continuing need is to translate LaTeX documents into standard electronic book format, notably ePub, which is the format adopted by most electronic reader publishers. Given today's accelerated deadlines and rising expectations for fast delivery, reducing the time it takes to get content to readers is a top objective for many publishers. **Electronic publishing** (also referred to as e-publishing or digital publishing) includes the digital publication of e-books, EPUBs, digital magazines, and the development of digital libraries and catalogues. The study is carried out to highlight the importance of latex software usage in publishing and how it effectively used. It is helpful to the Management to increase productivity for the books and journals publications.

OBJECTIVES

- To study the process and techniques used in the Publishers
- To understand the usage effectively to readers
- To analyse the flexible and open learning in studies for the readers
- To study about the tools and techniques used in Publishing Field
- To provide valuable suggestions for further improvement

SCOPE OF THE PROJECT

- E-publishing is cost effective and borderless, but cannot completely replace the printed copy.
- Online versions extend reader loyalty.
- Presenting digital issues extends your reader scope.
- E-publishing allows you to connect your online catalos to your online shop – simply and cost effectively.
- E-publishing can deliver short ROIs.

REVIEW OF LITERATURE

B Premlet & Abdul Azeez T A, "Electronic journals and electronic books play a crucial role in the changing scenario of libraries and information centres. This paper deals with the emerging technology of electronic publishing. The paper covers e-journals, e-books, advantages of e-journals and e-books, publishers of scholarly e-journals and important e-publishing initiatives.

M.T. Bashorun, Priti Jain, P.M. Sebina, T .Kalusopa Information Technology has changed the way information is processed, stored and disseminated. The prime aim of publishing is to disseminate new research findings as widely as possible in a timely and efficient manner. The ultimate goal of EP is to provide fast and easy access to information contained in the publications with simple, powerful search and retrieval capabilities. This paper presents literature reviews of EP, traces its developments and explores the components of EP with the benefits. It examines the rationale for copyright in digital age and trace development of EP in Africa with the challenges. The paper concludes that the future of EP in Africa is brighter with the great potential to flourish.

McKellar, P., Warburton, S., This paper describes a research project exploring the use of eBooks and e-readers for the delivery of learning materials and activities on a distance learning LLB course. The project aimed to discover whether an e-publishing platform, comprising e-reader and e-content, represented an effective delivery method for legal study materials that can enhance the student learning experience and influence their expectations and approaches to their studies. The project situated itself at the intersection of three powerful forces: first, the increasing interest in the use of digital eBook formats by the publishing community; second, the appetite for the use of e-reader devices and eContent for learning and teaching; third, the explosion in the range and availability of mobile internet devices such as e-readers and tablets. A controlled pilot was carried out with four groups of distance learning students located in Kenya, Singapore, UK and Germany. All of the students received a Kobo e-reader device and ePub versions of material that had previously been supplied in hardcopy, this included study guides and associated text books commissioned from mainstream publishing houses. The use of the devices and the eContent were evaluated over a six month period and the paper describes the results from questionnaires and focus groups that revealed the four dimensions of interest: device usability and functionality; user context and behaviour; the affordances of epub formats; the impact on learning and teaching. The effectiveness of the e-publishing model that was established between the University of London International Programmes, publishing houses and the e-reader device manufacturer Kobo is described alongside the impact on the changing role of traditional publishers, teachers, and librarians.

Anil Kumar, Makkini and Pulla Reddy, 2014,The e-journals available in University libraries of Andhra Pradesh are UGC-INFONET journals, open access journals and the journals subscribed by the libraries on their own. The present study is aimed to study the use of e-journals by the research scholars in the libraries of Sri Venkateswara University (SVU), Andhra University (AU) and University of Hyderabad (UH). It is intended to assess the type of e-journals used, purpose for which they are used, amount of time spent in using them, problems in accessing e-journals, search methods used in accessing them, satisfaction with print and e-journals, adequacy of e-journals and training obtained in accessing them.

RESEARCH METHODOLOGY

RESEARCH DESIGN - Descriptive research uses a set of scientific methods and procedures to collect raw data and create data structures that describe the existing characteristics of a defined target population.

DATA COLLECTION

- Primary data - In this research study the primary data is collected through questionnaires from employee and get feedback from management.
- Secondary data - that were collected for some other purpose and are in existence..

RESEARCH INSTRUMENT

A Structured Questionnaire have been framed which contains both open ended and close ended question. The questionnaire consists of 25 questions of various dimensions.

SAMPLING SIZE

The sampling size is 117 Respondents. The respondents are the employees of the various E-Publishers in Tamilnadu.

SAMPLING PROCEDURE

The sampling procedure that was adopted in the research was non-Probability sampling, in specific "Quota Sampling" was chosen.

QUOTA SAMPLING

Designation	Number of Employees	Percentage of Employees (%)	Quota of Employees in Sample of 117 (%)
Copy Editing	18	15	15
Coding	36	31	31

Pagination	28	24	24
Quality Check	35	30	30
Total	**117**	**100**	**100**

Quota sampling is a method for selecting survey participants that is a non-probabilistic version of stratified sampling.

STATISTICAL TOOLS USED

The data collected from the Questionnaire can be analyzed by using various tools like percentage analysis, weighted average method, Chi-square analysis, Ranking, Correlation-Regression, Factor-analysis, Cluster etc., the tool which has been incorporated in this analysis is Percentage analysis.

DATA ANALYSIS AND INTERPRETATION

Job Interesting and Challenging

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Yes	88	75
No	29	25
Total	117	100

Inference: The above table shows 75% of the respondents are saying Yes for their job interest and their challenge in the work.

Departments of the Job

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Journals	85	73
Books	32	27
Total	117	100

Inference: The above table shows 73% working in Journals department and 27% working in Books. In the GK publishers mostly concentrate on Journals. Because, the journals have more equations, tables, charts and pictures. For that equations we have only using tool is latex software.

Table - Nature of jobs

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Copy Editing	18	15
Coding	36	31
Pagination	28	24
QC	35	30
Total	117	100

Inference: The above table shows 15% working Copy Editing department, 31% working in Coding department, 24% working in Pagination department and 30% working in Quality check department. Basically this four departments for publishing field. The copy editing team who receive the source from client and do the technical and language corrections. The Coding team who do coding for the respective source using latex software. The Pagination team who align and make it in a convenient form to the readers. Atlast, the Quality check department who corrects the mistake and produce final output.

Software Usuage

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Latex	85	73
3B2	20	17
Indesign	10	9
Quark	2	1
Total	117	100

Inference: The above table shows 73% of the respondents are using latex software, 17% of the respondents are using 3B2 software, 9% of the respondents are using Indesign software and 1% of the respondent using Quark software. In GK Publisher mostly concentrate on journal publication so that the most usuage software is latex.

Software having the backup files

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Yes	105	90
No	12	10

Total	117	100

Table– Pictures you have high resolution quality

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	58	50
Agree	34	29
Neutral	25	21
Disagree	0	0
Strongly Disagree	0	0
Total	117	100

Communication with all departments

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	69	59
Agree	34	29
Neutral	14	12
Disagree	0	0
Strongly Disagree	0	0
Total	117	100

Inference: The above table shows 59% of the respondents are strongly agree, 29% of the respondents are agree and 12% of the respondents are neutral for the communication between the departments. Basically for this working process communication is mostly important. For all the department have discussions with them for the respective journals and books

Table– Area most of the errors are arrested

PARTICULARS	NO. OF RESPONDENTS	PERCENTAGE
Copy Editing	15	13
Coding	53	45
Pagination	23	20
QC	20	17
Conversion	6	5
Total	117	100

Inference: The above table shows 13% of the respondents says in copy editing, 45% of the respondents says in coding, 20% of the respondents says in Pagination, 17% of the respondents says in QC and 5% of the respondents says in Conversion. So, by the analyze we conclude maximum errors can be avoid in coding. They have started the first production in latex.

Chi-Square Analysis

Chi-square analysis of Latex software is fulfill your job requirements and Software is more comfortable to handle your jobs

	Strongly agree	Argee	Neutral	Disagree	Strongly disagree	Total
Latex software is fulfill your job requirements	85	21	11	0	0	117
Software is more comfortable to handle your jobs	98	11	8	0	0	117

Hypothesis

Ho – There is no significant difference between Latex software is fulfill your job requirements and Software is more comfortable to handle your jobs.

Ha – There is significant difference between Latex software is fulfill your job requirements and Software is more comfortable to handle your jobs.

Assume LOS = 5% Tabulated Value λ^2 of 4 at 5% = 9.488

λ^2cal > λ^2tab = 118.7 > 9.488, we accept the Alternative Hypothesis. That is, there is significant difference between the observed frequency and the theoretical frequency.

Hence, H1 the Alternative Hypothesis is Accepted, Ho the Null Hypothesis is Rejected.

Therefore, there is significant difference between Latex software is fulfill your job requirements and Software is more comfortable to handle your jobs.

Weighted Average Method

Works satisfies the author needs

Particulars	No of Respondents
Strongly Agree	95
Agree	14

Neutral	8
Disagree	0
Strongly Disagree	0
Total	117

S.No	Particulars	No. of Respondents (Xi)	Weight (Wi)	(Wi*Xi)	(Wi*Xi)/ ∑(Wi
1	Strongly Agree	95	1	95	6.3
2	Agree	14	2	28	1.9
3	Neutral	8	3	24	1.6
4	Disagree	0	5	0	0
5	Strongly Disagree	0	5	0	0
	Total		15	147	9.8

Weighted average

To calculate the Weighted Average use the give formula,

W′ = ∑(Wi*Xi)/∑Wi

W′ = 147/15 = 9.8

Therefore the mean weighted average is 9.8

SUMMARY OF FINDINGS

- 75% of the respondents have job interest to work. First of all the employee should have job interest. In this software we have more codings to arrest errors and format. If an employee have the interest definitely the coder use best coding at the right place.83% of the respondents have job satisfaction in latex software. Those employee feel comfort working in this software. Its user friendly software.The Table 4.3 shows that out of 117 respondents 73% of the respondents are working in journal and 27% of the respondents are working in books. The journals are mostly preferred in GK publishers. In that journals, it consists of more equations, tables, figures and all.
- 15% of the respondents are working in copy editing, 31% of the respondents are working in coding, 24% of the respondents are working in pagination and 30% of the

respondents are working in Quality check. For both journals and books consists of four departments such as Copy Editing, Coding, Pagination and Quality Check. Respective department have taken part of the books and journals.

- 73% of the respondents are strongly agreed for their job requirements mostly referred latex only. The latex is open software and easy understanding to everyone.
- 73% of the respondents using latex software, 17% of the respondents using 3B2 software, 9% of the respondents using Indesign software and 1% of the respondents using Quark software.
- 90% of the respondents are saying Yes for the backup status. The latex software which supports backup files. Definitely can we retrieve the files.
- 72% of the respondents are strongly agree for the latex software is flexible usuage for complex equations.
- In chi-square we analyze between the latex software is fulfill your job requirements and software is more comfortable to handle your jobs. So, finally we conclude there is significance difference between them. Alternative hypothesis is accepted.
- In weighted average method, the satisfaction of the works to authors. It resulted the mean weighted average for the respective question is 9.8.

