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FUTURISTIC

JOURNAL

OF COMMERCE & MANAGEMENT

A JOURNAL OF VINOBA BHAVE UNIVERSITY

(A Bi-annual Refereed Journal)

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Submission

The journal welcomes contributions related to commerce, management and allied subjects. Apart from full research articles which will be subject to editorial and peer revisions, the journal will also publish short articles, case studies, abstract of doctoral dissertations, systematic reviews and research communications.

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MESSAGE FROM CHIEF PATRON



Dr. Mukul Narayan Deo
Vice Chancellor
VBU, Hazaribag

I would like to take this opportunity to convey my best wishes to the Editorial Board for their collaborative efforts and dedication to bring out the third issue of Futuristic Journal of Commerce & Management - A Journal of Vinoba Bhave University. I am sure that the articles published in Futuristic Journal of Commerce & Management (FJCM) will make a significant contribution in developing new insights and provide solutions to key economic and social problems.

Warm wishes!

A handwritten signature in black ink, appearing to read 'Mukul Narayan Deo'.

(Mukul Narayan Deo)

MESSAGE

FROM THE DESK OF MANAGING EDITOR

Prof. (Dr.) M. K. Singh
Registrar, Vinoba Bhave University
Director, Dept. of Management Studies
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We are glad to bring out the third issue of the bi-annual refereed journal (ISSN 2582-1105, Vol.III , Issue No.1, Jan.-June, 2021) titled “ Futuristic Journal of Commerce and Management- A Journal of Vinoba Bhave University”. Advocating forward our objectives of information and knowledge sharing this edition features variety of Research Papers and articles including abstract of doctoral dissertations. Since its inception the University Department of Commerce & Business Management VBU is trying to endorse brilliance in higher education for a vibrant and inclusive society through knowledge conception, creation & dissemination. The department has also published special issue on CSR previously.

The journal provides a common platform for all researchers to express their views and will play a pivotal role in beginning new & innovative ideas from academia to industry and vice-versa.

The publication of this research journal in the commerce and management is sure to augment a new era of commerce and management studies in Jharkhand and Country as a whole. My blessings are with the department and hope the journal will stimulate innovative research in commerce and management and at the same time revive reader's interest in this related field.

A handwritten signature in blue ink, appearing to read 'M. K. Singh' with a stylized flourish at the end.

(M. K. Singh)

MESSAGE

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FUTURISTIC JOURNAL OF COMMERCE & MANAGEMENT :
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Futuristic journal of Commerce & Management (FJCM), A Journal of Vinoba Bhave University (ISSN No. 2582-1105), is a bi-annual referred journal on diverse areas of Commerce & Management such as Human Resource Management , Operations Management , Commerce & Trade , Marketing Management and other areas inclusive areas of Commerce & Management .

We call for conceptual / empirical papers, articles, case studies and abstract of doctoral dissertations grounded with strong literature reviews that not only questioning the existing knowledge rather stimulating new ideas also.

Papers are invited in the sphere of Commerce & Management that includes Marketing Management, Human Resource Management, Organizational Behaviour, Managerial Decision Making, Commerce, Economics, Entrepreneurship and other allied areas of Commerce and Management.

Papers should be prepared according to the author's guidelines as suggested and submit electronically to the managing editor/ editors via email.

vbumanagement@gmail.com / mksingh@vbu.ac.in / asamanta@vbu.ac.in / spandey1203@gmail.com

Your contribution are most welcome.

Regards

Editorial Members

AIM OF THE JOURNAL

Futuristic Journal of Commerce & Management - A Journal of Vinoba Bhave University is a half yearly refereed journal on diverse areas of commerce and management such as Human Resource Management, Operations Management, Commerce and Trade and Financial Inclusions among others. Its objective is to look ahead for advancement in knowledge, which ensures good practice of professional management and its emphasis is on research and reflections relevant to academicians and practicing managers.

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- Human Resource Management
- Organizational Behavior and Organizational Management
- International Business
- Knowledge Management
- Environmental Management
- Data Analysis and Decision Making
- Technology and Operations Management 8. Strategic Decision Making
- Negotiations and Competitive Decision Making
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- Banking & Insurance
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CSR Practices regarding Rural Development in Ramgarh District by “TATA STEEL”

Ajay Kumar Singh and Prof. Dinesh Pratap Singh

Tata Steel, effectively managing and communicating their Corporate Social Responsibility (CSR), actions and policies that take into its stakeholders in the rural area of Jharkhand state'. In the area of Ghatotand, which is in the Ramgarh district of Jharkhand state, Tata steel is playing a big role in the area of Corporate Social Responsibility to develop the rural area community. The company knows about how to such choices are affected by the cultural, socio-economic, and competitive contexts in which companies have to operate. Business operations affect the well-being of people and the environment around the operational area, making it vital to understand between-country differences in how companies manage and communicate their CSR practices to stakeholders in the rural area. In this regards, I analysed CSR content for the development of people in rural area and communication via the websites of Tata Steel Company and some of the activity in the field of education, medical, sports is done by company in their surrounding area. The research is about the social development of community in the current context.

Keywords: Corporate Social Responsibility, Rural Development .socio-economic, education, development.

1.0 Introduction

In 2013, CSR enacted Section 135 of the Indian Companies Act prescribing a mandatory “CSR spend of 2% of average net profits. The CSR committees formed by the banks function in the spirit of the law within defined targets, monitoring CSR spend, and reporting reasons for shortfalls in spending. Now Corporate Social Responsibility is accepted to achieve sustainable development of an organization. CSR is about integrating economic, environmental and social objective with a company's operations and growth. CSR impacts governance and ethics, employee welfare, society welfare, environment protection etc. and many more. The Companies Bill, 2012 intends to inculcate the philosophy of CSR among Indian companies. There are different types of CSR like Environmental CSR, Community based CSR, HR based CSR and Philanthropy.

The functions of CSR are Ethical, Legal, Societal and Ecological functions. The ethical functions of CSR help to present conflicts of interest between earning corporate profits and maintaining the integrity of the company. The legal function of CSR helps to encourage transparency in a company's business practices and financial reporting. The societal functions of CSR helps to respect and invest in the communities in which the company operation. The ecological functions of CSR help not only to respect the immediate environment in which the company operates but also to respect the company's effect on

the global environment. In this study on CSR at Tata Steel have sufficient reasons to be established. Many such studies have been done at Tata Steel on CSR initiatives in the past. But, the recent study will throw lights on the perseverance and continuous efforts of Tata Steel for CSR activation. Here few quotations of the great leaders are justified to be given.

CSR at Tata Steel

Tata Steel's community-based initiatives in Education and Healthcare were recognized on September 24, 2018, at the 5th CSR Impact Awards, instituted by NGOBOX-Dalmia Bharat Group. The company's signature programme on Education titled: Thousand Schools Programme was awarded the 'Project of the Year' while the application in the Healthcare category (large) titled: MANSI (Maternal and Newborn Survival Initiative) received the 'Special Mention by Jury'. Corporate Social Responsibility has always been taken care of by the Tata group. The founder Mr. Jamshedji Tata used to grant scholarships for further studies abroad in 1892. He also supported Gandhi's campaign for racial equality in South Africa. Tata group has given country its first science centre and atomic research centre. "The wealth gathered by Jamsedji Tata and his sons in half a century of industrial pioneering formed but a minute fraction of the amount by which they enriched the nation. Through different companies and societies Tata group keeps on heading towards the fulfilment of corporate social responsibility. Tata Steel has adopted the Corporate Citizenship Index, Tata Business Excellence Model and the Tata Index for Sustainable Development. Tata Steel spends 5-7 per cent of its profit after tax on several CSR initiatives.

The overall performance of Tata Steel in CSR activity is given below.

Key Performance Indicators	UOM	FY17	FY16	FY15	FY14	FY13
Beneficiaries of Mobile Medical Units and Static Clinics	Nos.	4,70,463	5,68,984	4,37,070	4,19,821	3,72,048
Beneficiaries of specialised health camps	Nos.	23,631	30,537	48,314	29,282	N/A
Adolescents touched through RISHTA (Regional Initiative For safe Sexual Health for today's adolescents)	Nos.	24,402	23,741	47,442	46,477	N/A
Meritorious students covered through fellowships	Nos.	3,185	2,985	3,567	3,169	2,477
Meritorious students covered through TATA scholarship	Nos.	95	83	53	4	N/A
Youth enrolled for skill development	Nos.	3,090	3,089	3,458	1,743	2,225
Youth trained	Nos.	1,784	1,578	1,938	1,572	N/A
Youth placed / Self employed	Nos.	1,713	1,147	1,206	521	597
Women empowered through SHG	Nos.	10,259	9,975	9,033	9,700	9,500
Farmers trained on System of Rice Intensification (SRI) method of paddy cultivation for yield improvement	Nos.	9,633	8,350	5,948	2,200	250
Area under 2nd and 3rd crop	In Acres	3,511	5,086	5,510	5,032	3,177
Ponds	Nos.	209	200	426	92	N/A

Tata Steel, effectively managing and communicating their Corporate Social Responsibility (CSR), actions and policies that take into its stakeholders in the rural area of Jharkhand state by the department of Tata Steel Rural Development Society.

In the area of Ghatotand, which is in the Ramgarh district of Jharkhand state, Tata steel is playing a big role in Corporate Social Responsibility to develop the rural area community. The company knows about how to such choices are affected by the cultural, socio-economic, and competitive contexts in which companies must operate. In the operating area of Tata Steel Coal Division, West Bokaro Division which in the Mandu Block consists of:-

- 14 nos of Panchayats
- 23 nos of villages
- 15510 households
- 28.6% BPL family
- 78000 population
- 33.15 % of ST & SC

Key Interventions in the District of Ramgarh by Tata Steel, West Bokaro Division for Rural Development

1. Sustainability Initiatives
2. Rehabilitation and Resettlement Initiatives
3. Skill Development
4. Tribal Initiatives
5. Urban Services
6. Empower women self-help groups
7. Training programme Initiatives.

2.0 Objectives of Study

- 1) To know about the Tata Steel CSR activity for Rural Development and Financial Inclusion in “ JHARKHAND STATE”:
- 2) To know the popularity of the popularity among the weaker sections of society.
- 3) To find out the current CSR initiatives taken by Tata Steel.
- 4) To analyse the reach of these activities.
- 5) To analyse the overall role of Tata Steel in rural development.
- 6) To study the role being played by the Tata Steel in rural industrialization

Literature of Review

According to (Ali, Frynas & Mahmood, 2017) based on a survey and content analysis of 76 empirical research papers, this paper reviewed the factors driving CSR disclosure. This

research extended prior reviews by explicitly comparing the factors driving the CSR reporting agenda in developed and developing countries. The results showed that company characteristics such as company size, industry sector, profitability, and corporate governance mechanisms predominantly appear to drive the CSR reporting agenda in both developed and developing countries. This research reveals that highly socially visible companies (i.e., large size, high profitability, and high-profile industries) appear to attach greater importance to social and environmental issues. Highly visible companies are usually prone to various pressures from the media, NGOs, and regulators regarding social and environmental issues which require highly socially visible companies to incorporate such issues in their disclosure decisions to lessen those pressures. Furthermore, political, social, and cultural factors influence the CSR disclosure agenda. Unsurprisingly, firms operating in developed and developing countries need to consider political, social, and cultural factors or practices in their disclosure decisions. In the face of weak public pressures for CSR reporting, the presence of institutional voids and the greater relevance of CSR for wider human development, an understanding of the distinctive determinants of CSR disclosure in developing countries becomes vital for public policy.

(Story & Neves, 2015) Intrinsic (basics) CSR attributions are necessary for individuals to feel connected with the organization, as these are practices to which individuals attribute moral reasoning/connection. Intrinsic CSR attributions are therefore important for possible in-role performance implications. Extrinsic (Outside) CSR attributions are perceived as strategic and thus reinforce shared value creation. In the case of employee performance, the perception that the organization is investing in practices that return to the organization, which in turn can help employees maintain their jobs and livelihood, is also positive.

(S. Ranganadhan, 2012), Stated in his study that social responsibility is regarded as an important business issue of Indian companies irrespective of size, sector, business goal, location of the company. Because Indian companies are realizing that without socio-economic development of the local communities, there can be no stability and sustainability for doing business so as to compete with the global market.

(PEDERSEN, 2006), The stakeholder model has become one that best reflects the modern understanding of companies as integrated in, rather than separated from, the rest of society. However, despite the current popularity of both CSR and the stakeholder approach, there is still no generally accepted definition of either “stakeholder” or “CSR.” With regard to the former.

(Sharma, 2005) emphasized the concept of corporate social responsibility: Corporate social responsibility (CSR) is fundamentally an ethical concept. It involves changing notions of human welfare and emphasizes a concern about the social dimensions of business activity that have a direct concern with quality of life in the society. The concept provides a way for business to concern itself with social dimensions and pay some attention to its social impacts. The word “responsibility” implies that business organisations have some kind of obligation towards the society in which they function to deal with social problems

and contribute more than just economic services.

3.0 Alternate Hypothesis

1. Tata Steel can play a dominant role in the field of CSR activity.
2. Tata Steel always used to participate in the community development programme.

4.0 Methodology

Secondary data is collected from websites of Tata Steel, journals of Tata Steel and company annual report records. Information is collected through secondary data and using secondary sources like Newspapers, Articles, Reports, reference books, websites etc. Y1

5.0 Data Analysis of West Bokaro Division

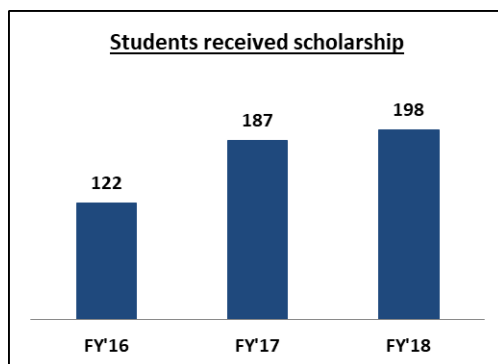
EDUCATION

- Tata Steel Jyoti Fellowship (Scholarship) for SC/ST Students
- Pre matric coaching (PMC) classes for Std VIII-X
- Quality formal education to Tribal children through English medium education
- Infrastructure assistance to schools (Repairing of school building, construction of school rooms, toilets, providing educational materials, etc)
- 3 no's of bus facility for the rural students

1) Tata Steel Jyoti Fellowship (Scholarship) for SC/ST Students

How many SC/ST students have registered for Jyoti Fellowship programme?

Sl. No.	Financial year	No. of Students received scholarship
1	FY 2015-2016	122
2	FY 2016-2017	187
3	FY 2017-2018	198

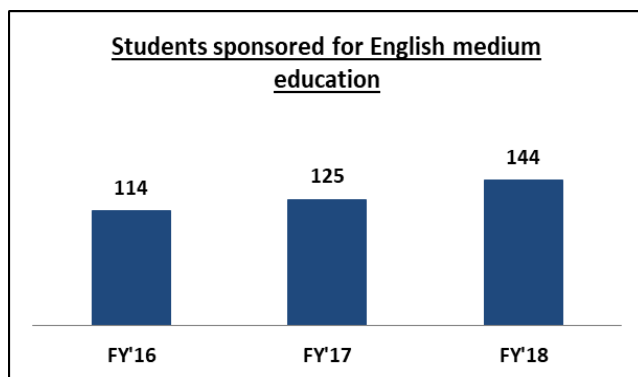


INTERPRETATION

From the graph we can interpret that due to Tata Steel Jyoti Fellowship (Scholarship) for SC/ST student benefited. Year by year the Scholarship programme has been increased and this is great achievement of Tata steel rural development programme.

2. How many Tribal children to get Quality formal education through English medium education?

Sl. No.	Financial year	Students sponsored for English medium education
1	FY 2015-2016	114
2	FY 2016-2017	125
3	FY 2017-2018	144

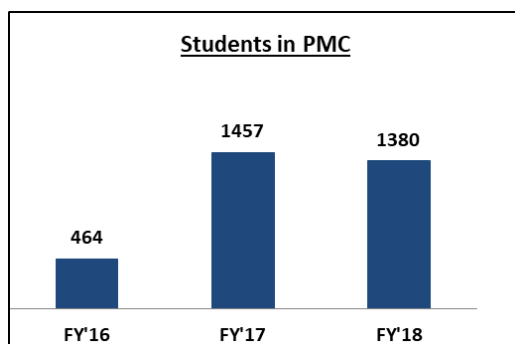


INTERPRETATION

From the graph we can interpret that due to Tata Steel better quality of education for Tribal children the no. of student got the better education through English medium school. Due to this type of initiative taken by Tata Steel no. of student benefited and it's a good achievement of rural development of community of Tribal in Jharkhand.

3. How Many students Registered in Pre matric coaching (PMC) classes for Std. VIII to Xth?

{z bEZ	Cüš üdlšтяÑД	{ТН:ÑÜТIsponsored_ in Pre matric coaching (PMC) classes
Ъ	CY 2015-2016	ЭЯЭ
Ы	Cò 2016-2017	ЭЯЭ
Ь	Cò 2017-2018	ЪБЧ



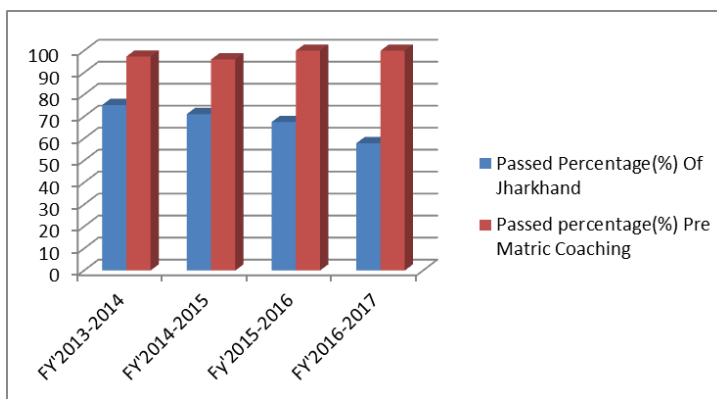
INTERPRETATION

- Pre Matric Coaching for Rural student in the operating area Tata Steel coal division in the District of Ramgarh district.
- Due to Pre Matric coaching 100% of student passed in the Matriculation examination

From the graph we can interpret that due to Tata Steel better quality of education for rural children the no. of student got the better result in the school. Due to this type of initiative taken by Tata Steel no. of student benefited and it's a good achievement of rural development of community.

4. How was the result of Matriculation affect in overall % of Jharkhand due to Pre Matric coaching?

SL. No.	Financial year	Passed Percentage (%) Of Jharkhand	Passed percentage (%) Pre Matric Coaching
1	FY 2013-2014	75.3	97.33
2	FY 2014-2015	71.2	96.02
3	FY 2015-2016	67.54	100
4	FY 2016-2017	57.91	100
5	FY 2017-2018	59.54	97.18

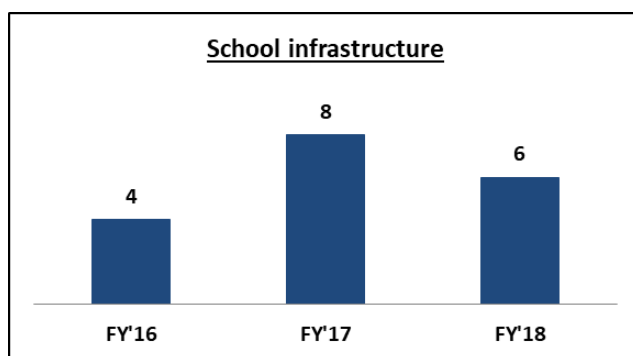


INTERPRETATION

From the graph we can interpret that due to Tata Steel better quality of education for rural children the no. of student got the better result in the examination of Matriculation and it is increased it overall % result of Jharkhand state. Due to this type of initiative taken by Tata Steel no. of student benefited and it's a good achievement of rural development of community.

5. Infrastructure assistance to schools (Repairing of school building, construction of school rooms, toilets, providing educational materials, etc.

Sl. No.	Financial year	School infrastructure
1	FY 2015-2016	4
2	FY 2016-2017	8
3	FY 2017-2018	6



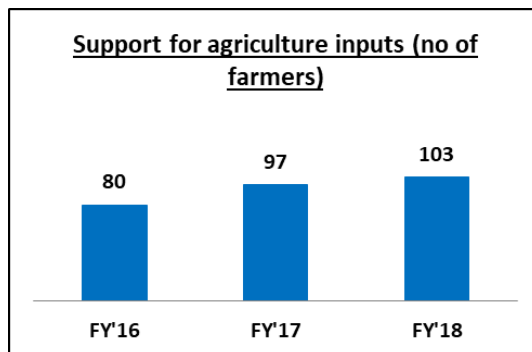
INTERPRETATION

From the graph we can interpret that due to Tata Steel better establishment of school infrastructure the repairing, construction of school class rooms, toilet for both girls student and boys student is better in the field of education quality. Due to this type of initiative taken by Tata Steel should be in better of rural development of community.

Livelihood

- ✓ Agriculture
 - Assistance to farmers with input materials
 - Promote 2nd & 3rd crops
 - Enhance irrigation facilities
- ✓ Enhancing skills of youths to opt for better jobs
- ✓ Promoting business development through SHGs

1. How many Farmers benefited by Agriculture Assistance?



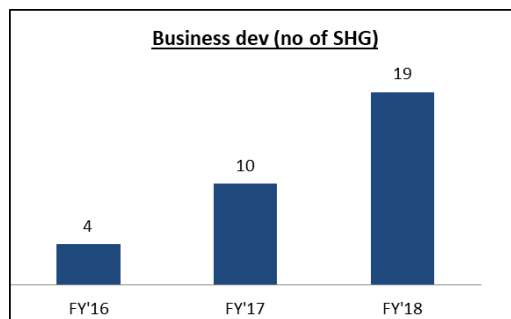
Sl. No.	Financial year	Support for agriculture inputs (no of farmers)
1	FY 2015-2016	80
2	FY 2016-2017	97
3	FY 2017-2018	103

INTERPRETATION

From the graph we can interpret that due to Tata Steel better concerns about Support for agriculture inputs to the rural area of farmers. No of Farmers was benefited due to this type of initiative. In the FY'16 only 80 no. of farmer is taking assistance but in the FY'18 more than 100 no. of farmers taking the assistance. This is the good work done in the field of rural development by Tata Steel.

2. How many Self Help Groups (SHG) benefited by the Business development promotion programmes?

Sl. No.	Financial year	Business dev (no of SHG)
1	FY 2015-2016	4
2	FY 2016-2017	10
3	FY 2017-2018	19

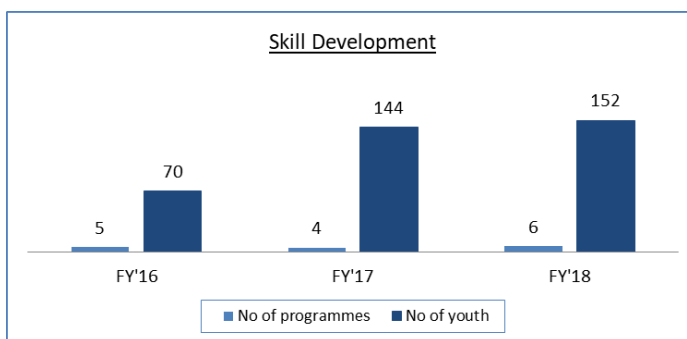


INTERPRETATION

From the graph we can interpret that due to Tata Steel better concerns about Support for business development to the rural community. No of Self Help Group was benefited due to this type of initiative. In the FY'16 only 04 no. of farmer is taking assistance but in the FY'18 approx. 20 1 no. SHG taking the assistance. This is the good work done in the field of rural development by Tata Steel.

