



ETHOS

A Journal of research articles in management
science and allied areas (refereed)

Listed in UGC Sr. No. 45778

Volume : 11 No.:1 January-June 2018 ISSN : 0974-6706

This issue is published on 30th April 2018

Contents

Research Articles

Impact of Marketing Mix on Consumer Attitude and
Purchase intention towards 'Green' Products 1
Sargam Bahl, Tulika Chandra

QWL of Women Employees in Service Sector and
External Environmental Factors 12
Revati R. Patil, Vasant B. Kodag

Financial Literacy of Women Employees in Banks 21
Shrikrishna S. Mahajan, Aniket H. Jadhav

Need Analysis of Rewiring of Quality of Work Life of
Bus Conductors in MSRTC 32
Gandhali V. Kharge

Problems in Implementing Budgetary Control System
in Aided Colleges Affiliated to Shivaji University 61
Rajeshkumar P. Chetiwal

Evaluation of Correlation between Implemented
Welfare Provisions and Workers Job Satisfaction
at Workplace 69
Deepali S. Patil, Hemant. M. Thakar

Rayat Shikshan Sanstha's
Karmaveer
Bhaurao Patil
Institute of
Management
Studies and Research
Satara - 415 015.
Maharashtra, India

ETHOS

EDITORIAL BOARD

Dr. Bapusaheb S. Sawant

Editor-in-Chief

Dr. Sarang S. Bhola

Executive Editor

Dr. Annasaheb M. Gurav

Professor and Head, Department of
Commerce and Management,
Shivaji University, Kolhapur

Dr. Anil K. Wavare

Assistant Professor in Economics,
Department of Economics,
Chh. Shivaji College, Satara

Dr. S. Krishnaraj

Associate Professor, Bharathiar School
of Management and Entrepreneur Devt.,
Bharthiar University, Coimbatore

Dr. Nitin Zaware

Director, Rajeev Business School,
Tathawade, Pune.

Dr. Vinay Chavan

Head, Department of Computer Science,
SK Porwal College, Kamptee, Nagpur

Dr. R. G. Pawar

Principal, College of Commerce, Science
and Computer Education,
Malegaon, Tal. Baramati

ADVISORY BOARD

Dr. Devanand Shinde

Vice-Chancellor, Shivaji University
Kolhapur - 416004

Dr. Anil A. Patil

Chairman,
Rayat Shikshan Sanstha, Satara - 415001

Dr. Bhausaheb K. Karale

Secretary,
Rayat Shikshan Sanstha, Satara

Dr. Vijaysinh S. Sawant

Jt. Secretary (Higher Education),
Rayat Shikshan Sanstha, Satara

Dr. S. B. Kolte

Director General, BPHE Society's
Institute of Management Studies,
Ahmednagar

Dr. D. T. Shirke

Pro-Vice Chancellor, Shivaji University,
Kolhapur - 416004

Dr. Sachin Vernekar

Dean, Faculty of Management,
Bharati Vidyapeeth University,
Pune - Maharashtra

Dr. Bhimraya Metri

Director, Indian Institute of Management
Tiruchirappalli, NIT Campus (Post)
Thanjavore, Main Road, Thuvakudi,
Tiruchirappalli, Tamil Nadu, India

Dr. Ravi Kumar Jain

Director, Symbiosis
Institute of Management, Hyderabad

Prof. (Dr.) J. F. Patil

Economist and Senior Academician
Kolhapur - Maharashtra

Prof. (Dr.) P. S. Rao

Dean, Prin. L. N. Wellingkar Institute
Mumbai

Dr. Jagannath Patil

Deputy Advisor, NAAC, Bangalore

Dr. E. B. Khedkar

Vice Chancellor, Ajinkya
D.Y.Patil, University, Pune - Maharashtra

Dr. Prafulla Pawar

Professor & Head, Dept. of Management
Sciences (PUMBA) Savitribai Phule
Pune University, Ganeshkhing - Pune

ETHOS is a research journal of Rayat Shikshan Sanstha's, Karmaveer Bhaurao Patil Institute of Management Studies and Research (KBPIMSR), Satara and is published in June and December every year. The prime object of this journal is to disseminate knowledge and information surfaced through fundamental and applied research in functional areas of management and allied subjects viz. Organizational Behavior, Organizational Development, Business Communication, Business Economics, Business Statistics, Information Technology and the like. The journal is an effort to provide a platform for exploration and articulation of knowledge of academicians, researchers, students, entrepreneurs, executives and consultants. ETHOS will publish original papers in the form of research articles and case studies. It will also publish book reviews in said areas of management and allied subjects. (Please refer Guidelines for Authors for details).

Authors can submit their contributions for possible publication in ETHOS.

Views expressed in the articles and other matter published in ETHOS does not necessarily reflect opinions of the institute.

ETHOS: A Journal of research articles in management science and allied areas (refereed) is a bi-annual journal of KBPIMSR, Satara.

Published by, Director, Karmaveer Bhaurao Patil Institute of Management Studies and Research (KBPIMSR), Satara - 415 001 Maharashtra, India

Printed by Prashant Gujar, Type Innovators, 195, Sadashiv Peth, Satara - 415 002

Typeset by Prashant Gujar, Type Innovators, 195, Sadashiv Peth, Satara - 415 002

ETHOS

A Journal of research articles in management science and allied areas (refereed)

Volume : 11

Number : 1

January - June 2018

This issue is published on 30th April 2018

Contents

Research Articles

Impact of Marketing Mix on Consumer Attitude and Purchase intention towards 'Green' Products Sargam Bahl, Tulika Chandra	1
QWL of Women Employees in Service Sector and External Environmental Factors Revati R. Patil, Vasant B. Kodag	12
Financial Literacy of Women Employees in Banks Shrikrishna S. Mahajan, Aniket H. Jadhav	21
Need Analysis of Rewiring of Quality of Work Life of Bus Conductors in MSRTC Gandhali V. Kharge	32
Problems in Implementing Budgetary Control System in Aided Colleges Affiliated to Shivaji University Rajeshkumar P. Chetiwal	61
Evaluation of Correlation between Implemented Welfare Provisions and Workers Job Satisfaction at Workplace Deepali S. Patil, Hemant. M. Thakar	69



From the Desk of Editor

Indeed I am very happy to offer this first issue of eleventh year of Ethos. The dream journal Ethos has completed its decade of successful publication of quality and original research work. We had given the word to provide a platform for quality research in the form of a journal and withstand with it. The journal has received wide acceptance and its journey so far has remained marvelous.

Ethos had also got the place in the journal list of UGC at serial number 45778 but now it is delisted. The editor of Ethos has filed an appeal to UGC regarding the same. Ethos is complying almost norms of UGC which were laid down for listing.

This volume of Ethos carrying six technical papers. Sargam Bahl and Tulika Chandra have empirically studies marketing mix on consumer attitude and purchase intention toward a very vibrant contemporary topic i.e. green product. They have rightly used factor analysis for empirical findings.

QWL of women in service industry have been studies by Revati Patil and Vasant Kodag. The findings can be generalized owing to satisfactory sample size.

The issue of financial literacy is at stake. Government of India has taken a step forward initiating television advertisement to educate masses on financial frauds. Shrikrishna Mahajan and Aniket Jadhav have calculated financial literacy quotient of women employees in bank.

Gandhali Kharge presented QWL of bus conductors in MSRTC. She has profoundly presented the perceptions and expectations of sample bus conductors towards different QWL aspects.

Rajeshkumar Chetiwal has studied budgetary control system in aided colleges. Deepali Patil and Hemant Thakar made an attempt to establish relationship between job satisfaction and welfare facilities.

I hope that the articles contributed by research scholars and academicians would be immensely readable and beneficial to stakeholders. I look forward to your valuable feedback to enable us enthrall readers and ensure continuous improvement.

DR. B.S. SAWANT
Editor-in-Chief

Impact of Marketing Mix on Consumer Attitude and Purchase intention towards 'Green' Products

Sargam Bahl, Tulika Chandra

Abstract:

The present study is an attempt to investigate the impact of the marketing mix variables (product, price, place and promotion) of green products on the purchase intention of the consumers and attitude towards green behaviour. The design of this research is descriptive and quantitative in nature. A survey was carried on respondents associated with four retail outlets selling green products in Dehradun, Uttarakhand. For the empirical analysis, 364 questionnaires were distributed whereas only 300 questionnaires were complete. Factor analysis technique was also used which led to the extraction of maximum common variance from all variables. Multiple regression analysis was carried out to understand the relationships shared by independent (marketing mix) and dependent (Purchase intention and Attitude towards green behaviour). The results revealed that there is a significant effect of green marketing mix variables on the purchase intention and Attitude towards green behaviour. Also the combined impact of Marketing mix variables and Attitude towards green behaviour on purchase intention is quite indicative. To conclude, the crucial role of green marketing mix variables and its impact on purchase intention and consumer attitude along with the practical as well as theoretical implications are also discussed.

Keywords: Green buying attitude, purchase intention, marketing mix, green products

Introduction :

Nature is created for man and man is a part of nature, which makes them inseparable. These thoughts differ from the Judeo Christian view which claims that man is the supreme power. Man has been considered superior to nature, but the inconvenient truth is that man is the reason behind growing concerns for sustainability. Human beings need to develop an ethical relationship with the natural environment.

Tesco, one of the world's largest retailers, a supermarket chain, has pledged to revolutionise its business to contribute in creating a low carbon economy through its green initiatives. It has also vowed to help achieve zero net deforestation by 2020, by mapping their supply chain and working on sustainable procurement policies. Tesco Ireland is working with its customers, suppliers and partners on managing climate change by

Sargam Bahl

(M.Com.)

Research Scholar

Department of Commerce

H.N.B. Garhwal University (A Central University),

Srinagar - Garhwal, Uttarakhand

Tulika Chandra

(LLB., M.A.)

Assistant Professor,

M.K.P. (P.G.) College, Dehradun,

Uttarakhand

measuring carbon footprint and focusing on energy efficient design and technologies. In 2015, Tesco Bengaluru, India, has partnered with Lithium Urban Technologies, to use electric cabs for the pick and drop of their employees, thereby leading to Green transportation. In the past reports it has been observed that in order to reduce the impact on the environment, green initiatives is the need of the hour.

In China's milk scandal, 2008, thousands of babies fell sick due to industrial contaminants. This was not only a ruinous blow to the dairy industry but also revealed that there existed a lack of environmental concern.

In this era of high concern for environment where intelligentsia and academia are hunting for ways and means to minimize environmental degradation, Green Marketing has come as a panacea in the hands of marketers. Despite the fact that propagators of Green, claim that Green Marketing can mitigate the environmental degradation that too without preventing industrial growth, the concept of Green is not gearing up at a pace as expected.

Various factors influence the consumer attitude and purchase intention. Past researches are evident to the fact that the most important factors of all are Personal, Psychological and Socio- Cultural factors. Demographic variables such as Gender, Income, Education, Occupation, and Age form part of Personal factors. Psychological factors consist of perception, motivation, learning, belief, and personality. Social class, household types, reference groups, roles and status constitute the socio- cultural factors.

This research concentrates on how the green marketing mix variables significantly affects the purchase intention and attitude of the consumers towards eco-friendly products of the FMCG sector. FMCG industry is one of the biggest in the market and a major contributor in development of the economy. FMCG are products that are sold quickly and have a short life either as a result of high consumer demand or because the product

deteriorates rapidly. The major categories of the FMCG considered for this study are cosmetics, non - durables, toiletries and food products.

Literature Review: Theoretical Framework Marketing mix and purchase intention

The concept of 4 P's - (product, price, place and promotion) of marketing was first suggested by E. Jerome McCarthy and these are the most commonly used variables which constitute a Marketing mix. (McCarthy, J. 1960). Marketing Mix is the set of controllable variables that the firm can use to influence the buyer's response (Kotler and Armstrong, 2011). As the marketing concept kept evolving, in the late 70's marketers felt the need to update the marketing mix. Three new variables were added to the 4 P's in the year 1981 by Booms & Bitner. It was known as the extended marketing mix. This now allowed the extended Marketing Mix to include products that are services and not just physical things. Every company has its own favourable marketing mix. It adopts the one most suited to the organization's needs. Existence of environmental consciousness in consumers is not the only factor that leads to green buying intention. This has been supported in the study conducted by Kumar and Ghodeswar.

Marketing of green products should offer consumers facts related to environmental performance of the companies, information related to green products, congruence with their desirable social image and relevance to their lifestyles (Kumar and Ghodeswar, 2015). Hence, marketing professionals need to relate the positioning of green products with the marketing mix variables. Most of the consumers are also very sensitive to price which affects the purchase intentions (Chen, 2013). To analyse the impact of green marketing on purchase intention, a framework was developed wherein the study findings showed that there existed a positive relationship between Environmental advertisements (Ansar, 2013). In addition Wanninayake and Randiwela (2008) conceptualised a relationship between the key marketing mix variables - product, price, place and promotion and how it corresponds to the purchase

decision. A number of studies have found a significant relation between marketing mix variables and how it correlates with purchase intention. A green marketing strategy that would focus on the distinguishing characteristics of green products and its impact on the environment needs to be formulated, in order to create a purchase intention among consumers Alsmadi, (2007). It was revealed in the past studies that the price of the products affect their green purchasing decisions. Consumers felt that green products are priced higher than the traditional products. Bhatia & Jain (2013)

H1: Marketing mix affects purchase intentions

Marketing mix and attitude towards green products

Consumer attitude has a significant relation with the variables of marketing mix. Prior studies conducted show that consumer attitude varies and is subject to the marketing mix of the product (Bhuian and Kim, 1999). Kim and Part in their study examined the relationships among marketing mix elements, brand attitudes and purchase intentions. It was concluded that leveraging the marketing mix elements will impact the attitude strength (Kim & Park, 2013). Past studies have made an estimation of the extent of environmental awareness, attitudes and behaviour seen among consumers in India in context of green products. It had been observed that non availability of green product is a major obstacle in eliminating environmental degradation. (Jain & Kaur, 2004).

H2: Marketing mix affects attitude towards green products

Attitude towards green products and Purchase Intention

Attitude is one of the most reliable indicators to predict purchase intention. This has been proved in the past studies. (Singh, Thankur & Singh, 2014). The notion that attitude affects the purchase intentions of consumers has also been supported by Theory of Planned behaviour. The success of green products lies in consumers' adopting positive

attitude towards green products Cheria and Jacob (2012). National Geographic and GlobeScan (2014) in their report surveyed 18 countries (both developed and developing economies), India being one of them. The research focused on the attitudes, beliefs, concerns, actual behaviour, and material lifestyle of the consumers across 18 countries. According to the report, on an average Indians have a positive attitude leading to decisions towards making life-style changes in order to improve their 'Greendex' score.

H3: Attitude towards green products affects purchase intentions

Mediating role of green buying attitude

An attitude is a learned predisposition to respond in a consistently favourable or unfavourable manner with respect to a given object (Fishbein & Ajzen, 1975). The author also elaborates on the distinctiveness of attitude. The concept of attitude is underlined by ambiguity and confusion. The stress has also been laid upon the distinction and relation between beliefs, attitudes, intentions and behaviour. It has been observed in the past research studies that adolescents who demonstrate more pro-environmental attitudes are more likely to demonstrate pro-environmental behaviours (Meinhold and Malkus, 2005). Attitude plays a fundamental role both in terms of the direct impact on the intention to buy and the indirect effect as a mediator on intention to buy.

Research Method:

Sample selection and data collection

A total of 364 questionnaires were distributed among the respondents associated with 4 retail outlets in Dehradun, Uttarakhand, region selling green (eco-friendly) products and 300 respondents returned the completed questionnaires. The overall response rate was 82%. The sampling method adopted was a random sampling. A structured Questionnaire was developed after thorough reading of the past studies. Informal communication at the time of filling of questionnaires helped to gain an insight into the factors related to attitude of the consumers towards green products.

Measurements:**Attitude towards green behaviour**

To measure attitude towards green behaviour, a 4-item scale adopted from McCarty and Shrum (1994) and Laroche, Bergerone, and Forleo (2001) was used with answers ranging from 1 = Strongly Disagree to 7 = Strongly Agree. Some of the questions are as follows: "In our country, we have enough electricity, water, and trees that we do not have to worry about conservation" and "Recycling is important to save natural resources". Measure of reliability, Cronbach's α = 0.616

Purchase Intention

Consumers purchase intention was measured using appropriate constructs derived from past studies. Brand Consciousness has been measured using a 3-item scale adopted from Shim and Kotsiopoulos (1993) and Lee, Kim, Pelton, Knight, Forney, (2008). To measure perceived quality of products a 3-item scale adopted from Dodds et al. (1991) and Lee, Kim, Pelton, Knight, Forney, (2008) has been used. Price sensitivity and product availability have been measured using items available from the past literature. After a substantial and thorough review of the past studies, the measurements for the constructs have been determined. Answers ranging from 1 = Strongly Disagree to 7 = Strongly Agree have been used to determine the purchase intention of the consumers. Sample questions include "It is important to buy well-known clothing brands" and "Lack of availability of green products influences the purchase intention". Cronbach's α reliability for this scale is 0.88.

Marketing mix

To measure the variables of marketing mix-product, price, place promotion, appropriate items have been determined after doing an extensive literature review. Answers ranging from 1 = Strongly Disagree to 7 = Strongly Agree have been used to measure the impact of marketing mix on consumer attitude and purchase intention. Some of the questions are as follows: "Green certification on the packaging of the goods influences me" and "I easily switch to a

conventional product if there is lack of availability of the green products." Measure of reliability, Cronbach's α was 0.788.

Validity

According to Bryman and Bell (2011, p. 158) reliability is "the consistency of a measure of a concept", it is linked to the stability of the data. The aim of the reliability as quality criteria is to minimize errors and give stable results of the data collection. In our data analysis reliability was calculated by using the statistical methods such as the Cronbach's alpha as multiple item measures were used. Various statistical tools have been applied using statistical package for social science -SPSS (IBM SPSS Statistics 20.0) for the purpose of analysing data. Measure of reliability, Cronbach's α for the 24 items in the Questionnaire is 0.866.

Analytic approach

Factor analysis was done using the principal component method to check the orientation of the items under the various constructs. (Table 1) After conducting a factor analysis on purchase intention, 9 factors resulted in extraction of one component. All the items included for analysis have more than the recommended value of 0.50 at least and with KMO value of 0.756. In case of attitude towards green behaviour, factor analysis resulted in extraction of one component where the items got reduced to 3. All the items included for analysis have more than the recommended value of 0.50 at least and with KMO value of 0.647. For marketing mix, factor analysis resulted in extraction of three components with a total of eleven items. These components can be classified as three new variables: Product Quality, Price Sensitivity, and Product Awareness. All the items included for analysis have more than the recommended value of 0.50 at least and with KMO value of 0.669. The past study and literature also supports the findings. According to D'Souza et al., 2007 the consumers consider green products inferior in comparison to their non-green alternatives in the market. In the 2007 Green Gauge study of more than 2,000 Americans, majority were of the opinion that

product quality wise green goods are not at par with conventional items. Grocery Manufacturers Association and Deloitte (2009) conducted a study to have an insight into the influence of product attributes on the shopping behaviour. The green considerations and sustainability has been focused upon as a product attribute. This indicates the importance of Product quality in the decision making process of the consumer towards green products. Many researchers reported that the consumers perceive green products to be overpriced D'Souza et al., (2007), Mohanasundaram V. (2012), R. Shrikanth, D. Surya Narayana Raju (2012), Sharma S.S., &

Bagori, H., (2012). Alsmadi's (2007) in Jordan and Caria Ferraro (2009) in Australia observed the same behaviour. These studies indicate that the consumer are price conscious and sensitive towards the pricing of the eco-friendly products. The third independent variable in the study, which is product awareness has also gained importance especially for marketers in order to position their product. Lack of awareness of Green Products and their impact on mother earth are most important of all the reasons for attitude-behavior gap as discussed in the past studies by Murphy (2005), Mohanasundaram V. (2012) Sharma S.S., & Bagori, H. (2012).

Table 1 Post Factor Analysis Results

Marketing Mix	F1	F2	F3
Product-Green products offered by the FMCG sector are far better than their non-green products			.658
Product-Green products are healthier than the conventional products		.730	
Price-It is worth paying higher prices for green products		-.724	
Price-Green products are overpriced	.684		
Place-I don't use green products because they are not readily available	.827		
Place-I easily switch to a conventional product if there is lack of availability of the green products	.688		
Place-I do not make extra efforts to search for a green product	.653		
Promotion-There should be special displays for green products	.658		
Promotion-Green certification on the packaging of the goods influences me	.692		
Purchase Intention	F1		
Price Sensitivity-Perceived price is positively associated with the purchase intention for a green product	.708		
Price Sensitivity-Price of the green product affects the buying decision	.644		
Price Sensitivity-Higher price would come in the way of buying a green product (reverse coded)	.732		
Brand Consciousness-It is important to buy well-known clothing brands	.781		
Brand Consciousness-I try to stick to certain brands	.657		
Product Availability-Lack of availability of green products influences the purchase intention	.863		
Product Availability-Not much variety is available in eco-friendly fast moving consumer goods	.781		
Product Benefits/Perceived Quality-Green products are reliable	.771		
Product Benefits/Perceived Quality-Green products are durable	.713		

Attitude towards green behaviour	F1		
Severity of environmental problems-In our country, we have enough electricity, water, and trees that we do not have to worry about conservation	.821		
Inconvenience of being environment friendly-Recycling is too much trouble (reverse coded)	.915		
Level of responsibility of corporations-FMCG sector is concerned about the environment	.832		

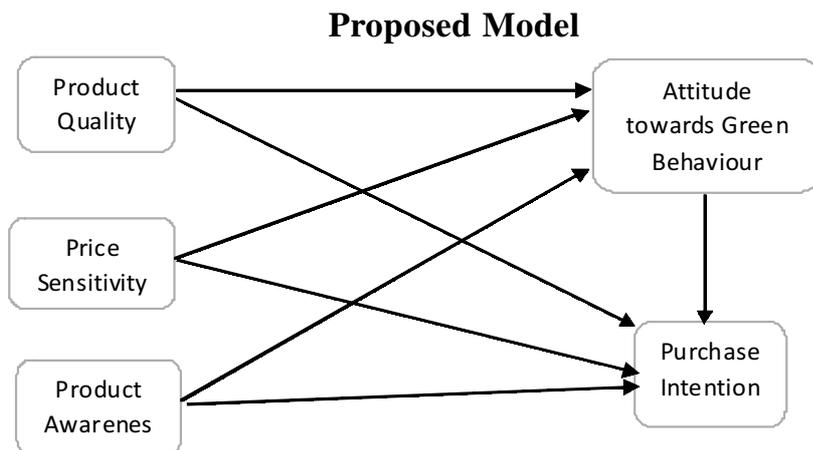


Figure 1: Proposed conceptual framework of the study

Independent Variables :

The independent variables employed in the analysis are all related to individual's demographics. Questions related to age group, gender, household income level and qualification were asked. To avoid any kind of biasness, the first question about name of the respondent was kept optional. Close ended options are given to all the questions for convenience. Marketing Mix of the green products has been considered as an independent variable therefore measures encapsulating all four P's are independent. A seven point Likert Scale (1: Strongly Disagree to 7: Strongly agree) has been used to measure the variables. Factor analysis resulted in extraction of three components with a total of eleven items. These components can be classified as three new variables: Product Quality, Price Sensitivity, and Product Awareness. Thereby in the proposed model we have discussed the impact of these new variables on the consumer attitude and purchase intention.