SUGGESTIONS

- The latex software mostly preferred in journals and books publications. It is free software and easy understandable to everyone.
- For the complex equations the latex is the only option to do the task. It has more advantage and used friendly.
- Comparatively to 3B2 software, the latex is not well supported for web applications. The 3B2 software is preferred mostly. Indesign software is using for books publications.
- Job is useful to gain knowledge and creativity. The publications can view in the readers side. The readers wants to feel comfortable while reading.
- The copy editing who editing the journals and books in both technical and language parts. The coder who converts all the text into an latex format. The paginator who align and properly fix the text, tables and figures. Finally, Quality check checking the whole contents in the final draft. So, each department have more responsible to take care of the journals and books.

- The employee should strong in using software and need to have interest to learn more about the software.
- Using of code in the documents should be limited. If more coding using there it will confuse the other coders.

CONCLUSIONS

The study was done only for implementation of e-publishing tools at GK Publishers, Chennai. Basically, the tools and process processing are well good in the organizations. The using latex software supports mostly the equation parts so need an updation to support all kinds of works in the documents. For such kind of improvement can made to work fastly and time taken should be reduced. Initial process coding should start in correct format and continue in those format.

REFERENCES

1. B Premlet & Abdul Azeez T A, "e-Publishing: Need of the Hour", *DESIDOC Bulletin of Information Technology* , Vol. 24, No. 2, March 2004, pp. 3-7.
2. M.T. Bashorun, Priti Jain, P.M. Sebina, T .Kalusopa ''the evolution of electronic publishing: a literature review'', transnational Journal of Science and Technology, April 2013 edition vol.3, No.4 ISSN 1857-8047.
3. McKellar, P., Warburton, S., ' *Developing an e-reader and e-publishing model for flexible and open learning on a distance learning LLB programme*', European Journal of Law and Technology, Vol. 4, No. 1, 2013.
4. Anil Kumar, Makkini and Pulla Reddy, V, "Use of E-Journals by Research Scholars in University Libraries in Andhra pradesh" (2014). *Library Philosophy and Practice (e-journal).* Paper 1086.
5. Alexandros NAFPLIOTIS, Victoria TSOUKALA, Nikos HOUSSOS, Andreas KALAITZIS and Evi SACHINI, "EKT ePublishing: Developing an open access publishing service for the Greek research community", *National Documentation Centre/National Hellenic Research Foundation, Athens Greece.*
6. Laakso M, Welling P, Bukvova H, Nyman L, Bjork B-C, et al. (2011) The Development of Open Access Journal Publishing from 1993 to 2009. PLoS ONE 6(6): e20961. doi:10.1371/journal.pone.0020961.
7. Gulati, Anjali & Jaleel, Abdul T. Electronic publishing on the internet: Some reflections. Caliber, Partiala, 1997, 146-48.

8. Wilkinson, Sophie L. Electronic publishing takes journals into a new realm. *Chemical and Engineering News* . American Chemical Society. 1988. (http://www.Acsinfo.Acs.Org/Cen).

9. Hawkins, Donald T., Electronic books: A major publishing revolution: Part 1: General considerations and issues, *Online*, July/August 2000, 24, 14-28.

****

A STUDY ON WORK LIFE CONFLICT FOR WOMEN EMPLOYEES IN PUBLIC AND PRIVATE SECTOR SCHOOLS IN TIRUVALLUR DISTRICT.

Dr.A. Gokulakrishnan, Assistant professor, Hindustan College of Arts & Science, School of Business studies, Department of Management, Chennai, Tamilnadu, India

ABSTRACT

Work-life Conflict (WLB) is not a new concept. The change in the pattern of work and the concept of the workplace after the industrial revolution in the second half of the 18th century gave a new dimension to the concept of WLB. With improved education and employment opportunities today, most homes are ones in which both parents work because of the necessity and the desire to augment incomes. The need to congenial conditions in which employees can Conflict work with their personal desires became a factor that companies had to take note of both to retain them as well as to improve productivity. However, it is not easy to find many references to Work-Life Conflict policies and issues in India. It is indeed hurting to see a majority of Indian companies still wedded to the old style presenter's philosophy instead of offering managers opportunities to strike a healthy Work-Life Conflict. Work-life Conflict is about the interaction between paid work and other activities, including unpaid work in families and the community, leisure, and personal development. It is about creating a productive work culture where the potential for tensions between work and other parts of people's lives is minimized. This means having appropriate employment provisions in place, and organizational systems and supportive management underpinning them. Work-life Conflict for any one person is having the 'right' combination of participation in paid work (defined by hours and working conditions), and other aspects of their lives. This combination will not remain fixed, but may change over time.

Keywords: Work Life Conflict, Stress and Self-Development.

INTRODUCTION

With this increasing industrialization and education, employment opportunities for women have also increased. Due to increasing economic conditions, it has become a necessity that both husband and wife need to work to have a normal life. In this fast growing and competitive world, as every possible opportunity for employment is increased, the organizations need to create a congenial atmosphere where employees can Conflict their professional and personal life. Only when an employer has a positive Work Life Conflict (WLB), can be productive and give the best to organization. Hence industries are working out schemes which can attract as well as retain their employees. A successful work-life Conflict helps in the attainment of personal goals. It helps in striking a Conflict between workplace, family and friends, community, hobbies, sleep and sport/exercise. If an organization integrates work-life Conflict, it will be a good tool to retain the employees and increase their quality of life. Today, work is widely viewed as a source of personal satisfaction. A good Conflict in work and life can play a phenomenal role in the attainment of personal and professional goals. The objective is to understand the various issues that have come to the forefront due to the dynamic of work. A Conflict life is one where we spread our energy and effort like emotional, intellectual, imaginative, spiritual and physical – between key areas of importance. Work-life 'im Conflict' has over a period of time attracted concern because of increasing problems related to employee health, monotony at workplace, declining levels of productivity and efficiency at the employee level.

WOMEN –WORK LIFE CONFLICT

Today's career women are continually challenged by the demands of full-time work and when the day is done at the office, they carry more of the responsibilities and commitments to home. The attitude of female workers has also changed. Women are growing more ambitious as they become key players in the world of work, contributing to major company successes. Majority of women work lives are a juggling act that included multiple responsibilities at work, heavy meeting schedules, and business trips, on top of managing the daily routine responsibilities of life at home. Traditionally the role of women used to be of cooking, cleaning etc. They were looked upon as a caregiver or as home keeper and were denied access outside home. Today's women have made their mark in every field. Be it arts, literature, sports, corporate etc women are ready to take up challenges. People want to be able to have a good quality of life, an enjoyable work life and career progression, training and development, good

health, affordable childcare or eldercare, further education ,more money, time to travel, time with friends and family, time to do sports and hobbies.

IDENTITY THROUGH WORK

By working in an organization, employees identify, to some extent, with the organization, as part of a collective group. Organizational values, norms and interests become incorporated in the self-concept as employees increase their identity with the organization. Employee interactions with the organization, through other employees, management, customers, or others, reinforces (or resists) the employee identification with the organization. Simultaneously, the employee must manage their "true self" identification. In other words, identity is "fragmented and constructed" through a number of interactions within and out of the organization; employees don't have just one self. Most employees identify with not only the organization, but also other facets of their life (family, children, religion, etc.). Sometimes these identities align and sometimes they do not. When identities are in conflict, the sense of a healthy work-life Conflict may be affected. Organization members must perform identity work so that they align themselves with the area in which they are performing to avoid conflict and any stress as a result.

BENEFITS OF WORK LIFE CONFLICT

Working more productively and get more accomplished, leading to greater career success. Being able to effectively manage multiple responsibilities at home, work and in the community without guilt or regret and able to work in flexible ways so that earning an income and managing family/other commitments become easier inturn leads toimproved recruitment, retention and reduced turnover. Being part of a supportive workplace that values and trusts staff, more fulfillments of work and feel more rested and organized. Improving relationship with family and friends and more leisure time to spend time with the family or oneself.

POLICY ON WORK LIFE CONFLICT IN ORGANISATIONS

If an organization needs to be successful with committed and productive women, it needs to not only lay down schemes and strategies, but also needs to formulate policies and guidelines that can monitor these schemes. The following steps are mandatory to formulate the policy on WLB.

- Identification of the need for introducing WLB Policy.

- Formulate the policy on WLB based on the company's vision & mission's statement.
- Conduct workshops to enhance knowledge and necessity of this policy.
- Communicate the policy to all the employees and implement the policy of maintain regular feedbacks & suggestions.
- Update any changes that have been made to all employees.

OBJECTIVE OF THE PROJECT

a) The goal of the study is to introduce a system of human resources development aimed at supporting the Conflict between the family life and professional life (hereinafter work-life Conflict, WLB) of Private Sector school teachers and Public sector school teachers.

b) The kinds of arrangements that enable individuals and organizations to be healthy and successful

c) The study is finding out what's already helping people get that 'Conflict', and stimulating discussion about what else can be done.

d) To gain an insight on the current work time policies and practices in the schools.

RESEARCH DESIGN

In his study information gather can come from a range of sources. Likewise, there are a variety of techniques to use when gathering primary data. For this study a well structured and specially designed questionnaire was used to measure the Impact of various factors on work-life Conflict. Responses were analyzed with quantitative methods by assigning numerical values**.** Each respondent was asked to respond to the 15 questions. The secondary data are those which have already been collected and passed through statistical process and was collected from websites. Items selected at random sampling from a population and used to test hypotheses about the population. A Sample size of 120 respondents was selected out of which 60 respondent were from the public sector schools and 60 respondents from the private sector schools. Each school was given 20 questionnaires. Non probability sampling and Convenience sampling were used.

SAMPLING TECHNIQUE

The various tools and techniques which were used to analyze the data are chi-square (I) test and weighted average method including percentage. An average in which each quantity to be averaged is assigned a weight. These weightings determine the relative importance of each quantity on the average. Weightings are the equivalent of having that many like items with the same value involved in the average.

DATA ANALYSIS AND INTERPRETATION

A) By using chi-square test, comparison is made between Women taking work home and women working more than agreed number of hours in public sector schools

i)Null Hypothesis H_o: There is no significant difference between Women taking work home andwomen working more than agreed number of hours in public sector schools.

ii) Alternative Hypothesis: H_1 There is significant difference between Women taking work home and women working more than agreed number of hours in public sector schools.