3. How many Youth covered in Enhancing skills of youths to opt for better jobs?

Skill Development			
Sl. No.	Financial year	No. of Programme	No. of Youth
1	FY 2015-2016	5	70
2	FY 2016-2017	4	144
3	FY 2017-2018	6	152



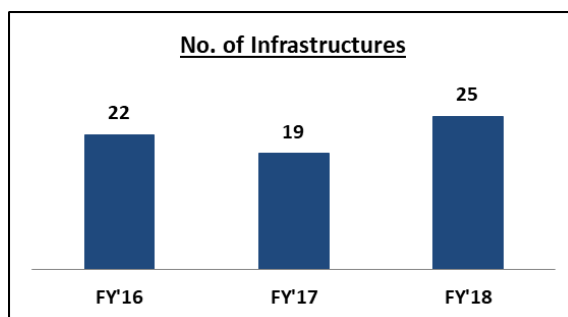
INTERPRETATION

From the graph we can interpret that due to Tata Steel better concerns about Skill development of Youth to getting the better job opportunity for their quality of life. No of Youths was benefited due to this type of initiative. In the FY'16 only 70 no. of youth is covered but in the FY'18 152 no. youth covered. This is the good work done in the field of rural development by Tata Steel.

Rural Infrastructure

- ✓ Construction of road & drains
- ✓ Construction & renovation of community centers
- ✓ Construction & renovation of sitting platform
- ✓ Providing electrical infrastructures
- ✓ Renovation of other infrastructures in the villages

Sl. No.	Financial year	No. of Infrastructures
1	FY 2015-2016	22
2	FY 2016-2017	19
3	FY 2017-2018	25



INTERPRETATION

From the graph we can interpret that due to Tata Steel better concerns about construction of roads, drains, renovations of community centres, providing electrical infrastructure in periphery area of company. In the FY'16 only 22 no. infrastructure is covered but in the FY'18 25 no. of infrastructure covered. This is the great CSR activity of Tata Steel in the field of rural development.

Sports & Environment

- ✓ Plantation of local species in and around villages (75000 horticulture & timber plants in FY'18) Distribution of horticulture saplings in the villages
- ✓ Youth camps - Moral Re Armament; Mountaineering; Outdoor Leadership for capacity building of the youths.
- ✓ Promoting Sports: Football, Athletics and other sports

CSR Innovation (Employee Volunteerism)

- ✓ Volunteerism in CSR is a part of the Tata Steel working culture.
- ✓ Tata Steel institutionalized volunteerism by involving employees in various activities like road safety, awareness programmes, support in education, etc.
- ✓ Nos of Employee volunteered:
- ✓ Nos of Hours volunteered:

6.0 Conclusions

The above study consist of four parts, Education , Livelihood , Rural Infrastructure , Sports and Environment & CSR Innovation (Employee Volunteerism). It was concluded that Scholarship for girls and adult education, training, coaching, placement of Tribal Children

in sports. Environment includes solar lights provided by Tata Steel. Health includes health services provided to the society by Tata Steel. The study includes data up to financial year 2017-2018 in some cases and up to 2015-2016 in other cases as per the availability of data. After analysing both primary and secondary data, we can visualize the active involvement of Tata Steel in CSR activities. Apart from the above activities, there are various other activities like community centres, coaching centres and training centres which constantly work for the development of the Rural community in the District of Ramgrah area and all around, Jharkhand. Every organization has some responsibility towards the society and ultimately towards the nation, social involvement of the organization would enhance a healthy relationship between society and organization for mutual growth. Tata Steel has gone a long way in fulfilling its duty and responsibility towards the society. Tata group has spent Rs. 470.29 Lakhs on CSR till Feb'2018 in FY'2017-2018. Tata Steel employees feel proud to be a part the company for these CSR activities. This is the first company including the government sector to start the CSR initiatives. The company believes in 'inclusive growth' and sustainable growth.'

7.0 Significance of the study:

The significance of this study is that through this paper the importance of developing rural area of Jharkhand State and the role of Tata Steel in doing the same is emphasized. The case study of Tata Steel proves to be a benchmark to others in the same sector to promote inclusive growth of the nation.

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2. Annual Report of Tata Steel of the year 2015-16
3. Sustainability Livelihood Options for Primitive Tribal Group in Jharkhand: CSR initiatives by Tata Steel
4. Tribal Cultural Society Annual Report 2015-16
5. Tata Steel West Bokaro Division Annual Report

THE IMPACT OF WELFARE FACILITIES ON WORKER SATISFACTION AND PRODUCTIVITY: A CASE STUDY OF TIMKEN Ltd.

Dr. Jyotish Kumar Singh and Dr. Sanju

Good wellness facilities at a company have an impact on almost every aspect of work life. TIMKEN Ltd. a public sector organisation in India was the subject of an empirical method based quantitative analysis of a case study done there. The essay investigates how TIMKEN Ltd. welfare services affect the motivation, satisfaction, efficiency, and production of workers of various skill levels. Employees are upset because of the organization's subpar welfare services. There's a big difference. According to the facts presented in the research, welfare facilities have an impact on organisations.

Keyword : *Labour Welfare, Work Experience, Satisfaction, Productivity of Workers, Efficiency*

Introduction

Workers' loyalty and appreciation may be bolstered by providing them with a welfare programme for themselves and their families. Many people use the word "employee welfare" to describe the vast range of employer-provided services, perks, and facilities aimed at improving the quality of life of workers and keeping them pleased. As a result of welfare programmes, workers are happy and enjoy a good standard of living. It improves the quality of life for employees by reducing the financial load of their jobs. According to (Priti, 2009), the goal of giving welfare benefits is to make employees' work lives more comfortable while also raising their overall level of living. TIMKEN Ltd., a public sector entity in India, is the subject of this research, which evaluates the influence of employee happiness, motivation, and productivity on the outcomes of this study.

LITERATURE REVIEW

According to Towler et al., when pioneers exhibited preparation help via their behaviours, students were more likely to consider them as prioritising preparation (2014). Because students recognised that their pioneers placed a greater demand for preparation, pioneer behaviours predicted learner need to prepare. The organisation did not enforce the pioneering behaviours that were necessary for pupils' need to prepare. Students' perceptions of pioneer needs gave significantly greater forewarning of the need for them to prepare for students who were less motivated to continue their preparation. According to Patro (2020), the building of government support offices increases relationships between employees and the organization's management. These agreements benefit employees' health and self-esteem. Because the representatives are the backbone of every firm, there must be a balance between their quality of life at work and at home. Any company that participates in government assistance programmes should focus on securing employees by offering a suitable environment and reducing the negative influence on their work lives. Representative government assistance's main goal is to improve employees' lives and keep them happy and engaged. Workers who get government aid may be

considered a wise investment since they will profit from increased competence. Every government assistance programme has an impact on workers' job satisfaction, according to Nanjundeswaraswamy et al. (2019). (Medical offices, Transport offices, First guide offices, Canteen offices and Recreational offices). Researchers found that organisations should be aware of the factors that affect job satisfaction in order to boost morale and keep turnover, resignations, and absenteeism to a minimum as possible causes of frustration for their workforces. <https://www.scholink.org/ojs/index.php/jbtp> 2020 3 Volume 8, No. 4 is out now. Science and Technology in Organizations In the Journal of Business Theory and Practice, we focus on the study of business theory and practise. The publisher is SCHOLINK INC. Small company transaction development is linked to HRM practises by Pratibha et al. (2018). Small company development is positively influenced by HRM practises, according to the results of the study. Government assistance offices like remittances, clinical offices, job life, welfare and security were found to be satisfactory by Jain's results (2016). Additional time stipends and container offices are the two primary topics that need to be addressed. Both the intramural and extramural government funding programmes were generally well received, according to Tadesse's research (2017). They show moderate degrees of fulfilment on natural and external measures of work satisfaction. Results of the correlation study showed a small but positive correlation between work satisfaction and intramural and extramural representational government support factors. This study's findings are consistent with the assumption that government-sponsored worker assistance is given less attention. Saqib et al. claim that the relationship between cooperation and tangible and intangible benefits is negative, whereas the relationship between collaboration and responsibilities is positive (2015). According to the research, huge and elusive rewards had a significant influence on authority. In addition, it has been shown that the community has the ability to intervene. Some of the human asset "issues" associated with a mix include a decrease in employee morale, greater disappointment, a lack of commitment, stress and conflict between management and employees, and high employee turnover. However, little study has been done on the role of the hierarchy in acquisitions. For all these reasons and more, the importance of hierarchical responsibility cannot be overstated in the procurement process. When it comes to completely comprehending the basic link between remunerations and worker outcomes, researchers must have their own unique point of view and approach. With regard to buyer reactions to CSR, Sen and Bhattacharya (2001) combine association-specific segments such as the CSR issues a company concentrates on and its things with individual-specific segments such as customers' close and dear support for CSR issues or their overall feelings about the concept of corporate social responsibility. According to the research, customer satisfaction is also impacted by their impressions of personal and organisational consistency. Researchers found that CSR actions may have a negative impact on customers' propensity to buy items from an organisation in a wide range of conditions. Pertinence and sufficiency in the preparation process are highlighted by Davids et al. (2014), according to the study's results. Study participants' work environment exercises and expert turn-of-events had a substantial impact on the movement of preparedness, according to results. An organization's capacity to attract and retain employees is directly related to its ability to

attract and retain employees. Those who want to follow a passion and those who work in a learning-friendly workplace also have a positive impact on training. In the opinion of Dahlsrud's (2008) study, the current definitions are virtually certainly valid. CSR's social implementation, rather than how it's articulated, is seen as the most difficult part of CSR's implementation process. According to Mackey (2007), companies that trade heads on the open market may use the profits to support socially responsible projects that do not increase their value.

OBJECTIVES

- To analyse the labour policies of TIMKEN Ltd.
- To determine how employees are satisfied with TIMKEN Ltd. with various benefit programmes.
- To find out how welfare affects worker motivation, efficiency, and production at different levels of experience.

HYPOTHESIS

The study's null hypothesis (H₀) and alternative hypothesis (H_A) were as follows:

- H₀₁ There is no discernible variation in worker satisfaction levels amongst employees with various levels of experience.
- H_{A1} There is a considerable disparity in worker satisfaction levels across employees with various levels of experience.
- H₀₂ There is no discernible variation in the impact of welfare facilities on motivation across employees with varying levels of experience.
- H_A The influence of welfare amenities on motivation varies significantly across workers with different degrees of experience.
- H₀₃ There is no significant difference in terms of welfare facilities that motivate workers of various levels of skill to perform at their best.
- H_{A3} There is significant difference in terms of welfare facilities that motivate workers of various levels of skill to perform at their best.
- H₀₄ There is no substantial difference between people with various job experiences in terms of the contribution of social programmes on enhancing productivity.
- H_{A4} There is a considerable disparity in the effectiveness of the welfare programme in raising worker productivity amongst employees with various levels of experience.

RESEARCH METHODOLOGY

A descriptive research technique was used in this empirical study to assess the wellbeing of workers at TIMKEN Ltd., a public sector company.

RESEARCH INSTRUMENT

A 35-item, well-structured questionnaire was employed. The questionnaire was split into two sections. Thirty five-point likert scale questions were asked of the workers in the first segment, and four demographic questions were asked in the second. TIMKEN Ltd., a public sector agency in Jharkhand, performed the study.

STATISTICAL ANALYSIS

ANOVA was used to test the hypotheses. Respondents' responses to each statement were analysed using the mean and standard deviation (Descriptive statistics). The p-value must be less than 0.01 to perform the test. When looking at averages, items with an average of 2.50 or less are considered significant in this sample.

RESULTS AND DISCUSSION

Demographic characteristics of employees are displayed in Table 1.

Table 1: Demographic Profile of Respondents

Demographic Profile	Range	Percent
Age Group	18-30	20
	31-40	17.50
	41-50	08.80
	51-60	48.80
	>60	05.00
Gender	Male	82.50
	Female	17.50
Education	Up to intermediate	28.80
	Graduate	31.20
	Post Graduate	22.50
	Others	17.50

Table 2

Demographic Profile	Range	Percent
Work Experience	Below 4 years	23.80
	4-10 years	13.80
	10-15 years	07.50
	15-20 years	02.50
	20-25 years	08.80
	Above 25 years	43.80

Most respondents (43.8 percent) had more than 25 years of work experience, as shown in Table 2. The satisfaction or dissatisfaction of such long-term employees may provide a true depiction of employee welfare programme.

SATISFACTION LEVEL

The satisfaction of the workforce was represented by 26 factors. All of them were grouped together to investigate the employees' degree of satisfaction.

Table 3: Mean

Valid	80
Mean	2.9818
Standard Deviation	0.89178

Table 3 shows that the total mean is more than 2.5, indicating that the workers are unsatisfied with the organization's welfare services. Table 4 depicts the levels of satisfaction and discontent among employees with various levels of experience.

Table 4: Descriptive

ANOVA	Sum of Squares	DF	Mean Square	F	Significant Level
Between Groups	9.282	05	1.856	2.566	.034
Within Groups	53.543	74	0.724		
Total	62.824	79			

ANOVA is utilised to analyse the labourers' job experience at TIMKEN Ltd. This is done to see how people's levels of satisfaction have evolved over time. Table 4.1 shows that the

difference between the groups is significant since the significance threshold is smaller than 0.05.

Table 5: Descriptive

Work experience	N	Mean	Std. Deviation
Below 4 years	19	3.74	1.240
4-10 years	11	3.09	1.868
10-15 years	06	4.67	0.516
15-20 years	02	2.00	0.000
20-25 years	07	2.87	1.464
Above 25 years	35	3.43	1.195
Total	80	3.46	1.350

Table 5.1: ANOVA

ANOVA	Sum of Squares(S.O.S.)	DF	Mean Square(MS)	F	Significant Level(SL)
Between Groups	18.532	05	3.706	2.188	0.065
Within Groups	125.355	74	1.694		
Total	143.888	79			

From table 5.1, it is see that the $p > 0.05$

THE WORKER IS MOTIVATED TO SHOW FULL EFFICIENCY BY THE WELFARE AMENITIES.

Employees with 15 to 20 years of experience are only stimulated to exhibit their utmost competence when their indicate is less than 2.5, as seen in Table 6.

Table 6: Descriptive

Work experience	N	Mean	Std. Deviation
Below 4 years	19	3.58	1.261
4-10 years	11	2.73	1.737
10-15 years	06	4.67	0.516
15-20 years	02	2.00	0.000
20-25 years	07	2.86	1.464
Above 25 years	35	3.23	1.285
Total	80	3.29	1.380

Table 6.1: ANOVA

ANOVA	Sum of Squares(S.O.S.)	DF	Mean Square(MS)	F	Significant Level(SL)
Between Groups	21.212	05	4.242	2.430	0.043
Within Groups	129.175	74	1.746		
Total	150.388	79			

Table 6.1 illustrates that the $p < 0.05$ indicates that the difference between the groups is statistically significant.

CONTRIBUTION OF THE WELFARE PROGRAM IN IMPROVING WORKER PRODUCTIVITY

Employees with 15-20 years of experience have augmented their production because of support programmes, as shown in Table 7, with a mean of less than 2.5. On the other hand, workers with less than 15 years of experience and those with more over 20 years of experience have not enlarged their production.

Table 7: Descriptive

Work experience	N	Mean	Std. Deviation
Below 4 years	19	3.38	1.422
4-10 years	11	2.91	1.758
10-15 years	06	4.68	0.516
15-20 years	02	2.00	0.000
20-25 years	07	2.86	1.464
Above 25 years	35	3.03	1.361
Total	80	3.18	1.439

Table 7.1: ANOVA

ANOVA	Sum of Squares(S.O.S.)	DF	Mean Square(MS)	F	Significant Level(SL)
Between Groups	19.058	05	3.812	1.952	0.096
Within Groups	144.492	74	1.953		
Total	163.550	79			

Table 7.1 shows that the p value is more than 0.05.

Because of the above observations, hypotheses H01 and H03 are rejected, whereas HA1 and HA3 are accepted.

CONCLUSION

It is possible to access a wide range of healthcare and insurance options as well as creches, safety standards, and grievance resolution mechanisms. Employees at Timken Limited, on the other hand, are often dissatisfied with the welfare benefits they get, resulting in a large disparity between the two categories of employees. Several employees who have worked for the firm for 15 to 20 or even 25 years have expressed their appreciation for the incentive programmes that have been implemented. This may be the situation due to the small amount of the group's employees. Researchers investigated the relationship between age and job happiness (Gibson, J. L., and S. M. Klein, 1970). Age and job satisfaction were positively correlated in a sample of 2,067 blue-collar employees, whereas company tenure was negatively correlated. The benefits programmes of TIMKEN Ltd. are unsatisfactory for all employees, regardless of their years of service.

Workers at TIMKEN Ltd. aren't motivated or productive by the company's incentives. Employees aren't giving it their best when it comes to their jobs. Workers with less than 15 years of experience are nevertheless eager and productive. 43 percent of long-term employees are dissatisfied and motivated by the company's welfare benefits, indicating that they are searching elsewhere for fulfilment and inspiration. The older generation continues to work because they like it. A feeling of success and freedom of expression are two things they value most about their work.

Timken Ltd. must focus on improving and expanding its social service offerings. If a firm is to succeed, it must have a workforce that is both happy and productive. A lot of research has shown this to be the case.

LIMITATION

As a result, no access to the worker was granted. As a result, the levels of contact with employees have not been as high. Employees were just asked to fill out a questionnaire to express their opinions on different areas of labour welfare policies. Time and economic constraints were also significant stumbling blocks. The Likert type scale has several drawbacks as well.

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ROLE OF SELF-HELP GROUPS IN FINANCIAL INCLUSION IN JHARKHAND: A Case Study of West Singhbhum District

Dr. Rajesh Chourasiya

Self-Help Economic Growth, Group Mobilization (SHGs) plays a critical role in developing financial savings, inclusion, and poverty eradication with the long-term objective of improving livelihoods. A great deal of research has been done on the factors that contribute to SHG performance. However, there have been a number of faults in the functioning of SHGs throughout India's states. This project aims to identify the problems that SHGs face as a major instrument for poverty alleviation by examining the functioning of banks and their relationship with SHGs in the Chakradharpur region of West Singhbhum district, Jharkhand; identifying various stratifications of society based on income, social class, gender, religion, and other factors that influence SHG formation; and identifying other social, economic, infrastructure, and environmental challenges that SHGs face. To analyse the challenges in SHGs-bank links, a questionnaire-based study was conducted using a historical-analytical research technique. The research area is now limited to a single Chakradharpur region, but it may be expanded to include the whole state in the future.

Keywords: (SHGs)Self-Help Groups, Financial Inclusion, SHG-Bank Linkages, Non-Government Organisations (NGOs).

Introduction

Microfinance, it is said, opens the door to effective economic and social empowerment for the recipients. In order to create sustainable lives in rural regions, microfinance programmes in rural areas are built on the principles of self-help and social mobilisation of the poor. The micro-finance policy is based on regular saving and loaning operations for community development on the basis of quality and group formation. Given that microfinance is now generally regarded as a technique of assisting people in poverty to improve their financial status, it's critical that its efficacy be extensively investigated. In India, the microfinance industry has exploded in the past ten years. In March 2010, the National Bank for Agriculture and Rural Development(NABARD) projected that 72 lakh SHGs had been connected to banks via different microfinance initiatives and had received loans. Almost majority of the bank-affiliated organisations were run by women. Seventy-five percent of all SHGs connected to banks or other financial institutions are formed only via the SHG-Bank linkage process. Under this concept, a SHG founded and supported by the government or a non-profit organisation is directly connected to banks for the purpose of obtaining loans. In the present atmosphere, the overall success of SHG units has spurred microfinance programmes and institutions to develop and expand further. As a result, it's necessary to look at the role of SHGs in rural development, as well as certain key issues including social mobilisation and economic activation of SHGs via the Micro-Finance

programme. In order to make immediate progress toward overcoming such hurdles, SHGs must be made aware of and able to express the challenges they confront on a local level. Former RBI Governor Y.V.Reddy says that microfinance institutions are just as predatory as moneylenders. As a result, microfinancial institutions should be simplified and controlled, according to his view. Prior to this background, legislation to govern microfinance organisations was prepared and presented to Parliament.

REVIEW OF LITERATURE

Margres (1986) presented three stages of empowerment to create positive social change. It consists of three parts: growing individual awareness, boosting communal consciousness, and translating collective talents and resources into political and legal action.

Bandura (1996) he defines empowerment as the process of increasing involvement, decision-making authority, and influence over the transformation activity.

Karmakar (1999) in his paper, he said that some NGOs had started saving and borrowing programmes for people who fish in the Indian ocean through SHGs. He had found that women SHG members paid back 100% of the money they borrowed. In the early years, the SHG members could only do certain things because they didn't have a lot of money.

Beteille (1999) as he sees it, Empowerment is both a way to get there and an end in itself. It's about people who aren't rich or famous changing society in a big way, not politicians or people who have a lot of money or power. When some parts of society are made more powerful, other parts are made less powerful, he said. This is because empowerment and disempowerment go together.

Dahich (2001) Poverty incidence and finance for poverty alleviation programmes were studied in his study "Banking With The Poor: The Need For New Savings-Linked Loan Products." By separating minor loans into a distinct business, banks could shrink 89 percent of accounts by losing just 12.9 percent of their lending relationship because to lower transaction costs, according to his estimate. "

K, N. (2013) The Role of SHGS in Financial Inclusion: A Case Study examined the influence of SHGs on financial inclusion using pre- and post-SHG data on bank account opening, credit use, and payback percentage. The research found SHG beneficial to financial inclusion. The research indicated that post-SHG, the proportion of members with bank accounts, credit taken, and credit repaid had grown.

Kumawat & Bansal (2018) in their study "Impact of Self-Help Groups on Empowerment Status of Rural Women in Udaipur District", respondents were asked about their level of empowerment. They discovered that women's empowerment improved their attitudes towards several aspects.

OBJECTIVE OF THE STUDY

- To determine the satisfaction level of SHG members.
- To highlight the role of SHGs in financial inclusion in chakradharpur region of West

Singhbhum District.

- To list the accomplishments of SHG microfinance in bringing the underserved into the mainstream of society.

RESEARCH METHODOLOGY

Chakradharpur is a part of West Singhbhum district in Jharkhand State that was chosen for the study. An empirical study was done with 120 people. Random sampling was chosen as the method. A sample survey method was used to get the main data, which was done with a structured questionnaire and interviews. After joining SHGs, more people have bank accounts, more people can get loans, and more people pay them back. These are all indicators of financial inclusion.

DIFFERENT FACTORS RELATING TO SHGS

In this descriptive investigation, the data acquired will be analysed using very basic models and methodologies. Located in West Singhbhum, Chakradharpur in Jharkhand. In this economically disadvantaged region, agriculture, handloom, and other agricultural-related activities remain the cornerstones of life. There are a number of SHGs in the region, which employ a diverse variety of craftsmen.

In SHGs, are women and men's roles reactive or proactive? The SHG members that were contacted for this piece were all female. Prior SHGs created only by male members had been a total failure since they engaged in tasks that did not generate much cash such as harvesting and processing paddy into rice. As a consequence, their SHGs were unable to repay the debts they had taken out. After a period of time, banks ceased lending to the SHGS, and it closed down. SHG women are more productive than their male counterparts because they are continually engaged in productive activities, such as animal husbandry, handloom, or other types of handicrafts. Women members' children may engage in a range of educational programmes, including elementary school, thanks to the provision of crèche facilities. Women-owned SHGs are still in the minority, and this has to change via increased efforts by banks and non-profits.

Reason for joining SHGs: If the family's male head is a drinker, the women will join SHGs for three major reasons:

1. To be able to support themselves.
2. to meet the needs of the family in terms of health, education, and medical care; and
3. To get a loan for a variety of reasons.

As tribal people, the bride's family expects dowry from the groom's family, and the groom's SHG pays it. Savings made possible by SHGs are mostly funded by the collective efforts of their moms.

