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Editorial Note

The value based education in the area of business management requires the excellent research work on contemporary and emerging issues. The research provides innovation through the development of new ideas and creation of novel solutions.

GBAMS- VIDUSHI is a broad based journal that believes in knowledge creation and knowledge dissemination. It advances and promotes all the theoretical and empirical papers that add value to educational and entrepreneurial world.

We are presenting Volume 8 Issue No 02, July December, 2016 carrying five papers.

Dr. José G. Vargas- Hernández and María Teresa Jiménez Castillo in their paper, '*Lean Manufacturing A Tool For Improvement Of Production System,'* has dealt with the application of modern tool of Lean Manufacturing that helps us record the changes generated by its application on different companies. The present research project aims to make known the benefits of Lean Manufacturing on a production system.

Dr. L. Sudar han Reddy and Kannamani R in their paper, '*Justifying The Judgemental Sampling;Matrix Organization In IT Outsourcing Industry,'* have justified the probability vs. non probability sampling being representative of the target population. In this paper they have attempted to justify the sample size that they have chosen is truly representing the ITO industry's total population and justify the reason for choosing the authoritative sampling technique as their sampling technique due to various challenges & requirements such as the industry they studied and the people they interacted for the research survey.

Dr. V. K. Arora in his paper, '*Entrepreneurship: External and Internal Rationalization,'* has Analysed the internal and external rationalization factors that may have bearing on entrepreneurship. The paper also highlights certain operational framework for the budding entrepreneur to succeed in his/her venture.

Prof Rekha Prasad and Ms. Shruti Singh in their conceptual study , '*Training Interventions in Managing Employee Attrition in Banking Sector,*' have advocated that the training interventions in the banking sector can reduce the turnover intentions of employees as it adds to growth and development of inherent capabilities of employees making them more committed.

Mr. Adewale, A. Adekiya in his paper , '*The Role of Culture, History and Institutional Policies on Entrepreneurial Development: the Case of China as an Emerging Economy,'* has examined the role of culture, history and institutional policies on Chinese entrepreneurial development. The results uncovered indicate that historical events and cultural values are important in determining the size and shape of entrepreneurship. In addition, institutional policies if properly utilized can act as a buffer in this relationship.

We are particularly grateful to our Chairperson, Respected Smt.Padma Binani, Shri.Braj Binani, Chairman ,Binani industries Ltd., and Shri I.K. Pugalia and Shri. R.K.Bagri, GD Binani Education Society, for their ever active involvement , sustained support and encouragement in making GBAMS, a professionally and progressive centre of Management Studies.

'GBAMS-VIDUSHI' is being critically reviewed and edited with the point of view of precision of thought , novelty of ideas and its pragmatic application. We hope that the selected papers would benefit and add value to the knowledge of our readers.

We take this opportunity to record and acknowledge our sincere thanks to our Advisory Board and the Editorial Board in particular, for contributing their valuable and precious time, in finalizing this issue of the journal.

Prof.Dr.Zeeshan Amir.
Editor-in-Chief.

Evaluating a training process: A live study

* Dr. Neeraj Kumari*

Abstract

A descriptive study was conducted on training process and it effectiveness in Essel Propack. "Regular training and development is an investment that will allow employees to prosper and develop their careers while giving the company's business a highly skilled workforce and a competitive advantage in the market". The analysis was carried out using the SPSS software and stated satisfaction level of different parameters. It was found that employees were satisfied with certain parameters like training policy, training methodologies, trainer evaluation, learning, behaviour, reaction and results. There were certain parameters that needed improvement like trainer effectiveness, results and training methodologies. The overall training effectiveness was calculated as 3.5933, which showed people were satisfied with their current job trainings but still measures should to be taken to improve the effectiveness level. Certain suggestions and recommendations were given to improve the training process and its effectiveness. Outsourced trainings should be more and more encouraged. There should be a post-course discussion between the participants and his/her boss or management. Pre-course assessment of learner's knowledge and skills should be done prior to the training with the help of a test or a quiz. An action plan for the implementation of learning must be drawn immediately after training.

Keywords: Attitude, Carrier-Centred, Development, Growth, Improvement, Learning.

Introduction

Training plays an important role in human resource development. It comes next to recruitment and selection. Truth be told, the fundamental reason for preparing is to build up the HR show inside the workers. To sum up things, preparing is the watchword of the present dynamic business world. Preparing is vital because of innovative changes quickly occurring in the modern field. New machines, new strategies and new methods are presented in the generation, showcasing and other part of business. Preparing is for building up the general identity of a representative. It additionally makes an uplifting demeanour towards kindred representatives, work and the association where he is working. Preparing is the duty of the administration as it is essentially to increase the proficiency and efficiency of representatives.

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The motivation behind preparing is to accomplish an adjustment in the conduct of those prepared and to empower them to carry out their occupations in a superior way. The learners will gain new manipulative aptitudes, specialized information, critical thinking capacity or mentalities, and so on. Preparing is not a one-stage handle but rather is a constant or endless process. Preparing makes recently enlisted labourers completely gainful in the base of time. Notwithstanding for old labourers, preparing is important to revive them and to empower them to stay aware of new strategies and methods. To put it plainly, preparing is the demonstration of enhancing or refreshing the information and expertise of a worker for playing out a specific occupation.

Definition of training According to Edwin Flippo, training is "the act of increasing the knowledge and skill of an employee for doing a particular job".

Need for employee training

The requirement for preparing workers is all around acknowledged and commonsense preparing as data, guidelines and direction is given to all classifications of representatives. It is an absolute necessity for expanding the proficiency of workers. Preparing is important in the present aggressive and steadily changing modern world. In particular, the requirement for preparing emerges because of the accompanying reasons:

To coordinate worker details with work prerequisites and hierarchical needs: Administration discovers deviations between representative's available particulars and employment necessities and authoritative needs. Preparing is expected to fill these holes by creating and embellishment the worker's aptitude, information, disposition, conduct, and so on., to the tune of employment prerequisites and hierarchical needs.

Organisational reasonability and the change procedure: The essential objective of most associations is that their suitability is ceaselessly affected by natural weight. On the off chance that the association does not adjust to the changing elements in the earth, it will lose its piece of the pie. On the off chance that the association wishes to adjust to these progressions, first it needs to prepare its workers to give particular abilities and information keeping in mind the end goal to empower them to add to hierarchical productivity and to adapt to the evolving condition.

Technological propels: Each association so as to survive and to be compelling ought to receive the most recent innovation, i.e., motorization, computerisation and robotization. Appropriation of the most recent innovative means and strategies won't be finished until the point that they are kept an eye on by representatives having aptitudes to work them. Subsequently, the association should prepare its representatives to improve them in the zones of changing specialized abilities and information every now and then.

Organisational intricacy: With the rise of expanded motorization and computerization, assembling of different items and side-effects or managing in administrations of differentiated lines, expansion of operations to different districts of the nation or in abroad nations, association of the greater part of the organizations has turned out to be mind boggling. This makes the perplexing issues of coordination and reconciliation of exercises versatile for and versatile to the growing and enhancing circumstances. This circumstance calls for preparing in the abilities of coordination, reconciliation and versatility to the prerequisites of development, broadening and extension.

Human relations: Patterns in approach towards faculty administration has transformed from the item way to deal with the organization approach, crossing the human relations approach. Consequently today, the administrations of most associations need to keep up human relations other than keeping up sound mechanical relations, albeit heretofore the administrators are not usual to manage the specialists likewise. Subsequently, preparing in human relations is important to manage human issues (counting distance, between individual and between amass clashes, and so forth.) and to keep up human relations.

Change in work task: Preparing is likewise important when the current representative is elevated to a larger amount in the association and when there is some new employment or occupation because of exchange. Preparing is likewise important to outfit the old representatives with cutting edge orders, strategies or innovation.

Review of Literature

Zhen-Yi et al (2017) Understudies of bookkeeping calling ought to have the capacity of utilization and development as fundamental quality. Under the foundation of joining of creation and learning, in light of the examination of the capacity of use and development of undergrads of bookkeeping calling and it's affecting components.

Nielsen et al (2017) the coordinated examination of subjective and quantitative information demonstrated that various logical components collaborated with preparing encounters and results to impact the accomplishment of group intercession.

Sitzmann & Weinhardt (2017) proposed a multilevel system that tends to the criteria that can be utilized to survey preparing viability at the inside individual, amongst individual, and full scale levels of examination. In particular, the examination proposed four assessment taxapreparing use, influence, execution, and monetary effectand also the particular assessment measurements that can be caught to inspect the aspects of every taxon.

He & Zhang (2017) The training effectiveness evaluation (TEE) is both an urgent piece of the training administration and an intense affirmation of viable long haul training exercises. It additionally assumes essential parts in measuring the training investment, assessing the training standard, and improving the training quality. In this manner, it pulls in increasing consideration from ventures. The paper applies analytic hierarchy process (AHP) and fuzzy comprehensive evaluation method (FCEM) to TEE with a genuine illustration, develops the foundation framework in light of analytic hierarchy process (AHP) hypotheses, at that point introduces the fuzzy streamlining idea to measure fuzzy, correlative, appended factors, and along these lines indicates this method can fill in as a valuable approach.

Pandey et al (2016) investigated the effectiveness of Inquiry Training Model over regular teaching method in teaching physical science at the optional level of science understudies. Results uncovered a measurably critical Impact of Inquiry Training Model (ITM) over regular teaching method on Scholastic achievement of understudies. In light of the achievement test in physical science (ATPS), teaching of physical science through Inquiry Training Model is more compelling than the teaching through the Customary Method at the auxiliary level. The ITM model might be supported as a superior apparatus than the regular method for teaching

Physical Science.

Masalimova & Chibakov (2016) The proposed demonstrate gives the deliberated development of General and expert capabilities of understudies. Explanatory model conditions and the quality control of preparing of laborers and authorities are tried in instructive foundations and intended for reasonable utilization of showing staff of instructive establishments to anticipate future accomplishments of expert picking up, getting middle and last logical outcomes and making opportune changes in accordance with the instructive procedure.

Idawati et al (2016) The outcomes demonstrated that the preparation display CBWB-EEER in view of reactions facilitators are of high class, and by trial members, showing as far as (1) the capacity to distinguish potential normal is at category high, (2) the capacity of business is in the classification enough and high, (3) the capacity to oversee funds by and large at the high classification, and (4) the capacity of woven pandanus imaginative aptitudes are high.

Masalimova & Nigmatov (2015) The basic practical model of corporate preparing of specialized masters in completing coaching in present day generation incorporates objective, methodological, content-related, authoritative and procedural and proficiency parts. The model goes for incorporating proficient creation and psycho-academic preparing of instructors, in which the change of their expert and inter professional abilities for cognizant and dependable administration of their adjustments in proficient advancement, and in addition for the arrangement of psycho-instructive and authoritative methodological issues of assistants' corporate preparing.

Sitzmann & Weinhardt (2015) Preparing engagement hypothesis gives a multilevel delineation of the predecessors of preparing adequacy. By multilevel, we are alluding both to the progressive idea of developsto such an extent that representatives are implanted in associations and work groupsand the transient idea of proceduresstressing that large scale and inside individual procedures are not static wonders. The progressive idea of preparing engagement hypothesis gives a wide record of how forms at different levels in the hierarchical chain of importance impact each other and add to the achievement or disappointment of preparing programs.

Rehmat et al (2015) comes about propose that response of students is an insufficient measure to assess preparing projects and preparing projects ought to be assessed at a more profound level to get a sensible picture of preparing adequacy. The examination opens an intriguing and testing range for administration analysts about investigating and enhancing nature of preparing programs. It demonstrates the need to examine advance his field by creating and executing powerful assessment models in different preparing fields, particularly in zones, for example, social and administration preparing.

Leris et al (2014) The cooperation skill is a standout amongst the most requested abilities by the social condition and, hence, is as of now a piece of the learning goals in the college considers. An extensive preparing model of the system fitness is exhibited on the examination which incorporates a depiction of this operational ability, inside the preparation field, and the keys to outline the preparation design by utilizing the ICT.

Diamantidis & Chatzoglou (2014) In spite of the way that organizations put resources into preparing, there is impressive proof to demonstrate that preparation programs frequently neglect to accomplish the expected after effect of enhancing specialist and association execution. The outcomes show that the plan of a preparation program has the most grounded effect on post-preparing work execution, alongside learners' self-viability and post-preparing conduct.

Laberge et al (2014) the discoveries uncover that learning in a genuine circumstance postures challenges since working conditions and furthermore learning conditions are not generally ideal. Such conditions provoke disciples to create novel techniques to oversee surprising circumstances. Now and again, this included evading a well being principle keeping in mind the end goal to meet work requests. The utilization of ergonomics genuine work action approach permitted the converging of two research subjects once in a while discovered together: the socio-natural world view in training and the improvement of unique mediations to anticipate word related wounds among youthful specialists. This crossing point of instructive hypothesis and damage anticipation procedures gives new road to enhancing professional preparing projects and creating essential counteractive action mediations in word related well being and security programs that objective youth.

Verkoshanky (1996) The improvement of the speed of execution of the particular movement is the primary preparing focus for most athletic occasions. The improvement of speed ought to be a slow procedure, which ought to trail a time of unique physical molding. The arrangement time of preparing ought to underline the potential for expanding the use of compel, instead of an expansion in the speed of execution of the action itself.

Research Methodology

A. **Research objective:** To study the training process and it effectiveness in Essel Propack.

B. **Research design:**

a) **Type of research:** The following is a descriptive research.

b) **Data collection and analysis techniques:** This study was conducted through questionnaires and interviews. Questionnaires were filled by both HR managers and employees, so that a broader view of training process can be obtained. The parameters taken were training policy, determination of training needs, trainer evaluation, training methodology, learning, behaviour, reaction and result. Secondary data were collected from the company's manuals, employee handbook, BTPS intranet and website.

c) **Sample size:** The sample size of the study was eighty-six.

Data Analysis and Interpretations

Analysis was performed on SPSS software. The following analysis was conducted on the basis of results obtained from the following scores:

- Mean standard deviation scores
- Intra- and inter-item correlation
- Factor analysis

The scores obtained from mean standard deviation calculation were analysed according to the value the mean took. If the deviation was between 0.000 and 0.0025, it was considered low, 0.025 and 0.075 as moderate and 0.075 and above as high. Low standard deviation signifies that most of the responses lie between mean. Moderate signifies that more or less responses are close to the mean. High SD means employees have varied opinions regarding the statement.

For correlation, Pearson's correlation signifies less relation between the two items under comparison. Here, 0.250.75 means that the items are moderately correlated and a value above 0.75 signifies that the items under consideration are highly correlated. Intra- and inter-item correlations are calculated so that the relationship of each item can be determined against one another.

The significance level signifies how true the findings are. Here, 0.99 significance level means that the result is 99% valid. In the factor analysis all items that take Eigen value more than 1 are to be considered. The reasons for its impact on training process and its effectiveness are also understood by focusing on it and relating it to the organisation's process.

Training policy

Table 1: Training policy

	N	Mean	Std. Deviation
Sufficient number of trainings are conducted apart from induction	70	2.0143	1.20978
Type of training: on the job	5	1.4000	0.54772
Type of training: off the job	5	1.8000	0.44721
Does the firm outsource the training?	5	2.6000	0.54772
A supervisor is enough to train the employees at shop level	5	2.6000	0.54772
Valid *N* (list-wise)	5		

Source: Self data analysis

Interpretations: The mean of the variable “TRAINING POLICY” is 2.03. This value indicates that most of the best policies that we were looking for are present in the company or not, are there. Since this parameter was filled mainly by HR managers and executives, it means that they are taking their best possible efforts to make employees happier.

