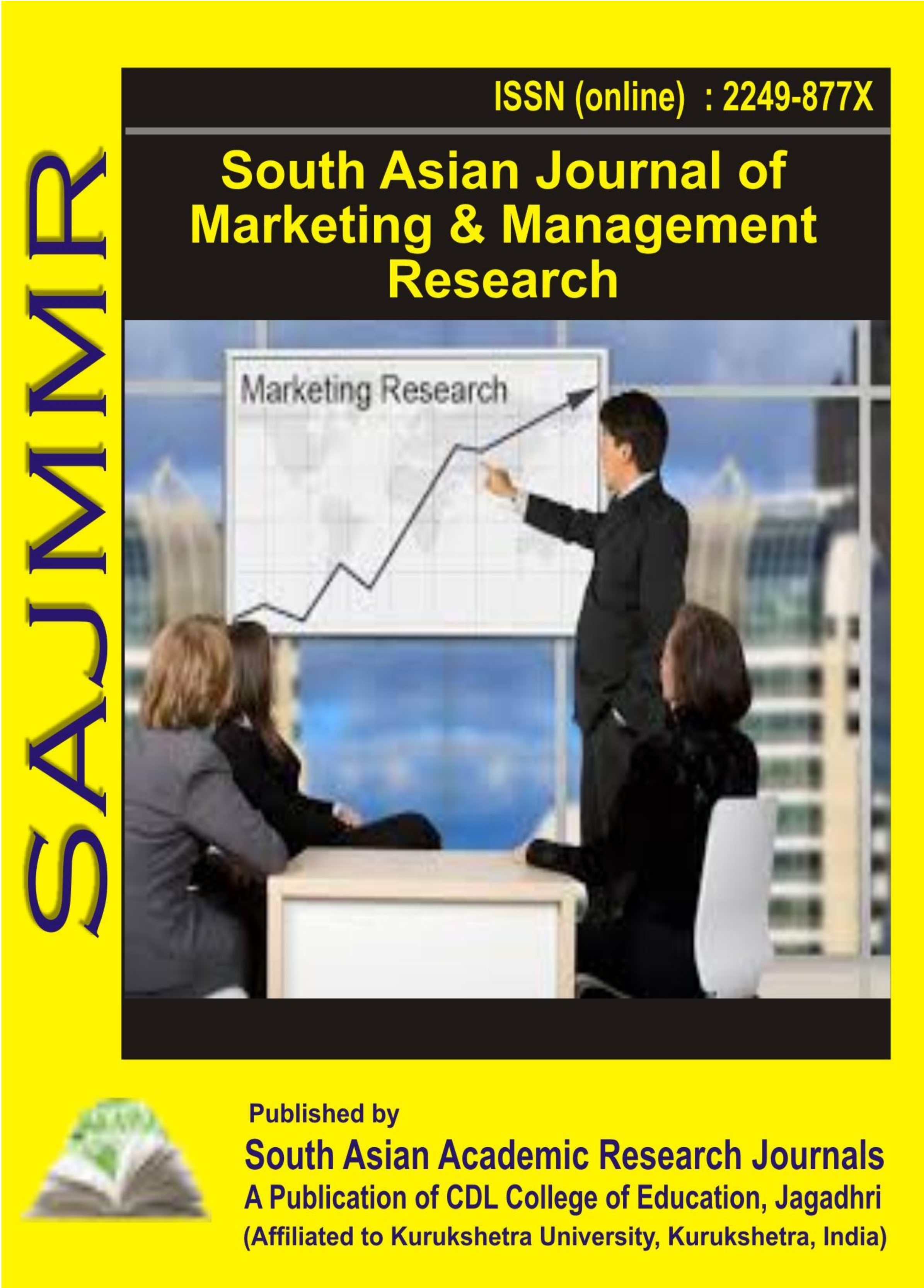
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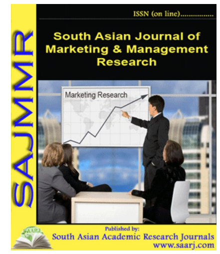

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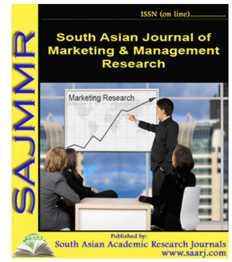

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OPTIMIZATION OF FORMATION, DISTRIBUTION AND USE OF MONETARY RESOURCES OF THE FINANCIAL SECTOR OF THE COUNTRY

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ABSTRACT

The purpose of the article: to explore the existing approaches to optimizing the formation, distribution and use of financial resources of the financial sector, to choose the priority direction of the quality of monetary resources, to justify the direction of improving this process and to determine the effectiveness of the impact of special working regimes on financial activity. The methods of economic-statistical and economic-mathematical analysis of the results of the functioning and development of the financial sector, taking into account the existing forms and tools of financial incentives, are used. Methods of empirical analysis of sources on this topic were also used. Based on the results of the study, appropriate forward-looking recommendations and suggestions for decision makers were prepared. The author comes to the conclusion that the article summarizes the standard conditions for the turnover of financial resources, taking into account quantitative and qualitative characteristics.

KEYWORDS: *Trend, Component, Aspect, Sector, Turnover, Source, Forecast, Experiment.*

INTRODUCTION

The peculiarities of the past and present development of the country dictate the need to make, above all, effective decisions on the development of the financial sector. But this is impossible without the availability of appropriate analysis, forecasting and selection of the optimal variant for the formation, distribution and use of monetary resources both in the whole country and in individual regions [1; 2]. In essence, such a tool should enable specialists in the conditions of interaction of elements of this system to find reserves for the growth of formation and improve the use of monetary resources. The optimal formation, distribution and use of monetary resources are a powerful factor in increasing the level of profitability and ensuring the financial sustainability of the country's financial sector.

One of the effective tools for solving these problems is the methods of mathematical modeling, which allow the integral study of the structure of formation, distribution and use of monetary resources, taking into account the transformations taking place in financial relations and individual elements of market mechanisms.

In these conditions, the development of effective management decisions is impossible without the use of appropriate mathematical tools that allow for system analysis and the formation of the attraction, distribution and use of financial resources of the financial sector both in the primary and in the country as a whole.

The effective implementation of these procedures is associated with the use of tools that take into account the qualitative characteristics of the structures of monetary resources, the principles of market relations. One of the rational tools for solving these problems are the methods of mathematical modeling. They allow multivariate calculations on a PC using a model, which makes it possible to identify certain reserves for the formation, distribution and use of monetary resources of the financial sector.

The solution of such problems is of particular relevance in the conditions of our country, where the actual consumption of monetary resources does not fully meet the requirements of businesses and individuals.

The development of economic and mathematical methods and models of development in the financial sector is devoted quite a few works. Nevertheless, the issues of modeling and forecasting the development of the formation, distribution and use of monetary resources of the financial sector in a market economy and the formation of a new mechanism of financial relations have been studied far enough. The urgent need to solve this problem determines the relevance of this work.

The purpose of this work is to study the methodological foundations and the development of a model for predicting alternative options for the optimal formation, distribution and use of monetary resources of the bank’s financial sector.

New economic relations require, first of all, a deep knowledge of the current state of affairs in the financial sector of the country. For this purpose, the existing structures of formation, distribution and consumption of financial resources by legal entities and individuals of the country are comprehensively analyzed. As a result, despite the availability of favorable conditions and sufficient labor, the consumption of basic monetary resources per capita in all regions of the republic lags far behind the international level [3; 4;5].

One of the most important conditions for mitigating the severity of the monetary problem in the region is to optimize the structure of the formation, distribution and use of monetary resources. The study of retrospectives of indicators of financial sector development, both in the country as a whole and in individual regions, requires drastic measures to develop the formation, distribution and use of monetary resources. It should be noted that a significant role for the formation of a promising structure for the formation, distribution and use of the republic’s monetary resources will be played by new relations between states.

New economic relations are characterized by the formation and functioning of a local market economy. Under these conditions, the structure and volume of the formation should be focused on the regional market’s need for monetary resources. The formation of monetary resources is determined by many factors. First of all, the effect of changes in the profitability of cash resources on the growth or decrease in the volume of cash resources formation should be determined. The increase in the latter is also influenced by the intensification of the formation of monetary resources, the introduction of new progressive forms and methods of organization, scientifically based systems for managing the financial sector. At the same time, the effect of fluctuations in the yield of the volume of attracted monetary resources can be determined using the methods of economic and statistical analysis and on the basis of an objectively determined assessment of various ingredients of the optimization model, etc.

Currently, the financial system of our country is developing with a focus on a market economy. The need to include elements of a market economy in financial relations makes it difficult to solve forecasting and analytical tasks, which cannot be overcome without a multifaceted analysis of the functional structure of the management mechanism. This made it possible to classify and select a set of interrelated and interdependent tasks.

To solve this set of tasks, the paper substantiates the need to create and use a model in order to identify alternative development options for the country's financial sector. It should be noted that the representation in one model of the processes of forecasting the formation, distribution and use of monetary resources by the description of the mechanism for choosing an effective option is unjustified, since this excessively increases the dimension of the problem and, therefore, complicates its solution. In this regard, we took the path of a phased solution. The structure and scheme of the relationship of models and algorithms for the development of the formation, distribution and use of financial sector financial resources are shown in Fig. one.

As a result of the implementation of the model of the first stage, forecasts are developed for the options for the structure and volume of the formation of monetary resources of the financial sector at lower hierarchical levels. In this regard, the task at the second stage is to simulate the mechanism of a bunch of forecasts of the formation of monetary resources while optimizing the use of financial resources of the financial sector.

In our country, developed a variety of economic and mathematical models for optimizing the structure of the formation and distribution of financial resources. Without denying the very positive aspects of these models, it should be noted that they do not fully contain the specific features of the scientifically based management of the country's financial sector. Insufficient attention is paid to the modeling of feasible options and the development of ways to select the most efficient direction of development, formation, distribution and use of monetary resources. In addition, models and algorithms of information problems for predicting the development of the formation, distribution and use of financial resources in a market economy are not presented here.

The main differences between the models we have proposed and those developed earlier are that their structures include the conditions and limitations imposed by the system of conducting the financial sector in a market economy.

The conditions for the selection of technological methods for the formation, distribution and use of monetary resources are formulated. The model includes conditions for the size of the amount of financial resources in the context of the recommended schemes.

The criteria for the optimal functioning of the financial sector of the country in the context of strengthening the effect of monetary relations are defined. The main determining factors for many variations of forecasts are technological methods of generating monetary resources.

In the conditions of market relations, there will be changes in the proportion and structure of distribution and use of monetary resources through the channels of its implementation. Therefore, it is necessary to quantitatively characterize the need for individual distribution channels, use and balance with the potential possibility of the financial sector. At the same time, there should be a tendency to increase the share of distribution and use of monetary resources to increase their consumption by legal entities and individuals.

In this regard, on the basis of economic and mathematical modeling, the choice of options for the development of the formation and distribution of financial resources, ensuring profit maximization taking into account the technological method of formation, is carried out.

For the mathematical formalization of the conditions of the task of choosing options for the development of the formation, distribution and use of monetary resources, we introduce the following conventions:

Indices: k - the number of distribution channels and the use of attracted financial resources of the financial sector; r - the number of options for the formation of financial sector financial resources;

coefficients: P_{ik}^{γ} - is the unit cost i - у of attracted monetary resources through k - м distribution and use channels in the γ - м region; Z_{ik}^{γ} - expenses for the formation, distribution and use of i - у monetary resources along k- м distribution channel in the γ - м region; $B_{\varphi r}^{\gamma}$ - size $\boldsymbol{\varphi}$ - according to attracted monetary resources in r - м variant of formation in γ - м region; T_r^{γ} - labor costs in the γ - м region for the formation, distribution and use of monetary resources with r - м formation option; Q_{ir}^{γ} - is the volume of formation of i – у monetary resources in the γ - м region with r- м formation option; U_{ikr}^{γ} - is the share of sales i – у of attracted monetary resources in r- м variant of their formation along k- м distribution channel in γ - м region; C_r^{γ} - is the value of the volume of attracted monetary resources γ - м by region with r - м formation option;

model constraint values: $B_{\boldsymbol{\varphi}}$- availability of the $\boldsymbol{\varphi}$- the type of attracted monetary resources in the whole region; T - availability of labor resources in the whole region W_i, Q_i - respectively, the minimum required and the maximum allowable amount of formation of i - у cash resources;

variables: x_{ik}^{γ} - the required volume of sales i-у according to the type of attracted monetary resources on the k – м distribution and use channel in the γ - м region; x_r^{γ} - coefficient of intensity of use of r - м according to the option of developing the formation of monetary resources in the γ - м region; x_{ir}^{γ} - the required size i - y of attracted monetary resources γ - м by region with r - м option; x_r - the required value of the cost of attracted financial resources of the region with r- м option.