The SHG members of Chakradharpur village had a variety of motives for joining, including:

1. To generate more revenue to cover their living needs.
2. To secure a brighter future for their children via the education of their offspring.

3. To borrowing money for a variety of objectives, and
4. To save aside money for unexpected expenses.

They gave equal weight to each of the four variables in their evaluation.

There have been several reports of people taking out loans for a variety of reasons. Due of their utilisation, loans are a concern. They use the money to settle any outstanding debts with local banks or to assist with weddings and house renovations for private reasons. Due to the fact that they seldom use their loans for investments that don't bring in any money, repayment is either delayed or unsuccessful. There are a number of chit funds that may be invested in using loans. Authentic bank loans are not repaid when chit fund organisations fail to pay on time and in the correct amount.

Type of activities out in the SHGs: Everyone claimed that they preferred working in the SHGs over the NREGA's 100-day job card since the SHGs' revenue is steady throughout the year, but the NREGA's 100-day job card's income is sporadic and sometimes delayed. It's also quite difficult to get the rationing services they're entitled to.

Type of work done by SHG members: Fisheries, poultry, pigs, goats, floriculture, horticulture, dairy farming, handlooms, soft toys, and other pursuits occupy the SHGs of Chakradharpur Village. Most SHGs in the Chakradharpur area focus on handloom production.

Financing the SHGs projects: Individuals who contact banks on their own for loans are not catered to by banks because of issues relating to mortgages, such as the lack of guarantors and the presentation of required documentation. Because there is no retirement of security required for SHGs to acquire loans up to ₹150,000, they are well-served. In circumstances when a SHG has contacted for such a large sum, securities are examined, although it is quite unusual for a SHG to do so. Members of the SHG may borrow up to four times the amount of money that has been amassed in the SHG's corpus fund. To keep track of loan repayment performance, banks use a grading form. A loan sum of up to 10 times the SHGs' corpus money is possible if the SHGs have a satisfactory repayment record. This allows the SHGs to grow their economic operations.

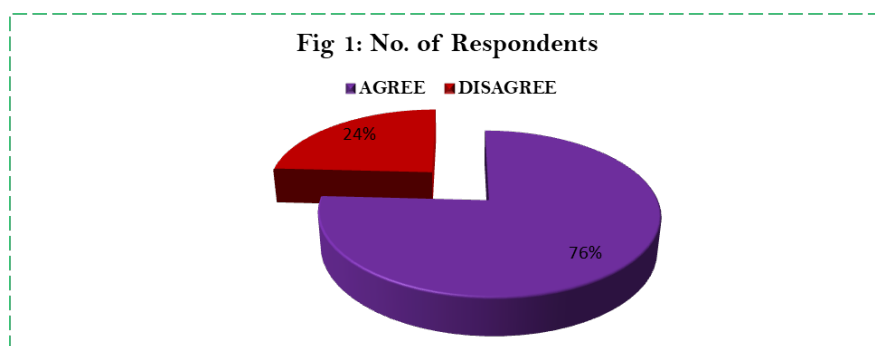
ANALYSIS AND INTERPRETATION

Table 1: Socio-Economic Profile

Profiles		No. of Respondent(120)	Percentage
Gender	Male	34	28.3
	Female	86	71.7
Class	Lower Class	81	67.5
	Middle Class	39	32.5
Caste	OBC	28	23.3
	ST	72	60
	GEN	20	16.7
Education level	Illiterate	69	57.5
	Elementary Level	29	24.2
	Matriculation	13	10.8
	Intermediate	9	7.5
Marital Status	Married	84	70
	Un-Married	23	19.2
	Widow	13	10.8
Occupation	Laundry, Beedi, Tailoring	87	72.5
	Fishing	19	15.8
	Cashew factory labourers	14	11.7
Total		120	100%

Table 2: Reasons why I joined SHGs Group. 'Towards take care of the family members' health, education, and medical needs'.

Statements	No. of Respondents	Percentage
AGREE(A)	91	75.8
DISAGREE(DA)	29	24.2
Total	120	100%

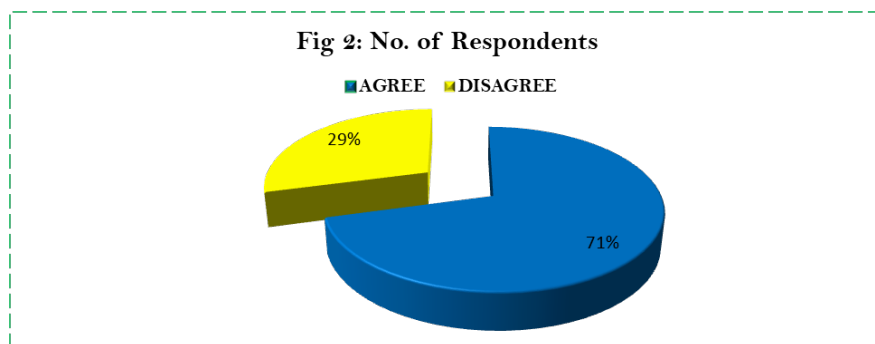


Coutesy: Primary Data

While analysing the above table and graph it is found that 75.8% respondent agreed that they joined SHGs group to take care of the family member's health, education and medical needs and 24.2% disagreed with this statement.

Table 3: To be financially independent are reasons for joining SHGs Group

Statements	No. of Respondents	Percentage
AGREE(A)	85	70.8
DISAGREE(DA)	35	29.2
Total	120	100%

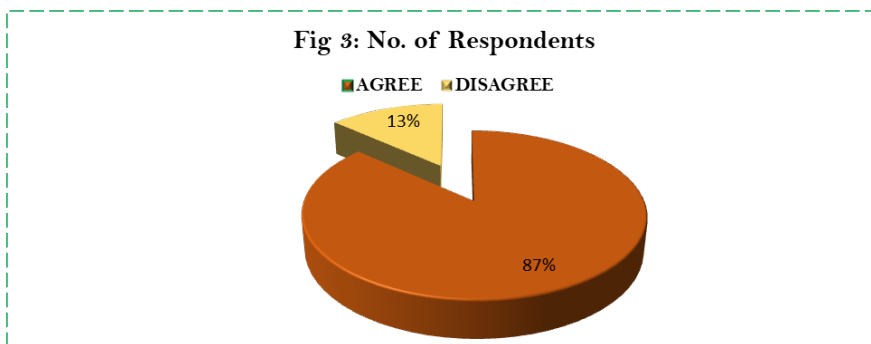


Coutesy: Primary Data

While analysing the statement that is asked to respondents “To be financially independent are reasons for joining SHGs Group”. 85(70.8%) respondents agreed that they are independent financially to join any SHG and 35(29.2%) respondents disagree due to different region occurred and they are financially independent.

Table 4: Reasons why I joined SHGs Group. The extra money will help them pay for their bills.

Statements	No. of Respondents	Percentage
AGREE(A)	104	86.7
DISAGREE(DA)	16	13.3
Total	120	100%

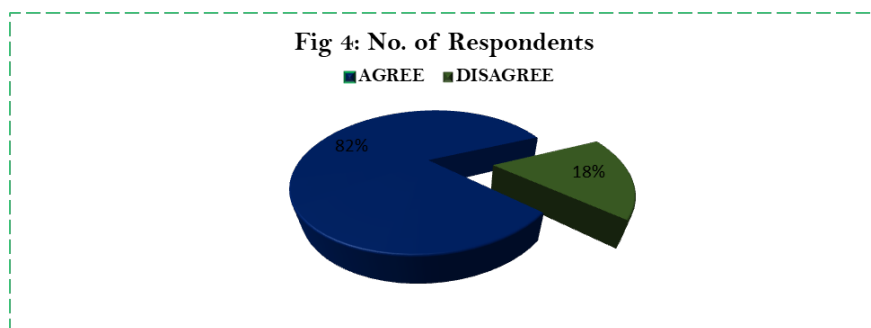


Coutesy: Primary Data

While analysing the above table it is found that 86.7% respondents agreed that they joined SHGs to earn additional money and 13.3% respondents disagree with his statement they joined SHG to help poor people and do social work.

Table 5: To get loans for different sources is one of the reasons people joining SHGs Group.

Statements	No. of Respondents	Percentage
AGREE(A)	99	82.5
DISAGREE(DA)	21	17.5
Total	120	100%

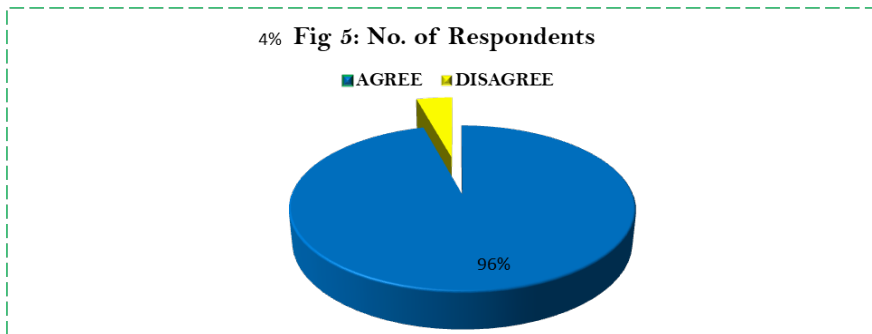


Coutesy: Primary Data

82.5% of total respondents agreed that they joined SHGs to get loan from different sources and 17.5% respondents disagreed with this statement.

Table 6: To help their kids get an education and make sure they have a better future are some of the reasons people joining SHGs Group.

Statements	No. of Respondents	Percentage
AGREE(A)	115	95.8
DISAGREE(DA)	05	4.2
Total	120	100%

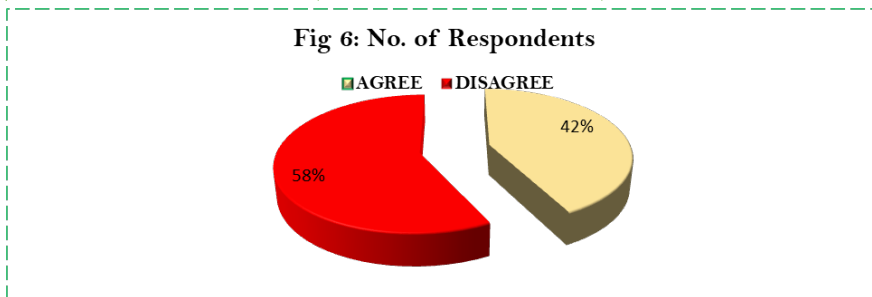


Coutesy: Primary Data

While analysing the statement it is found that 95.8% respondents agreed that the joined SHGs to get better education for their children and make sure that their children have better future and 4.2% respondents disagreed with this statement.

Table 7: To save money for the future is one of the reasons to join SHGs Group.

Statements	No. of Respondents	Percentage
AGREE(A)	51	42.5
DISAGREE(DA)	69	57.5
Total	120	100%

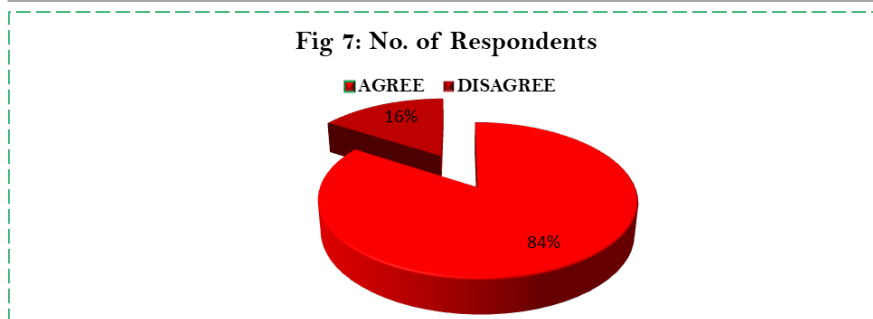


Coutesy: Primary Data

SHGs is a way to help those who is a member of that particular SHGs. While analysing the statement to save money for the future, 42.5% agreed that they joined SHG to save money for their future requirements and 57.5% respondents they joined SHG to help other people who need money for their requirements.

Table 8: The loan money is used for

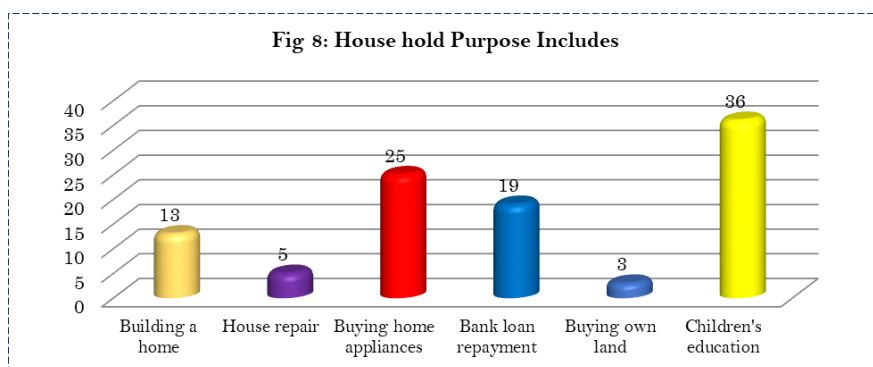
Statements	No. of Respondents	Percentage
House Hold Purpose	101	84.2
Production Purpose	19	15.8
Total	120	100%



Courtesy: Primary Data

Table 9: House hold Purpose Includes

Statements	No. of Respondents	Percentage
Building a home	13	12.9
House repair	05	4.9
Buying home appliances	25	24.8
Bank loan repayment	19	18.8
Buying own land	03	2.9
Children's education	36	35.7
Total	101	100%

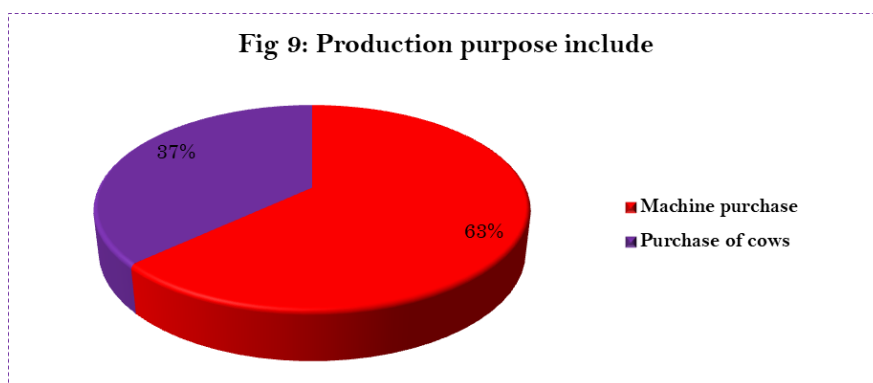


Courtesy: Primary Data

While analysing the statement 35.7% respondents used loan amount for their children's education. 24.8% respondents uses loan money to buy home appliances. 18.8% respondents borrow money from SHG to pay bank loan. 12.9% respondents borrow money from SHG to build a home for his/her family. 4.9% respondents borrow money for repairing of their houses. 2.9% respondents borrow money for buying own land.

Table 10: Production purpose include

Statements	No. of Respondents	Percentage
Machine purchase	12	63.2
Purchase of cow s	07	36.8
Total	19	100%



Courtesy: Primary Data

Total 19 respondents are using their loan amount for different production purposes. It includes buying machines or purchasing cows. Out of 19 respondents, 12 respondents(63.2%) respondents borrow money from SHG to purchase different types of

machines related to their work and 7(36.8%) respondents use their loan money to purchase cows.

LIMITATIONS

- This study is limited to Chakradharpur region of West Singhbhum District.
- This study includes those persons whose annual income is not more than ₹1,50,000.

CONCLUSION

There are several issues that SHGs face in Chakradharpur, West Singhbhum, which may be overcome to improve the general development of this region, according to study. The exclusion of the excluded would be eased if villagers were educated about SHGs and banks and NGOs were actively involved in their creation and promotion. In addition, banks or non-profit organisations should employ additional staff to monitor the use and channelization of money in order to avoid nonperforming assets (NPAs) and ensure that funds are effectively used for the growth of commercial operations that contribute to the overall development of the region.

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Frustrations of Employees: Cause and Impact in the organisations

Dr. Sonal Jain and Malika Hejab

Individuals who are either tremendously happy or extremely miserable make up an organisation. According to many studies, they differ in how they provide performance. According to the findings, happy employees help companies achieve their strategic objectives. For a number of reasons, the employees are angry. The goal of this study is to look at the causes of workplace frustration as well as the effects of workplace discontent. The methodology used in the research is based on both primary and secondary data. In Jharkhand, primary data was obtained from 15 businesses in the industrial, financial, and educational service sectors. The tools used follow a semi-structured interview schedule by their very nature. Five employees were questioned to establish their degrees of unhappiness and contentment, as well as one crucial manager's performance level. The respondents are picked at two levels: the organisations are chosen at random, and the workers inside the organisations are also chosen at random. The human resource manager selects the key manager for each firm. The data was tabulated and analysed using statistical tools SPSS. The results include concerns about income and retirement security, uncertainty about the future, a lack of appreciation for the level of dedication and effort undertaken, political favouritism in important official appointments, and concerns that compensation isn't commensurate with performance. One of the extraneous factors being studied is employee level.

Keywords: *Frustrations, Deviance Behavior, Maladaptive Responses, Political Deviances, Personal Deviances, Production Deviances*

Introduction

Employees do not contribute evenly in all businesses; some give more than others. When employees perceive their bosses are not aiding them in reaching their goals or are hindering their development, they get annoyed. Psychologists refer to this as "frustration," and it is at this stage that people get furious (Miller et. al.1939). Employee contributions assist organisations in achieving their goals, which is difficult when employees are disgruntled. A manager's capacity to comprehend annoyance, according to Flynn and Stratton, is crucial since he or she must deal with difficulties concerning human behaviour (Flynn and Stratton, 1981). Many studies have proven that happy people are more productive, are less absent, are more engaged to the firm in order to give more, spend their time to the organisation, do not leave their jobs, and so on. However, there is limited area in the literature on employee studies for what an unhappy employee may do to a firm, what its opportunity costs are, and so on. As a consequence, the focus of this paper will be on what angry workers do at work. What kind of effect do they have on businesses?

REVIEW OF LITERATURE

According to Thurstone, "attitude expresses the whole of man's inclinations and feelings, prejudice or bias, preconceived ideas, thoughts, fears, risks, and other any given topic" (1928). (p.531). Employees' views and attitudes about the firm are shaped by their perception and understanding of the organisational environment, as well as its positive or negative impact on them as individuals. This comparison of the company's culture to one's own abilities and goals may produce cognitive dissonance in the employee, resulting in annoyance, which may or may not be good.

Behavioral reactions to organisational stress include job performance, absenteeism, turnover, organisational aggression, and interpersonal violence. These actions may have a major negative impact on the task performance, climate, or effectiveness of the organisation to the extent that they interfere with task performance, climate, or effectiveness (Spector, 1978).

Feelings are as much a part of our identity as thoughts, which arrive first, and behaviour, which follows and is a concrete visual manifestation of emotions. Emotions have an impact on people's personal lives as well as their work life. Spector & Fox (2002) suggest that the workplace is a source of pleasure for an employee's physical and psychological needs in their research on how emotions may impact employee attitudes and effect voluntary job behaviour. Employees may feel strong emotions as a consequence of their impression of their work environment as supportive or restrictive of their objectives, resulting in good or negative behaviours that have far-reaching effects on employee performance and engagement.

Shneiderman et. al. (2006) claim that Sigmund Freud was the first to define frustration. When a person fails to meet his or her goals, he or she is a victim of fraud. There are two sorts of fraud: external and internal. As stated by Blair (2010), people get dissatisfied when their expectations are not realised, and in the workplace, irritation occurs when they perceive their efforts have been ignored. Modern psychologists like as Lewin argue that people are goal-oriented and that frustration emerges when anything gets in the way. Employee unhappiness has been the subject of several studies. This includes supervisors' behaviour (Lawrence & Robinson 2007), interpersonal interactions (Flynn and Stratton 1981), organisational norms and procedures (Spector, 1978), management policy and organisation (Sharma & Mani 2012), and agreeableness or conscientiousness (Witt and Andrews, 2006). These days, managers and politicians are enmeshed in injustice, which demoralises the brightest minds and drives organisations to take the wrong turns. Individual- and group-level capacities are either "restricted or inhibited" or "actively fostered or rewarded" in the research, for example (Van Fleet & Griffin, 2006, p. 699).

Researchers have studied how individuals react to frustration. Geary and Huffman (2002) found that the emotional response to unfulfilled goals is increased. The way a person responds to obstacles is determined by their perception, awareness, identification, and sensitivity to a situation in which their ongoing goal-directed behaviour is hampered before it is realised. Dubey & Joshi (1985) Frustrated people act in two ways: (1) become

more active and reshape their potent energies to apply to a previously blocked goal, or (2) engage in maladaptive responses (such as regression, workplace aggression and fixation, withdrawal feelings, and resignation from work) and subjective reactions. Lazar, Jones and Shneiderman (2006) found that a frustrated person acts in two ways: (like extra-punitive, intropunitive, punitive). When a goal is obstructed, Spector (1976) found that there are four ways to deal with frustration: (1) an emotional reaction of anger, (2) a search for alternatives to get around the obstruction, (3) aggression and (4) disengagement from the situation. Verbal or physical hostility, acts of employee antagonism, staff theft and sabotage are all examples of workplace reactions to irritability (Passer and Smith, 2002).

How might job difficulties cause deviant behaviour? In Chirasha and Mahapa (2012), two types of deviant behaviours are identified: constructive and harmful deviant behaviour. As a constructive deviant, he/she becomes more innovative in his/her work and organisations, while as a destructive deviant, he/she deliberately hurts organisations. Deviance that harms an organisation might take one of two forms, as seen in Table 1.

Table 1: Categories of Workforce Deviance

	Minor	Major
Organizational deviance	Defective production Working slowly on purpose Taking frequent pauses During working hours, conversing with coworkers about non-work related topics Arriving late to work Daydreaming on the job Cyber-lounging	Defective production Stealing from businesses Dragging out of work to make up for losttime Making personal copy without obtaining authorization Unauthorized removal of office supplies or equipment
Interpersonal deviances	Political Deviance Making a joke about a coworker Behaving impolitely towards others Holding coworkers responsible for errors committed on the job Disobeying a supervisor's orders	Personal aggression Cursing at workers Humiliating coworkers Bullying or stalking coworkers Saying hurtful things to coworkers Assaulting with injury

Adapted from (Brown 2008:3)

Workers who exhibited anomalous behaviour were offered counselling, according to researchers from two institutions. Workers were accused of stealing, verbal abuse, tardiness (40 percent), frequent breaks (15 percent), and 10 percent of them were punished for working slowly. 60% of individuals surveyed claimed that they openly reject their superiors, 20% stated they cheerfully ignore their supervisors, and 15% stated that they refuse to resist their supervisors. Researchers have shown that leaders' failure to

understand their subordinates causes a psychological rift between them and their employees (Fleet and Griffin, 2006, and Chiu and Peng, 2008). 20% claimed they always utilised corporate property for personal use without authorization, 10% said they never did, and the remaining 80% stated they had done this at some time (Chirasha and Mahapa, 2012). Survey respondents said 75 percent of them had heard employees gossiping about another employee. Workplace job variance has been connected to a person's personality and age, as have other characteristics. Because they are more sensitive to injustice, those with aggressive personalities are more prone to be deviant (Bolin & Heatherly, 2001). For example: (Mount et al, 2004; Harter and Witt). Individuals aged 21 to 35 were more likely to participate in gossip, but those between the ages of 21 and 25 were more likely to hear about it (Chirasha and Mahapa, 2012). Workers who are subjected to additional rules are more prone to misbehave, according to a research referenced by Bolin and I-leatherly (2001).