Determination of training needs

Table 2: Determination of training needs

	N	Mean	Std. Deviation
A training needs survey is the best effective method for determining training needs	5	1.2000	0.44721
Was the training need planned in time?	5	1.4000	0.54772
Lots of motivation is provided from senior managers and trainers	70	2.8571	1.43745
Do the intended employees themselves come up with initiation for need of training?	70	2.5143	1.31593
Is employee suggestion given weight age?	70	1.7571	0.90787

Source: Self data analysis

Interpretations: The mean is 2.32 with standard deviation of 1.31. Employees feel that training needs survey is always the best effective method of determining training needs. As seen by the value of mean, training need was always planned in time but when we look at the motivation level provided, the value dwells near "sometime" and with a large-value standard deviation. The motivation side is a bit weak in terms of training need. Always the intended employees come up with suggestions that are given proper weight.

Trainer evaluation

Table 3: Trainer evaluation

	N	Mean	Std. Deviation
The faculty is always the best available in town	70	1.9000	0.95021
The trainer tried to link the training programme with the business need	70	2.6429	1.36239
The trainer was able to respond to queries	70	2.1571	1.15012
Valid *N* (list-wise)	70		

Source: Self data analysis

Interpretations: The mean is 2.23 with a standard deviation of 1.20. Most people feel the faculty is always the best available in town with very littledeviation. Most of the employees are happy with the trainer, although most of them think that the trainers did not always link the programme with business needs. Although most of the times the trainers were able to respond to queries, but still linking it with business need is important, which is quite missing in the responses.

Training methodology adopted

Table 4: Training methodology adopted

		Which technique do you go for on the job training: job rotation	Coaching	Mentoring	Job instruction technique	Apprenticeship training	For on-the-job-training - internet-based technique	EPSS	Management coaching system	Trainer – trainee ratio never increases 1:10 ratio
Which technique do you go for on the job training: job rotation	Pearson's correlation	1	-.250	-0.250	-0.250	-0.250	0.408	0.375	-0.250	-0.612
	Sig. (two-tailed)		0.685	0.685	0.685	0.685	0.495	0.534	0.685	0.272
	N	5	5	5	5	5	5	5	5	5
Coaching	Pearson's correlation	-0.250	1	-0.250	-0.250	-0.250	0.408	0.375	-0.250	-0.612
	Sig. (two-tailed)	0.685		0.685	0.685	0.685	0.495	0.534	0.685	0.272
	N	5	5	5	5	5	5	5	5	5
Mentori	Pearson's	-0.250	-	1	-0.250	-0.250	-0.612	-	1.000**	0.408

ng	correlation		0.250					0.250		
	Sig. (two-tailed)	0.685	0.685		0.685	0.685	0.272	0.685	0.000	0.495
	N	5	5	5	5	5	5	5	5	5
Job instruction technique	Pearson's correlation	-0.250	-0.250	-0.250	1	-0.250	-0.612	0.375	-0.250	0.408
	Sig. (two-tailed)	0.685	0.685	0.685		0.685	0.272	0.534	0.685	0.495
	N	5	5	5	5	5	5	5	5	5
Apprenticeship training	Pearson's correlation	-0.250	-0.250	-0.250	-0.250	1	0.408	-0.875	-0.250	0.408
	Sig. (two-tailed)	0.685	0.685	0.685	0.685		0.495	0.052	0.685	0.495
	N	5	5	5	5	5	5	5	5	5
For on-the-job-training: Internet-based technique	Pearson's correlation	0.408	0.408	-0.612	-0.612	0.408	1	-0.102	-0.612	-0.667
	Sig. (two-tailed)	0.495	0.495	0.272	0.272	0.495		0.870	0.272	0.219
	N	5	5	5	5	5	5	5	5	5
EPSS	Pearson's correlation	0.375	0.375	-0.250	0.375	-0.875	-0.102	1	-0.250	-0.612
	Sig. (two-tailed)	0.534	0.534	0.685	0.534	0.052	0.870		0.685	0.272
	N	5	5	5	5	5	5	5	5	5
Management coaching system	Pearson's correlation	-0.250	-0.250	1.000**	-0.250	-0.250	-0.612	-.250	1	0.408
	Sig. (two-tailed)	0.685	0.685	0.000	0.685	0.685	0.272	0.685		0.495
	N	5	5	5	5	5	5	5	5	5
Trainer–trainee ratio never increases 1:10 ratio	Pearson's correlation	-0.612	-0.612	0.408	0.408	0.408	-0.667	-0.612	0.408	1
	Sig. (two-tailed)	0.272	0.272	0.495	0.495	0.495	0.219	0.272	0.495	
	N	5	5	5	5	5	5	5	5	5
**Correlation is significant at 0.01 level (two-tailed).										

Source: Self data analysis

Interpretations: There can be found a strong correlation between on-the-job-training technique and management coaching system and mentoring at a significant level of 0.01; their significance value is 0.000. This strong correlation can be seen as management coaching is incomplete without mentoring. The management has to tell employees what to do, while adhering to their problems. **Mentorship** refers to a developmental relationship in which a more experienced person helps a less experienced person, referred to as a **protégé**, **apprentice**, or **mentored**, develop in a specified capacity and it forms a major part of management coaching. This management coaching is also a part of most favoured methodologies for training by the HR department.

Learning

Table 5: Learning

	N	Mean	Std. Deviation
Course content and practical activities helped enhance the knowledge/skills	70	2.5429	1.08595
Lectures during training most of the times are boring and monotonous	70	2.2714	1.11539
Lectures/exercises provided are comprehensive and appropriate	70	1.9429	1.12785
Valid *N* (list-wise)	70		

Source: Self data analysis

Interpretations: Employees are quite convinced that lectures/exercises provided are comprehensive and appropriate. While considering the mean and standard deviation of the second statement, it is quite apparent that more than 50% of employees think that lectures during training, are boring and monotonous. This could be related to the reason that employees are not motivated enough by senior managers. They do not find things interesting or most of the times the lectures do not deliver anything new. While most employees are convinced that course content and practical activities help enhance knowledge and skills but in relation to previous questions, we cannot forget that the employees also mentioned that most of the times the course content is not delivered as per the business need.

Behaviour

Table 6: Behaviour

	N	Mean	Std. Deviation
There is a positive change in behaviour after training	70	1.9000	0.90330
Outsourced training imparts better skills for behavioural improvement in managers	5	2.4000	0.89443
Valid *N* (list-wise)	5		

Source: Self data analysis

Interpretations: Both the questions have generated positive responses from the HR as well as employees. The question "if there was a positive change in the behavior after training" was asked to employees and as the mean describes, they agreed that often it do. The HR department also could not deny the fact that outsourced training imparts better skills for managers.

Reaction

Table 7: Reaction

	N	Mean	Std. Deviation
Trainings conducted are relevant to the job	**70**	**2.0571**	**0.97632**
Reaching career goals	70	1.8571	1.47723
Obtaining pay increase	70	2.5571	1.08529
Increase in job security	70	2.6714	0.98865
Career paths	70	2.8429	1.24686
Duration of programme: adequate	70	2.0000	0.90089
Training venue: best available places in town	70	2.300	1.1465
Workload: make it difficult to try and use new knowledge/skills	69	2.0000	0.87447
Valid *N* (list-wise)	69		

Source: Self data analysis

Interpretations: From the table of standard deviationmean, we can conclude that most employees agree that the trainings conducted are relevant to the job and that they help them in reaching their career goals, although there was quite an inconsistency seen in responses to obtain pay increase as well as increase in job security. Although most of the employees did not agree with the fact that trainings conducted help them reach their career paths, they also admitted that lots of work load make it just very difficult for them to implement new learning and skills in their daily jobs, which is very necessary. The very purpose of training fails if the employees cannot use any of the newly acquired knowledge.

Results

Table 8: Results

	N	Mean	Std. Deviation
Outsourced training imparts better skills for behavioural improvement in managers	5	2.8000	0.44721
Training satisfaction survey conducted is useful	5	1.4000	0.54772
Productivity of firm after a training session considerably increases considerably	5	1.2000	0.44721
Training results in improvement in employee’s performance	5	1.0000	0.00000
Training compared with other firms is cost effective	5	1.4000	0.89443

Source: Self data analysis

Parameters analysis

Table 9: Parameters analysis

	N	Mean	Std. Deviation
Training policy	90	2.0333	1.11627
Determination of training need	220	2.3273	1.31106
Trainer evaluation	210	2.2333	1.20121
Training methodology	45	2.1333	1.39153
L total	210	2.2524	1.13159
B total	75	1.9333	0.90544
R total	560	2.2839	1.14889
Re total	25	1.5600	0.82057

Source:Selfdata analysis

Table 10: Correlations

		Training policy	Determination of training need	Trainer evaluation	Training methodology	L total	B total	R total	Re total
Training policy	Pearson’s correlation	1	-0.056**	0.075	0.001	0.128	-0.014	-0.125	-0.113
	Sig. (two-tailed)		0.000	0.481	0.995	0.228	0.903	0.240	0.591
	N	90	90	90	45	90	75	90	25
Determination of training need	Pearson’s correlation	-0.056**	1	-0.034	0.192	0.028	-0.050	-0.017	-0.287
	Sig. (two-tailed)	0.000		0.625	0.206	0.688	0.669	0.808	0.164
	N	90	220	210	45	210	75	220	25
Trainer evaluation	Pearson’s correlation	0.075	-0.034	1	0.158	0.235**	0.027	0.007	0.337
	Sig. (two-	0.481	0.625		0.299	0.019	0.820	0.915	0.099

	tailed)								
	N	90	210	210	45	210	75	210	25
Training methodology	Pearson's correlation	0.001	0.192	0.158	1	0.015	0.233	0.168	-0.012
	Sig. (two-tailed)	0.995	0.206	0.299		0.924	0.123	0.270	0.953
	N	45	45	45	45	45	45	45	25
L total	Pearson's correlation	0.128	0.028	0.235^{**}	0.015	1	-0.033	-0.070	0.296^{**}
	Sig. (two-tailed)	0.228	0.688	0.019	0.924		0.782	0.313	0.051
	N	90	210	210	45	210	75	210	25
B total	Pearson's correlation	-0.014	-0.050	0.027	0.233	-0.033	**1**	0.100	0.106
	Sig. (two-tailed)	0.903	0.669	0.820	0.123	0.782		0.395	0.614
	N	75	75	75	45	75	75	75	25
R total	Pearson's correlation	-0.125	-0.017	0.007	0.168	-0.070	0.100	1	0.475^{*}
	Sig. (two-tailed)	0.240	0.808	0.915	0.270	0.313	0.395		0.016
	N	90	220	210	45	210	75	560	25
Re total	Pearson's correlation	-0.113	-0.287	0.337	-0.012	0.296^{**}	0.106	0.475^{*}	1
	Sig. (two-tailed)	0.591	0.164	0.099	0.953	0.051	0.614	0.016	
	N	25	25	25	25	25	25	25	25
*Correlation is significant at the 0.05 level (two-tailed)									

Source: Self data analysis

Interpretations: The question of reaction of employees is correlated with the result, i.e., impact of training on firm, is highly correlated at the 0.05 level of significance. Surely both the questions are related as how employees react to a particular training process makes a major difference to what the firm benefits out of it. A good training reaction always ensures better performance and improved firm's productivity. The other related questions are of "learning from the training" and "trainer evaluation". The learning question is also highly correlated with "reaction of employees" at a significance value of 0.051. This correlation shows that the learning of an employee is greatly impacted by trainer efficiency at the same time, the main part of training process that an employee respond to is "learning" as that forms the core of training. The training policy parameter is negatively correlated with determination of training needs.

Factor analysis

Table 11: Total Variance Explained

Component	Initial Eigen Values			Extraction Sums of Squared Loadings		
	Total	Percentage of Variance	Cumulative %	Total	Percentage of Variance	Cumulative %
1	2.273	28.414	28.414	2.273	28.414	28.414
2	1.387	17.332	45.746	1.387	17.332	45.746
3	1.173	14.656	60.403	1.173	14.656	60.403
4	1.011	12.635	73.038	1.011	12.635	73.038
5	0.830	10.377	83.416			
6	0.642	8.027	91.443			
7	0.440	5.506	96.948			
8	0.244	3.052	100.000			
Extraction method: principal component analysis						

Source: Self data analysis

Interpretations: The "Total Variance Explained" table shows the Eigen values are a proportion of total variance in all the variables, which is accounted by that factor. A factor's Eigen value may be computed as the sum of its squared factors loading for all the variables.
The table shows that out of the eight parameters selected for measuring Employee Engagement in RGCH, only four were found to have Eigen values greater than 1. These were extracted on the basis of Eigen values. Those factors having Eigen values greater than 1 were only extracted by applying this statistical tool.

Now to find out which are these components, we look at the component matrix.

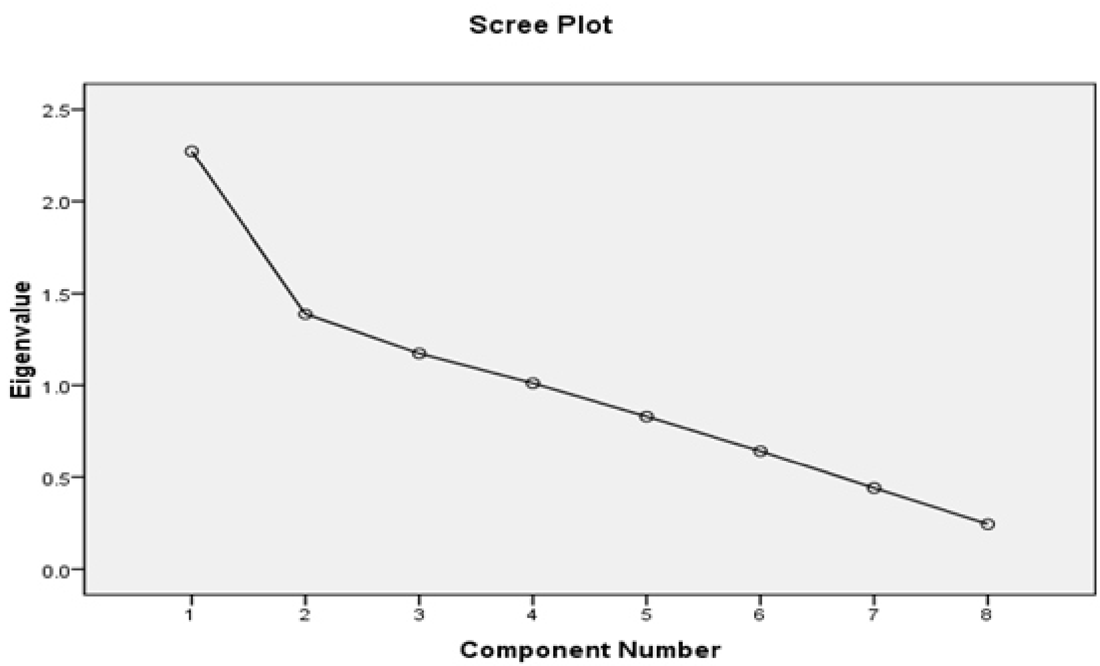
Table 12: Component Matrix

	Component			
	1	2	3	4
Re total	0.731	0.172	0.125	-0.208
R total	0.761	0.212	0.251	-0.146
B total	0.224	-0.780	0.210	0.053
L total	0.673	-0.278	0.240	0.019
Training methodology	0.245	-0.313	-0.776	0.363
Trainer evaluation	0.513	0.653	-0.245	0.372
Determination of training need	-0.567	0.320	0.200	-0.094
Training policy	-0.116	0.017	0.539	0.815
Extraction method: principal component analysis				
a. Four components extracted				

Source: Self data analysis

Interpretations: The component matrix gives the factor loadings. This is the central output for factor analysis. Loadings above 0.6 are usually considered “high” and those below 0.4 are “low”. In the component matrix given, the following parameters have been analysed as the most important parameters for the study, i.e.

- Reaction (how the employees react to the training programme)
- Trainer evaluation (how good the trainer is)
- Training policy (how good are the training policies devised by the HR department)
- Training methodologies (what are the methodologies appointed by the firm for training of their employees)



Source: Self data analysis

Figure 1: Scree plot

Interpretations: The Cattell Scree test plots the components as the *x* axis and the corresponding Eigen values as the *y* axis. The Scree plot signifies the number of components to retain. The principal components analysis was used to reduce the number of variables in a dataset by finding the smallest possible set of principle components which explains most of the variance in the dataset. The area of interest lies where the curve starts to flatten. According to the Scree Plot, four components are retained. These four components that have to be taken are explained through the component matrix shown below. The graph shows that those parameters having Eigen values less than 1 showed a decrease in the slope. Only four parameters were found to be having Eigen values greater than 1 in factor analysis and hence they had a rising slope in the Scree plot.