TABLE 1- CALCULATION OF TEST STATISTIC FOR PUBLIC SECTOR SCHOOLS

FORMULA	OBSERVED FREQUENCIES							
	PARTICULARS				Never	Generally	Always	Total
	TAKING WORK HOME				31	23	6	60
	WORKING MORE THAN AGREED NO OF							
	HRS				13	35	12	60
	TOTAL				44	58	18	120
	EXPECTED FREQUENCIES							
	PARTICULARS				Never	Generally	Always	
	TAKING WORK HOME				22	29	9	60
	WORKING	MORE	THAN	AGREED				
	NUMBER OF HRS				22	29	9	60
	TOTAL				44	58	18	120
O-E	TAKING WORK HOME				9	-6	-3	
	WORKING	MORE	THAN	AGREED				

O-E	NUMBER OF HRS				-9	6	3	
(O-E) 2	TAKING WORK HOME				81	36	9	
	WORKING	MORE	THAN	AGREED				
(O-E) 2	NUMBER OF HRS				81	36	9	
χ2 = ∑ (O-E) 2 / E					3.68181	1.241379	1	
χ2 = ∑ (O-E) 2 / E					3.68181	1.241379	1	
CHI SQUARE					11.8463			

Level of significance: α=0.05. **Degree of freedom**: (R-1)(C-1)=2*1=2 **Critical value**: The table value for χ2 at α=0.05 for 2 d.o.f is 5.991. **Decision**: The calculated value 11.8463 is more table value 5.991, hence there is significant difference between women taking work home and women working more than agreed number of hours in public sector.

2.In this test the comparison is made between Women taking work home and women working more than agreed number of hours in private sector schools Null Hypothesis H_o : There is no significant difference between Women taking work home and women working more than agreed number of hours in private sector schools Alternative Hypothesis H_1: There is significant difference between Women taking work home and women working more than agreed number of hours in private sector schools.

TABLE 2 -CALUCATION OF TEST STATISTIC FOR PRIVATE SECTOR SCHOOLS

FORMULAE	OBSERVED FREQUENCIES				
	PARTICULARS	Never	Generally	Always	Total
	TAKING WORK HOME	16	32	12	60

	WORKING MORE THAN AGREED NUMBER OF				
	HOURS	22	24	14	60
	TOTAL	38	56	26	120
	EXPECTED FREQUENCIES				
	PARTICULARS	Never	Generally	Always	
	TAKING WORK HOME	19	28	13	60
	WORKING MORE THAN AGRRED NUMBER OF				
	HOURS	19	28	13	60
	TOTAL	38	56	26	120
O-E		-3	4	-1	
O-E		3	-4	1	
(O-E) 2		9	16	1	
(O-E) 2		9	16	1	
$\chi 2 = \sum (O-E)\ 2 / E$		0.4737	0.57143	0.07692	
$\chi 2 = \sum (O-E)\ 2 / E$		0.4737	0.57143	0.07692	
CHI SQUARE		2.2441			

The calculated value 2.2441 is more than the table value 5.991, hence there is no significant difference between women taking work home and women working more than agreed number of hours in private schools.

Conclusion : In public sector schools there is significant difference between women taking work home and women working more than agreed number of hours, in private sector schools there is no difference between women taking work home and women working more than agreed number of hours, hence Private sector school teachers work more at home and at office when compared to public sector school teachers employees. In this test the comparison is made between women who miss out any quality time with family or friends because of pressure of work and women who feel tired or depressed because of work in public sector schools. Null Hypothesis H_o : There is no significant difference between women who miss out any quality time with family or friends because of pressure of work and women who feel tired or depressed because of work. Alternative Hypothesis H_1: There is significant difference between women who miss out any quality time with family or friends because of pressure of work and women who feel tired or depressed because of work.

TABLE 3 CALCULATIONS OF TEST STATISTIC FOR PUBLIC SECTOR SCHOOLS

FORMULAE	PUBLIC OBSERVED FREQUENCIES						
	PARTICULARS		Never	Often	Rarely	Sometimes	Total
	Miss out quality time with family due to	pressure of work	38	7	9	6	60
	Feel tired or depressed because of work		12	0	25	23	60
	TOTAL		50	7	34	29	120
	EXPECTED FREQUENCIES						
	PARTICULARS		Never	Often	Rarely	Sometimes	Total
	Miss out quality time with family due to	pressure of work	25	3.5	17	14.5	60
	Feel tired or depressed because of work		17	0	21	22	60
	TOTAL		42	3.5	38	36.5	120
O-E	Miss out quality time with family due to	pressure of work	13	3.5	-8	-8.5	
O-E	Feel tired or depressed because of work		-5	0	4	1	
(O-E) 2	Miss out quality time with family due to	pressure of work	169	12.25	64	72.25	
(O-E) 2	Feel tired or depressed because of work		25	0	16	1	

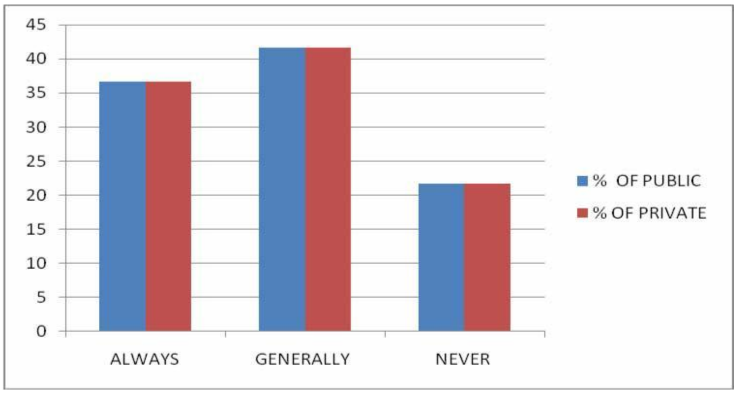
$\chi^2 = \sum (O-E)^2 / E$	Miss out quality time with family due to	pressure of work	6.76	3.5	3.765	4.9827586	
$\chi^2 = \sum (O-E)^2 / E$	Feel tired or depressed because of work		1.471	0	0.762	0.0454545	
CHISQUARE			21.29				

The calculated value 21.29 is more than the table value 7.815 hence there is significant difference between women who miss out any quality time with family or friends because of pressure of work and women who feel tired or depressed because of work in Public sector schools.

B) From the weighted average shows that private sector schools with a weight of 19.3 is higher than weight of public sector schools of 15.83, hence private sector work more than agreed number of hours when compared to public sector. Public sector schools with a weight of 19.167 is higher than weight of private sector schools of 18.167, hence public sector allow contact from homes when on holiday when compared to private sector. Public sector schools with a weight of 19.167 is higher than weight of private sector banks of 18.167, hence public sector schools take more work home when compared to private sector schools. Public sector schools with a weight of 19.667 is higher than weight of private sector schools of 19.5, hence public sector schools can spend more time wanted on own self-development when compared to private sector schools. Public sector schools and private sector schools have an equal weight of 21.5. So even though there is other differences th**e** women's ability to achieve your desired Conflict between work and lives ever sources of personal stress, worry or ill health is the same.

C) Using the percentage, women's ability to achieve desired Conflict between work and life ever a source of personal stress, worry or ill health was calculated.

CHART NO 1



From the above table it shows that in Public sector employees 22% of the women and 22% for private sector, Never have the ability to achieve desired Conflict between work and life ever a source of personal stress, worry or ill health and 37% of women from public sector and 37% from private sector work always have the ability, and 42% of public sector and 42% of the private sector. Generally have the ability to achieve desired Conflict between work and life ever a source of personal stress, worry or ill health.

FINDINGS & CONCLUSIONS The major findings of the study work life Conflict for women employees in public and private sector schools are as follows:- Private sector schools with a weight of 19.3 is higher than weight of public sector schools of 15.83,hence private sector schools work more than agreed number of hours when compared to public sector schools. Public sector schools with a weight of 19.167 is higher than weight of private sector schools of 18.167, hence public sector schools allow contact from homes when on holiday when compared to private sector . Public sector schools with a weight of 19.167 is higher than weight of private sector of 18.167, hence public sector schools take more work home when compared to private sector schools. Public sector schools with a weight of 19.667 is higher than weight of private sector schools of 19.5, hence public sector schools can spend more time wanted on own self-development when compared to private sector schools. Public sector school and private sector school have an equal weight of 21.5. So even though there is other differences th**e** women's ability to achieve the desired Conflict between workand life ever a source of personal stress; worry or ill health is the same. In public sector schools there is significant difference between women taking work home and women working more than agreed number of hours,in private sector schools there is no difference between women taking work home and women working more than agreed number of hours, hence private sector employees work more at home and at office when compared to public sector. In both public sector and private sector there is significant difference between women who miss out any quality time with family or friends because of pressure of work and women who feel tired or depressed because of work.

CONCLUSION

"Women constitute an important section of the workforce. However, the present situation of a large number of well-qualified women who due to various circumstances have been left out of their jobs needs to be addressed. The problems faced are several but significantly, most often the "break in their careers" arises out of motherhood and family responsibilities." Achieving a good Conflict between work and family commitments is a growing concern for contemporary employees and organizations. There is now mounting evidence-linking work–life Conflict to reduced health and wellbeing among individuals and families.

REFERENCES

1. www.gifre.org
2. http://www.thenational.ae/business/checking-the-work-life-Conflict
3. http://www.nacew.govt.nz/publications/quality/flexible-working/flexible-working-05.html
4. http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3122548/
5. http://www.ijtemt.org/vol2issue1/Women_employees.html
6. http://www.indianjournals.com/ijor.aspx?target=ijor:ijbemr&volume=3&issue=12&article=005
7. http://www.slideshare.net/sayanti82/career-women-and-work-life-Conflict

****

Impact of Partnership on Project management

Dr.Lakshmi Vishnu Murthy Tunuguntla, Associate Professor, Goa Institute of Management
Sanquelim Campus, Poriem, Sattari, Goa – 403505, India

Abstract

The purpose of this research is to understand and quantify the impact of Partnership on project management and strength of interaction among them. A theoretical framework is proposed regarding the constructs of partnership, and Project management (DIM)and the construct validity was established. The sample data from 65 firms were obtained through structured questionnaires. Structural equation modelling (SEM) was used to understand the impact and quantify the relationships between the constructs. Partnership had significant effect on project management.

Key words: Project Management, Partnership, knowledge transfer, Relationship building.

1. INTRODUCTION

Business IT alignment is defined as the *extent to which the IT strategy supports, and is supported by, the Business Strategy.*

(Venkatraman, et al., 1993), stated that during the last two decades, Information Technology (IT) has become very critical in providing support, sustaining the competitive position and enabling the growth of business. However the alignment of IT with business strategy has been consistently ranked as the single most important issue facing business and IT executives, not only in North America but also in Europe.

