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Message

Editor in Chief / Managing Editor



Dear Academicians & Research Scholars,

Wishing a very happy new year 2016 to all of you, I would like to tell that now our referred research is journal listed with GIF Australian and Ulrichs USA research groups. We have also collaborated with many research groups which belong to abroad form publishing worth research papers in our esteemed journal. The motive of the “Journal of Management Value & Ethics” is to publish worthy and original research papers after double blind peer review process. There is no doubt that today we are spreading our recognition on international floor. During the last five years of our successful journey, you can see that there are so many research papers, case studies, book reviews coming from across the world, in the field of management and related. Many academicians, research scholars & students have approached from different countries like USA, Thailand, Indonesia, Saudi Arabia, Iran, Spain, Nigeria, Nepal, Pakistan, Sri Lanka, Uzbekistan to publish their research work in our esteemed International research Journal. We have considered most of them for publishing after peer blind review process. We have also published many research papers from different management institutes of our country and they too are sending the same regularly for publication in our upcoming issues. In addition to it, there are many academicians, research scholars and institutes subscribing for our journal for reading by students and faculties. There are so many academicians who are approaching for being associated with our editorial & advisory board or as a review expert. We have selected some of them from foreign countries like USA, Nigeria, Uzbekistan and Sri Lanka, Nepal. The standard of our all research papers like empirical, conceptual, book review and case study is increasing the popularity of this Journal day by day. Our renowned editorial & advisory board is a real mile stone of our success. We thank our board members and editorial team, who are experts in different fields and contributing their valuable experience with us.

Today, nothing is possible without research. Research based study always support academicians & scholars to upgrade their innovative skill and academic profile as per UGC and AICTE norms. I would also like to request those, who are interested to get their research papers published in the field of Retail, Tourism, Hospitality, Event Management, Import and export, HRM, Finance, Marketing, Advertising, Accounting, Economics, Aviation, and IT etc. to send their research papers through email.

With best wishes to all

Dr.P.S.Bhadouria

METHODOLOGICAL ISSUES OF AUTO DEALER ANALYSIS CASE OF UZBEKISTAN

J.Isroilov¹

ABSTRACT

The development of economic sectors in Uzbekistan has also pushed auto related services at all. On this way, investigations of these services are considered as a major one in this study. This article is approved and covered auto analysis of the methodological foundations which have been prolonged by the recent growing decades.

Keywords : *Auto retailing, service effectiveness, methodological analyses, car dealing*

Introduction

The volume of car production in accordance with the rapidly growing range of foreign and domestic market, it is the most progressive of the dealer's services are becoming more and more development in the country. At the moment, the majority of technical service and avto trade are the subject of the main activities of the specialized enterprises. In particular, in the Republic of Uzbekistan auto related services are directed by "UzAvtoTechXizmat" Joint Association. As well as, following services have been established in 19 regions and major cities under the association of "AvtoTexXizmat" regional joint-stock companies. Moreover, these headquarters consist of 36 auto shops and 26 auto salons relatively. Since 1996, auto services in these enterprises, have engaged and sold 700 thousand cars, which are produced at "Asaka" company. Full economic activity carried out on the basis of accounting principles that are believed as a vital from auto retailing perspective. Furthermore, specialized subjects as business management, economic analysis and rest related ones which are also correspondent object in the field. The specific characteristics of enterprises engaged in economic activity analysis are also described as unique entities.

Uzbekistan is pursuing an active industrial policy designed to provide sustainable, high rates of economic growth and a shift of focus from the production of raw materials to finished products with higher added value. The industrial policy involves the selection of priority sectors whose development can generate not only a direct effect by increasing production and creating jobs but also a multiplier effect. The latter is derived from the fact that the sector's products are used by other sectors or that the sector increases demand for the products of other sectors.

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Methodology

Based on these criteria, the priority sectors in Uzbekistan are electric power, the chemical and petrochemical industries, oil refining, machine building and metalworking, the auto industry, transport services, oil production, nonferrous metallurgy and construction. In other words, priority should be given to the sectors that are capable of creating and extending the multiplier effects to the whole economy. In particular, the auto various specific quantitative and qualitative indicators to assess a system of indicators based on the characteristics of the industry, and settlement, as well as their dynamic and static analysis, management decision-making process involves the application of the results of the analysis. Therefore, auto making could become an effective driver of growth for the key sectors: oil refining, the chemical industry, the energy industry, machine building and metalworking, construction, the transport sector and nonferrous metallurgy. The strategic importance of the auto industry is based not so much on direct as on indirect multiplier effects that promote economic growth and structural reforms. The fact that the auto industry's influence on the development of other sectors in foreign countries is much greater than in Uzbekistan shows that the appropriate potential exists for this purpose. Given these facts, the main objective of industrial policy is to activate this potential and transform the auto industry into a driver of growth for the priority sectors and, therefore, Uzbekistan's entire economy. Uzbekistan has already taken the first step to achieve this objective. At this stage the auto industry has managed to become a driver of growth for enterprises inside the auto making cluster.

However, note that auto specifics of the analysis of economic entities engaged in this activity remain unresolved. Auto production and analysis of theoretical and methodological issues of periodical publications cover. This activity is being the development of supply and demand is becoming more and more important in enhancing the efficiency of companies. Nowadays, automotive Industry of the Republic of Uzbekistan produces passenger cars and commercial vehicles (trucks, buses) as well as many vehicle components for them. The enterprises of the Republic's automotive Industry are united to the state Joint Stock Company «Uzavtosanoat». Since the country focuses on localization of the vehicles manufactured in the Republic and active attraction of investors, the automotive Industry of Uzbekistan is generally represented by joint ventures with foreign partners. Joint Stock Company «Uzavtosanoat» («Uzavtosanoat») is the successor of Uzbek Association of Enterprises of Automobile Manufacturing «Uzavtosanoat» established in March 1994 by the decree of the Cabinet of Ministers of the Republic of Uzbekistan.

President of the Republic on April 24, 2015 "joint-stock companies and the introduction of modern methods of corporate governance measures" Decree No. 4720 of measures to improve the system of corporate governance with the approval of a government program, the Cabinet of Ministers to ensure implementation of the state program, 2015 on July 28, the state share of the joint-stock companies. In addition, other criteria for evaluating the economics

effectiveness in the activities of economic entities with decision No. 207 on the introduction of state shares in joint-stock companies and other business entities.

Policy of auto dealer and service efficiency

The government regularly stresses that attracting foreign direct investment is a top priority, but in reality Tashkent follows a very selective approach. The government generally welcomes investments that are inline with its import-substitution and export-oriented industrialization policies, and discourages investments in import-consuming sectors. For all of the pluses, its main deficiency is that the entire benefit is confined to the auto making complex and is not providing the necessary impetus for the development of other sectors. What is of interest for long-term growth is the effect that the auto industry can provide and is providing for other sectors. The boundaries of the sector's future growth are expanding and the sector itself is beginning to play a more substantial role. Its development is beginning to transmit a powerful impetus to the priority sectors of industry and, as a result, to the rest of the economy. Significant demand is developing for more skilled labor, which is bringing about changes in the system of vocational education.

President of reforming the system of corporate governance in the country and the importance of and the need to perform the tasks of improving out, in our view, the activities of auto dealers specializing in joint-stock companies and other enterprises with the state share in the economic analysis of the most important issues are as follows:

- (1) based on the characteristics of the activities of autothe subject of the analysis of the activities of the organization and its main object of the indicators system;
- (2) the activities of auto dealers to determine the sequence of quantitative and qualitative analysis;
- (3) the activities of the auto qualitative and quantitative factors to identify and determine the procedure for their calculation;
- (4) summarizing the results of the analysis and development of recommendations aimed at improving the efficiency of the autoanalysis.

Economic analysis is to identify the above-mentioned and other theoretical aspects of auto businesses a comprehensive analysis of this methodological framework that formed the basis.

It is known that the content of the activities of the auto indexes represent the quantity and quality of the work, and other aspects of the factors that affect them, and completely different from other activities. Naturally, these are companies engaged in auto economic analysis; the theoretical resolution of the issues listed above requires an individual approach. That is why the activities of the auto companies specializing in economic analysis and theoretical issues are directly attributable to their solutions should be considered.

Theoretical framework

Business entities, including enterprises of the auto industry out of economic analysis to determine the nature of the content and Professor AD Sheremet by the following definitions, in our view, the most important:

- (1) The economic analysis of financial and economic activity, which means to make diagnosis while identifying ways to improve it;
- (2) Analysis and study of this process, the diagnosis was the result of this process;
- (3) The analysis of this external database.

Economic analysis of all economic entities, such as companies specializing in auto maintenance, but they will be evaluated by the achievements of their strengths and weaknesses and the use of internal and external opportunities to be external. On the basis of assessment and the outer set of measures aimed at the development of the activities of the auto, the implementation of specific management decisions must be accepted.

Economic analysis as a tool of management auto dealers need to ensure the implementation of the enterprises engaged in the following tasks:

- 1) The activities of auto dealers who want to create business plans of companies specializing in data collection and monitoring;
- 2) Represents the activities of auto evaluation of quantitative and qualitative indicators to identify trends change;
- 3) Representing auto dealers to identify factors that affect the quantity and quality indicators, they calculate the effect of the mobilization of these factors to improve efficiency;
- 4) To ensure the financial stability of the enterprises engaged in auto, to improve their economic power, as well as look for opportunities to increase the competitiveness of domestic and foreign;
- 5) There are companies engaged in auto labor, material and financial resources more effectively, and improve their solvency and solvency measures.

Economic analysis of companies engaged in auto forth tasks to be analyzed directly related to the existence of a single system of indicators based on scientific. However, as indicated earlier, the present analysis of the activities of the auto, which form the basis to conduct an integrated system of indicators. In practice, the availability of the need to assess the activities of the auto companies engaged in this analysis involves the development of integrated indicators.

In our opinion, based on the analysis of the activities of auto events should be quantitative and qualitative indicators. Thus, based on the activities of the auto features, they have desirable to determine the structure of the quantitative and qualitative indicators (see Figure 1). Auto care of each quantity and the quality of its economic nature, as well as the appropriate measurement units. Thus, the monetary unit of quantity, auto maintenance, and is measured in natural units. The work on the quality of the average bill, expressed in the form

of percentages or ratios. Auto care of quantitative and qualitative indicators, each of which has its own in order to account for corporate taxation. These indicators of our recommended procedures listed in Table 1.

Table 1. Auto care of quantitative and qualitative indicators of the economic importance of the procedure and their calculation.

№	Names	Indicating the nature of the economic	Parameter estimation algorithm	Names of symbols
1. Quantitative markers				
1	The number of cars sold on the basis of the dealer	During the reporting period, all kinds and types of dealers based on the number of cars sold	$\sum M = M^1 + M^2 + \dots + M$	$\sum M$ - of the total number of machines sold; M^1, M^2, M - the number of machines sold in stamps
2	The number of cars sold on the basis of the dealer	During the reporting period, according to retailers of all types and brand represents the total value of sales of the vehicles sold	$\sum C_k = (C_6 * M^1 + C_6 * M^2 + \dots + C_6 * M)$	$\sum C_k$ – The total value of the vehicles sold on the basis of the dealer; C_6 – brand sales price of the car
3	Car dealer sales fee (income)	During the reporting period, on the basis of all kinds and types of auto dealer sales commissions, dealer activities earnings (income)	$\text{Ддф} = \sum_{\text{ёки}} C_k * \text{Дхс} / 100 \%$ $\sum \text{Дд} = (C_6 * M^1 + C_6 * M^2 + \dots + C_6 * M) * \text{Дхс} / 100 \%$	$\sum \text{Ддф}$ - The amount of the total revenue from distribution activities; Дхс – the dealer's wage rate, %
4	Auto expenses	During the reporting period represent the sum of the auto service expenses	$\text{СХдф} = M_x + I_x + C_x + A_x + B_x$	СХдф – the activities of the dealer's total expenses M_x – material costs I_x - Salary expenses C_x – USP expenses A_x – depreciation expenses B_x - other expenses

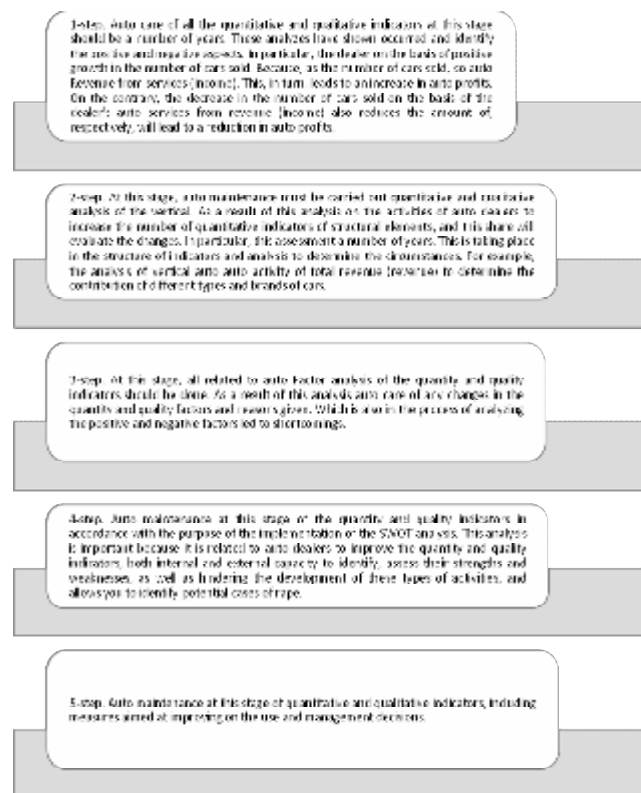
Auto care of each quantity and the quality of its economic nature, as well as the appropriate measurement units. Thus, the monetary unit of quantity, auto maintenance, and is measured in natural units. The work on the quality of the average bill, expressed in the form of percentages or ratios. Auto care of quantitative and qualitative indicators, each of which has its own in order to account for corporate taxation. These indicators are presented in Table

1. Auto maintenance is one of the most important issues of analysis of quantitative and qualitative indicators of its methods, sequence and takes the right steps in the procedure.

We believe that the activities of auto dealers, based on quantitative and qualitative analysis method of deduction, depending on the quality of general and more advanced. This method is based on the activities of the auto quantitative and qualitative analysis we know that the purpose of the following 5 stages (see Figure 2).

Suggestions and acknowledgements

The purpose of the status of economic analysis at each stage of the result should be considered. Thus, in our opinion, the analysis of indicators related to auto aim of the status of each of the stages and the results achieved are in accordance with the goals set.



We believe that the above suggestions and recommendations of the analysis of the activities of auto and today is an important theoretical and methodological issues identified as a priority by the President, and on this basis, specializing in corporate management methods, this operation will allow further development of joint-stock companies and other enterprises.

Conclusion

At the initial stage of foundation of Uzbek automotive Industry the Association united Joint Ventures UzDaewoo and UzDaewoo Electronics established in the first half of the 90-s to the extent of the partnership of the Republic and Daewoo corporation. At a later stage, it included all the newly opened vehicle manufacturing enterprises of the Republic, including those dealing with vehicle components. Starting from the 90-s Uzbekistan has seen quite a number of new joint ventures (principally with Korean and Chinese companies) dealing with production of vehicle components to produce passenger cars and commercial vehicles. Following the decree of the Cabinet of Ministers of the Republic of Uzbekistan On the Measures for Improvement of the Management Structure in the Automotive Industry dated August 23, 2004 which caused the establishment of AK «Uzavtosanoat», among the main objectives of the association there are as follows: elaboration of the strategy and programs of sustainable development of automobile manufacturing in the mid-term and long-term perspective, implementation of research and development, as well as investment policy in the industry; organization of marketing research, rendering of assistance in manufacturing of new types of competitive products (work, services) and its market promotion; assistance in modernization and technological re-equipment of the industry enterprises, attracting foreign investments for these purposes, establishment, in cooperation with the leading foreign companies, of the production facilities dealing in output of up-to-date types of motor transport, component parts and details to the same; rendering of information services to the enterprises and organizations of the automotive industry; arrangement of advanced training to prepare skilled employees and specialists for the industry, professional development and re-training of senior executives. The functions of supreme management body of AK «Uzavtosanoat» for the period up to holding of the general meeting of shareholders are executed by the company's Shareholders' Council the members of which shall be approved by the Cabinet of Ministers of the Republic.

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WHAT IMPACT DO TRAINING PRACTICES HAVE ON EMPLOYEES' ORGANIZATIONAL COMMITMENT AND TURNOVER INTENTION: A STUDY OF INDIAN IT PROFESSIONALS?

Dr. Sheeba Hamid¹, Bushra Muzaffar², Urooj Fatima³

ABSTRACT

In recent times, increasing interest has been shown by HR practitioners in the area of training. This interest stems from the fact that the trained workforce is considered beneficial for organizational functioning and effectiveness. This study examines the impact of training practices on organizational commitment and turnover intention, and the latter's relationship with turnover intentions. There are a total of 152 questionnaires coded and analyzed from 200 questionnaires that has been distributed among the Information Technology (IT) organizations. Demographic characteristics are discussed briefly according to the frequency level. In addition, Pearson Correlation Coefficient and Simple Linear Regression were used to measure the degree of relationship between independent variable(s) with dependent variable(s). The results of the survey are consistent with the existing literature. This paper made an endeavor to highlight the importance of training as a tool to enhance the affective organizational commitment of employees and reduce turnover.

Key Words: Human Resource, Organizational Commitment, Training, Turnover Intention.

Introduction

Training and development is one of the most important functions of human resources management. With the increasing importance of human resources value, training and developing employees with essential qualifications and skills have become vital for organizations. Considering the importance of human asset in organizations, it is possible to say that HR training and development function is vital in order to gain competitive advantage (Ertemsir & Bal, 2012). Training and development enables employees to develop skills and competencies necessary to enhance bottom-line results for their organization. Training and Development helps in increasing the job knowledge and skills of employees at each level and helps to expand the horizons of human intellect and an overall personality of the employees (Chahal, 2013). Training generates awareness, builds employees' commitment to quality policy and strategy, facilitates teamwork, enhances performance standards, and bolsters the

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skills and abilities of employees (Palo & Padhi, 2003). Fowler (2005) well said that the importance of getting success is improved when doubled with new knowledge, good training skills by incorporating intercultural concepts and practices in diversity training. Training and development ultimately upgrade not only the performance graph of employees but also of the organization. It has been rightly said, employee development is the key to sustain organizational development (Ng & Dastmalchian, 2011).

Training not only ensures competencies but also develops employees to be able to meet organizations' goals and objectives and also ensure satisfactory performance and as reiterated, to be able to acquire new skills and knowledge and perform jobs in other areas or at higher level (Long, Perumal & Ajagbe, 2012). Training has become increasingly vital to the success of any modern organizations. Nowadays organizations need to have competencies and especially core sets of knowledge and expertise that will give the companies an edge over its competitors. The only way to arrive at this is through having a dedicated training program that plays a central role to nurture and strengthen these competencies (Sherman & Snell, 1998). In order to judge better the effectiveness of training, it has been suggested that its relationship to organizational commitment and turnover intention be examined directly.

Importance of employee development program is growing for the organizations that are pursuing to receive an advantage among competitors. Employees are esteemed resource of the organization and it is the employees' performance upon whom success or failure of the organization depends. Therefore, in the 21st century organizations are investing large amount on employee training and development programs. (Jehanzeb & Bashir, 2013). For this investment, managers of organizations expect increased productivity; greater profits, improved safety, reduced error and greater market share (Salas & Cannon-Bowers, 2001). In order to determine the cost effectiveness of such large investments, studies relating to influence of training with certain organizational outcomes becomes inevitable. Therefore this study made an attempt to probe the relationship of training with organizational commitment and turnover intention.

Objective of the Study

This study makes an endeavor to examine the extent of relationship of training practices with organizational commitment and turnover intention, and the relationship of latter i.e. organization commitment with turnover intentions. This study examines the extent to which training can be used as a tool to enhance the organizational commitment and reduce the turnover intentions of Indian IT professionals. A number of hypotheses are developed from the existing literature and then tested.

Research Questions of the Study:

- RQ1. To what extent do training practices influence organizational commitment of IT professionals?
- RQ2. To what extent do training practices influence turnover intention of IT professionals?
- RQ3. To what extent do organizational commitment influence turnover intention of IT professionals?