OBJECTIVES

The purpose of this study is to determine what leads employees at Jharkhand firms to get upset, as well as what kind of deviant behaviour (destructive behaviour) they engage in because of their frustrations.

RESEARCH METHODOLOGY

This study is qualitative as well as quantitative. Knowledge may be found through both primary and secondary sources. Primary sources included interviews with managers and employees from 15 various organisations around the country (3 universities, 3 factories, 3 banks, 3 private entities, and 3 schools). Among those who answered were five employees and one high manager who is directly working with them. A total of 90 persons replied to the survey. The respondents were picked at two levels: firms from Jharkhand were chosen at random, as were employees from those enterprises. Human resource management designated the main manager for each firm. The interview schedule is separated into two phases, one dealing with the causes of annoyance and the other with the organization's consequences of their activities. The information given by the employees was double-checked by the management. Secondary sources included research papers and articles published in a variety of national and international periodicals. For the primary source, the researcher met with managers and employees in person and asked them to rate a list of deviant behaviours based on Chirasha and Mahapa's findings (2012). The following is how the claims were graded: 5 points for "most agreed," 4 points for "significantly agreed," 3 points for "indiscriminate," 2 points for "not agreed," and 1 point for "totally disagreed."

RESULT AND DISCUSSION

Participant' S Profile

Each participant's information is included in Table 2. Human resource managers are typically between the ages of 41 and 58 years old. There are a lot of managers between the ages of 51 and 58, which implies that they have acquired a certain degree of maturity. Sixty-three percent of those polled were in the age bracket of 31 to 40. Only 7% of the

workforce is comprised of men in their 20s and 30s. Only 13% of participants are female, compared to 77% of the overall population. More than 80% of the participants hold advanced degrees.

Table 2: Profiles of the Respondents

		Respondent Type		Sex		Qualification	
		Manager	Employees	Male	Female	UG	PG
Age	20-30	0(0)	6(7)	6(7)	0(0)	0(0)	6(7)
	31-40	0(0)	57(63)	49(54)	8(9)	9(10)	48(53)
	41-50	2(2)	0(0)	1(1)	1(1)	0(0)	2(2)
	51-58	13(14)	12(13)	21(23)	4(4)	2(2)	23(26)
Total		16(17)	75(83)	77(86)	13(14)	11(12)	79(88)

The main reasons of employee unhappiness were agreed upon by both employees and management. Perceptions about the future, income and retirement security, insufficient recognition for the degree and amount of labour and effort, nominations from political favour and worries that compensation is not commensurate to performance are some of the issues.

DEVIANCE BEHAVIOR

It has long been proven that when employees are dissatisfied, they engage in both beneficial and detrimental behaviour. To detect deviant behaviours in Jharkhand, the researcher interviewed 90 workers, 15 of whom were managers and 75 of whom were non-managerial staffs. There was a total of 15 groups evaluated for admission. Only a few instances of abnormal behaviour were detected, as shown in Table 3. The top two, in decreasing order, are bullying, or stalking colleagues and chatting with co-workers about non-work things during work hours. More than half of employers and supervisors thought that deviant behaviours including using too many vacation days or coming late for a shift, internet loafing, criticising, or making fun of co-workers were appropriate. They also disagreed that deviant behaviours such as removing workplace supplies without authorization, swearing at employees, embarrassing colleagues, speaking cruel things to co-workers, and assaulting to injury were appropriate.

Table 3: Workforce Deviances

	Mean
1. Working slowly on purpose	3.74
2. Taking frequent pauses	1.04
3. During working hours, conversing with coworkers about non-work related topics	3.88
4. Arriving late to work	1.04
5. Daydreaming on the job	2.06
6. Cyber-lounging	1.00
7. Making a joke about a co-worker	1.09
8. Behaving impolitely towards others	4.01
9. Holding co-workers responsible for errors committed on the job	1.00
10. Stealing from businesses	1.94
11. Dragging out of work to make up for lost time	2.00
12. Making personal copy without obtaining authorization	1.01
13. Unauthorized removal of office supplies or equipment	1.00
14. Cursing at workers	1.00
15. Humiliating coworkers	1.00
16. Bulling or stalking coworkers	3.98
17. Saying hurtful thing to coworkers	1.00
18. Assaulting to injury	1.00

OPINION DIFFERENCES BETWEEN MANAGERS AND EMPLOYEES REGARDING DEVIANCE BEHAVIOR

Table 4 examines the differences in deviant behaviour between managers and workers. They differ in just three ways: when employees are annoyed, they take longer breaks and spend more time on the job daydreaming. This indicates that just two of the 18 aberrant behaviours described have opposing viewpoints among managers and employees. In other remarks, they agree. Their points of view do not differ in the opposite direction, but only to the extent that they are graded and lie somewhere between "not agree" and "certainly not agree."

Table 4: Opinion Differences between Managers and Employees on Workforce Deviations

	Respondent Type	Mean	Difference	Significance Tailed 95%	Significant X<.05
Working slowly on purpose	Manager	3.94	0.24	0.052	No
	Employees	3.7			
Taking frequent pauses	Manager	1.25	0.25	0	Yes
	Employees	1			
During working hours, conversing with co-workers about non-work related topics	Manager	3.81	0.08	0.385	No
	Employees	3.89			
Arriving late to work	Manager	1	0.05	0.347	No
	Employees	1.05			
Daydreaming on the job	Manager	2.31	0.31	0	Yes
	Employees	2			
Cyber-lounging	Manager	1	0		No
	Employees	1			
Making a joke about a co-worker	Manager	1.12	0.04	0.581	No
	Employees	1.08			
Behaving impolitely towards others	Manager	4	0.01	0.837	No
	Employees	4.01			
Holding co-workers responsible for errors committed on the job	Manager	1	0		No
	Employees	1			
Stealing from businesses	Manager	2	0.07	0.29	No
	Employees	1.93			
Dragging out of work to make up for lost time	Manager	2	0		No
	Employees	2			
Making personal copy without obtaining authorization	Manager	1.06	0.06	0.031	No
	Employees	1			
Unauthorized removal of office supplies or equipment	Manager	1	0		No
	Employees	1			
Cursing at workers	Manager	1	0		No
	Employees	1			
Humiliating coworkers	Manager	1	0		No
	Employees	1			
Bullying or stalking coworkers	Manager	4.06	0.90	0.266	No
	Employees	3.96			
Saying hurtful thing to coworkers	Manager	1	0		No
	Employees	1			
Assaulting to injury	Manager	1	0		No
	Employees	1			

CONCLUSION

In compared to the aberrant behaviours of organisations in other nations, deviant behaviours in Jharkhand organisations are quite low. According to the findings, deviant actions are more likely to hurt universities than companies or businesses. This demonstrates that there is no teaming culture in Jharkhand's workplaces. Managers in Jharkhand have a difficulty in increasing team efficiency and effectiveness.

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A STUDY ON THE PERFORMANCE OF MSMEs IN JHARKHAND WITH SPECIAL REFERENCE TO EAST SINGHBHUM AND SERAIKELA-KHARSAWAN DISTRICT

Harshita Gupta and Dr. Gurinder Kaur

MSMEs, or micro, small, and medium-sized firms, have been more common during the last few decades (MSMEs). There is a belief that small and medium-sized enterprise(SMEs) are the lashing force in front economic growth. Even when the majority of a state's population is jobless and unable to meet their basic necessities, MSMEs have played a crucial part in the state's overall economic growth. In addition to being the second-largest employer of workers in the nation after agriculture, MSMEs provide a wide range of employment opportunities at affordable costs. The goal of this research study is to highlight the importance of MSMEs' economy's development and there performance. For this study's purposes it was necessary to utilise an empirically based primary dam. The perspectives of stakeholders were gathered via a questionnaire. Because the study focuses on MSMEs' investment and lending patterns, problem and challenges faced by MSMEs owners towards finance, employment, marketing etc. It was decided to investigate their impact on employment creation. MSMEs' success has been hampered by challenges and threats that have been adequately handled. It was utilised to analyse recipients' impressions of the current facilities provided by the Government to the MSMEs.

Keywords: MSMEs, Stakeholders, Problem, Prospects, Performance.

Introduction

MSMEs(micro, small, and medium-sized enterprises) have lately gotten a lot of press in India. MSMEs employ 48.8 million individuals in the United States and 111.4 million in the country, making them a substantial source of employment. Manufacturing MSMEs produce over 6,000 different products and contribute 7.7% of the country's GDP. likewise, in the services segment, MSMEs account for 27.4 percent of the country's GDP. Despite their contributions, India's SMEs face a range of challenge. They are often required to keep up with speedily changing technology, which puts them in risk of becoming obsolete. They often fail to recognise their primary competitive advantages and are obliged to deal with large financial costs in order to maintain product quality and standards. MSMEs must contend with a labour shortage in addition to intellectual property protection. Finally, the availability of finance sources and access to these sources are the most essential variables in helping MSMEs to thrive in developing nations, according to an MSMEs research. Due to a be short of of knowledge about financial support options among MSME entrepreneurs and the imperfect role that venture capitalist, nonbanking financial companies (NBFCs), foreign banks, angel investors, and initial public offerings(IPOs) play in finance MSMEs in India, both of these issues pose inherent challenges for MSMEs financing. The RBI has classified micro and small companies as a priority lending sector since banks are India's

principal source of funding. Banks were also under pressure to expand micro and small company lending by 20% year over year, as well as the number of microenterprise accounts by 10%. Given these constraints, the goal of this study is to see whether such incentives and programmes have reached MSMEs, and if they are aware of them. During the exploratory interview with entrepreneurs conduct for the study, it became obvious that MSMEs had dissimilar expectations at unlike stages of their life cycle. As a consequence, the authors gained a better considerate of the numerous financing sources used by MSMEs at various stages of their life cycles, as well as the challenges involved with obtaining these sources. This is the first study of its kind, since no other research has looked at the financial needs of MSMEs at different stages of development. As a consequence, the research focuses on MSMEs' finance source at different stages of their company' life cycle, as well as their performance, hurdles, and prospects, as well as their usage of various government-sponsored financial programmes.

REVIEW OF LITERARTURE

Garg (2014) looked at the (MSMEs) sector in India, as well as the issues and difficulties it encounters.

Nishanth & Zakkariya(2014) conducted a study in the Kerala region of Kozhikode. They said that MSMEs had trouble receiving financing from bank and monetary institutions, as well as that this division faced a lot of challenges in obtaining finances and sought other funding sources.

S. Padmasani and Karthika (2013) conducted study on the Problem & Prospect of MSMEs in Textile Exports in the Tripura and Coimbatore areas. The major purpose of this article was to examine the issues that MSMEs confront in today's global economy, as well as the factors that influence them. According to the survey, if MSMEs concentrated on standardising their procedures and enhancing efficiency via the use of cutting-edge technology, they might overcome issues. Banks may be able to help the MSMEs division by given that low-cost financing, and the administration and institutions should work hard to enhance MSMEs' export recital in order to boost economic development.

Thiripurasundari and Gurusurthy (2009) conducted a study to find out what problems Indian SMEs face. They recognised that, although globalisation had enormous promise for MSMEs, it also posed a big challenge for Indian MSMEs, who were subjected to large-scale production by multinational manufacturing firms. Only financially sound MSMEs will be able to thrive on a global scale. Wanjohi (2009) conducted study to better understand Kenyan SMEs' working capital practises. He looked at 113 SMEs and discovered that the great majority lacked established working capital processes, indicating that SMEs' working capital practises were poor.

OBJECTIVE OF THE STUDY

- To investigate the perception of stakeholders towards the facilities provided by MSMEs.
- To determine the factors that impedes MSMEs' performance.

- To study the challenges and prospects of MSMEs in Jharkhand.
- To identify the issues that MSMEs experience at various phases and give recommendations to improve.

RESEARCH METHODOLOGY

The study on the performance of the MSMEs is designed as a descriptive study based on both primary and secondary data and interactions with key officials involved directly and indirectly with Stakeholders of MSMEs in East Singhbhum and Seraikela - Kharsawan District.

Primary Data will be collected from the different persons mainly from stakeholders, promoters and employees of East Singhbhum and Seraikela - Kharsawan District through structured interview schedule and discussions from them.

The Secondary Data obligatory for the study will be gathered from different Books, Journals, News Papers, Government agencies, Magazines, periodicals, Bulletins, and from the records of District Industrial Centers and Websites.

The gathered data have been classified and tabulated in such a way to make it useful for analysis and interpretation. Wherever necessary charts, and graphs have also been prepared to present the information in a more effective way. The effective presentation of data has made the interpretation makes easy.

STAKEHOLDERS' SATISFACTIONS TOWARDS THE FACILITIES PROVIDED TO MSMEs

Table 1 shows the respondents' replies to MSMEs based on a few key facilities. 34 percent of respondents believe that finance and marketing resources are limited, followed by 24 percent who disagree, 17 percent who are indifferent, roughly 15 percent who strongly agree, and just ten percent who disagree.

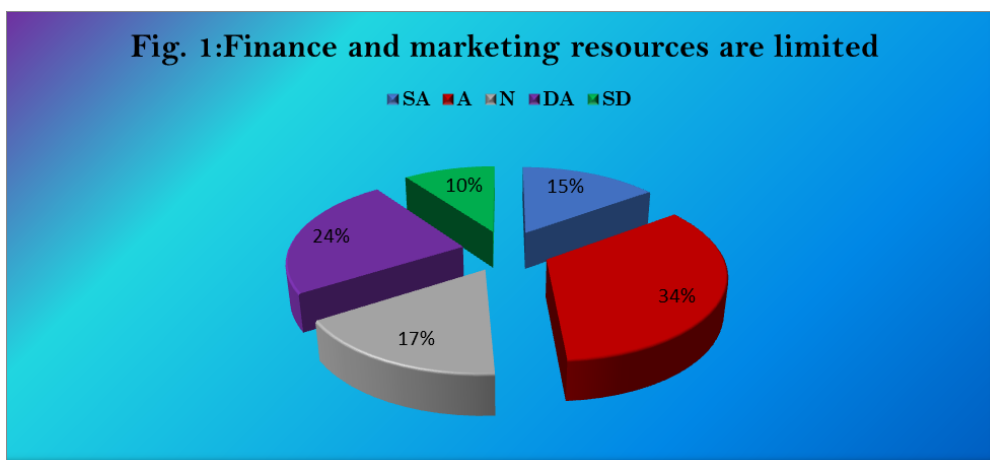
A large portion of the respondents, 45 percent, strongly agree that Working capital of the company is sufficient, followed by highly disagree with 24 percent, disagree with 17 percent, severely disagree with 8 percent, and just 6 percent neutral.

The majority of the respondents, or 53 percent, agreed that Agree with loan sanctioning process, followed by neutral with 20% of the respondents, agree 13 percent, strongly disagree with 8% of the respondents, and disagree with just 6% of the respondents.

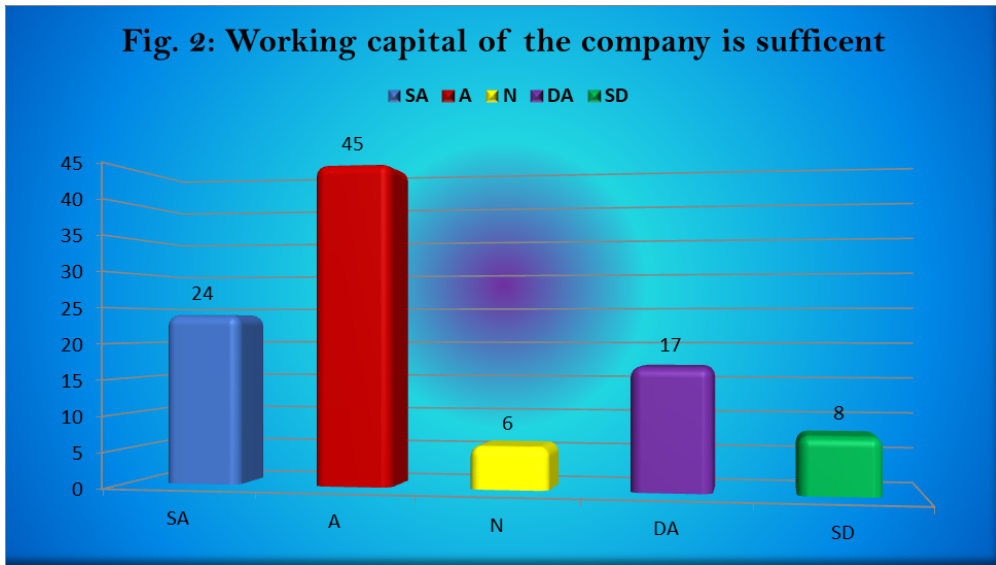
Table 1: Stakeholders' Satisfaction towards the facilities provided to MSMEs.

Statements	Strongly Agree (SA)	Agree (A)	Neutral (N)	Disagree (D)	Strongly Disagree (SD)	Total
Financial and marketing resources are limited	15	34	17	24	10	100
Working capital of the company is sufficient	24	45	6	17	8	100
Agree with loan sanctioning process	13	53	20	6	8	100
Satisfied with job training provided to the employees	17	54	14	13	2	100
Satisfied with income earned by organisation	21	64	9	6	0	100
Satisfied with the subsidies provided by Gov.	19	61	13	4	3	100

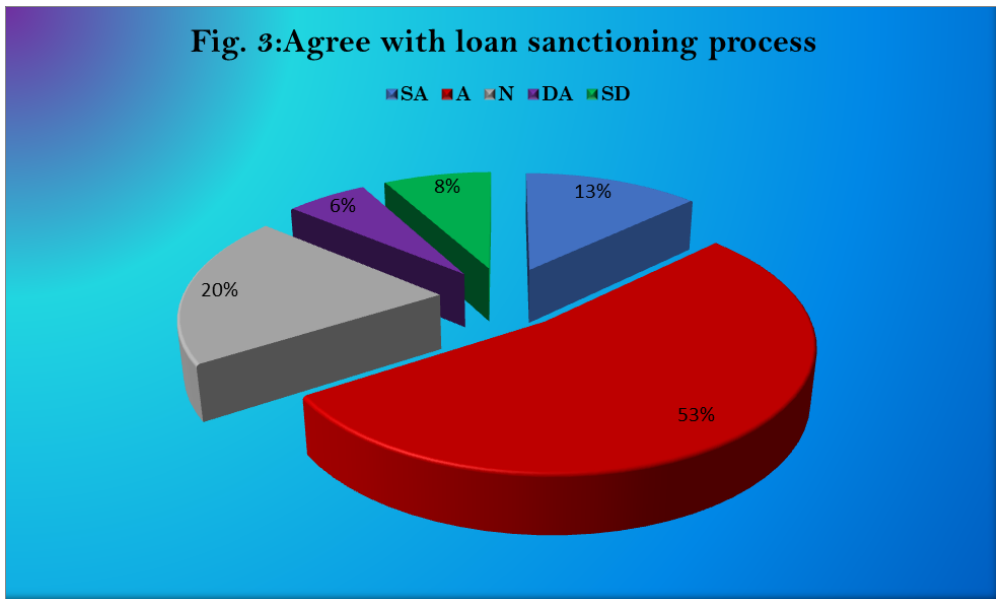
Courtesy: Primary Data



Courtesy: Computed Data



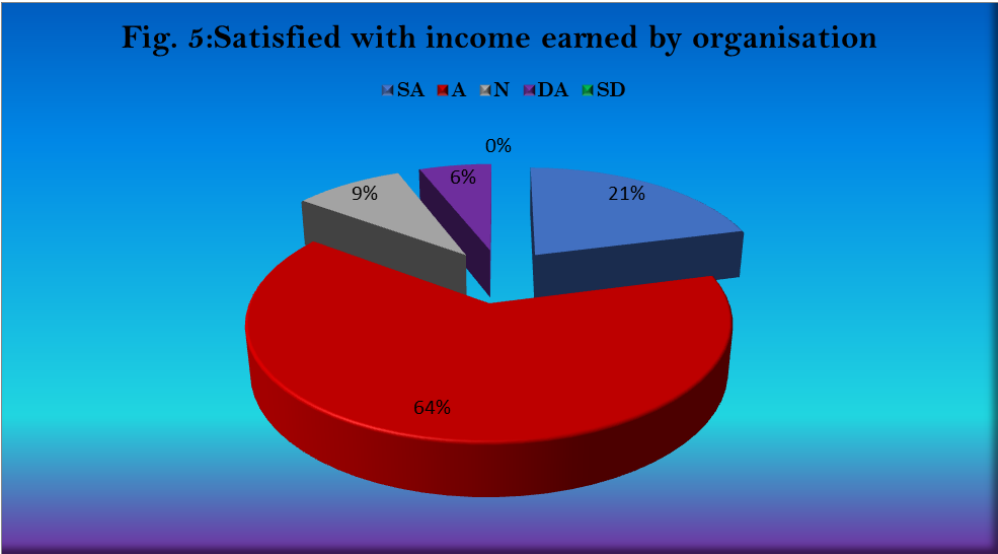
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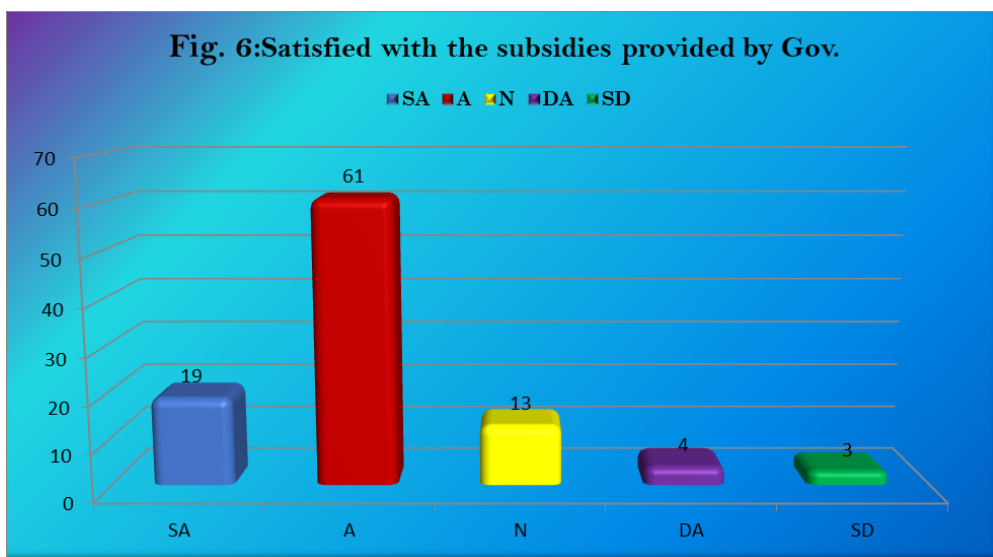
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Courtesy: Computed Data



Courtesy: Computed Data



Courtesy: Computed Data

According to the above figure, the majority of respondents (64%) are satisfied with income earned by organisation, while 21% are very satisfied. Only 6% of respondents disagreed with income earning, while 9% refused to reply.

According to 61 percent of respondents Satisfied with the subsidies provided by Govt., About 19percent of respondents were found to strongly agree(SA), 13 percent to be neutral, and 4 percent to disagree, with 3 percent strongly disagreeing.