Motivation for the Research

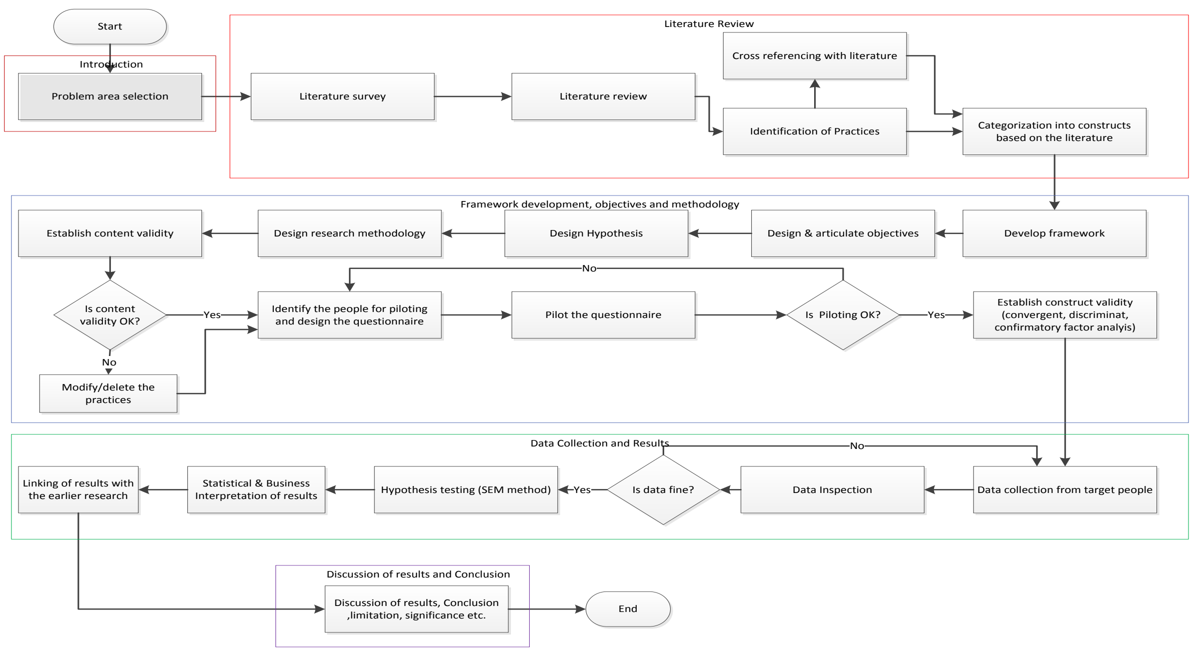
The fundamental motivation for this research is due to the consequences of failures of lot of software applications implementation. The research of (Kaur & Sengupta, 2011) indicates the reasons for the failure of software. Their findings indicate that majority of the projects fail to meet their objectives due to poorly defined applications, miscommunication between business and IT leading to poor relationships, poor requirements gathering analysis and management costing the businesses about $30 billion every year. The failure of these applications are affecting the business-IT alignment. The partnership and project management are couple of important constructs that affects the business-IT alignment.

The relationship between partnerships (BP) - Business-IT alignment (BIA) (Gutierrez, 2011) is achieved by building relationships, exchange of domain knowledge. The relationship between Project management (DIM) and BIA sates that good project implementation would lead to better project results and better business results improving the business-IT alignment.The relationship between partnership and project management is not studied in the literature. This research focuses on this aspect and understand how partnership would affect the project management.

This research contributes to BOK through providing the structure of the constructs like portfolio management, Partnership and Business-IT Alignment validated through literature survey. In addition to the conformance from literature, the construct validity was established through content validity, Reliability, Discriminant validity, Convergent validity and Confirmatory Factor Analysis - through Structured Equation Modeling (SEM).

2. METHOD

The following picture describes the method followed to achieve the purpose of this research paper.



Definitions of the constructs

Project Management is tomanage the project like an investment thus generating the ROI for the stakeholders and the organization through collection of metrics that are linked to business benefits.

Partnership (BP) is essentially building relationships between business and IT areas, ensure knowledge transfer and relationship building.

3. LITERATURE REVIEW

Weil and Ross (2004) state that governance is about specifying the decision rights and accountability framework to encourage desirable behavior in the use of IT. IN the process he described how to manage the project like an investment thus generating the ROI for the stakeholders and the organization through collection of metrics that are linked to business benefits.

(Smith & Mckeen, 2010)describe the issues with respect to the communication between the business and IT. One of the most important skills all IT staff need to develop today is how to communicate effectively with business. Over and over, research has shown that if IT and business cannot speak the same language, focus on the same issues and communicate constructively, they cannot build a trusting relationship. And business is consistently more negative about IT‘s ability to communicate effectively than IT is. In fact, even while IT collaboration is improving, business‘s assessment of IT‘s communication skills is declining.

(Manfreda&Mojca, 2014) proposed this paper is thus to improve the understanding of the relationship between top management and IS personnel and to identify the key factors that are important in this relationship. Two separate questionnaires were used for IS department managers and top management to identify key factors in the relationship. In total, 221 CIOs and 93 CEOs agreed to participate in the research. The empirical investigation reveals the existence of nine factors that are important in the business-IS relationship. Seven factors (top management support to the IS department (topSUP), mutual trust between management and IS personnel (muTRUST), perceived value of the IS department (Isval), managerial knowledge and skills of the IS manager (manKNL), technological knowledge and skills of the IS manager (techKNL), business knowledge and skills of the IS manager (busKNL), business role of the IS department (busROL), supporting role of the IS department (supROL), and technological role of the IS department (techROL)). are perceived differently by top management and IS management and thus causing the gap in the relationship, while two factors are similarly perceived. This paper presents the key areas business and IS personnel should pay attention to. Therefore, it enables reducing the business-IS gap by considering the identified factors and dedicating significant effort to the factors with significant differences.

(Zolper, K et al, 2014) studied the impact of relationships at the application-change level and strives to identify and explain favorable social structures for effective business/IT dialog at the operational level. They collected data in seven comprehensive case studies, including 88 interviews and corresponding surveys, and applied social network analysis to show that three social structures at the implementation level influence the degree to which IT applications are maintained and enhanced in line with business requirements: 1 interface actors connecting business and IT, (2) the relationships between interface actors and the corresponding unit, and (3) the relationships between interface actors and other employees in their unit. In three cases, less favorable structures are revealed that correspond to low application change effectiveness and software applications that do not meet business requirements. The other cases benefit from favorable social structures and thus enhance fulfillment of business requirements and result in higher IT business value. This paper contributes to IS research by helping to explain why companies may not provide favorable IT services despite favorable relationships at the top management level and successful application development projects.

(Maharaj& Brown, 2015) examined the impact of shared domain knowledge (SDK), strategic information systems planning on alignment. Data were gathered from management consultants in a large, global IT organization, through the use of a structured questionnaire, and analyzed. Shared Domain knowledge (SDK) was also found to positively impact both the intellectual and social dimensions of alignment. The implications of the findings are that fostering a knowledge sharing environment in organizations will help improve alignment, as well as the formal processes designed to steer alignment such as on strategic information systems planning (SISP).

(Roses, L.K et al, 2015) proposed a model of conversational competences for Business and IT managers aiming at the strategic alignment between their areas. The theory of this alignment highlights the importance of communication between Business and IT areas, which is explored in the social dimension of their managers' relationship through conversational competences. A survey research was performed with Business and IT managers from public and private organizations in Brazil, whose data were analyzed through multivariate statistical techniques - exploratory and confirmatory factor analysis - and thematic content analysis. The results confirmed the constructs and most of the hypotheses of the proposed research model, which was expanded with new constructs and hypotheses

Mapping of Practices with Literature

The research described above indicates the trends in partnership (BP) andproject management (DIM) .So the literature has been surveyed to get the support from the literature for each of the factors considered under each construct and the same is provided in the form of tables below.

Table 3-1 Mapping between Partnerhsip Practices and Literature

Build Partnership (BP)	**Cross referencing**
Establishing the Connection between people from business side and people involved in Planning of IT applications/ Software products	Bartholet, Budd and Turisco (2009),Masadeh, Raed, Kuk and George (2007) ,Heather, James and Satyendra (2007) ,Reich and Benbasat (2000),Yalya and Hu (2009),Nelson and Cooprider (1996) ,Rui, Zmud and Leon (2010,De Haes&VanGrembergen (2006)
Ensuring sharing of domain knowledge between business and IT executives leading to understanding of business by people involved in IT application/software products planning and development	Luftman and Brier (1999),Bartholet, Budd and Turisco (2009), Masadeh, Raed, Kuk and George (2007),Reich and Benbasat (2000),Yalya and Hu (2009),Nelson and Cooprider (1996)
Ensuring close interaction between people involved in IT application planning &Dev and customers/end users to understand the expectations and issues	De Haes&VanGrembergen, 2006, Sledgianowski (2006),Masadeh, Raed, Kuk and George (2007),Ross (2003) ,Gutierrez (2011),Segars and Grover (1998)
Availability of processes/practices for account Management (by customer)	Luftman(2000); Reich &Benbasat, 2000; De Haes& Van Grembergen(2006)

Table 3-2 Mapping between Project management (DIM)Practices and Literature

Project Management(DIM)	**Cross referencing**
Building required metrics (for eg based on balanced score card) based on the business objectives	Jeffery and Leliveld (2004)
Collecting metrics related to Cost, Quality and schedule including the performance indicators (for eg Billing accuracy in case of telecom billing products)	Jeffery and Leliveld (2004)
Building the required governance processes for Project/Program/Account Management and Software Development based on the models like CMMI/ITIL/ISO 9001/ISMS/proprietary model	Gregor and Hart (2007),Steve Dehaes&Van (2009),Sharma, Merlin and Ekinci (2009)
Building needed Operational level agreements (OLAs) with the appropriate stakeholders within the organization to meet the SLAs	De Haes&VanGrembergen (2006)
Periodic verification of process compliance through external and internal audits to see if the processes are implemented in the intended manner	Gregor and Hart (2007),Steve Dehaes&Van (2009),Sharma, Merlin and Ekinci (2009)
Metrics are consolidated at the Program level and are translated in to Program level metrics	Hauke,Hans, Mervyn and Maistry (2007),Jeffery and Leliveld (2004)
The program level metrics are mapped to the business benefits	Chad, Yu, Huang .and Wo-Chung (2005),Jeffery and Leliveld (2004)

4. FRAMEWORK DEVELOPMENT, OBJECTIVES AND METHODOLOGY

4.1 RATIONALE FOR DEVELOPING THE RESEARCH FRAME WORK

The rationale for the framework is developed by identifying how BP impacts Business value planning and then the framework is designed.

Table 4-1 Rationale for the Research framework

Paths in Research Design			Evidence from Literature survey
DIM	<---	BP	It is not available in the literature

4.2 RESEARCH FRAMEWORK

Based on the above rationale, the research framework is developed and SEM is used further to model this in quantitative terms.