Set: K - set of channel numbers for the sale of attracted monetary resources; R - a set of numbers of options for the development of the formation of monetary resources.

The model of choosing the optimal variant for the development of the formation, distribution and use of monetary resources of the financial sector according to the criterion of profit maximization is as follows.

Need to find:

$$\sum_{\gamma \in \Gamma} \sum_{i=I} \sum_{k \in K} P_{ik}^{\gamma} x_{ik}^{\gamma} - \sum_{\gamma \in \Gamma} \sum_{i=I} \sum_{k \in K} Z_{ik}^{\gamma} x_{ik}^{\gamma} \to max \quad (1)$$

Under the following restrictions and conditions:

- On the use of attracted monetary resources

$$\sum_{\gamma \in \Gamma} B_{\varphi r}^{\gamma} \leq B_{\varphi} \quad (2)$$

- On the use of labor resources in the financial sector

$$\sum_{\gamma \in \Gamma} T_r^{\gamma} x_r^{\gamma} \leq T \quad (3)$$

- On the formation, distribution and use of monetary resources

$$\sum_{\gamma \in \Gamma} Q_{ir}^{\gamma} x_r^{\gamma} \geq W_{\langle} , \qquad \sum_{\gamma \in \Gamma} Q_{ir}^{\gamma} x_r^{\gamma} \leq Q_i \quad (4)$$

$$\sum_{\gamma \in \Gamma} Q_{ir}^{\gamma} x_r^{\gamma} - x_{ir}^{\gamma} = 0, \qquad U_{ikr}^{\gamma} x_{ir}^{\gamma} - x_{ik}^{\gamma} = 0 \quad (5)$$

- To determine the value of the amount of attracted cash resources

$$\sum_{\gamma \in \Gamma} C_r^{\gamma} x_r^{\gamma} - x_r = 0 \quad (6)$$

- At the choice of an intensive variant of development of the formation of cash

$$\sum_{r} x_r^{\gamma} = 1 \quad (7)$$

- By nonnegativity of variables

$$x_{ik}^{\gamma} \geq 0, x_r^{\gamma} \geq 0, x_{ir}^{\gamma} \geq 0 \quad (8)$$

The paper details the methodological foundations for creating an information base for balance and optimization calculations, as well as algorithms for the formation of technological coefficients of models.

In a market economy, there is a real opportunity for the implementation in the financial sector of a system to stimulate higher formation efficiency. To this end, internal financial accounting and external economic relations should be strengthened, and a management system and incentives should be implemented, which together contribute to an increase in efficiency and an increase in the volume of cash resources of the country's financial sector.

It should be noted that at the republican level, those organizational and economic tasks are solved, which, in accordance with the management function, fall within the competence of the governing bodies of the country's financial sector. These include, in particular, the analysis and forecast of the need and consumption of legal entities and individuals in the country for monetary resources.

The model-driven parameters for substantiating the directions for the future development of the formation, distribution and use of monetary resources of the country's financial sector are: the actual composition and structure of monetary resources; dynamics of profitability of monetary resources; maximum and minimum limits of content in the structure of individual groups of monetary resources; total cash resources; data characterizing the attracted monetary resources by groups and specific compositions of others.

Output parameters are formed as a result of the implementation of each model and algorithms, some of which are then used as input for solving subsequent predictive and analytical tasks. Based on the principle of information and logical communication and the structure of the task system, we have developed an integrated scheme for their implementation on a PC (figure 1).

In the figure, the following designations are adopted: 1 - decision maker (DM); 2 - database; 3 - the need for businesses and individuals in cash resources; 4 - cash costs in the financial sector; 5 - a model for choosing the optimal variant for the development of the formation and distribution of monetary resources; 6 - forecasting model for the development of the formation and distribution of financial resources of the financial sector; 7 - coordination of decisions in two adjacent levels of the formation and distribution of financial resources of the financial sector; 8 - whether the consistency of decisions is achieved; 9 - algorithms for forecasting indicators of socio-economic development of the financial sector; 10 - model results for the analysis and evaluation of the socio-economic efficiency of options for the development of the formation and distribution of monetary resources.

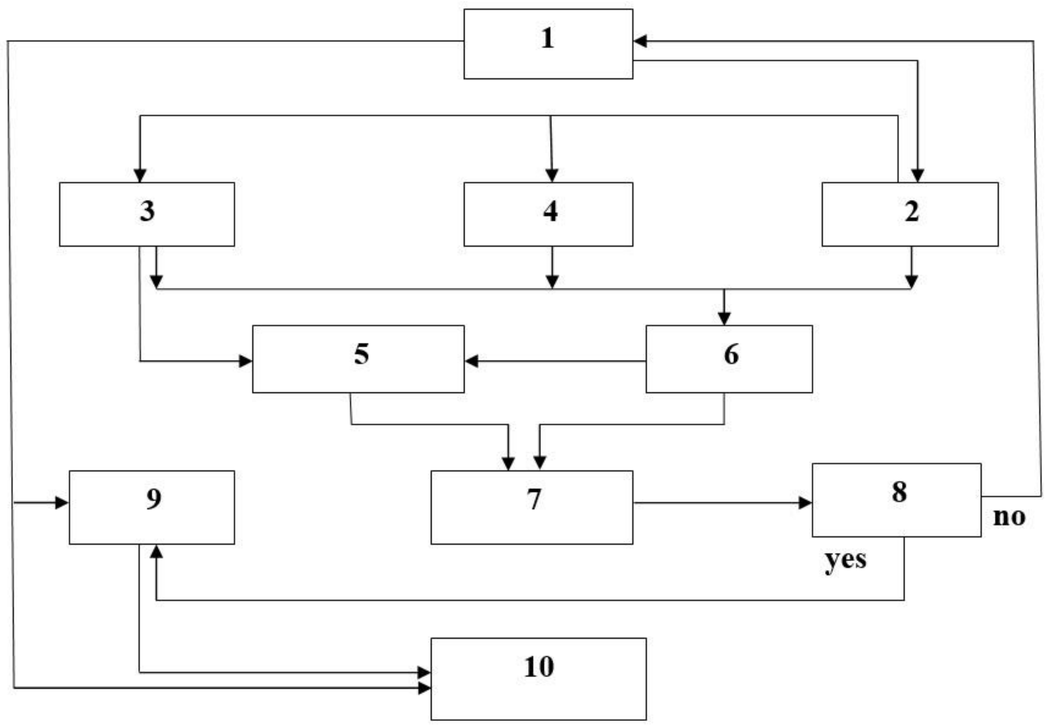

Fig. 1. A mechanism for assessing the formation and distribution of monetary resources of the country's financial sector.

At the first stage of modeling, the options for the development of the formation, distribution and use of monetary resources are determined using alternative optimality criteria.

The latter indicator, together with the number of attracted monetary resources, is used as an input for the implementation of EMM optimization of the turnover of monetary resources by groups. On the basis of a comprehensive account of the influence of the main factors, a forecast of the profitability of monetary resources by groups is made, which, in turn, is used in the implementation of EMM turnover prediction and sales of monetary resources. This model is directly related to the EMM of the same problem, which is solved at the level of the republic. At the same level, the structure of turnover and sales, indices of the need and consumption of legal and natural persons of the country of monetary resources are determined.

TABLE 1 OPTIONS FOR THE DEVELOPMENT OF CASH IN THE FINANCIAL SECTOR OF THE REPUBLIC OF UZBEKISTAN

Type of cash	Fact 2018 billion soms	Options for model calculations			Calculation options in% to the actual for 2018		
		1	2	3	1	2	3
Corporate income tax	7526,9	7820,4	8344,4	8970,3	103,9	106,7	107,5
Single tax	1192,1	1211,2	1257,2	1325,1	101,6	103,8	105,4
Tax on personal income	11367,4	11776,6	12447,9	13431,3	103,6	105,7	107,9
Tax for entrepreneurs	586,0	613,0	654,0	708,3	104,6	106,7	108,3
Value Added Tax	40786,3	45435,9	52614,8	62716,9	111,4	115,8	119,2

Excise tax	12681,3	14291,8	16421,3	19229,4	112,7	114,9	117,1
Customs duties	2018,8	2087,4	2252,3	2461,8	103,4	107,9	109,3
Property tax	1851,1	1967,7	2182,2	2524,8	106,3	110,9	115,7
Land tax	1834,3	1856,3	1900,9	1971,2	101,2	102,4	103,7
Taxes and special payments for subsoil users	10679,7	11224,4	12077,4	13792,4	105,1	107,6	114,2
Water Tax	268,5	272,0	276,6	281,9	101,3	101,7	101,9
Profit tax	650,0	668,2	692,3	733,1	102,8	103,6	105,9
Other income and non-tax revenue	11185,4	11722,3	12613,2	13786,2	104,8	107,6	109,3

After achieving a balance in all indicators, a comparative assessment is made of the decision maker of the consequences of decisions made on alternative options. If none of the alternatives satisfies the decision maker in terms of financial and economic values, then he re-applies to the database and implements the models with a quantitatively new array of information. This procedure is repeated until a satisfactory calculation option is reached. The structure of the database provides for the possibility of reflecting all the necessary data that take into account the economic conditions and the maintenance system for each structure of liabilities in a commercial bank [6; 7].

Our proposed methodology and model is implemented on the materials of the Republic of Uzbekistan to justify options for the development of the formation and distribution of funds of the financial sector. In tab. 1 and 2 are alternatives for forecasting the development of cash formation and their distribution along consumption channels.

TABLE 2 THE BALANCE OF THE FORMATION AND DISTRIBUTION OF FUNDS IN THE FINANCIAL SECTOR OF THE REPUBLIC OF UZBEKISTAN (BILLION SOMS)

Cash type	Amount of cash	Options for model calculations			Calculation options in % to the actual for 2019		
		1	2	3	1	2	3
Social expenditures and social support of the population	60414,8	63314,7	67683,4	73233,5	104,8	106,9	108,2
The cost of government support to non-governmental non-profit organizations	428,5	437,5	457,6	486,5	102,1	104,6	106,3
Economy Costs	23351,9	24192,6	25571,5	27591,7	103,6	105,7	107,9
The cost of financing centralized investments	5206	5445,5	5810,3	6292,6	104,6	106,7	108,3

Expenses on the maintenance of public authorities and administration, justice and prosecutors	3749,1	4176,5	4836,4	5765,0	111,4	115,8	119,2
Ship maintenance costs	856,9	965,7	1109,6	1299,4	112,7	114,9	117,1
The cost of maintaining the bodies of self-government of citizens	1103,3	1140,8	1230,9	1345,4	103,4	107,9	109,3
Reserve funds of the Cabinet of Ministers of the Republic of Uzbekistan and local budgets	4381,1	4657,1	5164,7	5975,6	106,3	110,9	115,7
Other expenses	7626,8	7718,3	7903,6	8196,0	101,2	102,4	103,7

According to the calculations, some structural changes should occur in the distribution of funds through the channels of their implementation (table 2). By all means, an increase in the financial resources of the financial sector is ensured. The calculation of the increase is achieved due to the influence of factors of intensification, structure and improvement of the quality of monetary resources, which occurs on the basis of various methods of cash.

The results of the calculation of the indicators presented in table.2, and a comparative assessment of them with actual data for 2018. They showed the economic efficiency of the proposed methodological approach and the complex of models and algorithms. Efficiency is achieved on the basis of finding reserves to increase the volume of monetary resources through the rational use of the potential cash resources of the country's financial sector.