Dependent Variable :

Consumer attitude and purchase intention were taken as dependent variables. Consumer attitude is measured on a 4 item attitudinal scale consisting statements aimed at capturing the respondent's concern about the environmental protection. Purchase Intention has been measured on a scale consisting of 11 items. These 11 items are clubbed under four constructs- Brand Consciousness, Perceived Quality of products, Price Sensitivity and Product Availability. Brand Consciousness has been measured using a 3-item scale adopted from Shim and Kotsiopoulos (1993) and Lee, Kim, Pelton, Knight, Forney, (2008). To measure perceived quality of products a 3-item scale adopted from Dodds et al. (1991) and Lee, Kim, Pelton, Knight, Forney, (2008) has been used. Price sensitivity and product availability have been measured using items available from the past literature. Post factor analysis, 9 factors resulted in extraction of one component.

Table 2 Correlations						
		Purchase Intention	Attitude towards green behaviour	Product Quality	Price Sensitivity	Product Awareness
Purchase Intention - Factor score	Pearson Correlation	1	-.193**	.277**	.602**	.252**
	Sig. (2-tailed)					
	N					
Attitude towards green behaviour	Pearson Correlation	-.193**	1	.409**	-.485**	-.125*
	Sig. (2-tailed)					
	N					
Product Quality	Pearson Correlation	.277**	.409**	1		
	Sig. (2-tailed)					
	N					
Price Sensitivity	Pearson Correlation	.602**	-.485**		1	
	Sig. (2-tailed)					
	N					
Product Awareness	Pearson Correlation	.252**	-.125*			1
	Sig. (2-tailed)					
	N					
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						
Note : All variables used a 7-point likert scale (1=strongly disagree, 7=strongly agree).						

Results and Interpretation:

Table 2 shows the correlation analysis for the independent and dependent variables as per the proposed model. Correlation between variables reveal strong internal consistency. There exists a significant relationship between price sensitivity and purchase intention with correlation value 0.602. Product quality and product awareness also have a significant relation with purchase intention with correlation values 0.277, 0.252 which are significantly different from zero. Past study conducted by Ali, A. Khan, et. al. (2011), also supports the current findings. The authors observed that consumers in Pakistan are very much concerned about the environment. The research

also revealed that consumers are interested in buying Green Products. The only reservation cited by the authors was the consumers desire to have the price and quality of Green Products to be at par with their traditional alternatives. Price sensitivity also shares a significant relationship with consumer attitude towards green behaviour with a correlation value 0.485. Product awareness also to an extent affects the attitude of the consumers towards eco-friendly products with a correlation value of 0.125. Booi-Chen Tan (2011) suggested that the best way to motivate the behavioural change of consumers to shift from buying traditional products to eco-friendly products is by making people aware of the

advantages of going green. It can be achieved through advertisements carrying clear and complete messages regarding environmental impact of the product. Product quality with a correlation value of 0.409 also has a significant impact on the minds of the consumers. Phillips (1999) reports, that the consumers are willing to pay premiums for Green Products because for them it's not the cost but the quality that matters more. This love for quality is so intense that to some extent they are sceptical towards the green claims of companies. Attitude towards green behaviour also has a significant relationship with purchase intention towards eco-friendly products with a correlation value 0.193. Various empirically proved research found that all these citizens with green attitude do not end up buying Green Products. There is wide gap between the attitudinal commitment to Green Products, and its translation to purchase behaviour (Caria Ferraro, 2009). Donaldson (2005) in his experiments conducted in the Great Britain and Wiser, R., Bolinger, M., Holt E., (2000) in American states observed the same attitude- behavior gap in their respective research.

Multiple regression analysis was used for empirically testing the research hypotheses and to test the proposed model. This technique is suitable when the objective of the research is to understand the relationship between dependent and

independent variables Hair. J.F, et. al. (2010). Table 3 shows the results of the multiple regression analysis testing the influence of the new green marketing mix on attitude towards green behaviour and purchase intention towards eco- friendly products. The results reveal that the three variables of the new marketing mix have a significant impact on the purchase intention of the consumers towards eco-friendly products and attitude towards green behaviour with R square = 0.503 and 0.418 respectively. The results show that the hypothesis is accepted i.e. Marketing Mix for green products affects the purchase intention of the consumers. The second hypothesis is also accepted as the results are evident of the fact that marketing mix significantly affects attitude towards green behaviour. The third hypothesis is also supported by the data. Consumer attitude towards green behaviour affects the purchase intention of the consumers with R square = 0.037 which is slightly less because attitude as a variable is also affected by new green marketing mix in our study. After analysing the combined effect of attitude towards green behaviour, product quality, price sensitivity and product awareness on purchase intention, the results reveal a significant impact of the variables on purchase intention with R square= 0.503. Thereby the results and findings accept the proposed hypothesis and supports the proposed model.

Table 3: Multiple Regression Analysis result: Green marketing mix variables, Purchase Intention and Attitude towards Green Behaviour

Independent Variables	Dependent Variable	R	R square	Adjusted R square
Product Quality, Price Sensitivity, Product Quality	Purchase Intention	.709	.503	.498
Product Quality, Price Sensitivity, Product Quality	Attitude towards Green Behaviour	.647	.418	.412
Attitude towards Green Behaviour	Purchase Intention	.193	.037	.034
Product Quality, Price Sensitivity, Product Quality, Attitude towards Green Behaviour	Purchase Intention	.710	.504	.497

Discussion:

The main aim of this study was a) to empirically investigate if there is a relationship between marketing mix, attitude towards green behaviour and purchase intentions b) to test the conceptual model that represents the direct impact of marketing mix variables on purchase intention and attitude towards green behaviour and the impact of attitude on the purchase intention towards eco-friendly products.

The findings of first hypothesis confirm that product quality, price sensitivity and product awareness has a significant impact on the purchase intentions of consumers towards eco-friendly products. These results are consistent with prior research studies on marketing mix, attitude towards green behaviour and purchase intentions. D'Souza et al., (2007), Mohanasundaram V. (2012), R. Shrikanth, D. Surya Narayana Raju (2012), Sharma S.S., & Bagori, H., (2012) Murphy (2005). The second hypothesis statistically confirms that marketing mix variables has an impact on the belief and attitude of the consumers. These results are consistent with studies conducted by Meinhold and Malkus (2005), Sarigollu and Bodur (2005) Jain & Kaur (2006). The third hypothesis confirms that attitude has also impacts the intention of the consumers towards environment friendly products and this impact is stronger along with the new marketing mix variables - product quality, price sensitivity, and product awareness.

Conclusion:

According to the hypothesized model if the marketing mix variables of the eco-friendly products are designed after careful considerations it will lead to creation of an eco-friendly attitude and create a purchase intention among the consumers. The past research studies prove that a pro-environmental attitude will lead to a pro environmental behaviour. This behavioural action will ultimately create a path to sustainability. It will create a consumption pattern which will result in environmental safety along with consumer satisfaction. This research proves that green

marketing mix variables have a great role to play in the decision making process of the consumers.

Implication for Research and Practice

The research provides knowledge to organizations who are environment sensitive and are concerned about the ecological balance. The FMCG sector represents a large sector of the economy, making the study more meaningful and resulting in practical implications. It shall help the organizations in strategy building and re-evaluation of approach to a 'green' flowchart.

Green initiatives have emerged across almost all the sectors including health care, electronics, personal care and automobiles, durable and non-durable goods. The extent to which a company wants to go green can only be achieved by understanding what factors affect the consumers when they think of purchasing a green product. A vision of going green can be accomplished by adopting a holistic and a well-integrated marketing mix approach. It shall prove to be a game changer for a sustainable living.

References:

- Ajzen, I., and Fishbein, M. (1980). *Understanding Attitudes and Predicting Social Behavior*. Englewood Cliffs, NJ: Prentice-Hall.
- Ali, A. Khan, A. A., Ahmed, I., Shahzad, W. (2011). *Determinants of Pakistani Consumers' Green Purchase Behavior: Some Insights from a Developing Country*. *International Journal of Business and Social Science* Vol. 2 No. 3 [Special Issue - January 2011]
- Alsmadi, S. (2007). *Green Marketing and the Concern over the Environment: Measuring Environmental Consciousness of Jordanian Consumers*. *Journal of Promotion Management*, 13(3/4), 339-361.
- Ansar, N. (2013). *Impact of Green Marketing on Consumer Purchase Intention*. *Mediterranean Journal of Social Sciences* vol. 4, no. 11, pp. 650-655 doi:10.5901/mjss.2013.v4n11p650
- Bhatia, M. and Jain, A. (2013). *Green Marketing: A Study of Consumer Perception and Preferences in India*. *Electronic Green Journal*, 1(36), 1-19.

- Chen, L. (2013). A Study of Green Purchase Intention Comparing with Collectivistic (Chinese) and Individualistic (American) Consumers in Shanghai, China. *Information Management and Business Review* Vol. 5, No. 7, pp. 342-346
- Donaldson, R. H. (2005). Green brands. *NZ Marketing Magazine*, 24(8), 14-17.
- D'Souza et al., (2007) as quoted by Norm Borin, Douglas C. Cerf and R. Krishnan (2011), "Consumer effects of environmental impact in product labelling". *Journal of Consumer Marketing*, Volume 28 (1) 2011 [ISSN 0736-3761] pp 76 at www.emeraldinsight.com/0736-3761.htm
- Ferraro, C. (2009). *The Green Consumer*. The ACRS Thought Leadership Series.
- Fishbein, M., and Ajzen, I. (1975). *Belief, Attitude, Intention and Behavior: An Introduction to Theory and Research*. Reading, MA: Addison-Wesley.
- Graham M Vaughan, G.M and Hogg, M. A. (2013). *Social Psychology*. Australia: Pearson Higher Education
- Grocery Manufacturers Association and Deloitte. (2009). *Finding the green in today's shoppers: Sustainability trends and new shopper insights*. Washington, D.C.: GMA Deloitte Development LCC.
- Ginsberg J. M. and Bloom P.N.(2004). *Choosing the Right Green Marketing Strategy*. FALL 2004 MIT Sloan Management Review. Pp78-84
- Hair, J. F., Black, W.C., Babin, B.J., and Anderson, R.E. (2010) *Multivariate Data Analysis*, 7th ed. New Jersey: Pearson Prentice Hall.
- Jain, S.K. and Kaur, G. (2004), *Green Marketing: An Attitudinal and Behavioural Analysis of Indian Consumers*, *Global Business Review*, 5(2), 187-205.
- Jain, S.K. and Kaur, G. (2006). *Role of Socio-Demographics in Segmenting and Profiling Green Consumers: An Exploratory Study of Consumers in India*. *Journal of International Consumer Marketing*, 18(3), 107-146.
- Juha Munnukka, (2008). Customers' purchase intentions as a reflection of price perception, *Journal of Product & Brand Management*, Vol. 17 Issue: 3, pp.188-196, <https://doi.org/10.1108/10610420810875106>
- Kima, E., Y., and Park, K. (2013). Marketing mix elements influencing brand attitude strength: Global vs. domestic SPA brands. *Journal of Global Scholars of Marketing Science*, Vol. 23, No. 3, 263-281.
- Kotler et al. (2004) Chapter 7, pp. 245-251, 'Characteristics influencing consumer behaviour', 'Psychological factors', pp. 253-254, 'Cultural factors', and pp. 258-262,
- Kotler, P. and Armstrong, G. (2011) *Principles of Marketing*, 14th Edition.
- Kumar, P., Ghodeswar, B. M. (2015). Factors affecting consumers' green product purchase decisions. *Marketing Intelligence & Planning*, Vol. 33 (3) pp. 330 - 347.
- Kusumawati, R. D., Oswari, T., Utomo, R. B., Kumar, V. (2014). The Influence of 7P's of Marketing Mix on Buying Intention of Music Product in Indonesia. *Procedia Engineering* Vol 97,1765-1771 <https://doi.org/10.1016/j.proeng.2014.12.328>
- Laroche, M., Bergeron, J., and Forleo, G. B. (2001). Targeting consumers who are willing to pay more for environmentally friendly products. *Journal of Consumer Marketing*, 18(6), 503 - 520.
- Lee, M. Y., Kim, Y. K., Pelton, L., Knight, D., and Forney, J. (2008). Factors affecting Mexican college students' purchase intention toward a US apparel brand. *Journal of Fashion Marketing and Management: An International Journal*, 12(3), 294 - 307 Permanent link to this document: <http://dx.doi.org/10.1108/13612020810889263>
- Mahmoud, T. O., Ibrahim, S.B., Ali, A. H., Bleadly, A (2007). The Influence of 7P's of Marketing Mix on Buying Intention of Music Product in Indonesia. *International Journal of Scientific & Engineering Research*, 8(9)

- McCarthy, E. J. (1960). *Basic Marketing: A Managerial Approach*. Homewood (Illinois): R. D. Irwin.
- Meinhold, J. L., and Malkus, A. J. (2005). Adolescent Environmental Behaviors: Can Knowledge, Attitudes, and Self-Efficacy Make a Difference?. *Environment and Behavior*, 37(4), 511-532.
- Mohanasundaram V. (2012). Green Marketing - Challenges And Opportunities. *ZENITH International Journal of Multidisciplinary Research* Vol.2 Issue 4 ISSN 2231 5780 pp. 71 at www.zenithresearch.org.in.
- Murphy, P. E. (2005). Sustainable marketing. *Business & Professional Ethics Journal*, 24(1/2), 71-198.
- National Geographic and Globe Scan. (2014). *Greendex 2014: Consumer choice and the Environment- A Worldwide Tracking Survey*. Toronto, Ontario: GlobeScan Incorporated.
- Ottman, J. A. (2011). *The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding*. Greenleaf Publishing. UK at www.greenleaf-publishing.com/newrules pp4.
- Polonsky, M. J. (1994). An Introduction to Green Marketing. *Electronic Green Journal*, 1(2), 1-10.
- Sarigollu, E., and Bodur, M. (2005). Environmental Sensitivity in a Developing Country: Consumer Classification and Implications. *Environment and Behavior*, 37(4), 487-510.
- Shahid N. Bhuian, David Kim, (1999) "Customer Attitude Toward Marketing Mix Elements Pertaining to Foreign Products in An Emerging International Market", *International Journal of Commerce and Management*, Vol. 9 Issue: 3/4, pp.116-137, <https://doi.org/10.1108/eb047393>.
- Singh S. D. (2011). A Study Of Consumer Behavior Of Elderly Consumers With Special Reference To Green Products. *International Journal of Management & Information Systems - Fourth Quarter Volume 15 (4)*
- Tan, B.C. (2011). The Roles of Knowledge, Threat, and PCE on Green Purchase Behaviour. *International Journal of Business and Management* Vol. 6, No. 12; ISSN 1833-3850 E-ISSN 1833-8119 at www.ccsenet.org/ijbm.
- Vaughan, G.M and Hogg, M. A. (2013). *Social Psychology*. Australia: Pearson Higher Education.
- Wanninayake, W., M., C., B. and Randiwela, P. Consumer Attractiveness towards Green Products of FMCG Sector: An Empirical Study. Oxford Business and Economic Conference Program.
- Serap Çabuk, S., Tanrikulu, C., Gelibolu, L. (2014). Understanding organic food consumption: attitude as a mediator. *International Journal of Consumer Studies*. Volume 38, Issue 4, Pages 337-345.
- Understanding organic food consumption: Attitude as a mediator
<http://www.indiaenvironmentportal.org.in/>
<http://www.gmaonline.org/>
<http://www.about-fmcm.com/>
<http://mckinseysociety.com/>
<http://www.latimes.com/>
<http://www.nationalgeographic.com/>
<http://www.businessgreen.com/>
<http://www.cpcb.nic.in/>
<http://knowledge.ckgsb.edu.cn/2013/10/08/marketing/philip-kotler-interview-four-ps-marketing/>

QWL of Women Employees in Service Sector and External Environmental Factors

Revati R. Patil, Vasant B. Kodag

Abstract:

The author has defined number of variables which considers life and work boundries in well manner while writing the present research article. The study further highlights the working women and their attitude towards the profession, which helps to have insight in other sides of the coin. Even though woman of today is professional and shouldering the all strolls of life, still she has to struggles with the harsh realities while handling official and household chores. The article helps to understand the Quality of Work Life and Job satisfaction are interlinked. 38 samples minimum from public and private sector undertakings each are taken from each service organization sector using convenient sampling method. The proposed sample size in the research designs 709 samples.

Opinions on QWL factors have been sought using 113 variables across 22 categories on five point likert type scale. The index of QWL of every sample has been calculated. The external environment factors are measured on five point likert type scale using 113 variables across 22 categories. To test the dependency of quality of work life on external environment factors regression analysis has bring in use.

Keywords: QWL, Women Employees, External Environmental Factors.

Introduction :

The study highlight that the levels of conflict in working women vary and are dependent on the availability of various support system within and outside the family and the organizations where they work. The study

further stress on the dual career women and their attitude towards the profession. a professional woman of today still struggles with the harsh realities of discrimination, exploitation and violence in the organization, social and family pressures and suffers from the bitter effects of the balancing act which she is expected while handling official and household chores. The study helps to understand the Quality of Work Life and Job satisfaction cannot be separated; they are inter-connected with the job itself. Moreover, study focuses on attitude of employees towards general well being of women, home work interface, family problems, work life balance Home and Work conflicting demand.

Revati R. Patil

(MBA.)

Assist. Professor,

CSIBER,

Kolhapur - 416004

Vasant B. Kodag

(M.Com., M.Phil., Ph.D.)

Principal,

KWC College of Arts and Science,

Sangli-416 416

Research Methodology:

While considering external environmental factors and its overall impact on QWL of women in various selected service units, the author has selected variables such as trust towards seniors, proper guidelines, disturbances in private life, paid vacations, family friendly benefits, techno friendly environment, family problems like cooking, laundry, childcare, work life balance in defining work life priorities , boundaries, spending time with relatives etc. The following hypotheses has formulated "QWL of women employees in service sector is influenced by external environmental factors." By the focusing said objectives are - To study level of external factors and its influence on Quality of Work Life of women employees, To understand role of working women in familial, organizational and social scenario.

The exact population of service firms in select area and the number of women employees working in select service firms is not available the population is considered to be infinite and following formula has been used to calculate the sample size i.e.

$$n = (Zs/e)^2$$

Where n = sample size

Z = value of z at 5% level of significant i.e. 1.96

S = standard deviation assumed from normal distribution i.e. 0.66

e = assured error i.e. 5%

Using above formula sample size is calculated to be 669.360 rounded off to 670. This size is equally divided into nine service organization sectors. Hence, per service organization section sample size comes to 75. Since, in per service organization sector samples are to be selected form public and private sector so the sample size again divided and it comes to 37.5 rounded off to 38. Hence, 38 samples minimum from public and private sector undertakings each are taken from each service organization sector using convenient sampling method. The proposed sample size in the research designs 709 samples.

Data Analysis and Interpretation:

The author has focused analysis and interpretation of the data of selected service sectors. The author has focused on QWL of the women employees of various service providing institutions according to women employees work hierarchies point of view.

Table.1: General Wellbeing

Sr. No.	Particulars	N	Mean	Std. Deviation	Variance
1	I trust of seniors in my organization.	659	4.1973	.89778	.806
2	My daily work gives me proper guidelines.	660	3.8894	.88224	.778
3	My work disturbs my private life.	659	3.2231	1.15528	1.335
4	I feel stressed in organization at work time.	656	3.2576	1.24144	1.541
5	I believe in the principles of organization.	659	3.9484	.96145	.924
6	My job allow me to reform my job as needed.	644	3.4658	1.16337	1.353
7	I feel negative about my work even after working hours.	655	3.0779	1.25923	1.586
8	I think organizations follows its values (principles)	657	3.6804	1.09939	1.209
9	In my absence, my work is distributed among co-workers.	659	3.5857	1.20024	1.441
10	I believe that my employer cares about their staff's well-being.	661	3.8154	1.11429	1.242

Source: (Field Work)

Table No.1 analysed the General well being aspect. Here, the 1st and 5th variable only scored higher mean i.e. 4.19 and 3.94. However remaining variables scored in between 3.22 to 3.88. It shows average acceptance from respondents about general well being. The results cross the central value i.e. neutral and stops at acceptance value i.e. agree. The Standard Deviation of all variables centralised at 0.88 to 1.24 which shows closed relation.

The author after reviewing both psychological and general physical health aspects of sample respondents as An element of QWL found that respondents have recorded comparatively positive response for having trust in superiors in their organization It describes positive feelings towards their seniors at work place, which is followed by

proper guidelines by seniors, believe in the principles of organizations, their jobs allow them to reform their jobs as needed, which resulted in healthy psychological conditions at workplace. Addition to this it is found that sample respondents believing in their employers caring for their staff's well-being, work is distributed among co-workers in absence of sample respondents. It results in organization's positive approach about caring for physical health of sample respondents. On the contrary sample respondents feeling stressed at work, disturbance in private life and negative feeling towards work even after the work hours have noted remarkable response by sample respondents shows organizations never overlooked such aspects and gives feel good within sample respondents while insisting on better QWL practices.

Table 2: Home Work Interface

Sr.	Particulars	N	Mean	Std. Deviation	Variance
1	disturbs my private life	665	4.0481	.89884	.808
2	Paid vacations	655	3.7374	.99604	.992
3	Family friendly benefits	651	3.7051	1.00718	1.014
4	Stress releaving program	653	3.3783	1.18630	1.407
5	Fun games at workplace	651	3.2842	1.26030	1.588
6	Techno friendly environment.	655	3.6397	1.20331	1.448
7	Valid N (listwise)	638			

Source: (Field Work)

Table 2 above analysed in consideration of home work interface with inclusion of six variables. All variables scored mean in between 3.28 to 4.04. However, only 1st variable scored highest mean in comparison of remaining variables. The author has considered this variable as affecting factor of QWL because it affects psychologically. The SD also centralised between "0.89 to 1.26" with closed relation of related opinions.

The author reflected that QWL elements include upto what extent organization helps to sample respondents to come out pressures outside the work. It is found that, suitable work hours

remarkably noticed positive response .means sample respondents are experiencing suitable work hours but still there is need to have high intensity in applicability as respondents have to face family chores. It is also observed that the remaining Paid vacations, family friendly benefits and techno-friendly environment are satisfactorily implemented in the organisations; but still there is need to work out on stress releasing program and fun games at workplace. If workplaces considers the respective things, will have favourably QWL resulted in true manner.

Table 3: facing family problem

Sr.	Particulars	N	Mean	Std. Deviation	Variance
1	Cooking	668	3.3967	1.19962	1.439
2	Washing up	661	3.2224	1.17699	1.385
3	Food shopping	654	3.1850	1.15996	1.346
4	Laundry	658	3.0942	1.19369	1.425
5	Cleaning	654	3.1911	1.14834	1.319
6	Home Repairs	659	3.1942	1.25183	1.567
7	Child care	640	3.2016	1.27759	1.632
8	Taking and fetching the children to & from school / hobbies / tuitions	636	3.0566	1.26613	1.603

Source: (Field Work)

Table 3 shows that the results about opinions in consideration of facing family problems. The results are lies between "Neutral and Agree" but very closed with neutral. The Standard deviation also scored 1.14 to 1.07 with expression of close relation.