CHALLENGES AND PROSPECTS OF MSMEs

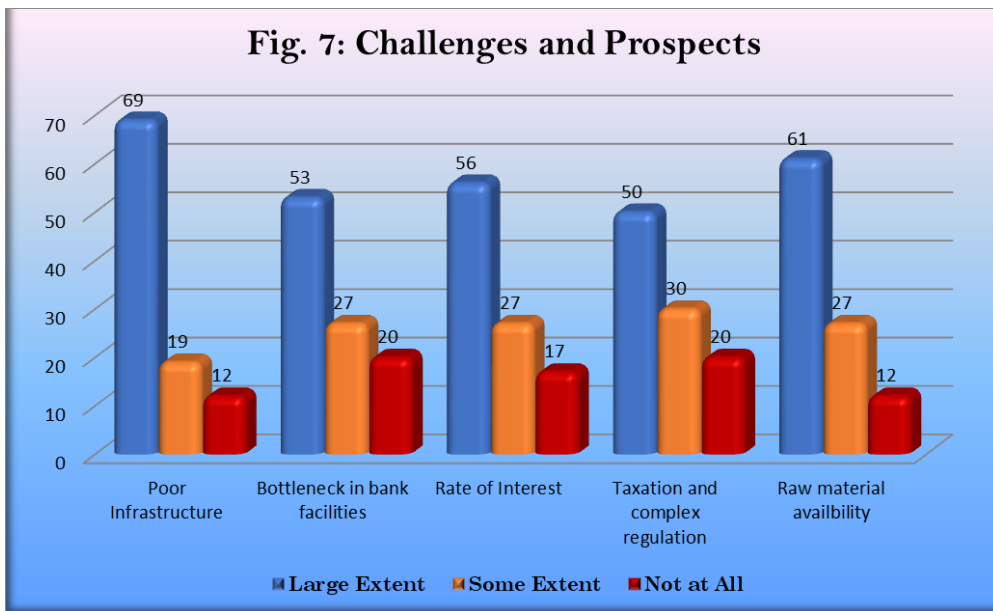
Table 2 shows that the majority of entrepreneurs (69%) have a strong opinion on poor infrastructure facilities, while around 19% have a moderate opinion and 12% have no opinion at all. This might have an effect on Jharkhand's MSMEs.

Table 2: Challenges and Prospects of MSMEs

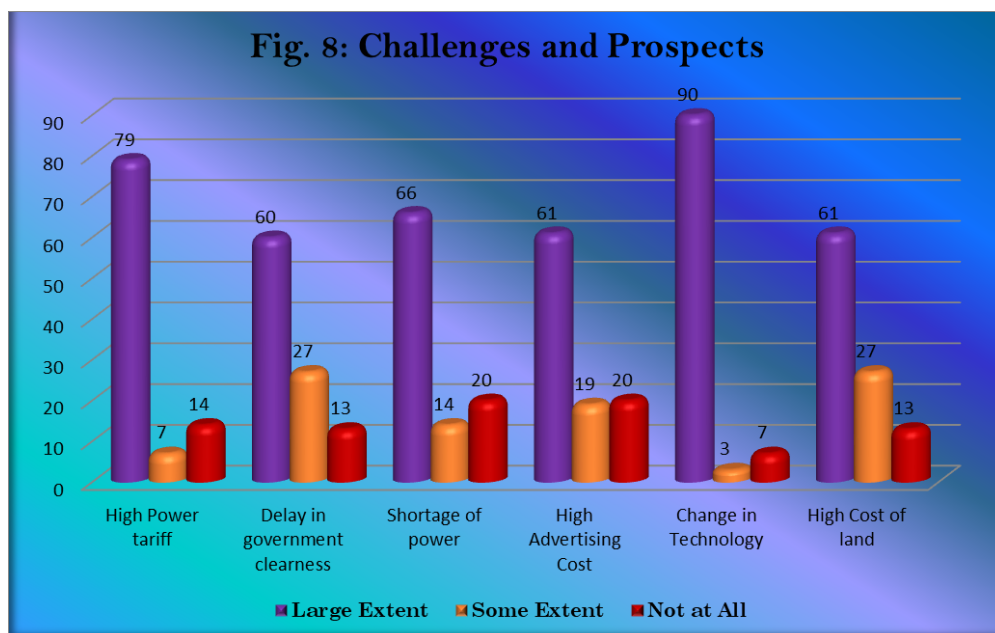
Factors	Large Extent	Some Extent	Not at all	Total
Poor Infrastructure Facilities	69	19	12	100
Bottleneck in Bank Financing	53	27	20	100
High Rate of Interest	56	27	17	100
High Taxation and Complex Regulation	50	30	20	100
Raw Material Availability	61	27	12	100
High Power tariff	79	7	14	100

Delay in government clearness	60	27	13	100
Shortage of power	66	14	20	100
High Advertising Cost	61	19	20	100
Change in Technology	90	3	7	100
High Cost of land	61	27	13	100

Courtesy: Primary Data



Courtesy: Primary Data



Courtesy: Primary Data

"It demonstrates the fact that entrepreneurs' sentiments are not equally distributed, and that the majority of businesses have strong views about poor infrastructure services." Jharkhand's (MSMEs) may be negatively affected by a lack of infrastructure, according to the majority of entrepreneurs in the state.

Most entrepreneurs, 53%, expressed a strong opinion on the bank financing bottleneck, with 27% having a moderate attitude and 20% having no opinion at all. Jharkhand's SMEs may suffer as a result. Many entrepreneurs in Jharkhand, India, feel that a shortage of bank finance would have a substantial influence on the performance of (MSMEs).

Businesses in Jharkhand are concerned about the high interest rates they face when borrowing money; high taxes and cumbersome regulations; a lack of raw materials; and expensive electricity costs. So, it can be concluded that the vast majority of Jharkhand's MSMEs are concerned about the state's high borrowing rates and high taxes, as well as difficult regulations, raw material availability, and expensive electricity costs.

Entrepreneurs in Jharkhand are also concerned about the shortage of energy, exorbitant advertising expenditures, technological progress, and the high cost of land, all of which might have a negative influence on the development of MSMEs in the state. Entrepreneurs in Jharkhand have strong sentiments about government delays, power shortages, costly advertising expenses, technological change and high land prices all of which may have an influence on the success of MSMEs in the state.

RECOMMENDATIONS

Recommendations based on this research include the following:

- MSMEs' capital investment and working capital needs must be balanced, depending on the company's size and operating style.
- Industrialization requires the creation of new financial institutions in the 'universal banking' framework, in addition to the construction of the micro finance banking sector,' which is pushed by government levels and adequately supported with long-term capital.
- A state's obligation is the creation of alternatives to imported commodities for domestic use as well as industrial raw resources.
- Jharkhand, like every other Indian state, should concentrate on problems that might strengthen that sector of the economy in order to promote economic expansion and industrial development.
- Furthermore, it is imperative that Jharkhand's government prioritise the establishment and promotion of development banks, which are equipped with human resources capable of providing long-term financing, technical counsel, and support in mobilising speculation funds for microenterprises both within and outside of Jharkhand.
- For small and medium-sized companies (SMMs) throughout the state, more microfinance institutions should be set up by state governments and managed by people who understand their needs.
- By encouraging small and medium-sized businesses (MSMEs) to adopt policies and plans that meet infrastructural requirements as well as financial aid, local governments may promote MSMEs.
- A microfinance bank with community members owning 40% or more of the shares and controlling the majority of the bank's voting power should be encouraged by state and federal governments to provide effective checks on bank management and governance.
- A MSMEs' credit guarantee system is also a good idea, according to experts. In order to mitigate some of the risks associated with funding MSME businesses, and the credit guarantee programme should be established as soon as possible. The Agriculture Credit Guarantee Scheme (ACGS) may be expanded to cover MSMEs provided the necessary legislation is approved.

CONCLUSIONS

- A majority of respondents, 61 percent, Satisfied with the subsidies provided by Govt., while just 3 percent strongly disagreed.
- The majority of entrepreneurs, 53% of respondents, Working capital of the company is sufficient, while just 20% considered it to be a not sufficient. Because of this, the

majority of entrepreneurs in Jharkhand believe that the lack of bank funding might have a noteworthy impact on the recital of MSMEs in the state.

- Majority of entrepreneurs in Jharkhand feel that high interest, high taxes and complicated guideline, raw material availability and expensive power price are important obstacles and dangers to MSMEs' success. Accordingly, the majority of businesses believe that high borrowing rates, high taxes, a tangle of regulations, a lack of access to raw materials, and an exorbitantly expensive electricity price pose significant hurdles and dangers to the success of MSMEs in Jharkhand.
- The majority of businesspeople also share their thoughts on government delays, electricity shortages, and other issues.
- The high cost of advertising, the evolution of technology, and the high cost of land in Jharkhand might all have an impact on the success of MSMEs. There is a general consensus among entrepreneurs in Jharkhand that the lack of government clarity, power shortages, expensive advertising costs, and technological development may have a depressing collision on the performance of MSMEs in the state.

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A STUDY ON PROBLEM AND PROSPECTS OF WOMEN ENTREPRENEURS WITH SPECIAL REFERENCE TO NAGAON DISTRICT OF ASSAM

Dhanesh Sharma and Dr. H.P. Goenka

Any nation, to grow today in the world of intense competition, requires entrepreneurs at the core of the economic development. Entrepreneurial activities and entrepreneurship have been dominated by males since ages. However, in the era of information technology, the women have become more aware and better educational facilities have enabled them to venture into this male dominated space. The women today have emerged as a key player in economic development of the nations. The educated Indian women have to go a long way to achieve equal rights and position because traditions are deep rooted in Indian society where the sociological set up has been a male dominated one. 'Women Entrepreneur' is a person who accepts challenging role to meet her personal needs and become economically independent. Many women have this quality but they never got a platform to showcase their talents and hence they don't know their real abilities. Some of the major problems identified are women's family obligations, Gender inequality, Problem of Finance, Low-level Risk taking attitude, and the male-female competition. The hidden entrepreneurial potentials of women have gradually been changing with the growing sensitivity to the role and economic status in the society. Skill, knowledge and adaptability in business are the main reasons for women to emerge into business ventures. The present paper endeavours to study the concept of women entrepreneur and reasons for which women become entrepreneurs. Also, an attempt is made to identify the challenges faced by these women entrepreneurs, by reviewing various literatures and provide some suggestion for overcoming these obstacles. The study is an exploratory research. The data used in the paper are both the Primary data as well as secondary data. The primary data collection was done with the help of unstructured questionnaire. The secondary data were collected from reports, journals, magazines and websites on the Net.

Keywords: Entrepreneurship, Women, Business, Women Empowerment.

Introduction

An entrepreneur is a person who is involved in economic activity and takes an initiative to start a business with innovative ideas. Entrepreneurship provides huge opportunities for self expansion as well as serves the society. All over the world, entrepreneurs provide vast employment opportunities by setting up Micro, Small and Medium enterprises in urban, semi-urban and rural areas for uplifting the living standard of people and these entrepreneurial activities and entrepreneurship have been dominated by males since ages (Sonu Garg, Dr. Parul Agarwal 2017). But over the last few years, the scenario has changed

and the women have come to the forefront as inspirational entrepreneurs. The educated women do not want to limit their lives in the four walls of the house (**Meenu Goyal, Jai Parkash, 2011**). However, Indian women have to go a long way to achieve equal rights and position because traditions are deep rooted in Indian society where the sociological set up has been a male dominated one. Entrepreneurship among women is an important avenue through which women can overcome their subordination within the family and the family and the society as a whole. Therefore development of entrepreneurship among women has received special attention of the policy makers. The new industrial policy has stressed the need for conducting special Entrepreneurial Development Programme (EDPs) for women. Besides this, today, a network of institutions exists in the country to promote women entrepreneurship. The commercial banks and the financial institution are an integral part of this network. Many organizations / institutions and association promote and develop women entrepreneurship by providing financial assistance at concessional rates of interest and also organize industrial fairs and exhibitions. Entrepreneurship Development Programme (EDPs) for women creates entrepreneurial awareness among them.

In past few years, women entrepreneurs have been involved significantly in the development and social progress of the country due to industrialization, urbanization along with education and awareness. This opens up ample opportunities for the nation, society and the family. Setting up their own ventures not only makes them self-sufficient and self- dependent but also enables them to create their own social identity. Women have entered into the manufacturing, service and trading sector and thus their role has gone beyond some selected professions. Clearly, in the economic development of the nation, the role of a women entrepreneur has become significant. This has resulted into more focus in creating a healthy environment for establishing and smooth running of women led MSMEs by the government of India. There have been several steps taken in this direction by the government in the recent past and as a result, the number of enterprises, owned by women, has been steadily increasing. Nearly 10% of the MSMEs in India are owned by women entrepreneurs.

Special incentives and subsidies have been provided to the women - owned MSMEs by the government of India, yet there is a huge gap existing between the male and female entrepreneurs is to be covered. Obstacles are faced at every stage of setting up business by this group of entrepreneurs. Hence, the purpose of this paper is to discuss the need of women entrepreneurs, identify the challenges faced by these women entrepreneurs by reviewing various literatures and provide some suggestion for overcoming these obstacles.

Concept of Women Entrepreneurs:

Women Entrepreneurs may be defined as the women or a group of women who initiate, organize and operate a business enterprise. The Government of India has defined women entrepreneurs “as an enterprise owned and controlled by women having a minimum financial interest of 51 per cent of the capital and giving at least 51 per cent of the employment generated in the enterprise to women”. Women entrepreneurs engaged in business due to push and pull factors which encourage women to have an independent

occupation and stands on their own legs.

Need of The Women Entrepreneurship: The major reason that attracts women to begin as an entrepreneur is that they have innovative ideas and ability to do something creative which helps their individual identity to be recognized at not only local or national but at a larger also global level. (P.Mehta,2013) Professionally, the women entrepreneurs setting up their own firms help in create new employment opportunities and per capita income of the nation is increased. Socially, they become independent, provide a better and brighter future for the next generation as well as family, better education and awareness levels, more confident about themselves and are in a better position to manage family businesses in case of loss of the earning member. The Need of Women Entrepreneurship can be understood with the help of following benefits to women.

1. Increase confidence and positivity
2. Better education and Awareness
3. Create employment Opportunities
4. Be Independent and Bright future
5. Support of family members
6. Own Identity
7. Developing equal status in society
8. Increasing Risk taking ability

“Women” as Entrepreneurs in India:

Women owned businesses are highly increasing in the economies of almost all countries. The hidden entrepreneurial potentials of women have gradually been changing with the growing sensitivity to the role and economic status in the society. Skill, knowledge and adaptability in business are the main reasons for women to emerge into business ventures.

The challenges and opportunities provided to the women of digital era are growing rapidly that the job seekers are turning into job creators. They are flourishing as designers, interior decorators, exporters, publishers, garment manufacturers and still exploring new avenues of economic participation. But the Indian women entrepreneurs are facing some major constraints like

1. Lack of confidence in their strength and competence.
2. Socio-cultural barriers
3. Market-oriented risks
4. Motivational factors
5. Knowledge in Business Administration
6. Awareness about the financial assistance
7. Exposed to the training programs

8. Identifying the available resources

Table 1: Literacy Rate in India

	Total	Male	Female
Population (In Crore)	121.09	62.33	58.76
Literate (In Crore)	76.36	43.48	32.89
Literacy %	63.07%	69.76%	55.97%
Literacy as % of Total Population	-	35.91%	27.16%

Source: General Census 2011

Literature Review:

1. **V Krishnamoorthy and R. Balasubramani (April 2014)** identified the important women entrepreneurial motivation factors and its impact on entrepreneurial success. The study identified ambition, skills and knowledge, family support, market opportunities, independence, government subsidy and satisfaction are the important entrepreneurial motivational factors. The study also concluded that ambition, knowledge and skill independence dimensions of entrepreneurial motivational has significant impact on entrepreneurial success.
2. **G. Palaniappan, C. S. Ramanigopal, A. Mani (2012)** in their article analysed that Women have been successful in breaking their barriers within the limits of their homes by entering into varied kinds of professionals and services. Skill, knowledge and adaptability in business are the main reasons for women to emerge into business ventures. This study had also been carried out to analyse the motivational factors and other factors that influence women to become entrepreneurs. The major strength and weakness of women entrepreneurs and the environmental opportunities and threats which promote the entrepreneurship, and to offer suggestions to promote women entrepreneurship of selected districts in Tamilnadu. This study concluded that due to lack of training and education they are not able to survive in the market. Finance is also the major problem for women entrepreneurs.
3. **Anita Tripathy Lal (2012)** main objective of this research was to study the significant rise of Women Entrepreneurs in India and how it has evolved since the pre-independence days (before 1947), during the British colonial days. The study also analysed the reasons that have prompted the women entrepreneurs to unleash their entrepreneurial energies into start-ups. Based on both qualitative and quantitative analyses the growth of women entrepreneurship in India have been studied into four different periods - Pre-Independence Period (before 1947), Post-Independence Period (after 1947), Post-Liberalization Period (after 1991) and Post - Global Recession period (2008 onwards). The study finally concluded to what extent the various support systems in India can further foster a conducive ecosystem for the Women Entrepreneurs in India.
4. **Dr. Sunil Deshpande & Ms. Sunita Sethi, Samikshaaur Mulyankan(2009)** in their research paper exhibits the encouraging and discouraging factors in an enterprise and

to provide solutions to the various problems faced by the women entrepreneur group. For the betterment of women entrepreneur emphasize should be on educating women strata of population, spreading awareness and consciousness amongst women to outshine in the enterprise field, making them realize their strengths, and important position in the society and the great contribution they can make for their industry as well as the entire economy.

5. **Singh, Surinder Pal (2008)** in this study identifies the reasons and influencing factors behind entry of women in entrepreneurship. He mentioned the obstacles in the growth of women entrepreneurship are mainly lack of interaction with successful entrepreneurs, social un-acceptance as women entrepreneurs, family responsibility, gender discrimination, missing network, low priority given by bankers to provide loan to women entrepreneurs. He suggested the remedial measures like promoting micro enterprises, unlocking institutional frame work, projecting and pulling to grow and support the winners etc.
6. **S. Vargheese, Antony Jesurajan and S. Varghees Prabhu** in their empirical investigation, revealed the expectations of women entrepreneurs in Tirunelveli district. The finding depicts many factors like finance, training, support and schemes are the major expectations among the women entrepreneurs in Tirunelveli district. The study concludes that the women entrepreneurship must be moulded properly with entrepreneurial traits and skills to meet the changes in trends, challenges global markets and also be competent enough to sustain and strive for excellence in the entrepreneurial arena.

Statement of problem:

Entrepreneurship is one of the important factors of industrialization; in the absence of entrepreneurship, industrialization cannot take place. Entrepreneurs are playing an important role in the economic development of underdeveloped country. Women's skills and knowledge, their talents and abilities in business and a compelling desire of wanting to do something positive are some of the reasons for the women entrepreneurs to organize industries. According to World Bank, investing more in business of women rather in men leads to greater development of a nation. Empowering women in entrepreneurship leads to break the inequalities and reduces the poverty. Entrepreneurship plays an important role in developing society of developing country like India. The government has realized the importance of women entrepreneurship. As a result, it offers a variety of programmes for women entrepreneurs. The state of Assam is the industrially developing area in which some of the entrepreneurs excel in small scale industry. As compared to men, women are less motivated to start business units due to some unwanted fear, lack of motivation and kind of activities. Thus, the study aims at undertaking the entrepreneurial development among women highlights their motivational forces and relationship between socio-economic background of women entrepreneurs, motivational factors and their existing entrepreneurial traits. Also, an attempt is made to identify the challenges faced by these women entrepreneurs, by reviewing various literatures and provide some suggestion for

overcoming these obstacles.

Objectives of the study:

The present study has been carried out with the following objectives.

1. To study the socio-economic background of the women entrepreneurs in Nagaon District of Assam.
2. To analyse the major strength and weakness of women entrepreneurs and the environmental opportunities and threats which promote the entrepreneurship.
3. To offer suggestions to improve the satisfaction of women entrepreneurs and to framework for the promotion of women entrepreneurship of selected district of Assam.

Research methodology:

The secondary data were collected from reports, journals and magazines. Data were also collected by surfing the net and from relevant websites. A sample size of Twenty five female academics, executives and proprietaries of small scale entrepreneurs was chosen for gathering primary data. The primary data collection was undertaken with the help of unstructured questionnaire. For choosing the sample for study, convenience sampling technique has used by researchers. All these data collected are to be arranged in various form of tables and proposed to critically analyse with the help of a number of statistical tools. Percentage Analysis, Average, Weightage Score are the various statistical tools which has applied.

Data analysis and Interpretation:

Women entrepreneurs face a series of problems right from the beginning till the enterprise functions. Being a woman itself poses various problems to a woman-Entrepreneur. The problems of Indian women pertain to her responsibility towards family, society and lion work. Women in India are faced with many problems to get ahead their life in business.

Table I: Response on problem of women entrepreneurs

Sl. No	Problems and challenges	No. of respondents (Out of 25)	Percentage of respondents
1	Gender Inequality	22	88
2	Lack of education	21	81
3	Problem of finance	24	96
4	Increase in cost of production	16	64
5	Low risk-bearing capacity	19	76
6	Limited managerial ability	08	32
7	Legal formalities	18	72
8	Lack of self confidence	12	48

The personnel characteristics of the selected respondents like age, educational status, marital status, family income, business type, size of the business, financial sources and spend expenses are discussed in this section.

Table II: Socio-Economic Background of the Respondents:

Factors	Category	No. of Respondents	Percentage (%)
Age	Below 30	05	20
	30 - 50	18	72
	50 and above	02	08
Marital Status	Unmarried	04	16
	Married	21	84
Educational Qualification	Illiterate	02	08
	Primary	06	24
	Higher Secondary	13	52
	Graduate Level	03	12
	Post Graduate Level	01	04
Annual Income	Below 20000	03	12
	20000-50000	10	40
	50000-100000	09	36
	100000-200000	02	08
	200000- above	01	04
Business Type	Trading	13	52
	Manufacturing	08	32
	Service	04	16
Size of the Business	Below 1 Lakhs	18	72
	1 - 5 Lakhs	06	24
	5 Lakhs and above	01	04
Source of Financing	Spouse Income	10	40
	Personal Savings	09	36
	Loan from banks	04	16
	Other Source	02	08
Spend the business Income	Family Expenses	18	72
	Personal Savings	03	12
	Re-Investment in business	04	16

Source: Primary Data

Table III: Problems of Women Entrepreneurs in Nagaon District (Weighted Ranking Method)

Sl. No	Weight	5	4	3	2	1	Total	Rank
	Particulars	I	II	III	IV	V		
1	Lack of Strong Leadership	15	5	3	1	1	107	2
		75	20	9	2	1		
2	Financial Deficit	13	9	1	2	0	108	1
		65	36	3	4	0		
3	Lack of Education	7	13	3	1	1	99	3
		35	52	9	2	1		
4	Lack of proper training	9	2	10	2	2	89	5
		45	8	30	4	2		
5	Non-awareness of Government scheme	3	15	3	3	1	92	4
		15	60	9	6	2		

Findings:

1. Various problems faced by women entrepreneurs and ranking of problems has calculated by using weighted ranking method. It inferred that the Most number of the respondents have given First rank for financial deficit. The second rank was given to problem lack of Strong Leadership and third to Lack of Education.
2. 40% of the finance sources from spouse income, 36% of the respondents financed from personnel savings and 16% are loan from banks as well as 8% respondents financial sources are other sources.
3. 72% of the respondents are belonging to 30 - 50 years age group of the entrepreneurs. The 20% of the respondents are below the 30 years age group and rest of the respondents are above the 50 years.
4. 84% of the respondents are married category and rest of the respondents are unmarried. Therefore, marital status is important factor to determine the women entrepreneurs.
5. 72% of the respondents have invested below 1 Lakhs in their business, 24% of the respondents have invested between 1 lakhs to 5 lakhs and rest 8% are in above 5 lakh category.

Conclusion:

It is evident from the study that women are ready to face the challenges associated with setting up of business. Women are not into business for survival but to satisfy their inner urge of creativity and to prove their capabilities. Women education is contributing to a great extent to the social transformation. The future will see more women venturing into areas traditionally dominated by men. The socio background including factors, type and mode of business, training programmes are the important problems of women entrepreneurs in Nagaon District. Today's women have ventured into manufacturing, trading and service sector from the earlier days where they were limited only to the domestic jobs. The participation of women in the entrepreneurial activity makes them not only self - confident but also self - dependant. Thus, it provides them an opportunity of not only contributing to the economic development of the nation, but also enables them to give a better life to their family.