Results

As per the results shown by factor analysis, there are four parameters important for the evaluation of training, i.e.,

- Training policy
- Training methodologies
- Reaction of employees
- Trainer evaluation

For guaranteeing its most ideal fit with ongoing change techniques, policymakers and change administrators set the particulars that preparation is to accomplish. Be that as it may, dealing with this best fit recommends changing hierarchical culture, enhancing intercultural relations and creating change systems for attractive prospects. Likewise, in this point of view, the preparation and advancement challenges include:

- Making learning one of the major estimations of the organization;
- Submitting real assets and satisfactory time to preparing;
- Incorporating preparing with activities for change administration;
- Utilizing preparing to cross over any barrier with the outer world;
- Utilizing preparing as a formative instrument for people;
- Connecting hierarchical, operational and singular preparing needs;
- Utilizing retraining to ceaselessly redesign representatives' abilities;
- Introducing preparing frameworks that substitute work understanding;
- Making a framework to assess the viability of preparing.

That is precisely what I found in my investigation as the HR office and the workers had similar perspectives for preparing. The HR office had it through preparing arrangements and workers broke down it through response. In addition, mentor assessment has likewise been given great significance in worry with the components to be mulled over from the poll.

The mentor needs to take mind that the preparation material is fitting and runs with the business need of the representatives. Likewise the adapting part is essential for the actualisation of destinations of trainings. From connection investigation, it is likewise certain that there is a solid and positive relationship among the parameters taken in assessment of preparing.

Conclusions

The HR strategies at Essel Propack are exceptionally viable and internationally regarded, however things need to transform from representatives' point of view. Employees don't discover preparing exceptionally significant to the employment. In addition, the staffs do not remember business needs while conveying addresses. This is an essential factor that should be engaged as it shapes the centre of any preparation procedure. In expansion, there is an absence of inspiration from senior supervisors.

Training strategies are great and very much actualized yet there are some new innovations like

EPSS and web based preparing system that request consideration. A dominant part of the representatives concurred that the preparation helped them redesign their aptitudes and improve their insight in concerned ranges. Employees likewise concurred that preparation module and materials were very much composed and ordered with the organization objectives and needs in context. Effort was attempted to obscure the contrast between the workers' close to personal objectives and organization's objectives. This was a notable component of the preparation program, which was by and large refreshing/affirmed and lauded by the workers. Summarily, this investigation demonstrates that the preparation method has been compelling and efficient to an expansive degree. In any case, there has been some trepidation/difference from a few quarters/segment of the workers. This is characteristic of the way that there is dependable opportunity to get better and upgrade.

Nomination for the preparation ought to be done on the premise of requirement for development of information, aptitudes and disposition of workers. Once the competitors are selected for a specific preparing, learning goals must be clarified to them ahead of time. Employees' recommendations should be given more significance. Subjective and quantitative change, behavioral changes, standards, actualities and systems scholarly, specialized abilities, cooperation, self-assurance, relational abilities, administrative aptitudes, self-assurance, and so on., are the variables that ought to be surveyed amid post-assessment of preparing. Internet-based trainings (video conferencing, tele-preparing) should be thought about particularly in a firm like Essel Propack, where universal enrollment is additionall given significant weight age.

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Perceived Job Insecurity: Investigating the Effect of Demographic Characteristics

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Abstract

Numerous literatures have shown that individuals who exhibit higher feelings of job insecurity are more likely to experience various health related challenges which might be detrimental to the organization and the society in general.

By following the transaction stress model Lazarus & Folkman (1984) which highlights inter individual differences in understanding job insecurity perception, the effect of demographic variables in this regard is investigated.

We use the cross sectional research design to elicit responses, through close ended questionnaire from one hundred and fifty three (153) randomly selected employees in the Nigerian Banking Industry. We use the independent t-test of difference and analysis of variance (ANOVA) statistics to examine the relationship between each of the five demographic variables considered and the tendency for perception of job insecurity.

Gender, marital status, age and educational qualification do not exercise any significant effect on perceived job insecurity while the occupational status of respondents exercises an influence in this relationship. Specifically, we found that those employees in managerial job position have higher tendency to exhibit job insecurity perception than other employees in junior, senior and middle level respectively.

Perceived job insecurity may be controlled by engaging personality, institutional and organizational based interventions regardless of employee's gender, age group, marital status and educational status. More focus should be given to employees in managerial and junior occupational cadre while making use of these interventions as these particular groups of employees are more likely experience higher level of this workplace syndrome.

Include keywords :- Job Insecurity, Organizational intervention, Demographic characteristic

Introduction and Literature survey

Evidences from numerous literatures have shown that individuals who have the beliefs that they could lose their job at any time in the immediate future have significantly poorer health status than their counterpart who does not experience such feelings (Burgard, Kalousova & Seefeldt, 2012). In their opinion, the short term implication of perceived job insecurity could be emotional (increased anxiety) physiological (elevated heart rate, increased catecholamine

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secretion) and behavioral (substance use). While in the long term, these implications can result into more permanent and manifest adverse consequences for mental and physical health (Gazzaniga & Heatherton, 2003). The associated organizational consequences of perceived job insecurity are decreased organizational loyalty (Loseby, 1992), decreased organizational commitment, resistance to change, job satisfaction and intention to leave (Rosenblatt & Ruvio, 1996). trust,
performance and job involvement (Cheng & Chan, 2008). While studying the negative consequence of this syndrome from a wider socio economic perspective, Zhang and Lester (2008) have linked perceived job insecurity to a high prevalence of suicide across countries while Benito (2006), Mauno & Kinnunen (2002), have also shown that there is a relationship between this concept and 1) slump in consumer spending and its associated economic consequences 2) increased family problems; all of which might pose serious threat to the proper functioning of the society, for instance the spill over theory (Leiter & Durup, 1996).
Bearing in mind these identified detrimental consequences of perceived job insecurity; it remains scarcely surprising that researches have proliferated over the years on the concept with a view of acquiring better understanding and making use of such understanding as a foundation for developing effective intervention measures. While many of these studies have concentrated on the negative consequences of perceived job insecurity, others have theoretically provided arguments on the factors that can serves as precursor to this syndrome see for instance: national economic conditions (Carr, Elliot & Tranmer, 2011) international differences (Erlinghagen, 2007) level of education and skill (OECD, 2002) characteristics of the firm ((Doeringer and Piore, 1971) marital status ((Erlinghagen, 2007) low self esteem/efficacy (Greenhalgh and Rosenblatt, 1984) age, and occupational status (Cheng & Chan, 2008). In addition, the different coping styles: problem-focused coping, devaluation coping and avoidance coping that might be employed by victims to counter these negative consequences have been largely explored (Richter, 2011). However, one key issue that continues to present a reasonable ground for academic exploit is the lack of sufficient empirical data to substantiate these theoretical assumptions hence there is a need for further testing in an empirical testing. In this study, we shall focus on five key demographic variables: gender, marital status, age, educational qualification and occupational status with a view to provide empirical evidence on the nature of the relationship between these variables and perceived job insecurity.

Based on the role of the male as the traditional bread winner,(male bread winner model) it can be assumed that they suffer more from job insecurity perception due to the threat of job loss on their role as bread winner (Richter, 2011). As argued by them, since women have alternative identities such as family role and home keepers in the event of job loss, then it is possible that they will experience less job insecurity perception. Other studies, in consistent with the multiple role model have however argued that it is not gender group that determine vulnerability to job insecurity perception but the role occupied by individuals. According to this school of thought, a single woman or another who is the bread winner of the family in contrary to the male traditional bread winner model will tend to have more experience of job insecurity perception than the males.

In explaining the effect of marital status on job insecurity perception, we build on previous studies by citing the work of De Witte (1999) which used the life cycle model to maintain that at some stages in individual's life cycle, preferably during parenthood or marital level, it becomes more important to earn money in order to be able to plan long-term. In coherence with this, most respondents in the qualitative study by Nolan in (2009) clearly indicates that that job security is important since having a stable job situation goes hand in hand with creating a stable family situation. Based on these, we assumed that marital status may be an important determinant of job insecurity perception.

As observed by Cheng & Chan (2008) older employees are more vulnerable to job insecurity perception and will tend to experience more turnover intention, psychological health, and physical health as compared to those in the younger age segment. In their opinion, this might be unconnected to the fact that it tends to becomes more difficult for older unemployed workers to find equivalent employment in similar organizations. According to a report by OECD (2002) the relatively bad employment situation of older people should mean that job insecurity among these groups is also greater. Empirically, the findings on the influence of age are ambiguous (Erlinghagen, 2007). While the OECD (1997) in its study observed a decline in job insecurity with increasing age; in another study by Näswall and De Witte (2003), a converse correlation was observed while Green, Francis, Dickerson, Carruth & Campbell (2001) were unable to detect any influence of age.

Regarding educational qualification, Rietcher (2011) are of the opinion that paid employees who are better qualified for job positions are less likely to experience job insecurity perception than their counterparts in lower educational status who are likely to have less job control in addition to lower perception of employability. For instance, it can be assumed that employees who have the necessary technical and managerial skills to handle specific job positions may exhibit less anxiety to job insecurity threat because of two major reasons: they may have the beliefs that they are irreplaceable therefore, less tendency for the organization to do away with their service. (2) Their irreplaceable skills will enhance their marketability and therefore less difficulty in getting a similar job in comparable organizations.

Regarding employee occupational status, it has been suggested that Directors and other high level executives in their desire to achieve their ambitions and attain self-actualization pay dearly in terms of both physical and emotional costs which usually translate into intense and higher tendency to perceive job insecurity (Ibuadimma, 2013)). Similarly, at the lower rung of corporate ladder, Ibuadimma (2013) presented their case and argued that junior workers, who are continuously receiving orders from their superiors, are also under intense stress which could also lead to job insecurity. Thus, employees at the managerial level and those at the most junior cadres have been identified as having the tendency for more job insecurity perception.

In this research, the transaction stress model Lazarus & Folkman, (1984) shall be adopted as a basis for explaining the negative outcome of job insecurity perception and the subjectivity and individuality involved in this process. First, this theory states that job insecurity perception can be conceptualized as a stressor whose consequence may be detrimental to the overall well being of the victim as a result of the importance of salary, status, and a social network that is associated with such job. Further, it states that stress perceptions and consequences are part of a dynamic process that can vary between individuals due to their inter individual differences

(Miller & McCool, 2003). Hence, it is assumed in this that the perception of job insecurity among the respondents will be subjected to variances due to differences in demographic characteristics.

Methodology

This cross sectional study was conducted within the areas in the present days Kano metropolis, located in the north western part of Nigeria with an area of 20700 sq km. It is a densely populated area with a total population of about 2828861 according to the 1996 national population census. The industries in Kano were engaged in export and internal trade to various parts of Africa and Nigeria in particular hence this good business adaptability evidently counts in the array of banking organization situated in the city. The population investigated in this study is the employees of four Nigerian commercial Banks, (Zenith Bank, Skye Bank, Guaranty Trust Bank, and United Bank for Africa) presently operating within Kano metropolis, and randomly selected from a list of a total of twenty banks that are within the Nigerian Banking industry. As on January 2016, the total population of the employees of these four banks has five hundred and nine (509) and it is adopted as the population of the study.

The multistage sampling technique, which according to Asika (1991) assures precision and thoroughness, is adopted. First, the four randomly selected commercial banks were divided into four strata, second, the proportionate stratified sampling technique, which ensures that the sample size drawn from each stratum is proportionate to the total sample size, when expressed as a percentage of research total population was employed in determining the sample size appropriate for each stratum. Third, the selection of the primary sampling units from each stratum was carried out by the random sampling technique through the sampling frame that was obtained from the management of each Bank. Furthermore, the total sample size for the research was determined by drawing inference from the work of Krejcie & Morgan (1970), which has been updated by the universal accreditation board (2003).

The instrument of data collection are based on Hellgreen et al (1999) items on qualitative and quantitative job insecurity, and Kurhnet & Vance (1992) items on job permanence and employment security with a Cronbach Alpha value of .801. External validity was enhanced by the relatively large sample size in addition to the proportionate stratified sampling employed in allocating sample size to each bank and the simple random sampling methods employed in picking primary sampling units from the sampling frame acquired from each bank. To ensure a reasonable level of internal validity of research findings, a quantitative research method which ensures that the responses from respondents can be converted to numerical format and analyzed through appropriate statistical methods was employed. All items were administered on the employees of selected banks in the banking premises during their working hours between February 2016 and July 2016. We employed descriptive statistics to calculate the mean, and frequency distribution of respondents. Further, the independent test of statistical difference and the one way analysis of variance (ANOVA) was employed in testing for any significant difference in the mean score exhibited by respondents in perceived job insecurity according to the categories in each demographic variable since the outcome variable (perceived insecurity) was uncovered to have satisfied the assumption of normality in distribution (Olatunji, 2004).

Analysis and Interpretation

Of the two hundred and seventeen questionnaires distributed, a total of one hundred and fifty six were retrieved. Out of these total figures, three copies were discarded for improper completion leaving a total of one hundred and fifty three (153) which were consequently employed in the data analysis thereby indicating a total response rate of 70.5%. Of the one hundred and fifty three (153) respondents, it was revealed that 54 or 35.3% are females while 99 or 64.7% are males. Similarly, 53 or 34.6% are single while about 100 or 65.4% are married. Furthermore, the analysis on the age of respondents indicates that 13 or 8.5% are between 20-25 years old, 61 or 39.9 are between 26-31 years old, 58 or 37.9% are within the range of 32-37years, 17 or 11.1% are between the ages of 38-43years old, while 4 or 2.6% are 44 years old and above. Respondents were classified on the level of education attained. Here, it was discovered that just 1 or 7% are senior school certificate holders, 15 or 9.8% are holders of the ordinary national diploma, 79 or 51.6% are first degree holders while a total of 153 or 37.9% are holders of various post graduate degrees. Regarding the occupational status enjoyed by each respondents, it was discovered that 51 or 33.3% are junior staff members, 84 or 54.9% are middle level staff 15 or 9.8% are senior staff while a total of 3 or 2% belongs to the management level cadre.

Table 1: T- test of Statistical Difference between Male and Female in Perceived Job Insecurity

Leven test for equality of variance			t test for equality of means	
	F	Sig	t	df
Equal variance assumed	1.675	.198	-.689	151
Equal variance not assumed			-.655	94.135

Table 1 : T- test for equality of mean between Male and Female in Perceived Job Insecurity

		Std Error Difference	95% Confidence interval of the difference	
Sig (2-tailed	Mean Difference		lower	upper
.492	-.75084	1.08937	-2.90323	1.40154
.514	-.75084	1.14645	-3.02710	1.52541

Source: Field Survey, 2016

Table 2: one way ANOVA of Statistical Independence between Gender and (PJI)

	Sum of Square	DF	Mean Square	F	Sig
Between Groups	19.699	1	19.699	.475	.492
Within Groups	6261.360	151	41.466		
Total	6281.059	152			

Source: Field Survey, 2016

Table 3: one way ANOVA of Statistical Independence between Marital Status and PJI

	Sum of Square	df	Mean Square	F	Sig
Between Groups	11.752	1	11.752	.283	.595
Within Groups	6269.307	151	41.519	.283	
Total	6281	152	41.519		

Source: Field Survey, 2016

Table 4: one way ANOVA of Statistical Independence between Age and PJI

	Sum of Square	df	Mean Square	F	Sig
Between Groups	53.615	4	13.404	.319	.865
Within Groups	6227.443	148	42.077		
Total	6281.059	152			

Source: Field Survey, 2016

Furthermore, the independent t test of difference displayed in table (1) shows there is no significant difference in the variance of male and female respondents in perceived job insecurity as evidenced by the Leven test of equality statistical value of .198. Also, a significant value of .492, which is less than the p-value of 0.05, was uncovered for the test of significant difference in the mean score of the two groups which shows that no significant difference exists between these two groups. Similarly, the ANOVA test of statistical independence displayed in table 2, 3, 4, and 5 clearly shows insignificant values of .492, .595, .865, and .079 for gender, marital status, age and educational level respectively which means an absence of any significant difference among the respondents according to these demographic characteristics.