The author has noted that, challenges faced by family as a whole always affects on QWL of sample respondents. It is found that, cooking is the the most preferred challenge by sample respondents and it is nearly followed by washing up, childcare, cleaning & home repairs and food shopping. Again it is found that on the other hand laundry & taking and fetching the children from school, hobbies and tuition does not clearly

considered as family challenge by sample respondents. Still family members are hesitate to help sample respondents in case of domestic work. Hence the above mentioned domestic work still carried by her. Even though, they are equally qualified in some cases. The over qualified than their counterparts affects indirectly. It is also found that in case of most of the sample respondents; they are unable to have maid services for themselves due to money constraints. On this background if organizations considers domestic chores of sample respondents; it will helps sufficient to have balanced QWL for sample respondents.

Table 4: Work Life Balance

Sr.	Particulars	N	Mean	SD	Variance
1	Reading books (novels, autobiographies, business magazines etc)	664	3.9277	1.09883	1.207
2	Listening to music	665	3.8496	.94500	.893
3	Priorities and plan work	661	3.7685	1.02808	1.057
4	Shares with family take into confidence	656	3.8216	1.08714	1.182
5	Inviting friends or relatives	659	3.6464	1.04940	1.101
6	Having holiday, gym, yoga, walk, playing an instrument	657	3.6621	1.06280	1.130
7	Defining work and life boundaries	642	3.7305	1.02723	1.055
8	Good working relationship	662	3.9063	1.05248	1.108
9	Accepting the fact that you cannot be everything to everyone.	657	3.8067	1.16507	1.357

Source: (Field Work)

Table 4 shows the results in consideration of work life balance which is very sensitive factor of selected sample respondents i.e. women employees. However the variables scored mean from 3.64 to 3.92. Here only 1st variable score higher than other remains variables. The standard deviation also shows closed relation about related opinions which lies between "0.94 to 1.16".

The author has interpreted that both work life balance and QWL are interrelated; we cannot exclude them from each other. It is found that reading books is the most preferred by sample

respondents to have WLB which was followed by Good working relationship, listening to music, sharing with family and accepting the facts of life. These WLB techniques are routine now. Sample respondents are following Priorities and plan work, Defining work and life boundaries but still they are lagging somewhere. On the other hand WLB techniques such as Inviting friends or relatives, Having holiday, gym, yoga, walk, playing an instrument shown satisfactory response by sample respondents. It denotes women respondents not yet aware about need for having WLB for them.

Table 5: Home and Work Conflicting Demands

Sr.	Particulars	N	Mean	Std. Deviation	Variance
1	Most of the time I think about my work at home	649	3.6102	1.18918	1.414
2	A home matter disturbs me at work.	650	3.1292	1.14519	1.311
3	When at work, I feel free from the family	643	3.3795	1.19279	1.423
4	I manage well with my children when I go to work	604	3.6242	1.15591	1.336

Source: (Field Work)

Table 5 shows that the all mean values are centralised at 3.12 to 3.62. All variables of home work conflicting demands are affecting QWL but in fewer manners. The majority of respondents replied neutral for related variables. The SD of related opinions is between '1.14 to 1.19'.

The author has noted that Home and Work Conflicting Demands also influences on QWL of sample respondents. And they have remarkably preferred that they manage well with their children when they go to work and most of the time they think about their work at home it reflects Organization are expecting more contribution from respondents and respondents are worried about the same. At the same time the respondents are maintaining good communications with their children when they go to work. It is found that in case of the statements Home matters disturbs them at work and when at work, they feel free from the family, sample respondents marked neutral but positive Response. Here we can conclude that juggling at work and tightrope walk at domestic life influences QWL respondents.

Discussion on Hypothesis and Results:

For statistical testing of the said hypothesis the hypothesis is restated as there is no significant difference between the QWL of working women in service sector as per the hierarchy of working women. Three hierarchy levels of working women were taken i.e. top management, middle level management and lower level management.

H0 : QWL of women employees in service sector is not influenced by external environmental factors.

H1 : QWL of women employees in service sector is influenced by external environmental factors.

Opinions on QWL factors have been sought using 113 variables across 22 categories on five point likert type scale. The index of QWL of every sample has been calculated. The external environment factors are measured on five point likert type scale using 113 variables across 22 categories.

To test the dependency of quality of work life on external environment factors regression analysis has bring in use.

Table No. 6a Model summary regression of QWL of samples and external environmental factors.

Model	R	R ²	Adjusted R ²	Std. Error of Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.773a	.598	.597	.3166292	.598	940.455	1	632	.000
a. Predictors: (Constant), AEE									

Above table, shows model summary of regression using QWL index as dependent variable and external environment index as independent variable. Above table shows that the model is

significant since there exists significant f change. R is calculated to be 0.773 whereas r square is 0.598. The model can further be interpreted.

Table No. 6b ANOVA of regression of QWL of samples and external environmental factors.

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	94.284	1	94.284	940.455	.000b
	Residual	63.361	632	.100		
	Total	157.645	633			
a. Dependent Variable: AQWL						
b. Predictors: (Constant), AEE						

Above table shows ANOVA of regression of QWL of samples and external environmental factors. Above table shows that the model is significant at

f value 940.455 and p value 0.000. The unstandardized coefficients are given in further table.

Table No. 6c Coefficients of regression of QWL of samples and external environmental factors.

	Model	Unstandardized Coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.919	.095		9.670	.000
	AEE	.810	.026	.773	30.667	.000
a. Dependent Variable: AQWL						

Above table shows model summary with unstandardized beta and value of t for constant and variable index external environment. Above table reveals that the unstandardized beta for constant is 0.919 where t is 9.670 with p value 0.000 and beta for index external environment is 0.810 with t is 30.667 and p value is 0.000 both values are significant states that the null hypothesis is rejected

and the alternative hypothesis i.e. QWL is influenced by external environment is accepted. To peep further into depth of analysis the categories of external environment have been taken as independent variable and dependent variable i.e. QWL index kept constant, the regression analysis has been used using forward method.

Table 7a: Model Summary Coefficients of regression of QWL of samples and external environmental factors.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					RSquare Change	F Change	df1	df2	Sig. F Change
1	.744a	.554	.553	.3336938	.554	783.741	1	632	.000
2	.835b	.697	.696	.2749365	.144	299.998	1	631	.000
3	.869c	.755	.754	.2474743	.058	148.814	1	630	.000
4	.893d	.797	.796	.2253936	.042	130.482	1	629	.000
5	.895e	.801	.799	.2236962	.003	10.582	1	628	.001
a. Predictors: (Constant), A39									
b. Predictors: (Constant), A39, A33									
c. Predictors: (Constant), A39, A33, A32									
d. Predictors: (Constant), A39, A33, A32, A35									
e. Predictors: (Constant), A39, A33, A32, A35, A34									

Above Table 7a reveals that the model number 5 is most appropriate since the value of r square is 0.801 and that of adjusted r square is 0.799, 'f' test is significant. The independent variables used were A39, A33, A32, A35 and A34. The model 5th should be taken for explaining the dependent variable QWL since this model accommodates

maximum variables which reveal not only the value of R square but the value of adjusted R square as well.

The entire range of models system has generated is significant but the values of R square motivates to accept model number 5.

Table 7 b: ANOVA of Coefficients of regression of QWL of samples and external environmental factors.

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	87.271	1	87.271	783.741	.000b
	Residual	70.374	632	.111		
	Total	157.645	633			
2	Regression	109.948	2	54.974	727.262	.000c
	Residual	47.697	631	.076		
	Total	157.645	633			
3	Regression	119.062	3	39.687	648.022	.000d
	Residual	38.583	630	.061		
	Total	157.645	633			
4	Regression	125.690	4	31.423	618.527	.000e
	Residual	31.955	629	.051		
	Total	157.645	633			

	Model	Sum of Squares	Df	Mean Square	F	Sig.
5	Regression	126.220	5	25.244	504.476	.000f
	Residual	31.425	628	.050		
	Total	157.645	633			
a. Dependent Variable: AQWL						
b. Predictors: (Constant), A39						
c. Predictors: (Constant), A39, A33						
d. Predictors: (Constant), A39, A33, A32						
e. Predictors: (Constant), A39, A33, A32, A35						
f. Predictors: (Constant), A39, A33, A32, A35, A34						

Above table reveals the test of ANOVA is significant for all models. The proposed model number 5 also has a significant value i.e. 'p' value of 0.000 and f value is 504.47. The model can be accepted since ANOVA is significant.

Table 7c: Coefficients of regression of QWL of samples and external environmental factors.

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	Model	B	Std. Error	Beta		
1	(Constant)	1.790	.073		24.440	.000
	A39	.537	.019	.744	27.995	.000
2	(Constant)	1.370	.065		21.064	.000
	A39	.349	.019	.484	18.208	.000
	A33	.310	.018	.460	17.320	.000
3	(Constant)	.947	.068		13.914	.000
	A39	.281	.018	.389	15.488	.000
	A33	.220	.018	.326	12.379	.000
	A32	.280	.023	.315	12.199	.000
4	(Constant)	.677	.066		10.204	.000
	A39	.202	.018	.280	11.266	.000
	A33	.171	.017	.254	10.246	.000
	A32	.259	.021	.291	12.336	.000
	A35	.217	.019	.271	11.423	.000
5	(Constant)	.743	.069		10.783	.000
	A39	.194	.018	.269	10.808	.000
	A33	.176	.017	.261	10.559	.000
	A32	.270	.021	.303	12.789	.000
	A35	.221	.019	.277	11.713	.000
	A34	-.034	.010	-.060	-3.253	.001
a. Dependent Variable: AQWL						

The fifth group of coefficient shows the calculated values are very close to the significant value. It states that the QWL is influenced by external environment. The number of variables of external environment affects in surplus of QWL of women employees in selected service sectors.

Above table of coefficients shows that for model number five which is proposed to be accepted for regression, the 't' values of five units of variables processed for regression are significant. The 't' value of constant is also significant. Hence, the regression equation can be states as,

$$QWL = 0.743 + 0.194 (A33) + 0.176 (A33) + 0.270 (A32) + 0.221 (A35) - 0.034 (A34).$$

The models system generated of which the 't' values for independent variables and that of a constant are significant. Since the model five which leads to more adjusted R square is accepted.

From the regression model it is revealed that independent variables have explained the dependent variable i.e. QWL hence the null hypothesis is rejected and alternative hypothesis i.e. QWL of women employees in service sector is influenced by external environmental factors is accepted.

Conclusion:

After assessing all the selected variables related to the external environmental factors and its impact on QWL of women in given services sectors, it is noted that QWL of women employees in service sector is influenced by external environmental factors. So that it becomes essential to think about what extent organizations considers external factors while assessing women's QWL at work.

References:

- Ara, A. G. (2010). Correlates of Work- Family Conflict Among Dual Career Women. *Management and Change* .
- Balchandar G., P. N. (2013). Quality of Work Life the Power of Insurance Company: Impact of Personal Factors on the QWL of the Officers. *Management and Marketing* , 123-133.
- Chitkara, M.G. (2001). *Women & Social Transformation*. New Delhi : A.P.H. Publishing Corporation.
- Desessler G., V.B.(2011). *Human Resource Managment*. Pearsons Prentice Hall, 12th Edition, pp. 503-504.
- Digzab, M. R. (2002). *The Evaluation of Impact of Human Factors on Productivity in Selected Services and Production Oriented Organisation*. Ph.D. Thesis, Pune University, Pune.

Financial Literacy of Women Employees in Banks

Shrikrishna S. Mahajan, Aniket H. Jadhav

Abstract :

The dichotomy of gender in social system reflects as a hurdle for women empowerment in economic system. Financial literacy is the ability to make informed judgments and to take effective decisions regarding the use and management of money. It helps any individual to grow up their own level of understanding about financial sector and take decisions related to personal finance. This paper aims at analysing the level of financial literacy among women employees working in banks. The data have been collected through structured interview schedule, from 188 women employees working in bank branches situated in Kolhapur district. The financial literacy of women employees has been analysed by focusing on three dimensions of financial literacy i.e. financial knowledge, financial behaviour and financial attitude. It was observed that 48.4 % women employees have medium and moderate lower level financial literacy and only 5.3% women employees have higher level financial literacy. Every bank should arrange training and development programme on financial literacy for their employees. As far as the women empowerment is concerned, women should first become financially independent and economic empowered which will support them to be socially empowered.

Keywords : Financial Literacy, Gender, Women Employees, Financial Knowledge, Financial Behaviour and Financial Attitude.

Introduction :

Financial literacy is at the focus of debate in today's complex and competitive financial sector. It is a need of the hour for making empowerment of the consumer as it gives them an education regarding how to manage their finance in the changing and complex economy in order to avoid

unnecessary risks, excessive debt and possible financial exclusion. In excess of that, it enables people to improve their understanding of the financial opportunities which financial products are benefited to them and which financial services are affordable to their financial situation.

Financial literacy helps any individual to grow up their own level of understanding about financial sector; it will help them to process financial information and take decisions related to personal finance. The financial literacy is mainly depends on the well being of individuals. Financial landscape becomes very critical in post globalisation era because of evolving many financial products. In order to understand risk and return related to the financial products, there should be requirement of a minimum level of

Shrikrishna S. Mahajan

(M.Com., Ph.D.)

Professor

Dept. of Commerce & Management

Shivaji University, Kolhapur

Aniket H. Jadhav

(M.Com.)

Research Student

Dept. of Commerce & Management

Shivaji University, Kolhapur

financial literacy. The financial literate individual can make full use of the financial products and services after examining their risks and returns related to that product and services. It will help them to choosing those products which are best suited to them.

The Organization for Economic Co-operation and Development (OECD 2005) has defined financial literacy as "a combination of awareness, knowledge, skill, attitude and behaviour necessary to make sound financial decisions and ultimately achieve individual well being". Reserve Bank of India (RBI) defines financial literacy as "Providing familiarity with and understanding of financial market products, especially rewards and risks, in order making informed choices" The Financial literacy not only improves the quality of individual's life but it will also help to improve financial market quality. Financial educated people can take benefit of economy by encouraging healthy competition as well as focus on the service provided by the financial sector. Financial literate person can easily encounter the financial problems because he might have accumulated savings, purchased insurance and diversified their investments. Financial literacy helps to improving the status of financial services as well as help to growth and development of economy of the country.

Financial information, financial knowledge as well as the financial attitude play a significant role in financial decision making and money management. Financial literate person can easily make use of financial products and also the financial services for improvement of their lifestyle. It can support individuals by providing basic tools for budgeting, help in regular save in best way. So, financial literacy is the process from which individual can improve his knowledge about financial market, product, concept and risk.

Financial education or financial literacy has assumed greater importance in the recent years. Women traditionally were primarily responsible for the home and daily maintenance activities,

which often include household budgeting and bill paying. Women's lack of knowledge and confidence with regard to money management and investment programs impacts their ability to reach their financial potential. The women who are empowered and educated must utilize tools and resources to reach their financial potential. In this context the present study has been conducted on Financial Literacy of Women Employees in Banks.

Literature Review:

In order to identify research gap as well as methodological gap the studies previously undertaken on financial literacy have been reviewed.

Bhushan and Medury (2013) have focused on the determination of level of financial literacy among salaried individuals. The researchers have also worked on the relationship between financial literacy and different demographic and socio-economic factors. The study found that level of financial literacy of individual is dependent on different demographic and socio-economic factors. The study found that overall financial literacy level among all respondents is not good. The people of the country are still not much aware about financial literacy issue. Mathivathani and Velumani (2014) have studied on the level of financial literacy among the women in rural area of Tamilnadu. The study focuses on factors influencing financial literacy of rural women; it also studied the barriers to acquire financial knowledge. The study found that there are social, cultural, physical, educational and financial barriers to acquire financial knowledge to women. The study suggested that there is need to organise financial literacy workshops, seminars and financial management course should be provided to women in rural area to enhance the level of financial literacy of those rural women. Agarwalla, et. al. (2013) have made an attempt to study the influence of socio-economic and demographic factors on different dimensions of financial literacy among the working youth in urban India. The researchers have studied the inter-linkages between financial knowledge, financial behaviour and financial

attitude. For that purpose they used spearman's rank correlation. The study found that the level of financial literacy among the working young in urban India is similar to the levels having in comparable groups in other countries. Bhushan and Medury (2014) have focused on the analysis of inter-linkages between financial attitude, financial behaviour and financial knowledge of salaried individuals. The main objective of the study is to develop a model of financial literacy by inter-linkages between financial attitude; financial behaviour and financial knowledge to improve financial literacy level. The study concluded that there is inter-linkages between different dimensions of financial literacy. It is suggested that for improvement in level of financial literacy, there is need of focus on developing positive financial behaviour and favourable financial attitude among the population. Deka (2015) has studied on the role of financial literacy and financial inclusion in women empowerment. This paper mainly deals with the importance of women's financial inclusion, financial needs, financial roles, women financial literacy as a tool for empowerment, financial education, economic and social development of women, Gender inequality and lack of access to financial services for women. The study suggested that more awareness should be created in women for cooperative formation, giving more information regarding services provided by banks and their benefits. Training should be imparted for financial education and Women entrepreneurship programs should be arranged at different levels. Sharma and Johri (2014), Shetty and Thomas (2011), Custers (2011), Bijli (2012), Gupta and Singh (2013) and Aggarwal and Gupta (2014) have also studied different aspects of financial literacy. However, it is found that the financial literacy of women bank employees has not been covered by any such study.

The Statement of the Problem:

In India the level of financial literacy is cause of concern in all sectors of the economy. The situation of financial literacy of women in India is very

critical, not only the rural women have lower level of financial literacy but the working women are also facing the problem of poor financial literacy. The Government of India is consistently implementing economic reforms in the country focusing on considerable changes in financial sector. Here is the need of studying financial literacy of women employees in banks as they are working in financial sector and it was anticipated that their level of financial literacy is higher. Whether it is reality in case of women bank employees. So, the issues raised in the researchers' mind are:

1. What is the level of financial knowledge that women employees in banks have about financial products and services?
2. How do the women employees in banks behave in their personal financial management?
3. What is the attitude of women employees in banks at the time of taking financial decisions?
4. What is the actual level of financial literacy of women employees in banks?

For responding appropriate answers to these investigative questions, it is proposed to conduct the research on the topic entitled as "Financial Literacy of Women Employees in Banks"

Research Methodology:

The present study is a descriptive in nature put to test two hypotheses, one is There is an association between demographic factors and financial literacy level of women employees in banks and second is The level of financial literacy of women employees in banks is high. The study was conducted to identify the level of financial literacy of women employees in banks and to suggest remedies to improve the level of financial literacy of women employees in banks. The present study is based on both primary as well as secondary sources of data. The data have been collected through structured interview schedule, from 188 women employees working in bank branches situated in Kolhapur district. The primary data related to financial literacy have been collected through intensive field work. The present

researchers have collected the secondary data from credit plans of lead bank, RBI Reports, report of different banks association, other published reports, periodicals, news papers and web sites etc.

For the study purpose 188 women employees in banks are selected from 12 talukas of Kolhapur district and three sectors of banking i.e. public sector banks, private sector banks and co-operative banks.

Analysis and Interpretation:

The analysis of data has been divided into four sections such as (a) analysing demographic profile

of women employees in banks, (b) analysing dimensions of financial literacy of women employees in banks, (c) analysis through financial literacy quotient and (d) inferential analysis.

Analysing Demographic Profile of Women Employees in Banks:

Demographic profile plays a significant role for Financial Literacy of the people. The demographic profile includes the socioeconomic characteristics such as age, education, social category, religion, marital status, place of bank branch, living place, income etc.

Table 1 : Demographic Profile of Women Employees in Banks

Demographic Factors	Class Intervals	Frequency	Percent
Age	0-20	00	0.0
	21-30	40	21.3
	31-40	97	51.6
	41-50	44	23.4
	51-60	7	3.7
	Total	188	100.0
Education Level	Primary	0	0.0
	Secondary	0	0.0
	Higher Secondary	0	0.0
	Higher	111	59.0
	Post Gradation and above	77	41.0
	Total	188	100.0
Social Category	SC	28	14.9
	ST	4	2.1
	VJ	14	7.4
	NT	27	14.4
	OBC	55	29.3
	Open	60	31.9
	Total	188	100
Religion	Hindu	121	64.4
	Muslim	27	14.4
	Buddh	22	11.7
	Jain	14	7.4
	Christian	4	2.1
	Total	188	100.0

Demographic Factors	Class Intervals	Frequency	Percent
Marital Status	Unmarried	30	16.0
	Married	116	61.7
	Widowed	29	15.4
	Divorced	13	6.9
	Total	188	100.0
Place of bank Branch	Urban	109	58.0
	Rural	79	42.0
	Total	188	100.0
Living Place	Urban	107	56.9
	Rural	81	43.1
	Total	188	100.0
Annual Income	250001- 300000	29	15.4
	300001- 350000	42	22.3
	350001- 400000	58	30.9
	400001- 450000	36	19.1
	450001- 500000	16	8.5
	500001- 550000	5	2.7
	550001- 600000	2	1.1
	Total	188	100.0

Sources: (Compiled by researchers)

Table 1 shows the demographic profile of the samples considering parameters age, education, social category, religion, marital status, place of bank branch, living place and annual income. The number of women employees in the age group of 21-30 is 21.3% i.e. 40 and that of in age group 41-50 is 23.4% i.e. 44. The highest numbers of women employees are in age group 31-40 years i.e. 97 (51.6%), while the lowest number is only 7 (3.7%) in the age group of 51-60.

The population has been classified into six classes on the basis of education i.e. Illiterate, Primary, Secondary, Higher Secondary, Higher education, Post Graduate and above. It is seen that the highest number of women employees have taken Higher education i.e.111 (59%). There are 41% i.e.77 women employees have taken Post Graduate education & there are no any samples from primary, secondary & higher secondary class of education.

The table reveals that the women employees from open category are the highest i.e. 31.9% (60) followed by OBC with 29.3%, SC 14.9% and NT with 14.4%. The women employees belong to VJ category are 7.4% and ST category are the least just 2.1% of the total sample.

The religion wise frequency shows that the women employees belong to Hindu religion are consisting highest number 121 (64.4%). The frequency of Muslim samples is 27 i.e. 14.4% of the total sample. The buddhist, Jain and Christian all together consisting 21.2% of the total sample.

It can be further observed that 61.7% women employees are married while 16% are unmarried. There are 15.4% women employees are widow and 6.9% are divorced.

The table reveals that 58% women employees are working in urban branches and 42% are in rural branches. It is also observed that 56.9% women

employees are living in urban area and 43.1% are in rural area.

Annual Income has been considered for income-wise classification which indicates that the women employees with income Rs. 350001 - Rs. 400000 are the highest i.e. 30.9% (58) followed by the income class of Rs.300001- Rs. 350000 with 22.3% and by income class of Rs.400001-Rs.450000 with 19.1%. It is also found that 87.7% of the women employees have their annual income below Rs. 450000. It is further observed that the number of women employees above income group of Rs. 450001 are 12.3%.

Analysing Dimensions of Financial Literacy of Women Employees in Banks:

The level of financial knowledge, financial behaviour and financial attitude have been analysed by calculating the score of these three dimensions of financial literacy. The financial knowledge score has been calculated on the basis of 55 objective type questions, financial behaviour score has been calculated by using 45 yes/no type questions and the financial attitude has been analysed by taking opinion on 50 statements of five point likert type scale.