Defining Terms**Training practices**

According to Aswathappa (2007), “training refers to the imparting of specific skills, abilities and knowledge to an employee. Gupta (2009) perceived that training is a process of increasing knowledge and skills of an employee to cope with the ever changing demands of the work situation or is the process of matching the present competency of employees with job requirement.” Kratoski (2007) said, “Training is intended to provide the trainer with the necessary information that results in his development in the various fields related to his work and to make him acquire the technical, administrative, and behavioural experience and skill necessary for his performance.

Organizational Commitment

According to Porter, Steers, Mowday, and Boulin (1974) organizational commitment may be defined as “the strength of an individual’s identification with and involvement in a particular organization. While Morrow and Writh (1989) defined organizational commitment as a psychological state that includes an individual’s belief in and acceptance of the value of his or her chosen job, and a willingness to maintain membership in that job.

Vandenberghe and Tremblay (2008) said, the model of organizational commitment proposed by Meyer and Allen (1991) is the most popular and comprehensively validated multidimensional model. This model is characterized by three commitment components: affective, emotional attachment to the organization; continuance, perceived costs associated with leaving the organization; and normative, feelings of obligation towards the organization.

Turnover Intention

Abassi and Hollman (2000) described the meaning of employee turnover as the rotation of workers around the labor market; between companies, jobs, and occupations; and between the situations of employment and unemployment. Turnover behaviour is a multistage process that includes attitudinal, decisional and behavioural components (Martin & Roodt, n.d.). Turnover intention is defined as a conscious and deliberate willingness to leave the

organization (Tett & Meyer, 1993). Overall, turnover intention has emerged as the strongest precursor to turnover (Egan, Yang & Bartlett, 2004).

3. Review of Literature and Hypothesis Development

The purpose of this part is to provide a literature review of the key construct under study, namely: training, organizational commitment and turnover intention. In pursuit of this objective, the review has been divided into three parts. First part presents the literature focusing on the relationship between training and organizational commitment. Second, the relation between training and turnover intention and third part focuses on the relationship between organizational commitment and turnover intention.

3.1 The Relation between Training Practices and Organizational Commitment

The following sections will attempt to add to this literature by examining the relationship that training has on employee commitment. Organizational commitment has been defined as the relative strength of an employee's identification and involvement with a particular organization (Steers, 1977).

There are three common categories of organizational commitment: affective, continuance (or a so-called behavioural), and normative commitment (Yang, 2008). In this study, researcher examines only one of these components i.e. affective commitment. Affective commitment refers to the employees' identification and emotional attachment to their employing organization (Allen & Meyer, 1990). Employees with high levels of affective commitment stay because of strong emotional attachment to an organization.

The relevancy of training plays a crucial role in establishing employee commitment. Employees enter into training programs with specific expectations and needs. The result of training programs that do not meet the expectations and needs of participants may be lower commitment, negative attitude change, and an increase in turnover (Brum, 2007). Bartlett (2001) in a study examining the relationship between training and organizational commitment finds a strong relationship between four training variables and affective commitment. Ahmad and Bakar (2003) perceived that employees who recognize the benefits from training will tend to be more committed and so be more willing to participate in an organization's training activities. Dirani (2009) in a study identifying the relationships among the learning organization culture, employee job satisfaction and organizational commitment in the Lebanese banking sector, found a positive and significant correlation among the different variables.

Al-Emadi and Marquardt (2007) examining relationship between employees' beliefs regarding training benefits and organizational commitment in a petroleum company in the state of Qatar, found a positive relationship between perceived training benefits and both affective and continuance commitment. Nevertheless, Ahmad and Bakar (2003) in a research study examining the association between Training and Organizational Commitment among

White Collar Workers in Malaysia, find evidence of a significantly positive relationship between the perceived benefits of training and affective and continuance commitment. Furthermore existing literature (Bartlett, 2001; Ahmad & Bakar, 2003; Benson, 2006; Al-Emadi & Marquardt, 2007; Dirani, 2009) implies a positive relationship between training practices and organizational commitment. Based on the above discussion, the following null hypothesis was offered:

H₀₁: There is no significant relationship between training practices (Independent variable) and organizational commitment (Dependent Variable) of IT professionals under study.

3.2 The Relation between Training practices and Turnover Intentions

Turnover intention is among one of those factors that are highly influenced by the quality and number of training programs conducted in an organization. Benson (2006) in probing the link of certain training methods on staff turnover intentions, analyses the survey representing 667 salaried employees. The result of the study reported that on-the-job training was positively related to organizational commitment and negatively related to intention to turnover. While Connie and David (2009) conducted a research on high employee turnover rate among multinational companies in Asia. Findings revealed that one of the main factors besides size, length of operations and nature of industry to be significantly related to turnover is training. The results were derived using samples from 529 MNCs in 6 Asian countries.

Mohamad and Aizzat (2006) in a research study examine the influence of employee development in predicting turnover intentions of hotel employees in 2006. A total of 380 employees from 5-star rated hotels were asked to complete questionnaires and hierarchical regression analysis was used. Result of the study reported that one of the variables of human resources practices of providing continual training and development programs to the employees supported the hypothesis that training and employee development has a direct link to staff turnover intention. This is another example highlighting the importance of training as part of the human resources variables that can have significant impact on turnover.

The existing literature on training and turnover (Mohamad & Aizzat, 2006; Connie & David, 2009; Long et al., 2012) suggest a significant relationship between training practices and turnover intention. Based on the above discussion, the following null hypothesis was offered:

H₀₂: There is no significant relationship between training practices (Independent variable) and turnover intention (Dependent Variable) of IT professionals under study.

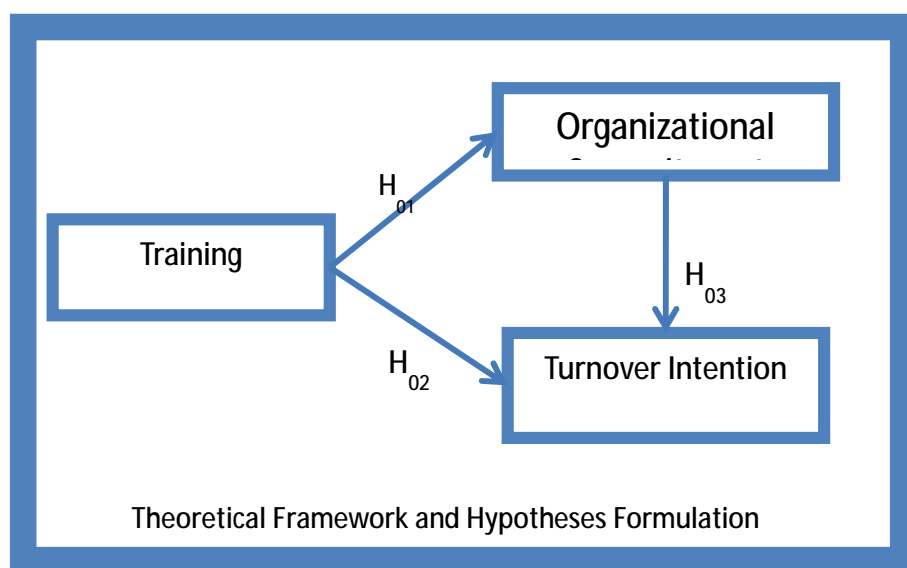
3.3 The Relation between Organizational Commitment and Turnover Intention

Organizational commitment has been the focus of a considerable body of research during the past four decades (Adenguga, Adenuga, & Ayodele, 2013). The relationship between organizational commitment and turnover intentions has been so widely studied that numerous studies have continually shown the effect of organizational commitment on turnover intentions. Organizational commitment is viewed as an essential component of turnover models because their empirical relationship with voluntary turnover has been established through various meta-analyses, in which a negative relationship with turnover intentions has continually been illustrated (Mathieu & Zajac, 1990; Tett & Meyer, 1993). The greater the commitment levels of the employee, the less the likelihood that the individual will leave the organization (Martin & Roodt n.d; Yang, 2008). A committed employee is one that will remain with the organization (Brum, 2007).

Tnay, Othman, Siong, & Lim (2013) in a study aimed to investigate and find out the influences of job satisfaction and organizational commitment on employee turnover intention in a production industry. There are a total of 85 questionnaires collected and Pearson Correlation Coefficient was used to measure the degree between independent variables with dependent variable. The research findings showed that organizational commitment had no significant relationship towards turnover intention among the employees within the organization. In contrast to this study conducted by Blau and Boai (1987) predicting turnover using job involvement and organizational commitment in a group of insurance workers had identified that employees who had a higher level of commitment, will have lower absenteeism and turnover rate.

Organizational commitment was proved to correlate with turnover intention, yielding a negative association. Through the years, numerous research studies have been conducted to determine the accuracy of this statement. In the end many studies (Blau & Boal, 1987; Mathieu & Zajac, 1990; Tett & Meyer, 1993; Brum, 2007; Martin & Roodt n.d; Yang, 2008; Adenguga, Adenuga, & Ayodele, 2013) have concluded that committed employees remain with the organization for longer periods of time than those which are less committed. Based on the above discussion, the following null hypothesis was offered:

H₀₃: There is no significant relationship between organizational commitment (Independent variable) and turnover intention (Dependent Variable) of IT professionals under study.

**Figure 1: Proposed Model****Research Methodology****Sample**

Purposeful (maximum variation) sampling was employed. Various information technology (IT) organizations were approached to enable investigations of patterns related to training practices, organizational commitment and turnover intention. The sample consisted of IT professionals working in Delhi and the National Capital Region (NCR). In all, 200 professionals were contacted from 10 companies but only 152 completed questionnaires were collected yielding 76% response rate. 106 respondents were males and 46 were females. The maximum number of respondents fell in the age range of 25-35 (76 respondents) and the majority of them (82 respondents) had the tenure ranging from 2-5 years in the organization. And majority of the respondents are married (98 respondents). Table 1 shows the complete picture of the demographic of the sample. The IT professionals of the various organizations were contacted personally and were asked to fill in the questionnaire. They were appraised regarding the academic purpose of the study and confidentiality of their responses was ensured.

Table 1: Demographic Details

Gender	Males (106)	Females (46)		
Age	Below 25 (38)	25-35 (76)	35-45 (26)	Above 45 (12)
Marital Status	Single (54)	Married (98)		
Tenure	0-2 (42)	2-5 (82)	5-8 (22)	8-10 (6)

The Equation of Regression model

The first step in determining the equation of the regression line that passes through the sample data is to establish the equation's form. In regression analysis, researchers use the slope-intercept equation of a line. The mathematical models for regression can be either deterministic models or probabilistic models. Deterministic models are mathematical models that produce an "exact" output for a given input.

A deterministic regression model is: $y = \alpha + \beta x$

We recognize, however that most of the time the values of y will not equal exactly the values yielded by the equation. Random error will occur in the prediction of the y values for values of x because it is likely that the variables x does not explain all the variability of the variables y . For this reason in regression, the general model is presented as a probabilistic model. A probabilistic model is one that includes an error term that allows for the y values to vary for any given value of x .

A probabilistic regression model is: $y = \alpha + \beta x + e$

$\alpha + \beta x$ is the deterministic portion of the probabilistic model $\alpha + \beta x + e$. In a deterministic model, all points are assumed to be on the line and in all cases e is zero.

Virtually all regression analysis of business data involves sample data, not population data. As a result, α and β are unattainable and must be estimated by using the sample statistics, a and b . Hence the equation of the regression line contains the sample y intercept a and the sample slope b .

Regression Equation is: $y^l = a + bx$

Where: a = the sample intercept and

b = the sample slope

Measurements

In this research, a survey questionnaire was designed according to the objective of the study, and it was used to collect data from IT professionals. The questionnaire comprised of four sections whereby it contained the demographic characteristics of the respondents on the first section, with the other three sections, factors of training, organization commitment, and employee's turnover intention were measured using a five-level Likert scale developed by Rensis Likert in year 1932 ranging from (1) strongly disagree to (5) strongly agree.

In designing the question items, the researchers adapted and modified the questionnaires from previous researchers to suit the current research. Table 2 coveys the complete sources used to create a complete instrument for this study, and the reliability for each of the variables used. The reliability of the research instruments used had Alpha Coefficient values of more

than 0.70. This means that each of the variables exceeded the minimum standard of reliability and hence, can be relied on (Nunnally, 1978).

Table 2: Measurement Table

Section	No of Items	Source	Alpha Coefficient Value
Demographic Characteristics	4		---
Training practices	8	Derived from Literature	0.831
Organizational Commitment	8	Meyer and Allen (1990)	0.830
Turnover Intention	4	Staying or Leaving Index (SLI) (Bluedorn, 1982)	0.706

Data Analysis

In analyzing the available data, tools were applied by utilizing the Statistical Package for Social Science (SPSS) version 19.0. Inferential statistics were used to determine the relationship between the dependent and independent variable. The research hypotheses were analyzed using simple linear regression. Before applying regression, Pearson's correlation was run to check the direction of relationship.

Correlation Analysis

Table 3: Correlation Coefficient

Variables	Correlation Coefficient (R)
Training practices & Organizational Commitment	.775**
Training practices & Turnover Intention	-.653**
Organizational Commitment & Turnover Intention	-.697**

**. Correlation is significant at the 0.01 level (2-tailed).

Table 3 demonstrates the correlation between variables. All study variables were significantly correlated. Outcomes indicates that there was significant positive relationship

between training practices and organizational commitment ($\text{sig} = .000$ $r = .775^{**}$). While there was significant negative relationship between training practices and turnover intention ($\text{sig} = .000$ $r = -.653^{**}$) and organizational commitment and turnover intention ($\text{sig} = .000$ $r = -.697^{**}$) at 0.01 significant level. Organizational commitment had a much stronger correlation with training practices as compared to its relationship with turnover intention of IT professionals.

Testing the Overall Model

A simple linear regression analysis was undertaken to test the hypotheses. Firstly regression was run to examine the impact of IT professionals' perceptions of training practices on organizational commitment, secondly on turnover intention, and then the latter's i.e. organizational commitment relationship with turnover intentions. Regression results are summarized as under:

Training practices and Organizational Commitment

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775 ^a	.600	.594	.43309

Table 5: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.406	.213		6.612	.000
	Training practices	.697	.067	.775	10.463	.000
a. Dependent Variable: Organizational Commitment						

The relationship between training practices (Independent variable) and organizational commitment (Dependent Variable) defined the correlation coefficient (r) 0.775 which is a high degree of positive correlation. The coefficient of determination (r^2) 0.600 indicates that 60.0 percent of variance is explained by this relationship. The regression equation Y on X shows that every unit change in X that is training practices (Independent variable) of IT professionals, there is 0.697 units change in Y that is organizational commitment (Dependent Variable) of IT professionals. The Intercept value is 1.406 indicating the role of other factors.

The t- value is 10.463 for 152 respondents, and also indicates the p- value is 0.000 which is less than 0.05, which leads to significant statistically. Hence there is significant relationship between training practices (Independent variable) and organizational commitment (Dependent Variable) of Indian IT professionals. *Hence the Null Hypothesis H_{01} is rejected.*

Training practices and Turnover Intention

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.653 ^a	.426	.418	.53205

a. Predictors: (Constant), Training practices

Table 7: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.079	.261		15.615	.000
	Training practices	-.602	.082	-.653	-7.361	.000

a. Dependent Variable: Turnover Intention

The relationship between training practices (Independent variable) and turnover intention (Dependent Variable) defined the correlation coefficient (r) -0.653 which is a moderate degree of negative correlation. The coefficient of determination (r^2) 0.426 indicates that 42.6 percent of variance is explained by this relationship. The regression equation Y on X shows that every unit change in X that is training practices (Independent variable) of IT professionals, there is -.602 units change in Y that is turnover intention (Dependent Variable) of IT professionals. The Intercept value is 4.079 indicating the role of other factors. The t-value is -7.361 for 152 respondents, and also indicates the p- value is 0.000 which is less than 0.05, which leads to significant statistically, hence there is significant relationship between training practices (Independent variable) and turnover intention (Dependent Variable) of Indian IT professionals. In sum, these findings do not support H_{02} . *Hence the Null Hypothesis is rejected.*

Organizational Commitment and Turnover Intention**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 ^a	.486	.479	.50332

a. Predictors: (Constant), Organizational Commitment

Table 9: Coefficients

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	4.762	.312		15.242	.000
	Organizational Commitment	-.715	.086	-.697	-8.314	.000
a. Dependent Variable: Turnover Intention						

The relationship between training practices (Independent variable) and turnover intention (Dependent Variable) defined the correlation coefficient (r) -0.697 which is a moderate degree of negative correlation. The coefficient of determination (r^2) 0.4286 indicates that 48.6 percent of variance is explained by this relationship. The regression equation Y on X shows that every unit change in X that is training practices (Independent variable) of IT professionals, there is -.715 units change in Y that is turnover intention (Dependent Variable) of IT professionals. The Intercept value is 4.762 indicating the role of other factors. The t-value is -8.314 for 152 respondents, and also indicates the p-value is 0.000 which is less than 0.05, which leads to significant statistically, hence there is significant relationship between training practices (Independent variable) and turnover intention (Dependent Variable) of Indian IT professionals in TAs under study. In sum, these findings do not support H_{03} . Hence the Null Hypothesis 1 (H_{03}) is rejected.

Table 10: Summary of the Results

No	Hypotheses	Result
H ₀₁	There is no significant relationship between training practices (Independent variable) and organizational commitment (Dependent Variable) of IT professionals under study.	Rejected
H ₀₂	There is no significant relationship between training practices	Rejected

	(Independent variable) and turnover intention (Dependent Variable) of IT professionals under study.	
H₀₃	There is no significant relationship between organizational commitment (Independent variable) and turnover intention (Dependent Variable) of IT professionals under study.	Rejected

Discussions

The results of this study showed that training practices were significantly and positively related to organizational commitment while it was significantly and negatively related to turnover intention of IT professionals. Apart from this, results also reported a negative significant relationship between organizational commitment and turnover intention.

Training practices have a significant positive influence on organizational commitment as analyzed by this study. This is consistent with the findings of several researchers (Bartlett, 2001; Ahmad & Bakar, 2003; Benson, 2006; Al-Emadi & Marquardt, 2007; Dirani, 2009; Bulut & Culha, 2010; Newman, Thanacoody & Hui, 2011; Alhassan, 2012, Mahmood, 2012) who found evidence of a significantly positive relationship between the perceived benefits of training and affective and continuance commitment. While the present finding is in contrast to the finding of Tnay, Othman, Siong, & Lim (2013) who found that organizational commitment had no significant relationship towards turnover intention among the employees within the organization. Nevertheless, findings confirm that employees are committed to their organization and job if they are made to feel that their employers focused of their well-being. Training is one strategy that employers can however adapt to make employees feel this way. When employers put in place training programs for their employees, they become aware that they are being treated as assets of the organization rather liability, thus will be committed to the organization.

Training practices have a significant negative influence on turnover intention of IT professionals. This finding is in incongruence with the recent works (Benson, 2006; Egan, Yang & Bartlett, 2004; Mohamad & Aizzat, 2006; Connie & David, 2009) who found, in probing the link of certain training methods on staff turnover intentions that training practices was negatively related to intention to turnover. It could be said that if the employees are happy in what training they receive compared to those of a referent other, they are more likely to be remain with the organization. Indeed, IT professionals who perceived fair prospects of different work outcomes particularly with regards to training and their self development view their current organization as favorable and might not see outside alternatives as attractive. Thus, the result implied that IT professionals who are imparted a need based, structured training, with impartial training evaluation are less likely to have the intention to leave their current organization.

Organizational Commitment has been found to have a significant negative influence on turnover intention of IT professionals. This finding is also in incongruence with the existing finding of the researchers (Mathieu & Zajac, 1990; Tett & Meyer, 1993; Martin & Roodt n.d; Brum, 2007; Yang, 2008) who found that the greater the commitment levels of the employee, the less the likelihood that the individual will leave the organization. A committed employee is one that will remain with the organization.