Table 6a: one way ANOVA of Statistical Independence between Job Cadre and PJI

	Sum of Square	df	Mean Square	F	Sig
Between Groups	347.473	3	115.824	2.908	.037
Within Groups	5933.586	149	39.823		
Total	6281.059	152			

Table 6b: LSD TEST

					95% Confidence Interval	
(I) JOB CADRE	(J) JOB CADRE	Mean Difference (I-J)	Std. Error	Sig	Lower Bound	Upper Bound
Junior Staff	Middle level Staff	2.64566 *	1.12023	.019	.4321	4.8592
	Senior Staff	-.30196	1.85356	.871	-3.9646	3.3607
	Management Staff	-3.56863	3.74901	.343	-10.9767	3.8395
Middle Level Staff	Junior Staff	-2.64566*	1.12023	.019	-4.8592	-.4321
	Senior Staff	-2.94762	1.76888	.098	-6.4429	.5477
	Management Staff	-6.21429	3.70787	.096	-13.5411	1.1125
Senior Staff	Junior Staff	.30196	1.85356	.871	-3.3607	3.9646
	Middle Staff	2.94762	1.76888	.098	-.5477	6.4429
	Management Staff	-3.26667	3.99113	.414	-11.1532	4.6199
Management Staff	Junior Staff	3.56863	3.74901	.343	-3.8395	10.9767
	Middle Level Staff	6.21429	3.70787	.096	-1.1125	13.5411
	Senior Staff	3.26667	3.99113	.414	-4.6199	11.1532

Table 6c: Schefe Test

(I) JOB CADRE	(J) JOB CADRE	Mean Difference (I-J)	Std. Error	Sig	95% Confidence Interval Lower Bound	Upper Bound
Junior Staff	Middle level Staff	2.64566	1.12023	.139	-.5220	5.8133
	Senior Staff	-.30196	1.85356	.999	-5.5433	4.9394
	Management Staff	-3.56863	3.74901	.824	-14.1697	7.0325
Middle Level Staff	Junior Staff	-2.64566	1.12023	.139	-5.8133	.5220
	Senior Staff	-2.94762	1.76888	.430	-7.9495	2.0543
	Management Staff	-6.21429	3.70787	.425	-16.6991	4.2705
Senior Staff	Junior Staff	.30196	1.85356	.999	-4.9394	5.5433
	Middle Staff	2.94762	1.76888	.430	-2.0543	7.9495
	Management Staff	-3.26667	3.99113	.880	-14.5524	8.0191
Management Staff	Junior Staff	3.56863	3.74901	.824	-7.0325	14.1697
	Middle Level Staff	6.21429	3.70787	.425	-4.2705	16.6991
	Senior Staff	3.26667	3.99113	.880	-8.0191	14.5524

Source: Field Survey, 2016

Contrastingly, the table in 6(a) shows a significant value of .037 $p < 0.05$ which is interpreted to mean there is a relationship between the occupational status of the respondents and perceived job insecurity. Hence, the LSD test and Schefe test was conducted to determine the nature of the differences that exists among the scores of respondent in job insecurity perception. As evidenced by the LSD test in (6b) though, no significant difference exists among the three occupational groups of managerial, senior and junior employees however, the employees in middle cadre exhibited a significantly lower level of perceived job insecurity than these other groups $p = .019$ $p < 0.05$.

The present study has demonstrated that the concepts of gender, marital status, age group, and educational level, with the exception of occupational cadre are not significantly related to the perception of job insecurity in contrary to various theoretical assumptions that have been advanced by the literatures.

First it was discovered that a significant difference does not exist between the male and female employees in this study in terms of job insecurity perception. This is contrary to the male bread winner model which predicts that male will tend to exhibit more perception of job insecurity than their female counterpart but in line with the theory of multiple role model which proposes that the gender group of individuals is insignificant and that perception of job insecurity is determined by the role occupied by individuals (Richter, 2011).

Regarding gender, it was equally discovered that the perception of job insecurity is the same among the respondents who are married, and those who are single. Put in another way, there is no significant relationship between marital status and perceived job insecurity. This is in contrast with the life cycle model (De Witte, 1999). Which proposes that married couple will tend to experience more worries due to job insecurity perception than those who are single as a result of their need for long term family planning. This result might however, be unconnected with the socio cultural norms in traditional African society where the gainfully employed are made to fend for members of their extended family. Hence an unmarried gainfully employed, who has an array of obligations to his/her extended family members might in the same vein, equally feel threatened by a possibility of job loss.

Third, we discovered that age is not significantly associated with perceived job insecurity which share similar view with Green, Francis, Dickerson, Carruth & Campbell (2001) study. Thus, an increase or decrease in age will not lead to any significant increase in the perception of job insecurity.
Moreover the educational status of respondents was identified as a non determinant of job insecurity perception which leads us to the conclusion that since the tendency for employment security in the Nigerian Banking industry is associated with objective job performance as against educational background, then, employees with superior educational background might not be significantly different in perceived job insecurity.

Last, employees in managerial level are more likely to exhibit higher perception of job insecurity. This is followed in descending order, by the junior staff, senior staff and middle level staff. Our finding here is absolutely in line with the submission by Ibuadimma (2013) where employees at the two extreme rung of organizational ladder are positioned as having tendencies for higher job insecurity perception. In the Nigerian banking sector, the most junior employees such as the Cashier and those in charge of deposit collection are usually subjected to intense pressures by customers of diverse ethnic and cultural background. Hence, the need to satisfactorily attend to these customers by displaying the highest level of professionalism might become overbearing for the employees and thus, a tendency for higher level of occupational stress for instance job insecurity perception. Similarly, since managerial level employees are usually made to account directly for the performance target of their subordinates, hence it is likely that the strenuous activities required for efficient management of these subordinates to facilitate an optimum level of performance among them, might have constituted as a driver of job insecurity perception among them.

Limitation of the study

This study has several limitations. First, the study was conducted in the Banking industry and thus, differences in issues such as terms of employment, employment contract and mode of business operations in comparison to other organizations may be having an effect on perceived job insecurity according to individual's characteristics. Hence efforts must be made to compare these findings with those in other organizations. Seconds, the sample size that represents some of the demographic characteristics is comparably low and not evenly

distributed hence a possibility of bias in our findings. Hence there is need to replicate this same study by employing the proportionate stratified sampling technique to ensure that respondents are appropriately represented according to their demographic characteristics.
The findings in this study are called to actions. Efforts should be made to reduce the incidence of perceived job insecurity in Nigerian Banking industry by considering relevant institutional, personality and organizational based interventions. While carrying out such intervention, more focus should be given to the employees in the managerial, junior, and senior cadre as these groups of employees are more likely to exhibit job insecurity perception.

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Impact of Demonetization: A Case Study of Ambala Distt

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Abstract:
Demonetization is the act of stripping a currency unit of its status as legal tender. Demonetization is necessary whenever there is a change of national currency. The old unit of currency must be retired and replaced with a new currency unit. Samples of 200 respondents were randomly selected from Ambala District of Haryana. It is found that four variables namely gender, age, annual income, occupation have significant association with the impact of demonetization. It also results that demonetization helps demolish black money is the first ranking given by the respondents and it is followed by demolition of Social Evils like corruption, terrorism etc. It has been concluded that no doubt, most of the sectors have shown impact but all the issues mentioned in paper stand for very short period and in long term, Indian economy will emerge as one of the strongest economy in the world resulting from our government move of demonetization.

Keywords: Demonetization, glance, currency, black money

Introduction

"Demonetization is the act of stripping a currency unit of its status as legal tender. Demonetization is necessary whenever there is a change of national currency. The old unit of currency must be retired and replaced with a new currency unit". Demonetization is the process in which a particular currency or valuable mineral tender degraded as a legal tender. This happens when a certain currency of origin, or when a newer currency comes into circulation. There are multiple reasons why nations demonetize their local units of currency. Some reasons include combating inflation, to combat corruption, and to discourage a cash system. The process of demonetization involves either introducing new notes or coins of the same currency or completely replacing the old currency with new currency. In 2016, the Indian government decided to demonetize the 500 and 1000 rupee notes, the two biggest demonetization notes. These notes accounted for 86% of the country cash supply. The government goals were to eradicate counterfeit currency, fight tax evasion, eliminate black money accumulated from money laundering and terrorist financing activities, and promote a cashless economy. By making the larger denomination notes worthless, individuals and entities with huge sums of black money accumulated from parallel cash systems were forced to convert the money at a bank, which the bank by law required to acquire tax information from the entity & if could not provide proof of making any tax payments on the cash, a tax penalty of 200% was imposed.

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Demonetization in India

On 28 October 2016, the total currency in circulation in India was 17.77 lakh crore (US$260 billion). In terms of value, the annual report of Reserve Bank of India of 31 March 2016 stated that total bank notes in circulation valued to 16.42 lakh crore (US$240 billion) of which nearly 86% (i.e. 14.18 lakh crore (US$210 billion) was 500 and 1000 rupee notes. In terms of volume, the report stated that 24% (i.e. 2,203 crore) of the total 9,026.6 crore banknotes were in circulation.

In an important move, the Government of India declared that the five hundred and one thousand rupee notes will no longer be legal tender from midnight, 8th November 2016. The RBI will issue Two thousand rupee notes and new notes of Five hundred rupees, which would be placed in circulation from 10th November 2016. Notes of one hundred, fifty, twenty, ten, five, two and one rupee will remain legal tender and would remain unaffected by this decision. This measure had been taken by the PM in an attempt to address corruption, black money and counterfeit notes.

India's history with demonetization: From 1946 to 2016

The first currency ban:

In 1946, the currency note of 1,000 and 10,000 were removed from circulation. The ban really did not have much impact, as the currency of such higher denomination was not accessible to the common people. However, both the notes were reintroduced in 1954 with an additional introduction of 5,000 currency. 500 and 1000 notes were introduced in 1934 and after four years in 1938, 10,000 notes were introduced.

The second:

That came in 1978; the then Prime Minister of India Morarji Desai announced the currency ban taking 1000, 5000 and 10,000 out of circulation. The sole aim of the ban was to curb black money generation in the country.

November 2016 demonetization move : The Indian government moved as well as decided on November 8, 2016 to demonetize the two notes with biggest denomination i.e. Rupees 500 and 1000 that comprizes 86 % share in the total cash supply chain of the country.

Need for the Study:

- The fake Indian currency notes in higher denomination had increased.
- Unaccounted money, often used in any form of corruption and illegal activities.
- The Financial Action Task Force, a global body that looks at the criminal use of the international financial system, noted that high-value bills are used in money laundering schemes, racketeering, etc.,

- In the United States, the highest denomination bank note is $100 and United Kingdom, the highest denomination bank note £50.
- The highest denomination note is essentially 50-100 times the smallest denomination note of one dollar or one pound.
- In India, up until now the highest denomination note was 1,000 and this was 1,000 times the smallest denomination note of 1 (Note: 1 notes are issued by the ministry of finance).

Review of Literature: Tax Research Team of NIPFP Working paper series (2016) No. 182 14-Nov-2016, in their working paper had stated arguments in favour of demonetization. The main objective of this working paper was to analyze the impact of demonetization on Indian economy. This paper showed the impact of demonization on the availability of credit, spending, and level of activity and government finances.

Sukanta Sarkar (2010) conducted a study on the parallel economy in India: Causes, impacts & government initiatives in which the researcher focused on the existence of causes and impacts of black money in India. According to the study, the main reason behind the generation of black money is the Indian Political System i.e. lack of strong political will to curb the black money. The study concludes that laws should be implemented properly to control black money in our economy.

Mohd. (November 2016) in his study on Demonetization of Currency Notes: Significance and Challenges studied about the significance as well as challenges of demonetization of currency notes. The researcher concluded through the study made that this move was going to have bigger implications on the Indian economy as a whole in the long run.

Sunita (September 2014) in her research “The parallel economy in India: Causes, impacts & government initiatives” studied about the reasons as well as measures adopted by the government on demonetization that was implemented in Indian context. She concluded that the enhancing trade deficit, 1965's war between India and Pakistan, gulf war, political as well as economic stability, dwindling foreign exchange reserves, withdrawn of FII's (Foreign Institutional Investors) and strengthen of dollar were the key reasons behind the move for demonetization by the government in India and the measures adopted by the government included imposition of quantitative restrictions, provision for export subsidies, establishment of dual exchange regime, adoption of floating exchange rate system, increase in FII's limit, enhancement of ceiling up to a limited time frame, use of some proportion of borrowed funds overseas for the domestic expenditure, withdrawn of rebooking of forward contracts post cancellation and reduction of NOOPL (Net Overnight Open Position Limit).

Objectives of the Study

- To describe the demonetization concept in India.

- To analyze the demographic profile of the respondents in Ambala Distt of Haryana.
- To identify the impact of demonetization on people.
- To workout the probable consequences of the demonetization.

Research Methodology

Ambala District is the study area selected for this research. Primary data is collected through well structured questionnaire. Samples of 200 respondents in Ambala District have been selected by using random sampling method. The collected information were reviewed and consolidated into a master table. For the purpose of analysis the data were further processed by using statistical tools. The statistical tools are

- Simple Percentage
- Chi-Square Test
- Ranking Method

Hypothesis: A research hypothesis is a predictive statement, capable of being tested by scientific methods, that relates an independent variable to some dependent variable. The hypothesis is formed in such a manner that if one hypothesis is accepted the other one is rejected and vice-versa. The x2 test of independence is applied to find the relationship between demographic variables with the pattern of use. Keeping in view the objectives of study, following hypothesis have been developed.

Null Hypothesis Ho: There exists any significant association between educational qualifications, type of family of the respondents and level of impact on demonetization.

Alternate Hypothesis Ha- There exists no significant association between educational qualifications, type of family of the respondents and level of impact on demonetization.

Limitations of the Study

1. The study is restricted to the selected sample of Ambala District and hence the result of the study cannot be generalized.
2. The statistical methods used to analyze the data have their own limitation.
3. All the limitations of primary data are applicable to this study.

Analysis and Interpretation

Demographic Profile of the People:

Table no.1 describes the demographic profile of the respondents for the study. Out of 200 respondents it has been found that most (62%) of the respondent are male, (57%) whose age group is under 26 to 50 years, most (61%) of the respondents are up to school Level, (46%) of the respondents are businessman and the annual income of (55%) respondents is between 100001 to 2,50,000, (64%) of the respondents belong to joint family.

Table-1: Demographic Profile of the Respondents		
Factors	**No of Respondents N=200**	**Percentage (%)**
	Gender	
Male	124	62
Female	76	38
	Age (Years)	
Less than 25	28	14
26 to 50	114	57
50 & Above	58	29
	Educational Qualification	
Illiterate	18	9
Up to School Level	122	61
Graduation Level	43	21.5
Graduation & Above	17	8.5
	Occupation	
Housewife	25	12.5
Business	92	46
Employee	55	27.5
Professional	28	14
	Annual Income	
up to 1 lac	36	18
1000001 to 250000	110	55
Above 250000	55	27
	Type of Family	
Nuclear Family	72	36
Joint Family	128	64

Study of Relationship Between Demographic Profile of Respondents & Impact of Demonetization: Table No.2 depicts the relationship between selected demographic variables and Level of Impact of demonetization on the respondents. It is clear that, the calculated Chi-square value is less than the table value at five percent level, there does not exist any significant association between educational qualification, type of family of the respondents and level of impact of demonetization. Thus, the null hypothesis is accepted.

It is clear that, the calculated Chi-square value is greater than the table value at five percent level, there exist a significant association between gender, age, annual income, occupation and level of impact on demonetization. Thus the null hypothesis is rejected.