Table 2: Analysis of Dimensions of Financial Literacy of Women Employees in Banks

Score Level	0.01- 0.20	0.21- 0.40	0.41- 0.60	0.61- 0.80	0.81- 1.00	Total
Financial	01	61	81	33	12	188
Knowledge	(0.5)	(32.4)	(43.1)	(17.6)	(6.4)	(100)
Financial	03	27	82	69	07	188
Behaviour	(1.6)	(14.4)	(43.6)	(36.7)	(3.7)	(100)
Financial	00	04	08	95	81	188
Attitude	(0.0)	(2.1)	(4.3)	(50.5)	(43.1)	(100)

Sources: (Compiled by researchers)

Table 2 reveals that the highest number of women employees in bank i.e. 81 (43.1%) have financial knowledge score between 0.41-0.60 followed by 61 (32.4%) women employees score between 0.21-0.40 and 33 (17.6%) have score between 0.61-0.80. There are only 12 (6.4%) women employees have scored between 0.81-1.00 and 0.5% have scored in 0.01-0.20.

The level of financial behaviour score shows that 82 (43.6%) women employees have scored between 0.41-0.60 which is highest. The 69 (36.7%) women employees have scored between 0.61-0.80 and 14.4% i.e.27 women employees have score between 0.21-0.40. It is also found that only 3.7% women employees have scored higher i.e. 0.81-1.00 and 1.6% women employees scored lower i.e. 0.01-0.20.

The score of financial attitude of women employees shows that highest numbers of i.e. 50.5% women

are in between 0.61-0.80 followed by 43.1% women employees are having score between 0.81-1.00. Only 6.4% women employees have score between 0.21-0.60, it is also observed that there are no any women employees having score below 0.20.

This table indicates that most of the women employees having high level of financial attitude but most of them have low level of financial knowledge and also lower financial behaviour.

Analysis through Financial Literacy Quotient:

One of the important outcomes of this study is Financial Literacy Quotient (FLQ). By using the basic idea of Dr. Shrikrishna Mahajan, who has developed FLQ, the researchers has attempted to calculate FLQ for every individual on the basis of the measurement of 150 statements regarding (i) Financial Knowledge (55 statements) (ii) Financial Behaviour (45 statements) and (iii) Financial Attitude (50 statements).

Financial Literacy Quotient (FLQ) is the total score of financial knowledge, financial behaviour and financial attitude.

$$\text{Financial Literacy Quotient} = \frac{(\text{Actual Score})}{(\text{Total Score})}$$

It is determined that after calculation of FLQ, various levels of financial literacy have been distributed as follows-

Table 3: Distribution of Women employees in banks on the basis of Financial Literacy Quotient

Financial Literacy Quotient	Frequency	Percent	Level of Financial Literacy
0.01- 0.20	0	0.0	Lower
0.21- 0.40	4	2.1	Moderate Lower
0.41- 0.60	87	46.3	Medium
0.61- 0.80	87	46.3	Moderate Higher
0.81- 1.00	10	5.3	Higher
Total	188	100.0	

Sources: (Compiled by researchers)

As far as the levels of financial literacy of Women employees in banks is concerned (Table 3) there is equal number of women employees 87 (46.3%) have medium level and moderate higher level financial literacy. But 2.1% women employees fall in the category of moderate lower level financial literacy. Only 5.3% women employees have higher level financial literacy and there is no any women employee fall in lower level of financial literacy.

Inferential Analysis:

The researchers have used one sample t test for

testing the level of financial literacy of women employees in banks and also used Chi-Square test to understand the association between demographic factors and financial literacy level of women employees in banks.

Hypothesis 1:

H0- The level of financial literacy of women employees in banks is not high.

Ha- The level of financial literacy of women employees in banks is high.

Table 4: One-Sample Test

	Test Value = 0.80					
	Table Value ('t' Value)	df	Sig. (2-tailed) ('p' Value)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Financial Literacy level	1.225	187	0.222	.00989	-.0060	.0258

Sources: (Compiled by researchers)

As per the classification of levels of financial literacy score above 0.80 has been considered as high level of financial literacy so the test value 0.80 has used. The 'p' values for financial literacy

level is 0.222, which is greater than the significant value i.e. 0.05 ('p' value > 0.05) so we accepted the null hypothesis and alternative hypothesis is rejected. It means that the level of financial literacy of women employees in banks is not high.

Hypothesis 2 :

H0 - There is no significant association between demographic factors and financial literacy level of women employees in banks.

Ha - There is a significant association between demographic factors and financial literacy level of women employees in banks.

Table 5: Chi-Square Tests

Demographic factors & Financial Literacy	χ^2 Value	df	Asymp. Sig. (2-sided) 'p' value	table value	Results
Age & Financial Literacy	10.214a	9	.333	16.919	Accepted
Education Level& Financial Literacy	.975a	3	.807	7.815	Accepted
Social Category& Financial Literacy	14.102a	15	.518	24.996	Accepted
Religion& Financial Literacy	27.556a	12	.006	21.026	Rejected
Marital Status& Financial Literacy	23.053a	9	.006	16.919	Rejected
Place of bank Branch & Financial Literacy	1.365a	3	.714	7.815	Accepted
Living Place& Financial Literacy	1.914a	3	.590	7.815	Accepted
Annual Income& Financial Literacy	29.457a	18	.043	28.869	Rejected

Sources:(Compiled by researchers)

- Age & Financial Literacy:** As a result of Chi-square (X^2) test, the computed value (10.214a) of X^2 (Table) is less than the table value (16.919) of X^2 at df 9 at 0.05 significance level. Here, we accept H0 and reject H1 hence conclude that there is no significant association between age and financial literacy level of women employees in banks.
- Education Level& Financial Literacy:** As a result of Chi-square (X^2) test, the computed value (.975a) of X^2 (Table) is less than the table value (7.815) of X^2 at df 3 at 0.05 significance level. Here, we accept H0 and reject H1 hence conclude that there is no significant association between education and financial literacy level of women employees in banks.
- Social Category& Financial Literacy:** As a result of Chi-square (X^2) test, the computed value (14.102a) of X^2 (Table) is less than the table value (24.996) of X^2 at df 15 at 0.05 significance level. Here, we accept H0 and reject H1 hence conclude that there is no significant association between social category and financial literacy level of women employees in banks.
- Religio & Financial Literacy:** As a result of Chi-square (X^2) test, the computed value (27.556a) of X^2 (Table) is greater than the table value (21.026) of X^2 at df 12 at 0.05 significance level. Here, we reject H0 and accept H1 hence, conclude that an association exists between Religion and financial literacy level of women employees in banks.
- Marital Status& Financial Literacy:** As a result of Chi-square (X^2) test, the computed value (23.053a) of X^2 (Table) is greater than the table value (16.919) of X^2 at df 9 at 0.05 significance level. Here, we reject H0 and accept H1 hence, conclude that there is an association exists between marital states and financial literacy level of women employees in banks.
- Place of bank Branch & Financial Literacy:** As a result of Chi-square (X^2) test, the computed value (1.365a) of X^2 (Table) is less than the table

value (7.815) of X^2 at df 3 at 0.05 significance level. Here, we accept H_0 and reject H_1 hence conclude that there is no significant association between place of bank branch and financial literacy level of women employees in banks.

- **Living Place & Financial Literacy:** As a result of Chi-square (X^2) test, the computed value (1.914a) of X^2 (Table) is less than the table value (7.815) of X^2 at df 3 at 0.05 significance level. Here, we accept H_0 and reject H_1 hence conclude that there is no significant association between living place and financial literacy level of women employees in banks.
- **Annual Income& Financial Literacy:** As a result of Chi-square (X^2) test, the computed value (29.457a) of X^2 (Table) is greater than the table value (28.869) of X^2 at df 18 at 0.05 significance level. Here, we reject H_0 and accept H_1 hence, conclude that there is an association exists between annual income and financial literacy level of women employees in banks.

Findings of the Study:

1. As highest number of women employees in banks (76%) has financial knowledge score below 0.60, they have medium or lower level of financial knowledge. The remaining (24%) women employees in banks have financial knowledge score more than 0.61 it shows that they have moderately high or higher level of financial knowledge. (Table 2)
2. As far as financial behaviour is concerned, 59.60% women employees in banks have score below 0.60 it express that this employees have medium or lower level of financial behaviour. On the other hand, 40.40% women employees in banks have financial behaviour score more than 0.61 it express that they have moderately high or higher level of financial behaviour. (Table 2)
3. For financial attitude, 93.6% bank employees have score above 0.61; it shows that most of the women employees in banks have moderately high or higher level of financial attitude. There are only 6.4% women employees in banks having their financial attitude score

below 0.60 and they have medium or lower level of financial attitude. (Table 2)

4. According to the analysis of dimensions of financial literacy most of the women employees in banks have high level of financial attitude but their level of financial knowledge and financial behaviour is low. (Table 2)
5. The degree of financial literacy of women employees in banks indicates that 46.3% of them have moderately high level of financial literacy and also same number of women employees in banks has medium level of financial literacy. There are only 5.3% women employees in banks have high level of financial literacy and only 2.1% have moderately lower level of financial literacy. (Table 3)
6. There is no significant difference in level of financial literacy of bank employees. (Table 4)
7. There is significant association between Religion, Marital Status, Annual Income and financial literacy level of women employees in banks. (Table 5)
8. There is no significant association between age, Gender, Education Level, Social Category, Place of bank branch, Living place and financial literacy level of women employees in banks. (Table 5)

Suggestions:

1. Every bank should arrange training and development programme (training of investment, savings and create awareness about repayment of loan etc.) on financial literacy for their women employees to improve their level of financial literacy.
2. The banks should give special financial education to its women employees through their financial literacy centre for improving their financial literacy.
3. Banks should create separate financial literacy fund for providing advanced training and expert lectures to its women employees for improving their financial knowledge.

4. The banks should conduct financial literacy test of its women employees after every training programme and give prizes to them, whose performance is excellent in that, it will encourage women employees to enhance the financial behaviour.
5. The banks should give motivation (give increments, promotion, leave for financial education etc.) to their women employee for taking financial education and complete educational courses; it will help to improve the level of their financial literacy.
6. The IIBF and IBA should start separate women financial literacy programme at national level for all women in the country, it will enhance the financial literacy women employee in banks also.
7. The IIBF and IBA should start small financial educational courses or arrange workshops, conference on financial literacy for the women bank employees to enhance their financial knowledge.
8. The IIBF and IBA should give practical experience to the women employees in banks about how to make saving, make investment, take insurance, and make financial budgeting in their personal life by arranging visits to stock exchange, money market, LIC office, SEBI office etc.

Conclusion:

Financial decisions are becoming more complex because there are more choices available for saving, spending, borrowing and investing. Improving financial literacy skills help people to make those decisions with full of confidence. Women traditionally were primarily responsible for the home and daily maintenance activities, which often include household budgeting and bill paying. In India at the present situation also most of the financial decisions are taken by man in the family, even though the women in the family were earning equal. Because it is commonly accepted that women not have the adequate knowledge of taking financial decisions. In this connection the study has been conducted on financial literacy of

women employees in banks. After the analysis it is understood that most of the women employees in banks have Medium and Moderate low level of financial knowledge and behaviour but moderate high and high level of financial attitude. There is no significant difference in level of financial literacy of bank employees. The banks should arrange training and development programme on financial literacy for their women employees and give them motivation for taking financial education and completed educational courses, it will help to improve the level of financial literacy of them. At the present situation women employees in banks are giving services to the women in particular and customers as a whole in general. In this situation if the level of financial literacy of women employees in banks is high then it will help in improvement of women empowerment through increasing the level of financial literacy.

References:

Agarwalla Sobhesh Kumar, Barua Samir K., Jacob Joshy and Varma Jayanth R. (2013) "Financial Literacy among Working Young in Urban India" The Indian Institute of Management Ahmadabad, W.P.No. 2013-10-02, pp.1-27.

Aggarwal Monika and Gupta Meenu (Oct-2014) - "Awareness of Financial Literacy among College Students", Journal of Management Sciences & Technology Vol.2, Issue No.1, ISSN-2347-5005, pp -1- 13.

Bhushan Puneet and Medury Yajulu (2013) "Financial Literacy and its Determinants" International Journal of Engineering, Business and Enterprise Applications (IJEBEA) Vol. 13, No. 145 pp. 155-160.

Bhushan Puneet and Medury Yajulu (2014) "An Empirical Analysis of Inter Linkages between Financial Attitudes, Financial Behaviour and Financial Knowledge of Salaried Individuals" Indian Journal of Commerce & Management Studies, Volume 5 Issue 3, pp.58-64.

Bijli Heena K. (2012) - "Financial Literacy: An Essential Tool for Empowerment of Women

through Micro Finance", Stud. Home Con Sci., Volume - 6, No - 2, pp - 77-85.

Custers Anna (June - 2011) - "Furthering Financial Literacy: Experimental Evidence from a Financial Literacy Program for Microfinance Clients in Bhopal, India", Development Studies Institute Working Paper Series No.11-113, ISSN-1470-2320.

Deka Pratisha Padmasri (2015). "Financial literacy and financial inclusion for women empowerment: A study" International Journal of Applied Research, 1(9) pp- 145-148.

Gupta Pallavi and Singh Bharti (2013) "Role of Literacy Level in Financial Inclusion in India: Empirical Evidence" Journal of Economics, Business & Management, Vol.1, No.3, pp.272-276.

Mathivathani V. and Velumani M. (2014). "A Study on Financial Literacy among Rural Women in Tamilnadu" Indian Journal of Applied Research, Volume: 4 Issue: 12, pp.556-557.

OECD (2005), Report on Financial Education- "Improving Financial Literacy: Analysis of Issues

and Policies" [Available: [http:// www.oecd.org/document /28/0,3343,pdf.](http://www.oecd.org/document/28/0,3343,pdf)]

RBI (2014) Annual Report of RBI Year 2014 [Available:[www.rbi.org.in/Scripts/ Annual Report Main Display.aspx](http://www.rbi.org.in/Scripts/AnnualReportMainDisplay.aspx) Retrieved: 14-5-2015]

Shetty Vijetha S. and Thomas Baby Jiason (2011) - "A Study of Financial Literacy amongst the College Students in Mumbai", Tactful Management Research Journal, ISSN-2319-7943, Impact Factor 2.1632 (UIF), pp-6-11.

Sharma Akshay and Johri Aditya (2014) - "Learning and Empowerment Designing a Financial Letracy Tool to Teach Long-Term Inveting to Illiterate Women in Rural India", Learning, Culture and Social Interaction Journal, Vol-3, pp-21-33,

Visa's International Financial Literacy BAROMETER (2012) http://www.practicalmoneyskills.com/resources/pdfs/FL_Barometer_Final.pdf

Need Analysis of Rewiring of Quality of Work Life of Bus Conductors in MSRTC

Kharge Gandhali

Abstract:

MSRTC (Maharashtra State Road Transport Corporation) is serving to people from Maharashtra for more than 6 decades. Majority of passengers from Maharashtra are depends on buses of MSRTC for public transport, then also this corporation incurring loss. This study is a try to find out reasons behind the loss, not from financial or operations aspects; but through human resource aspect which is still untapped. 332 bus conductors and 230 administrative staff of 12 depots of Kolhapur division, MSRTC have been undertaken for study. Stratified random sampling is used for collection of data through two separate structured questionnaires. Major finding of research is there is huge scope to improve QWL of bus conductors. As they are going in front of passengers as a face of MSRTC, there is need of rewiring of QWL of bus conductors in MSRTC.

Keywords: Bus Conductors, MSRTC, Public Transport, Rewiring, QWL

Introduction :

Recently we all heard about the strike of workers of MSRTC (Maharashtra State Road Transport Corporation). Majority of passengers suffered because of this strike in festive season. People from Maharashtra believe on MSRTC for travelling as the reach of MSRTC buses is quite better than any other private transport in Maharashtra. People also believe that traveling by MSRTC buses are more reliable and safer. The number of passengers who daily travel for job, education, etc. is too much large. MSRTC provide various schemes to their passengers to encourage

the passengers to travel by their buses. Because of these and many more strength MSRTC has become lifeline of Maharashtra State since its establishment in 1950. Moreover, with the motto of 'For Serving Passengers', corporation is serving to the people of Maharashtra and to some extent out of Maharashtra from last 6 decades.

From the establishment MSRTC as having glory and had enjoyed monopoly in public transport. It is one of the biggest Public State Transport in India. But now a day the corporation is facing lot of problems as it is suffering from loss. Apart from competition of private transport; MSRTC is having so many problems in their own system. One of the major problems is lack of HR practices. Establishment Section and Laborer Section handle all the issues related with employees at the Divisional Level. Moreover there is unawareness about the

Kharge Gandhali

(MBA., Ph.D.)

Assistant Professor,

Shivaji University MBA,

Shivaji University,

Kolhapur.

Quality of Work Life (QWL) & positive impact of good QWL on the efficiency of employees.

To be competitive in Global Era MSRTC has introduced bus services like Shivneri, Shivshahi, Ashvamedh, etc. but this not sufficient. Apart from some welfare facilities MSRTC has not implemented any new HR policy for their employees. If they want to compete and sustain in globalized era there is need to rewire the HR policies of MSRTC. This study is focused on the aspect of QWL of bus conductors as they are considered as a face of MSRTC.

To understand and identify the need of rewiring of QWL in MSRTC, we have to understand the QWL of the root level employees which are drivers and conductors. Among drivers and conductors; conductors are at the lowermost position in hierarchy. Therefore the QWL of bus conductors has been undertaken in this study.

Research Methodology :

Present research put to test the hypothesis, Expectations of Bus Conductors and Administrative staff towards improvement in QWL is significantly different. Research has been undertaken with a objective To study and analyze QWL of bus conductors and To study the perception and expectation of bus conductors regarding QWL.

Kolhapur Division of MSRTC is taken as a sample frame for the present study. The main reason behind to choose Kolhapur Division is; it is having large number of depots i.e. 12. These 12 depots are containing large depot like Central Bus Stand Kolhapur, Sambhajinagar, Ichalkaranji as well as the smallest depot of whole MSRTC i.e. Gaganbawada. Another point of view was, this division containing depots in rural, suburban and urban areas.

Kolhapur Division of MSRTC contains 12 depots viz., Kolhapur (CBS), Sambhajinagar, Ajara, Chandgad, Gadhinglaj, Ichalkaranji, Kagal, Kurundwad, Malkapur, Gaganbawada, Radhanagari & Gargoti. From these Kolhapur (CBS), Sambhajinagar, Ichalkaranji and Kagal are big

depots. Chandgad, Gadhinglaj Radhanagari, Malkapur, Gargoti and Kurundwad are Medium size depots while Ajara and Gagadbawada are small depots. Size of depots is determined on the basis of number of buses it has.

To analyse QWL the researcher has collected data from bus conductors and administrative staff of respective depots through scheduled questionnaire.

Sample Design:

i) Bus Conductors of Kolhapur Division, MSRTC-

Stratified random sampling method is used to select respondents from conductors. Firstly strata were made depot wise i.e.12. Further, on the basis of proportion the number of bus conductors divided on basis of gender. 1943 bus conductors are working in 12 depots of Kolhapur Division, MSRTC. From these 332 are undertaken as sample.

ii) Administrative staff in Depots of Kolhapur Division, MSRTC

Administrative staffs of Depots are generally divided in two major parts viz., workshop and bus stand. Workshop staff is not related with work environment of bus conductors therefore only Depot Manager, Assistant Traffic Superintendents (ATS), Traffic Inspector (TI), Assistant Traffic Inspector (ATI), Traffic Controller (TC), and Clerical Staff from cash issue and account section are considered to collect data related with QWL of Bus Conductors.

There are 13 depot managers, 8 ATs, 16 (9+7) TIs, 18 (17+1) ATIs, 183 TCs and 140 clerical staff is working in Kolhapur Division, MSRTC. TCs and Clerical staff is large in number therefore they are randomly selected. Remaining all staff was chosen by census method for collection of data from administrative staff. The total number of TCs and clerical staff is 324.

The TCs and clerical staff is finite in number, therefore the sample size is calculated by the same formula which is used for bus conductors. The sample size of administrative staff is 230.