The transition of the financial sector to the proposed version of the structure of the formation and distribution of monetary resources creates real prerequisites for improving the cash security of a legal entity and an individual and thus saturates the market with goods and increases the socio-economic efficiency of the formation of monetary resources of the country's financial sector.

CONCLUSIONS

1. Cash-analytical methods focused only on traditional technologies for processing initial information do not allow developing many possible options for the development of the formation and use of monetary resources and choose the most effective ones. At the same time, optimization methods in combination with balance sheet constructions can serve as a reliable tool for integrated forecasting of the development of the formation and use of financial resources of the financial sector.

2. Development of an economic-mathematical model based on a compositional approach, with which the goals of the lower hierarchical level of management are coordinated with the upper ones for attracting and using monetary resources.

3. The proposed economic and mathematical model describes scientifically based systems for managing the financial sector, the possibility of changing the values of monetary resources, and will allow you to develop comprehensively sound and effective socio-economic solutions to develop the formation and use of monetary resources of the financial sector under specified restrictive conditions and the objective function of the model.

4. In accordance with the experimental calculations carried out by the author at the level of the republic, options have been obtained for developing and using financial resources of the financial sector. All of them show a decrease in the volume of attracted monetary resources.The expansion of the volume of attracted monetary resources creates certain prerequisites for increasing the volume of monetary resources, thereby contributing to the growth in the formation of monetary resources, which are so necessary for the balanced consumption of legal entities and individuals. However, the creation of a highly liquid fund of monetary resources is a rather complicated and long-term business. Therefore, to expect in the near future a sharp increase in the formation of monetary resources is not necessary.

5. The economic analysis and comparative assessment of multivariate calculations for forecasting the development of the formation and use of financial sector financial resources show their reliability and stability in terms of the impact of changes in the values of parameters and the objective function of models on performance indicators.

As a result of the optimization of the structure of using the volume of monetary resources with the clarification of prices through differentiated distribution channels under the conditions of existing monetary relations, a steady increase in the value of monetary resources was achieved.

In accordance with the structural changes in the development of the formation of monetary resources, the value of profit varies from variant to variant.

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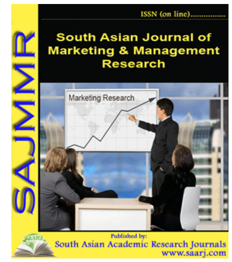

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A STUDY ON AWARENESS AND PERCEPTION OF COLLEGETEACHERS TOWARDS GREEN PRODUCTS

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ABSTRACT

Along with a diversity of movements to protect the environment, environmentally preferable purchasing (EPP), often referred to as "green purchasing" has been an emerging trend over recent decades all over the world. This trend is considered as a strategic alternative for all stakeholders in the society to encourage the sustainable growth of global production with the active participation of consumers. Several research reveals that today, consumers are more frequently encouraged to act with friendly towards the environment. But many consumers have not been adequately aware of the significance of using and purchasing of green products. In Kerala, there has been very little study conducted towards awareness and behavior of consumers towards green products. This paper tries to explore the awareness and perception of respondent regarding the concept of different attributes of green products. The purposive sampling method is used for the study .The sample size is 200 teachers who are selected from college in the malappuram district .The data are collected by using structured questionnaire. Findings of the study reveals that majority of respondents are aware and satisfied with performance of green products. Thus, the study suggests that while designing the products, marketers can identify customer's environmental needs and develop the products accordingly.

KEYWORDS: *Green Marketing Concept, Green Product, Awareness And Perception*

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INTRODUCTION

The green movement has been expanding rapidly in the world. With regards to this consumers are taking responsibility and doing the right things. Consumer awareness and motivation continue to drive change in the marketplace, notably through the introduction of more eco friendly products. Compared to consumers in the developed countries, the Indian consumer has much less awareness of global warming issues. Successful marketing has always been about recognizing trends and positioning products, services and brand in a manner that supports buyer intentions. Today, "Green" marketing has moved from a trend to a way of doing business and businesses that sell should recognize (a) the value of going green and (b) incorporating this message into their marketing program and communicating the green concept to their consumers.

Since society becomes more anxious with the natural environment, businesses have started to adjust their behavior in an attempt to address society's "new" concerns. Some businesses have been quick to accept concepts like environmental management systems and waste minimization, and have integrated environmental issues into all organizational activities. Due to increase in global warming and climate changes the public concern for environment issues is gradually increased over past decades .It has become challenge to keep customers as well as consumers in fold and even keep our natural environmental safe and that is the biggest need of the time. Consumers are also aware of the environment issues like global warming and the impact of environmental pollution .Green marketing is a phenomenon which has developed particular important in the modern market and has emerged as an important concept in India. Increasing awareness on the various environmental problems has led a shift in the way consumers go about their life. As resources are limited and human wants are unlimited, that is why, it’s an imperative to make a judicious use of resources available, as well as to achieve the desired objectives of organization. So green marketing is quite inevitable, so that may make the best use of available natural and manmade resources.

Green marketing- concept

Green marketing is considered as one of the major trends in modem businesses (Kassaye, 2001; McDaniel and Rylander, 1993; Pujari and Wright, 1996). Environmental ecological or green marketing are similar terms used in literature, is a way to use the environmental benefits of a product or service to promote sales. According (Belz and Peattie, 2008), green marketing and environmental marketing in the late 198O’s focused on green consumers who would be willing to pay premium prices for more environmentally friendly products. Many consumers choose products that do not damage the environment over less environmentally friendly products, even if they cost more. According to the American Marketing Association, green marketing is the marketing of product that are presumed to be environmentally safe. Thus green marketing in corporate a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising

According to Peattee (2001), the evolution of green marketing can be divided into three phases; first phase was termed as **“Ecological**” green marketing, to help solve the environment problems through remedies. Second phase was **‘Environmental**” Green Marketing with focus on clean technology that involved designing of innovative new products, when take care of pollution and waste issues. Third phase was “**Sustainable”** where it becomes essential for companies to produce environment friendly products as the awareness for such products in on the rise as customers are demanding eco-friendly products and technologies.

There is growing interest among the consumers all over the world for protection of the environment. The green consumers are the main motivating force behind the green marketing process. It is their concern for environment and their own well-being that drives demand for eco-friendly products, which in turn encourages improvements in the environmental performance of many products and companies. A green product refers to a product that is typically nontoxic, originally grown, recycle/reusable, not tested on animals, not polluting the environment and minimally packaged; and contains natural ingredients, recycled content and approved chemicals (Ottman 1998; Pavan 2010). Price is the attribute that consumers reflect on when making a green-purchasing decision. Consumers are less likely to purchase green products if they are more expensive (Blend and van Ravenswaay 1999; D'Souza et al. 2006). However, there were a group of environmentally conscious consumers, i.e., more than 80 percent of Thai, Malaysian and Korean consumers from the emerging markets in the region, who are willing to pay premium price to purchase environmental products.(Dunlap and Scarce 1991; Lung 2010). D'Souza et al. (2006) noted that all products offered should be environmentally safe without a need to trade off quality and/or pay premium prices for them.

OBJECTIVES OF THE STUDY

- To study the awareness level of college teachers about Eco-friendly products.
- To identify the perception of college teachers regarding the concept of green products
- To analyse the price and willingness to pay for Green Products.
- To measure the satisfaction level of teachers regarding performance of Green products.

RESEARCH METHODOLOGY

The study is descriptive in nature which is concerned with describing the various characteristics of respondent like awareness and their perception regarding green products .200college teachers were selected as sample from college in malappuram districts. The study is based on primary data which is collected through structured questionnaire and text book, journals and websites are employed as secondary data. The data are analyzed by using Mean Score, Percentage Analysis.

DATA ANALYSIS &INTERPRETATION

TABLE 1 DEMOGRAPHIC PROFILE OF RESPONDENT

Gender	**percentage**	**Location**	**percentage**
Male	46	Rural	69
Female	54	Urban	31
Total	**100**	**Total**	**100**

Age	**percentage**	**Income**	**percentage**
20-30	18	Below20,000	10
30-40	39	20,000-40000	57
40-50	33	40,000-60,000	26
50-60	10	Above 60,000	7
Total	100	Total	100

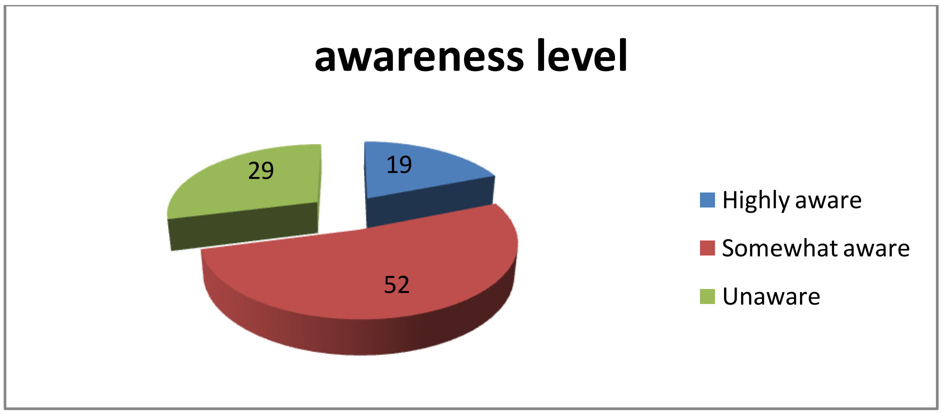
(Source: Primary)

Table 1 shows that on demographic profile of the respondent. It reveals that 46% of respondents are male and 54% of the respondent are female.18% of the respondents belong to the age 20-30, 39% of the respondent comes to the age of 30 to 40 years ,33% of the respondent belong to the age range between 40 to 50 years and 10% of respondents belong to the age group of 50 to 60 years. Regarding Income level,10% of the respondent comes under below 20,000,57% belong to 20,000 to 40,000 of income group,26% of the respondent comes under the category of 40,000 to 60,000 and 7% of the respondent belongs to above income 60,000.Inthe case of Location,69%and 31% of the respondents are belongs to rural and urban area respectively.

TABLE -2 AWARENESS LEVEL OF RESPONDENTS TOWARDS GREEN PRODUCTS

Sl no	Level of awareness	No of respondent	percentage
1	Highly aware	39	19
2	Somewhat aware	103	52
3	unaware	58	29
	total	200	100

(Source: primary)



The above table reveals that, 52% of the respondents are aware about green products, 29% of the respondent is somewhat aware and 19% respondents are highly aware of green products. It concluded that majority of the respondents are aware about green products.

TABLE 3 –PERCEPTION OF RESPONDENTS TOWARDS THE ATTRIBUTES OF GREEN PRODUCTS

Factors	1st rank	2nd rank	3rd rank	4th rank	5th rank	6th rank	7th rank	8th rank	Weighted mean score	Rank
Biodegradable quality	40	35	28	25	22	20	18	12	**29.28**	**2**
Reduced Pollution	38	40	39	28	20	19	10	6	**31.14**	**1**
Recycling waste	24	22	30	38	35	32	9	10	**27.22**	**4**
Reducing wastage	30	24	37	25	28	23	17	16	**27.39**	**3**
Promoting conservation	23	33	23	30	31	26	19	15	**26.61**	**5**

Saving Energy	22	23	27	25	38	42	13	10	**26.06**	**6**
High Quality	10	12	8	12	17	28	38	75	**15.97**	**8**
Save money in the long run	13	11	8	17	9	10	76	56	**16.33**	**7**

(source :primary data)

The above mean score table described that Environmental conscious is given first preference for buying green products. The reducing pollution and promoting conservation are given second and third preference and least preference is given for energy saving. Therefore, Majority of the respondent may preferred the green products due to environmental conscious in their mind.

TABLE:4- OPINION OF RESPONDENTS REGARDING PRICE OF GREEN PRODUCT

		Frequency	Percent	Valid Percent	Cumulative Percent
	High	129	64.5	75.0	75.0
	Low	43	21.5	25.0	100.0
	Total	172	86.0	100.0	
Missing	**System**	28	14.0		
Total		200	100.0		

(Source : primary)

Table 4 indicate that Out of 200 respondents, 75% of respondents are told that the price of the green product is supposed to be higher and 25% of respondent's opinion that price is not much higher.