Table-2: Study of Relationship Between Demographic Profile of Respondents & Impact of Demonetization						
Variables	Level of Awareness			Total	x2	Table Value
	Low	Moderate	High			
Gender						
Male	22	37	65	124	7.634	5.991
Female	24	17	35	76		
Age (Years)						
Less than 25	8	10	10	28	11.5	9.488
26 to 50	34	52	28	114		
50 & Above	24	10	24	58		
Educational Qualification						
Illiterate	9	6	3	18	6.178	9.488
Up to School Level	70	23	29	122		
Graduation Level	17	18	8	43		
Graduation & Above	3	5	9	17		
Occupation						
Housewife	13	8	4	25	11.82	9.488
Business	33	35	24	92		
Employees	7	23	25	55		
Professional	5	6	17	28		
Annual Income						
up to 1 lac	12	8	16	36	21.82	9.488
1000001 to 250000	35	38	37	110		
Above 250000	18	30	7	55		
Type of Family						
Nuclear Family	14	40	18	72	3.598	5.991
Joint Family	36	65	27	128		

* Significant at 5% Level

Factors Having Impact on the People due to Demonetization:

The Table No 3 below shows about the weighted average of each factor regarding the impact of demonetization. From the calculated weighted average demonetization destroys black money has been ranked first by the respondents and it is followed by demolition of social evils like corruption, terrorism etc.

Table-3: Study on Factors having Impact on Public due to Demonetization								
Factors/Rank	5	4	3	2	1	Total	Mean	Rank
Demonetization helps to Demolish Black Money in India	75	71	26	8	20	200	3.86	1
Demonetization helps in demolishing social evils like corruption, illegal practices etc..	84	52	28	8	28	200	3.78	2
Digital Payments	40	60	28	48	24	200	3.22	5
Impact on Real Estate, Stock Exchange, Gold Rates	44	56	28	48	24	200	3.24	4
General Impact on People	56	76	16	16	36	200	3.5	3

Alternative payment methods, such as e-wallets, online transactions using e-banking, debit and credit card usage have been increased and this will shift an efficient cashless infrastructure. The economy is expected to recover soon after the circulation of new currency notes.

Conclusions

The demonetization of the highest denomination note undertaken by the government is a big shock to the Indian economy. The demonetization was taken for several measures such as tax evasion, counterfeit currency and funding of illegal activities. Some people were depositing currency notes in excess of specified limits directly into bank accounts has showed the unaccounted income, subject to higher tax and other penalties.

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Positioning Strategies Of A Leading Company In The Domestic Market Of The Agro-food Sector

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Abstract
The current work aims to analyze how the RYC food company has interacted during the last few years, in the food manufacturing industry and see what improvements can be implemented within it to further improve. To seek greater growth and to have a strength could be to innovate products to remain in force in the market, observer for strategic alliances with other leaders of the sector where they perform and thus be able to reach new markets where they are not yet so involved, where we will use a descriptive method in the study of this particular case. Obtaining results where it indicates the real capacities of a Mexican company with strength

Keywords: Strategies, competitiveness, positioning, business mergers

Introduction
Within the national perspective it is important to know the food production capacities of our country. In this case researcher pay attention to a manufacturing company focused on the food sector, where this firm began in the 70's being a pig farm. With that solidity in the family traditions begins the breeding in the former hacienda of Tenextepec. There was born what is now known as RYC Foods. A firm that has built up years of good service to its partners, customers, employees and its own suppliers, has formed an identity within the food manufacturing sector of Puebla, a firm with family bases, makes it that its internal bases create seriousness.

Competition in this sector of the market has reflected a lot of interest in business. Therefore, RYC Foods has launched a campaign to expand its client portfolio. One of the alternatives is to create partnerships to be able to take their products to places where they have not been able to enter. A franchise expansion of its RYC farms, would seek to reach more communities, seek to have a distribution centre (CEDIS) in Mexico City, to enter a highly competitive market. Another alternative is to being able to take ownership in its market is to create new products, where the quality and taste of them remains the hallmark of the brand.

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Create alliances with stronger competitors to be able to take their products to more places or acquire companies within their branch that are not as consolidated, as meat distributors. The historical importance of food for the countries is a reality, food security is an economic base for some nations. In particular, food products are of great importance because they are basic necessities and widespread consumption for the population.
According to the National Household Income and Expenditure Survey 2014 (ENIGH 2014), conducted by the National Institute of Statistics and Geography (INEGI), Mexican households allocate about 22% of their quarterly monetary income to food purchases. The percentage of this spending is even higher in low-income households across the country: between 37% and 79% in lower-income households (deciles I to IV). For its relevance to consumers, the official definition of the National Consumer Price Index (INPC) includes 108 products from the agri-food sector, whose prices have a combined weight of 23.3% (COFECE 2015).

Background of the problem

For the year of 1970 through family traditions begins the raising in the former hacienda of Tenextepec. With a historical base of dedicating to the agriculture, it began to raise pigs that were sold to traces of the city of Atlixco. With the time the business was developed and for the year of 1983 RYC foods was born, with the establishment of a small cutting plant and its first store. It was created a commercial unit to wholesale and retail meats. In the year of 1984 the processes of sausages begin. The first major investment in agri-food technology began to create sausages to create value-added products.
In 1988, it opened their store “The souls”. In 1990 they opened another 2 more, and in 1995 it opened the store “The pillars” and for that same year it was founded the company "Food Trust" business partner of RYC foods. The economic stability during those years, service and quality is strengthening and creating the structure that it is known today. Before the great success of commercialization began to know its value added products, in 1994 the first TIF refrigeration plant is inaugurated. A strong company in the sector of the manufacturing industry in the food sector begins to be created.In 1996, offices were opened in Mexico D.F., current Mexico City and Guadalajara, in order to be able to market its production due to agreements with customers such as self-service stores, distributing its products to more than 200 businesses in 17 states.The growth of companies in this branch makes organizations like RYC foods look for to be in markets making strong investments and to continue expanding to new markets, arriving at the United States of North America, more precise in San Antonio Texas. In this plant, a large volume of Arrachera Inside is produced for the American market, thus offering quality and taste for the final consumer.

The competition is Sukarne the Mexican company with the largest presence in the global animal protein market.

a) Supply efficient beef, chicken and pork, in volumes that increase constantly, at competitive prices.
b) Operates with the latest systems to ensure the highest quality products, which are safe, healthy and delicious.

c) Export its products to four continents.
d) It maintains a system of integral operations, with centralized strategic processes, that allow the continuous improvement of the company, to achieve a better productivity and cost efficiency, maintaining the safety standards and high quality.
e) Enjoy a brand presence in the domestic market and a growing international brand awareness.
f) Focuses its efforts in areas where it can develop competitive advantages worldwide.
g) It has maintained a constant growth rate of growth over the last 20 years of 20%.
h) Controls the largest distribution system in Mexico with delivery and sales points for beef, chicken and pork.
i) Supplies its products to the most important commercial chains of Mexico.
j) Sukarne a nationally recognized company has started to enter the RYC food market, with 3 stores in strategic points of the city of Puebla which are the central supply, Boulevard for adores and Juan Pablo II circuit

Skerne a nationally recognized company has started to enter the RYC food market, with 3 stores in strategic points of the city of Puebla which are the central supply (Central de Asbestos), Boulevard Smithers (For adores) and John Paul II Circuit. The arrival of this new competitor causes firms to begin to create barriers to entry, which are industry structures that increase entry costs. These could be economies of scale, where the reduction in costs would increase the scale of production, differentiation of patented products, brand identity. The strength of RYC foods have products of various ranges for homemakers who are most of the day at home and even for those who work and do not have time to be in the kitchen. The main brands and products of RYC foods are:

A. **RYC Taste and quality**. Premium brand aimed at women and men seeking to consume daily family achievements with high quality products with an incomparable and delicate flavor. RYC offers flavor and quality through its different products of sausages and preparations.
B. **PRACTIRICO** So fresh and rich. Brand aimed at professionalwomen or housewives who look for fresh products for their day to day and with the quality they require to pamper their family. With the high variety of Practirico products consumers find your ideal selection.
C. **REAL DE LA FRONTERA (REAL OF THE BORDER)**. We always think of meat. Premium brand focused on men who like to spend their free time with family or friends, enjoying a barbecue with the select variety of Real de la Frontera products.
D. **RYC FARMS** from the farm to your table. Unique concept in butchers that seeks to offer our consumers the best quality and shopping experience offering meat products, sausages, dairy, groceries and more.
E. **CONFI** Tasty confidence. Brand focused on those women who are in the continuous search for products that provide confidence and accessibility for their family, through its

selected line of sausages and CONFI preparations is tasty confidence.

F. **PIEDRAS NEGRAS (BLACK STONES).** Delicious tradition. Brand aimed at promoting moments of family consumption through the traditional flavors of our meet.

G. **CARNIPLUS**. Retains freshness. Brand dedicated to working women who seek to offer their families meat products every day without affecting their pocket, providing well-being and family satisfaction.

H. **COWBOY GRILL Tasty variety**. Brand targeted to those women who are looking for meat products that provide confidence and accessibility to their pocket. Cowboy Grill with its products will be a tasty variety to share with their family.

I. **PREMIUM ANGUS** for select tastes. Branded for consumers looking for the best quality Angus grade High Choice cuts, offering them distinction for their events and meetings.

Currently, RYC food is a strong company with products and brands backed by years of experience. They are innovators in products that are important to continue staying within the current market where ever the margin of profit is more reduced. It is a changing sector where there are strong competitors and where the commercial opening has helped to be a firm increasingly committed to the integrity of its services making the most benefited to be its customers.

Justification

The high competitiveness in the food manufacturing industry has always been well studied issue, due to the importance of food. It is interesting the case of RYC food because it is a company that has grown over the past 30 years by leaps and bounds.It has been a struck by this case because it was started from a farm with pig raising, from there its growth to the slaughter and distribution of meat, becoming one of the most important stuffers of food in the center of the Mexican republic.

Curiosity also comes from being a company with extensive products and trademarks and being an economically stable company at the moment, could be at risk its continuity of being a strong company in the metropolitan area of Puebla.The entry of new competitors like the company Sukarne, can create a commercial war for the RYC food market, a fight of a firm consolidated in the Puebla market against a recognized not only nationally also internationally. Sukarne is the strongest company in the Mexican meat industry.For organizations it is important to have a wide catalog of brands and products. This greatly elevates the diversity of products and therefore the service that the company is giving to the consumers.

Literature Review

To analyze the companies that are located in the industrial sector it is necessary to talk about Peng (2012), where he says that strategic alliances are voluntary agreements of cooperation between companies, which are also divided into contractual alliances: which include joint marketing, research and development, suppliers and distributors as well as licensing and franchising.Here the RYC company can create a strategy to work together with its suppliers, distributors and customers to create barriers to entry for the competitor that is Sukarne, to create joint strategies, to look for innovations and to create products based on VRIO.

In relation to resource-based considerations, according to the VRIO model, it helps to understand alliances and networks. These should create value, reducing costs, risks and uncertainty, as well as access to complementary assets, opportunity to learn from partners, and opportunity to use them as real options (Peng 2015). The integral model in alliances and networks is based on Peng's tripod, industry, resources and institutions. About the industry, within the five forces of Porter, it can be found the alliances, since there are times when there must be collaboration between rivals and barriers of entry by the same generation of alliances. Alliances are already vertical or horizontal for suppliers where knowledge and mutual help are provided.

A. **Bargaining Power of Buyers or Clients. -** If the customers are few, they are very well organized and they agree as to the prices they are willing to pay creating a threat to the company.
B. **Bargaining Power of Suppliers or Sellers. -** "Bargaining power" refers to a threat imposed on the industry by suppliers, because of the power they have, either because of their degree of concentration.
C. **Threat of new incoming competitors. -** This point refers to barriers to entry of new products / competitors. The easier it is to enter, the greater the threat.
D. **Threat of substitute products. -** As in the case mentioned in the first force, pharmaceutical or technological patents very difficult to copy, allow to setting the prices alone and usually assume high profitability.

E. **Rivalry between competitors. -** More than a force, rivalry between competitors is the result of the previous four.

Table 1. Five forces model of Porter

ENTRY BARRIERS	**DETERMINANTS OF RIVALRY**
Economy of scale	Industry growth
Patented differences in production	Fixed or storage costs
Brand identity	Value-added costs
Fluctuating costs	Intermittent excessive capacity
Capital requirements	Product differentiation
Access to distribution	brand identity
Absolute cost advantages	Fluctuating costs
Patent learning curve	Concentration and balance
Access to the necessary inputs	Information complexity
Low cost product design	Diversity of competitors

NEW PARTICIPANTS
Risk of new participants
SUPPLIERS
Negotiation power of suppliers
SUSTITUTES
Risk of substitutes

BUYERS
Negotiation power of buyers

DETERMINANTS OF SUPPLIER POWER
Differentiation of inputs
Fluctuating costs of suppliers and companies in the industry
Presence of substitute inputs
Supplier concentration
Volume importance to the supplier
Relative costs for total purchases in industry.
Impact of inputs on costor differentiation
Risk of direct integration by
Concerning the risk of integration

LEVERAGE OF THE NEGOTIATION
Buyer concentration against
Concentration of the company
Buyer volume
Buyer fluctuating costs
Relative to fluctuating costs of the company
Buyer information

Reverse
Product substitution
Overcoming

DETERMINANTS OF RISK IN SUBSTITUTION
Relative price performance of Substitutes
Fluctuating costs
Propensity of the buyer to the substitute

PRICE SENSITIVITY
Total purchase price
brand identity
Performance impact
Buyer utility
Incentives to make decisions

Source: Mintzberg & Voyer, 1998, p. 88.

Rivalry defines the profitability of a sector: the fewer competitors in a sector, the more profitable it will be and vice versa.
Each of the five forces explains the strengths and threats that a company may have or with which it may feel attacked. In the case of rivalry, it depends a lot on the degree of competitiveness with which the firm has, since it can count on performing different actions that place it with a high degree of rivalry such as: price war, new products, intense advertising, among others. That is why it is necessary to compete to be the market leader and have a greater proportion of the market pie so you can have more concentrated the market and do not allow entry to new companies, likewise leaves the competition of similar size to compete among

them. (Vargas, Guerra, Bojórquez, Bojórquez, 2014).

It is defined corporate governance as "the relationship between various stakeholders in order to end the direction and performance of corporations" (Peng, 2012, p. 328). In these interactions is considered the hypothesis of the arrogance of corporate acquisitions, that is the arrogance by individual decision makers in bidding firms may explain why bids are made even when a valuation is above the current market price (Roll, 1986).Roll (1986) mentions three steps taken in the making of decisions.

a. The offering company identifies a potential target company.
b. The assets of the target company are valued.
c. The value is compared to the current market price.

Following Walter y Barney (1990) and using their concepts, RYC have the managerial objectives for merger and acquisitions:

- To promote visibility with other investors, bankers, governments, etc., seeking the benefits,
- Accelerate growth or reduce risks and costs in an industry
- Use connections and mutually stimulate company qualities
- Achieve greater competitiveness by taking a considerable position in the market
- Use the financial strengths of the acquired company
- Acquire complementary financial characteristics.
- Reduce the risks and costs of the diversification of products and services.
- Use the knowledge of the absorbing company in marketing.
- Improve efficiency and reduce risks in the supply of goods and services.
- Disinvest elements of low performance of the company or otherwise give a low value to the company acquired.
- To penetrate new markets through the use of the marketing capabilities of the acquired company. Improve economies of scale by utilizing the distribution capabilities of the acquired company to absorb production.
- Acquire valuable or potentially valuable assets with the cash flow or other financial strengths of the absorbing company.
- Expand the existing customer base for the products and services of the absorbing company.
- Create economies of scale through the expansion of permanent capacity.
- Reduce the risks and costs of entering a new industry.
- Expansion of capacity at lower cost than the assembly of new facilities, equipment, and / or physical assets.
- Meet the personal ambitions, the vision, or some particular objective of the first executive of the absorbing company.
- Foster the opportunities to sell shares to a profit by acts such as pressure on the managers of the company acquired for the improvement of income.