Review of Literature:

Almalki M.J., et al (2012): This study is aims to assess the Quality work life among Primary Health Care (PHC) nurses in Jazan Region, Saudi Arabia. This study is descriptive in nature. There were 134 PHCs in Jazan and those were employing 585 Saudi and non-Saudi nurses at the time of study i.e. April to July 2009. Questionnaires were distributed among 59 PHC nurses. Demographic factors like gender age group, marital status, dependent children, dependent adults, nationality, educational qualification, nursing tenure, organizational tenure, positional tenure, monthly income, location of PHC. To measure Quality work life 42 statements related with factors like work life balance, work design, work context and work would include in questionnaire. In work life balance, Interference between work and familial life of nurses assessed. In work design composition of their work and actual work performed by nurses were analysed. Further, in work context day to day working practices and finally, in work world, societal influences and changes on the practice of them were found according to gender, age group, marital status, dependent children, dependent adult, nationality, nursing tenure, organizational tenure, positional tenure, monthly income in the Quality work life scores. Rather there is no significant difference found according educational qualification and location of PHC. Majority of respondent having opinion that they are not satisfied with their work life balance. It is also found that, because of shortage of PHC nurses high load of work is these. Moreover, additional non-nursing tasks allotted to them. It is also come to front that working policies and procedural guidelines are inadequate. Further it is depicted by author there is lack of supervision and insecure working environment also causes to dissatisfaction regarding Quality work life.¹

Bhola S. S., Jadhav A. M. (2012): In this research article IT units from rural Satara, Maharashtra (India) are considered. For respondents Managers, Executives and employees from five IT units are considered. Selected 5 units were dealing with

software development and IT related business. Census method is used for sampling. To measure Quality of work life and satisfaction towards QWL , 11 categories are considered like quality awards, adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capability, future opportunity for continued growth and security, social integration in work organization, constitution in work organization, balanced role of work in the total life space, social relevance of work, management perception, collective agreement signed on termed of work. This study concludes that, IT units in Rural Satara are having wide scope for improvement in quality of work life. Only due to inadequate compensation the rate of employee attrition is higher and which is serious concern.²

Bhola S.S., Nigade J.J. (2012): This research article has focused on awareness and satisfaction of employees about Quality of work life in presence and in absence of trade union. For this study small scale units from MIDC, Satara, Maharashtra (India) are considered, By using Purposive sampling method, from twenty small scale business units five from each randomly selected so that sample size is hundred for this study. Responses were taken on Likert Scale. The hypothesis made for this study as there is no difference in Quality of work life of unionized and non-unionized organisation. Independent sample 't' test is used to test the hypothesis. It is found that test is not significant in case of Adequate and fair compensation, Balance role in life space. While for all other parameters viz. Safe and healthy working conditions, Opportunity to develop human capabilities, Career growth and development, Social integration in work place, Constitutionalism in work place test are significant. All the variables apart from compensation differ in unionized in non- unionized organisations. Authors depicted that, because of presence of union Quality of work life is quite better than non-unionized organisations. Unions put forth their demands in front of management and try to enhance Quality of work life.³

Chib S. (2012): This article focused relevance of Quality of work life on organizational performance. In this study author has developed two models to test relevance. In first model dependency of organizational performance on Quality of work life, Job satisfaction, Wage policy, Company policy, and Union participation is analysed. For this study 150 middle and lower level employees from manufacturing units of private sector from Nagpur, India were undertaken. Through structured questionnaire data is collected. Questionnaire was having 31 statements related with 6 variables viz., Organizational performance, Job satisfaction, Quality of work life, Wage policy, Company policy and Union policy. All the statements were measured on 5-point Likert Scale. It is depicted that each and every variable among 6 are positively correlated with each other. In case of model 1 (as per mentioned above) organizational performance is significantly depend on wage policy of organisation and Quality of work life. The same result is there for model 2 also. Finally, it is concluded that the organizational performance is positively and significantly related with Quality of work life. It is suggested that, as there is cut throat competition in private sector of manufacturing industry, management has to improve Quality work life so that organizational performance would also increase.⁴

Dhar R.L. (2008): This research article focused on Quality work Life of bus drivers and to analyse causes of imbalance life which may cause high probability of road accidents. This study is qualitative. From 4 depots of Pune Municipal Corporation 15 bus drivers were chosen. In depth interviews were taken, moreover observation method used to collect data. Collected data analysed under factors as work demands and Quality Work Life, Coping strategies to reduce stress, Organizational initiatives to reduce stress and lastly human, teamwork and work life balance. It is found out that stress is common factor while at work and concern of job. Stress is mainly because of time pressure, deteriorating condition of buses and pollution. Moreover, it is also said

by author some another factors like professional relationship, temporary nature of job, lack of recognition are also causes for stress. It is inferred that stress is reduced by bus drivers by participating in social activities, spending time with family, engaging in physical activities. Organisation is not taking any efforts for stress management of drivers. Whenever drivers are at depots and having time they crack jokes, discuss funny moments happened at time of driving, these relief their stress. Though they are having stressful work life, they are having good collegial relationship. It causes high quality of team work. Author seems that drivers are able to balance their work and professional life. They are able to separate familial life and work life. It is suggested that the stress management efforts should be taken by organisation.⁵

Efraty D., Sirgy M.J. (1990): In this research article author has focused Quality Work Life of service deliverers from Midwestern city. Author conceptualized Quality work life as need satisfaction i.e. survival, social, ego and self-actualization needs. Moreover, association of these needs with Organizational Identification, Job involvement, Job efforts, Job performance and Personal alienation is analyzed. For this study, 219 employees were selected randomly from eight Gerontological organisations in a large city in the Midwest. From these three organisations provide services to age in nursing homes and rest of five provide services to the aged in community. Need satisfaction, Organizational Identification, Job involvement, Job efforts, Performance effectiveness, are measured on 7 point scale, while job satisfaction measured by 24 statements with 'Yes', 'No' responses. Further, personal alienation is significant correlation Quality Work Life i.e. need satisfaction and all behavioural responses i.e. job satisfaction, organizational identification, job involvement, job effort, performance effectiveness and personal alienation. It is concluded by author, that more rise in Quality work life, more job satisfaction, more job efforts and decrease in

personal alienation. It means as Quality work life increase the organizational effectiveness raise.⁶

Indumathi G.S., Selvan R.T. (2013): This research article focused the perception of male and female IT companies employees towards Quality work life. For this study convenient random sampling method is used. From Chennai based Information Technology companies 175 employees chosen as sample and 150 employees responded among them. Dimension for Quality Work Life are studied here are Stress, Work life balance, Job security Social integration at work place, Communication at workplace, Management policies. Difference between perception of male and female employees towards their Quality of work life is tested by 't' test. Moreover, factor affecting on Quality of work life are calculated by ANOVA. It is found out that stress, Social integration in the work place and communication at workplace are most significant factors which are affecting on Quality of work life. It is also depicted by authors that, as compare to male employees, female employees perception towards Stress, Social Integration and Communication are more unfavorable than the factors of Work life balance, Job security and Management policies. Hence, it is concluded that perception of male employees and female employees are different in case of Quality of work life.⁸

Kasraie S. et al (2014): This study is focused on relationship between Quality of Work Life, Job Stress, Job Satisfaction and Organisation Citizenship Behaviour (OCB). For this study staff

of Oshnaviyeh Hospital, Iran is considered as population and from all the staff 158 employees were randomly selected with the reference of Morgan table. Primary data collected by using four different questionnaires for each factor which is mentioned above. Questionnaire for Quality of Work Life contain 19 statements related with factors like work life (3 statements), total life space (4 statements), social integration in work organisation (4 statements) and human progress capabilities (3 statements). To evaluate Organisation Citizenship Behaviour (OCB) 24 statements were constructed on psychological terms like altruism, conscientiousness, sportsmanship, courtesy and civic virtue job stress is studied by using factors like change, relationship, support, control, demand and role. It is found that female employees are having more job satisfaction than male employees. In this study Citizenship Behaviour is considered as dependent variable while Quality of Work life, Job satisfaction, and Job Stress are independent variables. It is depicted by multivariate regression Quality of Work life is having significant impact on citizenship behaviour.⁹

Data Analysis and Interpretation:

Type of Appointment

Type of appointments matters for the perception towards QWL. Compensation of conductors depends upon type of appointment. Therefore researcher has undertaken type of appointment as available.

Table No. 1 : Type of appointment

Type of appointment		Gender		Total
		Male	Female	
Permanent	Count	277	37	314
	% within Gender	95.5%	88.1%	94.6%
Temporary	Count	13	4	17
	% within Gender	4.5%	9.5%	5.1%
Trainee	Count	0	1	1
	% within Gender	0.0%	2.4%	.3%
Total	Count	290	42	332
	% within Gender	100.0%	100.0%	100.0%

Source: (Field Work)

Table No. 1 reveals that, 94.6% conductors from respondents are permanent, 5.1% are temporary, while only 0.3% are trainee.

Compensation of conductors is depending upon type of appointment. After three years working

Grade of Compensation

Table No. 2 : Grade of compensation

Grade of compensation		Gender		Total
		Male	Female	
Upper Grade	Count	145	10	155
	% within Gender	50.0%	23.8%	46.7%
Lower Grade	Count	145	32	177
	% within Gender	50.0%	76.2%	53.3%
Total	Count	290	42	332
	% within Grade of compensation	87.3%	12.7%	100.0%
	% within Gender	100.0%	100.0%	100.0%

Source :(Field Work)

There are two grades in conductors for compensation 'Upper Grade' and 'Lower Grade'. According to these grades compensation get vary. The researcher has taken grade of compensation as a variable because it is having impact on the perception of conductors towards QWL. Fair compensation is one the Walton's factors of QWL. To analysis of fairness of compensation is also purpose to undertake grade of compensation as variable.

According to Table No. 2, 46.7% conductors are from upper grade while 53.3% are from lower grade. Gender wise equal number of conductors in both of the grades but only 23.8% female conductors are in upper grade while maximum i.e. 76.2% are in lower grade of compensation.

as temporary conductors gets joined as permanent. Therefore, compensation is having impact on WLB of conductors as per type of appointment.

Monthly Salary

Compensation contains monthly salary, rewards, increments and retirement benefits etc. Therefore the researcher has considered monthly salary as a variable. To get fair salary is necessary for the job satisfaction of employees. If employees are not getting salary as per the work they are not doing their job with efficiency. Due to less salary employee may feel stress at work place and also at home. Inadequate salary affect on productivity of employees at occupational stress get raise.

According to Table No.3, 48.8% conductors are having monthly salary up to Rs.10,000; 40.1% are having monthly salary from Rs.10,001-20,000, 10.2% conductors are getting monthly salary Rs. 20,001-30,000. 0.9% conductors are getting salary above Rs. 30,000.

Table No. 3 : Monthly salary

Monthly salary		Gender		Total
		Male	Female	
Upto Rs. 10,000	Count	128	34	162
	% within Gender	44.1%	81.0%	48.8%
Rs. 10,001- 20,000	Count	127	6	133
	% within Gender	43.8%	14.3%	40.1%
Rs. 20,001- 30,000	Count	32	2	34
	% within Gender	11.0%	4.8%	10.2%
Above Rs. 30,000	Count	3	0	3
	% within Gender	1.0%	0.0%	.9%
Total	Count	290	42	332
	% within Gender	100.0%	100.0%	100.0%

Source: (Field Work)

It is interpreted that maximum male as well as female conductors are having monthly salary up to Rs.10,000. The percentage of female conductors is significantly higher than other class intervals of salary. As the amount of salary is increasing the number of conductors getting that range of salary gets decreasing. The respondent who are having more than Rs.30,000 monthly salary, discussed that they will get retire within 6-8 months. It means that at the age of retirement. Conductors are getting monthly salary above Rs. 30,000 which is quiet less.

Adequacy of salary as per cost of living

The researcher has undertaken adequacy of salary as per cost of living as a variable because in Kolhapur division cost of living is at moderate level. Only to analyse monthly salary was not sufficient, to analyse perception of respondents towards adequacy of salary is also important. If employees are having perception that they are having adequate salary as per cost of living then they do not feel in secured at job. It causes to balance work and familial life.

Table No. 4 (a) : Adequacy of salary as per cost of living

Adequacy of salary as per cost of living		Gender		Total
		Male	Female	
Yes	Count	10	2	12
	% within Adequacy of salary as per cost of living	83.3%	16.7%	100.0%
	% within Gender	3.4%	4.8%	3.6%
To some extent	Count	65	11	76
	% within Adequacy of salary as per cost of living	85.5%	14.5%	100.0%
	% within Gender	22.4%	26.2%	22.9%
No	Count	215	29	244
	% within Adequacy of salary as per cost of living	88.1%	11.9%	100.0%
	% within Gender	74.1%	69.0%	73.5%
Total	Count	290	42	332
	% within Adequacy of salary as per cost of living	87.3%	12.7%	100.0%
	% within Gender	100.0%	100.0%	100.0%
Mean = 2.5	S.D. = 0.622	C.V. = 24.887		

Source: (Field Work)

As per Table No.4 (a), 3.9% conductors said that they are having adequate salary as per cost of living. 22.9% conductors said up to some extent it is adequate while maximum i.e. 73.5% conductors said their salary is inadequate as per cost of living.

Mean of the response of bus conductors regarding adequacy of salary as per cost of living is 2.5, S,D, is 0.622 and C.V. is 24.887 which is approximately equal to 25. It shows less deviation from the mean response.

Table No. 4 (b): Adequacy of salary as per cost of living

Adequacy of salary as per cost of living		Designation						Total
		Depot Manager	ATS	ATI	TI	TC	Clerical staff	
Yes	Count	2	3	2	0	14	9	30
	% within Designation	16.7%	37.5%	11.1%	0.0%	14.1%	11.7%	13.0%
To some extent	Count	8	3	6	8	33	29	87
	% within Designation	66.7%	37.5%	33.3%	50.0%	33.3%	37.7%	37.8%
No	Count	2	2	10	8	51	38	111
	% within Designation	16.7%	25.0%	55.6%	50.0%	51.5%	49.4%	48.3%
Can't say	Count	0	0	0	0	1	1	2
	% within Designation	0.0%	0.0%	0.0%	0.0%	1.0%	1.3%	.9%
Total	Count	12	8	18	16	99	77	230
	% within Designation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean = 2.369		S.D.= 0.717				C.V.= 30.241		

Source: (Field Work)

As per Table No. 4 (b), 13% administrative staff said that conductors are having adequate salary as per cost of living, 37.8% said it is adequate to some extent. 48.3% administrative staff responded to inadequacy of salary of conductors as per cost of living while 0.9% administrative staff were having perception as 'Can't say' about the adequacy of salary of conductors as per cost of living. Mean of response of administrative staff regarding adequacy of salary of conductors as per cost of living is 2.369, S.D. is 0.717 & C.V. is 30.241 which is also less but greater than C.V. of bus conductors. Therefore, it is revealed that the response of administrative staff is more deviated than bus conductors.

It can be interpret that, maximum depot managers ATs and TIs are having opinion that conductors salary is adequate to some extent. ATIs, TCs & clerical staff which are directly related to day to day working life of conductors said that salary of conductors is inadequate as per cost of living. ATs are having opinion in between adequacy of salary in between 'Yes' & 'to some extent' as 50-50. While TIs are having opinion in between 'To some extent' & 'No'. Designation wise maximum percentage of inadequacy of conductors salary is shown by responses of ATIs i.e.55.6%.These things can be interpreted as, administrative staff supports the perception of conductors towards adequacy of salary as per cost of living.

Getting Increments

Increments are a part of compensation. Therefore the researcher has undertaken getting increments as a variable.

Table No. 5 depicts that, 86.4% conductors said they are getting increments, 10.2% said they are not getting increments while 3.3% conductors are unaware about increments.

Table No. 5 : Getting increments

Getting increments		Gender		Total
		Male	Female	
Yes	Count	257	30	287
	% within Gender	88.6%	71.4%	86.4%
No	Count	24	10	34
	% within Gender	8.3%	23.8%	10.2%
Don't Know	Count	9	2	11
	% within Gender	3.1%	4.8%	3.3%
Total	Count	290	42	332
	% within Gender	100.0%	100.0%	100.0%

Source: (Field Work)

Satisfaction regarding increments

To get increment with satisfactory percentage is a part of compensation. Fair and adequate compensation is one of the factors of QWL. Therefore researcher has undertaken the variable as satisfaction regarding increments.

74.4% conductors are unsatisfied with percentage of increment. Only 0.3% are having confusing opinion about percentage of increment.

This can be interpreted that, only up to 6% conductors are fully satisfied with the percentage of increments whatever they are getting. Maximum bus conductors require raise in percentage of increments as either they are satisfied to extent or unsatisfied with the percentage of increment.

According to Table No. 6, 63% conductors are satisfied with percentage of increment. 19% conductors are satisfied to some extent while

Table No. 6 : Satisfaction regarding increments

Satisfaction regarding increments		Gender		Total
		Male	Female	
Yes	Count	19	2	21
	% within Gender	6.6%	4.8%	6.3%
To some extent	Count	54	9	63
	% within Gender	18.6%	21.4%	19.0%
No	Count	216	31	247
	% within Gender	74.5%	73.8%	74.4%
Can't say	Count	1	0	1
	% within Gender	.3%	0.0%	.3%
Total	Count	290	42	332
	% within Gender	100.0%	100.0%	100.0%

Source: (Field Work)

Getting reward for better work

Getting reward is motivation for employees to raise their performance. It is also considered as a part of compensation. If employees are getting rewards for their better work, they are having positive attitude towards their work as well as towards organization. Therefore the researcher has undertaken reward for better work as variable.

From Table No.7 (a), 3.6% conductors responded 'Yes' for getting rewards for better work. 8.1% conductors said they are getting rewards 'To some extent' for better work. Maximum i.e. 87% conductors said there is 'No' any reward for their better work, while 1.2% conductors couldn't say about reward system. Mean of response of conductors is 2.875, S.D. is 0.336 and C.V. is 11.687 which very less. It shows that there is very less dispersion from mean.

Table No. 7 (a) : Rewards apart from salary

Rewards apart from salary		Gender		Total
		Male	Female	
Yes	Count	7	5	12
	% within Gender	2.4%	11.9%	3.6%
To some extent	Count	23	4	27
	% within Gender	7.9%	9.5%	8.1%
No	Count	257	32	289
	% within Gender	88.6%	76.2%	87.0%
Can't say	Count	3	1	4
	% within Gender	1.0%	2.4%	1.2%
Total	Count	290	42	332
	% within Gender	100.0%	100.0%	100.0%
Mean = 2.875		S.D.= 0.336		C.V.= 11.687

Source :(Field Work)

From Table No. 7 (b), 17% administrative staff said that conductors are getting reward for their better work. 22.2% administrative staff said to some extent conductors are getting reward for better work. 57.8% which is maximum administrative staff said that conductors are not getting reward for their better work. 3% administrative staff gave response as 'Can't say'. Mean of responses of administrative staff is 2.469 S.D. is 0.807 and C.V. 32.694. The C.V. of administrative staff is near about triple of the C.V.

of bus conductors. Therefore, the perception of administrative staff regarding reward for better work is very much more from mean. Therefore it can be interpreted that administrative staff either don't have any information about the rewards for conductors or they don't want to provide actual condition. As compare to bus conductors, administrative staff is not firm on their opinion, the researcher has revealed that the conductors are not having any reward for their better performance apart from their salary.

Table No. 7 (b) : Reward for better work apart from salary

Reward for better work apart from salary		Designation						Total
		Depot Manager	ATS	ATI	TI	TC	Clerical staff	
Yes	Count	6	1	1	2	8	21	39
	% within Designation	50.0%	12.5%	5.6%	12.5%	8.1%	27.3%	17.0%
To some extent	Count	1	1	9	0	21	19	51
	% within Designation	8.3%	12.5%	50.0%	0.0%	21.2%	24.7%	22.2%
No	Count	5	6	7	10	69	36	133
	% within Designation	41.7%	75.0%	38.9%	62.5%	69.7%	46.8%	57.8%
Can't say	Count	0	0	1	4	1	1	7
	% within Designation	0.0%	0.0%	5.6%	25.0%	1.0%	1.3%	3.0%
Total	Count	12	8	18	16	99	77	230
	% within Designation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean = 2.469		S.D.= 0.807			C.V.= 32.694			

Source: (Field Work)

It can be interpreted as maximum conductors as well as administrative staff responded that conductors are not getting any reward for their better work. Maximum depot managers said that conductors are getting rewards for better work, maximum ATIs are responded as 'to some extent', but all other maximum staff of depots said that conductors are not getting reward for their better work. It is observed that, whenever earning is more than average then on notice board of depot appreciation is mentioned by depot managers in most of depots. The specific reward system is not available for conductors in MSRTC. For drivers there awards for safe driving for 5,10,and 15 years.

They get meddles for the same. But conductors do not get such kind of reward for earning which they bring for MSRTC.

Basis of Promotion

Basis of promotion is motivational factors for employees. It if is based on merit or performance employees work more effectively. If it is seniority based, the organization get benefit of their work experience. Both of the types are having their own merit and demerits for employees as well as organization. This thing has impact on perception towards QWL. Therefore, then researcher has undertaken 'basis of promotion' as a variable.

Table No. 8 : Basis for promotion

Basis for promotion		Gender		Total
		Male	Female	
Seniority	Count	267	38	305
	% within Gender	92.1%	90.5%	91.9%
Performance	Count	9	1	10
	% within Gender	3.1%	2.4%	3.0%
Any other	Count	14	3	17
	% within Gender	4.8%	7.1%	5.1%
Total	Count	290	42	332
	% within Gender	100.0%	100.0%	100.0%

Source: (Field Work)

From Table No.8, 91.9% responded that promotions are seniority based, 3% conductors said that it is on merit while 5.1% conductors responded for 'Any other'.

It is interpreted that the maximum promotions of conductors is done on seniority basis. It is observed that conductors to TC promotion are on seniority basis most of the time. Conductors who responded for 'Any other' they said that seniority based promotions are given but it is given as per reservation rules and regulations.

Opportunities for career development

If employees are having opportunity to develop their career in organization, then the moral of employees is high. Employees work efficiently and with high productivity to get development in career. Moreover, opportunity for career development is one aspect of QWL. Therefore, the researcher has undertaken the variable as opportunities for 'career development'.

Table No. 9 : Opportunities for career development

Opportunities for career development		Gender		Total
		Male	Female	
Yes	Count	40	15	55
	% within Gender	13.8%	35.7%	16.6%
To some extent	Count	107	16	123
	% within Gender	36.9%	38.1%	37.0%
No	Count	135	10	145
	% within Gender	46.6%	23.8%	43.7%
Can't say	Count	8	1	9
	% within Gender	2.8%	2.4%	2.7%
Total	Count	290	42	332
	% within Gender	100.0%	100.0%	100.0%

Source: (Field Work)

According to Table No. 9, 16.6% conductors responded as 'Yes' to opportunities for career development 37% conductors responded 'to some extent', 43.7% conductors said that there are no career development opportunities for them and 2.7% conductors 'can't say' about this variable.

It is interpreted that, maximum male conductors said that they are not having career development opportunities, while maximum female conductors responded as 'to some extent' for the same. Moreover, maximum conductors responded for having career development opportunities (16.6% for 'Yes' + 37% for 'to some extent'). It is also revealed by Table No. 9; female conductors are having more career development opportunity than male; as gender wise percentage is considered.

It is observed that, for the post of TC and ATI

examination is conducted for eligible conductors and drivers by MSRTC. It is depending on conductors whether they are interpreted for examination or not. For all other posts of MSRTC conductors can apply if they are having required qualification for that particular post. The work experience is considered if they get proper score in examinations. It means conductors are having career opportunities in MSRTC; there is need to create more awareness about it.

Getting fair treatment from superiors

As conductors are unskilled workers of MSRTC and having lowermost hierarchy level, getting fair treatment from superiors is important factor of their QWL. Moreover, they are generating revenue for MSRTC, the treatment given to them is should be proper. Therefore the researcher has considered getting fair treatment from superiors as a variable.

Table No. 10 : Getting fair treatment from superiors

Getting fair treatment from superiors		Gender		Total
		Male	Female	
Yes	Count	46	13	59
	% within Gender	15.9%	31.0%	17.8%
To some extent	Count	164	27	191
	% within Gender	56.6%	64.3%	57.5%
No	Count	77	2	79
	% within Gender	26.6%	4.8%	23.8%
Can't say	Count	3	0	3
	% within Gender	1.0%	0.0%	.9%
Total	Count	290	42	332
	% within Gender	100.0%	100.0%	100.0%

Source: (Field Work)

Table No.10 reveals that, 17.8% conductors said that they are getting fair treatment from superiors, 57.5% said that they are getting fair treatment from superiors 'to some extent', 23.8% conductors said that they are not getting fair treatment from superiors while 0.9% conductors 'can't say' about it.

It is interpreted that, maximum conductors on an average getting fair treatment from their superiors. Up to 25% conductors are not getting fair treatment from superiors. At the time of discussion with administrative staff it is told by administrative staff that conductors are getting fair treatment by them.

Participation in decision making

Participation of operational level employees in decision making is motivational thing for employees and it is beneficial to organisation. In MSRTC, conductors are unskilled workers. They are working on the routes, therefore they are having exact information about traffic of buses and rush; so that, while decision making about decisions regarding routes, stops etc. opinion of conductors may be matter. Therefore, the researcher has undertaken variable as 'participation in decision making'.

Table No. 11 (a) : Participation in decision making

Participation in decision making		Gender		Total
		Male	Female	
Yes	Count	31	9	40
	% within Gender	10.7%	21.4%	12.0%
To some extent	Count	77	15	92
	% within Gender	26.6%	35.7%	27.7%
No	Count	173	17	190
	% within Gender	59.7%	40.5%	57.2%
Can't say	Count	9	1	10
	% within Gender	3.1%	2.4%	3.0%
Total	Count	290	42	332
	% within Gender	100.0%	100.0%	100.0%
Mean= 2.688		S.D.=0.644		C.V.= 23.979

Source: (Field Work)

From Table No. 11 (a), 12% conductors responded 'Yes', 27.7% conductors responded 'to some extent', 57.2% conductors responded 'No' and 3% responded as 'Can't say' for participation in decision making. Mean of responses of bus conductors for participation of them in decision making is 2.688, S.D. is 0.644 and C.V. is 23.979, which is less.