However, they face a number of barriers in the quest of achieving their ambition. They face social barriers right in the beginning of the start - up phase followed by the financial barriers. Market and skill related barriers make it more difficult for them to begin their entrepreneurial ventures. Barriers created by their own fears and attitude towards taking decisions for starting the business is another factor. However, amidst a lot of difficulties, they have proven their ability to manage not only small businesses but also convert them into highly successful large industries. Highly educated, technically sound and professionally qualified women should be encouraged for managing their own business, rather than dependent on wage employment outlets. The unexplored talents of young women can be identified, trained and used for various types of industries to increase the productivity in the industrial sector.

Still a lot more in terms of motivation, incentives and encouragement needs to be done. The social recognition of their entrepreneurial abilities, family's moral support, financial support by banks and financial institutions and women empowerment policies of government will go a long way boosting their morale and instilling self confidence in them.

Suggestions and Recommendations:

1. Most of the women entrepreneurs are of the opinion that because of lack of training, they are not able to survive in the market. Hence, the government should conduct frequent training programmes with regard to new production techniques, sales techniques, etc.
2. Finance is the first major problem for women entrepreneurs. Hence, the government can provide interest free loans to encourage women entrepreneurs. To attract more women entrepreneurs, the subsidy for loans should be increased.
3. Since the number of entrepreneurs from scheduled caste and most backward communities is very low, awareness is to be created those women, by providing special attention.
4. Women entrepreneurs should be encouraged to start their entrepreneurs as joint

stock companies rather than as a sole trade and partnership concerns to avail the advantages of large-Scale operation.

5. Marketing product is one of the main problems for women entrepreneurs. Here, women co-operative societies can be started to procure the products from women entrepreneurs. They will help them in selling their products at a reasonable price.
6. Improper location and inadequate infrastructure facilities are the hurdles in the way of development of women entrepreneurship. Hence, separate industrial estates may be set up exclusively for women entrepreneurs to reduce the initial investment and to create a special environment.
7. Vocational training to be extended to women community that enables them to understand the production process and production management.
8. International, National, Local trade fairs, Industrial exhibitions, seminars and conferences should be organized to help women to facilitate interaction with other women entrepreneurs.
9. Educational institutes should tie up with various government and non-government agencies to assist in entrepreneurship development mainly to plan business projects.
10. There should be a continuous attempt to inspire, encourage, motivate and cooperate women entrepreneurs.

Future scope

The study focuses on the women entrepreneurs in selected district Nagaon of Assam. The selected district with its good infrastructural facility, offers sound prospects for industrial developments. The scope of the study encompasses women entrepreneurs in Nagaon District and the problems faced by women entrepreneurs who are engaged in starting a new enterprise. The paper has disclosed all possible measures and recommendation which may be implemented to overcome all those problems and challenges faced by women entrepreneurs.

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A STUDY OF WOMEN SELF-HELP GROUPS: THRIFT AND LENDING PERFORMANCE AT WEST SINGHBHUM DISTRICT

S. Sandya Rani

The Indian women who live in rural areas make up more than half of the people who live there. They also play a big part in the economy in the country. During their growth, they want to be treated the same as males, but they don't know how. A lot of work is being done to help people who are poor. Women are becoming more and more important in the job market. Many people believe that their gender makes them poor and not have a lot of access to things that can be used to make money. Programs that are mostly for women have been said to be good, but what does that mean? There were three programmes that came about because of the poverty plan: the Integrated Rural Development(IRDP), the Training of Rural Youth for Self-Employment(TRYSEM), and the Development of Women and Children in Rural Areas(DWCRA). Groups of people who help each other are known for being thrifty and lending money to each other. For loans, rural women in need of small but regular and urgent loans can only choose government-approved schemes that don't work for them. Finally, the NABARD microfinance plan has had a good start in India's country. This has helped people in the Indian countryside become more self-sufficient and has also helped to close the gap between the amount of money people need and the amount of money they have. Think about the problems that SHG members have when they save, interact with banks, and work together in the group, and come up with ways to make them less bad. Do women in Chaibasa Block, West Singhbhum, do a good job of being thrifty and lending money? That's what this study is going to look at to find out.

Keywords: Women Self Help Groups(WSHGs), Thrift & Lending Performance, Development Programmes.

Introduction

Women must play a significant part in society's development. Only this one aspect defines the strength and tranquilly of a civilization. The author states, "Women are society's pillars." If you're looking for a group of 10 to 20 people who want to help each other, a SHG is for you. Saving and borrowing money are two of the SHG's key goals. Individuals are then provided with training in a variety of skills as well as banking connections, enabling them to establish micro-businesses in group or on their own. Rural self-help organisations are designed to encourage rural inhabitants' self-determination and economic prosperity. Mahila Samakhya, parts of DWCRA, NABARD, and RMK were among the women's empowerment programmes in Tamil Nadu, with the goal of changing women's habitual role and organising them into small homogeneous groups so that they could be trained and equipped to improve their production skills and productivity through a network of women

self-help groups. This kind of WSHG has the following characteristics:

1. Operational transparency.
2. Resolving issues via group leadership and open dialogue.
3. Independence, non-partisanship, and the absence of external interference.
4. Carefulness, inner Lending, and external funding sources like loans, grant, and gifts are all examples of iv.
5. In group meetings, credit decisions are made and credit is delivered immediately.
6. Loans to members without collateral and mutual trust and confidence.
7. PEER PRESSURE is a powerful tool for recovery.
8. System of democratic financial administration.
9. Independent, non-political, and influenced by no one else.
10. Enhancing member confidence in interacting openly with others outside the group.
11. Door-to-door distribution of small, timely, and need-based finance.
12. Involvement in social and cultural events in the communities, as well as repeat loaning with remarkable recovery rates.

Every week, WSHG members give a certain amount (sometimes monthly). Members may put down a little amount of money each day to accumulate a greater weekly total. Making these adjustments is totally up to you. The WSHG was created despite the fact that monthly savings amounts were only approximately Rs. 20 to Rs. 25 at the time. For example, it went from Rs 30 to Rs 40 or even more. Every month, twenty members of the organisation save Rs.800, Rs.1000, and Rs.2000. An internal loan of roughly ₹5000/- ₹6000/- or ₹12000/- would be accessible once WSHG has saved for six months, which is the lowest amount of time compulsory for saving. Loans may be available to WSHG members. Every member is obliged to put money aside on a regular basis. Monthly interest is given on all savings accounts at a rate of 1%. Any member who wants to quit the club will get a full refund, including interest. When a group member borrows money from the group, they can only leave when they have paid it back. A committee determines the interest rate on loans taken out by the organisation. In addition to its own resources, the Women Self Help Group will depend on bank and non-bank savings. Microfinance in India is dominated by WSHGs, with banks functioning as a critical link in the system. Microfinance loans are tiny because NABARD's pilot programme emphasises self-reliance, self-sufficiency, and self-help as fundamental principles. Rural and urban households, especially those led by women, remain the focus of microfinance organisations. Banks may be able to accept greater loans if they supply WSHG members with enough skill and business development training. Members of the WSHG often utilise their savings to sponsor small business endeavours. Bank finance helps WSHGs and the empowerment process they promote. Members and leaders of WSHGs get disillusioned when loans are not paid on time. What does this signify in terms of borrowing money? It's tempting to consider the WSHG configuration and the

WSHGs as potential loan receivers, but this is a massive mistake. The WSHG's social gender empowerment component is what keeps it alive. You may borrow between Rs. 500 and Rs. 2000 using the internal lending process. Even a few loans worth more than Rs 5000/- have been returned. The repayment time varies depending on the amount borrowed and ranges from five to ten monthly instalments. The debtor's capacity to repay is thoroughly examined before any loans are granted. Savings are compounded with interest and then loaned out. The phrase "revolving" refers to funds that may be utilised several times. This talent may be used in a wide range of situations. Savings and loans will be the most common ways in which this money will be put to good use. These cash will be used to pay for unanticipated expenses. The money are put to good use for the annual outings of the organization's members. The clothing that the gang members are given come at a cost. The interest has been divided among the members based on how much money they have saved. Because of its savings and credit operations, a WSHG may be categorised as a microbank.

Thrift and lending performance

The WSHG encourages its members to put money aside in a bank account for the future. It's known as the WSHHG in this scenario. The organisation and banks make it simple to get a loan, and no collateral is necessary. Low-interest loans are often handed out by WSHGs to one other for both consumption and production reasons. Organizations can keep track of all their transactions and save money by holding regular meetings. After six months of operation, the WSHG is eligible for a bank loan.

REVIEW OF LITERATURE

Sen Manab, (2010), it took him a trip to Noida, India, to write "Self-Help Groups and Micro Finance: An alternative socioeconomic option for the poor." He found that personal loans are mostly used for things like making things and buying things. A high interest rate on a single loan is usually needed to pay for the costs of SHGs as well as the risk premium. It also turns out that the rate of recuperation is very high, compare to the rate of recuperation of formal institutions. Group expansion has been used to help the poor have a better way of life. This, too, is true. It looked at how microfinance helped SHG members live better lives every year in a report from NABARD. SHG bank linkage programmes have also made life easier for the average member of a SHG by making it easier for them to get money, the study looked into It looked at 223 SHGs in 11 states with 560 people who took part in the study. SHG members had more savings, more income-producing activities, and more money after the study. The study found that the people in the group had a big impact on their self-esteem because they were in the group. When SHGs are formed, people feel better about themselves and have better communication with other people, which is good. There was less family violence because people in the group took a stand against social problems and injustices, which led to less violence.

Malaisamy et. al. (2014), a study called "An economic evaluation of repayment and overdue position of self-help groups and PACB beneficiaries in Madurai district, Tamil Nadu," looked at how much it costs to pay back and how much it costs to do business with these groups in Madurai district. Many people who belong to PACBs who have taken out

loans have been willful defaulter, which has not merely kept them from getting more loans in the future, but as well hurts people who pay them back on time. This hasn't been found in SHGs. Compared to SHGs, which had a lot less money per household (Rs.4,884) than the other group, cooperatives had a lot more money that was not paid on time (Rs.1,012). Because the cooperatives charge more interest than the SHGs do, 53 percent of the difference in overdue payments as a result of the regression analysis is because the debt-asset relation, the educational stage of the beneficiary, and their connection within the SHGs are all to blame for the difference in payments.

Sarker (2016), in their investigation, "A study of SHG-NGO and SHG-Non-NGO models of rural micro-finance in West Bengal," they looked at SHGs that were financed by a group called (TGBK), which is element of Rastriya Mahila Kosh. SHGs that were not funded by the group were looked at. Compare the model of SHGPACs to find that 50% of the SHGs have money, 92% of the members are women, and about 89% of the members belong to the Scheduled Tribe or Caste. People are more likely to use the SHG-NGO model of micro financing, he said. It also works better at getting people to save and giving them money, he said. People in a state with a lot of SHGs should change the way they get small loans. He thinks this will help connect the SHGs that keep their money and the SHGs that get loans.

STATEMENT OF THE PROBLEM

If you're in a rural area and you can't get government-approved and sanctioned programmes that don't meet your needs, you might want to look into Women Self Help Groups (WSHGs). A look at the WSHGs should be done to see if they can help rural women deal with society's problems. They can save and lend money based on how well they do in the real world. How hard is it for people in the WSHG to save money? Members of the WSHG are trying to figure out ways to make problems less bad with the banks and with each other. As part of this study, women's self-help groups were looked at both inside and outside the group.

OBJECTIVE OF THE STUDY

- To investigate the start and growth of women-related SHGs in Jharkhand's West Singhbhum District.
- To investigate the savings and lending performance of Chaibasa Block's WSHGs.
- To learn about the issues that members of Women Self Help Groups experience while saving and borrowing money from banks in Chaibasa.

SCOPE OF THE STUDY

Some people who live in small groups (SHGs) in this study talk about how they are good at being thrifty, where they get money, and how hard it is for SHGs to get both internal and external loans from banks.

RESEARCH METHODOLOGY

Surveys are used in the study, and the data is based on what is real. This research used both primary and secondary sources of information to find out what was true. Interviews with

animators and members of the SHG were the main way to get the facts. There was secondary data that was found in academic journals and trade publications as well as on the internet, as well as in a lot of other places.

SAMPLING DESIGN

No one knows how many people will be chosen for this study. From everyone in the world, 150 people were chosen. To look at the carefulness and lending presentation of WSHGs, this study has been thought to be a good way to do that.

DATAANALYSIS

Table 1: Reasons for Joining As SHG Member

Statement	Respondents	Percentages(%)
An end to Kandhuvati	30	20%
Able to pay for unexpected costs	12	8%
Not able to save from their savings.	24	16%
It is because they are poor that they don't have a lot of money	84	56%
Total	150	100%

Courtesy: - Primary Sources

Some 150 people said that they could pay for emergency costs. Almost half of them joined Self Help Groups because they were poor, which is why they did this. You don't need just one reason to join the SHG. They may have a lot of different reasons for why they do what they do.

Table 2: Thrift performance of Self Help Groups

Period	Respondents	Percentage
Monthly	108	72%
Weekly	42	28%
Daily	-	-
Total	150	100%

Courtesy: - Primary Sources

There are a lot of people who save money every month, but there are also a lot of people who save money every week. They said that they like to save money every month because it will be easy for them. They also need to be told to save money each week, to make sure they don't spend money that they don't have.

Table 3: Amount of Savings made by SHG Members

Savings	Respondents	Percentage
Below ₹5,000	27	18%
₹5,000 - ₹10,000	30	20%
₹10,000 - ₹15,000	45	30%
Above ₹15,000	48	32%
Total	150	100%

Courtesy: - Primary Sources

There are 32 percent of people who have already saved money. 30 percent of the people who answered can save between Rs. 5,000 and Rs. 10,000, and 18 percent can save less than Rs. 5,000 but don't have enough money.

Table 4: Purpose of Internal Lending to SHG Members

Reasons	Respondents	Percentage
To pay for the needs of my family.	20	13.33%
Because each person has a lot of debt, we want to help them.	60	40%
To run a business	33	22%
To do agricultural work	17	11.34%
To work in the industrial field	20	13.33%
Total	150	100%

Courtesy: - Primary Sources

Some 60 people (40%) were getting rid of their own personal debt, and 17 people (11.34%) were going to work in the fields. This also helps researcher figure out what those other things are for.

Table 5: opinion about Benefits of SHGs

Respondents Level	Respondents	Percentage
Highly Satisfied(HS)	27	18%
Averagely Satisfied(AS)	51	34%
Not Satisfied(NS)	72	48%
Total	150	100%

Courtesy: - Primary Sources

Only 18 percent of the people who took the survey said they were very satisfied, 34 percent were averagely satisfied, and 48 percent were not satisfied with the way things worked out. This shows that not all of the people who answered were very happy or very happy.

Chi - Square Test

Use Chi-square to compare what you see with what you would expect if you had a certain hypothesis. Always, chi-square tests what scientists call the "null hypothesis," which says there is no significant difference between what people expect and what they actually get.

$$\text{Chi - Square Test} = \frac{(O - E)^2}{E}$$

H₀ (Null Hypothesis) - There is no connection between the way SHGs save and the way banks do business.

H_a (Alternative Hypothesis) - There is connection between the way SHGs save and the way banks do business.

Thrift Performance and Linkage with Banks: A Chi Square Test

	Monthly Savings pattern	Weekly Savings pattern	Total
Private Bank	12	108	120
Government Bank	138	42	180
Total	150	150	300

$$\begin{aligned} \text{Degrees of freedom} &= (C-1)(R-1) \\ &= (2-1)*(2-1) = 1 \end{aligned}$$

At a 5% level of significance, the Chi-Square value for one degree of freedom is 3.841. The computed number has more to it than the tabular value does, hence it is greater. There is a substantial correlation between thrift performance and holding a bank account since the null hypothesis is false.

FINDING OF THE STUDY

- A survey shows that out of 150 people who took it, only 8% thought they could pay for emergencies. It also turns out that 56% of people who took the survey said that they have joined Self Help Groups because they are poor.
- In the past month, a lot of people have been saving money. Only 28% have been saving every week.
- Most of the people who answered this question (32%) have saved more than Rs. 15,000 in the past, and 18% have saved less than Rs. 5,000.
- Over 150 people who responded, 60 people (40%) were getting rid of their own debt, and 17 people (11.34%) were going to work in the fields.
- It's clear that only 18 percent of the people who took the survey said they were "high level." The other 34% of people fall into the "Medium level" group, and the other 48% fall into the "Low level" group.
- In this case, the null hypothesis isn't true, so researcher can say that having a bank account makes you a better thrifter.

CONCLUSION

In order for SHGs to have a strong equity fund, well-off or rich people should give them enough money. This money can be used not only to pay for things that happen, but also to start businesses. In this way, they can start their own business. They should all work

together as a group. Self Help Groups helped 52 percent of the people who answered this question out of 150 people who did. There were a lot of people who took the survey (72%) who were thrifty with their money every month. The change will help them have a better life.

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EMPLOYEE VARIABLES AND GENDER BASED DIFFERENCE AND THEIR IMPORTANCE: AN EMPIRICAL STUDY

Sudipta Mukharjee

This investigation aims to analyse the collision of employees on customer satisfaction and banking relationships, as well as the disparities in importance between male and female customers in this regard. The poll, which was descriptive in nature, drew on a example of 555 customers from both community and personal sector banks.

The expertise, approach, and availability of bank employees affect customers' contentment and their choice of bank. Other than communication and physical appearance, which have minimal influence on customer satisfaction, the most important factors in choosing a bank are a variety of other factors. Customers of both sexes have similar priorities when it comes to crucial personnel characteristics that affect CRM.

Keywords : *Impact of Employee, Banking Relationships, Retail banking, Customer Satisfaction*

Introduction

The aim of forming organisations is to achieve certain goals, such as increasing profit margins or providing high-quality services to improve people's living situations in any community. Competent employees are necessary to attain these objectives. Furthermore, organisational success is determined by the availability of competent management in terms of skills, education, and experience who oppose gender discrimination in any form. Ineffective management, regardless of gender, leads to inefficient organisations and society. Universities in India were developed to meet the high-level labour demands of both the public and commercial sectors of the economy in this respect. Indian colleges have the same potential to fulfil its objectives as any other business.

Gender disparities were discovered in the 1950s, but it wasn't until the 1980s and 1990s that they became a significant factor in organisational and administrative research. Many studies (Hearn & Parkin, 1987) focused on the impact of gender on women in male-dominated sectors throughout these two decades. "Gender encompasses a plethora of distinctions between men and women, ranging from the biological to the social," according to the definition. "Discrimination occurs when someone is treated unfairly because of their gender or colour." (Wordnet.com) may deduce from the preceding definitions that gender discrimination is the preference of one gender over the other.

Gender discrimination takes many forms, including employment discrimination, income and earnings discrimination, promotion discrimination, and gender discrimination in various products and services. Employees are the company's backbone, doing critical jobs that are critical to the company's existence, and gender discrimination has a negative impact on employee productivity. As a result, the purpose of this research is to look at

gender discrimination and how it impacts worker productivity. Because male domination is so prevalent in India, he is given priority. We conducted this study to investigate gender discrimination in the Indian telecom business and how it impacts productivity. This research will assist telecom HR managers in dealing with challenges such as gender discrimination and its impact on employee productivity. Employees in any telecom company will benefit as well, since it will provide information on the underlying effects of gender discrimination on productivity.

Employees must be able to compete on an equal footing with one another (Cassio, 2013). Feminine concerns are prioritised when a guy is in charge of an organisation. "No government on the globe has yet worked out how to remove gender imbalance and bias," according to the World Financial Forum. The labour market is divided into male and female biases on a horizontal and vertical level, such as inequitable pay and wage distribution between male and female employees. Male and female employees are recruited using different criteria (Hearn, 1987).

Gender discrimination refers to the apparent difference in men's and women's ability for this particular management function. Male and female workers have different work and incentive systems as a result of the businesses themselves. Despite this, the main areas in which female workers are separated in the private sector are workforce interest, recruiting techniques, bearer opportunities, and word-related extravagances (Bielby, 1986). Employees faced discrimination at work in a variety of ways as a result of the manager's inequitable behaviour, including gender imbalance and prejudices. Bias in career advancement, prejudice in compensation packages, unfairness in promotions, and recruitment prejudices are all examples of workplace discrimination. "Hiring is most crucial," according to several polls, "promotion is second, and pay are third."

Researchers in most developing countries agree that observed labour market outcomes differ by gender. Disparities may be seen in labour force participation rates, job-related choice, unemployment rates, and salary distribution, to name a few. Compensations are essentially markers of a person's financial success and well-being. The amount of women's salary in comparison to men's compensation is a helpful indication of both women's job achievement and their family situation in this approach.

REVIEW OF LITERATURE

Long-term relationships between customers and businesses are replacing short-term exchange transactions as the dominant paradigm in today's hyper-competitive marketplaces, according to marketing experts (Constantine, 2006). association management is reviving attention in advertising (Sheth & Parvatiyar, 1995). In light of the fact that customer-seller contact are widely acknowledged as pervasive, inevitable, and highly mutually dependent ties critical to both parties' interests (Verhoef, 2002), businesses place an emphasis on developing customer relationships and investing heavily in client relationship management system (Verhoef, 2002). (Claycomb and Martin, 2002, p. 616).

In order to keep customers happy, marketers must build long-term relationships with their

customers. This offers them a better understanding of their short- and long-term needs and expectations.

Kandampully and Duddy, 1999; Holmund and Kock, 1996; (Kandampully and Duddy). In today's service-based enterprises, the importance of solid customer relations is growing.

Quality customer contacts are critical to a service provider's success in the majority of cases (Panda, 2003). High-quality purchaser relationships are essential in the fiscal services industry because of the rising competition (Avkiran, 1999), Restructurings in retail banking products have occurred as a consequence of globalisation, new technology, fierce competitiveness and an unpredictable economy (Flier et al., 2001; Lovelock, 2001; A. C. Worthington, 2004). Banks are having difficulty attracting novel clientele and, more decisively, satisfying their breathing ones due to the propagation of banks, merchandise and services and the absence of any switching costs. Customers can easily switch financial institutions whenever and wherever they find better services and products. Therefore, managers and researchers in financial services are worried about knowing the needs and expectations of their customers. (2008, VimiJham, KaleemMohd).

Banks must concentrate on their customers' specific needs and build long-term relations with them in order to get a spirited advantage in this hyper-competitive environment (McKenna, 1991). Beatty et al., (1996) and Buttle, 1996).

Workers are at the heart of all customer encounters, therefore it's important to know how employees may help cultivate this relationship. In the year of 2007. (Rootman).

Customer relationship management (CRM) impacts all employees, whether they interact directly with consumers or participate in and use processes, tools, and strategies that enhance client value. First and foremost, front-line service employees, the people in charge of interacting with customers, play a key role in the establishment of customer-organization relationships (Solomon, Suprenant, Czepiel, & Gutman, 1985). Customers' experiences, service interactions, and frequency of visits are all influenced by employees, according to scientific evidence. This study was conducted by Hui Liao in 2004 as well as by Borucki & Burke (1999) as well as Schneider et al. (1989). As a result, it is vital to appreciate the factors that pressure customer contentment and CRM.

This study defines CRM as a method through which a bank or service provider strives to preserve and augment long-term connections with its customers by concentrating on their needs (Fox and Stead, 2001).

Employee performance, at its most basic level, relates to what a person does or does not do. The number of goods created, presence on the job, quality of the amount produced, production timeliness, and cooperativeness may all be used to evaluate employee performance (Gungor, 2011).