- Use the personnel and skills of the acquired company, or the technology in other operations of the absorbing company.

For Jensen and Ruback (1983) they interpreted empirical information on mergers and acquisitions in 40 papers to demonstrate that corporate acquisitions can generate profits, where the shareholders of target companies obtain profits, but neither shareholders of the shareholder companies lose.

In some of the acquisitions and mergers, for both groups of corporations or entrepreneurs turn out to be excellent, like the one of group Cuauhtémoc Moctezuma that happened of being one of the most important brewers of America to have shares of one of the most important companies at global level, for the merger with Heineken's corporate, was a beneficial strategy for corporate. That transaction was $ 7.347 million. Heineken allowed Grupo Cuauhtemoc to be close to one of the most important markets like the United States and to secure strategies to reach that competitive market. The 2 corporate were highly benefited by this merger, Heineken entering a strong market and Cuauhtémoc Moctezuma being part of a more prestigious brand internationally.

Contextual framework

From its farms, RYC monitors and takes care of the quality of its products with modern technologies of livestock production and healthy elaboration of balanced foods. Since the years 80's, RYC has been characterized to have a good service towards its customers taking their best quality.

In production, the firm has advanced technologies, specialized machinery, refrigerated and frozen work areas, microbiological laboratory and specialized labor. Constantly, its employees are in training to improve the conditions within the same company, counting on about 900 employees within the corporation.

Distribution. It has a point-to-point delivery to commissions or distribution centers (CEDIS) of our customers. The CEDIS are located in important cities of the region as Orizaba which is the link to states such as Tabasco and Chiapas. CEDIS Xalapa is responsible for delivering products to the entire region of Veracruz. CEDIS Oaxaca is responsible for distributing in the central area of the Capital of Oaxaca and the CEDIS of Mexico City that takes the products to the clients that are located in that sector.

Commercialization. It counts with advisors specialized in the business of the meat industry, who provide care and consulting by contact center, provide training in product management and after sales service. They are the link between major clients such as restaurants, hotels, entertainment, fast food restaurants, massive institutions. They make its products reach cities in the center, south and shoal of the Mexican republic.

RYC Alimentos is a certified TIF company. Competitiveness has made the consortium seek certification of Mexican health standards. So RYC is a highly qualified company in that area, where it has quality certificates such as ISO 9000 which is a quality management system, TIF which is Food Safety System Certification 2000 is a food safety certification, Arguilea

Solutions at Works which is assurance of safe and quality products, silliker food safety and quality solutions which is a certification in safety, quality assurance and food nutrition.
There are several certifications that RYC has both national and international, so growth within the company is the rigorous in its processes that has made RYC food is a 100% reliable company. Its presence is in all the self-services of the country and Wal-Mart, Chedraui, Costco, Soriana, Superama and Sam's, are its main customers in this branch. More than 1,000 employees throughout the republic, the growth of the company is due to its capacity, quality and commitment to its business partners. The distance traveled in its deliveries in a year is equivalent to turning the earth forty-five times.
RYC Foods is another plant of RYC Alimentos, located in San Antonio, Texas. In this plant a large volume of Arrachera Inside is produced for the American market, thus providing quality and taste for the final consumer.
In relation to the issue of social responsibility, it provides a better quality of life for older adults through the Juan Diego Villas Foundation. It works together with peasant communities in the Mixteca Poblana for the development of agriculture through the planting of sorghum. It promotes the generation of green energy through biodeagent systems in livestock breeding processes.

Research Methodology

It was done by descriptive and comparative method, based on the literature. It is also explained in a more real way where the basis of work research is, where empirical expectations explains the importance of mergers for the growth of organizations. The analysis gives an idea of innovation processes in the composition of the company with the base VRIO, where RYC food has an important advantage in this aspect with some in its production, advantages that make that commitment between its suppliers and customers.

The diversity of products that RYC has in sausages, and products with added value makes it a competitive company and closely related to its consumer. RYC Foods should grow by marketing more products, making a horizontal differentiation by creating products with better flavors and making a distinction between RYC and its competitors. Therefore, it is compared the importance of two highly competitive and committed companies with the improvement of their quality nationally and internationally, to give them a better service to their clients. Two companies comparable to the services they provide to their customers, but with a big difference in their production processes, where RYC seeks to stay within the Puebla market and the south center of the nation.

Analysis of results

Although much of the difference between Sukarne and RYC food in infrastructure and sales theory tells us that it can guide RYC to compete for its already consolidated market segment.RYC's strength in value-added products in its brands makes RYC foods have a slight comparative advantage within its market segment, continuing to create products for the housewife who works to help create barriers to entry.RYC foods sells about 45% of its value-added products and makes its profit margins per tonne superior to the Sukarne group. The

confidence the RYC corporate has made has established itself as a recognized brand within its local market.
Literature reviews confirm about alliances to create barriers to entry, but there may also be alliances to start with companies in the same sector. In this case it could be a point where the two companies decide to form or can fiercely fight for a market such as Puebla.RYC foods with a VRIOS base can make its diversity of products launch that consumers can make their food base. Diversifying and thinking that is what a consumer of the region would like, forming new eating habits for people today that unfortunately have less and less time to cook or be in it for more than an hour.

Conclusions and recommendations

Among other recommendations for RYC foods, one is to continue with its corporate model where from there it has had a great growth, to create barriers to entry to competitors, alliances with customers and producers, ensure agreements to make it difficult to enter new competitors, and expand the existing customer base for the company's products and services. Also, to create a bond between employees and company where they feel proud to work in RYC food.
As a strategy for RYC, it is recommended to create a VRIOS system where it can innovate with valuable, rare, inimitable products and within the organization. Horizontal differentiation in creating better products is also recommended, thinking about the primary needs of consumers, products that have not been created and can be made within the same company. Examples: Create meat for Arabian tacos where the consumer can do them in less than 10 minutes and thus facilitate the life of the ordinary consumer. Another product would be creation of carnitas at the vacuum, where the consumer has some carnitas ready and ready with nothing more to warm them in the microwave. Elaborate pre-cooked foods to create taquizas diversifying flavors that are within the diet of Mexicans.
The creation of these products makes the organization worth more for its innovations, because it makes the consumer marry their brands.In a very hypothetical case where the commercial giant Sukarne begins to eat the RYC food market, it should start thinking about a merger, where it would be better to be lion tail to mouse head. If there is a need for RYC foods where its profits may start to worsen it might seek shelter before that giant within its industry.

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Corporate Social Responsibility & Customer Engagement: A Greater Good For A Greater Gain

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ABSTRACT:
The ever evolving arena of customer relationships seems to be turning a new page by engaging the customers in all too new and innovative ways which were few years ago incomprehensible and impractical. The magnitude of such efforts is grand both in terms of scale and depth and may range from launching and lauding various commercial offerings to cater even infinitesimal demands of the customers to participate into and publicize the corporate social responsibility dimension of the business. Moreover, companies are walking many extra miles for actively seeking the cooperation of customers in creating a better and more sustainable business model and thereby, pursuing customer engagement in a subtle and suave manner. Present study aims to explore and enunciate the concept and antecedents of customer engagement in modern consumption scenario and decipher its denotation in terms of various customer engagement programs being organized across the length and breadth of businesses. Further, the study seeks to examine the impact of companies' corporate social responsibility practices upon the strength and success of their customer engagement programs.

Keywords: Customer engagement, corporate social responsibility, customer relationships, customer loyalty

Introduction

With concerns over environment, natural resources and societal issues growing at an enormous rate, new age consumers are fast realizing the relative importance of responsible consumption and seem ready to coordinate, cooperate and co-create with the companies and enterprises exhibiting responsible business acumen. The present era is a never before seen amalgamation of incongruous trends where in consumption is being used as the primary tool for self-aggrandizement where as a widespread social awareness of the importance of 'giving it back' to the society and nature is snowballing into various official and unofficial social movements. The newer generations of consumers are effectively churning out the concept of socially responsible consumption by showing preference towards socially responsible business products and practices. Numerous studies and researches have investigated the impact of corporate social responsibility over business in terms of profitability, growth and

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image and conceded a positive relationship between the social and environmental sensitivity shown by an enterprise and its marketing triumph.
Companies looking out for novel and innovative ways to connect with the customers are also taking note of the increasing awareness and concern about the social and environmental issues and customers' perceptions of business' role in this regard. Present practices in trade and business are prolifically oriented towards crafting an association between the company or the brand and the customer. Creating an emotional engagement with the brand which could be leveraged upon in terms of customer loyalty and trust, recommendations, lower price sensitivity, longer business relationships and thus, lesser customer service cost, etc. is the focal area of business initiatives now a days. Such initiatives can be collectively termed as customer engagement and since they are essentially customer centric, it would be a huge remiss if they are designed, developed and deployed without entwining the issues that matter to the customers and may affect their perceptions and actions consequently. The present work seeks to explore and extricate the concept of customer engagement and to examine the wards and ways in which it materializes. Further, the study aims to examine the possible impact of corporate social responsibility initiatives over the success of a company's customer engagement practices. The effectiveness of such engagement practices are likely to enhance with customers viewing the company in a positive light and approving its

Corporate Social Responsibility
Varadarajan and Menon (1988); Brown and Dacin (1997); Sen and Bhattacharya (2001) opined that corporate social responsibility reflects a company's status and actions with respect to its perceived obligations towards the society and other stakeholders. Mohr et al. (2001) defined CSR as "a company's commitment to minimizing or eliminating any harmful effects and maximizing its long-run beneficial impact on society" Polonsky & Speed (2001) opined that corporate social responsibility is largely concerned with environmental issues, social welfare, education, global warming etc. and its main forms are sponsorship, cause-related marketing and corporate philanthropy. Carroll (1991) outlined the purview of corporate responsibility under the economic, legal, ethical and philanthropic heads. Smith (2003) explained that the underlying idea behind the stakeholder theory of CSR is that companies should cogitate upon the aftermath of their actions with respect to all germane constituents such as shareholders, customers, employees, suppliers, environment, and community. Peloza and Shang (2011) proposed a three pronged classification of CSR activities namely philanthropy, business practices or product related. Mohr et al. (2001) described CSR as “a company's commitment to minimizing or eliminating any harmful effects and maximizing its long-run beneficial impact on society”.
Waagstein (2011); Oberseder et al. (2014) observed that from the marketing perspective, corporate social responsibility has gradually obtained the attention of marketers with an emphasis upon sponsorship and environmental awareness. Lai et al.(2010); Groza et al.(2011) argued that undertaking CSR practices is beneficial for a firm in terms of brand publicity,

sales, image and reputation and customers' overall attitude.
Barnett (2007) opined that value created by CSR for the firm comes from its ability to foster positive associations between a firm and its stakeholders. Lai et al. (2010) contended that forthcoming trends in marketing would involve an alignment with consumers' emotions and experiences and more firms would build fruitful corporate social responsibility in order to extend the association with customers and further serve the public interest in giving it back to the society. Murray and Montanari (1986) posited that CSR will be successful in generating positive financial results for a firm when it is perceived as an offer by the firm to the publics. Murray and Vogel (1997) described the concept of CSR exchange where the firm offers value in the form of societal benefit or community service to a significant stakeholder in the anticipation of approval and support. Sheth et al. (1991); Peloza and Shang (2011) argued that such exchange is subject to the perception of value that each party holds and higher points of value across numerous areas will lead to further positive firm stakeholder exchanges. Zeithaml (1988) simplified the concept of value and described it as anything that the consumers or other stakeholders seek from a product and further suggested that the perceptions of value can influence the quality price relationship.
Thus, success of corporate social responsibility related practices in terms of its impact over firm's financial returns is largely dependent upon the stakeholders' perception of underlying value. Peloza and Shang (2011) undertook a comprehensive review of studies investigating CSR as a concept and construct and argued that while relatively fewer studies compared the effects of various CSR activities, none unambiguously identify and quantity the origin of consumer value. The notion of value with regard to CSR may entail several perspectives among which sense of identification and righteousness, philanthropy, etc. However, a great share of the limelight received by corporate social responsibility practices lately has been brought by the elevated level of awareness regarding responsible consumption and an active and widespread interest in conservation and preservation of resources. Such awareness also caused a collective inclination towards socially responsible consumption and thus, companies lending support to social programs stand to receive rewards from customers in terms of recommendations and revenues. Whichever may be the case, CSR does help the companies in establishing a better image and consequently, a stronger connection with the customers as the value creation through CSR activities leads to better corporate image and trust among the consumers which encourage them in engaging with the firm at various platforms. Subsequent sections discuss the concept of customer engagement and examine the possible impact of CSR activities over the success of customer engagement programs:

Customer Engagement

Vivek et al. (2012) reviewed the literature and posited that agreement over the exact nature and role of customer engagement with respect to marketing is evidently absent and thus a gap exists with regard to the meaning customer engagement holds for marketing and its various stakeholders. Kothandaraman and Wilson (2001); Nambisan and Nambisan (2008); Hoyer et al. (2010) argued that customer engagement can be useful in development of new product. Prahalad and Ramaswamy (2004); Brakus et al. (2009) underlined the importance of engaged customers in terms of co-creation of experience and value. Bowden (2009) conceptualized customer engagement as a psychological process which explains customer loyalty formation in case of new customers and customer loyalty maintenance with reference to customers engaging in repeat purchase. Pham and Avnet (2009); van Doorn et al. (2010) highlighted particular customer engagement behaviours by explaining the concept mostly in terms of precise forms and/or arrays of pivotal engagement undertakings. Van Doorn et al. (2010) defined customer engagement as "the behavioural manifestation from a customer toward a brand or a firm which goes beyond purchase behaviour". Patterson et al. (2006) referred to various disciplines like social psychology and organizational behaviour and described customer engagement as a psychological state pigeonholed by strength, allegiance, interest, and interaction.

Brodie et al. (2011) pointed that the last decade has seen engagement finding place as a term in several academic spheres such as political science, sociology, psychology and organizational behaviour. They reviewed social science, management and practice based literature to refine and define five themes to be used as an underlying idea for arriving at a general definition of customer engagement which are as follows:

i. CE as a customer's psychological state formed on the basis of interactions and experiences with the object of engagement i.e., the brand
ii. CE as an expansive and dynamic process epitomized by the co-creation of value
iii. CE as a protagonist in service relationships while acting as a precursor or corollary of other relational concepts
iv. CE as a multidimensional notion encompassing cognitive, emotional, and behavioural aspects bearing effects from stakeholder and context
v. CE as a function of various context specific conditions resulting in different levels of engagement

Hollebeek (2011) posited that even abundant developments in the practice of customer engagement could not bring adequate academic interest into the subject thus causing narrow understanding of the concept and indicated towards the various sub-themes of engagement such as 'customer engagement' (Patterson et al., 2006), 'customer engagement behaviors' (Van Doorn et al., 2010), customer brand engagement (Hollebeek, 2011), 'consumer engagement' (Vivek, 2009) and 'engagement' more generically (Higgins & Scholer, 2009).

Brodie et al. (2011) stated that "Customer engagement (CE) is a psychological state that occurs by virtue of interactive, co-creative customer experiences with a focal agent/object (e.g., a brand) in focal service relationships. It occurs under a specific set of context dependent conditions generating differing CE levels; and exists as a dynamic, iterative process within service relationships that co-create value. CE plays a central role in a homological network governing service relationships in which other relational concepts (e.g., involvement, loyalty) are antecedents and/or consequences in iterative CE processes. It is a multidimensional concept subject to a context and/or stakeholder-specific expression of relevant cognitive, emotional and/or behavioural dimensions". Vivek et al. (2012) viewed customer engagement as a component of relationship marketing to be used in both, offensive and defensive marketing strategies for "attracting, building, maintaining, and enhancing" relationships with present and prospective customers. They defined CE as "the intensity of an individual's participation in and connection with an organization's offerings or organizational activities, which either the customer or the organization initiates".