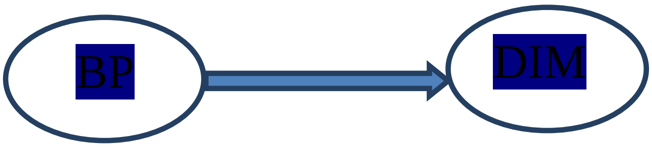


Figure 4-1 Research Model

4.3 OBJECTIVE OF THE STUDY

- To understand the impact of Partnership on Project managementin the context of Indian IT Industry

4.4 HYPOTHESIS DESIGN

Hypothesis (H_0):Partnership does not affect Project management.

RESEARCH DESIGN

The basic research design selected for this initiative is cross sectional survey conducted in the IT cover IT Industry in Chennai, Hyderabad, Pune and Noida who are in System Integration, through stratified random sampling from Middle and Senior Management executives with 5 plus years of experience. The questionnaire has been derived with factors of Partnership, and Project management using a 5 point scale (1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, 5 – Strongly agree). The tools used for Construct Validity are Content Validity, Reliability, Content Validity, Discriminant Validity and Confirmatory Factor Analysis. Regression analysis has been used for testing of hypothesis. For framework validation Structural Equation Modelling has been used (herein after called as SEM). The constructs have been defined and their validity is established through a robust process.

Control variable

Control variable here is "type of organization". The examples for types of organizations could be that it is a System integration business or product development business or Captive IT.In this research, the target population is only System integration business and it is constant throughout the research.

4.5 CONTENT VALIDITY

A widely used method to measure content validity was developed by (Lawshe, 1975). It is a method for gauging the agreement among the experts regarding the essentiality of a particular item. The computed content validity ratio is higher than the required values prescribed in the literature

4.6 PILOTING & CONSTRUCT VALIDITY

4.6.1 Reliability

The pilot survey was conducted with 49 respondents and checked for its reliability (for all the three factors together) with Cronbach alpha test (Cronbach & Meehl, 1955) and found to be 0.81**.**Since the pilot survey has shown a significant reliability value, the survey was continued to collect the data. Cronbach reliabilities for the pilot study also had been done and they are greater than 0.75.

4.6.2 Convergent Validity

(Bagozzi and Phillips 1982) conducted research on convergent validity to understand "if measures of constructs that theoretically *should* be related to each other are, in fact, observed to be related to each other". Convergent validity is "the degree to which two or more attempts to measure the same concept…are in agreement".

Item convergence was assessed through the calculation of the average variance-extracted scores. Commonly, scores greater than 0.50 support a case for convergent validity (Fornell & Larcker, 1981).

According to results obtained, all of the "Average Variances Extracted" for constructs was greater than 0.50. Thus, convergent validity is evident.

According to all the average variances extracted estimates were close to or greater than 0.50 Thus, convergent validity is evident.

4.6.3 Discriminant Validity

Discriminant validity is "the degree to which measures of distinct concepts differs" (Bagozzi & Philips, 1982). Measures of different constructs should share little variance. Discriminant validity is important to the discussion of model fit because it establishes that two or more constructs are separate and distinct from one another. If constructs are separate and distinct from one another, then it can be established whether or not a predictive or causal relationship exists between them.

The results support the existence of Discriminant Validity, as the Average Variance Extracted (AVE) for each of the Constructs was greater than the shared variance between the construct and all other constructs.

4.6.4 Confirmatory Factor Analysis

Upon satisfactory results, Confirmatory Factor Analysis (CFA) was performed to confirm the findings using SPSS Amos 20.0. The factor loadings for each item under both the constructs ranging from 0.50 to 0.90. This shows that the loadings are significant.

Table 4-2 Summary of SEM model Values for constructs

Name of the construct	CMIN/DF	P	RMR	GFI	RFI	CFI	NFI	RMSEA
Partnership	0.95	0.41	0.01	0.99	0.98	0.99	0.99	0.025
Project management	1.27	0.25	0.011	0.99	0.86	0.98	0.95	0.032

Interpretation of CFA

The structural equation modeling approach using Confirmatory Factor Analysis (CFA) compliments traditional methods of evaluating reliability (like Chronbach alpha) and validity. The measurement model examines the relationship of observed indicators to their underlying constructs (latent variables), and provides a confirmatory assessment of convergent validity by evaluating the significance of the estimated indicators coefficients. After observing at the above data, we can conclude that the construct validity is established.

5. DATA COLLECTION AND RESULTS

Questionnaires and interviews are a commonly used method of gathering data for research purposes. The major inputs considered for designing the questionnaire are the research objectives, hypothesis and the research framework and target population of research.

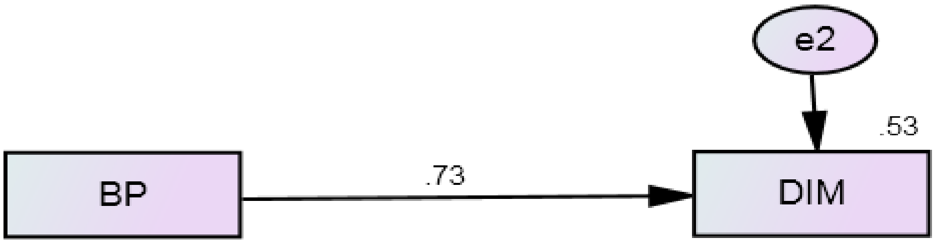
The questionnaire is divided in to 2 sections with a totalof 11 questions. 269 valid filled questionnaires have been received

5.1 RESULTS

5.1.1 Hypothesis Testing

AMOS 20.0 was used to model the framework and test the hypothesis.The probabilities associated with the effect of partnership on DIM are modelled using regression method in AMOS 20.0 through the analysis properties interface.The results are shown in the following path diagram and table.

Path diagram:



6. DISCUSSION AND CONCLUSION

6.2 EFFECT OF PARTNERSHIP (DP)ON PORTFOLIO MANAGEMENT (DPM)

It is observed that Partnership (BP) affects the Project management (DIM). The effect of BP on DIMis 0.73 and is statistically significant at 1% level. The effect 0.73 indicates that when BP goes up by 1 standard deviation, "DIM" goes up by 0.70 standard deviations. So the effect of BP on DIM is strong and significant statistically. *So the null hypothesis (H_0) is rejected and alternate hypothesis is accepted.* This relationship signifies that higher levels of BP lead to higher levels of Project management.

6.3 CONCLUSION

The effect of Partnership (BP) on Project management indicates that establishing the connection between the counterparts in the context of IT and business areas, knowledge sharing and close interaction would enhance the mutual understanding, and expectation setting process during the project planning and execution and control phases leading to better business results and thus leading to project management excellence.

6.4 RESEARCH IMPLICATIONS

6.4.1 Implications for Theory base

The implications of this research towards the theory are to build a structure for the constructs Partnership and project management provide a framework.The construct structures are designed using the literature survey and tested through confirmatory factor analysis - single factor model using Maximum Likely hood method (ML) through Structured Equation Modeling (SEM). The confirmatory factor analysis showed very good relationships between the constructs and the items under each of the constructs. The model fit values match or exceed the expectations from the literature. The framework developed would add value to the theory base as it describes interaction between the BP and DIM.

6.4.2 Implications for IT organizations

The study describes a very good correlation between Partnershipand project management. The IT organizations could focus on the relationship building, knowledge transfer between the business and Information systems groups. This would provide very good value add to the organization and helps towards better execution of the business strategy as the projects are aligned to business strategy.

6.5 LIMITATION

- The size of the organization could play a role and thus focusing on Small/Medium/Large organizations may result in a different model/Interrelationships.
- In the current study, the maturity of the organization is not considered in the scope and the maturity of the organization could alter the findings.

REFERENCES

- Albright, J. J. & Park, M., 2009. *Confirmatory Factor Analysis Using Amos, LISREL, Mplus, and SAS/STAT CALIS.* [Online] Available at: http://www.indiana.edu/~statmath/stat/all/cfa/index.html [Accessed 15 12 2011].

- Bagozzi, R. P. & Philips, L. W., 1982. Representing and testing organizational theories: A Holistic Construal. *Administrative Science Quarterly,* 27(3), pp. 459-489.
- Bartholet, E., Budd, M. & Turisco, F., n.d. *Getting Value from IT begins with Agile, Results oriented IT Governance.* [Online] Available at: assets1.csc.com/ [Accessed 27 DEc 2012].
- Chad, L., Yu, A., Huang, C. & Wo-Chung, L., 2005. Effects of information technology maturity on the adoption of investment evaluation methodologies: A survey of large australian organizations. *International Journal of Management,* 24(4).
- Cronbach, L. & Meehl, P., 1955. Construct validity in psychological tests. *Psychological Bulletin,*, 52(4), pp. 281-302.
- De Haes, S. & Van Grembergen, W., 2006. *IT Governance best practices in Belgian Organisations.* Hawaii, s.n., pp. 4-7.
- Gutierrez, A., 2011. *Alignment of IS Projects with Business Strategy: Evolution of Thinking and Practice.* Athens, Greece, Mediterranean & Middle Eastern Conference on Information Systems, p. 509.
- Gregor, S., & Hart, D. (2007). Enterprise architectures: enablers of business strategy and IS/IT alignment in government. *Information Technology & People, 20*(2), 96-120.
- Abraham, G. A. (2006). *Successful Organizational Leadership: Effective execution through strategic management,.* Retrieved 5 15, 2007, from http:// www.refresher.com/Archives/agaaexecution.html
- Ackermann, J. M., Ackermann, J., Yeung, M. A., &Bommel, E. V. (2007). Better IT Management for Banks. *The MeKinsey Quarterly*.
- Albright, J. J., & Park, M. (2009). *Confirmatory Factor Analysis Using Amos, LISREL, Mplus, and SAS/STAT CALIS*. Retrieved 12 15, 2011, from The University Information Technology Services (UITS) Center for Statistical and Mathematical Computing, Indiana University: http://www.indiana.edu/~statmath/stat/all/cfa/index.html
- Andersion, J. (1988). Structural equation modeling practice:A review and recommended two-step approach. *Psychologic bulletin, 103*(3), 411-423.
- Baets, W. (1996). Some Empirical Evidence on IS Strategy. Alignment in banking. *Information & Management, 30*(4), 155-177.