According to Table No. 11 (b), 30.4% administrative staff responded as 'Yes', 43.9% administrative staff responded as 'to some extent', 22.2% responded as 'No' and 3.5% responded as 'can't say' for participation in decision making. Mean of the response of administrative staff is 1.987, S.D. is 0.817 and C.V. 41.132, which is much more than the C.V. of bus conductors.

Table No. 11 (b) : Participation of conductors in decision making

Participation of conductors in decision making		Designation						Total
		Depot Manager	ATS	ATI	TI	TC	Clerical staff	
Yes	Count	2	2	4	14	24	24	70
	% within Designation	16.7%	25.0%	22.2%	87.5%	24.2%	31.2%	30.4%
To some extent	Count	10	3	9	2	43	34	101
	% within Designation	83.3%	37.5%	50.0%	12.5%	43.4%	44.2%	43.9%
No	Count	0	3	3	0	30	15	51
	% within Designation	0.0%	37.5%	16.7%	0.0%	30.3%	19.5%	22.2%
Can't say	Count	0	0	2	0	2	4	8
	% within Designation	0.0%	0.0%	11.1%	0.0%	2.0%	5.2%	3.5%
Total	Count	12	8	18	16	99	77	230
	% within Designation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Mean = 1.987		S.D.= 0.817			C.V.= 41.132			

Source: (Field Work)

It is interpreted that, maximum conductors said that there is no participation of them in decision making while maximum administrative staff responded positively for the same. Only TIs among administrative staff responded maximum positively i.e. 87.5% for participation of conductors in decision making. Rest all administrative staff having moderate opinion about same. 37.5% ATS responded negatively for this variable. It is because ATS is responsible for all the operations regarding traffic i.e. number of buses on routes, route decision, new route starting etc. It is revealed by the researcher, the opinion of bus conductors is less deviated from mean than that of the administrative staff. It shows that bus conductors are more firm at average response, but

administrative staff. It may be because TCs and clerical staff are not the part of decision making authorities as Depot managers, ATS, TIs, and ATIs. Most of time, decision like allocation of duties, decision of changes in route, increase or decrease in frequency of buses on a route are taken by ATS, TIs and ATIs. There is no any involvement of conductors TCs are collecting oral information about crowd on a specific route and all such things by conductors and provide it to ATIs and TIs. After this the decisions are made. Directly communication with conductors is not happen, which is necessary for the motivation of conductors.

Perception towards QWL

To analyze perception towards QWL of bus conductors as well as administrative staff of depots of Kolhapur Division of MSRTC; the researcher has undertaken 11 variables. These 11 variables are viz., compensation, welfare facilities, leave structure, management by depot manager, retirement benefits, status of job in society, quality of ticket machine, job security, participation in management, career development opportunities and communication process. These variables are measured on five point Likert Scale from 'Excellent' to 'Poor'.

From Table No. 12 (a), maximum conductors responded 'Average' for all the variables are also undertaken for administrative staff apart from job security only i.e. ten variables. These variables are also measured on five point Likert Scale from 'Excellent' to 'Poor'.

From Table No. 12 (b), administrative staff responded at maximum level for all the variables either as 'Good' or "Average'. For compensation, welfare facilities, participation of conductors in management, opportunities for career development, communication process administrative staff responded as 'Average" at maximum level. Further, for leave structure, management by depot manager, retirement benefits, status of job in society and quality of

ticket machine administrative staff have responded as 'Good' on maximum level of percentage. Maximum C.V. of administrative staff is of career development (40.762) and minimum C.V. is of compensation (26.363), If these variables are arranged in ascending order of C.V., then it will be Compensation, Leave structure, Quality of ticket machine, Management by depot manager, Retirement benefits, Welfare facilities, Participation in management, Status of job in society, Communication process, Career development.

For each and every variable C.V. of administrative staff is greater than bus conductors. It means that administrative staff is not firm about the QWL of conductors.

Maximum C.V. of bus conductors is of job security (38.686) process while minimum C.V. is of Retirement benefits (22.626). If these variables are arranged in ascending order of C.V. then it will be Retirement benefits, Compensation, Leave structure, Career development, Quality of ticket machine, Welfare facilities, Management by depot manager, Participation in management, Status of job in society, Communication process and Job security. It is revealed from this, for monetary benefits opinions of conductors are less deviated from average. For non-monetary variables the opinion gets more deviated from their mean.

Table No. 12 (a) : Perception towards QWL by Bus Conductors

		Excellent	Good	Average	Un Satisfactory	Poor	Total	Mean	S.D.	C.V.
Perception about compensation	Count	6	21	232	71	2	332	2.906	0.689	23.709
	%	1.8	6.3	69.9	21.4	.6	100.0			
Perception about welfare facilities	Count	8	32	165	83	44	332	3.375	1.008	29.868
	%	2.4	9.6	49.7	25.0	13.3	100.0			
Perception about Leave structure	Count	9	54	172	78	19	332	3.063	0.759	24.795
	%	2.7	16.3	51.8	23.5	5.7	100.0			
Perception about Management by depot manager	Count	21	91	161	38	21	332	3.0	0.916	30.527
	%	6.3	27.4	48.5	11.4	6.3	100.0			
Perception about Retirement benefits	Count	8	36	158	86	44	332	3.375	0.751	22.262
	%	2.4	10.8	47.6	25.9	13.3	100.0			
Perception about Status of job in society	Count	30	101	148	31	22	332	2.531	0.879	34.738
	%	9.0	30.4	44.6	9.3	6.6	100.0			
Quality of ticket machine	Count	12	98	155	55	12	332	3.0938	0.856	27.671
	%	3.6	29.5	46.7	16.6	3.6	100.0			
Perception about Job security	Count	35	57	86	54	100	332	3.156	10221	38.686
	%	10.5	17.2	25.9	16.3	30.1	100.0			
Perception about Participation in management	Count	20	40	137	60	75	332	3.625	1.157	31.918
	%	6.0	12.0	41.3	18.1	22.6	100.0			
Perception about Career development	Count	16	41	138	73	64	332	3.469	0.915	26.386
	%	4.8	12.3	41.6	22.0	19.3	100.0			
Perception about Communication process	Count	34	67	129	46	56	332	3.219	1.128	35.056
	%	10.2	20.2	38.9	13.9	16.9	100.0			

Source :(Field Work)

Graph No. 1 (a) : Perception towards QWL by Bus Conductors
Perception towards QWL by Bus Conductors

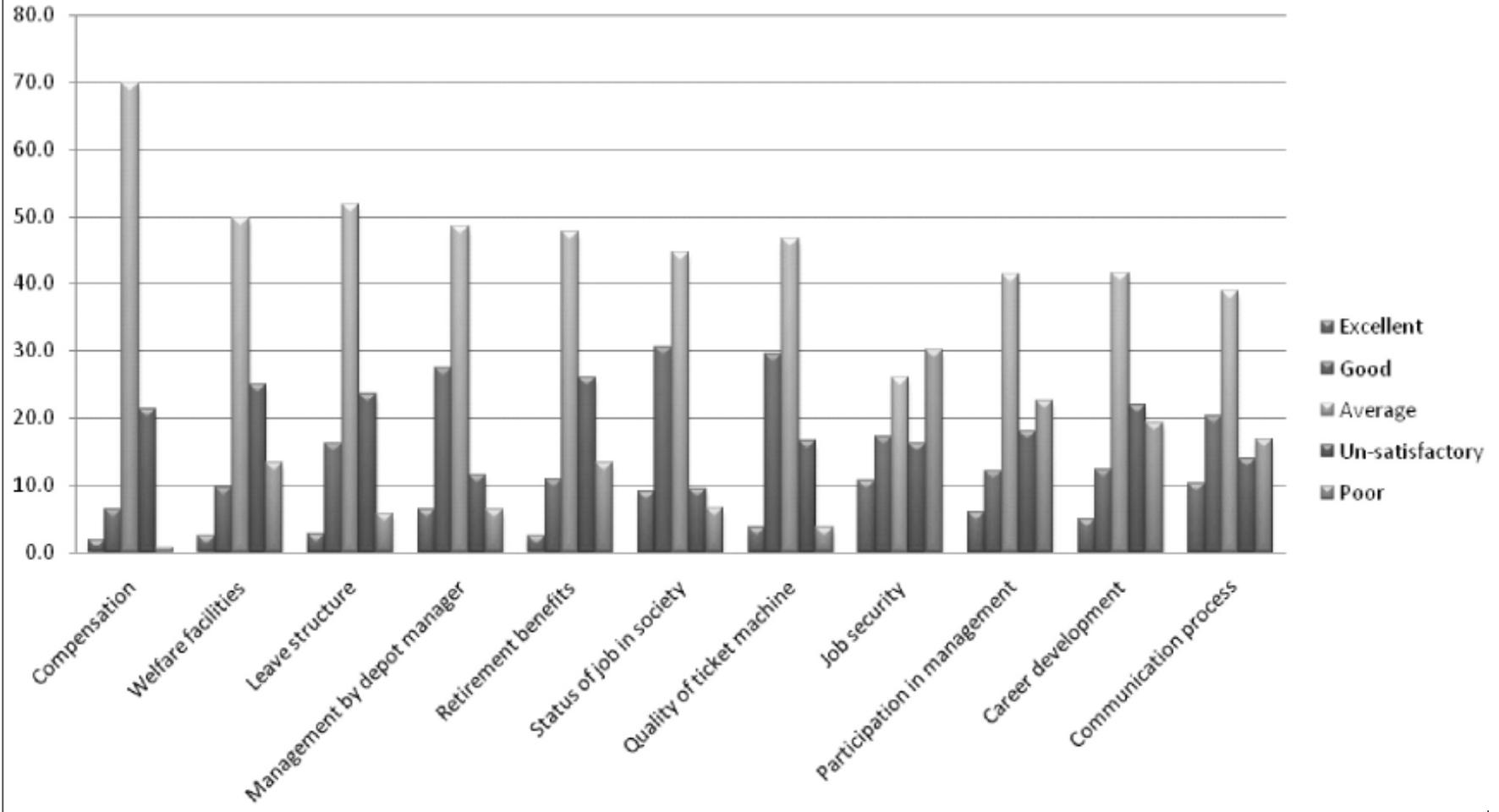
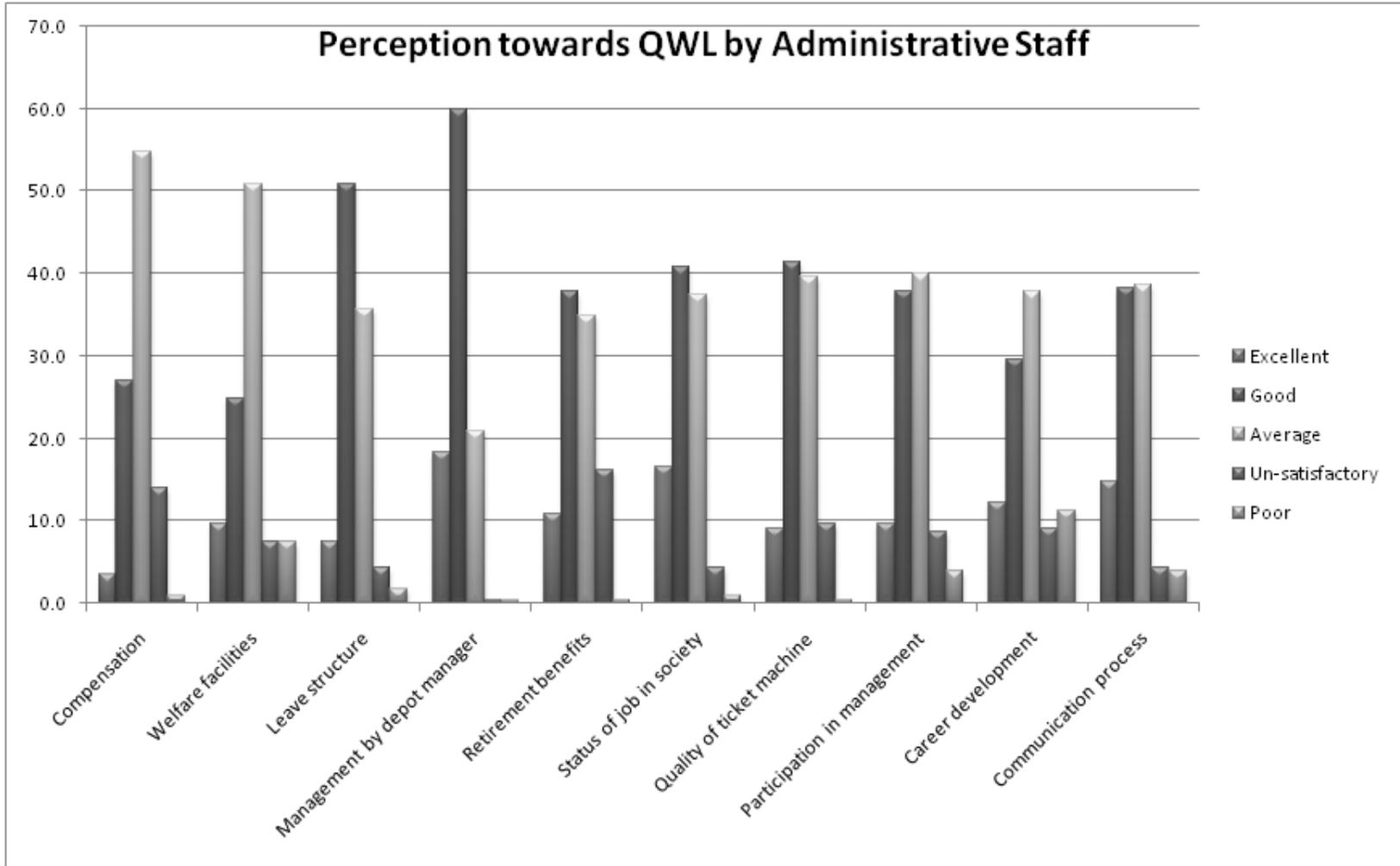


Table No. 12 (b) : Perception towards QWL by Administrative Staff

		Excellent	Good	Average	Un Satisfactory	Cant say	Total	Mean	S.D.	C.V.
Perception about compensation	Count	8	62	126	32	2	230	2.817	0.743	26.363
	%	3.5	27.0	54.8	13.9	.9	100.0			
Perception about welfare facilities	Count	22	57	117	17	17	230	2.783	0.978	35.155
	%	9.6	24.8	50.9	7.4	7.4	100.0			
Perception about Leave structure	Count	17	117	82	10	4	230	2.422	0.765	31.598
	%	7.4	50.9	35.7	4.3	1.7	100.0			
Perception about Management by depot manager	Count	42	138	48	1	1	230	2.048	0.669	32.666
	%	18.3	60.0	20.9	.4	.4	100.0			
Perception about Retirement benefits	Count	25	87	80	37	1	230	2.574	0.902	35.037
	%	10.9	37.8	34.8	16.1	.4	100.0			
Perception about Status of job in society	Count	38	94	86	10	2	230	2.322	0.831	35.798
	%	16.5	40.9	37.4	4.3	.9	100.0			
Quality of ticket machine	Count	21	95	91	22	1	230	2.508	0.808	32.205
	%	9.1	41.3	39.6	9.6	.4	100.0			
Perception about Participation in management	Count	22	87	92	20	9	230	2.596	0.919	35.405
	%	9.6	37.8	40.0	8.7	3.9	100.0			
Perception about Career development	Count	28	68	87	21	26	230	2.778	1.132	40.762
	%	12.2	29.6	37.8	9.1	11.3	100.0			
Perception about Communication process	Count	34	88	89	10	9	230	2.443	0.932	38.128
	%	14.8	38.3	38.7	4.3	3.9	100.0			

Source: (Field Work)

Graph No. 1 (b) : Perception towards QWL by Administrative Staff



Expectation about improvement in QWL

Table No. 13 (a) : Expectation about Improvement in QWL (Bus Conductors)

		Not at all Necessary	Not Necessary	Neutral	Necessary	Most Necessary	Total	Mean	S.D.	C.V.
Expectation for improvement in Training facility	Count	18	18	24	229	43	332	3.625	0.942	25.982
	%	5.4	5.4	7.2	69.0	13.0	100.0			
Expectation for improvement in Placement policy	Count	1	9	57	187	78	332	4.000	0.718	17.960
	%	.3	2.7	17.2	56.3	23.5	100.0			
Expectation for improvement in Promotion policy	Count	1	5	40	190	96	332	4.25	0.718	16.904
	%	.3	1.5	12.0	57.2	28.9	100.0			
Expectation for improvement in Maintenance of buses	Count	1	3	23	157	148	332	4.438	0.716	16.126
	%	.3	.9	6.9	47.3	44.6	100.0			
Expectation for improvement in Rest room	Count	5	11	23	188	105	332	4.219	0.659	15.644
	%	1.5	3.3	6.9	56.6	31.6	100.0			
Expectation for improvement in Leave structure	Count	5	8	38	191	90	332	4.00	0.718	17.961
	%	1.5	2.4	11.4	57.5	27.1	100.0			
Expectation for improvement in Retirement benefits	Count	5	4	36	146	141	332	4.344	0.745	17.158
	%	1.5	1.2	10.8	44.0	42.5	100.0			
Expectation for improvement in Job security	Count	7	9	44	161	110	1	4.094	0.734	17.939
	%	2.1	2.7	13.3	48.5	33.1	.3			
Expectation for improvement in Participation in management	Count	5	14	45	185	83	332	3.875	0.751	19.389
	%	1.5	4.2	13.6	55.7	25.0	100.0			
Expectation for improvement in Recognition by management	Count	6	5	44	177	100	332	4.063	0.564	13.839
	%	1.8	1.5	13.3	53.3	30.1	100.0			

		Not at all Necessary	Not Necessary	Neutral	Necessary	Most Necessary	Total	Mean	S.D.	C.V.
Expectation for improvement in Career opportunities	Count	2	2	25	174	129	332	4.313	0.592	13.734
	%	.6	.6	7.5	52.4	38.9	100.0			
Expectation for improvement in box First- aid	Count	3	4	14	167	144	332	4.344	0.602	13.849
	%	.9	1.2	4.2	50.3	43.4	100.0			
Expectation for improvement in Fire extinguisher system	Count	1	1	12	162	156	332	4.406	0.615	13.954
	%	.3	.3	3.6	48.8	47.0	100.0			
Expectation for improvement in Insurance for accidents	Count	0	2	7	139	184	332	4.531	0.621	13.713
	%	.0	.6	2.1	41.9	55.4	100.0			
Expectation for improvement in Medi- claim	Count	0	2	6	143	181	332	4.5	0.622	13.713
	%	.0	.6	1.8	43.1	54.5	100.0			

Source: (Field Work)

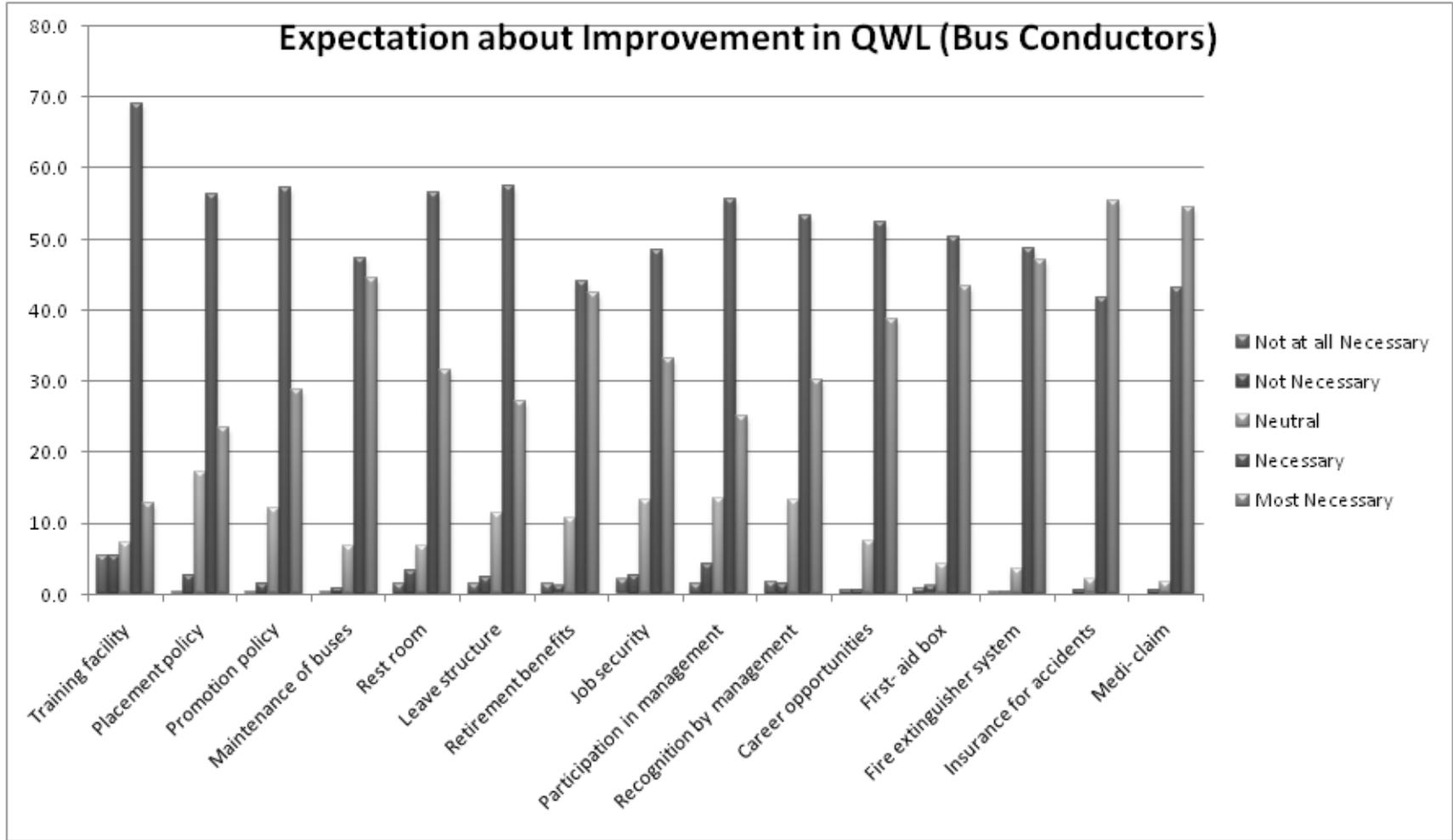
Table No. 13 (b) : Expectation about Improvement in QWL (Administrative Staff)

		Not at all Necessary	Not Necessary	Neutral	Necessary	Most Necessary	Total	Mean	S.D.	C.V.
Opinion about improvement in Training facility	Count	6	11	7	174	32	230	3.935	0.771	19.587
	%	2.6	4.8	3.0	75.7	13.9	100.0			
Opinion about improvement in recruitment	Count	6	13	32	140	39	230	3.839	0.864	22.512
	%	2.6	5.7	13.9	60.9	17.0	100.0			
Opinion about improvement in promotion policy	Count	5	12	20	150	43	230	3.930	0.822	20.924
	%	2.2	5.2	8.7	65.2	18.7	100.0			
Opinion about improvement in maintenance of buses	Count	4	13	18	123	72	230	4.069	0.879	21.596
	%	1.7	5.7	7.8	53.5	31.3	100.0			