Antecedents of Customer Engagement

Bowden (2009) proposed a conceptual framework to explain the development of engagement as a process among different customer segments and posited that it "arises out of a combination of calculative commitment, followed by the development of trust, involvement, and eventually affective commitment". Vivek et al. (2012) focused upon the role of customer participation and involvement in formation of customer engagement. Van Doorn et al. (2010) developed a conceptual model of customer engagement behaviour where they proposed three sets of factors affecting customer engagement behaviours. Such grouping of the factors stemmed from their relevance and dependence upon the customer, company and context and included satisfaction, trust, brand commitment, brand attachment, brand performance perceptions, brand features, corporate image and other firm specific characteristics, competitive factors, etc. However, the present study solely refers to customer specific antecedents of customer engagement as it is essentially driven towards uncovering the latent link between consumers' concern towards the social responsibility and their consumption related preferences. The imminent sections throw light over the most prominent antecedents of customer engagement and the possible impact that cause related marketing activities can exert on them thereby affecting customer engagement indirectly:

Customer Satisfaction

Satisfaction, largely defined as pleasure or gratification, has a crucial role to play in all company customer interactions and the effectiveness of any initiatives to build and sustain relationships with customers are greatly dependent upon the level of satisfaction among them. Rai (2013) defined satisfaction as "a buyer's emotional or cognitive response post-subjective assessment and comparison of pre-purchase expectations and actual performance subsequent to the consumption of the product or service, meanwhile evaluating the costs incurred and benefits reaped in a specific purchase even or over time in course of transacting with an organization." It has been widely regarded as a vital antecedent of customer loyalty (Rust and Zahorik, 1993; Anderson et al., 1994; Heskett et al., 1994; Anderson and Sullivan, 1993; Mittal et al., 1998; Srivastava and Rai, 2013). Geyskens et al. (1999)agreed that customer satisfaction is an important element with respect to long-term supplier - buyer relationship. Srivastava and Rai (2013) opined that the affect part of satisfaction has the ability to motivate a satisfied customer to patronize and recommend the service provider. Sashi (2012) argued that building up customer engagement involves a customer engagement cycle and included satisfaction as an important stage which is crucial for ensuring continued interaction between a seller and buyers or other members of the community and subsequent engagement. Customer engagement, which largely constitutes devising plans and programs for encouraging co-creation of value at all stages of business exchanges with an eye for loyalty formation among the customers, obviously finds footing in firm's ability to offer satisfactory consumption experiences. Such episodes of satisfaction help in establishing favourable

customer perceptions at large that enable and encourage open and interactive communication between the firm and its customers. Furthermore, customers are likely to remain open to providing constructive feedback, service co-creation, advocacy, etc. thereby supporting the customer engagement initiatives of the firm.
Brown and Dacin (1997); Sen and Bhattacharya (2001); Giirhan-Canliand Batra (2004) pointed that a strong trend of CSR enables the fabrication of a favourable frame work that positively enhances evaluations and attitude that customers may form toward the firm. Luo and Bhattacharya (2006) contended that a firm's CSR practices assist in building a base of satisfied customers which in turn improves the financial returns of the company. They established customer satisfaction as a partial mediator in the relationship between corporate social responsibility and a firm's market value and argued that besides governing other customer responses, corporate social responsibility acts as a precursor to customer satisfaction. Bhattacharya et al. (1995);Bhattacharya and Sen (2003) revealed that identified customer have greater possibility of experiencing satisfaction with firm's offerings and Bhattacharya and Sen (2003, 2004) proposed CSR as a vital element of corporate identity with an effect over customers' sense of identification with the company. Senand Bhattacharya (2001); Luo and Bhattacharya (2006) suggested that CSR initiatives may also assist the firms in understanding their customers and offer customer specific education which again increases customers' satisfaction.

Customer Trust

Moorman et al. (1993); Morgan and Hunt (1994) considered trust as the key component of relationships. Mayer et al. (1995)viewed trust as "the willingness of the party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trust or, irrespective of the ability to monitor or control that other party". Hess and Story (2005) pointed that as trust grows, it begins performing as a catalyst in the conversion of a cognitive customer-brand liaison into affective relationship. Flynn (2012) opined that under the norm of reciprocity to the personal efforts invested by the customer towards the brand, trust enables the engagement behaviors among the customers due to intrinsic or extrinsic motivations. Coyle-Shapiro and Conway (2005) posited that customer trusts the firm to recompense their time and efforts when he chooses to visit the premises repeatedly, offer positive recommendations and increased share of wallet. Thus, trust invariably leads to opportunities for customer engagement as it enhances the customers' willingness to connect and stay with the company at a deeper level than just agreeing to be a party to a cost-benefit based trade relationship. Also, as put by N'Goala (2007), corporate social responsibility indirectly affects trust as it can boost a company's image to a great extent as corporate reputation holds a place of great importance for trust building (Ganesan, 2007).

Customer Commitment

Berry and Parasuraman (1991) regarded commitment as the foundation of relationships. Dwyer et al. (1987); Moorman et al. (1992); Morgan and Hunt (1994)argued that in the context of relationships, commitment stands for a psychological state under which a customer decides to carry on the relationship with his current supplier. Thibault and Kelley (1959) acknowledged the association between commitment and social exchange. Sashi (2012) suggested that trust and commitment in buyer-seller relationships is an essential requirement of customer engagement. Wetzels et al. (1998) Harrison-Walker (2001) listed various consequences of consumer affective commitment such as more willingness for repeat buying and sticking to the brand, higher inclination towards offering favourable word of mouth, etc. Mowday et al. (1982); Macey & Schneider (2008) opined that high commitment, conceptualized as emotional state of positive attachment gauged by a readiness to put forth efforts for, take pride in and identify with a firm at a personal level, brings in displays of pro-social actions and less withdrawal. Brammer et al. (2007); N'Goala (2007); Bravo et al. (2011) suggested that the corporate social responsibility initiatives taken by the companies serve as an aid in developing affective commitment as such actions build up customers' emotions towards the firm.

Customer Involvement & Participation

Zaichkowsky (1985) defined involvement as the "perceived relevance of the object based on inherent needs, values, and interests". Mittal & Lee (1989) described involvement as a customer's goal-directed drive to reach a personally relevant decision. Flynn (2012) stated that customer involvement is focused on the amount of effort for which the customer accepts liability in a purchasing process and consequently, the role of customer involvement in the framework of engagement is significant enough to be probed. Luo and Bhattacharya (2006) referred to the research related to customer company identification and asserted that CSR initiatives act as a fundamental component of corporate identity that has the potential of persuading the customers to cultivate a sense of connection with the company. Vivek et al. (2012) proposed a theoretical model of customer engagement which depicted customer involvement as one of the antecedents of customer engagement. Flynn (2012) asserted that the degree of customer's involvement has the potential to influence his commitment level or development of emotional attachment with the firm that in turn may affect subsequent behavioural responses such as greater responsiveness to marketing efforts. Moreover, customer involvement results in better chances of customers giving less weight to contradictory information in order to avoid the conflict with prevailing cognitive schemas (Roser, 1990) and higher insensitivity towards other brands (Belonax and Javalgi, 1989).
Vivek et al. (2012) reviewed the work of Dabholkar (1990) and Bagozzi and Dholakia (2006) and defined customer participation as the extent of customer's involvement in service creation or delivery that engages him in an interactive situation with a mutual interest with the firm. Such interactions generate enthusiasm and subsequently, engagement with the entity. They further proposed that the degree of participation of an individual has positive association with the strength of his engagement.

Customer Goals

Van Doorn et al. (2010) indicated that a customer may have different consumption goals like capitalizing upon the consumption or relational benefits and such goals can influence the manner in which brand consumption and post consumption brand engagement takes place. Often, customers' own inclination towards helping others manifest in the form of, as pointed by Sundaram et al. (1998); Hennig-Thurauet al. (2004), engagement behaviours such as offering useful advices to co-consumers, cooperating with an employee in job performance, guiding and suggesting other customers in the event of product failure.

Customer Characteristics & Means

Van Doorn et al. (2010) also asserted that the individual personalities and predispositions are likely to affect the possibility and extent of customer engagement as personal characteristics such as demographics (gender, age, income, etc.) and psychographics (social class, values, beliefs, etc.) have power over the cognitive decision making processes and consequently, the behaviours. Moreover, consumption experiences and the subsequent emotions also influence the direction and intensity of customer engagement behaviours.

Means with respect to time, efforts and money pose limitation before the customers as their consumption behaviour is greatly influenced by the resources they have at their disposal. Also the cost benefit analysis before and after the purchase decision also determine whether the customer is willing to engage further. Van Doorn et al. (2010) pointed that the form and extent of engagement is greatly dependent upon "the costs and benefits of engaging in specific behaviours and the cost may be determined by relative resource endowments".

Customer Perceptions of a Socially Responsible Enterprise

Webster (1975) defined a socially conscious consumer as a "consumer who takes into account the public consequences of his or her private consumption or who attempts to use his or her purchasing power to bring about social change". Roberts (1993) defined the socially responsible consumer as "one who purchases products and services perceived to have a positive (or less negative) influence on the environment or who patronizes businesses that attempt to effect related positive social change". Laroche et al. (2001), in their study aimed at profiling of green consumers, pointed that concerns over environment have resulted in a marketplace conscious of environment and consumers conscious of the impact of their purchasing behaviour over various ecological problems. Webb et al. (2007) argued that due to a drop in consumers' confidence in the frontrunners of major firms, individuals seek more socially and environmentally responsible behaviour from these firms which has resulted in higher number of American citizens to participate in responsible consumption.

Thus, in a scenario so keenly attentive towards sensible consumption, firms engaging in active and consistent efforts towards catering to the social and environmental concerns have a higher chance of securing the mind share and consequently, the wallet share of its customers. Though, CSR based contributions would not be able to compensate for the compromises on service quality and brand image, the overall impact of the aforementioned three aspects clubbed together can outperform even the closest of competition and render a sustainable competitive advantage to the firm in the long run. Companies with visible and sincere sensitivity towards the environment and society stand to secure associations marked by respect and pride with its public. Moreover, CSR practices affect vital customer attitudes and responses as customers are more likely to form favourable notions about the brand which may lead to positive purchase intentions, trust and more openness towards the firm. In the context of cause related marketing, Varadrajan and Menon (1988) underlined several advantages of such practices such as greater brand exposure and awareness, increased sales, defying negative publicity, repeat buying, etc. Wang et al. (2005); Brammer and Millington (2008) suggested that in the long run, socially responsible firms receive relatively better financial returns. Becker Olsen et al. (2006); Curtis (2006); Du et al. (2007) declaimed favourable consumer thought process word of mouth and recommendations as the upshots for firm having CSR orientation. Wu et al. (2016) concluded that corporate social responsibility has the ability to exert positive impact over consumers' attitudes towards brand and brand image and it stimulates consumers' purchase intention. Besides expediting the business interests of the firm, such encouraging rejoinder from the customers also help in framing and organizing successful customer engagement exercises at various levels which contribute in deepening the relationships between firm and the customers. The positive image developed and sustained through CSR initiatives transcends to the pre and post consumption stages of customer company association and acts as an enabler of effective communication and interactive exchanges at multiple platforms which build a powerful mechanism for customer engagement.

Corporate Social Responsibility & Customer Engagement: a Greater Good for a Greater Gain

The discussion above chalks out a clear role of corporate social responsibility over various antecedents of customer engagement and does support a case of cause related marketing acting as a moderator of relationships between customer engagement and other customer variables such as customer satisfaction, trust, commitment, involvement, participation, etc. The antecedent role of these variables in determining the strength and success of customer engagement has been probed and proven by plethora of researches which clearly shows the path for effective implementation of customer engagement programs. Customer engagement, primarily aimed at co-creation of mutual value, serves as a catalyst in creation of customer loyalty as the behavioural and attitudinal outcomes of customer engagement archetype the major manifestations of customer loyalty and therefore, holds immense value for a firm cognizant of the significance of securing customer loyalty in the long run.

Corporate social responsibility has found even greater relevance in the wake of ever escalating environmental pressures, social awareness and consequent official as well as unofficial movements to preserve and protect the planet, recent corporate failures, seamless consumption and customers' expectations of innovative business models with novel solutions that are capable of catering to these concerns. Numerous firms and corporate houses, irrespective of their size and scale of operations, have acknowledged their share of social responsibilities and have put well designed and delivered CSR practices in place. It has already been established by past researches and trends that such practices benefit the firm in terms of enhanced reputation and revenues which encourage the firms for investing their resources in initiating or supporting a social or environmental project. The CSR practices build an environment of trust and openness which enables the firm to reach its customers at different levels and forge deeper connections. Thus, resources endowed for promoting the greater good in terms of social and environmental welfare end up producing a greater gain for the firm by stimulating and sustaining customer engagement and loyalty.

Directions for Future Researches

The present paper explores the concept of customer engagement and delineates the customer variables which act as antecedents of customer engagement in a general commercial setting. However, the study does not incorporate other potential market or firm specific antecedent variables such as corporate reputation, competition, industry structure, etc. as it is aimed at finding the links between customers' inclination towards conscious consumption and their attitudinal and behavioural responses. Future studies may propose a holistic framework for success of customer engagement by underlining all possible antecedents and their impact over engagement. Moreover, assessment of customer engagement under various industrial settings can be attempted by concocting an antecedent based measurement scale of engagement.

The study further opens the discussion and investigation into the possible moderating role of corporate social responsibility practices in the inter-relationships of various customer variables such as satisfaction, trust, commitment, involvement and customer engagement and loyalty. An empirical study examining the relationships between various components of corporate social responsibility and that of customer engagement may reveal interesting insights and contribute to an aware and actual implementation of engagement plans.

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Emerging Challenges for Brand Management: Anti-consumption and Brand Avoidance

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Abstract:
The negative perception amongst consumers for a brand is the biggest challenge for brand managers. Understanding that there could be multiple reasons for the negative perception towards a brand is very important. Monitoring the various sources of negative perceptions as a construct facilitates brand management. Such a construct is termed as brand avoidance in marketing literature. Brand avoidance is defined as incidents in which consumers deliberately choose to reject a brand. This study discusses various sources/reasons of brand avoidance: experiential avoidance, identity avoidance and moral avoidance. Understanding of sources/reasons brings brand avoidance to the core of brand management. This study aims to discover why consumers place certain brands into their inept sets and anti-choice constellations. An in-depth understanding of brand avoidance facilitates the efforts of brand management as all possible sources of brand avoidance are regularly monitored and necessary corrective measures may be taken by the brand managers.

Keywords: Brand Management, Anti- consumption, Brand Avoidance

Introduction

The negative perception towards a brand has been generally studied in a very fragmented way till recently. However researchers have started focusing on a holistic understanding of reasons/sources of these negative perceptions towards a brand. This research involves extensive literature review on the subject and brings out the various types of brand avoidance and how brand management needs to handle these challenges. It is important to note that brand avoidance discusses only the active rejection of the brands; it does not explore the incidents where consumers have financial or accessibility constraints. It may be noted that brand switching and brand avoidance are different from each-other. Brand switching refers to change from one brand to another; in contrast, brand avoidance focuses more specifically on deliberate rejection of brands. The paper has been divided into three parts. The first part discusses various causal factors leading to different types of brand avoidance. An in-depth understanding of brand avoidance is mandatory for identifying the major factors leading to this phenomenon. The second part of the paper discusses how each type of brand avoidance

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may be overcome to enhance a brand's equity amongst its all stakeholders.