Conclusion

This study examined the level of training practices, organizational commitment, and turnover intention among Indian IT professionals. The effects of training practices on organizational commitment and turnover intention were also investigated. The intention was to investigate whether Training practice is a significant variable in influencing organizational commitment and intention to quit among employees. Based on the aforementioned discussion, it is logical to predict that when IT professionals' are being imparted need based, structure, and well designed training program; they are highly committed to the organization and tend to stay in their current organizations and do not have the intention of seeking other alternatives. Overall, the findings provided empirical support that training itself has a significant influence on turnover intention. In addition, along with many other studies, organizational commitment has been found to be associated with turnover intention. In order to use training as a mechanism to build commitment, organizations need to ensure that trainings are relevant, communicated effectively and are able to meet the expectations of the employees participating (Brum, 2007). It is acknowledged that training forms the backbone of strategy implementation and that organizations must have trained employees. The lack of these will definitely result in complaints, further problems to customers and reduction in company's profitability.

Limitations of the Study and Future Direction

This study was constrained by the use of the self-report technique while gathering data. With self-report measures, social desirability biases turn into a reason for concern. Further, there can be a possibility of the common method bias as all the variables were measured using the same methods and same sources. Future studies can likewise employ qualitative techniques to recognize emergent themes in this area.

The study used the cross-sectional design from which it gets to be hard to reach inferences about the causal relationships among variables. A longitudinal study design may give a more thorough test of connections.

The study used the aggregate score of training practices and did not ponder the effect of different dimensions of training on organizational commitment and turnover intention. Further, the effect of training was seen on only one form of commitment, i.e., affective

commitment. Future studies can dive more profound and study how distinctive parts of training are linked to different types of commitment.

The sample of the study was restricted to Indian IT professionals. There might be some sector particular issues which were overlooked and disregarded. Future studies may benefit from an investigation of a more extensive range of employees at different organizational levels, societies and sectors.

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PERCEPTION OF BUSINESS TOWARDS DIGITAL MARKETING IN INDIA

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ABSTRACT

The future business prospects have huge dependency on digital marketing innovations. Technical innovations are not only changing industries but their sustainability of using digital media. The use of digitization has become part of everyday life. India is the price sensitive market and Indian consumer look for the comfort and ease which is truly attributed to online media used. Digital Channels provide the business multiple ways to reach the consumer via e mail, internet, phone and digital television. The broad objective of the study is to understand the perception of business for digital marketing in India. The study has used primary and secondary data collected from sources.

Keywords- sustainability, digital media, innovations, price sensitive

Introduction

Digital technology is the medium through which the companies grow their business. The digital channel is used for promoting product and services and to reach consumers is called digital marketing. The trends of digital marketing like mobility, social media, content marketing, search engine marketing and advanced analytics. The company analyzes the customer behavioral data. Multiple touch points have been identified when communication to customer is made on products and services. The touch points like radio, communities, sales force, television, mobile apps, e commerce, social networks, and direct mail.

Literature Review-

The communication between firm and customer is enhanced by using digital channels (Peppers et.al., 2004).

The applications of CRM are used for enhancing the satisfaction of customers. (Jayachandran et.al., 2005) The communications on digital marketing can enhance the ROI of marketing.

Technological innovations lead to transition from traditional marketing to digital marketing. (Bhattacharya et.al., 2000)

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Traditional Marketing functions are enhanced by using internet to extend the information technology. (Urban, 2004)

There is huge study made in knowing the answers of research questions related to digital marketing. (Leeflang et. al., 2014)

Digital marketing means integrated communication made with customers using digital technologies.(Smith,2007)

Objectives of Study-

1. To explore the business owner's perception of digital marketing
2. To know about the future business prospects

Research Hypotheses

- H0- Media type has no significant impact on effectiveness of digital marketing used by businesses
- H1- Media type has significant impact on effectiveness of digital marketing used by businesses

Methodology-

The paper has used the primary and secondary sources of information. 100 samples have been collected from owners of small or big type of businesses. The sampling technique is convenience sampling and area is Ghaziabad. The survey has been conducted with the help of questionnaire. The respondents are the business owners of both types of businesses viz small or big. The statistical analysis technique used is t-test for data analysis.

Data Analysis-

Table 1-Media Used for Communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Traditional	68	68.0	68.0	68.0
	Digital	32	32.0	32.0	100.0
	Total	100	100.0	100.0	

Table 1 clearly indicates the media used for business communication by several businesses.

Table 2-Media Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Phone	8	8.0	8.0	8.0
	Digital TV	57	57.0	57.0	65.0
	Radio	11	11.0	11.0	76.0
	Internet	24	24.0	24.0	100.0
	Total	100	100.0	100.0	

Table 2 clearly depicts the type of media used by the businesses in using of digital marketing. Most of businesses have used the media of digital TV for communication with customer.

Table 3-Awareness of revenue model of digital marketing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	74	74.0	74.0	74.0
	No	26	26.0	26.0	100.0
	Total	100	100.0	100.0	

Table 3 shows that most of businesses have awareness on revenue generated from digital channels. Infact they have some issues in adopting the same for final promotion of their products and services.

Table 4-Use of digital marketing strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	75	75.0	75.0	75.0
	No	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

Table 4 mentions the use of digital marketing strategies by business owners in sale of their product and services.

T –test has been used to find the significant impact of media type on effectiveness of digital media.

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Effectiveness of digital media	41.726	99	.000	1.070	1.02	1.12
Media Type	26.474	99	.000	2.510	2.32	2.70

The significant value is $<.05$ so the null is rejected. It means use of media type has the significant impact on the effectiveness of digital marketing by businesses.

Findings-

The analysis of data has indicated that the media type use has impact on digital marketing effectiveness by businesses. The business prospects largely depend on the right type of media type used. Mostly businesses are aware about the use of digital marketing strategies but the adoption of media for the overall implementation is not visible in industry. The internet penetration in India is around 20%. The business has to see the customer's reach before finally using the media type for promotion of their products and services. The digital marketing strategies like content marketing, SEM, web analytics are being used by businesses for effective results.

Conclusion & Recommendation-

Delivering effective solutions to customers depend on proper use of digital applications with individual user permissions and access controls, without compromising availability, performance and security. The benefits underlying the use of digital media are based on customer perception of the use of information technology.

The consumption of information technology in buying of goods or services will lead to bright future of India from business perspective. Indian Government has to increase the adoption rate of technology so that growth of industry can be sustained. The sustainable model of digital marketing can be proposed so that futures of Indian businesses are maintained.

Limitation

Owing to lack of time and resources the researcher has been able to explore limited dimensions of relevance of digital marketing for business in India. Given a time in future, more researches may be performed in the area of knowing more on workability of digital marketing models for growing business.

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CERTAIN ASPECTS OF BANKING REGULATION REFORM IN UZBEKISTAN

Rakhmanov Zafar Yashinovich¹

ABSTRACT

The article deals with some aspects of the package of measures to reform the system of banking regulation in Uzbekistan on the basis of the recommendations of the Basel Committee on Banking Supervision (Basel III). In addition, it presents the author's understanding of the various risks in implementing new standards in banking.

Keywords: *banking regulation, Basel III, capital adequacy, leverage, liquidity coverage rules, corporate governance, the information disclosed by banks.*

The events of the duration from 2007 to 2009 demonstrated that regulatory measures recommended by the Basel Committee on Banking Supervision (BCBS) and implemented by many countries could not prevent the onset of the financial crisis, which to a large extent has been linked to an excessively risky credit policy of banks in previous years. The Committee has developed and offered to discuss a new package of measures aimed at strengthening the capital base of banks, regulation of liquidity and minimize the systemic risks. At the summit in June 2012 in the Mexican city of Los Cabos leaders of the "Group of 20" approved the initiative to introduce new standards and expressed the intention to achieve full implementation of these proposals¹. At the moment, many details require further elaboration and, therefore, discussions will continue, particularly in regard to the problems of systemically important financial institutions (SIFI). However, the basic principles already established², and the need to meet them is inevitable. While Basel III is in the process of acceptance for execution by national regulatory authorities, the focus moves to implementation - measuring the impact on business processes and planning for transition to the new standards. Already, there are signs that the implementation of adopted the whole system will have its own characteristics depending on the jurisdiction. Although the transition period seems long enough, financial institutions are not recommended to rely solely on the

¹ G20 Los Cabos Summit Leaders' Declaration. The Group of Twenty. 18–19 June 2011. <http://www.g20.utoronto.ca/2012/2012-0619-loscabos.pdf>

² Basel III: A Global Regulatory Framework for More Resilient Banks and Banking Systems. Bank for International Settlements. December 2010 (rev. June 2011). <http://www.bis.org/publ/bcbs189.pdf>, Basel III: Long-term Impact on Economic Performance and Fluctuations. Bank for International Settlements. February 2011. <http://www.bis.org/publ/work338.pdf>, Basel III: The Liquidity Coverage Ratio and Liquidity Risk Monitoring Tools. Bank for International Settlements. January 2013. <http://www.bis.org/publ/bcbs238.pdf>

deadline for completion of the implementation, scheduled for 2019, - they must be ready to demonstrate the stability of capital and liquidity in advance and that is natural to meet the milestones in the course of their implementation. In our opinion, despite the lack of complete clarity wait to clarify all uncertainties not worth it.

Previous experience with the system requirements of the Basel II showed that the cornerstone of successful implementation are preliminary analysis, strategic assessment and detailed planning.

Banks also need to remain flexible and ready for the next change and the development of Basel III. The purpose of this article is to analyze the basic requirements for capital adequacy and liquidity set by the Central Bank of the Republic of Uzbekistan, and some of the key practical aspects to be taken into consideration by national banks in the development of effective implementation procedures.

First of all, it should be noted that in addition to the increased requirements on the level of basic capital Basel III provides for the establishment of special capital buffers that allow for adjustment of banks' own funds to counter cyclical fluctuations economic conditions. Another innovation - the introduction of liquidity ratios that banks should provide an adequate supply of liquidity in the conditions of crisis and the sudden massive withdrawal of deposits. The third area of reform - increasing capital requirements for global systemically important financial institutions capable of initiating the spread of risks in the financial system.

The main directions of further improving the financial stability and reliability of the national banking system in 2015-2019 years, creating favorable conditions for the strengthening and growth of the resource base of commercial banks, stimulating their investment activity, as well as providing output to a higher level of organization of banking activities in accordance with generally accepted international norms and standards were determined Resolution of the President of the Republic of Uzbekistan dated May 6, 2015 RP № PP-2344 "On measures to further improve the financial stability of commercial banks and the development of their resource base"³. This decree in particular, for strengthening the regulatory requirements established for liquidity and capital adequacy of commercial banks, as well as the methods and mechanisms of management in accordance with the recommendations of the Basel Committee on Banking Supervision (Basel standards-III):

- Introduction of standards covering the liquidity ratio, defined as the ratio of liquid assets of high quality to a net cash outflow for the period of performance of up to 30 days, with the establishment of a minimum requirement on this index at 100 percent;

³ Collection of legislation of the Republic of Uzbekistan, 2015, num. 18, p. 217
http://www.cbu.uz/ru/section/banking_legislation/views/president_regulations

- The introduction of the coefficient of the rate of net stable funding, defined as the ratio of the available amount of stable funding to the resources required amount of stable funding to the establishment of a minimum requirement of 100 percent;
- Introduction of changes in the capital structure with a gradual increase of the minimum regulatory capital adequacy ratio from 10 percent to 14.5 percent;
- Gradual increase in the minimum capital adequacy ratio of Tier I to 5.0% and 11%, taking into account the capital conservation buffer of 3% of total assets, weighted by risk;
- Improving methods for assessing operational and market risks for the purposes of capital adequacy.

At first glance, despite evidence of systemic reforms in the sphere of regulation, Decree of the President (and other regulations in this area) complicates the transition phase, not only vices of the new requirements, but also multi-stage reform and strict regulation of innovation. Although controversies in the scientific community on the feasibility of a set of measures envisaged by this Regulation are still ongoing, there is not any coherent alternative to it.

We believe that tighter regulation is not an end in itself Regulation (and other regulations).

Otherwise, it would lead to a multiplication of negative phenomena in the banking sector. In fact, Resolution illuminates Uzbek banks the way to the development in new, post-crisis conditions and how it may have seemed, paradoxically, it helps (of course, by force) the integration of their operations with the new regulatory framework.

Perhaps, for the first time in the history of banking reforms in the country in such detail and consistently developed "road map" in the banking sector in the years ahead. It seems that this kind of "regulatory responsibility" (and hence the responsibility for the sustained growth of the economy as a whole) should in future be the basis of any changes affecting the processes of macro and micro levels.

It should be noted that the implementation of effective banking supervision based on international standards, conducting ongoing monitoring of asset quality and liquidity of the banks have allowed almost all banks of the Republic to confirm positive ratings assigned by leading international rating agencies such as Fitch Ratings, Moody's and Standard & Poor's. Rating agency Moody's the sixth consecutive year, assigns a rating of "stable" to the banking system of Uzbekistan. In particular, the agency notes that only the banking system of Uzbekistan is forecast sustainable growth among the CIS countries, as in the long term the level of asset quality indicators, the growth in deposits will maintain.

Capital adequacy. On October 6, 2015 the requirements of provisions of the Central Bank of the Republic of Uzbekistan "On the requirements for bank capital adequacy"⁴ came into force. According to this provision, the regulatory capital adequacy ratio (C1) is calculated as

$$C1 = RC / RWA$$

Where, RC – the regulatory capital;

RWA – Risk - weighted assets⁵

Minimum level of indicator since January 1, 2016 shall be equal to 11.5 percent. Prior to January 1, 2019 banks must raise the level of capital adequacy (including capital conservation buffer of 3 percent of the bank's assets to risk weighted) to 14.5 percent.

Coefficient of Tier 1 capital adequacy ratio is defined as the sum of Tier 1 capital to total assets of the bank to risk weighted. By January 1, 2019 this ratio should be at least 11 percent (taking into account that the amount of high-quality Tier 1 capital (including capital conservation buffer) should be equal to 3 percent of the total assets of the bank).

Table-1
The minimum requirements for capital adequacy (as a percentage)

Terms of introducing	Requirements to regulatory capital, (C1)	Requirements to Tier 1 capital, (C2)	The share of Tier 1 capital in the amount of regulatory capital
01.09.2015	10	7,5	6
01.01.2016	11,5	8,5	7
01.01.2017	12,5	9,5	7,5
01.01.2018	13,5	10,5	8,5
01.01.2019	14,5	11	9,5

In addition, banks are recommended to adhere to the leverage ratio (the minimum level of 6 per cent), which is defined by the formula:

⁴ Collection of legislation of the Republic of Uzbekistan, 2015, num. 27, p. 360. http://www.lex.uz/law_collection/?id=3095

⁵ Banking assets on the level of risk are divided into assets: riskless (risk level 0), with minimal risk (risk level of 20 per cent), the average riskiness (level of risk 50 percent), high risk (risk level of 100 per cent), particularly high risk (risk level 150 percent) the level of risk on assets depends on the characteristics of the person accepting Liabilities and / or guarantees and / or other security of an asset.

C3 = tier 1 capital / gross assets + off-balance sheet and derivative instruments - intangible assets.

It should be noted, the implementation of Basel-III standards in banking activities do not provide a complete answer to all the problems. In our opinion this is reflected in the following aspects:

Firstly, the new capital adequacy will not save from the crisis. We must admit, when investor sentiment and future projections change then banks which were perceived as highly capitalized may appear as undercapitalized, if you have any doubts about their ability to pay. This happened in 2007-2008. Knowledge of differences in the availability of capital is not enough to predict which financial institutions will be vulnerable in crisis conditions. Only a very large amount of capital (the level of which is estimated to be over for a long time) can be protected from the crisis.⁶

Secondly, on the bases of approach to the assessment of the capital adequacy lays the ratio of assets weighted by risk. The corresponding weights are calculated on the basis of past experience, i.e. on the basis of past perceptions of the risks associated with different assets and their relationships⁷. When the financial crisis began, it turned out that the Basel risk weighting values are not working. And the reason is not the incompetence of investors, banks and regulators, and the inability to accurately assess the risks in terms of their probability.

Despite this, in the banking system of the Republic of Uzbekistan held a successful systemic measures to further increase the capitalization of banks. As a result, performance of the banking system not only meet the generally accepted standards, but exceed them in some parameters. To date, the capital adequacy ratio of the banking system is 23.9%, which is 3 times higher than the requirements set by the Basel Committee on Banking Supervision (8%). The total capital of banks as of October 1, 2015 amounted to more than 7.4 trillion. sum⁸. The same pattern is observed in the context of separate commercial banks of the republic.

⁶ These questions are found in the works of some scientists and experts. For example, E.P. Dzhagityan (Candidate of Economic Sciences, M.B.A., leading researcher of the Research Center of International Economic Relations) V.M. Usoskin (Doctor of Economics, professor, National Research University). <http://www.cbr.ru/publ/?PrtId=moneyandcredit>

⁷ Some of the principles and methodology of calculations in the work M.Sattorova 9.2015, p. 4-11 <http://bpbk.uz/>

⁸ According to <http://www.cbu.uz/ru/arc/press/2015/Oct>

Table-2
The dynamics of capital adequacy ratios JSCB "Ipoteka-bank"*, (in percent)

№	Ratio	Min.	01.01.2015	01.04.2015	01.07.2015	01.10.2015
1	Capital adequacy ratio	10	13,2	13,5	13,1	12,6
2	The capital adequacy ratio Tier 1	5**	10,9	12,9	11,6	10,7
3	Leverage	6	7,0	8,5	7,7	6,9***

Remarks:

* According to the application №1 Recommendations for completing the reporting of commercial banks on Banking Supervision submitted to the Central Bank of the Republic of Uzbekistan (Form-3006EN)

** to 01.09.2015, the minimum value of the coefficient of 5 per cent, from 01.09.2015 7.5 per cent the year.

*** This is due to the seasonal nature of (construction) financing

Reference. Joint Stock Commercial Bank "Ipoteka-bank" established by the Decree of the President of the Republic of Uzbekistan "On further development of housing construction and the housing market" № PP-10 dated 16.02.2005, the bank accumulated 6.94 percent of assets of the republic's entire banking sector on 01.10.2015.
http://www.ipotekabank.uz/ru/about/in_digits/

Provision of liquidity. The activities of banks is significantly different from the activities of other commercial organizations. Thus, if conventional commercial organizations operate primarily own funds, banks, in general, operate the involved resources. In particular, despite the fact that banks use equity capital to support its activities, the bank's activities can lead to loss of depositors' funds. As a result of specific role of banks, there is a need for a systematic approach to liquidity management in banks.

Since 1 January 2016, banks must comply with the established norms of the liquidity coverage. The liquidity coverage coefficient is defined as the ratio of highly liquid assets to the amount of net expense for the next 30 days. The rate of this ratio currently stands at no less than 80 percent. On January 1, 2017 rate rises to 90 per cent, by January 1, 2018 - 100 percent.⁹

⁹ According to the provisions of the Central Bank of the Republic of Uzbekistan "On the requirements for managing the liquidity of commercial banks" (registered in the Min. Of Justice of the Republic of Uzbekistan August 13, 2015 under the number 2709). Collection of legislation of the Republic of Uzbekistan, 2015, num. 32, p. 437. http://www.lex.uz/law_collection/?id=3095

In addition, starting from January 1, 2018 the coefficient of net stable funding regulations in the amount of 100 per cent is introduced. The norm is calculated according to the formula:

$$[\text{NSFR} = \text{net of stable funding, in the presence} / \text{net of stable funding, necessary}]$$

The structure of the amount of stable funding - available includes:

- the regulatory capital of the bank;
- bank liabilities with a real maturity of more than 1 year;
- 30 percent of the amount of other demand deposits and borrowed funds;
- 30 percent of the amount of deposits and other borrowed funds with a maturity up to 1 year.

The amounts of stable funding - necessary consist of:

- The bank's assets with a maturity of more than 1 year, as well as non-performing loans and non-financial assets (land, buildings, etc.);
- The assets are in litigation or outstanding in due course;
- 30 percent of total assets with a maturity of up to 1 year (other than liquid assets perpetual or with a maturity up to 1 year);
- 15 percent of the amount of off-balance sheet commitments.

Table 3.
Example of calculating the rate of the net stable funding
(all data is conditional)

Accounts	Assets		Liabilities	
	Up to 1 year	More than 1 year	Up to 1 year	More than 1 year
1	50	—	—	50
2	30	—	—	20
3	40	60	10	30
4	30	150	70	120
5	50	75	50	50
6	—	25	60	40
Total	200	300 (C)	190	310 (D)

Calculation.