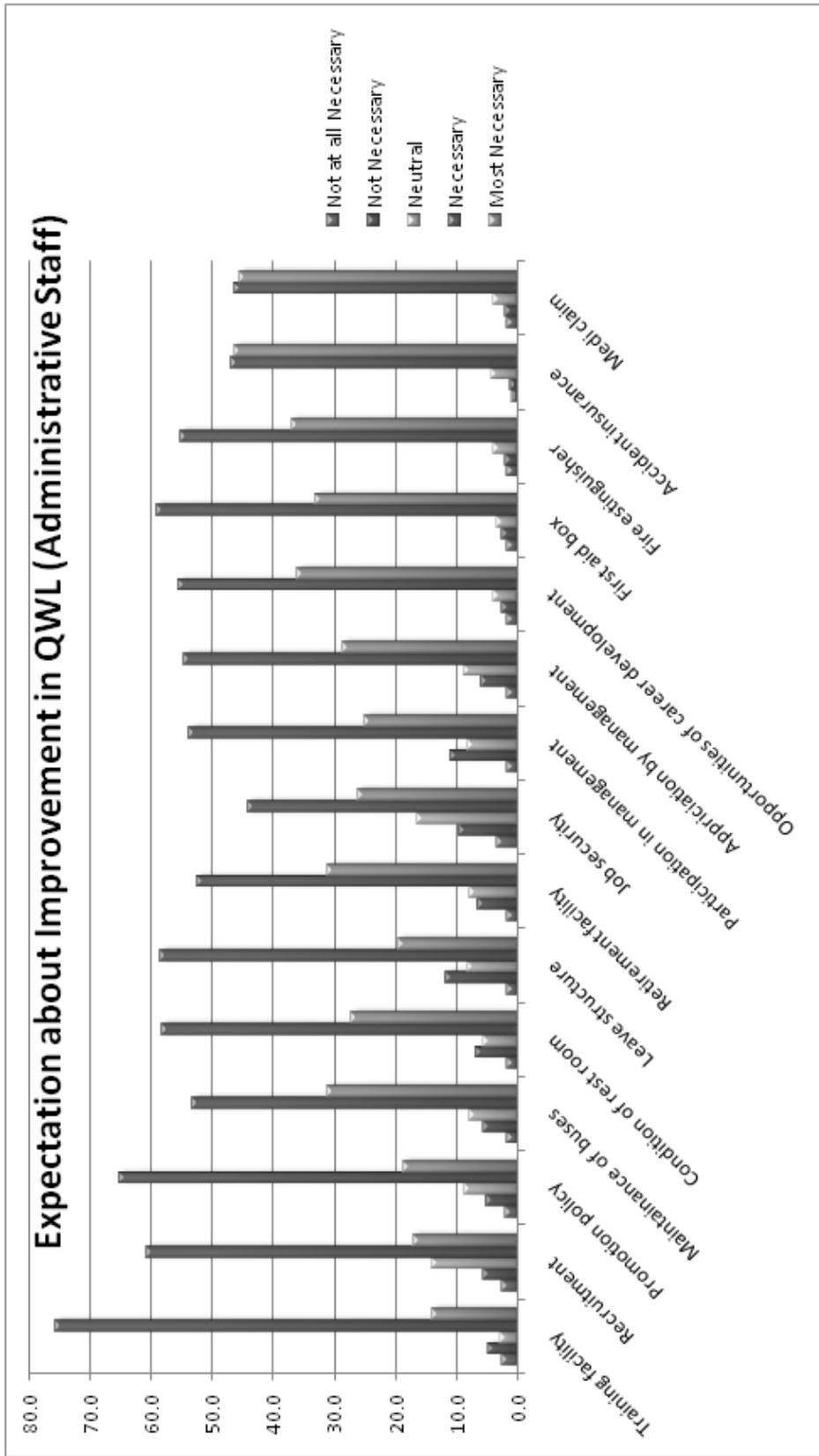
		Not at all Necessary	Not Necessary	Neutral	Necessary	Most Necessary	Total	Mean	S.D.	C.V.
Opinion about improvement in condition of rest room	Count	4	16	13	134	63	230	4.026	0.876	21.765
	%	1.7	7.0	5.7	58.3	27.4	100.0			
Opinion about improvement in leave structure	Count	4	27	19	135	45	230	3.826	0.937	24.489
	%	1.7	11.7	8.3	58.7	19.6	100.0			
Opinion about improvement in retirement facility	Count	4	15	18	121	72	230	4.052	0.899	22.203
	%	1.7	6.5	7.8	52.6	31.3	100.0			
Opinion about improvement in job security	Count	8	22	38	102	60	230	3.80	1.042	27.429
	%	3.5	9.6	16.5	44.3	26.1	100.0			
Opinion about improvement in participation in management	Count	4	25	19	124	58	230	3.90	0.959	24.595
	%	1.7	10.9	8.3	53.9	25.2	100.0			
Opinion about improvement in appreciation by management	Count	4	14	20	126	66	230	4.0261	0.881	21.889
	%	1.7	6.1	8.7	54.8	28.7	100.0			
Opinion about improvement in opportunities of career development	Count	4	6	9	128	83	230	4.217	0.785	18.614
	%	1.7	2.6	3.9	55.7	36.1	100.0			
Opinion about improvement in first aid box	Count	4	6	8	136	76	230	4.191	0.769	18.358
	%	1.7	2.6	3.5	59.1	33.0	100.0			
Opinion about improvement in fire extinguisher	Count	4	5	9	127	85	230	4.235	0.774	18.286
	%	1.7	2.2	3.9	55.2	37.0	100.0			
Opinion about improvement in accident insurance	Count	2	3	10	108	107	230	4.369	0.710	16.259
	%	.9	1.3	4.3	47.0	46.5	100.0			
Opinion about improvement in medi claim	Count	4	5	9	107	105	230	4.322	0.710	16.259
	%	1.7	2.2	3.9	46.5	45.7	100.0			

Source: (Field Work)

Graph No. 2 (a) : Expectation about Improvement in QWL (Bus Conductors)



Graph No. 2 (b) : Expectation about Improvement in QWL (Administrative Staff)



Hypothesis Testing:

H0: There is no significant difference in opinions of bus conductors and administrative staff for expectations about improvement in QWL

H1: Expectations of Bus Conductors and Administrative staff towards improvement in QWL is significantly different.

To test hypothesis the researcher has undertaken the variables as per Table No. 13 (a) and Table

No. 13 (b) on five point scale from 1= Not Necessary at all to 5 = Most Necessary.

Table No. 14 shows that, for each and every variable the is calculated value of 't' is significantly higher than 'p' value. Therefore it can be said that the null hypothesis is rejected.

It means there the expectations of bus conductors towards QWL and that of administrative staff are different.

Table No. 14 : Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Improvement in Training	Equal variances assumed	13.314	.000	-1.996	560	.046	-.14864	.07446	-.29489	-.00239
	Equal variances not assumed			-2.065	542.114	.039	-.14864	.07200	-.29006	-.00721
Improvement in Placement Policy	Equal variances assumed	5.506	.019	2.368	560	.018	.16087	.06792	.02745	.29429
	Equal variances not assumed			2.302	440.696	.022	.16087	.06990	.02350	.29824
Improvement in Promotion Policy	Equal variances assumed	.071	.790	3.097	560	.002	.19908	.06427	.07284	.32533
	Equal variances not assumed			3.004	437.090	.003	.19908	.06627	.06884	.32933
Improvement in Maintenance of Buses	Equal variances assumed	.003	.954	4.260	560	.000	.27983	.06569	.15080	.40887
	Equal variances not assumed			4.066	407.999	.000	.27983	.14454	.41513	
Improvement in Rest Rooms	Equal variances assumed	.060	.806	1.535	560	.125	.10946	.07129	-.03058	.24949
	Equal variances not assumed			1.510	462.268	.132	.10946	.07251	-.03304	.25195

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference		
				Lower	Upper					
Improvement in Leave structure	Equal variances assumed	8.462	.004	3.252	560	.001	.23717	.07293	.09391	.38042
	Equal variances not assumed			3.150	434.502	.002	.23717	.07530	.08916	.38517
Improvement in Retirement facility	Equal variances assumed	.871	.351	2.676	560	.008	.19481	.07279	.05184	.33778
	Equal variances not assumed			2.627	458.820	.009	.19481	.07417	.04906	.34057
Improvement in Job security	Equal variances assumed	11.658	.001	3.533	560	.000	.28735	.08133	.12760	.44709
	Equal variances not assumed			3.425	436.050	.001	.28735	.08390	.12245	.45225
Improvement in participation in management	Equal variances assumed	5.883	.016	1.117	560	.264	.08494	.07601	-.06436	.23424
	Equal variances not assumed			1.089	445.938	.277	.08494	.07800	-.06835	.23823
Improvement in Recognition by Management	Equal variances assumed	.019	.892	.810	560	.418	.05825	.07191	-.08300	.19950
	Equal variances not assumed			.797	464.072	.426	.05825	.07307	-.08533	.20183
Improvement in Career opportunities	Equal variances assumed	.039	.844	1.057	560	.291	.06574	.06222	-.05646	.18794
	Equal variances not assumed			1.030	445.989	.304	.06574	.06384	-.05972	.19120

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Improvement in First-aid Box	Equal variances assumed	.878	.349	2.381	560	.018	.14906	.06259	.02611	.27201
	Equal variances not assumed			2.341	462.193	.020	.14906	.06367	.02395	.27417
Improvement in fire extinguisher system	Equal variances assumed	.324	.570	3.145	560	.002	.18389	.05847	.06904	.29874
	Equal variances not assumed			3.013	414.673	.003	.18389	.06103	.06392	.30386
Improvement in Insurance for accidents	Equal variances assumed	2.980	.085	2.610	560	.009	.14550	.05575	.03598	.25501
	Equal variances not assumed			2.535	439.737	.012	.14550	.05740	.03268	.25831
Improvement in mediclaim	Equal variances assumed	6.555	.011	3.173	560	.002	.18730	.05903	.07134	.30325
	Equal variances not assumed			3.015	400.345	.003	.18730	.06211	.06519	.30941

Major Findings:

The QWL of bus conductors of MSRTC is poor regarding their compensation. They are getting 3% increment for each year but it is not sufficient as per cost of living. There is no any reward system for better performance so that conductors not motivated to raise the income of MSRTC. Moreover about health and safety measures there is no any awareness. Cleanliness of buses, bus stands as well as rest rooms is not proper. Maintenance of buses is one of the biggest problems in the QWL of bus conductors. There is very few opportunities for career growth in the MSRTC for bus conductors. Majority of bus conductors are unaware about these opportunities. Further there is less participation of bus conductors in decision making. Most of conductors are having their native places away from the depots, so that to reach home they have to travel again.

Implications:

Only raise in salary is not the solution for the QWL of bus conductors. So many other measures should be adopted to improve their quality of work life. Buses should be maintained properly. Well-equipped tool box and first-aid box should be there in buses. Placement policy should be restructured so that bus conductors can be placed nearer to their native place. Quality circles should be prepared at the depot as well as divisional level.

Key References:

Almalki M. J., Gerald G. F., Clark M., (2012), Quality of Work Life among Primary Health Care

Nurses in the Jazan Region, Soudi Arabia: A Cross Sectional Study, Human Resources for Health, pp 1-13.

Bhola S. S., Jadhav A. M., (April 2012), A Study of Quality of Work Life of IT Units in Rural Satara, Prabandhan, Vol.2 (3).

Bhola S. S., Nigade J. J., (Jan. 2012), A Study of Quality of Work Life (QWL) in Small Scale Unionized and Non- Unionized Organisation, Vishwakarma Business Review, Vol II (1), pp 16-24.

Chib S., (December 2012), Quality of Work Life and Organisational Performance Parameters at Work place, SEGI Review, Vol.5 (2), pp 36-47.

Dhar R. (2008), Quality of Work Life: A Study of Municipal Corporation Bus Drivers, The Journal of International Social Research, Vol.1 (5).

Efraty D., Sirgy M. J., (Feb. 1990), The Effect of Quality of Working Life (QWL) on Employee Behavioural Responces, Social Indicators Research, Vol. 22(1), pp 31-47.

Indumathi G.S., ThamilSelvam R. (Dec. 2013), International Journal of Research in Engineering and Technology, Vol.1 (7), pp 31-36.

Kasraie Sh, Parsa Sh, Sassani M, Ghasem- Zedeh A., To investigate the Relationship between Quality of Work Life, Job Stress, Job Satisfaction and Citizenship Behaviour in Oshnaviyeh Hospitals' Staff. Patient Saf Qual Improve. 2014; 2(2): 77-81.

Problems in Implementing Budgetary Control System in Aided Colleges Affiliated to Shivaji University

Rajeshkumar P. Chetiwal

Introduction :

One of the major aspects of budgeting is to exercise control over the funds. It has to be ensured that the funds are efficiently utilized. Budgetary control involved deciding about the physical and financial targets, assigning responsibilities and measuring the result at the end so as to ensure that the forecasted goal or objectives are achieved. Budgetary control, being the most versatile mechanisms, is used in commercial establishments and industrial undertakings in planning, guiding, regulating, directing, coordinating, and controlling their activities and operations.

Research Methodology:

Present research has been undertaken with a objective, To analyze the problems of implementing budgetary control system in the colleges.

The researcher has prepared district wise list of all aided colleges in Shivaji University Jurisdiction from which the sample was drawn. Though there are 280 colleges in the Shivaji University jurisdiction, but all of them are not entitled to get financial assistance from the government. There are 136 aided, 03 partly aided and 141 unaided colleges affiliated to Shivaji University, Kolhapur. These colleges can be classified as Conventional Colleges, Conventional and Professional Colleges, Colleges of Education, Law Colleges, Management Colleges, Pharmacy Colleges, Engineering and Technology Colleges, Physical Education Colleges etc. the following table shows Colleges in Shivaji University jurisdiction

Rajeshkumar P. Chetiwal

(M.Com., Ph.D.)

Assistant Professor, Arts and Commerce College,

Satara, Dist. Satara: 415001.

Maharashtra, India.

Table: Colleges in Shivaji University jurisdiction

Sr.	Type of College	Kolhapur	Satara	Sangli	Total
1	Conventional	38	27	18	83
2	Conventional & Professional	23	15	27	65
3	Engineering & Technology	14	11	11	36
4	Architecture	01	01	01	03
5	Pharmacy	04	08	03	15
6	Management	06	09	08	23
7	Education	19	08	11	38
8	Law	02	03	02	07
9	Physical Education	03	00	01	04
10	Interior Design	02	00	00	02
11	Social Work	00	01	00	01
12	Non-Conventional Course For Women	01	00	00	01
13	Recognized Institute (Autonomous)	01	00	00	01
14	Lalit kala natya shikshan	00	00	01	01
	Total	114	83	83	280

Source: (Shivaji University Annual Report)

The researcher has prepared district wise list of all aided colleges in Shivaji University Jurisdiction from which the sample was drawn. The following table shows aided colleges in Shivaji University jurisdiction.

Table- Aided Colleges in Shivaji University jurisdiction.

Sr.	Type of Colleges	Kolhapur	Sangli	Satara	Total
1	Conventional Colleges	28	13	20	61
2	Conventional and Professional Colleges	23	23	14	60
3	Colleges of Education	02	02	01	05
4	Law Colleges	02	02	03	07
5	Engineering and Technology Colleges	--	01	01	02
6	Pharmacy Colleges	--	--	01	01
	Total	55	41	40	136

Source: (Compiled by Researcher)

For the selection of colleges from districts under Shivaji University jurisdiction, researcher has used stratified sampling method. Each district has been considered one strata i.e. Kolhapur, Sangli and Satara. After that types of colleges has been considered as a sub-strata from each district i.e.

Conventional Colleges, Conventional and Professional Colleges, Colleges of Education, Law Colleges, Engineering and Technology Colleges and Pharmacy Colleges. Precision is depend upon the sample size of the stratum and it depends upon variability in each stratum. In stratified random

sampling the allocation of sample size for different strata is done according to total no. of units in each stratum and variability within each stratum. The researcher has taken 40 percent of colleges from

each sub-strata of each district for the research purpose. Then researcher has used convenience sampling method for the selection of the colleges. The following table shows the sample size.

Table: Sample size of colleges

Sr.	Type of Colleges	Kolhapur	Sangli	Satara	Total
1	Conventional Colleges	12	06	08	26
2	Conventional and Professional Colleges	09	09	06	24
3	Colleges of Education	--	01	01	02
4	Law Colleges	01	--	01	02
	Total	22	16	16	54

Source: (Compiled by Researcher)

Thus a reasonable sample of forty percent of the aided colleges was considered for the present study, which comes near about 54 colleges. Researcher has taken forty percent of colleges from each strata. The sample size is comprise of a representative sample of Fifty Four (54) colleges in total with a sample selection of Twenty Six (26) Conventional Colleges, Twenty Four (24) Conventional and Professional Colleges, Two (02) Colleges of Education, and Two (02) Law

Colleges. Engineering and Technology Colleges and Pharmacy Colleges could not take as a sample because 40% of them from each strata were less than the 0.5.

In this paper researcher has tried to find out problems in implementation of budgetary control system. Colleges in Shivaji University jurisdiction have some problems in implementation of budgetary control system and these are discussed below.

Degree of difficulty in implementing budgetary objectives.

Particulars	Type of Colleges				
	Conventional and Professional	Conventional	Education	Law	Total
Very difficult	01 (04)	--	--	--	01 (02)
Moderate	17 (65)	19 (79)	02 (100)	02 (100)	40 (74)
Easy	08 (31)	05 (21)	--	--	13 (24)
Very easy	--	--	--	--	--
Total	26 (100)	24 (100)	02 (100)	02 (100)	54 (100)

Source: (Compiled by Researcher (Figures in brackets indicate percentage to total))

From the above table and graph, it is revealed that 01 (02%) of colleges thinks very difficult to implement budgetary objectives. 40 (74%) of colleges thinks moderate and 13 (24%) colleges thinks easy to implement budgetary objectives. 17 (65%) of Conventional colleges, 19 (79%) of

Conventional and Professional colleges, 02 (100%) of Colleges of Education and 02 (100%) of Law colleges mentioned that moderate difficulty in implementation of budgetary objectives in the colleges.

Reasons for the degree of difficulty (Multiple choices Option)

Particulars	Type of Colleges				
	Conventional	Conventional and Professional	Education	Law	Total
	N=26	N=24	N=02	N=02	N=54
Budgetary objectives	11 (42)	13 (54)	02 (100)	01 (50)	27 (50)
Budgetary realization	12 (46)	15 (63)	01 (50)	02 (100)	30 (56)
Rules and regulations of governing bodies	15 (58)	08 (33)	02 (100)	01 (50)	26 (48)
Staff relationships and communication	06 (40)	04 (16)	01(50)	01(50)	12 (22)

Source- Compiled by Researcher (Figures in brackets indicate percentage to total)

The above table shows that 27 (50%) colleges mentioned that budgetary objectives and 30 (56%) colleges mentioned that rules and regulation of governing bodies are most affected on

implementation of budgeting process. As compare to this budgetary realization and staff relationship and communication is less affected on implementation of budgetary process.

Corrective actions taken for negative budgeting variance

Particulars	Type of Colleges				
	Conventional	Conventional and Professional	Education	Law	Total
Yes	11 (42)	08 (33)	--	01 (50)	20 (37)
No	15 (58)	16 (67)	02 (100)	01 (50)	34 (63)
Total	26 (100)	24 (100)	02 (100)	02 (100)	54 (100)

Source- Compiled by Researcher (Figures in brackets indicate percentage to total)

The above table reveals that 34 (63%) of colleges affiliated to Shivaji University are not taken appropriate corrective actions in the case that budgeting negative variance occurs. only 20 (37%) of colleges have taken appropriate corrective actions in the case that budgeting negative variance

occurs.15 (58%) of Conventional colleges, 16 (67%) of Conventional and Professional colleges, 02 (100%) of Colleges of Education and 01 (50%) of Law colleges mentioned that appropriate corrective actions are not taken in the case that budgeting negative variance occurs.

Rewards for positive budgetary variances.

Particulars	Type of Colleges				
	Conventional	Conventional and Professional	Education	Law	Total
Yes	--	--	--	--	--
No	26 (100)	24 (100)	02 (100)	02 (100)	54 (100)
Total	26 (100)	24 (100)	02 (100)	02 (100)	54 (100)

Source- Compiled by Researcher (Figures in brackets indicate percentage to total)

From the above table, it is clear that rewards are not given in the case that positive budgetary variances occur in colleges affiliated to Shivaji University. rewards motivates to staff to do their work more efficiently but 100% of Conventional colleges, Conventional and Professional colleges, Colleges of Education and Law colleges mentioned that rewards are not given in the case

that positive budgetary variances occur. Unless and until the corrective action is taken against the negative budgeting variance the budget will be meaningless as a control tool. The accountability should be fixed for negative budgeting variance and as against the positive budgetary variances should be rewarded.

Provision to control the expenditure which is crossing the budgeted figure/expenditure.

Particulars	Type of Colleges				
	Conventional	Conventional and Professional	Education	Law	Total
Yes	--	--	--	--	--
No	26 (100)	24 (100)	02 (100)	02 (100)	54 (100)
Total	26 (100)	24 (100)	02 (100)	02 (100)	54 (100)

Source- Compiled by Researcher (Figures in brackets indicate percentage to total)

From the above table, it is clear that any provision to control the expenditure which is crossing the budgeted figure/expenditure is not available in the colleges affiliated to Shivaji University. 100% of Conventional colleges, Conventional and

Professional colleges, Colleges of Education and Law colleges mentioned that they do not have any provision to control the expenditure which is crossing the budgeted figure/expenditure.

Provision for judging the progress towards the achievement of educational goals and objectives

Particulars	Type of Colleges				
	Conventional	Conventional and Professional	Education	Law	Total
Yes	--	--	--	--	--
No	26 (100)	24 (100)	02 (100)	02 (100)	54 (100)
Total	26 (100)	24 (100)	02 (100)	02 (100)	54 (100)

Source- Compiled by Researcher (Figures in brackets indicate percentage to total)

From the above table, it is clear that any provision for judging the progress towards the achievement of educational goals and objectives is not available in the colleges affiliated to Shivaji University. 100% of Conventional colleges, Conventional and Professional colleges, Colleges of Education and Law colleges mentioned that they do not have any provision for judging the progress towards the achievement of educational goals and objectives.

The expenditures should not be crossed against the budgeted figures or expenditures within the predetermined limits, otherwise budget will be considered as not suitable as a control tool. Therefore budget should be prepared with consideration of all possibilities.

Provision for supplementary Budget.

Particulars	Type of Colleges				
	Conventional	Conventional and Professional	Education	Law	Total
Yes	--	--	--	--	--
No	26 (100)	24 (100)	02 (100)	02 (100)	54 (100)
Total	26 (100)	24 (100)	02 (100)	02 (100)	54 (100)

Source- Compiled by Researcher (Figures in brackets indicate percentage to total)

From the above table, it is clear that, provision for supplementary budget is not available in the colleges affiliated to Shivaji University. 100% of Conventional colleges, Conventional and Professional colleges, Colleges of Education and Law colleges mentioned that they do not have any

provision for supplementary budget. But colleges should have provision for supplementary budget to meet unforeseen events in near future. The usefulness of the budget as a control tool cannot be judge if supplementary budget is not prepared when it is necessary.