- Bartenschlage, J., &Goenken, M. (2010). *IT strategy Implementation framework – Bridging Enterprise Architecture and IT Governance.* Retrieved August 16, 2011, from AMCIS: http://aisel.aisnet.org/amcis2010/400
- Bassellier, G. G., &Benbasat, I. (2004). Business Competence of Information Technology Professionals: Conceptual development and influence on IT-business partnerships. *MIS Quarterly 28(4), 28*(4), 673-694.
- Bassellier, G., Benbasat , I., & Reich, B. H. (2003). The Influence of Business Managers' IT Competence on Championing IT, Information Systems Research. *14*(4), 317-336.
- Bensaou, M., & Earl, M. (1998). The Right Mind-Set for Managing Information Technology (Japanese and American Methods). *Harvard Business Review, 76*(5), 119-129.
- Bergeron, F., Raymond, L., &Rivard, S. (2001). Fit in Strategic Information Technology Management Research: An empirical comparison of perspectives. *The International Journal of Management Science*, *29*(2), 125-142.
- Bergeron, F., Raymond, L., &Rivard, S. (2004). Ideal Patterns of Strategic Alignment and Business Performance,.*Information & Management, 41*(8), 1003-1020.
- Box, S., &Platts, K. (2005). Business process management: establishing and maintaining project alignment. *Business Process Management Journal, 11*(4), 370-387. doi:10.1108/14637150510609408
- Braunstein, J. W. (2007). *Research Consultation.* Retrieved May 19, 2012, from http://www.researchconsultation.com/multiple-regression-statistics.asp
- Broadbent, M., &Kitzis, E. (2005). Linking Business and IT Strategies Together: Four factors for success. *Ivey Business Journal*, *69*(3), 1-6.
- Brown, C. V., & Magill, S. L. (1994). Alignment of the IS Functions with the Enterprise: Toward a model of antecedents, 18(4): 371–403. *MIS Quarterly*, *18*(4), 371-403.
- Buckhow, H., & Rey, S. (2010). Why business needs should shape architecture. *Mckinsey on Business Technology, 19*(5).
- Burn, J. (1993). Information Systems Strategies and the Management of Organizational Change – A strategic alignment model. *Journal of Information Technology 8(4), 8*(4), 205-216.

- Burn, J. (1997). *A Professional Balancing Act – Walking the tightrope of strategic alignment, in C. Sauer and P.W. Yetton (eds.) Steps to the Future – Fresh thinking on the management of IT-based organizational transformation.* San Francisco: Jossey-Bass Publishers.
- Campbell, B. (2005). Alignment: Resolving ambiguity within bounded choices. *PACIS 2005*, (pp. 1-14). Thailand.
- Chan, Y. (2002). Why Haven't we Mastered Alignment?: The importance of the informal organization structure2. *MIS Quarterly Executive*, *1*(2), 97-112.
- Chan, Y. E., & Huff, S. L. (n.d.). Investigating information systems strategic fit: A novel approach working paper. 93-11. Canada: Queen's school of Business.
- Chen, L. (2010). Business - IT alignment maturity of companies in China.. Volume 47, Issue 1. *Information & Management*, *47*(1), 9-16. doi:http://dx.doi.org/10.1016/j.im.2009.09.003.
- CIO Insight staff. (2004). Is Your Culture Hindering Alignment. *CIO Insight*, *45*(1), 65-75.
- Compass Group. (1999). *International IT Survey Census.* Rotterdam, The Netherlands: Compass Publishing BV.
- Computer Sciences corporation. (n.d.). *Critical issues in Information Systems Management.* 1996.
- Cragg, P.; King, M.; Hussin, H. (2002). IT Alignment and Firm Performance in Small Manufacturing Firms. *Strategic Information Systems*, *11*(2), 109-132.
- Cronbach, L., &Meehl, P. (1955). Construct validity in psychological tests. *Psychological Bulletin,*, *52*(4), 281-302.
- Cumps, B., Viaene, S., &Dedene, G. (2006). Managing for Better Business-IT Alignment. *IT pro*.
- Das, S. R., Zahra, S. A., &Warkentin, M. E. (1991). Integrating the content and process of strategic MIS planning with competitive strategy. *Decision Sciences*, *11*(2), 953-984.
- De Haes, S., &Grembergen, V. (2008). An Exploratory Study into IT Governance Implementations and its Impact on Business/IT Alignment in Information Systems Management. *Information Systems Management,* 123-137. doi:10.1080/10580530902794786

- De Haes, S., & Van Grembergen, W. (2006). IT Governance best practices in Belgian Organisations. *Hawaii International Conference on System Sciences*, (pp. 4-7). Hawaii.
- De Haes, S., & Van Grembergen, W. (2007). Exploring the relationship between IT governance practices and business/IT alignment through extreme case analysis in Belgian mid-to-large size financial enterprises. *Journal of Enterprise Information Management, 22*(5), 615-637.
- Du, L., & Shi, Y. (2007). Implement Business Strategy via Project Portfolio Management: A Model and Case Study. *Journal of American Academy of Business, 11*(2).
- Earl, M. (1989). *Management Strategies for Information Technology,*. London: Prentice-Hall.
- Edwards, B. (2000). Chief Executive Officer Behaviour: The catalyst for strategic alignment,.*International Journal of Value-Based Management, 13*(1), 47-54.
- Evans, N., &Hoole, C. (2005). Promoting business/IT fusion: an OD perspective. *Leadership & Organization Development Journal, 26*(3/4), 310. doi:10.1108/01437730510600670
- Feeny, D., &Wilcocks, L. (1998). Core IS capabilities for exploiting information technology. *MIT Sloan Management Review, 39*(3).
- Feeny, D., Edwards, B., & Simpson, K. (1992). Understanding the CEO/CIO Relationship. *MIS Quarterly, 16*(4), 435–448.
- Gad,G.S. (2006). *IT Governance- an Integrated Framework and Roadmap: How to Plan, Deploy and Sustain for Competitive Advantage.* USA: Business Service Optimization,Computer Associates.
- Gregor, S., & Hart, D. (2007). Enterprise architectures: enablers of business strategy and IS/IT alignment in government. *Information Technology & People, 20*(2), 96-120.
- Gupta, Y., Karimi, J., & Somers, T. (1997). Alignment of a Firm's Competitive Strategy and Information Technology Management Sophistication: The missing link. *IEEE Transactions on Engineering, 44*(4), 399-413.
- Gutierrez, A. (2011). Alignment of IS Projects with Business Strategy: Evolution of Thinking and Practice. *EMCIS2011* (p. 509). Athens, Greece: Mediterranean & Middle Eastern Conference on Information Systems.

- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1995). *Multivariate Data Analysis.*Newyork: Macmillan.
- Hartung, S., Reich, B. H., &Benbasat, I. (n.d.). Information Technology Alignment in the Canadian Forces. *17*, 285-302. doi:10.1111/j.1936-4490.2000.tb00229.x
- Hauke, H., Hans, & P.B, M. G. (2007). Examining the Relationship between IT Governance Software and Business Value of IT: Evidence from Four Case Studies. *40th Hawaii International Conference on System Sciences.* Hawaii.
- Heather, A. S., James, D. M. & Satyendra, S., 2007. Developing Information Technology Strategy for Business value. *Journal of Information Technology Management,* 18(1).
- Kaur, R. & Sengupta, J., 2011. Software Process Models and Analysis on Failure of Software Development Projects. *International Journal of Scientific & Engineering Research,* 2(2), pp. 1-4.
- Lawshe, C. H., 1975. A quantitative approach to content validity. *Personnel Psychology,* Volume 28, pp. 563-575.
- Luftman, J., 2000. Assessing Business-IT alignment maturity. *communications of AIS,* 4(14), pp. 1-50.
- Luftman, J. & Brier, T., 1999. Achieving and sustaining business-IT alignment. *California Management Review,* 42(1), pp. 109-122.
- Maharaj, S., & Brown, I. (2015). The impact of shared domain knowledge on strategic information systems planning and alignment. South African Journal of Information Management, 17(1), 1-12
- Manfreda, A., & Mojca, I. S. (2014). Factors causing the relationship gap between top management and IS personnel. Journal of Enterprise Information Management, 27(2), 107-121
- Masadeh, Raed, Kukand, & George. (2007). A causal model of strategic alignment and firm performance. UK: Nottingham University
- Nielsen, E., 2007. *The road to IT Governance Excellence.* [Online] Available at: Serena.com [Accessed 15 October 2012].
- Nelson, K. M., &Cooprider, J. G. (1996). The Contribution of Shared Knowledge to IS Group Performance. *MIS Quarterly, 20*(4), 409-432.

- Reich, B. H. & Benbasat, I., 1996. Measuring the Linkage between Business and Information Technology Objectives, MIS Quarterly 20(1):. *MIS Quarterly*, 20(1), p. 55–81.
- Reich, B. H. & Benbasat, I., 2000. Factors that influence the social dimension of alignment between business and information technology objectives.. *MIS Quarterly*, 24(1).
- Ross, J., 2003. Creating a Strategic IT Architecture Competency: Learning in stages. *MIT Sloan Management Review*, 19(CISR WP No.335).
- Roses, L. K., Brito, J. C. B., & Filho, G. J. d. L. (2015).
- Conversational competences model for information technology and business strategic alignment/modelo de competências conversacionais para o alinhamento estratégico entre tecnologia da informação e negócio. Journal of information systems and technology management : jistem, 12(1), 125-144
- Rui, Zmud & Leon, 2010. Influencing the effectiveness of IT governance through steering committees and communication policies. *European Journal of Information Systems*, Volume 19, pp. 288-302.
- Segars, A. & Grover, V., 1998. Strategic information systems planning success: An investigation of the construct and its measurement. *MIS Quarterly*, 22(1), p. 155.
- Sharma, D., Stone, M. & Ekinci, Y., 2009. IT governance and project Management: A Qualitative study. *Database Marketing & Customer Strategy Management*, 16(1), pp. 29-50.
- Smith, H. A. & Mckeen, J. D., 2010. Developments in Practice XXXVI: How to Talk So Business Will Listen … And Listen So Business Will Talk. *Communications of the Association for Information Systems*, 27(13).
- Sledgianowski, D., &Luftman, J. (2005). IT-Business Strategic Alignment Maturity: A case study. *Journal of Cases on Information Technology*, *7*(2), 102-120.
- Venkatraman, N., Henderson, J. C. & Oldach, S., 1993. Continuous Strategic Alignment: Exploiting information technology capabilities for competitive success,. *European Management Journal*, 139(149), pp. 139-149.
- Weill, P. & Aral, S., 2006. Generating Premium Returns on IT Investments. *MIT Sloan Management Review*, 47(2), pp. 39-48.

- Weill, P. & Ross, J., 2004. *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results*.. Boston: Harvard Business School Press.
- Yalya, A. & Hu, K., 2009. *Antecedents and drivers of it-business strategic alignment: empirical validation of a theoritical model.* Verona, 17th european conference on information systmes.
- Zolper, K., Beimborn, D., & Weitzel, T. (2014). The effect of social network structures at the business/IT interface on IT application change effectiveness.Journal of Information Technology, 29(2), 148-169

****

Assessing the E-Services of the Banking Sector by Using E-Servqual Model: A Comparative Study of Local Commercial Banks and Foreign Banks in Pakistan

Dr.C.Ganesan, Assistant Professor,
Hindustan college of Arts & Science, Padur.