The second most important feature of segregation is compensation among various workers in the labour market. Worker markets are distinguished by a considerable gender disparity for men and women due to the variety of labour. Despite the fact that the qualities of the association are significant, male employees are often compensated more than female

employees. This refers to the visible engagement of female workers in a variety of private companies that face sexism in pay distribution. If the work preferences are similar, women employees seek lower pay than their male colleagues (Jackson, 2011).

Due to gender discrimination in recruitment restrictions, hiring the off-base individual for the position might be expensive. Because of the time and costs involved with advertising, office expenses, interviewing prospects, and the possible long-term monetary and non-monetary consequences of employing the incorrect person, finding and hiring the appropriate person is critical. Organizations have traditionally concentrated on finding and hiring individuals based on their talents and experience. If you can discover someone who has the proper set of talents and has worked in a comparable role, that's a positive indicator. They have a decent possibility of succeeding in other fields as well. Nonetheless, when it comes to sex, there will almost always be some reason for the female gender to be overlooked throughout the hiring process (Adeniji A.A, 2012).

Employee performance refers to a person's employment success after putting in the required effort, which is connected to finding meaningful work, having an engaging profile, and having sympathetic coworkers/employers (Hellriegel, 1999; Karakas, 2010).

Employee productivity is a statistic that combines efficiency and effectiveness. Employee productivity is a simple and easy statistic of efficiency that relates to the production of workers per unit of time. The difference between the rate of production growth and the rate of growth in the number of hours worked in the economy is approximately comparable to the rate of growth in employee productivity (Bhatti, 2007).

OBJECTIVE OF THE STUDY

The research statement for this study is as under:

1. To determine various variables influencing CRM strategies in trade banks with observe to bank workforce.
2. To determine if there is a difference in the value placed on these workers variables by male and female clients.

RESEARCH METHODOLOGY

The following were the steps of the research procedure: To begin, a creative writing review was undertaken to identify characteristics that impact customer contentment with bank employees. Following the secondary data analysis, focus group discussions were undertaken to better understand the linkages that impact employee variables and to provide the groundwork for the study's core structure. Finally, using Google Docs, a self-structured questionnaire was released online, followed by the survey's physical element.

A self-structured survey was used to assess the value of various personnel characteristics to customers and their impact on customer satisfaction. The survey was divided into two portions. Section I of the questionnaire used a five-point likert scale to determine the value of several staff characteristics such as knowledgeability, attitude, availability, communication skills, and physical attractiveness in determining their happiness and

connection with the bank. Section II of the survey focused on the demographic report of the respondents.

The sample size was 555 respondents, comprising bank clients from both community and commercial banks, and the sampling technique was stratified random sampling. Questionnaires were sent both electronically and physically, with a response rate of 91 percent.

Variables affecting customer satisfaction were retrieved using SPSS version 16 for data investigation. The trustworthiness of the factors obtained was determined using Cronbach's Alpha. The hypothesis that there was a significant difference in the significance of the employee's variable in relation to gender was tested using a one-way ANOVA test.

ANALYSIS & RESULTS

FACTOR ANALYSIS

A multivariate technique was used to begin the data analysis. 19 factors affecting retail bank CRM tactics in connection to employees were submitted to factor analysis for data reduction. Principle Component factor examination with Varimax Rotation was used to extract five variables. The five factors were responsible for 77.10 percent of the data variation. The pressure of these five sovereign variables on CRM will be explored in this article since the explore focuses on the effect of factors linked to bank staff. As a consequence, the influence of customer satisfaction and the establishment of a connection with the bank on knowledgeability, attitude, availability, communication, and appearance was discovered.

Because the six variables describing employee knowledge weighed heavily on this factor, the first component identified by factor analysis was termed knowledgeability of workers. The attitude of bank employees was investigated using factors with a high weighting on the second component. As a consequence, component two was renamed Attitude (ATT), and five characteristics were assigned to it, all of which were thought to characterise the attitudes of bank employees. On factor three, which was labelled Availability, two variables describing the availability of employees on their seats and their attention in client inquiries loaded effectively (Avail). The fourth component, communication, looked at the influence of an employee's communication skills on the formation and maintenance of customer relationships (COMMUN). The fifth and final component was dubbed Appearance (Appear), since the three measures that assessed bank employees' physical appearance were heavily weighted on this element.

Table 1 lists the five factors (19 items) and their factor loadings.

Table 1: Principle Component Factor Analysis

Factor Analysis					
	F1	F 2	F3	F4	F5
(procedures)	0.622	0.023	0.252	0.459	-0.093
advise	0.842	0.17	0.065	0.136	0.122
polices	0.726	0.056	0.333	0.337	0.157
Knowledge	0.832	0.2	0.146	0.116	0.138
Inform	0.815	0.079	0.144	0.218	0.077
(efficient)	0.788	-0.087	0.333	-0.044	-0.166
Available	-0.189	-0.03	0.756	0.448	0.17
Attentive	-0.006	0.051	0.783	0.316	0.141
(ease)	0.466	0.054	0.06	0.531	0.531
Simplicity	-0.029	-0.084	0.219	0.655	0.468
Effective	-0.103	0.105	0.289	0.677	0.485
Personality	0.311	0.122	0.362	-0.058	0.707
(Looks)	-0.009	0.359	0.107	0.152	0.842
Attire	0.081	0.25	0.086	0.041	0.824
polite	0.148	0.76	0.228	0.169	0.179
courtesy	0.328	0.604	0.103	0.071	0.355
(Family)	-0.002	0.749	0.384	0.163	0.188
satisfied	0.174	0.88	-0.083	0.069	0.209
lively	0.378	0.701	0.022	-0.362	0.312
Cronbach's Alpha value	0.838	0.783	0.887	0.812	0.874

RELIABILITY AND VALIDITY

The study's next stage was to assess the measuring instrument's internal consistency or reliability after extracting the employee's parameter through factor analysis. The Cronbach Alpha test was performed using the statistics application SPSS version 16.0.

Cronbach's alpha values are shown in Table 2. (Five major components).

Table 2: Cronbach Alpha Consistency Test

Factors	Number of Items	Alpha Value
Knowledge ability	6	0.838
approach	5	0.783
accessibility	2	0.887
communiqué	3	0.812
Appearance	3	0.874

Cronbach's alpha coefficient values over 0.7 were used in the study, as advised by Nunnally

& Bemstein (1994), to ensure the measuring instrument's reliability.

ONE-WAY ANOVA

The 3rd phase in data examination is to see whether there was a statistically significant difference in the importance given to certain staff traits depending on gender, such as knowledgeable, attitude, availability, communication, and attractiveness. Retail banks must be aware of the disparities in customer selection criteria between male and female clients since gender is one of the most essential demographical traits. Retail banks have typically focused on males, but today's working women are becoming an important market segment. As a consequence, it's critical for marketers to understand India's critical niche. In India, women have gone from being housewives to becoming self-sufficient. Their educational attainment has risen, resulting in increased social status and a better quality of life. Many issues separate men and women, and maybe one of them is banking behaviour.

As a consequence, a gender-based revision of banking clients in India is necessary in order to better research and understand women and men in order to achieve strategic marketing goals. As a consequence, the goal of this part is to look at the influence of gender on staff factors in a retail bank. The proposition that there is no significant dissimilarity in the degree of priority given to the staff variable by male and female customers was tested using a one-way ANOVA test, and descriptive examination was used to establish which group has the stronger impact was tested using descriptive analysis. The results are shown in Table 3.

Table 3: One-Way ANOVA

Factors	It(Ma1e)	It(Female)	F	Sig
KNOW 1(Procedures)	4.05	4.23	3.034	0.083
KNOW 2 (Advise)	3.94	4.11	1.66	0.199
KNOW 3 (Policies)	3.72	3.93	1.938	0.165
KNOW 4 (Knowledgeable)	4.34	3.88	11.18	0.001
KNOW 5(Inform)	4.15	4.1	0.155	0.695
KNOW 6(Efficient)	4.12	4.22	0.578	0.448
AVAIL 1 (Available)	3.82	4.29	15.13	0
AVAIL 2 (Attentive)	3.81	4.35	26.05	0
COMMUN1 (ease)	4.32	4.05	3.5	0.06
COMMUN2 (Simplicity)	3.91	4.24	6.014	0.015
COMMUN3 (Effective)	3.73	3.94	2.607	0.108
APPEAR 1 (Personality)	3.23	3.78	14.14	0
APPEAR 2(Looks)	2.72	3.47	24.47	0
APPEAR 3 (Attire)	3.18	3.66	11.95	0.001
ATT1 (Polite)	3.8	3.94	1.294	0.257
ATT2 (courtesy)	3.85	4.06	2.7	0.099
ATT3(Family)	3.25	3.45	2.22	0.137
ATT 4 (satisfied)	3.52	3.54	0.042	0.837
ATT 5 (lively)	3.71	3.52	104	1 /1Q

Table 3 reveals that male and female customers have comparable views on the bulk of staff aspects (12 out of 19), and these variables are seen as important regardless of gender differences. Though there are significant differences in the importance of specific staff qualities such as "knowledge" (defined as workers' understanding of banking goods and services); "availability"; "attentiveness"; "simplicity"; "personality"; "looks" & "attire," there are significant disparities in the importance of specific staff qualities such as "knowledge" (defined as workers' understanding of banking goods and services); "availability"; "attentiveness"; "simplicity"

Data demonstrates that male customers consider staff knowledge of banking products and services to be a very important component in employee effectiveness, with a mean importance of 4.34 and a maximum value of 5, while female customers feel it is important but to a lower extent (3.88).

Because they are time-crunched and can't afford to wait in queues or repeat journeys owing to a shortage of personnel on their first visit, working women are becoming a key segment. According to the results of the survey, female customers (4.29), (4.35) are especially picky about having employees on their chairs at all times and getting appropriate time and attention to have their queries answered. Female customers also gave the appearance component a greater priority than male customers, with the mean importance given to all three categories, personality (3.78), looks (3.47), and clothes (3.66), being higher.

Table 4: ANOVA (Mean Significance of Five Factors w.r.t Gender)

	$\mu(\text{Ma1e})$	$\mu(\text{Fema1e})$	F	Sig.
Mean (KNOW)	2.68	2.64	0.447	0.504
Mean (ATT)	3.67	3.79	5.015	0.78
Mean (AVAIL)	3.29	3.31	0.078	0.026
Mean (APPEAR)	3.02	3.73	47.52	0
Mean (COMMUN)	4.13	4.07	0.383	0.537

CONCLUSION

Banks should be aware that how they communicate with their clients via their employees has an impact on the efficiency of their CRM activities. The success of CRM strategies in banks is influenced by two factors: bank employees' knowledge, attitude, and availability. Bank employees' knowledge of banking products, services, policies, and/or procedures, as well as their attitude and availability at each banking branch, should be improved in order to increase a bank's CRM. Banks may and should utilise tactics to improve their employees' knowledge and attitudes in order to positively impact their customer interactions. As a consequence, the quality of the bank's service will increase. Finally, this will aid the Bank's success, ensuring a country's economic stability and prosperity.

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Role of Regional Rural Banks in Financial Inclusion: A Case Study of Cash In Cash Out Network of Jharkhand Rajya Gramin Bank

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Jharkhand Rajya Gramin Bank, being the only Regional Rural Bank in the state, it is entrusted with responsibilities of financial inclusion of rural communities. CICO network suggested by Nandan Nilekani committee is a measure of bank's role in financial inclusion. JRGB's progress in this regard is remarkable. However, bank has not achieved the requirements of CICO network yet. Bank has a well-established network of Bank Correspondents but lacks ATMs and POS outlets. Suggestions at the end of this paper can be implemented by the bank to ensure its increased contribution in financial inclusion.

Keywords: *financial inclusion, bank correspondents, rural communities, unbanked, committee*

Introduction

Regional Rural Banks known as RRBs were established more than four decades ago to provide banking services in rural regions of the country. Marginal farmers, rural artisans and other weaker segments of the rural community are the targeted beneficiaries of these banks (Maheshwari, 1993). Establishment of regional rural banks was an ambitious effort by government to embrace the rural communities to formal banking facilities who were living in unbanked areas. In this manner, financial inclusion was introduced much before its official proclamation (Bhasin, 2005). The first regional rural bank came into existence on 2nd October 1975 (Regional Rural Bank, 2021) after which a large number of RRBs were established in different parts of the country. As on March 2005, 196 RRBs were functional in the country. This number was reduced to 56, as on December 2018 by amalgamating the RRBs as per the recommendations of Vyas Committee (Soni & Kapre, 2013). At present 45 RRBs are functional in the country. Regional Rural Banks play a vital role in ensuring balanced development of the economy (Rafique & Manwani, 2013).

Objective of Study

The objective of this study is to evaluate the performance of Jharkhand Rajya Gramin Bank in financial inclusion by analysing cash in cash out (CICO) network and branch density as per the recommendations of Shri Nandan Nilekani in his report of committee on Deepening of Digital Payments.

Review of Literature

Ankamreddi Rama Mohan (2010) conducted his research work in Srikakulam district of Andhra Pradesh. He found out that RRBs in this state are playing a vital role in rural development by providing credit but the recovery status credits are very poor. About 91% of total branches of the RRBs are situated in rural areas, which is sufficient to ensure balanced development of rural regions. The composition of loans and advances revealed

that agricultural sector bagged a major share in total credit in initial years but of late, non-agricultural sectors claimed the major portion of the total credit. Abdul Hafeez (1997) conducted research to evaluate the performance of RRBs in Agra region of Uttar Pradesh. The researcher found that RRBs in Agra region have served more the upper income group of the society instead of the weaker sections of the society. Anand Prakash (2016) focused around Haryana and revealed that there is lack of banking facilities in Haryana. Still there are many unbanked rural areas. Thus, it is suggested for the RRBs in Haryana to open new branches where the distance of existing bank from a village exceeds 12 Kms. Richa Tuli, (2019) focused on assessing the awareness of BPL households in Haryana. Most of the respondents had sound knowledge of basic banking facilities. However, the knowledge of mobile banking, internet banking and other digital service was not satisfactory. It was suggested to conduct awareness programs to let BPL households know about the financial products.

Hypothesis

H0: Branch density of JRGB is more than the recommended 1 per 5km

H1: Branch density of JRGB is <1 per 5 KM

H0: CICO network of JRGB is more than recommended 1 per 3 KM

H1: CICO network of JRGB is <1 per 3 KM

Research Design

The study is entirely based on secondary data corresponding to branch density, POS outlets, ATMs and Bank Correspondents. Data has been collected by filing RTI on JRGB. Data related to geographical features of the state has been collected by visiting the official website of Government of Jharkhand. Conclusions has been drawn by comparing the actual scattering of POS outlets, ATMs and BCs and branches with the recommended figures. For this, One Sample t-test has been applied in SPSS with test value 1.

Regional Rural Banks in Jharkhand

Jharkhand Rajya Gramin Bank is the only regional rural bank (About us, 2019) functional in the state which has been formed by merging pre-existing Jharkhand Gramin Bank and Vananchal Gramin Bank with effect from 1st April 2019. Bank has 443 branches spread across all 24 districts of the state with 8 regional offices situated at Ranchi, Singhbhum, Hazaribagh, Giridih, Gumla, Deoghar, Godda and Palamau. JRGB is sponsored by State Bank of India.

CICO Network

CICO network (Nilekani, 2019), which is abbreviated form of cash in cash out network refers to the bundle of services offered by a bank to ease the deposit and withdrawal process and provide basic facilities to its present and potential customers. This concept was popularized by Shri Nandan Nilekani, former chairman, UIDAI, in his report on Deepening of Digital Payments. CICO is primarily combination of three banking facilities, Bank Correspondents (BCs), ATMs, and POS outlets. Committee has recommended that all

customers of banks must have access to a financial institution within a radius of 5 km and BCs, ATMs or POS outlets within 3 km radius (Kapur, Reddy, 2020). Bank Correspondents are playing significant role in ensuring financial inclusion of rural communities. The share of BCs in total banking outlets increased from 51 percent in the year 2010 to 91 percent in the year 2019 (Kapur, Reddy, 2020). This increase was due to the guidelines issued by RBI that 25 percent of new banking units must be opened in tier 5 and 6 cities (Gaur, 2020). Traditional Bricks and Mortar branches are not possible due to high cost of operations (Tuli, 2019). BCs are alternative to traditional banking design to ensure a wider coverage of unbanked regions (Bacharaju, 2015). In addition, ATMs and POS outlets can also play a vital role in embracing the rural communities to formal banking stream.

CICO Network and Branch Density of JRGB

CICO network of JRGB is composed of POS outlets and Bank Correspondents since bank has no ATMs at present. Bank has 20 desktop mini ATMs that are equivalent to POS outlets. There are 3269 Bank Correspondents and 443 branches of JRGB spread across all 24 districts of the state as follows,

Number of Bank Correspondents and Branch Density of JRGB in different districts of Jharkhand

SL No.	District	Area (KM ²)	Branch	CICO Network (ATMs+BCs+POS)	Branch Per 5 KM	CICO Network Per 3 KM
1	Bokaro	2883	12	77	0.021	0.080
2	Chatra	3718	11	174	0.015	0.140
3	Deoghar	2477	24	124	0.049	0.150
4	Dhanbad	2040	10	36	0.025	0.053
5	Dumka	3761	28	260	0.038	0.207
6	Garhwa	4093	26	356	0.032	0.261
7	Giridih	4962	19	273	0.020	0.165
8	Godda	2266	22	204	0.049	0.270
9	Gumla	5360	18	61	0.017	0.034
10	Hazaribag	3555	16	158	0.028	0.133
11	Jamtara	1811	15	115	0.041	0.191
12	Khunti	2535	10	15	0.020	0.018
13	Koderma	2540	5	41	0.010	0.048
14	Latehar	4291	11	189	0.013	0.132
15	Lohardagga	1502	7	10	0.023	0.020
16	Pakur	1811	11	112	0.030	0.186
17	Palamu	4393	44	519	0.050	0.354
18	Pachimi Singhbhum	7224	29	27	0.020	0.112
19	Purvi Singhbhum	3562	32	50	0.045	0.042
20	Ramgarh	1341	6	44	0.022	0.098
21	Ranchi	5097	37	94	0.036	0.055
22	Sahibganj	2063	19	214	0.046	0.311
23	Saraikela-kharsawa	2657	20	26	0.038	0.029
24	Simdega	3774	11	20	0.015	0.016

Source: Jharkhand Rajya Gramin Bank, HO, Ranchi

Hypothesis Testing

One sample t-test has been applied on Branch per 5 KM column that produced following output,

One-Sample Test

	Test Value = 1					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Branch_per_5_km	-374.382	23	.000	-.970708	-.97607	-.96534

Here, the P value is less than the confidence level of 0.05, which indicates that there is sufficient evidence available to reject the null hypothesis. Negative t- value indicates that the mean of actual findings is less than the hypothesized mean of 1. Thus, the null hypothesis stands rejected and alternate hypothesis stands accepted.

One sample t-test applied on CICO network per 3 KM column produced following output,

One-Sample Test

	Test Value = 1					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
CICO_Network_per_3_km	-43.498	23	.000	-.870625	-.91203	-.82922

Here, the P value is again less than the confidence level of 0.05, which state that sufficient evidence is available to reject the null hypothesis. The t value is negative which indicates that the actual mean is less than the hypothesized mean of 1. Thus, null hypothesis is rejected and alternate hypothesis is accepted.

Findings of the Study

Geographical area of Jharkhand is 79714 km² (Jharkhand at a glance, n.d) Jharkhand rajya gramian Bank has 20 POS outlets, 3269 Bank Correspondents and 443 branches spread across entire state. JRGB has either one POS outlet or a Bank Correspondent in each 24 km radius. This radius is more than recommended 3 km. The density of CICO network is 0.13 and Branch density of the bank is 0.029, which are unsatisfactory. However, RBI does not recommend establishment of large number of traditional bricks and mortar branch. Thus, branch density cannot be accepted as a measure of bank's performance.

Conclusions and Recommendations

Existing CICO network and branch density of Jharkhand Rajya Gramin Bank is not sufficient to support financial inclusion. However, progress of the bank in this regard is satisfactory.

JRGB's initiative to appoint women self-help groups as Bank Correspondents known as Bank Sakhis is appreciable step toward financial inclusion. It is suggested to establish ATMs in different parts of the state since it is a major component of CICO network. The number of POS outlets in each branch of the bank is also not satisfactory. There is lack of bank correspondents in Lohardagga and Simdega districts, which are mostly unbanked regions of the state. JRGB should authorize more BCs in these regions. In this manner, Bank can achieve the requirements of CICO network and ensure rapid financial inclusion of rural areas.

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DELIGHTED WORKFORCE CREATES SUSTAINABLE BUSINESS

Dr. Ujjwal Mukherjee and Dr. Sonal Jain

It is important to combine social, ecological and economic concerns for both short-term and long-term success. Since human resources are the only living resource of a company, they must be managed carefully to "manage other resources effectively." In today's complex business climate, human resource management is essential. This article is an attempt to focus on objectives like to identify the role of HR in corporate sustainable development and to determine the many factors that influence company sustainability intensity. The research, based on a standardised questionnaire, was carried out by 30 industrial and service firms randomly selected. The districts of East Singhbhum and Saraikela are home to these districts.

According to the results of this small sample HR is important for the development of competence and long-term sustainability in these businesses. To enhance business, it should be marketed.

Keywords: *HR, Sustainability, Social Factors, Competency, Betterment of Business.*

Introduction

It has been demonstrated that a long-term business may change to meet market requirements. The sustainable company that reacts to the current market is growing increasingly interested in sustainability for customers, employees and investors. Business has an essential impact on culture and the atmosphere. Organizations are adopting new processes and evaluating their potential impact. Examining your organisation and building sustainable business practises will guarantee that you develop not just a modern company that meets customer expectations but also that many of these practises enhance efficiency, save money and better the image of your company.

In fact, sustainability is about meeting the requirements of today while minimising the impact on the needs of future. All 'sound' business practises such as efficiency enhancement, waste reduction and resource optimisation are all elements of sustainability. After all, every businessman knows that a more efficient company saves money and cuts costs. The firm is on track to become a sustainable corporation just by rethinking its business viewpoint and evaluating procedures.

LITERATURE REVIEW

Workplace happiness is a subset of job satisfaction that has a broad range of consequences at work. Some of them are extremely significant, for example the effect on productivity, loyalty and absenteeism. Recognized individuals are more dedicated to their work. They will be happy, which will almost definitely achieve the greatest performance possible. In addition, happiness contributes to departmental and organisational benefits according to recent research. Whether content drives performance or performance drives pleasure is

still disputed (Luthans, 1998).

"Sustainability" has become a major problem for the globe and for business in the twenty-first century. "Sustainability" may apply to a variety of things, but it most often relates to "meeting human needs today without jeopardising future generations' ability to meet their own needs" (World Business Council for Sustainable Development, 2005). The evidence that a company's social and environmental performance is closely linked to its financial and commercial success is quickly growing (Cusack, 2005).

A worker's sense of achievement and success at work is referred to as "joy," which is another term for employment pleasure. It's often believed to have a strong link to both personal satisfaction and productivity. A job that you like, are good at, and are well compensated. A person's enthusiasm and pleasure for their profession are both considered aspects of workplace happiness. When it comes to attaining goals like recognition, money, and promotions, having a positive attitude at work plays a critical role (Kaliski, 2007).

Employee involvement will be maintained if, according to preliminary research, employee psychological well-being is as robust as it is now (Robertson and Cooper 2010). In other words, happiness combined with dedication equals long-term sustainability. Towers Watson performed a research (Fairhurst d'O'Connor 2010) that shows how employee involvement and psychological well-being affect predicting results. Employees that are psychologically engaged contribute to the company's long-term viability.

Braddy et al. (2012) To promote a variety of values suitable for both work and personal life, organisations must establish workplace cultures and procedures that enable employees to manage their time and schedules in order to meet their work-life needs and preferences.