Problems in implementation of recent developments in budgeting. (Multiple Choice Option)

Particulars	Type of Colleges				
	Conventional	Conventional and Professional	Education	Law	Total
	N=26	N=24	N=02	N=02	N=54
Weak financial organization	03 (12)	01 (04)	--	--	04 (07)
Defective financial planning	06 (23)	09 (38)	01 (50)	01 (50)	17 (31)
Poor asset management	12 (46)	08 (33)	--	--	20 (37)
Unscientific accounting and reporting system	13 (50)	13 (54)	02 (100)	01 (50)	29 (54)

Source- Compiled by Researcher (Figures in brackets indicate percentage to total)

As per above table it is clear that 29 (54%) of colleges have problem of unscientific accounting and reporting system, 31% of colleges have problem of defective financial planning, 37% of colleges have problem of poor asset management and only 07% of colleges have problem of weak financial organization in implementation of recent developments in budgeting. 13 (50%) of Conventional colleges, 13 (54%) of Conventional and Professional colleges, 02 (100%) of Colleges of Education and 01 (50%) of Law colleges

mentioned that they have problem of unscientific accounting and reporting system in implementation of recent developments of budgeting.

To overcome the weaknesses of the organization the budgeting is most important. The proper budgeting is necessary to control the defective financial planning. If there is unscientific accounting and reporting system the usefulness of budgetary control cannot be judged.

Findings based on problems and prospects of implementing budgetary control system in the colleges.

1. It is found that difficulty level of implementation of budgetary objectives is moderate in 74 percent of the colleges, very difficult in 02 percent of the colleges and easy in 24 percent of the colleges.
2. Reasons for the degree of difficulty in implementing budgetary objectives have been examined and it is found that achievement of budgetary objectives is the main reason of difficulty in implementing budgeting in 50 percent of the colleges, 48 percent of the colleges said rules and regulations of governing bodies, 56 percent of the colleges said budgetary realization and 22 percent of the colleges reported that staff relationships and communication are the reasons of difficulty in implementing budgeting.
3. It is observed that 63 percent of the college's don't take corrective actions for negative budgeting variance. Only 37 percent of the colleges take corrective actions for negative budgeting variance.
4. Rewards are not given in the case that positive budgetary variance occurred in all type of colleges.
5. Provision to control the expenditure which is crossing the budgeted figure/expenditure is not available in the colleges.
6. Provision for judging the progress towards the achievement of educational goals and objectives is not available in the colleges.
7. It is found that provision for supplementary budget is not available in the colleges.
8. It is found that 54 percent of the colleges have problem of not having scientific accounting and reporting system, 31 percent of the colleges have problem of defective financial planning, 37 percent of the colleges have problem of poor asset management and 07 percent of the colleges have problem of weak financial organization.

Suggestions:

1. There should be some standard of variance to be fixed. The reasons should be find out for the variance and proper action should be taken in future.
2. The accountability should be fixed for negative budgeting variance and as against the positive budgetary variances should be rewarded.
3. The supplementary budget should be prepared when it is necessary.
4. The budget committee should consist of the heads of departments, representatives of management and student representatives. The selection of the members of such committee should not depend on only seniority but also of commerce background and experience in the field.
5. Restricted and unrestricted funds should be shown separately in financial statements.
6. The budget officer/ budget director should be appointed for budget organization in the colleges.
7. Colleges/University should organize training programmes regarding budgetary process to train the staff.

These suggestions need to be implemented as prerequisites to improve the quality of budgeting and budgetary control system in the colleges not only in Shivaji University jurisdiction but also in Maharashtra.

Conclusion:

The whole budgeting process should be considered in that respect to overcome the weaknesses of the organization the budgeting is most important. The proper budgeting is necessary to control the defective financial planning. If there is unscientific accounting and reporting system the usefulness of budgetary control cannot be judged. Unless and until staff is involved while preparing the budget they will not come to know the importance of budgeting. The suggestions of the staff while preparing the budget should be considered for proper and quick accomplishment of goals. While

preparing the budget the actual receipts are not in the control of the institution but the expenditures are in the control. Considering the receipts the expenditures should be made as per the plan budget.

References:

Husain, I. (2006). "Budgeting and Budgetary Control in Educational Institution". Abhijeet Publication, New Delhi.

Dutta, M. (2002). "Management Control Systems". New Delhi. S.Chand and Company LTD.

Das A. and Paul G. (2012). 'Financial Planning and Challenges for College Libraries in Present Era' Challenges in Library Management System (CLMS 2012)

Subhedar, I.S. (2001). Emerging dimensions in college administration, Almarq publishers, Kolhapur.

Chougule, P.N. (2008) Ph.D. thesis "A study of total quality management practices adopted in selected higher educational institutions in southern Maharashtra" submitted to Shivaji University, Kolhapur under the guidance of Dr.D.M.Kumthekar.

Wagh, A.D. and Gadade, S. T. (2013). Evaluating Budgeting and Budgetary Control Process in Colleges. International Monthly Refereed Journal of Research In Management & Technology II, 2320-0073.

Evaluation of Correlation between Implemented Welfare Provisions and Workers Job Satisfaction at Workplace

Deepali S. Patil, Hemant. M. Thakar

Abstract:

This paper aims to study the correlation between implemented welfare provisions and workers job satisfaction at workplace. Study conducted at manufacturing sector i.e. six sugar factories were studied from Sangli and Kolhapur districts. Employee spends about 8 to 9 hours at the place of work during any working day. He must be provided with such types of facilities which will maintain his health and keep him interested in his work. Every organization should take care of employee's health by providing proper safety measures also retaining them with providing good welfare facilities. The data were collected by questionnaires; to the selected trade union member, white & blue color worker & manager. 350 respondents were interviewed. This study helps to know how implemented welfare provisions i.e. which factors are helpful to improve workers job satisfaction at workplace.

Keywords: Sugar Factory, Welfare, Workers, Job Satisfaction.

Introduction :

Human resource practices are concerned with human being employed in the organizations; it may be in private or public or cooperative sector. It deals with the process of developing people, in accordance with their aspirations and to suit the organizational needs. Human resource can be used as a means for developing other resources in a proper manner. Therefore, human resource

practices affect the overall performance of the organization and in sugar industry human resource is playing vital role. Sugar industry is the second largest industry next to textile industry in India. It is playing a very prominent role for the development of Indian economy. It is believed that India is the original home of sugarcane. Sugar industry is playing very significant role for the development of rural area. The sugar industry is classified into two categories i.e. Private and Cooperative sugar factories. Both the categories require trained human resource for successful functioning.

The welfare measures involve three major aspects which are - occupational health care, suitable working time and appropriate salary. It refers to the physical, mental, moral, and emotional well-being of an individual. Due to the welfare measures, the employees feel that the management

Deepali S. Patil

(MBA, Ph.D.)

Dyansagar Institute of Management and Research,
Balewadi,

Pune - 411 045

Hemant. M. Thakar

(MBA, Ph.D.)

Director,

MBA Unit,

Shivaji University,

Kolhapur-416004

is interested in taking care of the employees that result in the sincerity, commitment and loyalty of the employees towards the organization. The employees work with full enthusiasm and energetic behavior which results in the increase in production and ultimately the increased profit.

HRM Practices Related to Welfare: It may be pointed out, at the outset that, available theory supports the contention that, the satisfaction level of employees (as a whole) may relate to performance at the business-unit and/or organizational levels. Also workers' satisfaction level affects positively or negatively on productivity, profitability, efficiency, employee turnover, loyalty, work commitment and morale. This position is well established not only at the theoretical level but has been substantiated by several researches all over the world.

It is worth mentioning that the provisions regarding welfare under the Factory Act 1948 are

contained in Section No. 42 to 50 and they govern the welfare of workers working in the factory.

Research Methodology:

Study has been undertaken to test a hypothesis, that the effectiveness of Welfare measures will give job satisfaction to the workers. Prime objective of research paper is to scrutinize in detail effectiveness of HR practices related to Welfare at selected sugar co-operative factories and to know benefits obtained by sample factory workers under welfare practices.

The purposive random sampling method was used for selection of co-operative sugar factories in Sangli and Kolhapur district. At the state of Maharashtra there are about 173 sugar factories, in the districts of Kolhapur and Sangli the number of sugar factories located is about 33. This number will constitute the universe of this study. The sample size selected for present study is 06 co-operative sugar factories, which is approximately 18% to the total population.

Table No.1: No. of Permanent Respondents selected as a sample

Sr.	District Name of Factories	Name of Factories	Workers		
			Permanent	Seasonal	Total
1	Kolhapur	1) Shree Tatyasaheb Kore Warna S.S.K.Ltd, Warananagar	600	600	1200
2		2) Shri.Chhatrapati Rajaram S.S.K.Ltd., Kasaba Bawada	236	295	531
3		3) Shri Datta Shetkari S.S.K.Ltd.	702	782	1414
4	Sangli	1) Rajarambapu Patil S.S.K.Ltd, Sakharale	760	452	1212
5		2) Vishwasrao Naik S.S.K.Ltd, Shirala	335	406	741
6		3) Kranti S.S.K.Ltd, Kundal	131	358	489
Total	02 Districts	06 sugar factories	2764	2893	5587

Source: (Field Data)

Data Analysis:

The research considers variables for study purpose

mean, standard deviation, correlation analysis, chi-square test etc. statically tools used for data analysis.

Table 2: Co-relation between job satisfaction due to implemented welfare measures & welfare facilities.

Sr.	Particulars		K1	K2	K3	S1	S2	S3	All
1.	Job satisfaction	r	-	-	0.048	-	0.029	0.048	0.034
	Leave facility-Annual leave	p value	-	-	0.743	-	0.841	0.743	0.563
2.	Job satisfaction	r	-	-	0.048	-	0.029	0.048	0.034
	Leave facility- Sick leave	p value	-	-	0.743	-	0.841	0.743	0.563
3.	Job satisfaction	r	-	-	0.048	-	0.029	0.048	0.034
	Leave facility- Personal leave	p value	-	-	0.743	-	0.841	0.743	0.563
4.	Job satisfaction	r	-	-	-	-	-	-	-
	Leave facility-Traditional leave	p value	-	-	-	-	-	-	-
5.	Job satisfaction	r	-	0.219	-0.098	-0.048	0.251	-0.098	0.120
	Washing facility	p value	-	0.127	0.497	0.738	0.078	0.497	0.038
6.	Job satisfaction	r	-0.177	0.177	-0.296	-0.045	0.066	-0.296	-0.079
	Facility for storing & drying clothing & sitting	p value	0.220	-0.417	0.037*	0.754	0.649	0.037*	0.0173
7.	Job satisfaction	r	-	0.090	-0.086	0.063	-0.281	-0.086	0.007
	Facility of First aid appliances	p value	-	0.533	0.552	0.663	0.048*	0.552	0.905
8.	Job satisfaction	r	-	0.126	-0.250	-0.126	0.103	-0.250	0.018
	Canteen facility	p value	-	0.385	0.081	0.384	0.476	0.081	0.757
9.	Job satisfaction	r	0.098	0.182	-0.020	0.013	-0.289	-0.020	0.020
	Housing facility	p value	0.595	0.485	0.930	0.949	0.193	0.930	0.813
10.	Job satisfaction	r	-0.286	0.009	-0.467	0.117	-0.008	-0.467	-0.185
	Compensation facility	p value	0.044*	0.953	0.001*	0.418	0.958	0.001*	0.001*
11.	Job satisfaction	r	0.102	-0.173	-0.253	-0.160	-0.141	-0.253	-0.126
	Bonus facility	p value	0.481	0.230	0.077	0.268	0.329	0.077	0.029*
12.	Job satisfaction	r	0.024	-0.173	-0.052	-0.181	-0.057	0.052	-0.015
	Factory loan facility	p value	0.866	0.230	0.720	0.208	0.695	0.720	0.802
13.	Job satisfaction	r	-0.300	-0.021	-0.455	-0.071	0.102	-0.455	-0.192
	Percentage of provident fund	p value	0.034*	0.888	0.001*	0.624	0.483	0.001*	0.001*

Source:(Primary Data)

Findings:

Findings Specific to Implementation Status with Respect to Welfare

- **Leave facility :** It is seen that the mean scale point of satisfaction of workers about annual leave, sick leave and personal leave is 4.99; it means that workers are highly satisfied about

annual leave. 99% workers are highly satisfied and 1% satisfied about leave facility. While 100 % workers are highly satisfied about traditional leave facility.

- **Washing facility :** Majority of workers (98.7 %) said there is provision of washing facility in the factory. The factory-wise percentages of

workers who responded yes to the question are 100% in Warna (K1), Kasaba Bawada (K2), Shirol (K3), Shirala (S2), and Kundal (S3), while 92% in Sakharale (S1).

- **Facility of first aid appliance (FAA) :** It is found that factories do not collect charges for FAA according to 100 % workers.
- **Canteen facility :** Canteen facility is available in the selected sugar factories in Kolhapur and Sangli according to 100 % workers.
- **Rest room, lunch room & shelters facility :** It is found that 66.7 % workers said rest room facility is available at the factory. The factory-wise distribution of responses indicates, according to 100% workers in Warna (K1) and Sakharale (S1) restroom facility is provided to both white and blue collar workers. While in Kasaba Bawada (K2), Shirol (K3), Shirala (S2), and Kundal (S3), restroom facility is provided to blue collar workers only.
- **Medical care facility :** It is found that all the workers (100%) said medical care facility is provided by the factory to only employees.
- **Compensation :** 90.7% workers said factory provides Compensation as per Compensation Act 1948. The factory-wise percentages of workers who responded yes to the question are 96% Shirala (S2) & Kundal (S3), 92% in Shirol (K3), 90% in Warna (K1), 84% in Sakharale (S1) while 82% in Kasaba Bawada (K2).
- **Bonus facility :** Majority (98.3%) of workers said bonus is not fixed. The factory-wise percentages of workers who responded yes to the question are 100% in Warna (K1), Kasaba Bawada (K2), Shirol (K3), Sakharale (S1) and Shirala (S2), and 90% Kundal (S3).
- **Loan facility :** Factory loan is not provided according to 100 % workers.
- **Transportation facility :** It is seen that transportation facility is not provided by the factory according to 100 % workers.
- **Provident fund facility :** It is seen that the mean scale point of satisfaction of workers

about percentage provident fund facility in six selected sugar factories is 4.35 indicating workers are satisfied about the facility. Majority of workers are satisfied (61 %) and highly satisfied (36.3%) about percentage provident fund facility.

- **Implemented labour welfare measures and work productivity :** It is seen that, 87.7% workers says that, implemented labour welfare measures in the factory helps to increase the work productivity. According to 92% workers in Shirala (S2), 90% in Shirol (K3) and Kundal (S3), 88% in Kasaba Bawada (K2), 86% in Warna (K1) and 80% in Sakharale (S1) implemented safety measures in the factory helps to increase the work productivity.
- **Implemented labour welfare measures and job satisfaction :** Majority of workers (90 %) answered that, implemented labour welfare measures give job satisfaction to them. The percentages of workers who got job satisfaction are, 96 % in Sakharale (S1), 90 % in Shirol (K3), and Kundal (S3), 88% in Kasaba Bawada (K2), 80% in Warna (K1), while in Shirala (S2) it is 56%.
- **Implemented labour welfare measures and Motivation :** Majority of workers (90.7%) get motivated due to labour welfare measures implemented in the selected sugar factories in Kolhapur and Sangli. The percentages of workers who responded yes to the question are, 96% in Sakharale (S1) and Shirala (S2), 90% in Shirol (K3), 88% in Kasaba Bawada (K2) & Kundal (S3) & 86% in Warna (K1) sugar factory.
- **Enhancement of quality of work life due to implemented welfare measures :** It is found that 92.7% workers says that, implemented health, safety and labour welfare measures in the factory helps to enhance quality of work life. The factorywise percentages are; 98 % in Sakharale (S1), 86% workers in Shirol (K3), Shirala (S2) and Kundal (S3), 88% in Kasaba Bawada (K2) and 82% in Warna (K1) implemented labour welfare measures in the factory helps to enhance quality of work life.

Suggestions on Welfare Measures

- Kundal (S3) & Shirol (K3) sugar factory there is no suitable place for sitting at work place. It is basic requirement of workers. So factory should consider such suggestions & provide them suitable place for sitting.
- Factories should provide FAA appliance at each floors. This will help to cure minor injury at work place.
- K2 factory does not have ambulance facility for their worker. Factory must provide ambulance facility which is essential at the time of emergency. Ambulance should have fully advance equipped facilities..
- It is observed that every factory has canteen facility. Majority of worker work away from canteen & it is difficult to go canteen on duty. Factory should arrange substitute arrangement like they should send one of the canteen waiters to department on particular time. It will help to make refresh at work.
- Factories should provide separate lunch room facility from work place, because separate lunch room will make relax.
- Bonus facility is not fixed that is, it varies from factory to factory or business to business. So factory should provide fair percentage of bonus to their workers. It will help to increase the work productivity, motivation & job satisfaction also.
- Factories should provide Loan Facility to their worker. In Case of Emergency it will help to factory worker.
- Factories should provide Festival Advance to their employees when they need. Such activity will help factory to create good image in the mind of worker.
- Factories do not arrange sport & game facility to worker. Factory has to arrange such measures which will help to build team work among the employee. Also such activity will help to feel relax from daily routine.

- Factories arranges recreation activities like yoga, meditation etc. But factory does not make compulsion for such program. Factory should make compulsion for attending such programs. This is will helpful to feel stress free from daily routine.
- Factories should create awareness among the workers regarding Best Worker performance award. It will help to worker to focus on their personal skill & capabilities.

Conclusion:

It is found that there is correlation between implemented welfare provisions and workers job satisfaction at workplace. The effectiveness of Welfare measures, give job satisfaction to the workers, it reflects in workers performance, work productivity, attitude towards organization, motivation, interpersonal relations etc.

References:

Books:

K. Ashwathappa (2007) " Human Resource Management" Tata Mcgraw Hill, Mumbai.

Kothari.C.R, Quantitative Techniques (2009), New Delhi, Vikas Publication House Pvt. Ltd; 1978.

Articles and Research Papers:

Dangat .N.R(2013), Problems of sugar co-operative in Maharashtra, Vol.3., pp 55-57

Gurav A.M.& Mudholkar P.K. (June 2010), A critical study of HR practices in selected sugar factories, ETHOS Vol3 No.2, pp. 27-41.

Jugale V.B & Dange A.A (2003)- Economy of Maharashtra Problems & Prospects.

Poshetty Shivanand (2007), Human resource development activities initited by Nandi Sugar Factory, Bijapur District of Karnataka State M.S Ph.D. Thesis

P.V.V.Satyanarayana(2010), A Study on the welfare measures and their Impact on QWL provided by the Sugar companies with reference to East Godavari District, Andhra Pradesh, India. International Journal of Physical & Social Science,).

Phadtare R. G & Kulkarni.A.A (2012), A study of Industrial Accidents, Employees welfare & safety measures with special reference to MIDC Baramati, ETHOS Vol3 No.2,

Satyanarayana & Dr.R.Jayaprakash Reddy (2012), Labour welfare measures cement industries in India, International Journal of Physical & Social Science, <http://www.ijmra.us>, Vol.2 Issue 7.

Thesis and Dissertations:

Kumbhar P.B. (2000) A study of activities of Maharashtra labour welfare, unpublished Ph.D. Thesis.

Naik C.A. (1990), A study of accidents, safety & health on productivity of workers in selected

industrial unit of Kolhapur city, unpublished Ph.D. Thesis.

Patil P.B (2002) - A study on the problems of seasonal workers working in selected sugar factories in Kolhapur district, unpublished Ph.D. Thesis.

Sayed Sayadi (1991), A Critical Evaluations on Personnel Practices in Sugar Factories, unpublishe Ph.D Thesis.

Websites:

- www.cooperative.org
- www.indiansugar.com
- www.Mahasugar fed org

ETHOS

SUBSCRIPTION RATES

	One Year	Two Years	Three Years	Single Issue
Indian	INR			
Corporate	400	750	1100	300
Academic Institution	400	700	1000	300
Individuals	300	500	750	200
Foreign	US\$			
Institution	50	80	120	25
Individuals	40	70	100	20

Nature of Subscription :

Indian : Corporate Academic Institution Individuals

Foreign : Institution Individuals

Period : One Year Two Years Three Years Single Issue

Accept the enclosed cheque/demand draft no. drawn on

....., favoring

Director, Karmaveer Bhaurao Patil Institute of Management Studies and Research, Satara,
payable at Satara.

Journal Mailing Address :

1. Name:
2. Address:
3. City:Pin:
4. Country: Pin:
5. Phone:
6. E-Mail:

Send the above details with the cheque/draft to:

The Director

Karmaveer Bhaurao Patil Institute of Management Studies and Research,
Post Box 67, Sr. No. 467, 468/2, Varye, Tal. & Dist. Satara-415015
Maharashtra, India.

Tel.: (91) (02162) 261088.

Email: editorethos@gmail.com & sarangbhola@gmail.com

Guidelines for Authors for Submission of Manuscript

' ETHOS ', welcomes articles on all aspects of functional areas of management science and allied subjects.

1. Manuscript submitted for publication should be in English and typed in Times New Roman', font size 12 with 1.5-line spacing and with margins of one inch on all sides.
2. Recommended size of paper is A4 and text should be typed on one side of the paper.
3. The desired length of a paper is about 8000 to 10000 words with an abstract of not more than 200 words.
4. Recommended format for submission of research paper :
 - Cover Page- Manuscript of a paper should have a cover page and should contain title of the paper, the name(s), address (es), phone(s), fax number(s) and E-mail ID of all author(s). Said information is restricted only to the cover page and should not appear elsewhere in the manuscript to facilitate anonymous review by experts.
 - Second Page - It should contain declaration mentioning originality of paper that it has not been published elsewhere or not submitted elsewhere for publication.
 - Abstract - This third page should contain title of the article and abstract not more than 150 words and a list of keywords.
 - Text of the Article - The page of abstract to be followed by text.
 - References - References should be cited on separate page in internationally accepted style.
5. Footnotes should be listed consecutively in the text with superscript arabic numerals. All footnotes should be given separately at the end of the text. Authors are responsible for obtaining permission from original sources for longer quotations and any other matter they wish to cite in their text.
6. All tables must be numbered using arabic numerals with title and source at the bottom of the table.
7. Article will be published in print form.
8. Two hard copies of article and one soft copy through e-mail should be sent to, The Editor ETHOS.
9. After receipt of referee's comments, authors will be informed on acceptance or otherwise of the paper. On acceptance, the author is expected to incorporate expert's suggestions, if any, and submit one hard copy and soft copy of final revised manuscript.

The official address for communication is :

The Editor ETHOS
Karmaveer Bhaurao Patil Institute of Management Studies and Research,
Post Box No. 67,
Survey No. 467,468/2
Varye
Tal. & Dist. Satara - 415 015
(Maharashtra State, India)
Email: editorethos@gmail.com, sarangbhola@gmail.com



Post Box No.67,
Survey No. 467, 468/2
Varye

Tal. & Dist. Satara - 415 015
(Maharashtra State, India)
Telephone : +91 - 2162- 261088
Website : www.kbpimsr.ac.in
E-mail : mba.kbp@gmail.com