ABSTRACT

The aim of the present study is twofold; firstly, to measure the differences in e-services of foreign and local commercial banks and secondly, to find out the critical dimension of e-SERVQUAL for online banking. The study used comparative approach; local commercial and foreign banks in Pakistan. For this purpose, the study targeted local (MCB and HBL) and foreign (Standard Charted and Alfalah) banks. A total of 195 responses were received through a mean of questionnaire based on a five - point Likert scale from Sahiwal. The study performed reliability analysis, regression and Pearson chi-square. The reliability of all dimensions was tested with a Cronbach alpha that was greater than.7. The results of the chi-square showed that no difference is found with respect to any dimension in e-services of both local and foreign banks in Pakistan. The findings of the regression analysis showed that e-service quality was affected by 66.2% due to dimensions of e-SERVQUAL. The "reliability" and "privacy" have highest impact on e-service quality than all other dimensions, so banks should pay more attention on these dimensions because that is critical to online banking.

Keywords: Online Banking; Customer Satisfaction; e-Service Quality

Introduction

In every sector, internet has changed the ways of doing business. Traditionally, financial services have been provided to customers on conventional channels during limited working hours, but later on, the internet has reshaped the banking industry of all over the world. Over the last few years, online banks have started to become more and more popular because they have made it easier for the customers to manage their cash at home rather than physically go to the banks for funds transaction as well as doing banking at any time whenever they want.

In Pakistan internet banking has started in mid-1990 and this initiative has taken by foreign banks. While, the local commercial banks adopted the e-banking practices like a credit card, ATM, debit card, etc. in the late 1990's. Due to increasing competition among the foreign and domestic banks; they are more prone to get the branchless banking services that are attractive and convenient for the customers. By employing e-commerce technologies, often banks in Pakistan enable to control their cost, attract new customer and retain existing ones by empowering them to monitor their accounts 24-hours a day and 7-days in a week. Almost all banks in Pakistan have built their own websites that help the customer to get the updates about bank current happenings, products and use some services that are available at all times. Nowadays, customer loyalty is a big challenge in the service industry that's why it is of great concern of the service providers of banks that helps them to be competitive. Though there is needed to assess the customer satisfaction with eservices time to time that are offered by banks in Pakistan. The study tried to achieve the following objectives; to assess the e-quality dimensions that are critical to an online banking service and to inspect the differences in e-services provided by foreign and local commercial banks of Pakistan.

Review Literature

The emergence of e-service is due to the growth of internet. Earlier companies move towards automation due to cost reduction and focused more on customer needs and wants but later on, they realized that it has significant impact on the company financial performance. e-Service is defined as "content-centered and internetbased customer service, driven by the customer with the goal of strengthening customer-service provider relationships". In order to retain the customers and sustain the growth in a virtual market, there is a need to measure the customer satisfaction with services provided time to time. Customer satisfaction is measured via eservice quality because it is considered a key input to customer satisfaction.

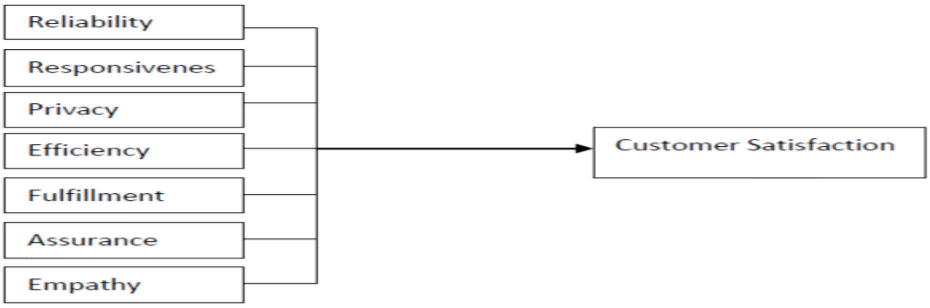
e-Service quality is defined as "the consumers' overall evaluation and judgment of the excellence and quality of e-service offerings in the virtual marketplace". Several scholarly studies have been done on assessment of e-service quality in different contexts across different sectors. A study on internet banking indicated that customers put more emphasize on the quality of service in case of choosing a specific bank. Khalil considered five dimensions in his study tangibility, assurance, empathy, reliability, and responsiveness to assess the customer satisfaction with online banking service. Moreover, Jun and Cai put forward seven dimensions to assess the e-service quality and these dimensions were; ease of use, information, access, website design, courtesy, responsiveness, and reliability. Another study considered seven dimension of e-service quality were trust, speed of delivery, reliability, ease of use, customized communication, web site content, and functionality in their study in order to measure the customer perception about online financial institutions. Whereas, Li et al. in their empirical study on online travel service considered nine dimensions; ease of use, website design, reliability, system responsiveness, availability, privacy, empathy, experience and trust. They found that reliability, ease of use, trust, system availability and responsiveness contributes a lot to customer satisfaction. Another study conducted in Egypt with an aim of investigating the customer perception about equality dimensions in terms of their importance. They used triangulation approach and found that all nine dimensions i.e. (usability, reliability, privacy, responsiveness, incentives, assurance, empathy, efficiency and fulfillment) of e-service have significant impact on customer satisfaction. Another study conducted in the UK measuring the perception of the customer regarding the actual performance of the bank against the mentioned e-SQ dimensions. The findings indicated that customer holds a negative or unfavorable perception, so bank needs to reshuffle their service delivery system in order to improve the customer perception.

Parasuraman et al. developed a scale consisted of 10 dimensions of service quality evaluation (gap analysis) these were; reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing the customer and tangibles. Later on, these were tailored into five ones i-e reliability, responsiveness, assurance and empathy or SERVQUAL. Dissatisfaction with this model has led researchers to develop the SERVPERF (performance only-technique) model, that measures the customer perception regarding the service provided or in other words cognitive assessment of customer about service performance..

Theoretical Framework

After reviewing the past studies, some of the dimensions of e-servqual are selected that measures the online services. In **Figure 1** the dimensions of e-service quality (reliability, responsiveness, privacy, efficiency, fulfillment, assurance and empathy) has been taken as independent variable and customer satisfaction has been taken as the dependent variable

Figure 1: The dimensions of e-service quality.



Hypotheses Development

On the basis of literature review following hypotheses have been developed:

H1: There is a difference in e-banking services of foreign and local banks in Pakistan with respect to reliability.

H2: There is a difference in e-banking services of foreign and local banks in Pakistan with respect to responsiveness.

H3: There is a difference in e-banking services of foreign and local banks in Pakistan with respect to privacy

Methodological Design

Data Collection and Analysis

The present study has focused on assessing the e-services of the banking sector by using e-SERVQUAL. On the basis of literature review the study used the following dimensions of e-SERVQUAL i.e. reliability, responsiveness, privacy, efficiency, fulfillment, assurance and empathy. The study has made a comparison between foreign and local commercial banks. The Standard chartered and Bank Alfalah has been chosen as foreign banks, Muslim Commercial Bank and Habib Bank Limited have been selected as local commercial banks. The respondents of this study are the residents of Sahiwal, a total of 250 questionnaires was distributed and received only 195 valid responses by using non-probability sampling technique on a convenient basis. A close ended questionnaire has adapted from a previous study according to Pakistani culture. The questionnaire contained two sections. The section one is based on demographic information while section two was based on dimensions of e-SERVQUAL (reliability, responsiveness, assurance, empathy, privacy, fulfillment and efficiency). These dimensions were measured in 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

Reliability Analysis

The **Table 1** shows the reliability of the scale. Internal consistency among the items was tested, all the items have Cronbach alpha greater than 0.7, and it showed the consistency in the responses.

Table 1: Reliability.

Sr. No	Variables	Cronbach Alpha
1	Reliability	0.790
2	Responsiveness	0.710
3	Privacy	0.876
4	Efficiency	0.776
5	Fulfillment	0.731
6	Assurance	0.715
7	Empathy	0.9

Regression Analysis

In **Table 2** the adjusted R-square indicates that e-service quality is affected by 66.2% due to predictor variables (reliability, responsiveness, privacy, efficiency, fulfillment, assurance and empathy). It indicates that these predictor variables have the greatest impact on e-banking service quality in Pakistan. The Durbin Watson value 1.760 shows that no auto correlation is found among the variables.

Table 2:Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.716a	0.679	0.662	0.60946	1.76

Hypotheses Testing

Hypothesis 1: The chi-square results indicate that there is no difference in ebanking services of foreign and local banks in Pakistan with respect to reliability at score ($\varkappa 2$=7.294, p=0.607). Both banks e-services are available 24hrs a day, provides accurate information to their customers, meanwhile, the result also highlights that customers perceived overall performance of the banks are satisfactory. Therefore, we accept H1.

Hypothesis 2: The study found that there is no difference in e-services of both local and foreign banks in Pakistan with respect to responsiveness at score ($\varkappa 2$=5. 771, p=0. 763). According to the findings, both banks provide the service right at the first time and respond quickly as per need of the customer. Furthermore, it facilitates the customer by enabling a quick login and sign out of the account meanwhile, helper functions on the site are sufficient that guides the customer. Therefore, we accept H2.

Hypothesis 3: With respect to privacy, the results of chi-square shows that there is no difference in e-services of both local and foreign banks in Pakistan with a score ($\varkappa 2$=13. 276, p=0.209). The customer's credit card information is kept secure and explicitly has privacy policies of both banks. The respondents of both banks are satisfied with privacy concern and believe that bank site does not share their personal information with any else, therefore, we accept H3.

Conclusion

As we know the survival of any business is due to customers and customer is a king. In service industry, there is a need to measure periodically, whether they are satisfied or not from the services provided to them. Services can be offered both at traditional outlets as well as online. As the present study tried to assess the online banking services, for this, the study used the most appropriate tool e-SERVQUAL. The findings of the study reveal that there is no difference in e-services of both local and foreign banks in Pakistan with respect to all dimensions of e-SERVQUAL.The study also found that e-service quality is an important antecedent to customer satisfaction and is affected by dimensions of e-SERVQUAL, among all dimensions, reliability and privacy has a great influence on e-service quality and these dimensions are perceived critical by the customers while assessing the e-banking services. The study concluded that customers are satisfied with the current eservices and felt no difference in local and foreign banks, but it does not mean that banks sit idle after knowing that their customers are satisfied by gaining high scores on seven dimensions, there is still more room for improvement in order to increase the perceived service quality. So, the bank managers and decision makers should pay more attention to the identified dimension while devising the strategies and will enable to provide high service quality to their customers.

References

1. Saira S (2013) http://www.hamariweb.com/articles/article.aspx?id=33137

2. Sumra MS (2011) The Impact of e-Banking on the Profitability of Banks: A study of Pakistani Banks. Journal of Public Administration and Governance1: 31-38.

3. Rust RT, Kannan PK (2003) e-Service: a new paradigm for business in the electronic environment. Communications of the ACM 46: 37-42.

4. Ashiqullah S (2006) A relational study on automated service quality, customer satisfaction and financial performance in the context of Bank Asia Ltd. IUB University, Bashundhara.

5. De Ruyter K, Wetzels M, Kleijnen M (2001) Customer adoption of e-service: an experimental study. International Journal of Service Industry Management 12: 184-207.