The amounts of stable funding - in the presence of (D) = $310 + (190 \times 30 \text{ percent}) = 367$;

The amounts of stable funding - necessary (C) = $300 + (200 \times 30 \text{ percent}) = 360$;

The coefficient of net stable funding rules = $367/360 = 101.9$ i.e. more than 100 percent.

The current level of liquidity over the years exceeds 64%, which is 2 times higher than the minimum norms adopted in the world practice. The total assets of banks as at October 1, 2015 amounted to more than 62.1 trillion. soums. Analysis of the dynamics in the context of separate commercial banks confirms the effectiveness of interventions.

Table 2
The dynamics of capital adequacy ratios of JSCB “Ipoteka Bank”
(in percent)

№	Coefficients	Min.	01.01.2015	01.04.2015	01.07.2015	01.10.2015
1	Current liquidity ratio	30	43,1	53,0	50,4	57,7

Conclusion

The system of regulatory components of Basel III has recommendatory character, and the national regulators may (and should!) to independently determine the boundaries of the new regulatory space: to develop individual approaches of introduction of new rules and standards, depending on the readiness of the banking sector and reform needs, as well as the monitoring mechanism of the reform process, including the necessary adjustments to its course.

This in our view, to further enhance of the effectiveness of the reforms it is necessary to pay attention to the following factors:

First, the rationalization of banking activities will contribute to the regular stress testing of banks. Illustrative results of the relationship and interdependence of the key parameters of macroeconomic and banking dynamics are a reliable guide in the development of new or adjustment of current strategy. In other words, stress testing serves as a litmus test, warning banks against wrong actions and warning them of the possible risks. The additional costs of banks on risk management is not to be confused with the additional operational burden, and with investments in sustainable development in the foreseeable future.

Second, banks must disclose the information about the main points concerning the indicators of risk tolerance (without breaking the necessary confidentiality), with a description of the procedure for determining these indicators and the degree of participation of the Board of the bank in the process. The disclosed information must be accurate and clear, presented in an understandable form, so that it could easily take advantage of shareholders, depositors, other stakeholders and market participants. Banks are required to promptly publish the disclosed information on the corporate website of the banks, in the annual report and interim financial statements, or otherwise.

Third, it is not clear whether the measures of Basel-3 directly affect the risks associated with inadequate levels of liquid assets and risk structure of liabilities. In fact, the bank's assets carry risks. And not only assets, but banks as organizations, widely borrowing money. In practice it is very difficult to distinguish between illiquidity and insolvency - the difference in timing may be just a few days. If the crisis is actually caused by the insolvency caused by excessive leverage and risk, the injection of liquidity by the central bank will not help. Central banks can provide liquidity only to solvent organization.

As a conclusion, it is necessary to point out, in broad terms, the answer to arising problems in terms of ensuring the liquidity of banks is extremely simple: the banks should increasingly be financed by the share capital than by short-term debt.

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RESEARCH OF MOTIVATION PROBLEMS IN PERSONNEL MANAGEMENT

Bobur Nasilloevich Urinov¹

ABSTRACT

In the given article considered methodological bases of factorial development of personal, factors and directions of increasing efficiency of personal management, theoretical states of motivation processes, it's roll in modern stage of development of economy and business, posed methods of research of personnel.

Keywords : *Motivation processes, management of personnel, stages of motivation, technology of management process, social needs, needs of human, affectivity of motivation.*

Introduction

Managerial aspects of personnel and motivation – is a multilateral problem. Designing of theoretical states of motivation is belong to 50th of XX century. Known scientists in theory of motivation are: English scientist S.Khits, American scientist and Manager G.Ford, M.Porter, A.Sloun, Li Yakokka, japan scientists K.Masusita, A.Morsha. In theory of management of personnel disclaimed wide residence for motivation mainly for needs of individual. Here most famous authors are: A.Maslou, D.Mackmilland, F.Gersberg and others.

Effectivity of production depends on many factors, which are widely lied in economic literature. Initial classification of factors of effectivity of production were include classic factors, which were consider in works of Adam Smit, David Ricardo, P. Samuelson and others. They still have sense for modern conditions. But, globalization process of world economy extended spectrum of efficiency factors.

Factors offered by us have not only industrial but also resource character. It possible to classify in following way:

- Ü Information and know-how;
- Ü Financial and material assets;
- Ü Potential of personnel;
- Ü External connection and cooperation.

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Methodology

All enterprises and organizations have some general properties: first of all: they are all social systems; second: their activity is integrated; they work as one complete; third: their activity motivated and directed to solve general problems. In enterprises each worker realizes wide reference activities in cooperation with managers. Consequently, worker is a product of its own motive behaviors and aspirations, which can be manipulated, changed in influence of different factors and conditions. Nowadays it is widely leaded to information, character, desire, disposition and attachments of worker, by which administration could more effectively influence to activity of employees. For example, American's study this kind of problems by tests, Japan managers trying to deeply analyze acts, activities and enthusiasm of their employees, for further understanding specifics of character of worker. For realization of this process manager should spend more time to contact with their employees. Of course these expenses will be covered by more effective influence to worker and his activity.

In the system of governance of personnel, USA and Japan are strong competitors. They have different conceptions of personnel management, for at the first look seemed same problems. It is possible to learn, share reached result of both schools and not to reaped their mistakes in the sphere of personnel management.

In modern conditions the most enterprises considered their efforts on three main directions: complex autoimmunization of production processes, modernization of methods and forms of management, including production management and development of techno – mechanic base, developing potential of personnel and its coalification. That is why this kind of resource compotation concluded as the most perspective for creation more adaptive production system of new generation, which just before was existing in theory.

It is impossible to organize the process of personnel management with out, having information and communication tools. At the same time, it is important to notice that each employee of enterprise or organization is a carrier of information and communication tools are methods of their integration for achievement of certain goal of company. Managers need objective information for taking decision about personnel.

Information, as a factor of management of personnel is a main element of functioning of organization. Communication, as tool of receiving and sending information has following principles:

- Principle of evidence – message will not be completed till it will not be received (understood), and it needs to be checked and attention;
- Principle of integrity – purpose of managerial messages is to understand connection between production process and stated goals by employees;
- Principle of strategy – to develop strategy for increasing channels of communication on the base of studying current situation.

Communication is the most significant condition of efficiency of management of personnel. The term competence is a central idea of concept of management of personnel. The term competence was first used in the works of American scientist V. Macmillan, where he motioned that essence of organization, its core is a merge of competences of all employees that it has.¹⁰

Review

In economic literature, idea of “motivation” is treating differently. By not marching into controversy with authors, who gave their own essence to “motivation”, we will state our approach to motivation, under which we consider “needs and motivating factors which evoke us to act with defined aim”.

Motivation process is complicated and ambiguous. There is enough amounts of definitions of different theories of motivation, which are trying to give explanation for pure human habit. In modern researches there are many marked out theories which consider motivation (theory of hierarchy of needs, theory of gained needs, theory of two factors, theory expectations, theory of reinforcement, theory of equity, model of decision of risk, theory of X and Y and others.). All those theories oriented to analyzing factors based in motivation, expectations and predictions of results of motivation processes.

In researches of Russian scientists considered not only needs, but also process of formation and functioning of motivation, given typology of individual. It is possible to divide personnel into three types by depending to aim of research of motivation:

- a) First type, oriented mainly on content and public consequence of work;
- b) Second type, oriented on wage and other value of work;
- c) Third type, personnel with balanced different values.

Researches show that more that 80 % of worker belong to second type of motivation group (which are motivate by high wage).

Motivation is a contiguous process. It is one of the special functions of management and connected with a process of inspiration of him and others to act by forming motives of behavior for achievement aims of company. Researches in the field of behavior of human in labor relations give general explanation of motivation and allows to create pragmatic models of motivation of personnel at their work place.

Each company should be interested in development of motivation process. Otherwise without it, it is impossible to gain positive result, by which needs of individual could be satisfied. It is difficult to observe or measure needs. Their existence can be estimate by only behavior of human. That is why theory of motivation requires special field of knowledge. On the assumption of theory of motivation firstly need to be identified needs, stimulus of human to act, particularly in recognizing volume and content of work.

¹⁰ Управление персоналом организации, Учебник, М.:ИНФР-М, 2007, 167-169pages.

Main part

According to theory of Maslow¹¹ in of main needs (physiological, safety, social, luckiness, self-expression) form hierarchical structure, which dominantly describes behavior of human. Superordinate category needs do not motivate human, while they are not satisfied. But this hierarchical structure is not absolute hard and strict. Intensional theories of motivation based on needs and connected with them factors, which identify behavior of human.

Widely speared model of Porter – Louler is based on fact that motivation is a function of needs, expectations and sensations of personnel in equitable remuneration. Effectiveness of work depends on spent efforts, and self-assessment of his/her roll. Capacity of spent efforts depends on assessment of value of compensation and sureness in getting it. According to model of Porter – Louler, effectiveness of work is continued by satisfaction, which is close with theory of human relations.

Researches in the field of behavioral science exposed insolvency of pure economical approach. Managers recognized that motivation is a creation of internal inspiration, which permanently changing. In modern conditions, for more effective motivation of personnel, managers should identify needs, and provide means of satisfaction, and create convenient conditions for them.

In research of motivation processes important to establish the most effective methods of assessment of satisfied needs. For example, system analyze is methodological method of systematic solving way of perfection problems of management of motivation and components of its content. By behavioral method of research possible to help in realization of own capacities, creative abilities by using conceptions of behavioral science for building and managing own team.

Main goal of this method is to increase effectiveness of company by rising effectiveness of human resources. Correct usage of behavioral science will always assist to increase effectiveness as for single worker, and for whole company personnel.

For effective moving to aim of company, manager should coordinate work, and make or stimulate personnel to do it. Managers realize their ideas in reality by using theoretical principles of motivation. For more deeply understanding essence of arising situation of motivation process significant to use situation method. Situation method based on alternative gaining of same goal in the process of realization of managerial decision, accounting unforeseen situations. Concert situations could be change in accordance of content, type of managerial decisions by time, resources and ways of supporting managerial decisions.

In modern stage of development of economy more frequently activity of managers concentrated to activate usage of innovation process. Innovative method is oriented to develop innovative creations and implementing novelty. By this way as M. Porter considered

¹¹ Современная западная социология. Словарь, М.: 1996.

activity of personnel should be focus on consideration of production factors and investments, as an asset scientific innovative activity, but not in development stage of economy of country

At last, global method, which nowadays used for solution of problems of international standardization, metrology and certification, informational support of management of different complicated objects and corporations. Essence of global method is concluding in formation and solution of problems providing competitiveness of big objects. In addition, review must answer to requirements of system, consistency, completeness within the scope of world community.

Conclusions

Stimulation incites personnel to work more productive but it is not enough. System of stimulus and motives should rest on certain base – normative grade of work activity. The fact worker's accession in labor relations means that he/she is ready to do some duties in order to gain awards. In this case there is no place for stimulation. Here works the sphere of controlled activities and motives, connected with fear of getting punishment for not doing duties that must be done.

Management of motivation is complicated and multisided problem. For organization research of this problem required line of instruments and approaches. Only by this way, it is possible to rich effectivity of research.

Management of personnel researches mainly economic, social, psychophysiological problems of human.

In theory of management of personnel mainly researches problems of individual needs. It is possible to consider as a key question theory of motivation. Many works of foreign scientists were dedicated to this problem.

Each organization interested in development of motivation process, since without it difficult to increase productivity and effectiveness of production.

For organization of research in field of motivation process important to implement by which methods could be assessed or developed motivation. Nowadays in science commonly used system, situational, behavioral, integrated and other methods.

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“A STUDY ON: THE BEST MARKETING STRATEGIES PREVAILING IN THE UNDERGARMENT MANUFACTURING & MARKETING COMPANIES IN INDIA”

Vijay B. Kher¹

ABSTRACT

This research under the title of “A study on the best marketing strategy prevailing in the undergarment manufacturing and marketing companies” is studied under different aspects of marketing strategies adopted by domestic and international innerwear companies to target Indian innerwear consumers. The best strategies are considered under products development through advanced technology & machinery, better & eco-friendly fabric with best production capability and infrastructure to produce innovative products for end customers. Similarly, current trend of distribution channels to reach out the ultimate customers and innovative promotional strategies for successful brand promotions to sustain in growing and highly competitive innerwear industry.

Introduction:

The most promising category of innerwear in entire segment of Textile and Apparel is showing the tremendous growth in both categories of male and women. The Indian innerwear market which was about Rs. 14,300 crore in 2011 is expected to reach 43,700 crore by the end of 2020 at CAGR of 13.2% in overall Indian apparel market in which men's innerwear market is expected to reach Rs. 13,700 crore (@ CAGR 10%) while women's innerwear market Rs. 30,000 crore (@ CAGR 15%) by end of 2020.

Trends of the Industry:

- Franchising
- International Touch
- Online Shopping
- Rising premium segment
- Specialized Offerings

With evolving perception, an undergarment has managed to be an essential part of a woman's wardrobe from being just a bare necessity and this change has led to a growth wave in the industry. Along with this, rising disposable income, growing organized retail, rising awareness among the consumer segment and growing focus on product extension and quality

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will further stimulate the gains for the industry. The industry, though faced with certain challenges will continue to march ahead driven by Indian consumption boom and compelling demand demographics in India.

Indian consumers spread across different regions are not homogeneous entities. The consumers of each region are nurtured by its own culture, education and aptitudes which condition their purchase criteria.

Local consumers of innerwear in each region are guided by:

- Window POS Displays
- Hoardings
- Gift Vouchers
- Fresh arrivals
- Event Sponsorships
- Discount Offers
- Celebrity Endorsements
- Advertisements / Features in Magazines
- Advertisements and Sponsorships on TV/ Electronic Media

Research Methodology:

Sample Size: The total 300 companies were targeted for research but 195 responses were received and 45 responses were rejected due to incomplete and improperly filled to get correct information therefore, a total of 153 responses were finally selected for the research study.

Research Design: In this study a Mix of Descriptive and Exploratory Research design was used. This study aims not only on describing the present situation but also on finding the reasons to suggest the most appropriate solutions.

Major Hypothesis of the study: The study is Descriptive and Exploratory in nature, no specific hypotheses have been framed for the study.

Statistical tools used: In the study Mean, Standard Deviation, t-test, ANOVA etc, were used to test the hypothesis and describe their current & best marketing strategies.

Data Analysis : There are many marketing strategies which are adopted by the manufacturing companies such as Opportunities to the business, Critical threat to the future of the business, Competitive Strength of the business, Reasons for making changes in the product, if any, Replacement Policy, Bases for setting prices, Price fixation method adopted

by the firm, Prices offered to customer segments, Differentiation of prices area wise, Promotional Strategy and Brand positioning, Advertising & Promotional Media adopted, Packaging for Branding & Promotions of products, Sales promotion method employed for consumers, Trade promotion method employed for retailers, Distribution Channel adopted, Competitive Strategy followed by firm, Performance of the firm in past three years, Strategies for cost and quality, and Priorities for developing competencies. These 18 strategies were then again converted into seven factor or strategies; they are Competitiveness, Price Differentiation, Promotion Distribution Strategy, Sales Promotion, Product Modification, Threat and Opportunity, and Adaptive Strategies.

Conclusion:

Statistical Analysis provides a base to reach a conclusion and make a decision; the conclusions are made on the basis on statistical test and frequency distribution tables.

The statistical analysis found that Performance of the firm, Opportunities to the business, Reasons for making changes in the product, if any, Priorities for developing competencies and Competitive Strength of the business are the key issues for adopting marketing strategies. The marketing strategies which are also important are bases for setting prices, Packaging, Branding & Promotions of products, Strategies for cost and quality, Competitive Strategy followed by firm, Prices and discounts offered to customer and trade, Price fixation method adopted by the firm, and Replacement Policy, Distribution channels

Finally, there are following seven major marketing strategies of innerwear companies which are adopted by Indian and International companies in Indian Market to explore their business opportunities.

1. Competency Strategy
2. Price differentiation strategy
3. Sales promotions and distribution strategy
4. Product Modification strategy
5. Adaptive strategy
6. Threat & Opportunities

Suggestions & Limitations:

There are suggestions to overcome the problems faced by Indian innerwear manufacturers and marketers and should implement best marketing strategies to compete within the innerwear Industry,

1. Indian innerwear companies need to tie-up with international companies in the terms of technology, know-how, and manufacturing process to produce quality products.

2. Innerwear manufacturers and marketers need to join hands with the educational institutions in fashion technology and design to be updated about latest trend and fashion of innerwear segment of India as well as international market.
3. Innerwear should be focused more on youth between 18 & 45 years with choices of multiple design, style, colours and variety of products.
4. The transparent packaging with assorted colours of 3 pieces in one pack is also suggested to attract the customers.
5. Innerwear companies engaged in sports, gymnasium, and maternity wear need to highlight the features of their specific products for its need and importance towards safety and hygienic point of view for ultimate users.
6. Innerwear companies can highlight their innerwear particularly 'brief' (tight under wear) among peoples residing in rural areas who wear traditional undergarment (loose cotton under wear) to educate them about the long term benefit of the products to avoid the problem of hernia and other disease. This is also advisable by the medical practitioners.
7. Innerwear products should be promoted/sold by opposite sex mainly in urban market to attract youth customers but in rural or undeveloped market it should be sold by experienced same sex to avoid any kind of hesitation particularly in female customers.
8. The marketers of innerwear products can promote their products by displaying the products through mannequin at retail counter with new innovation that the entire mannequin should look real like young celebrities wearing undergarment which may attract more customers subject to consent of concerned celebrities and rules of advertising and brand promotion.
9. The unorganized Innerwear manufacturers should also adopt new concept of product promotions and distribution through online and digital marketing to increase their market share.
10. Innerwear companies should hire talented and experienced staff primarily from the field of Fashion Technology, Design, Textile Engineering and Management right from manufacturing process to marketing of products, which will not only help in reducing unemployment of graduate students but also help in advancement of business processes.

Finally, Government of India should initiate some scheme for the growth & development of innerwear segment. There is tremendous opportunity in export market for innerwear products mainly in developing countries present in the southeast and west Asia region. The trade fares are one of the best modes of promotion of products to attract the international

buyers so it is suggested to organize such fares at leading undergarment hubs in India on regular basis for securing the export business.

There are some limitations such as,

1. This study has consumed a lot of time and become challenging for the researcher to collect data from responsible and decision making authority of innerwear companies.
2. The problem includes difficulties in meeting with head of the marketing department of innerwear companies, the reluctance on their part in providing the data.
3. The international companies engaged in innerwear companies mostly prefer online marketing and distribution of their products globally from its origin country so it was very difficult to collect necessary information/ data from the concerned authority.
4. The number of players, particular innerwear segment, is less as compared to other segment of T&A industry and are mostly involved in job/finished work of international companies for the marketing of their origin or other countries so it was difficult to collect relevant data for the study in Indian innerwear industry.
5. This is under small scale industry and there are maximum traditional and unorganized players in this segment who are not well-versed with modern marketing concept to provide required and authentic information.
6. Since, it was just necessity segment of T&A industry and there is no more previous researchers have done study, therefore, it was very difficult to collect secondary data from e-journals or research papers.
7. There are very few national and international reports/publications in this segment including both men and women on marketing strategies so one could not get more combined data for the study.

Despite various limitations, the result of this research offers useful and meaningful insight into the field of best marketing strategies and its implications. There are various fields to get explored in further study.

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WOMEN EMPOWERMENT AND DEVELOPMENT: A COMPARATIVE STUDY OF GUSII OF KENYA AND SAHARIA OF INDIA COMMUNITIES

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ABSTRACT

The concept of empowerment of women is part of the gender and development discussion over the past few decades. Historically, the sustained labour of women has been the pivot of the village economic system. The practice all over the third world countries in general and in Kenya and India in particular is that women are designated as home keepers. In Kenya and India today, more emphasis is laid on the need for development of women and their active involvement in mainstream development. It is widely recognized that apart from managing household, bearing children, women bring income with productive activities ranging from traditional work in the fields to working in factories or running small businesses. They have proven that they can be better entrepreneurs and managers in any kind of activities. Empowerment of women is an active process enabling women to realize their full potential. Literature reviewed has shown that women earn only a fraction of the income generated and own a nominal percentage of assets. Rural development has acquired special significance in the developing countries in general and Kenya and India in particular. In keeping with the objectives of the study in view, an extensive survey and an in depth study of women empowerment and development was undertaken with special reference to Guisii and Saharia tribes of Kenya and India respectively. Results revealed that women are engaged in activities which remain unnoticed, unrecognized and unacknowledged, more so in the case of rural women. It is, no doubt, that rural development is a complex and challenging process in which women generally play a predominant role.