TABLE-5 WILLINGNESS TO PAY FOR GREEN PRODUCTS

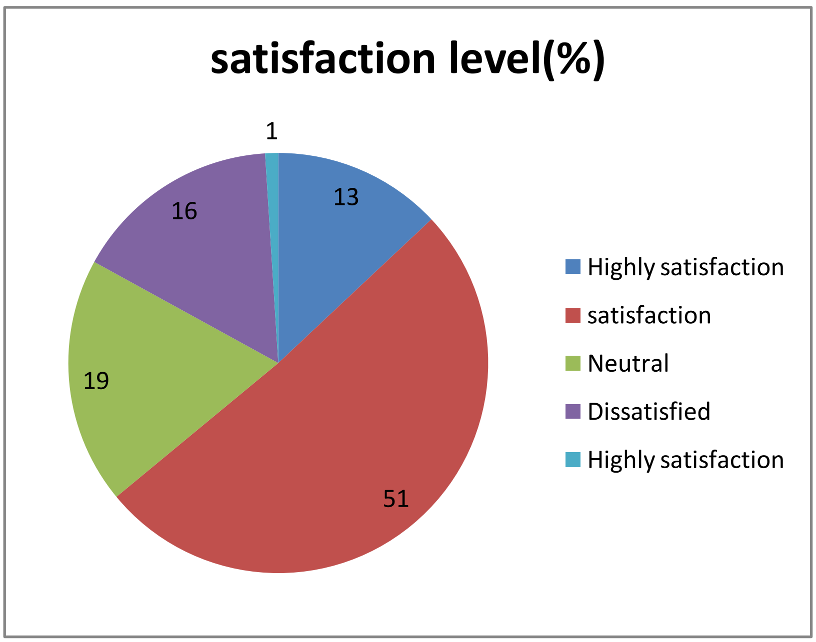
		Frequency	per cent	Valid per cent	Cumulative Per cent
	Willing to pay more	124	62.0	71.7	71.7
	Not willing to pay more	49	24.5	28.3	100.0
	Total	173	86.5	100.0	
Non response		27	13.5		
Total		200	100.0		

(Source : primary)

Table 5 reveals that out of200 respondents 62% of respondents are willing to pay more for purchasing green product and 24%of respondents are not ready to pay more.

TABLE 6 -SATISFACTION LEVEL TOWARDS PERFORMANCE OF GREEN PRODUCTS

Satisfaction Level	**Frequency**	**Percent**	**Cumulative per cent**
Highly satisfied	22	13	13
satisfied	87	51	64
Neutral	32	19	83
Dissatisfied	28	16	99
Highly dissatisfied	1	1	100
Total	170	100	
Non responses	30	100	
Total	200		



The above table shows that 51% of respondents are satisfied with performance of green products and 13% of the respondents are highly satisfied and 16% are satisfied with theperformance of green products. Hence, majority of respondents are satisfied with the performance of green products.

CONCLUSION

Now a days, People are more environmentally conscious and ready to buy green products .Thus, the study suggest that while designing the products, marketers can identify customers environmental needs and develop the products accordingly.. Results of the study concluded that the majority of the respondents appeared to be aware of the green concept, though there were some differences as far as understanding of the concept green was concerned. In order to promote green products and marketing practices, education campaigns needs to be designed keeping in mind the message content that should reflect importance of safety, health and personal benefits. In addition, government authorities should put their efforts in promoting consumers' awareness and positive perceptions towards green products.

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MAKE IN INDIA INITIATIVE: A KEY FOR SUSTAINABLE GROWTH

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ABSTRACT

Make in India was a launched to respond to a critical situation of 2013, the much-hyped emerging markets bubble had burst, and India's growth rate had fallen to its lowest level in a decade. The promise of the BRICS nations had faded, and India was tagged as one of the so-called 'Fragile Five'. Global investors were in doubt whether the world's largest democracy was a risk or an opportunity. India's 1.2 billion citizens questioned whether India was too big to succeed or too big to fail. India was on the brink of severe economic failure. The Make in India program was launched by The Hon'ble Prime Minister Mr. Modi in September 2014 as part of a wider set of nation-building initiatives. The programme has been devised to transform India into a global design and manufacturing hub. Against the backdrop of this crisis, and quickly became a rallying cry for India's innumerable stakeholders and partners. It was a powerful, galvanising call to action to India's citizens and business leaders, and an invitation to potential partners and investors around the world. But, Make in India is much more than an inspiring slogan. It represents a comprehensive and unprecedented overhaul of out-dated processes and policies

KEYWORDS: *Emerging, Nation-Building, Comprehensive, Unprecedented*

INTRODUCTION

Make in India is an initiative of the Government of India to encourage multinational, as well as domestic, companies to manufacture their products in India. It was launched by Prime Minister Narendra Modi on 25 September 2014. India would emerge, after initiation of the program in 2015, as the top destination globally for foreign direct investment, surpassing China as well as the United States.

These were the basic foundations on which India embarked upon its path of development since gaining independence in 1947. The purpose of this talk is to analyze how much has India really achieved in the last 55 years in fulfilling the aspirations on which it was founded.

The Government of India's development strategy has been to establish a socialistic pattern of society through economic growth with self-reliance, social justice and alleviation of poverty. These objectives were to be achieved within a democratic political framework using the mechanism of a mixed economy where both public and private sectors co-exist. India initiated planning for national economic development with the establishment of the Planning Commission.

Make In India is a new national program designed to transform India into a global manufacturing hub. It contains a raft of proposals designed to urge companies - local and foreign - to invest in India and make the country a manufacturing powerhouse.

Make in India Official logo, Source: Official Website of Make in India

The major objective behind the initiative is to focus on job creation and skill enhancement in 25 sectors of the economy. The initiative also aims at high quality standards and minimising the impact on the environment.[1] the initiative hopes to attract capital and technological investment in India.[2][3]

The campaign was designed by Wieden+Kennedy.[4] under the initiative; brochures on the 25 sectors and a web portal were released. Before the initiative was launched, foreign equity caps in various sectors had been relaxed. The application for licenses was made available online and the validity of licences was increased to three years. Various other norms and procedures were also relaxed.[5]

Objectives of Make in India Campaign[6]

1. An increase in manufacturing sector growth to 12-14% per annum over the medium term.
2. An increase in the share of manufacturing in the country's Gross Domestic Product from 16% to 25% by 2022.
3. To create 100 million additional jobs by 2022 in manufacturing sector.
4. Creation of appropriate skill sets among rural migrants and the urban poor for inclusive growth.
5. An increase in domestic value addition and technological depth in manufacturing.
6. Enhancing the global competitiveness of the Indian manufacturing sector.
7. Ensuring sustainability of growth, particularly with regard to environment.

In August 2014, the Cabinet of India allowed 49% foreign direct investment (FDI) in the defence sector and 100% in railways infrastructure. The defence sector previously allowed 26% FDI and FDI was not allowed in railways. This was in hope of bringing down the military imports of India. Earlier, one Indian company would have held the 51% stake, this was changed so that multiple companies could hold the 51%.[7]

Between September 2014 and November 2015, the government received Rs.1.20 lakh crore (US$18 billion) worth of proposals from companies interested in manufacturing electronics in India.[8] 24.8% of smart phones shipped in the country in the April–June quarter of 2015 were made in India, up from 19.9% the previous quarter. [9] [10] [11]

The focus of Make In India programme is on creating jobs and skill enhancement in 25 sectors. Make in India focuses on the following twenty-five sectors of the economy[12]:

1. Automobiles
2. Automobile Components
3. Aviation
4. Biotechnology
5. Chemicals
6. Construction
7. Defence manufacturing
8. Electrical Machinery
9. Electronic systems
10. Food Processing
11. Information Technology and Business process management
12. Leather
13. Media and Entertainment
14. Mining

15. Oil and Gas

16. Pharmaceuticals

17. Ports and Shipping

18. Railways

19. Renewable Energy

20. Roads and Highways

21. Space and astronomy

22. Textiles and Garments

23. Thermal Power

24. Tourism and Hospitality

25. Wellness

As per the new Govt. Policy 100% FDI is permitted in all the above sectors, except for space (100%), defense (100%) and news media (26%).[13 14]

Major Initiatives under 'Make in India' initiatives are as follows:

1. **Invest India cell:** An investor facilitation cell set up by the government will act as the first reference point for guiding foreign investors on all aspects of regulatory and policy issues and to assist them in obtaining regulatory clearances.
2. **Consolidated services and faster security clearances:** All central government services are being integrated with an e-Biz single window online portal while states have been advised to introduce self-certification. The ministry of home affairs have been asked to give all security clearances to investment proposals within 3 months.
3. **Dedicated portal for business queries:** A dedicated cell has been created to answer queries from business entities through a newly created web portal (http://www.makeinindia.com). The back-end support team of the cell would answer specific queries within 72 hours.
4. **Easing policies and laws:** A vast number of defence items have been de-licensed and the validity of industrial license has been extended to three years.
5. **Interactions with the users/visitors:** A pro-active approach will be deployed to track visitors for their geographical location, interest and real time user behaviour. Visitors registered on the website or raising queries will be followed up with relevant information and newsletter.
6. **The Companies (Amendment) Act, 2015** has been passed to remove requirements of minimum paid-up capital and common seal for companies. It also simplifies a number of other associated regulatory requirements. It also simplifies a number of other regulatory requirements.
7. **An Investor Facilitation Cell** has been created in 'Invest India' to guide, assist and handhold investors during the entire life-cycle of the business.

8. **The Department of Industrial Policy and Promotion** has also set up Japan Plus and Korea Plus. They are special management teams to facilitate and fast track investment proposals from Japan and Korea respectively.

9. **Protecting Minority Investors**: Greater disclosure of conflicts of interest is now required by board members, increasing the remedies available in case of prejudicial related-party transactions. Additional safeguards have been put for shareholders of privately held companies

Major Bottlenecks in 'Make in India'[15] Campaign

According to the survey, following bottelenecks have been identified by the respondents which may impede growth and hamper the implementation of Make in India initiative.

Land Acquisition-- 93% of the respondents have said that the current laws make acquisition costly as well as tedious. A robust Land Acquisition policy which would make acquisition much easier along with an attractive R&R package is essential for investment in infrastructure and manufacturing.

Labour Laws-- 89% of the units have responded that India's labour laws are rigid and inflexible that needs to be addressed. Progressive labour laws would create more job opportunities in the market and would contribute towards the growth of manufacturing sector.

Multiple Taxation-- 80% of the respondents opine that there is a need for simplification of tax laws and earliest implementation of GST to remove multiple taxation and to rationalize the tax system.

Companies Act 2013-- About 41% of the respondents said that the Companies act in its current form is detrimental for all the companies. The Act of 2013 need to be scrapped instead of making any attempt of modifying it and a fresh act in spirit of corporate governance should be drafted.

Poor Governance-- 37% of the respondents said that poor governance may impede growth in the economy. They believe that good governance is essential for manufacturing sector growth and for the success of Make in India initiative. The government must fast track all pending cases of corruption.

Police Raj--24% of the respondents also said that there is an urgent need to drastically overhaul the Police Raj to make it people friendly .Police is the most important arm of the Government which interacts which the common man directly and we need to define.