****

INVESTMENT DECISIONS AND CHALLENGES OF WORKING WOMEN POLICYHOLDERS TOWARDS LIC'S PRODUCTS IN CHENNAI CITY

Dr. S.PRADEEPA Assistant Professor, Department of Management, Hindustan College of Arts and Science , Chennai.

ABSTRACT:

Indian Life insurance sector is growing at a faster rate. The contribution of this industry becomes a tremendous change in economic growth and employment. The great extent of importance realized after it has opened to the private players in the post liberalization period. With many players in business, the insurance regulatory and development authority came with innovative and constructive guidelines for both products and services. It was a period where companies were getting major revenue out of their flagship Unit linked policies. During that time, both technology and investment knowledge were the key to success. Not only it was tough to convert from traditional to Unit linked products but also it was a challenge to keep the profitability. Policyholder preference, attitude, investment decision, problems and challenges are acting as catalyst with the Life insurance. The policy is procured through advisors; internal marketing and motivation to them cannot be avoided. This paper studies the investment decision and challenges of working women towards the life insurance corporation of India in Chennai city so that to overcome this issue. The suggestion and recommendation will help both academician and industry personnel to revamp their thought in life insurance sector.

INTRODUCTION:

Insurance is one of the demanding financial products in India. Its basic motto is to protect the family of any uncertainty in life. It is a long term investment so the policyholder should have knowledge about the pros and cons of Life insurance before them investing in it. In the post liberalization era, insurance has attracted many private players from different parts of the country to start business India. India as a country has potential for growth of this business. With the upcoming of regulator in the year 2000, the business in India became more streamlined. Large players along with customer choice results severe competition Life Insurance Corporation of India in one end Product innovation, profitable growth, multi channel distribution and ethical practices in business are few factors to be considered. This study investigates the certain variable like Demographic profile of insured women, Decision making behaviour on Investment and Problems faced by women towards Life Insurance Corporation.

LITERATURE REVIEW:

Bengal Chamber of commerce and KPMG (2013) addressed the present context of insurance. The external environment changed the entire industry. Profitability, growth and risks were to be considered with respect to shareholder‟s view. FICCI and BCG (2013) discussed many issues with the industry. Mindset of the people towards insurer is an important part. Distribution, Cost and digitalisation are some of the key areas to be thought of. Jain (2011) from Capegimini explored that life insurance industry need support in the area of distribution, product diversity and regulation. At the same time it was felt that outsourcing function should be from the broader perspective rather than cost. CII & E &Y (2012) searched that insurance needs talent to grow in the competitive market scenarioG. Gopalkrishna in his article narrates that the basic policy of settling a claim of time is to give the client benefits as early as possible; and to serve the purpose for which they bought the insurance product. He says a repeat business from a deceased policyholder‟s family goes to prove the faith the people have in life insurance, sales efficiency of the agent and the alertness of the office.G. V. Rao in his article has opined that insurance is a mind game and exercising imagination to scale new heights in customer service is a must. Seamless service to customers, without fragmenting the company's convenience, increases the productivity and the innovative ways of doing the current work. Customers should be asked how they perceive their services. They can see what is wrong with the companies

STATEMENT OF THE PROBLEM

After reviewing the above literature, it is examined that there is no major study conducted on the Investment decision and challenges faced by women policyholder in life Insurance. This study signifies that briefly to analyze the challenges and investment decision of women policyholder in Life Insurance Corporation in Chennai with the selected number of sample size.

OBJECTIVES OF THE STUDY

1. To ascertain the socio-economic profile of women Policyholder in association with Life Insurance Corporation in Chennai.
2. To find out the investment decision making behaviour on life insurance by an insured women in Chennai

3. To identify the problem faced by selected women policyholder in Chennai

RESEARCH METHODOLOGY

The descriptive research design was used in this study. This study uses primary data. The primary data was collected from one hundred and ten sample respondents by using interview schedule method from Chennai. Samples were chosen by adopting simple random sampling method. The questionnaire has been prepared in such a way that the respondents are able to express their opinion freely in a written manner. A well structured questionnaire was framed with the help of the Research Supervisor, the research experts and the LIC agents in the study area. It was the main tool used to collect the pertinent data from the selected sample respondents. The data collected from the research are classified and tabulated. Simple statistics such as frequency analysis and correlation techniques are adopted in the present study in explanations to bring out the point more clearly. The sampling target groups include various types of life insurance women Policyholder's in which important variables like age, income, education, occupation, no of policies and the problems faced by an insured women are taken in to consideration. Sample size taken for this study is 100 for the researcher convenience and the simple random sampling method was incorporated.

ANALYSIS AND INTERPRETATION

The detail analysis is done for knowing the status of socio – economic profile of women life insurance policyholder in Chennai by comparing with the of LIC policy holding, how long they associate with the LIC in Chennai, where women policyholders are working and investment contribution towards the LIC of India. The below mentioned table which meet out the need of first objective of this paper.

TABLE: 1

SOCIO ECONOMIC PROFILE ABOUT SELECTED WOMEN RESPONDENTS IN CHENNAI

CROSS TABLE ANALYSIS						
No of LIC Policy holding	Age	Income				Total
		<300000	300001-500000	500001-700000	>700001	
One policy	20-25	3	-	-	-	3
	26-35	6	15	-	-	21
	36-45	2	4	1	-	7

Two Policy	26-35	1	8	1	-	10
	36-45	5	7	17	-	29
	46-55	1	3	6	-	10
	above 55	1	-	-	-	1
More than two	26-35	-	-	1	-	1
	36-45	1	2	7	-	10
	46-55	-	1	5	1	7
	above 55	-	-	-	1	1
	Total	20	40	38	2	100

The above table inferred that 300001- 500000 of women income holder mostly preferred to invest their amount with the LIC. And 36 to 45 aged women are holding two policies with the worth of 500001-700000.

TABLE: 2

CROSS TABLE ANALYSIS						
Association with LIC	Work Place	Investment				Total
		1-3 lakh	4-5 Lakh	8-11 lakh	above 12 lakh	
0-3 years	private org	14	4	-	-	18
	govt org	-	1	-	-	1
3.1-7 Years	private org	4	6	3	-	13
	govt org	4	3	5	-	12
	self employed	-	2	-	-	2
7.1-11 Years	private org	4	2	5	-	11
	govt org	-	4	8	-	12
	self employed	-	3	2	-	5
above 11 Years	private org	-	-	-	1	1
	govt org	1	5	10	3	19
	self employed	-	1	4	1	6
		27	31	37	5	100

The above table inferred that working in private organisation women are par with government employee in investing with LIC. And the 37% of women invested their amount in Rs. 8-11 lakh for their life coverage with LIC.

TABLE: 3

H0: There is no positive relationship between age and investment decision making behaviour on life insurance corporation policies.

H1: There is a positive relationship between age and investment decision making behaviour on life insurance corporation policies

RELATIONSHIP WITH AGE AND DECISION MAKING BEHAVIOURAL FACTORS								
Pearson correlation	Uncertainty about future	Financial support	Tax benefit	Retirement benefit	Loan assistance	Avoid capital loss	One of the avenue	Child future
	0.086	0.022	-0.177	0.008	0.081	0.031	-0.041	0.235
	Sig. .397 (2-tailed)	0.829	0.077	0.94	0.422	0.757	0.682	0.018

The above correlation tool between age and decision making behavioural factors interpreted that there is a positive correlation between age and child future decision factor will be high and followed that uncertainty about future, loan assistance, avoid capital loss, financial support and retirement benefit. There is no correlation between age and decision making behavioural factor in tax benefit and one of the avenue.

Most of the physiological study says that most of the women are always live their life for their dependencies. In this study also reveals the same that most of the insured women were investing their money for their child future.

Sl. No	PROBLEMS IN LIC	Frequency
1	Poor service	19
2	At the time of claim settlement	15
3	Lack of professionalism	13
4	Poor returns	4
5	False promise	2
	WOMEN INDIVIDUAL PROBLEM	
6	Investments done on their Dependency influences.	21
7	Problem in payment of premium in stipulated time by the various reason	14
8	Problem in acquiring their own survival benefit	12
Total		100

The insured women were facing the many problems with LIC services and their individual issues. In this study helped to find out that which problematic factor were highly associated with an insured women. The above table inferred that individual problem is more than the problem in LIC.

FINDINGS OF THE STUDY:

- 4% of the insured women getting annual income between Rs. 300001- 500000.
- 29% of 36-45 aged women are possessed two policies.
- 37% of the women policyholder invested their amount in Rs. 8-11 lakh for their life coverage with LIC.
- 18% of Private women employees were obtaining the LIC policy for the past 0-3 year.
- Government employees of women were highly associated with the LIC for their investments for more than 11 years.
- Correlation Statistical tool were applied to identify the relationship between age and investment decision making behavioural factor. In that research found that There is a positive correlation between age and child future decision factor will be far above the ground and followed that uncertainty about future, loan assistance, avoid capital loss and financial support. There is negative correlation between age and tax benefit and life insurance is the one of the avenue factor.
- The insured women are facing the many problems with the LIC and their individual issues. In this study found that individual problem is more than the problem in LIC.

SUGGESTIONS:

Life insurance Corporation of India says that the working women are par or equal with men and no way to undervalued them. The researcher also agrees the same but it is not applicable in all the cases because women though they are working independently or equal with men still women are dependent with father, husband, and their children and with many relationships.

Though this study reveal that most of the women invest their money for their children but LIC shown in their annual report that children plan are for behind than the other plan. So LIC should concentred much on the feature of children plan for the better investment choice by the policyholder.

Life Insurance Corporation of India should concentrate much than before in providing service or assist to policyholder especially in claiming time and claiming documentation formalities.

CONCLUSION:

The Investment purpose of women today is for securing their self or their children's future and this leads to an active role in the financial decision-making process within the family. The incidence of women investing in insurance rush forwarded to touch 60 percent in 2013. In India Nearly half (49%) of the female respondents cited their children's future as the main reason for investing in life insurance and 44 percent indicated that life insurance was important in case of untimely death. This shows how important it is for marketers and advertisers of life insurance products to actively involve and engage women in their communication. This study also reveals the same but need to give special attention to women, critically incident women and their survival benefit.

Reference:

1. Rao, G.V., May 2006, „IRDA‟s Current Initiatives‟ Insurance Chronicle Vol. No, 6(5), pp.23.
2. "Women in Tamilnadu - A profile 2015", Tamilnadu Women Development Corporation, GOTN.
3. "INDIA: Towards Population and Development Goals", UNFPA Report, 2014.
4. IRDA Annual reports**:** 2014-15
5. Paulraj Arunachalam Kamalanathan, "Indian Life Insurance Business Issues And Challenges " (November 2014) IJMSS vol.2 Issue-11
6. Rajeshwari.K and Karthehwari.S Problems faced by the insurance Policyholders "Indian Journal of Marketing Volume:42 June 2012.

****