Introduction

Crucial to the successful definition and recognition of women's rights as basic human rights are the various international protocols that set down the key principles of equality, non-discrimination and inclusion. Important instruments include: The Universal Declaration of Human Rights, 1948; the Convention against Discrimination in Education, 1960; the Convention on the Elimination of all forms of Discrimination against Women (CEDAW), 1979. These are complemented by the various international conferences that emphasized the need to include women as full participants and beneficiaries of development efforts. These conferences including : The world Conference on Education for All, Jomtien, Thailand, 1990; the United Nation's Conference on Environment and Development, Rio de Janeiro, 1992; the

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International conference on Nutrition, Rome, 1992; the International conference on Human Rights, Vienna, 1993; the International conference on population and Development, Cairo, 1994; the World Summit for Social Development, Copenhagen, 1995; the Habitat 11, Istanbul, 1996; the World Food Summit, Rome, 1996; and Cultural Policies for Development, Stockholm; and Decades (for example, cultural development 1988-97, and the Human Rights 1995-2004)

Of course, a special role has been played by the four World Conferences on Women in Mexico (1975), Copenhagen (1980), Nairobi (1985) and Beijing (1995). These have been landmarks in the struggle to bring the status of Women, the issues that shape their lives and the gender dimension to the forefront of public attention for corrective action. In particular, the Beijing Platform for Action, adopted at the 1995 Fourth World Conference on Women; lists on going areas of concern for women; (1) their poverty and unequal access to social services; (2) their vulnerability to violence; (3) their absence from social and economic decision-making and power structures; (4) Society's failure to recognize their rights; (5) the image of women in the media; (6) the insufficient mechanisms to promote their advancement. Although more than three and half decades have elapsed since the first Conference in Mexico, the cause is far from won. Constant vigilance, advocacy, and activism remain necessary. Attitudes will have to undergo a major change if we are to move from rhetoric to reality with regard to true equality. Debates on women may feature in the programme of every major conference, but according to Linda Souter, President of the International Federation of University Women; gender issues and perspectives should be discussed as an integral part of every session of the conference, and not in a separate forum where the audience is pre-dominantly female.

Throughout the 1970s, called the UN's second Development decade, specific plans of action were adopted, and in these women's issues came to the fore, outlining the steps to be taken by governments and development agencies to promote the participation of women in development. The formula was to 'integrate women into development' as their contributions were sought to enhance the development process to make it more efficient. For this purpose it was necessary to improve the status, nutrition, health and education of women. In the Third Development Decade the (1980s) there was a trend towards seeing women as equals 'as agents and beneficiaries in all sectors and at all levels of the development processes. Therefore attention on women's empowerment has steadily increased since the UN declaration of the decade of women in 1975.

Kenya's participation in the first UN Conference on Women in Mexico set in motion a process which led to the establishment of the "Women's Bureau" in the Ministry of Culture and Social Services in 1976. The Women's Bureau has been authorized to advance the rights of women in policy formulation, implementation, monitoring and evaluation and to coordinate Government initiatives and programmes for women, collect and analyze gender

disaggregated data and information; and liaise with NGOs, Women's Organizations and other relevant stakeholders.

The 1985 Nairobi Conference which closed the United Nation's of Women's Decade marked the beginning of the awakening of Kenyan society to the fact that the issue of women's empowerment was central to the achievement of the triple goals of Equality, Development and Peace. However, it is true that during the ten years of Women Decade (1975-1985), the Kenyan Government had adopted a Women In Development (WID) policy position and created and /or promoted National Machineries to develop and coordinate programmes for women. Moreover the active participation of Kenya in both Dakar and Beijing conferences and reviews ensured that issues of gender equality and women's empowerment remained central theme in national priorities.

Kenya is well known as a country of ethnic groups (tribes), the total ethnic groups (population) of the Country was estimated at 32 million (probably much more now), the last census having been carried out in 1999 and women constituted more than half of the total population (52 percent same census). These ethnic groups are found in all the provinces that form Kenya country. These provinces are: Nyanza, Coast, Northeastern, Eastern, Central, Rift valley, and Western,

According to 2001 census, scheduled tribes population in India works out to 8.45 crores (probably much more now) out of the total population of the country i.e. 102, 70 crores, constituting 8.14 percent scheduled tribe women who accounted for 49.43 percent. They are concentrated in the states of Madhya Pradesh, Rajasthan, Maharashtra, Orissa, and Gujarat, Chhattisgarh, Jharkand and Andhra pradesh.

In Kenya, for example, issues of equality, non-discrimination and affirmative action are core messages in the process of gender-sensitizing the constitution. At this time Kenya does not have a comprehensive gender and development policy to guide legislative reforms although a number of pending bills (Affirmative Action Bill, Equality Bill, Criminal Law Amendment Bill, Equity Bill, Domestic Violence Bill and Land inheritance Bills, seek to provide greater protection of women's human rights. If these bills are enacted into law and implemented will go along way in improving the status of women in Kenya and among the Abagusii in community. The sessional paper No.2, 2006 on Gender Equality and Development also provides a framework for the operationalization of gender mainstreaming in policy, planning and programming in Kenya. Both the National Policy and the Sessional Paper No.2 recognize that it is the right of Women, men, girls, and boys to participate in and benefit equally from development initiatives. The policy framework recognizes that equality between women and men is a matter of human rights, development and a condition of social justice. The World Summit for Social Development (Copenhagen, 1995) reiterated that people should be at the centre of development and development should involve all people, men as well as women.

Thus, the rural/tribal women can play an important role in household decision-making. Also with their active participation as selected representatives of the research areas, they can be helpful in the implementation of rural/tribal development programmes. In fact, the rural/tribal woman is more laborious in comparison to rural/tribal man. Emphasizing women's capacity. Human development report of UNDP 1966 has specifically pointed out: - "Investing in women's capabilities, empowering them is the surest way to contribute to economic growth and overall development."

Women in rural/tribal Communities of Kisii and Saharia, since time immemorial have formed an organic component of the working force. They work along with male-members of the households in sowing seeds, weeding, transplanting, watering of fields, harvesting the crops, storing, threshing, marketing, tending cattle and poultry keeping. They do all this in addition to their normal domestic chores as housewives. The role of rural woman as an active worker-producer of goods and services has not been duly recognized by the male-dominated rural society. In the sense of empowerment and privileges, rural women have been relegated to the second-class position. As a result, it has been found that the condition on of rural/tribal women, especially from remote rural/tribal areas is quite deplorable.

The studies carried out so far in the field of rural women's empowerment indicate that in spite of the key role women play in development as elective representatives of the research areas, they have often been tended to neglect the reproductive role of these women representatives. The problems faced by the selected rural/tribal women for their empowerment in rural/tribal development in Kisii of Kenya and Saharia of India have probably not been studied so far by scholars, social reformers, administrators and planners.

The present research work was useful to the rural/tribal people for adopting a more rational attitude towards the contributions of rural/tribal women for their rehabilitative and development programmes in Kisii and Saharia regions of Kenya and India respectively. The total population of Kenya was estimated to be 32 million, the last census having been carried out in 1999 (probably much more now). Out of this women accounted for 52 percent as per the same census. The total population of Nyanza province was estimated to have reached 4,766,000 in 1995 - it was 4,427,000 in 1992 (Central Bureau of statistics 1989). Out of this women accounted for 52 percent in both 1992 and 1995 years respectively as per the same statistic. The total population of Kisii ethnic group was 1,450,827 constituting 755,279 women and 695,548 men according to the 1999 Population and Housing Census Volume 1 Central Bureau of statistics. The region is one of the most densely populated areas of Kenya, and the Gusii constitute the country's sixth largest ethnic group, comprising a round 6.3 percent of the national population. They are the second largest ethnic group in Nyanza province after the Luo. Out of three districts of Kisii, Gucha district is the second densely populated district with 698 people per Sq. Km and most of the people live in rural/tribal areas.

In contrast, the total population of India has been estimated as 10,270 crores, constituting of 8.45 crores of the Scheduled Tribes population of India as per the 2001 census. Out of this Scheduled Tribes women accounted for 8.14 per cent i.e. they constituted 49.43 per cent as per the same census. Madhya Pradesh had a total population of 616181170 as per the 1991 census where 15,399 lakhs are the total tribal population of the state as per the same census. In Madhya Pradesh, seven tribal groups have been identified as primitive tribes. Among these primitive tribal groups, Saharia is an important tribe and its total population is 471171 implying 2.70 total population of the state (census, 1991). Saharia primitive tribe is found in Gwalior, Morena, Datia, Bhind, Shivpuri, Guna, Sheopur, Vidisha, Tikamgarh and Sagar districts of Madhya Pradesh and parts of Rajasthan.

African campaign was organized by UNIFEM in 1998 for Eliminating Violence against Women which has relevance to Kenya. The campaign focuses on domestic violence, violations of women's rights in conflict situations, women's bodily integrity (such as reproductive rights and female genital mutilation), socio-economic violence and state and community responsibility for the protection of women's rights. Some of the initiatives under the campaign have included:

- A workshop for over 1,000 Kenyan women and men to discuss new initiatives on harmful traditional practices, the girl child, domestic violence, violence against women in armed conflict and sexual violence.
- Neighborhood marches and rallies that culminated in a million women march in Nigeria on December 10th 1998.
- Launch of an awareness campaign in Somalia to address violence against women in post conflict situations.
- Television roundtable discussions on the issue of violence against women, featuring men and women who have been the vanguard in the fight to eliminate violence against women.

In India, National Commission for Women organized five regional workshops on Empowerment of Tribal women at Ranchi, Nasik, Jabalpur, Guwahati and Manali during 2001-2002. The recommendations of these workshops are focused on the empowerment of tribal women on various issues. Special attention has been given on training of tribal women for health care, nursery and primary education, handloom, handicrafts and cottage industries have equally been promoted for marketing. Tourism has to be promoted in tribal areas so that tribal women get employment. Migration of tribal women in search of work in non-tribal areas should also be checked and minimized.

Purpose of the Study

To make a comprehensive analysis of the status of rural women of both Gusii and Sahariya in the light of the socio-economic problems they face during participating in development programmes of their communities.

Objectives of the Study

- (i) To explore the factors making women in the two rural communities vulnerable and suggest measures to prevent such problems.
- (ii) To assess the role of women in development programmes in the two communities.

Methodology

The study involved five hundred households from each of the two tribes in Gucha district of Nyanza province of Kenya as well as five hundred households from Saharia tribe in Gwalior district of Madhya Pradesh of India. Survey and case study designs were used. Gucha and Gwalior districts were selected purposively for the present research study. Questionnaire, interview, and observation were used to collect data. The purpose of interview was to obtain information from the respondents on the problems they were facing while participating in development projects of their regions.

Kisii Tribe

Gusii districts (i.e. Kisii, Nyamira and Gucha) are located in the fertile highlands of Nyanza province of Western Kenya. These districts are occupied by the Abagusii people who are Bantu speakers.



Figure1. Shows districts forming Kisii ethnic group (Tribe)

The three districts are bordered by Trans-mara to the south, Bomet to the east, Rachwonyo to the north and Homa-bay to the west. There were a total of ten constituencies in the three districts, namely, Bonchari, Kitutu chache, Kitutu Masaba, Nyaribari Chache, Nyaribari Masaba, Bobasi, Bomachoge, North Mugirango, South Mugirango and West Mugirango with several local authority wards in each constituency.

The three Gusii districts had a combined population of 1.03 million (probably much more now) in the year 2001, with 534,794 females and 496,079 males with a ratio of 100:108. In general, females outnumbered the males from the age of fifteen to seventy-four years. Most of the Abagusii engages in subsistence farming, amply favored by the perennial high rainfall of the fertile Gusii Hills (close to a meter and a half annually).

The Gusii economy comprises of a multiplicity of productive activities. Coffee, Pyrethrum and Tea are exploited as cash crops whereas millet, maize (corn), cassava, sorghum, yams, peanuts (ground nuts), bananas, pumpkins, potatoes, pineapples, etc, are grown as food crops. There is enormous pressure on the land from a growing population. The customary inheritance system requires each son to receive an equal share of the land; as a result the land available for a given family is becoming smaller with each generation.

Agricultural production is negatively influenced by climate fluctuations, poorly developed rural infrastructure that limits production and access to market, weak farmer organizations, limited access to affordable credit to farmers and high cost of production, trans-boundary pests and diseases, high incidence of HIV/AIDS, due to population pressure more people are moving from high potential areas to settle in more fragile environment without corresponding appropriate technologies for utilizing resources in such areas, etc.

There were 623 tribal groups with their sub-groups inhabiting hilly and plain forest regions. These tribal groups form 8.08 percent out of total population of the country. The highest number of tribal population comprising 22.73 percent and have been concentrated in Madhya Pradesh. Due to small size of community, pre-agricultural stage of economy, high extent of isolation, low level of literacy, and simple technology, seven scheduled tribes were identified as primitive tribal groups in Madhya Pradesh by the Government of India in the five, six and seven five year plan periods. After the reorganization of Madhya Pradesh, there are only three primitive tribal groups in the state. Among these primitive tribal groups, Saharia is an important tribe and it was chosen as the focus of the study.

The Saharia (Sahariya or Sehariya) tribe inhabits the chambal area in Madhya Pradesh and parts of Bundelkhand in U.P. and Rajasthan. Originally hunters and gatherers, the Sahariyas were driven further into the forest by settlers from the Gangetic plains. A large number of them became bonded labourers in the farms and quarries of landowners. Today, they form a severely marginalized group.

As per the 1981 census, the total population of the Saharia in Madhya Pradesh was 261,816 consisting 134,065 males and 127,751 females. On the basis of numerical strength (1981 census) the Sahariyas comprise 2.3 percent of the state tribal population and occupying sixth rank in descending order out of 60 tribal groups who are living in the state. However, the 1991 census, calculated Sahariya population as 417,171 implying 2.70 percent out of total tribal population of the state (census 1991). They are dispersed in 21 districts of the state but mainly concentrated in the districts of Gwalior, Guna, Shivpuri, Morena, Vidhisha, Datia, Bhind, Sagar and Tikamgarh.

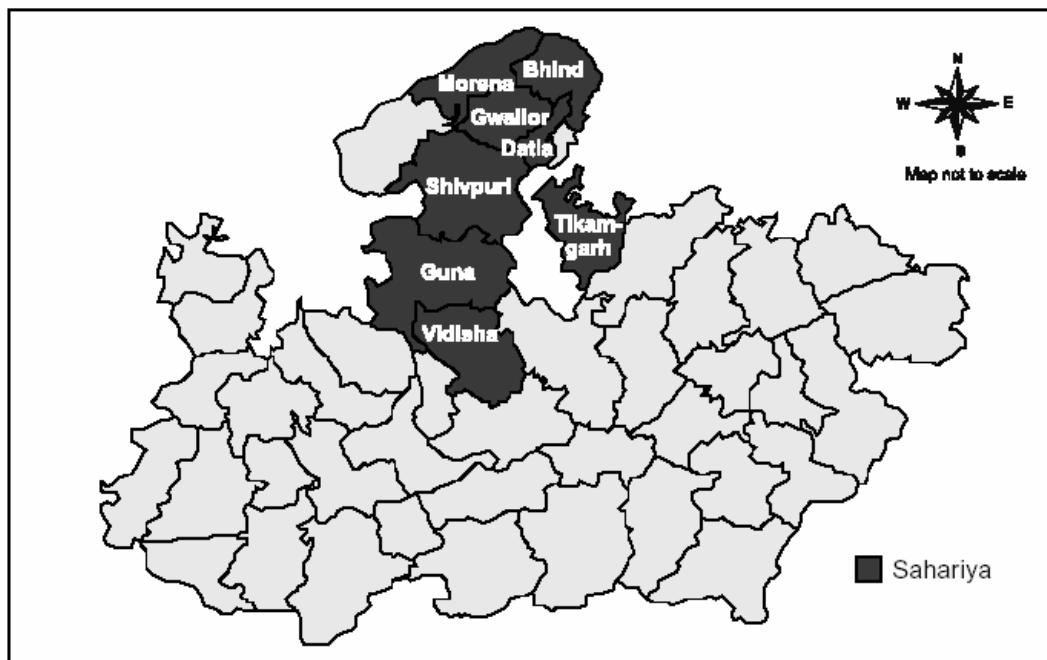


Figure 2. Shows Districts Inhabited By the Saharia Tribe

The physical infrastructure is very poor and public service delivery is marginal at best. The Sahariyas live in small hamlets. Their villages are situated in forests and difficult terrain without adequate road communication.

Agriculture is the predominant occupation. Wheat, Jawar, Bajra and Maize are the main cereal crops. Gram and Arhar are the main pulses. Agriculture is largely rain dependent, with only two percent of the total land area being irrigated. The area supports poor types of forest, as the soil is shallow. Collection of minor forest produce, such Mahua and Tendu leaves, gum, bamboo, medicinal herbs and firewood is a major preoccupation during the agriculturally lean season.

While the women the scholar interviewed represented the Key Villages in Gusii and Sahariya regions. They pursued sedentary lifestyles and resided in villages or small hamlets. They and their families are linked to a variety of agro-ecological production systems. Gusii women were in a most fertile and abundantly watered area wholly engaged in agricultural production whereas Sahariya women were positioned in a backward and infertile area (i.e. in a shallow soil) partly devoted to labour provision, partly to agricultural production as well as involved in collection of minor forest produce.

Results and Discussions

The first objective was to explore the factors making women in the two rural communities vulnerable and suggest measures to prevent such problems. The researcher identified a number of factors which had continued to make women vulnerable.

Traditional Practices

Although the constitution of Kenya forbids discrimination against women and Kenya has ratified the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1984, discrimination against women continues. The judicial system has not yet fully enforced the commitments. The situation is complicated by the simultaneous prevalence of different types of laws including the civil or statutory law, customary law, etc. to mention a few. Divorce under customary law is granted normally by the clan elders. When statutory law is not applied (which is often the case) women often lose the family assets, including children in case of divorce.

In addition to the traditional practices, there are other modern practices that have contributed to the subordination of women as well. Christianity, for example, has served to reinforce the subordination of Abagusii women by preaching that the man is the head of the family. The teachings of the Bible are used to silence Christian women who question their status in society. For example, the following verses from the Bible are often quoted when marriage is being solemnized:

“The wife does not have authority over her own body, but the husband does”
(1st Corinthians 7.4) “Wives submit to your own husbands as is fitting in the Lord”
(Colossians 2.18).

These verses invoke the divine will in justifying that women should serve and submit to their husbands as they do to the Lord. Okemwa (2003) argues that some of the biblical teachings on the relationship between wives and husbands assume and reinforce a relationship of domination and submission between sexes.

The other reason why women of Gusii have continued to be subordinated in the community is that the modern legal system does very little to address the position of women in the Kenyan society. The constitution of Kenya is the supreme legal document that contains the laws that govern the country. It is supposed to protect all individuals in Kenya regardless of the race, religion or sex. However, the Kenyan constitution discriminates women by not providing full protection from discrimination on the basis of sex. This is because sections 82 (4b and c) provide exemptions for discrimination in personal law justified on the basis of customary or religious law in matters relating to adoption, marriage, divorce, burial and devolution of property on death (inheritance) or other matters of personal law. In all tribes in Kenya, customary laws have precedence over national laws with regards to marriage and divorce, inheritance, property ownership, custody of children and widowhood (Nzomo 1995).

Thus in Gusii community, the cultural practices and attitudes through which the people are socialized determine gender relations. As a result the treatment meted out to the women and girls in practice is determined not by what the constitution or the written laws say but by the traditions and attitudes of the people and the community. Because of the strong social and cultural beliefs and practices, many Gusii women have less access to resources and decision-making roles than they are legally entitled to. Change in these areas is difficult and slow to achieve. The situation is particularly worrying where women are the managers of family resources such as production in smallholder agriculture. Although women's labour force participation rate is higher than that of men, the economic conditions of Kenya women in general and Gusii in particular compares unfavourably with that of their male counterparts. The limits put on women freedom and access to resources, services and opportunities hamper not only their advancement but also the country's development in general and the community's in particular. Therefore, it is necessary to undertake a massive campaign of education and awareness rising on gender throughout the country and particularly in rural areas. Gender awareness and equity should be incorporated in school curricula. The print and audio-visual media should be mobilized to get the message across to the different corners of the country. The laws prohibiting discrimination against girls and women should be enforced. Civic and political leaders and opinion makers should set role model examples in their personal behaviour promoting gender equity. The benefits will accrue not only to women but also to men and future generations.