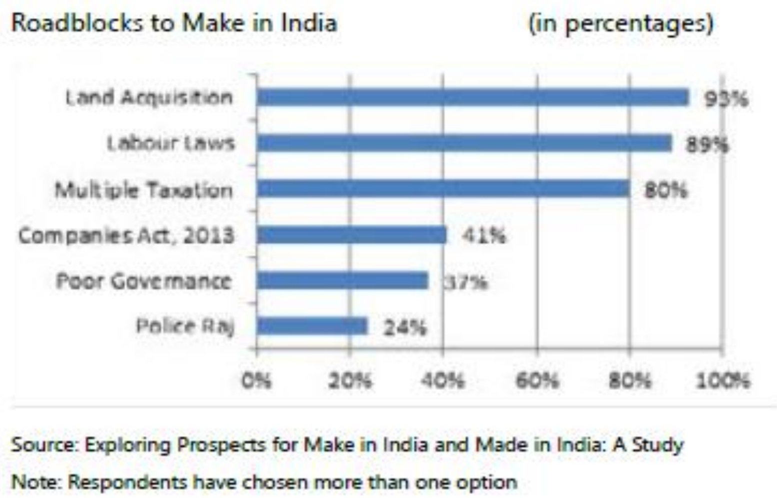

Figure: Roadblocks to 'Make in India'

CONCLUSION

Make In India is a new national program designed to transform India into a global manufacturing hub. It contains a raft of proposals designed to urge companies - local and foreign - to invest in India and make the country a manufacturing powerhouse. The major objective behind the initiative is to focus on job creation and skill enhancement in 25 sectors of the economy. The initiative also aims at high quality standards and minimising the impact on the environment. The initiative hopes to attract capital and technological investment in India.

There is a laudable attempt to reduce red tape, enhance foreign direct investment limits, prune labour laws and environmental clearance processes, and in general to speed bureaucratic processes up. Some sectors like information technology, automobile-components, pharmaceuticals, etc, are globally quite competitive. Some sectors, such as defense manufacturing, food processing, and electronics are not competitive. Some are reasonably competitive like electrical machinery, textiles and leather. Make in India policy, which aims to turn India into a "global manufacturing hub". Ignoring rhetoric, the demographics of India are all about a young, under-skilled workforce.

Let's hope that Make in India initiative will be a great success. Make in India will help the Indian economy to come out of shadow of recession. Over dependence on service sector is suicidal and we may hope Make in India will break this inhibition that India cannot become manufacturing power house competing China.

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CHANGES IN FINANCIAL STATUS HAVE IMPACT ON UNDERTAKING TRAINING PROGRAMS; A MULTI-ORGANIZATIONAL CASE STUDY

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ABSTRACT

Global economy witnesses dramatic changes both in structure and operation of various corporate entities resulting in varied functional styles as well as performance of organizations. This also affects the way companies focus on grooming their manpower. The technology, content and way of training their manpower have taken a different look now days. 'Training and development' is an essential wing of every organization, which converges theoretical concepts to practical application for organizational benefits. It helps to bridge the gap between theoretical ideas and practical needs. Designing 'training and development' programs require an integrated approach including financial allocations. Corporate realizes that training is the future investment although expensive but the organisation should design to embed it in their long term strategy (Nyerere, 1973).Training has been an important variable in increasing organizational productivity. Most of researchers including Colombo and Stanca (2008),Sepulveda (2005) and Konings & Vanormelingen, (2009), showed that training is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity. Research output indicates a strong correlation between financial fluctuation and hitherto changes in designing 'Training and Development' programs. Refer a research done in 1999 it is seen that organisations spend less than 50% of their pre-allocated budget for training. (Mkawe, 1999).

Of course other factors are present those lay impact on training design like financial fluctuation. This paper work is a sincere endeavor to understand the impact of financial fluctuations on designing & setting proper 'Training and development' programs for their respective employees. **Purpose of research;** *Corporate are always boasting of conducting such programs irrespective of their financial status. While analyzing such practicality and rationality was the base purpose of this research but the result appears somewhat different. Result of organizational performance and status interpretation in this research displayed a dismal state of affairs as far as the HR function is concerned.* **Methodology;** *Four organizations were taken into consideration. Tata Steel Jamsedpur, NALCO Damanjodi Odisha, FACOR Balasore and Visa Steel of Kalinga Nagar in Odisha were considered as sample organisations. Descriptive analysis were done to assess the profitability ratio of these companies by taking ratio analysis from their annual reports of five years from 2009 to 2013.Data were collected regarding their training programs conducted both in-house and out-house. A statistical observation was done to see the relationship between the profitability and no of training programs conducted.* **Expected result; Ho-1:**-*Changes in financial status has no impact on undertaking Training Programs. This null hypothesis was taken considering the relationship between the financial status and the no of training programs conducted in the companies.* **Obtained result;** *The sampled corporate are conscious by absence of coherence in the training programs. The four organizations that are under study in this working paper are showing more or less same pattern in way of their attitude towards the financial allocations in HR areas especially in area of training and development. It is evident out of the research that when there is a financial stability the focus on training is more but when risk is imminent or the profitability is less the training performance is low. This is certainly going against the notion that the companies should integrate it as their long term strategy using their reserve and surplus funds.This research focused on the relationship between the cited two working variables and used the qualitative as well as the statistical analysis to satisfy the pursued objective. A strong direction is found in this relationship ignoring the impact of well stocked reserve and surplus funds in bigger corporate houses.*

KEY WORDS: *Financial Status, Training and Development*.

INTRODUCTION

Overview of the topic:

Over the years there is a huge change in business environment and economic structure in the world that has undoubtedly forced organizations to restructure and redesign the policies to create a competitive advantage over other players in industry. Organizations always strive to maintain their excellence over competitors, by maintaining a competent employee base leading to success and sustainable growth in long run.

Differentiation on basis of knowledge, skill and motivation of workforce draws increasing attention in today's context. Human capital needs to be developed on a continuous basis; a major responsibility of every organization. Transforming and bridging the gap between what is expected and what is achieved is always a major issue that needs a thorough understanding. To bridge the gap, there must be proper training need analysis of each and every employee of an organization. It won't be wrong to say that financial status of an organization plays a vital role for making other programs effective to increase the efficiency level of an organization. Although organizations face a stiff competition from existing competitors in the market, but it becomes the need of hour not only to concentrate on sales and profitability but also on empowering their employees to face the challenge. This can be possible when every organization would design and invest correct amount of money for designing training programs for the employees.

Training refers to "A systematic approach to learning and development in knowledge, skill and attitude for the purpose of individual and organizational growth" (Goldstein& Ford 2002). Training gives tremendous impact on new knowledge and skills if it is based on employee and organizational needs.(Salas, 1999). It considers a number of components such as 'geographical location', 'changing demographics', 'availability of experts', 'nature of business'. Training provides immense benefits to the organization by making the work-force a knowledge centric force and creates differentiation among others. Organizations spend immense time and money to impart proper set of job related skills and make the employees empowered to face any type of challenges and risk. As a result it is very crucial to throw some light on those financial investments and changes which broadens the scope of training- need assessment program.

In today's context organizations have changed their focus areas. They have started adopting an optimistic attitude towards investment on training programs. Gradually organizations focus on allocating resources and prepare plan for providing right set of training programs as they felt that in order to create substantial differences in achieving continuous growth in the market they need to make their employees empowered both on technical skills and behavioral development. Effective training programs with systematic and continuous approach not only build a strong employee force but also help to be a market leader.

Financial fluctuations play an integrated role in this context. Investment and fund availability is the main source of an organization to make proper allocation of budget for designing a right set of skill imparting program which match with job centric aspects. Right amount of fund allocation is needed to design its area of coverage by understanding organizational needs and requirements so to set its training goals and objective to match with broader goal of organizations. In other words, training and development must be viewed as a long term process. It must be done with proper financial investments planned by the organization, so the outcome will be positive and match with the company goal and objectives.

OBJECTIVE:

The sole objective of the current research is all about testing the financial fluctuation and its relationship to conduction of training programs. It is having an aim to establish the aspects of training programs such as the 'location' and 'external expertise' to the financial stability. This present work is a sincere effort to focus on whether financial fluctuations in an organization have direct impact on undertaking training programs. Whether profit generated each year by the organization has proportionate relationship with imparting effective training programs and make it as a long term activity of an organization for its growth and achievement.

It is noteworthy that financial stability also includes the previous year's 'reserve and surplus' but the current research excludes it to smoothen the process and tries to test the relationship between the current income to that of current expenses on training programs.

Hypothesis;

Ho:-Changes in financial status has no impact on undertaking Training Programs

LITERATURE REVIEW:

In the organizational development, training plays a vital role, to improve performance as well as productivity, and eventually putting companies in the best position to face competition and stay at the top. This means a significant difference exist between the organizations that train their employees and organizations that do not (April, 2010).

Training design refers to the degree to which the training has been designed and delivered in such a way that provides trainees the ability to transfer the obtained learned knowledge back to the job (Holton, 2000). Companies today are forced to restructure and reshape their existence competencies and compete in the world market. In other words, training must be viewed as a long term process, not just an infrequent or haphazard event (Tannenbaum & Yukl, 1992; Wexley & Latham, 1991). Assessments of employee and organizational needs as well as business strategies should be conducted and then to be used in selecting training methods and participants (Goldstein, 1991).

Training not only affects procedural knowledge, but also enhances strategic knowledge. Strategic knowledge is defined as a method for timely application of specific knowledge. Training generates benefits for the employee as well as for the organization by positively influencing employee performance through development of employee knowledge, skills, ability, competencies and behavior (April, 2010). Training is defined as the planned organizational effort to help an employee to acquire specific and usable skills, knowledge, behavior, and attitude to enable his or her performance more effectively and efficiently on his present job (Peretomode) (2001). Financial investments of organization are important and linked to the results that training efforts realizes (Casio, 2000; Dowling & Welch, 2005).

Training has been an important variable in increasing organizational productivity. Most of researches including Colombo and Stanca (2008), Sepulveda (2005) and Konings & Vanormelingen, (2009), showed that training is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives, resulting in higher productivity.

Boyce (2003) Companies are making huge investment on training programmes to prepare them for future needs. The researchers and practitioners have constantly emphasized on the importance of training due to its role and investment.

Test mechanism:-

A qualitative as well as statistical research on relationship between the financial fluctuations to that of training programs is undertaken. The test on financial stability is done with the help of operating profit margin which signifies the ratio of operating profit to that of total sales. Here the research paper excludes the outstanding and income from other sources while calculating the income. It includes only the sales proceeds.

Similarly the literature review displays the existing relationship between the program factors like the location and external expertise to that of financial inflow of the company. So out of various program aspects only the location and external expertise are taken into consideration on basis of a normal assumption that once the company witness a healthy finance inflow then only it will go for sending its own employees outside or bring outside expertise to the company.

Data analysis and interpretation:-

Summarized Profit and Loss account;

Data are taken from 4 companies consisting of two behemoths and two small entities. All are in manufacturing sector and operating in and around Odisha. To understand the variety of training programs and its application mode such dimensions are used. All the financial data are taken from the annual Profit and Loss Account and Balance Sheet of these companies. As the current financial year results are yet to be declared; only preceding five years data are taken into consideration. The summarized sheet is displayed below. Later on for our research purpose the operating profit margin is taken into consideration intending to show the growth of profit to highlight its impact on their training programs.

TATA STEEL (Rs. in Crores)					
	2009-2010	**2010-2011**	**2011-2012**	**2012-2013**	**2013-2014**
Total Income	25,875.77	30,187.02	34,819.89	39,101.47	42,498.67
Total Expenditure	18,661.47	20,410.17	25,473.55	30,590.34	32,643.41
Operating Profit	7,214.30	9,776.85	9,857.35	7,836.60	9,713.50
Net Profit	5,046.80	6,865.69	6,696.42	5,062.97	6,412.19
Reserve and Surplus funds	36,074.39	45,807.02	51,649.95	54,238.27	60,176.58
NALCO (Rs. in Crores)					
	2009-2010	**2010-2011**	**2011-2012**	**2012-2013**	**2013-2014**
Total Income	5,548.61	6,409.97	7,153.73	7,427.53	7,338.56
Total Expenditure	4,405.46	4,886.14	5,934.08	6,522.49	6,371.38
Operating Profit	340.64	1,523.83	1,197.75	905.94	967.18
Net Profit	825.05	1,069.30	849.5	592.83	642.35
Reserve and Surplus funds	9,751.27	9,875.99	10,426.46	10,643.83	10,833.83
FACOR (Rs. in Lacs)					
	2009-2010	**2010-2011**	**2011-2012**	**2012-2013**	**2013-2014**
Total Income	26,935.09	39,901.34	38,258.40	22,986.59	24,955.26
Total Expenditure	24,748.80	34,918.00	37,242.75	22,778.32	26,671.5
Operating Profit	2,186.29	4,983.34	1,015.65	208.27	(1,716.25)
Net Profit	986.07	704.54	671.38	79.6	(1,646.71)
Reserve and Surplus funds	9,007.16	1,864.40	12,535.78	12,615.38	10,968.67
VISA STEEL (Rs. in Millions)					
	2009-10	**2010-11**	**2011-12**	**2012-13**	**2013-2014**
Total Income	10,404.60	11,714.83	13,446.45	13,918.96	10,579.55
Total Expenditure	10,218.58	10,858.05	12,601.90	15,266.54	11,943.73

Operating Profit	998.65	856.78	864.55	-1,964.85	(1,524.95)
Net Profit	668.14	474.16	513.77	-1,188.54	NA
Reserve and Surplus funds	2,046.93	2,432.86	1,244.32	4,095.10	2,570.14

(Source; Company annual reports from financial year 2009 to 2014)

Training and Development program data sheet;

Below mentioned sheets displays the status of training programs carried out by four companies (undertaken for our research) from year 2009-10 to 2013-14. These data are collected from their respective HR department through a pre-structured data collection sheet.