Mazur (2015) Using value-enhancing techniques that distinguish them distinct from their competitors and are difficult to replicate, SHRM offers businesses a long-term competitive advantage Competitive advantage is defined by resource availability and efficient use from the viewpoint of the source.

SUSTAINABILITY AND BUSINESS

Sustainability concerns have become increasingly important in global trade, economic and political discussions. Sustainability has become a significant concern for both large multinational companies and tiny local enterprises. Organizations are more and more aware of the economic, social and cultural consequences of sustainability, recognising that sustainability is more than simply a concern for nature and greenery. Environmentally responsible business practises offer organisations that include these elements into their strategy with long-term benefits.

Sustainability has received a lot of attention from all stakeholders of the business. Some believe, however, that sustainability is more an issue of public relations than a real worry for the viability of companies. The real meaning of sustainability must be expressed in economic terms. In this regard, the research was conducted across the various manufacturing and service businesses. These units are located in East Singbhum and Saraikela Kharsawan districts of Jharkhand.

ROLE OF EMPLOYEE FOR BUSINESS SUSTAINABILITY

Employees are the most important resource of a business. They keep the business going, help generate revenue and satisfy customers. They not only own the intellectual property of the enterprise, but also hold the key to its future success. In today's rapidly evolving industry, workers are less loyal to their companies. They are working and will be working for a greener business in a few of years.

The most successful businesses show their success by keeping their employees happy and satisfied at work, boosting their motivation and connecting them with the company. You recognise the importance of investing in your employees. The fundamentals of keeping someone happy at work are simple. Yet it is surprising that so few businesses have a clear plan to keep their employees satisfied. Employee satisfaction, according to the respondents,

People are worried about the sustainability issue. It has an effect on the culture and behaviour of the business. All of this includes recruitment practises, employee engagement, customer interaction and branding. Human resources must be closely involved in the long-term objectives of the business. Employees involved in the long-term sustainability objectives of the business. A long-term human resource may thus contribute to guaranteeing a long-term company.

SUSTAINABILITY AS VIEWED BY EMPLOYERS

In terms of integration of sustainability with business objectives, having a high level of management commitment is a crucial success factor according to survey responses. Managers need to understand the drivers of sustainability, create an appropriate vision, and set realistic goals and priorities to achieve both business and sustainability goals.

PRIORITIES

The majority of respondents felt their sustainability goals were not fully aligned with their business interests. However, many have observed that priority is a continuous process that takes place in different areas of the business at varying rates. Several respondents who could not perceive the link between sustainability and business objectives mentioned the financial situation as a hindrance. In general, respondents from businesses with a direct impact on their product, such as automotive manufacturers and process industries, felt that sustainability and commercial goals are better linked. The majority of respondents indicated they will continue to seek sustainable methods with the aim of attracting customers and saving money on business.

SUSTAINABILITY COMPONENTS

Many respondents' positions have noted the tendency to prioritise the environmental component of sustainability above social and economic components. In most instances, respondents recognised in their definitions the social component of sustainability but focused more on environmental initiatives. Those who indicated initiatives for social sustainability concentrated on improving the working conditions of employees. Some

individuals have also emphasised more community-based initiatives. According to the results, employees who are pleased with their job are more likely to stay with their present company. According to the respondents, contentment with the work environment, business culture and a good work-life balance constantly contribute to overall satisfaction.

ABOUT THE STUDY

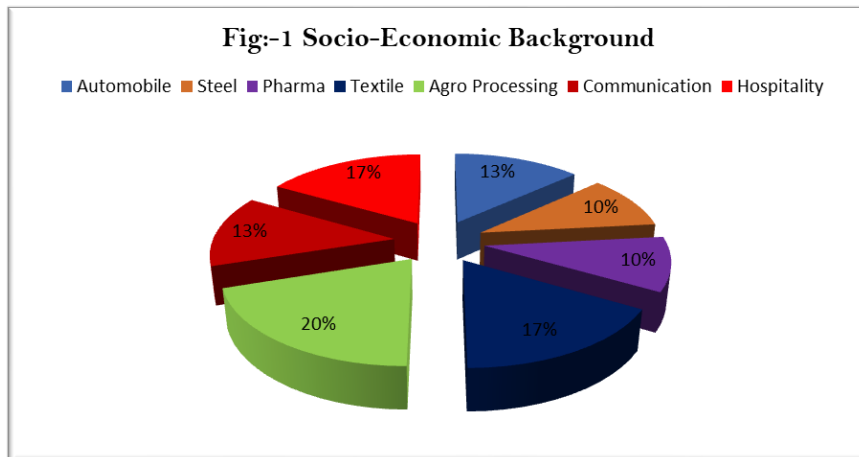
METHODOLOGY

The present study is based on a survey of thirty (60) firms with 180 employees (three each) working in different SMEs. These groupings represent both manufacturing and service companies. In the late 1990s, all the investigated organisations started operations with a combined age of more than twenty years. Structured questionnaires were developed to collect the data. A five-point Likert scale was asked to indicate their opinions with 5 being highly agreed and 1 being opposed. To test the hypothesis, the 'Spearman's Rank Correlation' test was employed.

Table: 1 Socio-Economic Background of Respondents

Sl. No.	ORGANISATION	RESPONDENTS	
		Frequency	%
1	Automobile	8	13
2	Power	6	10
3	Metal & Mineral	6	10
4	Chemical	10	17
5	Engineering, Machineries and Instruments	12	20
6	Construction	8	13
7	Hospitality	10	17
Total		60	100

Courtesy: - Primary Sources



OBJECTIVE

This study focuses on following objectives:

1. To identify the role of HR in sustainability of organizations
2. To determine various factors affecting intensity of business sustainability.
3. To examine correlation between delightedness of human resource and business sustainability.

HYPOTHESIS TESTING

Null Hypothesis (Ho1): Delightedness of human resource and business sustainability do not hold any significant correlation.

Alternative Hypothesis (Ha1): Delightedness of human resource and business sustainability hold significant correlation.

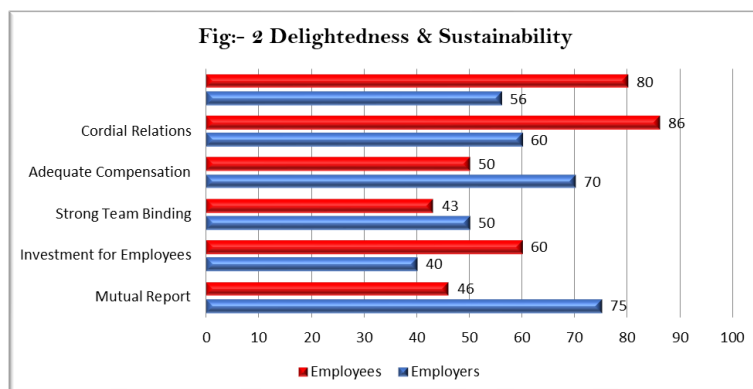
DATA ANALYSIS AND INTERPRETATION

DELIGHTED OF HR AND SUSTAINABLE BUSINESS

Table: 2 Delighted of HR and Sustainable Business

Sl. No.	ORGANISATION	RESPONDENTS					
		Employers			Employees		
		Freq.	%	Rank	Freq.	%	Rank
1	Mutual Report	48	75	I	84	46	V
2	Investment for Employees	24	40	VI	108	60	III
3	Strong Team Binding	30	50	V	78	43	VI
4	Career Growth	42	70	II	90	50	IV
5	Adequate Compensation	36	60	III	156	86	I
6	Cordial Relations	34	56	IV	144	80	II

Courtesy: - Primary Sources



Different variables of the above table and graph analysed separately.

MUTUAL RESPECT

It is observed that in case of Respect is shown in a number of different ways, including the way employees are spoken to, how care is taken, how investments are made, etc. It is a basic human need to be respected. Employers have focused on mutual respect.

INVESTMENT FOR EMPLOYEES

In case of Investing in professional development and well-being is the fastest method to delight employees. All options are subsidised courses in their fields of competence, cheap sports and medical treatment. Staff believe that short day trips and holidays to holiday locations are good expenditures. Only 40% of businesses see employee investment as essential, whereas 60% of employees esteem it high.

TEAM BINDING

When team binding matters, Employees must be involved in the decision-making process. You should be informed on what is happening in the business. The feeling that they are vital contributors to the success of the company is the most essential factor in your satisfaction for many employees. Nearly half of the businesses and 43% of employee respondents favoured strong collaboration.

CAREER GROWTH

When It comes to Career Growth, The quickest way to lose the joy of an employee is not to provide a fairly clear path for professional growth and advancement inside the business. Employees are more likely to enjoy their employment if they see them as providing exciting and attractive opportunities. 70 percent of employers believe that offering an appropriate career plan is essential to ensure employee happiness and long-term business success.

ADEQUETE COMPENSATION

When Employee thinks about Adequate Compensation, Many companies start by lowering salaries to decrease expenses. Employees feel that their talents are devalued, and that if this happens they may make more money elsewhere. Employees that are encouraged via stock options create long-term corporate loyalty. With the support of committed and productive employees, the long-term sustainability of a business may be enhanced. The majority of employees (86%) stated adequate compensation for their job is essential to improve employment.

CORDIAL RELATION

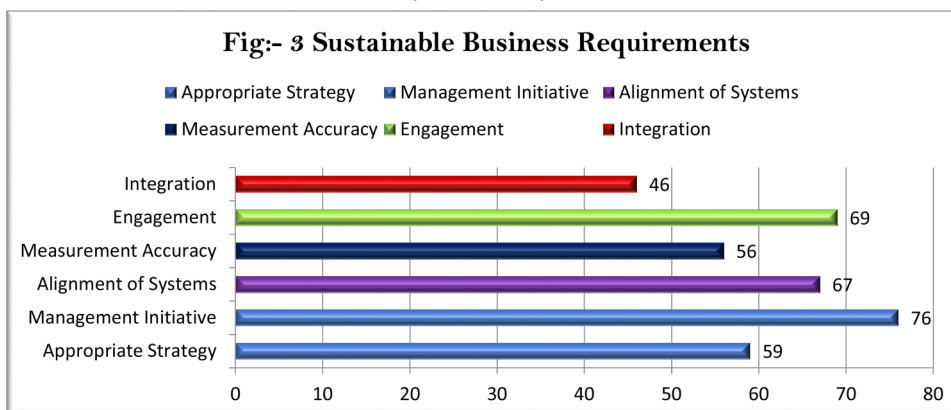
In case of Cordial Relations, Knowing the wishes and objectives of your workers may make them happy. Speaking to employees is the best way to get to know them. Find out hidden skills and information that may be extremely useful to the business. Employees are more inclined to appreciate amicable interactions at work than non-employees (80 percent).

SUSTAINABLE BUSINESS REQUIREMENTS

Table: 3 Sustainable Business Requirements

Sl. No.	ORAGANISATION	Respondents	
		Freq.	%
1	Appropriate Strategy	36	59
2	Management Initiative	46	76
3	Alignment of Systems	40	67
4	Measurement Accuracy	34	56
5	Engagement	42	69
6	Integration	28	46

Courtesy: - Primary Sources



The focus of organisations on managerial effort (76%), employee engagement (69%) and system alignment was increased (69 percent). (70%). (67%). 59% of respondents felt that practical answers were needed. 56% and 46% of respondents have shown metric precision and general integration across all stakeholders, respectively.

HYPOTHESES TESTING

The following hypotheses about the research work are put to the test. While testing the hypothesis of Table No. 2, the researcher used rank correlation to see whether there was a link between a happy workforce or Human Resource and a long-term business.

Null Hypothesis (Ho1): Delightedness of human resource and business sustainability do not hold any significant correlation.

Alternative Hypothesis (Ha1): Delightedness of human resource and business sustainability hold significant correlation.

Table: 4 Delighted of HR and Sustainable Business

Sl. No.	ORGANISATION	RESPONDENTS					
		Employers			Employees		
		Freq.	%	Rank	Freq.	%	Rank
1	Mutual Report	48	75	I	84	46	V
2	Investment for Employees	24	40	VI	108	60	III
3	Strong Team Binding	30	50	V	78	43	VI
4	Career Growth	42	70	II	90	50	IV
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6	Cordial Relations	34	56	IV	144	80	II

Courtesy: - Primary Sources

Table: 5 Hypothesis Testing (using 'Spearman's Rank Correlation' Test)

Table Value (95% Level of Significance)	+/-0.8236
Calculated Value	-0.9428
Remarks	The null hypothesis is true since the table value is smaller than the computed value has to be rejected.

Interpretation

The computed value of the variable is -0.9428, which is higher than the tabular value of -0.8236 at the 95 percent significance level. When the computed result exceeds the tabular value, the null hypothesis is accepted and the alternative hypothesis is rejected.

After evaluating the hypothesis, it can be concluded that "human resources are closely linked to happiness and the business's long-term viability."

CONCLUSION

According to this research, the human resources function is primarily responsible for implementing particular strategies to ensure the sustainability of the business. In fact, sustainability is a human issue that has to be dealt with with carefully to influence organisational behaviour and culture. As a consequence, integrated HR practises lead to a happy staff, transforming the business in turn into a long-term success.

Organizations today have to develop more long-term business plans and HR has to play an important role in this process. HR may incorporate sustainable principles, strengthen sustainability integration as a key component of the core business strategy, encourage the development of actions that fit with the system components and help the firm achieve a broad shareholder involvement.

When conducting studies to determine how and on what activities employees spend their time, the use of journals or time diary research may be beneficial to your research efforts. Employees may keep track of their present physical and mental well-being while they go about their daily tasks and activities. This will help researchers in better understanding the relationship between work and non-work performance (e.g., extent, concentration), as well as the effect of these activities on well-being both on and off the job, over the course of their investigation.

Researchers might use longitudinal studies to track employees' career development through time and determine if periods of more job autonomy and less burden were associated with better career results, as well as improved overall well-being both at work and away from the office. Specialists who aren't restricted in their work to being more sustainable, but who instead have continual crunch times and/or cycles of intensity, may be included in a control group.

Depending on the results of workplace intervention research, a workload "bank" may emerge among employees who do similar work or who are working on the same project. Bring employees with similar skill sets together to offer social support while also allowing them to share workload and working hours may be a beneficial strategy. The system will generate credits for those who post that they need help, and others will be able to request it when they have the time and energy. Those who generously contribute without expecting anything in return are seen as position model in the enlightening system.

In order to find out how internal social media platforms may be utilised to share success stories and best practises that improve productivity while also enhancing health and work-life balance, scientists and business executives should work closely together to uncover this. Employees would be able to "work smarter" instead of "work harder" with this. To establish acceptable timelines or energy objectives for task execution in various work positions, job analysis and scoping work may be an ongoing aim for continuous improvement to accomplish continuous improvement in the workplace. Measurement and evaluation of productivity may be done based on the amount of labour intensity present (and then measured against the guidelines set by HR, in consultation with employees who know the job). For example, tracking how well-being and work-life balance are accounted for as well as taking breaks and slowing or speeding up career progression as necessary to accommodate other life roles could be used to better understand the relationship between long-term career success, overall effectiveness and job satisfaction.

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EMPLOYEE WELFARE PRACTICES: A COMPARATIVE STUDY OF PUBLIC & PRIVATE SECTOR BANKS (SBI & AXIS BANK) OF RANCHI DISTRICT

Dr. Amar Nath

Introduction

In this research focus is made on, methodological research of employee welfare practices and its availability for employees of both SBI and Axis Bank. Banks are providing superior employee welfare facilities to its employees, whether it is a private sector banks or public sector banks.. A direct and positive correlation has been observed in the study between employee welfare facilities and employees job satisfaction. Every organization should give more priority to statutory and non-statutory welfare measures but some organization provides some more welfare facilities to the employees and their quality of work life. The prime target of our nation is to achieve maximum possible economic development so as to achieve higher standard of living for workers in the country. In spite of all the modern technology and all the systems of controls coming into wide spread use, man still remains the most significant factor in production process. If people do not want to work, it is next to impossible for every organization to attain its goals. So, in this connection welfare measures is one of the aspect of national program towards improving the production of the industry condition of the worker and income of the society. The welfare measures are more important for every employee, without welfare measure employee cannot work effectively in the organization The Economic ascent of a nation relies upon the best possible working of the banking industry. The profitability of the financial business is related with the effectiveness of its employees. The proficiency of the employees rest upon their resolve and inspiration. The prosperity of the employees in the financial business brings productivity, adequacy and gainfulness in the bank administrations. Welfare arranged delicate way to deal with the bank employees will guarantee smooth working of the banks. In India, the administration assumes a functioning job in the usage of welfare plans to the bank representatives.

Objective of the research

1. To compare the satisfaction level of the employees of SBI and Axis Bank with respect to employee welfare practices.
2. To Study the opinion of the employees on employee welfare practices within the selected banks.
3. To determine the effects welfare practices on job motivation of the employees in SBI and Axis bank. Hypothesis of the research

H01 :There is no significant difference between the satisfaction level of the employees of SBI and Axis Bank with respect to employee welfare practices.

Ha1 :There is a significant difference between the satisfaction level of the employees of SBI and Axis Bank with respect to employee welfare practice.

H02: There is no significant difference between the opinions of the employees on employee

welfare practices within the selected banks.

Ha2: There is a significant difference between the opinions of the employees on employee welfare practices within the selected banks.

H03: There is no significant association between welfare practices and Job motivation of employees of SBI and Axis bank.

Ha3: There is a significant association between welfare practices and Job motivation of employees of SBI and Axis bank.

Research Methodology

This section explores about the different method applied in this research to collect data and the type used to carry out the research. This section deals with the research methodology acquired during the course of the current study. The section lays significance on the research design, the sample selection procedure; the data collection method rounded up with the statistical tools used for analysis of research is also under discussion.

The inspecting plan for the examination has been readied relying upon the foundation of the investigation. The models on which inspecting was directed are as per the following:

Target population or universe	:	Employees of SBI and Axis bank.
Inspecting method	:	Convenience Sampling
Sample size	:	400
Territory of survey	:	Ranchi district

Sample Design

The final study was led on representatives of Private Sector Banks and Public Sector Banks expressed underneath of Ranchi district.

Important information has been gathered through poll filled from 400 respondents. The respondents have been chosen by comfort inspecting. The division of the information accumulation was on the accompanying premise:

Auxiliary information has been gathered from company's site, industry reports, related writing in books and diaries, both national and universal. Examination of information the information has been broke down utilizing IBM SPSS 22 Statistical programming.

Data has been analyzed with the use of descriptive statistics, frequency analysis, cross tabulation, test of Reliability, normality test, factor analysis, Communalities and the testing of hypothesis using 1. Mann-Whitney Test 2. Chi-Square Test to arrive at the conclusion.

Main Findings of the Study

As per the data received from respondents it was found that regarding

- Mann - Whitney Test is being used in the study as the data was not normally distributed. The result depicts that out of 16 cases, in 3 cases null hypothesis is accepted as the level of significance is less than 0.05 and in remaining cases null hypothesis is rejected

as the level of significance is more than 0.05.

- Chi - Square test is a tool which helps in testing the significance value of experimental values and theoretical value. Here hypothesis is accepted as the significance values is less than 0.05 in all the cases, which denotes that there is a noteworthy difference in the opinion of the employees of both the banks regarding employee welfare practices.
- Chi - Square Test of Independence denotes that there is a significant association between employee welfare practices and motivation on the job, as the significance value is less than 0.05.. It has been analysed from the Chi - Square Test of Independence that the significance value is 0.000 i.e. significance value is greater than 0.05. So, it can be said that there is a significant association between Welfare practices and motivation on the job

Conclusions of the Study

Banks are providing superior employee welfare facilities to its employees, whether it is a private sector banks or public sector banks. Employees of public sector banks are more satisfied than private sector banks as far as welfare practices are concerned. A direct and positive correlation has been observed in the study between employee welfare facilities and employees job satisfaction.

Private Sector (Axis Bank)

The private sector banks needs to manage their employee welfare facilities. The various job aspects offered by the banks need to improve and increase the level of satisfaction among the employees. Highly motivating incentive system must be incorporated within the banks, especially to motivate young and new entrants so that their aspirations and satisfaction level can be duly met. This will surely enable the young talents to go a long way in enriching their requirements. For reducing the level of stress among the private sector employees various activities and programmes can be organised within the banks like cultural activities, get-togethers, meditation, counselling etc.

Public Sector (SBI)

Supervision on employee welfare facilities in the bank must be improved especially in the case of public sector bank i.e SBI. This can be done by hiring special employee welfare officers who looks after the welfare programmes of the banks. The banks must incorporate welfare facilities for their employees that can directly influence their job satisfaction level and thus lead to employee retention. Decision making system must be made more accessible in public sector banks by using suggestion boxes in all the branches. Effective and proper built-in grievance redressal system is a necessity in the banks so that the grievances of the employees can be solved systematically and in due time.

Focus should be on social and health related welfare services, so that the employees develop a sense of belongingness to the place and people around. Employee's health related services should be given importance due to growing stress levels among them by organizing health check-ups in every branch.

Scope for Further Research

Scope for further study can be based on limitations of the study; the area of study needs to be expanded. The respondents are only from specific locations in Ranchi district and this study has been based on limited sample size, hence it can be extended. In -depth interviews can be conducted with the respondents for collecting more precise and accurate information for the further study. The number of questions can be increased for generating more reliable data for the study, apart from sticking to a standard pattern of questions.

Other topics that can be incorporated for further study:

- Employee Welfare Practices in Non-Banking Financial Institutions (NBFI).
- Employee Welfare Practices - Comparative study between Indian Banks and Banks overseas.

JOB STRESS MANAGEMENT OF THE EMPLOYEES WORKING IN THE INDIAN FINANCIAL SECTOR: A CASE STUDY OF SBI BANK RANCHI REGION

Dr. Sana Khalique

OBJECTIVES OF THE STUDY

- To identify the job stress factors among the public sector bank employees in Ranchi.
- To analyze the effect of occupational job stress factors among different categories of bank employees.
- To assess the level of job satisfaction among different categories of bank employees.
- To explore the relationship between the Job satisfaction and occupational stress of bank employees.
- To identify different methods and techniques for reduction of occupational stress among bank employees.

HYPOTHESES OF THE STUDY

Following are the null hypotheses of the study:-

NH01: The overall occupational stress is independent of type of gender.

NH02: The dimension of occupational stress is independent of type of gender.

NH03: The occupational stress is not depending on age groups of bank employees.

NH04: The occupational stress is independent of work experience of bank employees.

NH05: The occupational stress is independent of occupational level of bank employees.

NH06: Job satisfaction level is not depending on type of gender.

NH07: Job satisfaction level is independent of age groups of bank employees.

NH08: There is no impact of work experience on Job satisfaction level.

NH09: The Job satisfaction level is not depending on occupational level of bank employees.

NH10: There is no relationship between occupational stress and Job satisfaction level of bank employees.

METHODOLOGY

First the personal data questionnaires were applied on the employees of the bank upon 100 samples were selected and their list was prepared. In the second stage the main tools selected for the collection of information were used individually on each of the employees.

CONCLUSION OF THE STUDY

Occupational stress was found higher among low level of employees. The percentage of sample had high job satisfaction were found among middle level of employees. Low experienced employees exhibited higher level of occupational stress. Only two employees' group, i.e. age-2 group (31-36 yrs) and moderate experience employees had found

negative relationship between occupational stress and job satisfaction. In total sample, there was a negative relationship found between occupational stress and job satisfaction.

RECOMMENDATIONS

Rotation of role overload, role ambiguity, role conflict should be managed in a systematic manner so that it should not create any dissatisfaction among any gender groups. Job description and Job specification need to be very lucid among top level employees to reduce role conflict between them. Less experienced employees are facing more occupational stress, so it is needed to increase confidence among them through proper placement and training.

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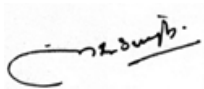
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