Violence against Women

Women in Gusii are specifically vulnerable; violence against women is widespread and persists in all layers of society. It is a societal crisis that requires concerted effort or action to stem its scourge. Violence against women takes many forms and is now recognized as a major obstacle to women's full participation in society. "whatever forms it takes- wife battery, rape and defilement, sexual harassment, emotional and economic deprivation, wife inheritance, sexual slavery, female genital mutilation and even femicide, gender-based violence has been acknowledged as a development issue--- (Gender Review Vol.5 No.3,

September 1988)". Kenya in general and Gusii in particular, violence against women has been part of Gusii culture since earlier times and is seen as a private matter between individuals and not a public or human rights issue. Heavy drinking is probably a factor leads to violence.

However, the reported cases of violence against women are a small fraction of the total given the cultural sanctioning of some of the more frequent types of violence such as Female Genital Mutilation (FGM), wife beating and forced sex. Curbing these types of discriminatory laws, practices and traditions or customs, the violation of human rights of women and all kinds of violence against women especially Female Genital Mutilation (FGM), will require the Government to develop a plan, including greater awareness campaign and public education, targeted at both women and men, with the support of civil society including NGOs, to eliminate the practice of FGM and all other forms of violence against women. The Government will also be requested to create an enabling environment for effective law enforcement. Moreover the sensitivity orientation and capabilities of such crucial departments such as the police force and the judiciary to combat these crimes will need to be improved through programming aimed at making these institutions more responsive to women.

The Sahariyas

The Sahariyas in general and women in particular are vulnerable with widespread discrimination against them. Poverty, unemployment, exploitation, indebtedness, crime, delinquency, alcoholism, social ignorance, anger, deprivation and inhuman treatment are inherent in the system. In addition, violence against women among the Sahariyas is on the increase.

After the Sahariyas had been driven into forests by settlers from the Gangetic plains, the Sahariyas started to depend on forests for whatever they could provide for their survival. As a result, they forgot that one time forests, which they respect and worship, would never leave them hungry. But these forests have been exploited by the other groups of the society for meeting their own self-interests. Consequently, the very source providing the food security to the families of the Sahariyas has been completely destroyed. Therefore, the Sahariyas were left to face an unending state of hunger; their children faced malnutrition and women folks have been rendered weak and feeble. Left with no alternative, the people of Sahariya tribe had to look out for labour work in the local stone mines to earn their livelihood. Slowly and slowly, they were becoming a tool of exploitation in the wider perspective of Indian social system. There is not even the symptoms of guaranteed basic rights of human being i.e. Respectability, Equality and Education as enshrined in the Indian constitution, are visible in this area and neither these people have high expectations from the society. However, the only thing they expect from the society is a provision of respectable source of livelihood for them.

Although the Indian government claims to undertake relief work, but the fact remains that in spite of resorting to hard labour work with empty stomach, they have not been paid their wages for the last few years. Nobody knows as to who is responsible for scuttling their rights. The situation is further aggravated by the sheer fact that their inner strength to stand for and demand their rights has been so badly shattered and weakened by the prevailing political and social system that they cannot even stand together and fight against the injustice being meted out to them. However, in these circumstances, the provision of legal right to employment is of utmost important to the Sahariyas. In this context, this right not only saves them from resorting to migration but will also play an important role in tackling the problem of their under nourishment and malnutrition.

Challenges of the Sahariyas

They include:

- Lack of appropriate health facilities and communication facilities were the major problems. Besides, there were other problems including illiteracy, lack of safe drinking water and sanitation.
- Poor community organizations.
- Poor outreach to government schemes and welfare programs.
- Poor and in some cases absent dialogue with the service providers.
- Bonded labour, child labour.
- Shrinking forest and natural resources.
- Exploitation by multiple agencies and groups of people.
- Complex and cumbersome government systems.
- Ineffective social protection and security.

Conclusion

As in other Third World countries, Kenyan and Indian women live and work under different environments. Although their living conditions and working environment vary a great deal between classes or castes, regions, and ethnic communities, their overall contribution to running the family, and maintaining the household vary. Women's contribution and experiences in the household, workforce, informal sector, entrepreneurship, women's groups and politics also vary. Some of the strategies used by poor women to meet their needs include combining several small scale income generating activities, formation of work exchange or saving and credit groups and rearing of a few livestock. In spite of the fact that education can serve as a means of change and development, the adaptability to change of the Abagusii and Sahariya is on a slow pace due to low socio-cultural status, illiteracy, and poor financial conditions.

Recommendations for Key Stakeholders

Government

The local and national governments should do the following to improve the lives of women in the two communities:

1. The government should adopt strategies to reduce inequality between men and women among the communities. The strategies include making adequate provisions in their constitutions for the protection of the rights of women. This will encourage women to participate in economic, social and political life of their countries.
2. Enhance gender equality and empower women by helping them to start income generating activities. This will enhance women empowerment and contribute to sustainable economic growth, reduce poverty and social injustice and other forms of inequalities.
3. Implement long term multi-stage development community project to improve the lives of women which should include provision of safe drinking water and medical facilities.

Women

The people in the two communities should shun negative cultural practices which disadvantages women. Currently women in Gusii and Sahariya communities account for majority of labour input in agricultural areas, but their representation in post primary education, wage employment, enterprise ownership and decision-making processes is limited. They are also adversely affected by such factors as traditional and social practices, poverty and domestic violence, poor socio-economic status, malnutrition, illiteracy, early marriages, non-acceptance of family planning methods, unawareness on immunization, and lack of modern medical facilities which leads to low life expectancy.

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ECONOMIC - MATHEMATICAL MODEL OF OPTIMIZATION OF THE ANNUAL PLAN OF BUILDING OF HEAT POWER OBJECTS

A. Bektemirov¹

ABSTRACT

This paper investigates reliable functioning of a fuel and energy multifarious of the Republic of Uzbekistan as a necessary condition development at all. The heat supply sector, owing to specificity of services rendered to it, represents not only economic, but also the huge social importance in the role of life standard in the region. Consequently, the efficiency of leading reforms and development of the State economy rely on the productivity of innovative management of the heat power branch at the end.

Keywords : *heat power, infrastructure, Uzbekistan, heat supply, innovative management*

INTRODUCTION

Reliable functioning of a fuel and energy complex of the Republic of Uzbekistan is now a necessary condition of an exit from a crisis and the progressive development of the State economy. The heat supply sector, owing to specificity of services rendered to it, represents not only economic, but also the huge social importance for the State. Therefore, the efficiency of leading reforms and development of the State economy will depend on efficiency of innovative management of the heat power branch at the end.

Most strategic and important problems which should be solved now to managers of branch are connected with management of innovative projects on reconstruction working and to creation of new systems of a heat supply.

The basic unresolved questions in sphere of a city heat supply at the development present stage are absence of steady supply of consumers thermal energy, economically ineffective heat-generation, irrational use of fuel and energy raw materials, the big internal and external losses caused first of all morally and physically out-of-date fixed capital of the is heat-generating enterprises of cities, and also the formed deficiency of heat power resources which as a matter of fact are the serious reason, interfering a sustainable development of a heat power complex.

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Complexity of structures of systems of heat supply, defines a wide spectrum of technical and organizational variants of its realisation and extensiveness of set of innovative possibilities. Hence, it is obviously necessary to develop innovative approaches, methods and special indicators of an estimation of efficiency of planned and realised projects of modernisation on the basis of working out of economic-mathematical models of optimisation of management by innovative projects.

One of mainstreams of a radical economic reform is strengthening of interrelations territorial and sectoral planning and management and development of the accurate coordinated actions. Distinction of interests of territorial branch controls aggravates problems of equation of plans at all levels of managing. The coordination of the purposes of territorial and branch controls can be carried out only at correct conducting an investment policy which is the basic regulator of the further development of a fuel and energy complex. Consequently, a necessary condition of working out of plans of building, modernisation and major restores of objects of power system is integrated approach of its economic substantiation. It finds expression in unity of economic, social, technological, building and other engineering decisions.

The complexity of a problem, a great volume of computing works and is multi-alternativeness of decisions do not allow to consider multilateral requirements of the complex decision of this problem without application of economic and mathematical methods and electronic-computing facilities.

METHODOLOGY

By working out of the plan of building-installation works there is a necessity of formation of a set of the objects included in the plan, for the purpose of preliminary from balancing of amounts of works with capacities of the building organisations and limits of capital investments of customers. It is necessary to choose such set of objects (within power) which would provide the uniform use of power of executors, and considering the final economic purposes. A number of algorithms of optimising models of formation of the list of objects is developed for the construction organisations/1, 2, 3, 4, 5, 6, 7/.

At the formation of plans of contract works of the building organizations (the ministries, central boards, associations, trusts) one of the central problems is the optimum distribution of objects between the subordinated organizations. The developed algorithms and economic and mathematical models /1, 4/ have certain practical value for the decision of this problem. In these works at distribution of objects on a system for divisions their territorial arrangement and creation of equal conditions of loading for each division is considered.

The offered algorithm authors of work /2/ consists in definition of the list of objects, volumes BIW (building-installation works) which correspond to planned capacities of the building organisations (BO). Thus the problem is reduced to minimize of a deviation of the

planned amount of works of the executor from their capacity. The given algorithm is developed for the contract ministry.

At the territorial level of planning, one of effect estimations is in particular the indicator of a standard of living of the population. Thereupon the developed imitating model of distribution of capital investments on building of the enterprises social and cultural being, in work /3/, allows making calculations on optimum distribution in area of those resources which go on increase of a standard of life of the population of concrete territory.

One of the important directions is creation and use of imitating system of formation of the plan of contract works. The offered imitating system in work /5/ is developed at level of Ministry of building and included in the table of functioning of the given ministry. In work, the structure of imitating system of formation of the plan of commodity building production and contract works with opium of their elements is given.

Proximity of terms of works on the project, great volume of a settlement material, complexity of coordination of branch and territorial requirements does not allow to develop optimum plan BIW (building-installation works) without application of economic-mathematical methods and the computer. Considering these complexities of a problem of the coordination of the plan in BIW (building-installation works) in work/6/the economic-mathematical model of definition of the list of planned objects of the building ministry is offered. By the given technique the initial variant of the plan of the ministry by inclusion in it of objects in decreasing order of a priority with observance of the set level of loading of capacity corresponding BIO (Building-Installation Organization) is formed. Further, if indicators of an initial variant of the plan do not satisfy the person of making decision (PMD) in a dialogue mode the plan is corrected.

Doubtless interest is caused by working out /7 / in which the problem of optimum distribution of the capital investments directed on building-installation works is solved. Nevertheless, at formation of the project of the plan of capital construction do not consider the building-installation works directed on reconstruction and modernisation of the working enterprises, and also time factor, i.e. standard terms of building of objects.

Algorithms of definition of planned objects of building which mentioned above consider unilateral interests, i.e. interests of the construction organisations. In them there is no criterion of complex development of concrete territory.

The increase in a share of reconstruction and modernisation, reduction of terms of building are major factors of increase of an intensification of the manufacture, defined by an investment policy of the government. Transition to planning in strict conformity with standard terms and planned structure of capital investments demands more complex approach by working out of the annual plan of capital construction of objects of power system.

In current conditions working out of the annual plan of building, modernisation and major repairs of objects of power system of cities still remains very difficult, labour-consuming and delayed process. Annual plans of building, modernisation and major repairs of objects of power system of cities should correspond on development of capital investments and input of capacities; to planned structure of capital investments and input of heat power capacities; to planned structure of capital investments on sources of financing and budget articles; to plans of capital investments and capacities of the construction organisations; to norms of duration of building of objects of power system; to requirements to rhythm of building manufacture and formation has touched etc. Prolivity of terms of works on the plan, great volume of a settlement material, complexity of coordination of branch and territorial requirements does not allow developing optimum the annual plan of building, modernisation and major repairs of objects of power system of cities, without application of economic-mathematical methods (EMM) and the computer.

THEORETICAL STUDIES

Proceeding from it, the economic-mathematical model of formation of the annual plan of building, modernisation and major repairs of objects of a heat supply of the city, considering following requirements is offered:

- 1) the planned object should be entered within standard term of building;
- 2) volumes building–installation and reconstruction work should be balanced with capacities of the building organisations;
- 3) passing objects should enter into the plan necessarily;
- 4) to provide rhythm of building manufacture, i.e. the volume of incomplete building should not exceed tasks the given all in capital an investment;
- 5) the general annual volume of building–installation works on set of objects should correspond to planned structure of capital investments;
- 6) rational fastening of objects on executors (on the basis of an expert estimation);
- 7) definition of optimum volume BIW (building-installation works) on each object;
- 8) definition of optimum deadlines of the beginning of building again planning objects.

Declared objects (including passing) on standard deadlines of building are subdivided into four groups:

1. Begun before planned year and passing to the next planned year (M_1).
2. Begun before planned year and coming to the end in planned year (M_2).
3. Begun in planned year and passing to the next planned year (M_3).

4. Begun and finished in planned year (M_4).

The structure of capital investments (structural factors) is defined in following directions:

Reconstruction and technical rearmament of operating heat power capacities (\square_1);

Expansion of operating heat power capacities (\square_2);

New building of objects of heat power appointment (\square_3);

The task in view purpose - maximisation of volumes BIW (building-installation works) in priority heat power objects, i.e.

$$\sum_{i \in (M_3 \cup M_4)} \sum_{j=1}^n B_i \frac{\hat{O}_i}{t_i} l_{ij} \tilde{o}_{ij} \rightarrow \max \quad (1)$$

At following restrictions:

- total amount BIW (building - installation works) should be no more capacities of the building organisations. Here volumes BIW (building-installation works) of passing objects should enter into the plan necessarily:

$$\sum_{i \in (M_3 \cup M_4)} \frac{\hat{O}_i}{t_i} l_{ij} \tilde{o}_{ij} \leq W_j - \sum_{i \in (M_1 \cup M_2)} \frac{\hat{O}_i}{t_i} r_i l_{ij}, \quad (j = \overline{1, n}) \quad (2)$$

$$r_i = \begin{cases} t_i - t_i, & \text{if } t_i - t_i \leq 12 \\ 12, & \text{if } t_i - t_i > 12 \end{cases}$$

- To the total volume BIW (building - installation works) on set of heat power objects should correspond to planned structure of the capital investments directed on building-reconstruction work (BRW):

$$\sum_{i \in D_k} l_{ij} \frac{\hat{O}_i}{t_i} x_{ij} + \sum_{i \in Q_k} \frac{\hat{O}_i}{t_i} r_i \leq a_k \cdot K, \quad (k = \overline{1, 6}) \quad (3)$$

$$(j = \overline{1, n})$$

$$D_k \in (M_3 \cup M_4),$$

$$Q_k \in (M_1 \cup M_2)$$

- The volume of incomplete building at the end of planned year should correspond to the set volume:

$$\sum_{i \in (M_3 \cup M_4)} \sum_{j=1}^n l_{ij} \frac{\hat{O}_i}{t_i} x_{ij} + \sum_{i \in M_1} \frac{\hat{O}_i}{t_i} (t_i + 12) \leq d \cdot K + g \sum_{i \in M_4} \hat{O}_i \quad (4)$$

- Duration of building for again begun objects (group of objects M_3 and M_4) in planned year should correspond to system of inequalities:

$$\begin{aligned} \sum_{j=1}^n l_{ij} x_{ij} &\leq 12, \quad i \in M_3 \\ \sum_{j=1}^n l_{ji} x_{ij} &\leq t, \quad i \in M_4 \end{aligned} \quad (5)$$

- A condition not negativity of the decision:

$$x_{ij} \geq 0, \quad i \in (M_3 \cup M_4), \quad j = \overline{1, n} \quad (6)$$

For the mathematical formalisation of the following indicates are accepted:

\square_I - factor of priority of buildings of i object (on the basis of an expert estimation);

Φ_i – budget cost of BIW (building - installation works) of i object;

t_i - Standard deadline of building of i object (in months);

W_j - free capacity of j of the building organisation in t - m planned year;

$$l_{ij} = \begin{cases} 1, & \text{if object } i \text{ may be set as organized as } j, \\ 0, & \text{otherwise;} \end{cases}$$

t_i building-time of i object prior to the beginning of planned year (in months);

τ_i - restriction on duration of i object in planned year;

K - a limit of annual volume of the capital investments directed on BRW (building-reconstruction work);

\square_k -relative density (structural factor) of total amount of BRW (building-reconstruction work) in building directions $\left(\sum_{k=1}^3 a_k = 1 \right)$

d - relative density of incomplete building in general of volume BRW (building-reconstruction work);

\square - relative density of finished objects of group M_4 ;

C- relative density of not complete building in general of volume BRW (building-reconstruction work);

x_{ij} - building term of i heat power object of the organisations of j in planned year.

n - quantity of the building-restore organisations;

M - Total of the objects declared on building in planned year.

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Formation of the title list of buildings is carried out with the account of priority and again under construction objects (expression 1). Definition of priority on the basis of expert estimations does not give a full estimation of economic validity of building of new objects. Therefore priority of it should be defined by complex estimations which are synthesised from private estimations by such indicators as degree of security of the customer i industrial objects; efficiency of the capital investments directed on building of i object (profitability of capital investments); on time building construction of i object; reconstructed structure of capital investments; directness of buildings of i object; the duration of building reflecting time of derivation complete investments in building of i object.

Such complex estimation reorientation of objects provides concentration of resources on building of the important objects and their erection in target dates.

The system of restrictions (2) demands equation of volumes CPP (building-reconstruction work) with production potentialities of each building organisation. Volumes of sets M_1 and M_2 are necessarily included in the title list as passing objects from previous years, therefore volumes of their works are the known size defined depending on value of factor r_i .

Formation of the title list from set of objects M_3 and M_4 on planned structure of capital investments is expressed by system of inequalities (3).

Demand $\sum_{k=1}^K \alpha_k = 1$, is made to structural factors

For maintenance of rhythm of building manufacture needs to provide a building reserve that is expressed with the help it is unequal (4) where factor g characterises relative density of finished objects M_4 .

Restriction on duration of building for again begun objects (group of objects M_3 and M_4) in planned year is characterised by system of inequalities (5). Term of the beginning of building of each object is defined as a difference of term of planning (year) and durations of building of object. It is caused by the requirement of a continuity of building of object in standard term. The condition (6) does not express negativity of the decision.

Experimental calculations on the computer have confirmed working capacity of model. For model approbation the initial given societies "Issiqlik manbai (heat energy)" of Samarkand city, 2010 are used. The problem is solved by the simplex method. Dimension of a problem 41×33 , where 33 - quantity of again begun objects declared on planned year. Results of calculations are given in table 1.

Apparently from table data, the task in view can be solved in five variants. The purpose of it is check of working capacity of operating parameters of model $(K, \square_I, a_k, d, g)$. For this purpose, it is necessary to analyse the results received in the conditions of change of size (cost) of each of them. It is known, that K means annual volume of capital investments. If to pay attention to total results of the table it is possible to see, that the annual volume of capital investments is equal accordingly by 1-5 variants 199,68; 202,634; 202,134; 201,0; to 189,6 million soums (uzbek currency). According to the specified volume of capital investments objects of power on factor приоритетности buildings (\square_I) get out. By results of sample of 33 declared objects in the plan are included by the first variant of 11 objects, by the second variant - 29, by the third variant - 28, by the fourth variant - 15 and by the fifth variant - 9 objects. The factor size reorientation of buildings (\square_I) on all declared objects is defined by means of experts. On the basis of these sizes of factor reorientation, and also annual volume of capital investments for all variants objects of building steal up. Thus, it is possible to see joint action of both parameters (K and \square_I) in model.