Company Name: TATA Steel Ltd. Jamshedpur, Jharkhand.

Year	Total no of training programs	Location			Trainers			Level			Area		
		Inside campus	Outside	Partly inside and partly outside	Own Internal Managers	Outside experts	Both	Exclusively for Officers	Exclusively for Staff	Both Participated	Technical	Behavioral	Both
2009-10	10	8	2	0	5	5	0	4	4	2	4	4	2
2010-11	15	7	8	0	7	8	0	9	4	2	7	8	1
2011-12	15	7	8	0	7	8	0	9	4	2	7	8	1
2012-13	12	6	6	0	4	8	0	5	5	2	4	6	2
2013-14	12	9	3	0	8	4	0	6	6	0	5	7	0

Company Name: NALCO, Ltd. Anugul, Odisha.

Year	Total no of training programs	Location			Trainers			Level			Area		
		Inside campus	Outside	Partly inside and partly outside	Own Internal Managers	Outside experts	Both	Exclusively for Officers	Exclusively for Staff	Both Participated	Technical	Behavioral	Both
2009-10	8	8	0	0	4	4	0	4	3	1	2	5	1
2010-11	10	10	0	0	6	4	0	5	3	2	2	6	2
2011-12	10	9	1	0	6	4	0	5	3	2	1	8	1
2012-13	7	6	1	0	4	3	0	3	3	1	1	6	0
2013-14	8	6	2	0	5	3	0	4	3	1	2	6	0

Company Name: FACOR Ltd., Bhadrak. Odisha

Year	Total no of training programs	Location			Trainers			Level		Area
		Inside campus	Outside	Partly inside and partly outside	Own Internal Managers	Outside experts	Both	Exclusively for Officers	Exclusively for Staff	Both
2009-10	10	10	0	0	6	4	0	3	6	2
2010-11	17	15	2	0	12	5	0	5	10	2
2011-12	12	11	1	0	7	5	0	2	7	1
2012-13	11	10	1	0	7	3	0	2	6	2
2013-14	5	3	2	0	4	1	0	3	2	0

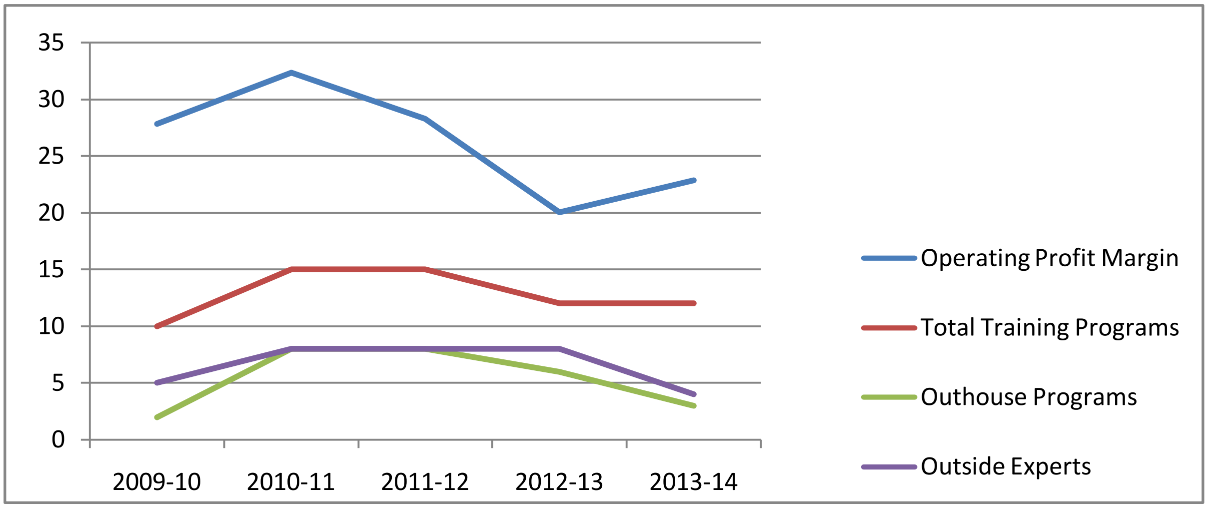
Company Name: VISA Steels Ltd. Kalinga Nagar. Jajpur. Odisha.

year	Total no of training programs	Location			Trainers			Level			Area		
		Inside campus	Outside	Partly inside and partly outside	Own Internal Managers	Outside experts	Both	Exclusively for Officers	Exclusively for Staff	Both Participated	Technical	Behavioral	Both
2009-10	15	13	2	0	10	5	0	7	6	2	4	8	2
2010-11	10	9	1	0	8	2	0	5	3	2	2	6	2
2011-12	8	8	0	0	7	1	0	4	3	1	2	5	1
2012-13	8	8	0	0	8	0	0	2	6	0	2	5	1
2013-14	4	4	0	0	3	1	0	2	2	0	2	2	0

(Source; Primary data collection through a data collection sheet year 2009 to 2013)

Operating Profit margin vs. Training programs;-

TATA Steels Limited:-



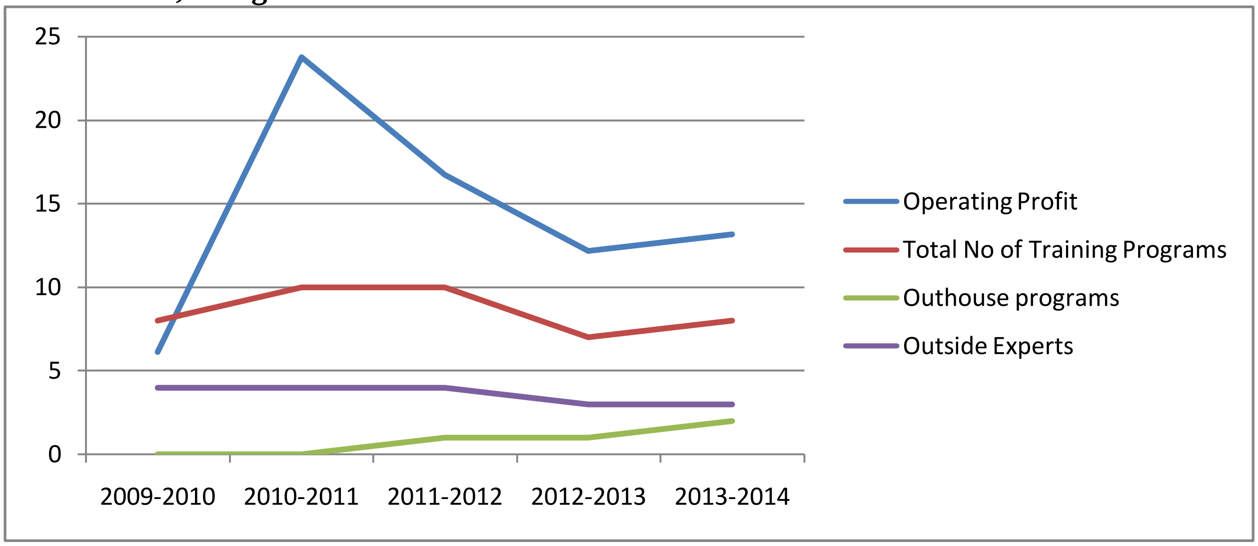
	2009-10	2010-11	2011-12	2012-13	2013-14
Total Income	25,875.77	30,187.02	34,819.89	39,101.47	42,498.67
Operating Profit/Loss	7,214.30	9,776.85	9,857.35	7,836.60	9,713.50
Operating Profit Margin	27.88	32.39	28.31	20.04	22.85
Total Training Programs	10	15	15	12	12
Outhouse Programs	2	8	8	6	3
Outside Experts	5	8	8	8	4

Note: - The above data is graphically represented to show the relationship between the operating profit margin and the conduction of training programs in Tata Steels Limited, Jamshedpur. It is observed that when the annual cash inflow is changing the impact on training programs is high. Although the reserve and surplus funds could have been considered but looking to facts it is observed that those funds are hardly having any role in designing and conduction of Training programs.

In year 2009-10 the profit margin ratio is 27.88 and in same year the total training programs undertaken is 10. The two factors which are considered as the dependent variable for our research such as ‘outside programs ‘and ‘outside experts’ are 2 and 5 respectively. In year 2010-11 when the ratio is increased by 32.39 the same two variables are showing an increasing pattern to 8 and 8 respectively. This shows how these are closely related. Similarly in next year in 2011-12 there is a slight decrease in the profit margin ratio i.e 28.31,but there is no effect on the training programs, the two variables remain the same such as 8and 8, which has clearly predicted that the organization has managed its training costs. In the next year 2012-2013, when the ratio is decreasing by 20.04, there is drastic impact on conduction of training programs as generation of revenue can lead to conduction successful programs , which brought changes in the above two variables such as it decreased to 6 and 8. In the year 2013-2014, the profit margin ratio showed an increase i.e 22.85, comparing to the previous year, but still there is not much change in conducting training programs or allocating of resources, so it is clearly evident that even if there is change in profit margin organizations don’t focus on allocating much on training cost. They have the same type traditional approach and view towards design of effective training programs on continuous basis.

From this, we can clearly conclude every organization irrespective of its size and nature, they solely depend on the income generated every year and on basis of that they allocate financial resources to be utilized for conduction of training programs, even if surplus and reserves are maintained by the organization but it is observed from above data that it does not play any vital role in designing training programs. Even if company like TATA steels Ltd, also focus on yearly profit margin.

NALCO Ltd, Anugul:-

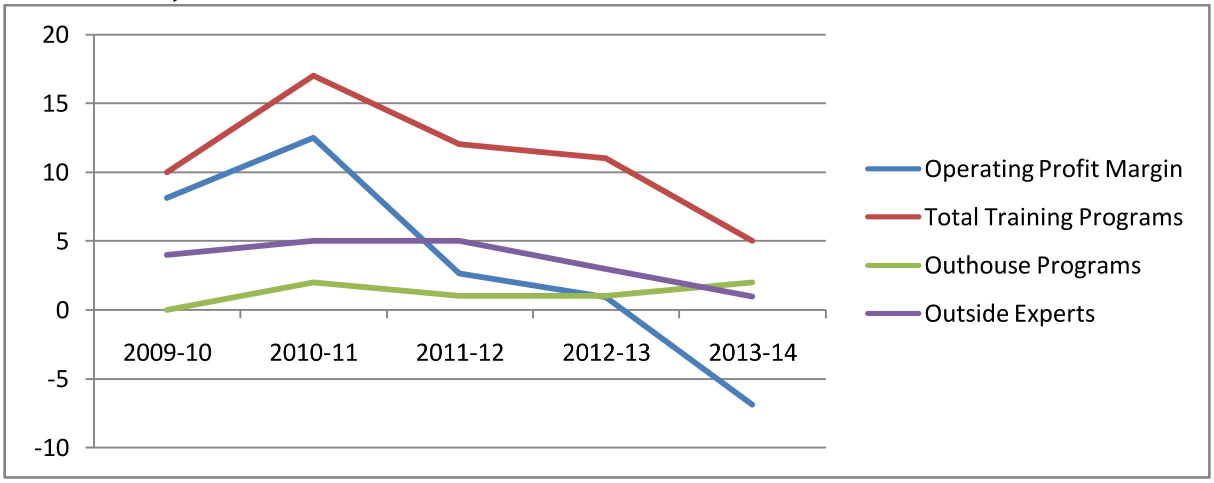


	2009-10	2010-11	2011-12	2012-13	2013-14
Total Income	5,548.61	6,409.97	7,153.73	7,427.53	7,338.56
Operating Profit/Loss	340.64	1,523.83	1,197.75	905.94	967.18
Operating Profit Margin	6.14	23.77	16.74	12.20	13.17
Total Training Programs	8	10	10	7	8
Outhouse Programs	0	0	1	1	2
Outside Experts	4	4	4	3	3

Note: - The above data is aimed to show the relationship between the operating profit margin and the conduction of training programs in NALCO Limited, Anugul. It is also seen that when the annual cash inflow is changing the impact on training programs is affected. Akin to Tata Steels limited the reserve and surplus funds could are hardly used for designing and conduction of Training programs.