Literature Review
Three main categories of brand avoidance emerged from the literature:

Experiential avoidance: unmet expectations
The experiential avoidance may be defined as the failure to meet; mythic expectations, the level of service provided, poor performance, store environment as major reasons for experiential avoidance. The poor performances of brands which are not well known, results in avoidance of the retailers who sell them. It may be noted that negative experiences are a salient reason for brand avoidance. Brand consumption experiences that are negatively disconfirmed lead to dissatisfaction and subsequent avoidance of the brand, this concept is reflected in both product and service brands. Although the consumers buy different products for different reasons, the most basic expectation is adequate performance. If a product fails to function/perform as expected, the consumer may reconstruct the associated brand to signify a likelihood of an unmet expectation and may avoid the brand on future occasions

Identity avoidance: symbolic incongruence
The second reason for brand avoidance found is identity avoidance. The main themes found are: dis-identification with brands, negative reference group perceptions, perceptions of in-authenticity of brands and de-individuation. It is observed that consumers choose to dis-identify with those brands which represent their perception of undesired self. Consumers may avoid certain brand because they perceive the types of persons that conspicuously consume that brand are inauthentic. This is an undesirable trait that consumers do not want to incorporate into their self-concept. Consequently consumers avoid being associated with a brand because of negative/ inauthentic identity exhibited by its stereotypical users. Deindividuation avoidance occurs when brand consumption may lead to a loss of identity. Consumers avoid a brand which is perceived to be too commercialized and used by majority of the consumers. Some consumers believe that using such brands subsumes an individual identity.

Moral avoidance: Ideological incompatibility
This study finds two main moral avoidance themes: consumer cynicism and country of origin (COO) effects. Consumer cynicism is consumer's general distrust of corporations and the cynical belief that big corporations use manipulative business practices. The consumers see the corporate social responsibility exercises as a manipulative marketing ploy of such big corporations. Although consumers now demand social responsibility, they are also suspicious and cynical that such initiatives are motivated by public relations rather than altruistic objectives. This cynicism is based on the belief that a corporation can not be altruistic without expecting return on investment. Anti-consumption also builds from the associations that consumers have of brand's COO. The basic premise of COO is that knowledge of a brand's origin influences consumer's attitude and behaviour towards that brand. Also related to COO is the sub-theme of financial patriotism. Some consumers prefer local brands over MNC

brands. This is due to consumers' belief that local business contributes more to the domestic economy and local community.

Brand Management Strategies for Facing Brand Avoidance and Anti-consumption

The avoidance barriers; lack of alternatives, inertia, influence of others discovered in research are quite intuitive in nature. The marketers need to prepare strategies for each type of brand avoidance. Experiential avoidance (EA) can be managed by understanding the major reasons for it. The researches have shown that poor interaction quality and complaint handling are the main reasons for EA. The firms must train their complaint handling executives to handle the emotional outburst of consumers and ensure that they maintain reasonable interaction quality even during consumer's outburst. Once consumers relieve their emotional reaction to the problem their view of problem becomes more rational. The firms should also develop complaint handling system and encourage consumers to register their complaints whenever they are dissatisfied with the firm. The personal complains are better than written process of complaint handling. Further complaint handling system should be integrated with product and service improvement processes.

Identity avoidance can be managed by understanding the target consumers and how these consumers are changing over a period of time. The firm must regularly audit its brand image to ensure that it is congruent with the desired self concepts of its target consumers. It may be extremely important to consider the impact of major changes in marketing strategies on the image of a brand in the minds of its existing target customers; e.g. if a premium brand targeting higher income consumers is planning a down market stretch to serve the upper income consumers, it must consider the impact of such a move on its existing customers. Whether the brand manager is going to use the same brand name for both the segments and brand extension strategy or two different names for the brands aimed at two different segments of the market.

Moral brand avoidance is a challenge for marketers. Moral avoidance reasons may be results of short-term financial pressures, a lack of familiarity with socio-political issues and the sense that specialist in the public relations and legal department handle these sort of issues. Many forces resulting in moral avoidance find their roots in macro environment. The businesses must proactively scan the sociopolitical environment and they must prepare strategies to handle these issues. The firms must engage in interactions with NGOs, consumer bodies and governmental bodies to have a better insight on the emerging issues.

Limitations and Future Direction for Research

This study explores a relatively new area of consumer behaviour, deliberate rejection of brands by consumers. The research uncovers a multitude of reasons for brand avoidance; from unmet expectations, to symbolic incongruity, to ideological incompatibility. It identifies possibility of multi-dimensional nature of brand avoidance wherein more than one reason results in brand avoidance.

The research discovered unmet expectation, poor service levels and poor performance as reasons for experiential avoidance which are quite intuitive in nature. While experiential avoidance (EA) of retailers when consumers fail to recall the poor performing brand they purchased from it is less intuitive. Future researchers may explore the impact of poor product quality (of brands not own by retailer) on the image of a retailer's image in the mind of consumers. Such a study may bring forth the importance of striking a balance between stocking brands which offer higher margins, presumably with relatively poor quality and detrimental effect of such brands on the image of retailers. However the study could not point towards the major factor which may lead to experiential avoidance in case of services. There could be multitude reasons for EA in context of services; e.g. functional quality, interaction quality and physical environment quality. The past researches have shown that poor interaction quality is the major factor for experiential avoidance of a brand for services where consumers have to be personally present for consumption of services. The future studies may explore EA in context of different types of services.

This study has been able to bring out only one kind of consumer reaction in response to their dissatisfaction with the brand/ firm i.e. avoidance of the brand. However consumers may show different kind of retaliatory behaviour when their expectations are not met; avoidance, consumption prevention and boycott. Consumption prevention is preventing the consumption of a brand by others as well. These consumers seek unlimited amounts of social support using negative word of mouth via internet (NWOM). Consumption prevention is not limited to spreading negative word of mouth; it also includes using ones professional expertise to prevent consumption by others and mixing up products at retailer's shelves etc. In fact consumption prevention could be bigger problem to brand managers because here consumers not only avoid a brand in a passive manner but also seek support from other consumers. The study does not show how personality differences can impact EA behaviour. Past researches have shown that consumers who are low in self esteem avoid complaining and/or feel bad after complaints have been made. There is high probability that such people will simply stop buying. While aggressive complainers (who are assertive, confident and high in self esteem) do not exit relationship more than other consumers, provided their complaints are properly processed. These aggressive complainers, if not properly handled, may actively promote the prevention of consumption of the brand under consumption.

The present research findings capture subtle differences in number of reasons which lead to identity avoidance (IA); negative reference group, lack of authenticity and a loss of individuality. But the findings could not point towards the role of significant others (opinion leaders) in avoidance of a brand. The researches have shown that role of significant others are significant in many product categories like apparel, footwear, cars etc. It does not investigate the impact of situations and circumstances on the avoidance behaviour.

The study found resistance of oppressive/ dominating forces (anti-hegemony) and consumer cynicism leading to moral avoidance. Moral avoidance also finds its roots in associations that consumers have of brand's country of origin (COO). It also discovers of 'financial patriotism' as sub-theme to COO. All the avoidance examples quoted in literature on brand avoidance belong to leading brands in their category (Nike, MacDonald). All of them are American brands which face avoidance. The research has not been able to point whether number two and number three brands are less prone to moral avoidance. The study also could not find out the role of anti-brand activists in influencing these consumers. It has been reported anti brand sites using parodies and disparaging images/ messages about iconic brands may dilute their brand images. The internet sites along with media news have played an important role in this. The future researches may explore these areas.

Conclusion

This research focuses on multidimensional reasons for brand avoidance. It presents a conceptual framework for anti-consumption and brand avoidance reasons. It broadens the understanding of brand management concept. The brand avoidance research is in initial stages of development. However studying negative perceptions and reactions towards a brand in a holistic way may facilitate brand management efforts. The next step would be to operationalize brand avoidance concept and develop testable hypotheses. The subsequent stage may research how brand avoidance differs across: services and products, product categories, countries and cultures, consumer personalities.

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Building Key Organisational Talent Through Executive Education

*Rakesh Seth

Business environment is hyper-competitive, and constantly changing. To succeed in this environment there is very pronounced need for a lifelong learning. To stay relevant and proactive, executives up and down the corporate hierarchy as well as business owners and all types of professionals are increasingly recognising the need to refine, update and expand their knowledge, perspectives, and skills. Today all top class owners and professionals have a desire to stay at the top of the game to effectively compete in the global business space.

Executive Education is an important tool for global business to nurture top leadership talent. It offers executives new knowledge to enhance skills and gives them the opportunity to step back and gain a new perspective on their roles.

Executive education is an important tool for global businesses to nurture top leadership talent. It offers executives new knowledge to enhance skills and gives them the opportunity to step back and gain a new perspective on their roles. In an increasingly complex global business environment, leaders will continue to look for ways to stay ahead of the crowd and influence meaningful change, ensuring continued need for high-quality executive education.

The best executive education programs for managers must offer proven, measurable outcomes that meet the learning and development needs. Start with identifying what your managers want to achieve, and you will likely to get an idea of what type of executive education programme, you are looking for your managers. By researching those types of programs at business schools you should gain a good sense of which ones among them offer the outcomes you expect from the best executive higher education programs. Business executive programs provide vital help for international businesses seeking to develop global leaders. There's plenty of evidence to show that business executive programs from top-B-schools in the world can help nurture the best leadership talent.

Executive Education brings fresh perspective

Higher Executive Education Programme offer a time-honoured way to upgrade and extend management and leadership skills. They can provide you with the tools you need to meet decision-making challenges in an increasingly complicated world.

Executive Higher Education classes can bring fresh perspectives, new knowledge and leadership skill development. If you are a general management professional who wants to deliver greater business results and advance in your career, Executive education classes are the perfect complement to your on-the-job training and your basic education. Higher executive education can offer fresh ideas, skills and motivation to boost your capacity to drive high-impact business results.

Building global perspective

Global leadership is crucial for companies seeking to succeed in the global arena of business today. But a lack of global leadership skills in top managers is holding many companies back. Global leadership in today's volatile economic environment requires CEOs and senior executives to be more focused, knowledgeable and astute than ever before. This is the only way to drive business success and sustainability, as well as to stay on top in their own careers.

Global perspective is crucially important if businesses are to succeed in the increasingly interconnected world marketplace. Executives must master the challenges of globalisation - sizing up the forces shaping the future of their companies and seizing new opportunities. Your global leader journey may begin with a dream, but dreaming alone won't get you there. If you're an ambitious executive aiming for a top global leadership position, you'll most likely need a path of careful career planning that combines on-the-job challenges and high-quality, strategic executive education.

Global leadership in today's volatile economic environment requires CEOs and senior executives to be more focused, knowledgeable and acute than ever before.

We expect the following few trends that will affect the way executive higher education are taught in:

Revolutionary Digital Disruption

The boom in social media and rapid growth of digital technology is completely changing the rules of the game for companies and business schools. It is crucial business schools that have the ability to respond rapidly to customer needs and can meet the challenge of providing students with a customer-focused approach especially in executive education.

West to East - Shift to Emerging Markets

Multinational companies are struggling to catch up with the global shift towards emerging economies. Companies from advanced economies' need to be more agile, to understand local culture and practices, and to develop speed in decision making. Executive education can help fill the gap by encouraging:

aspiration rooted in cosmopolitanism
conceptual frameworks to understand cross-country differences
self-discovery tools
openness to foreign cultures and ideas through immersive modules

Action Biased - New Problem solving tools

Being innovative requires a shift from rhetorical to critical thinking. To develop the necessary skills, executive education will need to do better at promoting:

the ability to reframe problems

the development of empathy to think in terms of human-centered innovation

opportunities to continually practice problem solving and to allow students to make mistakes

"The key lies in overcoming functional fixedness, and developing and exercising empathy for human-cantered design. The process is about clarifying, ideating, developing and implementing, with very real problems on the table to grapple with."

Greater exposure through Experiential Learning

More than any other skill, entrepreneurship and innovation need to be learned ´by doing.´ Business schools are now developing complete ecosystems to make sure their participants interact with real entrepreneurial projects. Among others, these include:

incubators

business and family offices networks

in-company projects

conferences and interactions with alumni entrepreneurs

"Initiatives such as Ted-x speaking events, social events and contact with new entrepreneurial heroes give students the opportunity to put their education in a larger, more concrete context."

refreshing New set of values

Executive educators can inspire future innovation by turning the focus on those people who are making significant contributions to society. Top social innovators should become role models for a changing business world. Executive Education schools are there to help you hone your leadership and business skills or add to your competencies. Maybe you want to offer more to your company, make a change or simply be ready for the next opportunity.

Ongoing Improvement in Execution Leadership Skills

Executive education helps you in honing your executive leadership skills. Execution leadership means
having a strategic leadership mindset to perform a function, implement a process or execute a project. Having strong execution leadership skills can be the defining factor in meeting objectives for long-term business performance, particularly in a tough global economy.

Real-world executive development

Real-world executive development is essential for developing global leaders that drive continued business success in an increasingly complex world. Real-world executive development is about practical, hands-on executive education that is relevant to you and your business. If you want to stay ahead of the crowd, real-world executive development programs can make a difference.

But a common consensus estimate is that people now are doing what counts as changing career four or five times per person. As is always the way with trends, one rests on the other, and career recurving is a function of longevity: most people living to full lifespan and active old age. It's also a function of work having become a matter of choice for most. We work because it gives us meaning and identity, and possibly social status, not just a pay check. So we mutate rather than retire.

For example, many schools will run mini MBA for doctors. Many doctors come out of school with these fantastic medical skills, then they have to go out and start their own practices. We're helping doctors understand the business of health.

A key factor will be how successfully business education itself can adapt and develop leaders with enhanced entrepreneurial and innovation competencies to meet these challenges.

As the socio - economic scenario becomes more and more challenging there is a stronger need to educate senior managers who operate in this era of fast paced change.

Individual Pace Learning - Changes at a Glance

Customers, particularly at the bottom of the market, don't need (or can't afford) the full offering as was. But they can afford and migrate to new low-cost value that's what MOOCs are: the new low-cost, low-service option in adult education.

Their futureand it is a bright oneis to expand the niche where MOOCs can't go, or won't go for a very long time. This is in providing enriched offerings to relatively high-paying clients; that is, injecting customised, just-in-time education (supported by research) into company executive development and in connecting it closely to the company's unique challenges and forward strategy.

Executive education is changing to meet the demands of a changing global economy. In some cases, these changes include adding online programs to existing on-campus executive education offerings, creating hybrid programs and reaching for higher student engagement.

Programs are often offered 100% online in a self-paced format, and they can range from a required number of semester credits or CEUs (continuing education units) to complete.

Hybrid programs may offer most of their courses online, requiring students to visit campus once or twice a semester; others may feature a 50/50 split, or have a specific physical meeting schedule. Hybrid and online programs offer less time spent with professors or fellow classmates for the sake of convenience and flexibility, which may be of particular importance for working executives.

Expansion of Interactive Technologies and Programs

To address the issue of low graduation rates, schools have made efforts to increase student engagement and promote classroom communities in the virtual campus. Students who live in close proximity to each other are encouraged to meet face to face; some schools require short residencies at the beginning of programs so that students will be familiar with each other and more interested in the program.

In addition, Indian Conglomerates/MNCs especially those with large manpower use executive education with part or full sponsorship both as a development, retention, and incentive/loyalty tool for junior/middle/senior management. What are transforming dramatically in this education space are the content and pedagogy and more customisation especially in the advanced management programmes. Around the world as the capital flows to India and China, people are moving to foreign/alien environments and cultures to take up challenging roles/responsibilities assignments in existing and emerging sectors. As the socio - economic scenario becomes more and more challenging and complex there is a stronger need to educate middle/senior managers who operate in this era of fast paced change.

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3.	Anvesha	IES Management College and Research Center	Mumbai
4.	ASBM Journal of Management	Asian School of Business Management	Bhubneswar
5.	Bizcraft	Shri Ram Murti Smarak College	Bareilly
6.	Contemporary Management	Lal Bhadur Shastri Institute of Management & Devlopment Studies	Lucknow
7.	Effulgence	Rukmani Institute of Advance Studies & Research	Delhi
8.	Ekansh	GNIT Group of Institutions	Greater Noida
9.	GGGI Management Review	Galaxy Global Group of Institutions	Delhi
10.	GNA journal of Management & Technology	GNA Institute of Management & Technology	Phagwara, Punjab
11.	Gurukul Business Review (GBR)	Faculty of Management Studies	Haridwar
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25.	Prestige International Journal of	Prestige Institute of Management & Research	Indore
26.	Shodh (Journal of Management Technology & Social Sciences)	Science & Technology Entrepreneurs Park- Harcourt Butler Technological Institute	Kanpur
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