Action of structural factor (a_k) speaks that this factor means structure of civil and erection works in directions. In a considered example of these directions two, the first - repair, reconstruction and expansion of objects, and the second - modernisation of objects. According to it the size of structural factor by 1-5 variants is accepted accordingly 0.983;

0.983; 0.983; 0.983; 1,0. The quantity of the chosen objects on the basis of factor reorientation (\square_I) by variants is equal accordingly 9, 27, 26, 13 and 6. In the second direction - to modernisation of objects the size of structural factor by 1-5 variants is equal to 0,017; 0,017; 0,017; 0,017; 0,0. From this it is visible, that by 5 variant allocations of capital investments on given the direction is not provided. On the basis of factor reorientation by 1-4 variants it is chosen on 2 objects. By the 5th variant the object is not chosen and in the plan is not included. From this joint action in model of structural factor (a_k) and factor reorientation (\square_I) is visible.

The following operated parameter represents relative density of not complete building in a capital investment (d). Its size by variants is accepted equal accordingly 0,0; 0,106; 0,161; 0,061; 0,013. By results of calculations not complete building in volumes of the allocated capital investments makes accordingly 0,0; 21,5; 32,5; 12,3; 2,5 million soum. Apparently from results of calculations in all variants, except the first, building-repair works are not finished. By the first variant are building-repair work finished, as not complete building is not planned ($d=0$).

Table 1
Variants of the plan of capital construction developed by means of economic-mathematical model of society “Issiqlik manbai” (“heat energy”) of Samarkand city, 2010

№	The name of indicators	Unit of measure	Variant				
			I	II	III	IV	V
1	2	3	4	5	6	7	8
1	General limit of BRW (building-reconstruction work)	Million UZS)	199,68	202,634	202,134	201,0	189,6
2	Volume of BRW (building-reconstruction work) under the plan project, all Including in building directions:	% of the general limit	100,0	101,0	101,0	100,7	95,0
	Repair, reconstruction and expansion of objects	Quantity of objects / % of general limit of BRW	9/196.223	27/199.177	26/198.677	13/197.543	6/189,6

	Modernisation of objects	Quantity of objects / % of general limit of BRW	2/3.457	2/3.457	2/3.457	2/3.457	-
3.	Quantity of objects under the plan project, only	Object	11	29	28	15	6
	M_1	Object	-	-	-	-	-
	M_2	Object	-	-	-	-	-
	M_3	Object	-	1	1	1	1
	M_4	Object	11	28	27	14	6
4	Volume of not complete works	% of general limit of BIW (building-installation works)	0,0	21,5	32,5	12,3	2,5
5	Values of factors:-relative density of not complete building - d		0	0.106	0.161	0.061	0.013
	- Relative density of input of objects of group $M_4 - g_1$		1	0.894	0.839	0.939	0.987
6	Structural factors of capital investment: a_1		0.983	0.983	0.983	0.983	1
	a_2		0.017	0.017	0.017	0,017	-

CONCLUSION

It is necessary to notice especially, that in considered year demands for new building of objects of power system are not provided. All objects included in the demand have repair-building character, that is with the account of their use during the winter heating period repair work should be finished prior to the beginning of the heating period. This condition finds the expression in the first variant. In other variants because of restrictions on volumes of not complete building on one of objects building-repair work begin and pass to the next planned year. In turn it testifies to working capacity of the operated parameter in model.

One more operated parameter of model is a relative density of finished objects of group M_4 (γ). The size of the given factor by variants is accepted by the following: 1,0; 0,884; 0,839; 0,939; 0,987. In conformity in these sizes all from the chosen 11 objects by the first variant, on one of the chosen objects by 2-5 variants because of the put restrictions are planned by the passing.

By means of the calculations resulted in given model, there is a possibility to define the optimum plan building-repair work on the objects declared for 2010 of the enterprise «Issiqlik manbai (heat energy)» of Samarkand city. The analysis of planned targets has shown that it is possible to consider the first variant optimum. The analysis of results of calculations shows that there are the working capacities of all operated parameters of models.

In conclusion it is possible to tell, that the offered economic-mathematical model gives possibility to develop the optimum plan of capital investments not only on objects of heat supply system, but also regional capital construction as well.

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THE MAIN FACTORS OF UNIVERSITIES AND RESEARCH CENTERS INNOVATIVE ACTIVITIES: CLASSIFICATION AND PECULIARITIES

Abdulla A.Umarov¹

ABSTRACT

The main factors influencing on the innovation activities of universities and research centers are in the focus of the paper. The classification of these factors was made, particularly characterized their impact at the all stages of the process of production, promotion and implementation of innovative products and services. The state financial support for innovation activities is one of the conditions for wide promotion of innovation. Improvement of legislation in the field of innovation is one of the primary factors controlled by the state. Support from corporations, firms and production in the creation of innovation by universities and research centers is another important factor.

Keywords : *Research centers, universities, innovative activities, classification, peculiarities*

INTRODUCTION

With the development of market relations, production is being transferred to an innovative path of development and innovations created by universities and research centers (U&RC) is widely being used by corporations, companies and enterprises. This policy is becoming increasingly important at the moment, during current global economic crisis condition (Abdulkarimov B.A, 2013).

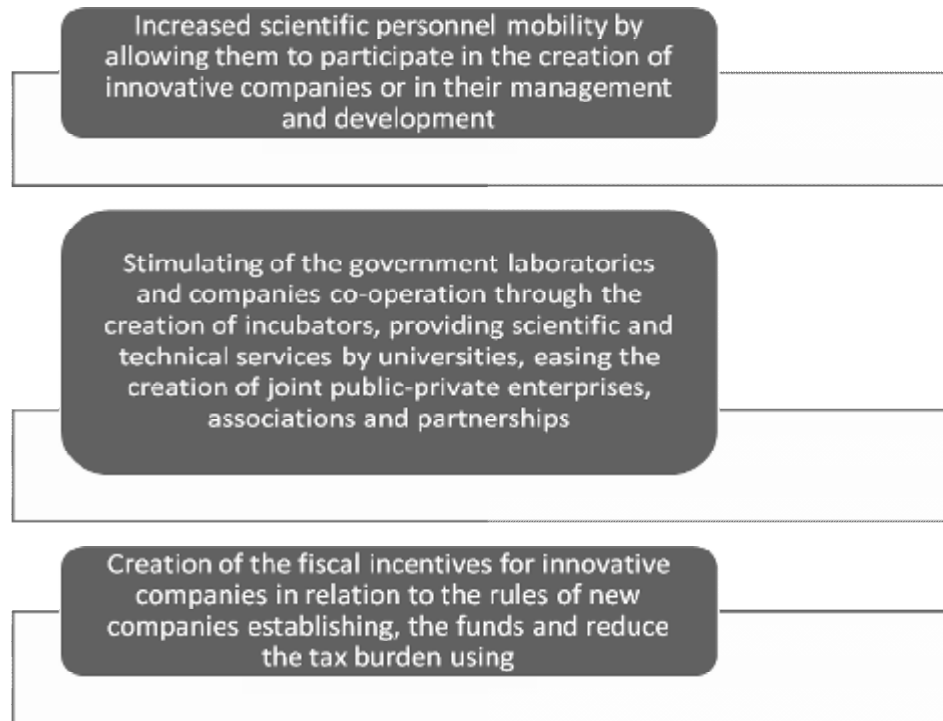
The purpose of the state innovation policy is to create economic, legal, organizational and other necessary conditions and mechanisms to increase the competitiveness of innovation products, the widespread using of the innovation products and services results (Ajwad et al., 2014).

For instance, Bayh-Dole Act, adopted in 1980 in United State of America, entitled recipients of federal funds to patent inventions and grant licenses to them. The main motive to adopt this law was to stimulate the use of government financed scientific results by transferring ownership from the state to universities and other performers ('Bayh-Dole Act).

In 1999 French Ministry of Education enacted "The law on Innovation and Research".

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This law has created a number of specific problems that hamper innovation activity of scientists who are on the status of civil servants and limited in their ability to conduct business in the field of innovations, including these ones below:



In Germany, the innovation policy issues have also become one of the government priorities and the state authority is pursuing a policy to increase funding for research programs to support innovation projects and business sector. The core policy of German Federal Ministry of Economics and Labor is an approach stimulating the development of the national innovation system (Akimov & Dollery, 2006; Calhoun, 2013).

POLICY CLASSIFICATION AND PECULIARITIES IN UZBEKISTAN

In order to implement the state regulation in Uzbekistan there were issued a series of Decrees and Resolutions of the President of the Republic of Uzbekistan, as well as the government regulations and executive orders for intensification and giving a dynamic development to innovation activities in the country (Hasanova, 2016; Kotz, 2003).

As the international experience shows, an important stimulus for the innovative activity development in Uzbekistan could be the organization of some new (start-up) companies, small innovative enterprises and simplified procedures for their creation, as well as promotion of public-private partnership mechanisms, leading to development and outreach innovative

activity increasing and existing new infrastructure organizations (Nazarova, Saidkarimova, & Obloqulova, 2015).

In this regard, it is expedient to consider the main factors influencing on the innovation process in the sphere of science, to evaluate their contribution and prospects for the development of the U&RC and innovation companies as well as industries through the research findings and innovative developments of local scientists using.

According to the concept of “factor” can be formulated as making or producing anything or the reasons of the driving force of any process that determines its character or some of its individual features. Innovation activity is a multifactorial process, and its features are stipulated by a number of related conditions and the relevant characteristics (Islamov & Islamov, 2014; Mishkin, 2007).

Making the analysis of the U&RC innovation activities, it is necessary to identify the most important factors and apply selection method of its main components. Another important feature of this method considering innovation activities is the ability to consider only the most informative components and eliminate the rest factors during the analysis, which simplifies the subsequent interpretation of the results obtained.

THEORETICAL ANALYSES

While considering the logical multi-factor structure of innovation activities of the U&RC based on factors inherent in its main components - subjects, objects, subject matters/types, forms, means and tools, methods and results, as well as their components.

Table 1

№	Compo-nents	Constituents	Factors
1	Subjects	Physical and legal persons and their associations, including the institutions of science, start-up companies, small innovation businesses, education, manufacturing, innovative infrastructure organizations and their employees.	External factors (economy of the country, industry specificity, market, legislation, international cooperation, investment, ecology, force majeure, etc.). Internal factors (industrial, technological, scientific-technical, human, financial, administrative, informational), including the risk ones to all of the above mentioned.
2	Objects	- Innovation programs and projects; - Innovative targeted development projects; -Results of research-and-	Organizational factors - providing management with the implementation of innovative programs, projects and development works, and the creation of innovative products, including the risk

		development works and creative activity, - Innovative products; - Tangible and intangible assets.	factors to all of the above mentioned objects. Economic factors –economic stimulation, resource provision of innovative objects.
3	Subject matters/ types	Innovation projects: technological; process; food; marketing and organizational.	Organizational factors - providing management in the creation of different types of innovation. Economic factors - resource support of innovation.
4	Forms	Management and implementation of scientific and technical projects and innovations, introduction, commercialization of their results and created innovative products.	Organizational factors - high-qualified professional management and staffing. Normative legal factors - development of legislation in the field of innovation and legal norms.
5	Means and tools	Financial (state budget, off-budget financing, investments, loans), logistics, information and communication (ICT).	Financial factors - support from the state budget, customers of works, investors, banks, funds, donors / sponsors and others. Economic factors - providing logistical and ICT resources).
6	Methods	Scientific-and-research, technological, patent-licensing, marketing, technology transfer, commercial.	Organizational factors -using of the complex of methods to ensure the promotion of innovation from idea to creation and implementation of innovative products and services.
7	Results	Created the innovative products, including products for export.	Various factors affecting the probability of creation and output of products and its market sales with due account for risks.

According to subjective point of view, physical and legal persons and their associations, including the institutions of science, start-up companies, small innovation businesses, education, manufacturing, innovative infrastructure organizations and their employees. Hence, there are some features that can easily effect on the final step. On this way, external factors that listed on analyses like economy of the country, industry specificity, market, legislation, international cooperation, investment, ecology, force majeure and relevant ones could be some examples of it. On the other hand, internal factors in the example of industrial, technological, scientific-technical, human, financial, administrative, informational ones could be inner points of any characterized category.

Moreover, organizational factors - providing management with the implementation of innovative programs, projects and development works, and the creation of innovative products, including the risk factors to all of the above mentioned objects. Economic factors – economic stimulation, resource provision of innovative objects are considered as major ones on this analyses.

Organizational factors - providing management in the creation of different types of innovation. Economic factors - resource support of innovation with the help of technological; process; food; marketing and organizational points are believed as vital ones that should be taken in control.

Financial factors - support from the state budget, customers of works, investors, banks, funds, sponsors and relevant ones are assumed as important factors. For instance, state budget, off-budget financing, investments, loans, logistics, information and communication are listed at a high rate.

METHODOLOGY

The main characteristics of the components, their constituents and factors related to the U&R Cinnovation activities are systematized and summarized by us in Table 1. These factors are mainly divided into four main groups: economic, organizational, financial and legal regulations. The "Subjects" and "Results" categories of innovation activities are characterized by the all factors of these four groups influence.

We consider and briefly describe the factors in Table 1 on the basis of the diagram constructed (Figure 1) that shows the systematization of the main factors related to innovation in the field of science (U&RC, start-up companies, innovation centers, small businesses) and exerting influence on the following processes:



The way of diffusion stated features are considered major one in the way of development. Moreover, most of these factors are analyzed and concluded as an important in the current investigation case.

The main variabilities of factors persuading the U&RC innovation activity in the following Figure 1. Influenced factors are seen accordingly and the major ones are listed in the case study relevantly.

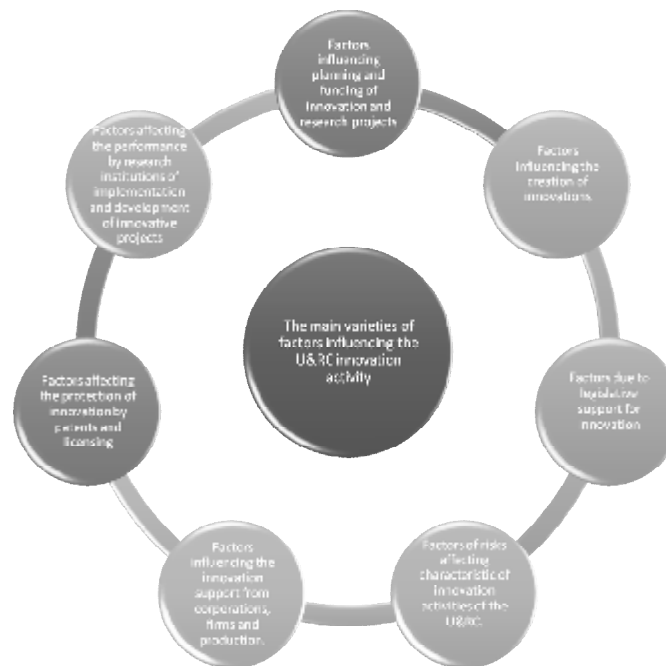


Fig.1. The main factors of the U&RC innovative activities.

Major factors of innovative activities are formed in the Figure 1. However, some features of these analyses could be investigated accordingly. On this study stated ones are believed as an important ones as whole. Factors are linked and connections are associated as it is very close to each other. For instance, factor that is associated with influencing the innovation support from corporations, firms and production can easily be aimed to various enterprises. Moreover, factors influencing the creation of innovations are in charge of contemporary instruments and notions at all.

THE MAIN FACTORS OF UNIVERSITIES AND RESEARCH CENTERS INNOVATIVE ACTIVITIES

Based on this systemization and classification, we can estimate the impact of these factors on the U&R Cinnovation activities. The innovation process includes the developers of innovation, originality and feasibility of their innovative ideas, the feasibility of the plans and

the timing of implementation, which requires providing the developers with adequate funding, space, equipment, tools, materials, reagents, services, information, and etc. The most important here is the actual execution of research studies, leading eventually to the new model creation of innovative products, which will have to pass a pilot test for further production development, use, distribution and commercialization. Innovations are created by the U&RC mainly through the implementation of in demand new technologies, devices, materials and etc.

The planning work for the innovative project implementation is carried out in the framework of the state innovation programs. Business plans for innovative projects include the purpose and tasks of the development of innovation, the necessary stages and schedule, financial, logistical and information tools, list of executors of projects, a particular type of innovation products created, as well as risk factors, including possible force majeure and other circumstances(Au, Law, & Buhalis, 2010; Calhoun, 2013; Pomfret, 2000).

The financing of the U&RC innovative projects is carried out mainly through the innovation and other foundations, as well as by industry. In order to bring nearer the innovative products created directly to the needs of industries and enterprises it is necessary:

- form innovative projects based on company and industry needs and concerns in production modernization and development as well as competitive product creation;
- provide funding for innovative projects, along with the funds on the basis of the U&RC contracts made with these concerns, companies and industries;
- implement market entry, distribution and commercialization of innovative products created by the U&RC.
- The process of innovative projects implementation and development works and projects by the U&RC also depends on a number of indicators and characteristics as well as:
 - the number and volume of innovation projects, which are determined by the U&RC research potential;
 - development of breakthrough integration innovative programs, which are determined by the level of cooperation and real opportunities of the U&RC;
 - the number and volume of contractual research commissioned by the industries that are defined by customer's specific needs and level of bilateral cooperation of the U&RC with them;
 - the volume and range of exports of scientific products, which are defined by market demand, international and foreign contracts signed for realization and sales of innovative products of scientific research institutions;

- the number of patents for invention and licenses of the scientific research institutions, which are determined by determined security documents to create the U&R Cinnovative products. Timely patent protection of innovations is also one of the important indicators that define the priority and copyrights of innovation creators and enable them to carry out licensing and ensure market sales and export of innovative products.

The manufactures support to create the U&R Cinnovation is a factor significance of which is increasingly growing due to the development needs of the production on the basis of innovation.

This leads to the need to implement effective mechanisms of interaction with the subsidiary U&R Cinnovation-oriented infrastructure companies (consulting, dealer, marketing, sales, etc.) and the regulation of their participation in the innovative projects implementation.

Improvement of legislation in the area of innovation is one of the main factors regulated by the state. The provision of legal groundwork creates the necessary framework and mechanisms for the creation, industrial development, promotion and implementation of innovative products and services (Collins, 2002; Nazarova et al., 2015).

Currently, systems and facilities at the leading universities of the USA, Germany, France, Japan and other countries have been created as a structural subdivision of university science, technology parks, innovation centers, start-up companies, small firms and others.

In fact, the first modern and most innovative large complex in the world is a technological park created at Stanford University (California, USA), that is known as the "Silicon Valley". It includes scientific and industrial territorial complex (called the Stanford Research Park). Higher Education Innovation Fund was first created in Stanford(Malyi et al., 2015).

In the United States of America, Germany, Japan and the other world leading countries are widely practiced the creation of technology parks, technological incubators and their analogues. One of these unique analogues is a technological factory, founded in Germany in 1984. It consists of 160 companies, which employ more than three thousand highly qualified specialists. In Japan, the so-called "City of Science" has been created and leading its activity bringing together more than 100 thousand researchers are working in dozens of the similar U&RC and innovative structures.

CONCLUSION

To conclude with in Uzbekistan there has been done great measurements in order to strengthen both economic and social lifestyle of dwellers. On this way, in the Uzbekistan also

there were established some innovation-oriented institutions that serve for the future development of prosperity as whole.

Following analyses are considered as a vital on this case:

- the Training and Experimental Center of High Technologies in 2011 in the city of Tashkent;
- the Interdepartmental Centre for Genomics and Bioinformatics of the Academy of Sciences and the Ministry of Agriculture of the Republic of Uzbekistan in 2012 for genetic engineering and other agricultural cultures and a number of other divisions;
- the International Institute for Solar energy in 2013.

Therefore, these centers formed some structures that are responsible not only for the innovative products creation, but also for its promotion and commercialization.

The anticipation of innovative risks by the U&RC and innovation firms, their timely elimination or minimization of the negative impact on the production process by the U&RC and innovation firms is an important task of their management activity. The innovative risk simply the totality of risks, including uncontrollability of the innovative project under development, the degree of originality, competitiveness, as well as technological, financial, economic and legal inadequacy risks and finally difficulties in commercial implementation of innovative products.

Timely and thorough analysis and consideration of the possible internal risk in the U&RC innovation activity managing makes it possible to make decisions optimal as per costs and losses, to improve the efficiency and sustainability of their works in terms production optimization and the various types of resources using.

On the other hand, the innovation risk reduction also contributes to the improvement of the legal support in the field of innovation, which creates additional opportunities for the wide-to-market innovations and their commercialization.

Thus, the analysis shows and concludes that the factors investigated above have a significant, and in many cases, a decisive influence on the development of the universities and research centers around the world.