In year 2009-10 the profit margin ratio is 6.14 and in same year the total training programs undertaken is 8. The two factors which are considered as the dependent variable for our research such as ‘outside programs ‘and ‘outside experts’ are 0 and 4 respectively, From the above literature it has been clearly witnessed that cost factor is mainly the major source in conducting training programs if it is decreasing steadily every year then obviously it will have an lasting impact. In the year 2010-2011, when there is a drastic increase in profit margin , the number of training programs also lead to steady increase to 10, but there is no significant change in the above two variables taken. Similarly, in the next year 2011-2012, the profit margin is 16.74, and the number of training programs conducted is 10, though the number of programs remains same but there is a change in the two variables taken for the research, it has increased to 1 and 4. In the year 2012-2013, there is a severe decline in the profit margin to 12.20 compared to previous year and which has shown its impact on training programs, the total number of training programs decreased to 7 and again it has severe decline in the variables to 1 and 3. In the year 2013-2014, there is a rise in the profit margin compared to the previous year which is 13.17, which ultimately showed a positive impact on rising training programs and that led to the increase in training programs to 8.Though it is not a huge increase but still there is a positive outcome but it has not much impact on other variables.

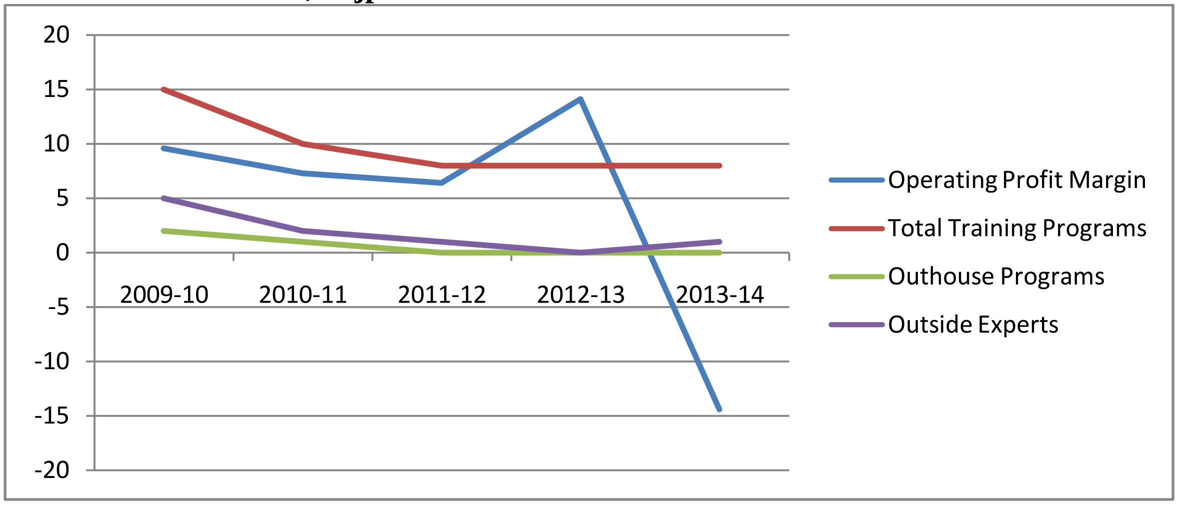
FACOR Ltd, Bhadrak



	2009-10	2010-11	2011-12	2012-13	2013-14
Total Income	26,935.09	39,901.34	38,258.40	22,986.59	24,955.26
Operating Profit/Loss	2,186.29	4,983.34	1,015.65	208.27	(1,716.25)
Operating Profit Margin	8.12	12.49	2.65	0.91	-6.87
Total Training Programs	10	17	12	11	5
Outhouse Programs	0	2	1	1	2
Outside Experts	4	5	5	3	1

In the year 2009-2010, the operating profit margin is 8.12 and it lead to invest resources for conduction of training programs which is around 10 and the two variables such as ‘ outside experts’ and ‘outside programs’ has 0 and 4, where as in the year 2010-2011, there is drastic change in profit margin which increased from the previous years to 12.49, and it also clearly reflected in the conduction of training programs which has increased from previous year which is 17, and there is also change in the two variables which is 2 and 5.so it clearly proves that, cost is the major factor in every organization for conducting proper training programs for their employee force. But in the next year, 2011-2012 there is decline in profit margin and it is 2.65 which naturally has considerable effect on conducting of training programs and also it led to changes in the dependent variables, which decreased to 1 and 5 and in the next year 2012-2013, it continues with the same line of declining which led to 0.91 and number of training programs also affected. So a healthy relationship is also observed. In the next year 2013-2014, the organization incurred a loss and that has direct impact on undertaking training programs rather than operating profit it incurred operating loss which is -6.87 and it resulted in less number of undertaking training programs to 5, as we know from this the generation of revenue of an organization has direct relation with the number to programs and also use of expert resources.

VISA STEEL Limited, Jajpur



	2009-10	2010-11	2011-12	2012-13	2013-14
Total Income	10,404.60	11,714.83	13,446.45	13,918.96	10,579.55
Operating Profit/Loss	998.65	856.78	864.55	1,964.85	(1,524.95)
Operating Profit Margin	9.60	7.31	6.43	14.12	-14.41
Total Training Programs	15	10	8	8	4
Outhouse Programs	2	1	0	0	0
Outside Experts	5	2	1	0	1

In the year 2009-2010, the profit margin is 9.60 and total numbers of training programs are 15 and relation between two dependent variables are 2 and 5.In the next consecutive year 2010-2011, it has declined to 7.31 and there is a sudden changes in the number of training programs also which is decreased to 10 this decline in rate of profit margin is followed from further years also such as in 2011-2012 also there is decline in profit and it affected the training programs also where in the next year in 2012-2013, there is drastic change in profit margin but there no investment in training programs, it may so happened that company might have invested in any other source to cover all the previous year losses . In the year 2013-2014, the company has incurred a huge loss in comparison to previous year and that has direct impact on undertaking training programs which decreased to 4 in comparison to previous year. So it is clearly proved from the above table that profit margin has close linkage with undertaking training programs and if in a year there is loss than it create difficulties for an organization for undertaking training programs.

Statistical Interpretation: (From 2009-2010 to 2013-2014)

Variables considered: Total No. of training programs and Operating Profit Margin/Loss.

Companies	Mean (X)	Standard Deviation(∑)	Correlation(Rvalue)	Regression (R^2)
TATA STEELS	12.4	2.51	.502	0.317
	26.24	4.83953		
NALCO	8.6	1.342	.737	0.543
	14.4	6.4779		
VISA STEELS	9.00	4.00	-.463	0.214
	10.374	3.73712		
FACOR	11	4.301	-.873	0.763
	3.46	7.36756		

(Source: SPSS output has been compiled and shown to prove variable statistical relation)

Interpretation: In order to test the relationship among undertaken two variables and find the impact of operating profit margin on training program descriptive statistics techniques were taken using SPSS. The data were analyzed and were shown in shape of a compiled table given above. A strong relationship between operating profit margin and undertaking training programs is witnessed in almost all organizations. In a company like TATA Steel, the regression value is 0.317 or 30% of impact is felt by each year profit margin on its training programs conduction. In case of NALCO despite a government outfit, it focuses on profit margin for undertaking its training program; the regression value is 0.543 or 50% proves its dependence. In VISA Steels, the existence of relationship is not much noticeable; the regression value is 0.214. No strong relationship exists between the two variables but it cannot be totally ignored. Some other factors may be responsible for undertaking training programs. Lastly, companies like FACOR where the regression value is 0.763, which proves 70% of existence of relation between the two variables. It shows that big organisations are showing good relationship but smaller one are showing a little different.

CONCLUSION:

Objective of the research was to test, whether a relationship between ‘annual cash flow’ and ‘training programs’ exist. During the research the company annual profit and loss statement were taken to outline their respective year’s cash flow. It is needless to say, the company which shows a good profit margin is monetarily sound. An assumption indicates several subsequent improvement activities are usually undertaken depending upon financial stability. But the ‘reserve and surplus’ funds could be used to continue with such activities despite a company’s annual cash flow irregularities. But our research data shows no such role of ‘reserve and surplus’ funds. In other words, the companies which have a healthy ‘reserve and surplus’ are not showing any interest to continue their ‘Training and Development’ activities if they have a lesser profit margin in same year. The TATA STEEL and NALCO cases can be considered here.

So we conclude here that the present annual flow is having impact on ‘Training and Development’ activities. If it increases so the activities, if decreases the activities also show a steady decrease. People ignore what they have; they continue all improvements programs looking to the current inflow of funds at present.

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A STUDY ON EMPLOYEE RELATIONSHIP MANAGEMENT IN RETAIL SECTOR IN TRICHY

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ABSTRACT

Employee relationship management is very important in every organization. In business and industry, the employee relationship is discovering the need for organization to meet the new work force, and goal. The main aim of this study is to know the employee relationship management strategies in industries and analyze the effect of the relationship between employee and employer. The study is based on descriptive design in which the non-random sampling technique is used to select the sample size from the population. Data is collection is made with both primary and secondary data in this study. The primary data were collected through questionnaire in retail sector. The source of secondary data was company profile, journals, and research paper. The tool used for analyzing the relationship rate is factor analysis and chi square test in SPSS. The results were explained in the tabular form.

KEYWORDS: *Employee, Management, Relationship, Retail sector.*

INTRODUCTION:

According Leigh Richards," Employee relationship management is a process that companies use to successfully manage all relations with employees, to accomplish the objectives of the organization.

Employee Relation Management is keeping good association between employee and management. This concept is used in management as well as organization to create good relation with employees and employees to customers. Employee relationship management is really used to improve business strategy by which an organization can develop their capacity. ERM contains various concerts for the management to improve a healthy relation among the find the best out of each associates.

The goal of an employee relation is to improve the member relation, enthusiasm, empower productivity and resolution problems due to work conditions. Employee relationship management is one of the most main functions in Human Resource Department.

LITERATURE REVIEW:

(Dumisani Xesha, 2014) A relationship analysis was considered for the study. This survey regulate the business owners' opinions about relationship and their believed these play a significant role towards the success of their business. The business owners are avoided a destructive relationship to employee. The result shows the critical role played by positive employee relationship.

(Dr.B.Devamaindhan, 2014) A good relationship is the best running of any business. It improves the work performance, an employee's feedback is must to analyze the both positive and negative. This research paper shows the employee involvement is important for changing employee's attitude.

(A.Mani, 2017)Employee Relationship Management has focused on enabling to cooperate on typical managerial tasks with their employers. ERM is useful to manage and improve performance of both employees and management. It also support the development of management business.

(A.Kochan, 1994)This paper studied about the future of employee's relationship through the firm. It reflects the expanded domain of issues and activities. They are using five models in this paper, 1. Labor-Management Partnerships, 2.Diversity in Participation and Representation, 3. Direct Role in Strategic Governance, 4. Broader Government Regulations and, 5.Labor Law Reform and Union Resurgence. This shows the future for employee-employer relations holds profound implications for the human resource management profession.

(Madhukar, 2015)This article is to represent the concept of ERM in library staff they made an attempt to use, implication strategy in library and information science. In this study shows, the increase performance, Develop employee loyalty and establish positive work culture in management.

(PriyadarshiniNidan, 2016) This paper delivers the organization successfully going international and tapping new shops. Retaining the highly skilled workforce has become key concern for many organizations in good as well as bad times provided the importance of these human resources to company's success and survival. The result shows it would help them to perform better and ready to take more responsibility, energetic and inspiring.

EMPLOYEE:

Employee is the person who is appointed by the organization to do the assigned job for salary. Employee is appointed by their employer after an application and interview procedure for a result in his or her assortment as an employee. Employee could develop their career in the organization.

EMPLOYEE RELATIONSHIP:

Employee relation denotes the company's strength to control the association between employers and employee.

Employee relation tenders discussion, simplification and determination strategies for workplace problems. Employee relation assists in communication between employees and supervisor, corrective action and planning, disciplinary action and explanation and clarification in organization policy and procedure.

MANAGEMENT:

The organization and coordination of the activities of a business in order to achieve defined objectives. Management is often included as a factor of production along with? Machines, Materials and Money. According to the management guru peter Drucker (1909-2005), the basic task of management includes both marketing and innovation.

EMPLOYEE RELATIONSHIP MANAGEMENT:

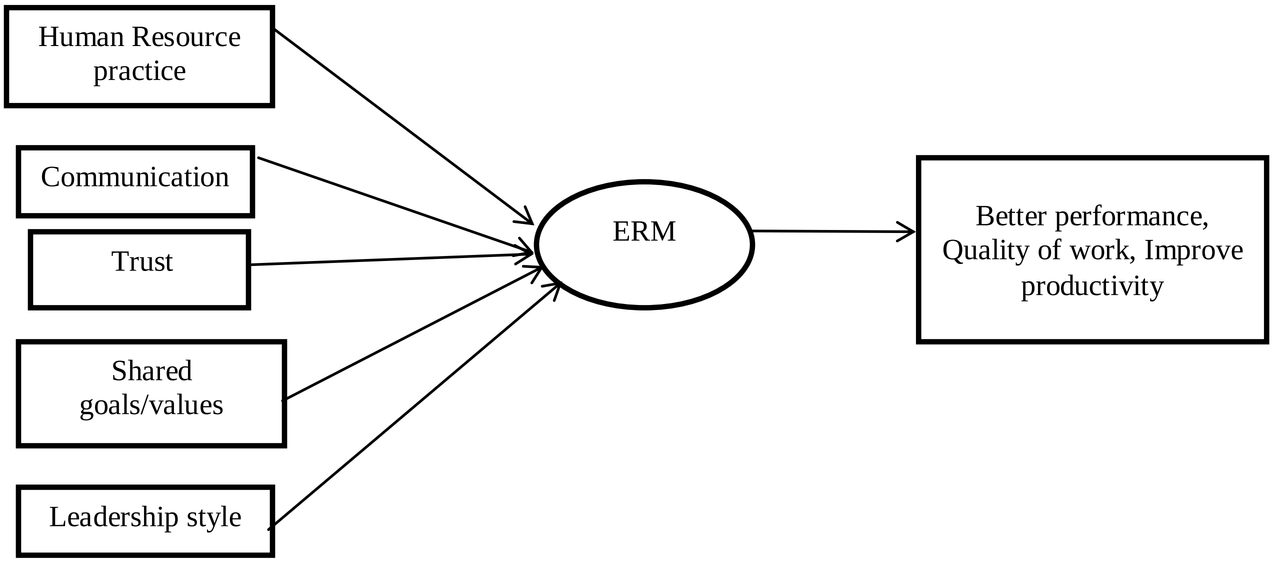
Employee relationship management is the relation between employees and management. The ERM controlled the major components are Communication, Performance and Employee growth. The management to encourage the employees for improve work and performance their organization.

STATEMENT OF THE PROBLEM:

The organization is much important to its employees because they give first preference towards customer and their requirements. This study intends to check whether employee performance varies on the interaction level within employees and with management. Through certain variables the relationship of employees and management will be identified and analyzed. Through this study an appropriate suggestion will be provided an enhance the relationship among different units of employee

FRAMEWORK:

The main aim of this paper is analyze the gap between employee and management.



RESEARCH METHODOLOGY

The research methodology is away to systematically solve the research problem. Primary data can be collected by means of mailing of questionnaire and directly collect the questionnaires from retailers.

Research design

The research design used for this study is descriptive design. The faculty members from various retail sectors in trichy are selected for data collection.

The questionnaire was made with scaling technique – Likert five point scales.

The analysis is made with the tools, like factor analysis and chi-square test in SPSS.

Sample size and sampling techniques

The sample size was 30 respondents were selected on the basis of researcher convenience. The sampling techniques used for this study was non random sampling (convenience sampling)

Hypothesis Statement

- Experience of the employee has associated with human resource practice.
- Gender of the employee has associated with communication to management.
- Age of the employee has associated with trust level from management.
- Income of the employee has associated with shared goals and values of the organization.
- Experience of the employee has associated with leadership style.
- Income of the employee has associated with employee performance.

Data collection

The Likert scale (5scale) questionnaire was used for the collection of primary data for this study. The questionnaire was distributed in selected retail sectors by the researcher and taken back after completion of needed information.

Limitation of the study

Relationship of employee and employer is one of the most important, in this study. Time is the one of the most important limitations. When the respondent considered being true and evaluation made on that data.

Data analysis and interpretation

The study undergone with data analysis using tool factor analysis which is used to reduce the factors dimension where variables are grouped and compressed for which rotated component matrix is given below and chi square test is used with the grouped variables to find out the association between those variables for which the cross tabulation is mentioned below.

Factor Analysis

Rotated Component Matrix[a]

	Component							
	1	2	3	4	5	6	7	8
creative	.844	.036	.268	.191	.072	.178	.020	-.079
planning	.832	-.018	.373	.206	.021	-.004	-.070	.148
leadership	.825	-.003	-.089	.043	-.271	-.073	.028	.233
opportunity	.786	-.142	-.134	-.052	.238	.107	-.171	.149
training	-.070	.899	.163	.046	-.025	-.207	.011	.018
selection	-.225	.844	.063	.110	.082	.034	.069	.011
career	.204	.742	.003	-.071	.307	-.377	.029	-.004
aware	.133	.620	.094	-.455	.154	.190	-.225	.175
task	.101	.241	.849	-.265	-.052	-.080	.058	-.180
treats	.160	-.009	.754	-.061	.049	.246	-.016	.303
deliver	-.028	-.153	-.631	.097	.034	.339	.373	-.005
talks	.110	-.004	-.105	.908	.081	.027	.083	.005
criticism	.128	.028	-.209	.906	-.014	.121	.014	-.011
positive	.045	.173	-.117	.061	.875	.070	.078	-.102
well	-.046	.013	.546	.112	.732	-.175	.198	-.038
regular	.191	-.119	-.093	.061	.051	.842	.021	.181
affect	.188	.227	-.124	-.253	.464	-.558	.251	.115
nature	-.245	.280	-.152	-.332	.390	-.397	-.396	.207
goals	-.026	.214	.108	.018	.254	.087	.699	-.035
trust	.133	.344	.315	-.240	-.009	.201	-.633	-.208
efficiently	-.243	-.063	-.211	-.497	-.051	-.196	.512	-.184
effort	-.162	-.235	.082	-.036	.087	-.027	.046	-.837
punishment	.264	-.294	.350	-.052	-.016	.169	.064	.640

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

The factor analysis is used to reduce the dimensions. The above analysis is made with 23 variables which are compressed as 8 factors namely "**Leadership Style, Human Resource**

Practice, Trust, Communication, Shared Goals, Shared Values, Employee Performance, Employee Effort.

Hypothesis Framework

Hypothesis 1

HO: There is no significant association between experience of the employee and human resource practice.

H1: There is significant association between experience of the employee and human resource practice.

experience * selection Crosstabulation

Count

		selection			Total
		strongly agree	agree	neutral	
experience	less than 2	1	8	2	11
	2 to less than 5	3	14	1	18
	5 to less than 10	0	0	1	1
Total		4	22	4	30

Calculated Value 7.86 Tabulated Value 9.7

The analysis showed that maximum number of respondents expressed agree opinion for experience and human resource practice. Hence it is concluded that **null hypothesis is accepted** and so there is no **association between employer experience and human resource practice**.

Hypothesis 2

H0: There is no significant association between gender of the employee and communication to management.

H1: There is significant association between gender of the employee and communication to management

gender * talks Crosstabulation

Count

		talks			Total
		neutral	disagree	strrongly disagree	
gender	male	1	12	2	15
	female	0	9	6	15
Total		1	21	8	30

Calculated Value 3.43 Tabulated Value 18

The analysis showed that maximum number of respondents expressed disagree opinion for Job design and career growth. Hence it is concluded that **null hypothesis is accepted** and so there is no **association between employee gender and communication to management.**

Hypothesis 3

H0: There is no significant association between age of the employee and trust.

H1: There is significant association between age of the employee and trust.

age * treats Crosstabulation

Count

		treats			Total
		strongly agree	agree	neutral	
age	below 25	2	10	3	15
	26-35	0	11	3	14
	36-45	0	1	0	1
Total		2	22	6	30

Calculated Value 2.46 Tabulated Value 65.3

The analysis showed that maximum number of respondents expressed agree opinion for Employee satisfaction and Career growth. Hence it is concluded that **null hypothesis is accepted** and so there is **no association between Employee Satisfaction and Career growth.**

Hypothesis 4

HO: There is no significant association between employee income and shared goals and values.

H1: There is significant association between employee income and shared goals and values.

income * goals Crosstabulation

Count

		goals			Total
		strongly agree	agree	neutral	
income	5001-10000	0	15	2	17
	10001-15000	2	10	1	13
Total		2	25	3	30

Calculated Value 2.85 Tabulated Value 24

The analysis showed that maximum number of respondents expressed agree opinion for Employee satisfaction and Career growth. Hence it is concluded that **null hypothesis is accepted** and so there is **no association between employee income and shared goals and values.**

Hypothesis 5

HO: There is no significant association between experience of the employee and leadership style.

H1: There is significant association between experience of the employee and leadership style.

experience * creative Crosstabulation

Count

		creative				Total
		agree	neutral	disagree	strrongly disagree	
experience	less than 2	2	3	6	0	11
	2 to less than 5	0	2	15	1	18
	5 to less than 10	0	0	1	0	1
Total		2	5	22	1	30

Calculated Value 6.24 Tabulated value 39.7

The analysis showed that maximum number of respondents expressed disagree opinion for working atmosphere and Employee need. Hence it is concluded that **null hypothesis is accepted** and so **there is no association between employee experience and leadership style.**

Hypothesis 6

HO: There is no significant association between income of the employee and employee performance.

H1: There is significant association between income of the employee and employee performance.

income * efficiently Crosstabulation

Count

		efficiently			Total
		strongly agree	agree	neutral	
income	5001-10000	2	12	3	17
	10001-15000	1	12	0	13
Total		3	24	3	30

Calculated Value 2.85 Tabulated Value 24

The analysis showed that maximum number of respondents expressed agree opinion for working atmosphere and Employee need. Hence it is concluded that **null hypothesis is accepted** and so **there is no association between employee income and employee performance.**

Hypothesis Result

HYPOTHESIS STATEMENT	RESULT
Association between experience of the employee and human resource practice.	Negative
Association between gender of the employee and communication to management.	Negative
Association between age of the employee and trust.	Negative
Association between employee income and shared goals and values.	Negative

Association between experience of the employee and leadership style.	Negative
Association between employee income and employee performance.	Negative

CONCLUTION:

The Employees should avoid the blame, criticism and other activities in management. Encourage and motivate the employees for to feel comfort to work others and they involved in more concentration on their work. To cooperate with management activities. Employee relationship management is the one of the reason for organization growth.

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