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OPINION OF THE BENEFICIARIES ABOUT THE MID DAY MEALS IN THE GOVERNMENT PRIMARY SCHOOLS OF GWALIOR CITY

Dr. Sudha Devi Bhadoria¹

ABSTRACT

In present piece of work the researcher has focused upon opinion of beneficiaries of mid day meal programme in the government primary schools of Gwalior city. The paper mainly deals with the aspects viz. enrollment of the students, consumption of the mid day meal, quantity and quality of mid day meal, preferences of menu, complaints and suggestions of parents and students. The study indicates that the mid day meal scheme is quite effective in the Gwalior city as the students and the parents are quite satisfied by the quantity of food though not 100% satisfied with the quality of food. The MDMS has found positive impact on enrollment of the students. Further the students get nutritional food i.e. either roti, dal and sabji or chawal, dal and sabji on alternate days one complete meal which many of them can't get at their home. The parents suggested that the scheme should continue and can be made more effective and attractive by providing fruits to the students.

INTRODUCTION

The nation's first state-wide mid-day meal program was introduced in Tamil Nadu in the 1950's. By the 1980's two other states-Gujarat and Kerala used their own resources to create schemes to universalize mid-day meals for primary school children. Madhya Pradesh introduced limited mid-day meal schemes during the 1980's and 1990's. Recognizing the success of many of this state programmes the central government introduced the Mid-Day Meal Scheme (MDMS) in 1995. Madhya Pradesh become one of the first states to initiate the mid day meal in 1995. But after a pilot beginning in a few blocks, the program was discontinued in 1997 in non-tribal blocks. Even the programme in tribal blocks floundered and remained largely on paper till 2002. In most schools raw grains were provided in this period. Following pressure from the Supreme Court, between 2002 and 2004 cooked 'Daliya / thuli (porridge) was gradually extended to cover the whole state. In 2006, as a follow up of Supreme Court of India, MHRD, Department of School Education and Literacy, Government of India issued an order revised the norm of MDM. According to the revised norm schools should provide MDM with minimum 400 calories and 12 grams proteins. The additional

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quantity of calories and proteins are to be provided through addition of vegetables on other ingredients.

The objectives of the revised mid day meal scheme.

- Universalisation of education.
- To provide cooked mid day meal to the students of the government and government aided schools of the state.
- To improve the nutritional health standard of growing children.
- To increase retention and attendance and reduce dropout rate of children in government and government aided schools.
- To attract poor children to school by providing mid day meal to them.

RESEARCH SCENARIO

CARE (1977), Rajan and Jai Kumar (1992), NCERT (1999), Jean Dreze (2003), Pratap (2004), Jain and Shah (2005), Gangadharan (2006) indicated that the MDM has positive impact on enrolment. Further it has also been revealed that the MDMP has raised attendance rate and became a measure to attract students towards the schools and attend the classes. CARE (1977), NIEPA (1979), Rajan and Jaikumar (1992), Pratchi (2004), Angom (2008) has found that the MDMP has increased the attendance rate. Further Rajan N Jai Kumar (1992), NCERT (1997), Blue (2005) revealed that the retention rate has increased because of the MDMP. Jain and Shah (2005), De.et al. (2005) have indicated that the quantity and quality of food supplied were more likely to be less than the minimum stipulated by the court. Jain and Shah (2005) observed that parents, and teachers were satisfied by the mid day meal. Afridi (2005), panchayats were cutting costs by involving students themselves in implementation of the scheme. Regarding menu it has been observed that variation in menu was found in some schools, where as absent in others, , The review of studies indicated that most of the researchers have made use of observation schedules, checklists, interview schedules and questionnaires for data collections.

RATIONAL OF THE STUDY

The Mid Day Meal Programme for the children is a part of making the school attractive so that they view the school as their second home. The Mid Day Meal Programme for the children is a part of making the school attractive so that they view the school as their second home. The objective of this scheme was to give boost to universalization of primary education and impact the nutrition of students in primary classes. The Mid-Day Meal scheme has been revised in 2004 and as per the Supreme Court directive, it envisages provision of cooked, nutritious Mid-Day Meal to primary and secondary school children. While there are

broad central guidelines for the implementation of the scheme, there is nevertheless tremendous diversity at the state level. Not all the states were responsive to the Supreme Court's order. By March 2004, 14 states were providing cooked mid day meals to all primary school children, 9 states were implementing the scheme partially and 4 states were distributing food grains. The most commonly used excuse was lack of resources. Hence huge expenditure on this programme was planned at Central and State level. For example, in 2003-04 the expenditure was Rs. 1400 crores and in 2007-08, budget of the Central Government has allocated about Rs. 7324 crores for the MDM scheme. Therefore, it became imperative that a comprehensive evaluation of the programme be undertaken to judge the efficacy of the scheme.

Further, the studies reviewed raised some critical issues related with the Mid Day Meal programme. A common charge is that mid-day meals are a health hazardous because they are not prepared in hygienic condition, [Jean Dreze (2003), CUT(2007)]. Serious health risks from lack of hygiene and safety hazards have been reported including an accidental death of one child by falling into a vessel of hot sambar and burns to 3 others in Tamil Nadu (Right to Food Campaign, 2006). Lack of infrastructure facilities, Menon (2003), Jean Deeze (2007), Practichi (2004), Angam (2008), Anima & Sharma (2008) especially with regard to water supply, kitchen sheds, utensils etc. were problems reported by many studies.

The system does not work well, the already understaffed and over burdened teachers have to spend a lot of their time in supervising and organizing the mid day meal. Use of fire wood for cooking food leads to unhealthy atmosphere in school premises. Further the report of status of food and welfare schemes in Madhya Pradesh (2010), indicated that in almost all the villages, children reported that they don't get sufficient quantity of mid-day meal and they had to go back to their homes and eat. The researcher's own observations of various government primary schools of Gwalior city indicated that the teachers generally took decisions regarding the menu of the MDM. They generally provide either Dal or Sabji to the students and did not follow the prescribed menu. Hence, students did not get expected nutritional value from the MDMS. In addition to this, articles in news papers and various T.V. reports pointed to serious quality problems in the provision of Mid-Day Meal. It has been reported in various news- papers

- 281 school children fall sick after mid-day meal and were admitted to various city hospitals. (The Hindu, Friday, February 27th, 2004).
- Several cases of food poisoning occurred in U.P. during election time i.e. September & October & 50% schools reported mismanagement. (The Times of India 6th January, 2008).

- Worms were allegedly found in the Kheer served during the mid-day meal at a primary school. Here, on Saturday triggering a protest by parents. Reported in DNA August 18, 2007 Firozabad.
- In December 2006, the Times of India reported a scam involving government schools that siphon off food grains under the mid-day meal scheme by faking attendance. The attendance register would exaggerate the number of students enrolled in the class. The additional students would not exist, they were “enrolled” to get additional food grains which were pocketed by the school staff.

Further, the letter from Principal Secretary, Reference No.13979/22/RA.S.KA/MDM/2005 dated 3/10/2005, from Bhopal also indicated that in assembly, several questions have been raised by MLAs about disparities found in MDMP in their respective district.

In State of Madhya Pradesh too, studies were not conducted at local level. The Indian Education System has suffered a lot because of centralization of administration. Due to centralization uniform schemes have been implemented everywhere in the country for the upliftment of primary education. In such a situation, uniform strategies can't work. For the local specific problems, an attempt to find out general solution deletes the very purpose of the study. Observations obtained through review of the studies, news paper and researcher's personal experience of the government primary schools, raised several questions in researcher's mind viz.

- Whether the menu prescribed in guidelines provided by the government is followed or not ?
- Does the MDMP really helps in increasing the attendance and enrolment?
- Does the food provided in MDM really helps in reducing the problem of malnourishment.

In order to find out the answers to above mentioned questions, a grass root level study should be conducted. Further, the MDMs of Gwalior city had never been studied. The researcher decided to undertake a study which focused on the various aspects of mid day meal programme with special reference to opinions of beneficiaries of the government primary school of Gwalior city.

OBJECTIVE OF THE STUDY

To study opinions of the beneficiaries regarding Mid-Day Meal in government primary schools of Gwalior city.

PLAN & PROCEDURE

Population for this study i.e. government primary schools, are. 309 schools. Out of these schools 10% of them were selected randomly for the present study. The Gwalior city is divided into three zones i.e. Gwalior, Lashkar and Morar. 10 schools from each zones were selected randomly. The interview was conducted with five students from each school in the school premises. Interview was conducted with five parents of the sampled students.

TOOLS FOR DATA COLLECTION

- Observation Schedule For The Schools
- Semi-Structured Interview Schedule for The Supplier of Cooked food.
- Semi Structured Interview Schedule for Students.
- Semi Structured Interview Schedule for Parents.

MAJOR FINDINGS

OPINION OF PARENTS ABOUT THE Mid Day Meal Programme

A. ENROLLMENT OF THE CHILDREN AND CONSUMPTION OF MID DAY MEAL

- 86.66% parents would enroll their children in the school, only if the Mid Day Meal would be provided in *the schools*. *For rest of the parents, Mid Day Meal have no effect on enrollment of their children.*
- According to 85.33% parents their children ate the meal served in the school.
- 13.33% parents said that their children did not eat the meal served at school, as they did not allow their children to eat the meal as they provided the meal from home.
- 1.33% parents said that their children might or might not consumed the meal at school.

B. PARENTS' OPINION ABOUT THE QUANTITY AND QUALITY OF THE MID DAY MEAL

- According to most of the parents, the quantity of the meal provided at the school was appropriate. According to them their children received sufficient amount of meal and were not refused for more serving of the meal.
- According to them 3-4, Rotis along with Dal and Sabji was provided to their children which was sufficient for them.

- On alternate day sufficient amount of Chawal and Dal, Sabji was provided to their children, quantity was sufficient for their children.
- Approximately 31% parents said that the Rotis provided were not properly cooked, 18% of parents complained about the quality of Dal and Rajma served, according to them it was watery. Rest of the parents said that they were happy that their children got complete food i.e. Roti, Dal and Sabji.
- According to the parents, they were unable to provide the nutritious food as provided in the school as they were unable to afford to purchase vegetables daily or such a costly Dal for regular consumption.
- The parents said that their children really enjoyed the MDM and shared the experiences of food served in the schools with their family members. Further they indicated Mid Day Meal was provided regularly to their children.
- About the comparison between the food cooked at school premises and food provided by NGO, almost all the parents said that the food cooked in the schools were more preferred by the children.
- 8% parents suggested ready to eat food should be given to the students.
- All most all the parents expressed view that the scheme should continue.
- Most of the parents refused of any incidence of food poisoning or worms in the food.
- Parents of morning shift said that their children did not eat immediately after coming from the school but they did consume after 1 to 2 hours. Parents of the children of afternoon shift told their children ate before going to school and not after coming from the school.
- 42% of the parents said that their children got some kind of tablets in the school, where as rest of the parents were not aware of any tablets or medicines given in the school.

C. PARENTS COMPLAINTS AND SUGGESTIONS

- Some of the parents complained about toilet facilities and water facility of the school. According to them toilets were not in proper functional conditions.
- Some of the parents said that it so happened, the water stored in tanks got finished and children did not get water to drink.
- Some of the parents suggested that fruits should be provided once in a week as they were unable to provide fruits to their children.

OPINION OF THE STUDENTS ABOUT MID DAY MEAL PROGRAMME

A. CHILDREN WOULD OR WOULD NOT COME TO SCHOOL

- 86.66% students opined that MDM if not provided, they would not come to school
- 13.34% students opined that though MDM not provided they would come to school.

B. STUDENT'S PREFERENCE ABOUT MENU

- 92% students mentioned they, either got Roti, Dal and Sabji of Chawal, Sabji and Dal.
- 4% students were unable to describe the menu. 4% students told they did not consume the meal.
- 57.34% students responded they preferred Roti instead of Rice.
- 40.66% Students mentioned that they did not like Roti because it looked like not cooked properly (Kacchi in local Dialect).
- 2% students did not have any preferences for Roti or Chawal.

C. STUDENTS' OPINION ABOUT QUANTITY AND QUALITY OF THE MEAL

- Most of the students had no complaints regarding the quantity of the meal provided in schools. According to them they were provided with the sufficient amount of meal and were not refused for more servings of the food.
- 26% students liked the taste of the meal provided where as 14% students informed the food might be tasty on some days and not on other days.
- Students said the Dal or Chole were Watery and some of the students found Mung Dal not tasty because stones were found in it.
- Students loved the special food provided on 15th August and 26th January because Puri, Sabji and Sweet was provided.
- Students of class V mentioned about their preferences of the food cooked in school premises, according to them it was more tasty than the food provided by an NGO, as the food provided by NGO got cooled down at the time of serving hence they did not enjoy it.
- All most all the students mentioned that the meal was provided regularly.
- Students were eager to get any fruit at least once in a week.

C. PROBLEMS OPINED BY STUDENTS

- Some of the students complained about the drinking water facility. According to them they brought water bottles from home, several times they have to wash their utensils by themselves and sufficient water was not available in the schools, to drink as well as to wash the utensils.

CONCLUSION

In Gwalior from November, 2007, the concept of Public Private Partnership was introduced for MDMS. The Sadhana Mahila Mandal is the NGO who provides food to the students of government primary schools of Gwalior city. The shift to a NGO-cooking the foods, from cooking of food in individual school premises, marks lots of improvements or resolution of the issues related with the Mid-Day Meal programmes. The MDMP has achieved success in alleviating classroom hunger and persuading poor families to sent their children to school. Most of the children attending government schools come from poorest of the poor families. With income below poverty line, for most of these children having one square meal a day was sometimes not possible. The programme has increased enrollment and attendance rate and reduced dropout rate and shown improvement in retention. Most of the students, as well as parents felt that the scheme should continue. Most of them are satisfied with the quantity of food supplied by the NGO. Some of them questioned the quality of the meal provided. To improve quality, adequate amount of cereals as well as good quality of vegetables especially green leafy vegetables, should be included in the meal to combat deficiencies in micro nutrients.

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EFFECTIVENESS OF THE UZBEK MODEL OF TREASURY

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ABSTRACT

The article considers the experience of the use of innovative technologies in the development and implementation of information systems for treasury execution of the budget system of the Republic of Uzbekistan. Based on the analysis of creation and implementation of information system of the treasury in Uzbekistan presented the findings and recommendations. This conclusions and suggestions can be used in designing and implementing information systems similar to the Treasury in other countries.

Keywords: *innovation, diffusion of innovation, information technologies, IT projects, information system of Treasury, budget income and expenditure.*

Introduction

Improvement of the process in organization, has been becoming the most significant issue. In the twenty-first century is particularly important improvement in the organization of the process of reproduction and increase economic efficiency with innovation, the transformation potential of scientific and technological progress in the real, is embodied in new products and technologies. In this case, the size of the market increases due to revenue growth, rather than consumers. Accordingly, the structure of consumption increases the proportion of goods and services durables.

In our time is especially important to the diffusion of innovation, the process by which an innovation is transmitted over the communication channel between members of a social system over time. Where diffusion is the extension had once mastered and used innovation in the new environment or application sites. As a result of the diffusion of an increasing number of both producers and consumers and change their qualitative characteristics. Continuity innovation processes determines the rate of diffusion and the boundaries of innovation in a market economy.

In the field of software development and implementation of successful projects with the use of information technology is especially important to the diffusion of innovation, the use of successfully implemented methods and technologies in the new environment with the introduction of additional changes and innovations and obtains effective results.

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Materials and methods

In the developed countries for the implementation of major IT projects has long used the modern project management packages MS Project and others [1]. Also a very effective method is the use of structural management of IT projects where pre-visualize the goals, objectives and expected results of the implementation of the project.

In the banking and financial industry application of modern information technology advances is key to their success. So, that the whole world using modern advances in information technology in the banking and finance industry with their constant improvement and upgrading. The applications of information technology in these industries require constant updating and development [2-5].

In Uzbekistan, for years of independence, the application of information technology in the Ministry of Finance has always been given wide attention [5]. Beginning in the years 2004-2006 was used for the first time a structural guide the application of information technology in the development of the information system of treasury execution of the state budget. When using it were applied innovation and change.

Table 1

In developing the project, where the author was a technical leader of the project, we used the following steps:

1	At the level of leadership of the ministry has been clearly identified the main purpose and objectives of the IT project
2	Have been developed architecture and conceptual model of the future information system with an indication of its relationship with other subsystems
3	It was determined the expected results of the implementation of the project
4	Was appointed head of the project at the level of deputy minister plenipotentiary
5	Have developed a list of tasks and a timetable for their implementation
6	Securing the people for the tasks
7	Ongoing management of the expected results, the calculation of reserves for errors, development of replacement products
8	Using the appropriate style guide
9	Kept informed of all project participants what happens
10	Permanent monitoring and making changes and innovations

11	Experimental implementation software system at one or two sites
12	Making changes and amendments, taking into account the experienced implementation and full implementation of the schedule on a national scale

Results and Discussion

Development and implementation of the above method of information system of treasury execution of the state budget in the country has yielded positive results. The project was a success and it has yielded positive results. For the first time on a national scale in 2006 was introduced the first version of information system of treasury execution of the state budget, which resulted in savings of budget funds in the country [5].

In subsequent years, the modernization of the information system of treasury execution of the state budget were also used these same techniques as amended, and innovation [Scheme].

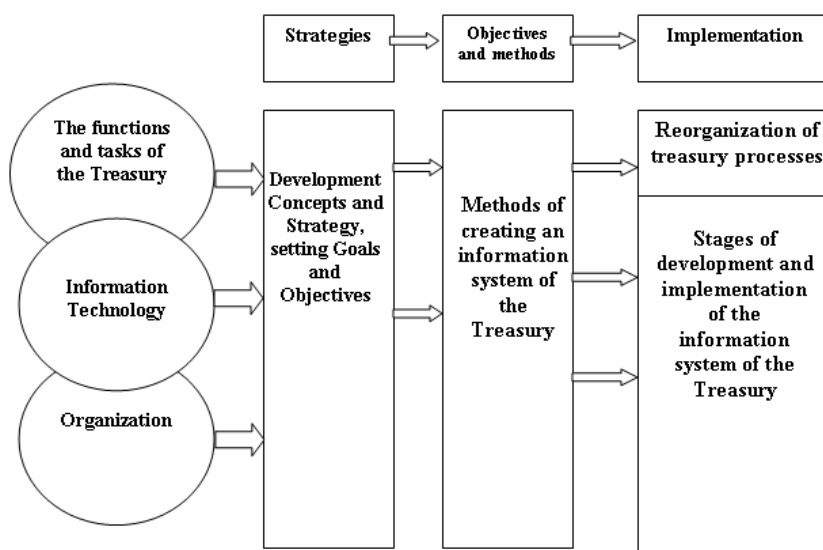


Figure-1. Methodology of the structural method to create an information system of treasury execution of the state budget

Source: Developed by the author

In its application, attention was drawn to its perfection, where education and continuous training of participants in the project to its pilot and industrial implementation with good results. Project profit successfully completed implementation of the Treasury information system using the structural control method yielded excellent results. In subsequent years,

when the modernization and improvement were also used its elements, which subsequently led to positive results. Currently, Treasury Information System of Uzbekistan has a centralized database and all remote users to connect to it with the WEB technology and is one of the most efficient systems in the countries of the CIS. A corporate Information System "Treasury" is based on centralized processing and storage of data. With its modern design realized WEB-technology, DBMS ORACLE, digital signatures and other technologies and means of protection of information. The use of corporate information system "Treasury" has improved the time of payment and control of proper use of appropriated funds on national scale budget organizations.

Table 2

The main tasks of the application of information technology in the treasury system of state budget execution were defined as followings:

1	to ensure rapid flow of information on state budget execution that allow to quickly dispose of the funds available on state level;
2	to provide the centralization and maintenance of state budget resources on a single treasury account;
3	to provide monitoring of treasury execution of state budget at all stages (from resource allocation to cash spending), control is exercised at the stage prior to payment, which makes this control most effective;
4	to ensure better management of the budget execution process and resource management;
5	to standardize financial documents and electronic communications;
6	to ensure an effective, fast, reliable and confidential exchange of documents;
7	to improve service quality for budget resource recipients;
8	Centralized management of the budget classification and its rapid reproduction at all levels of management.

On the basis of the assigned tasks, phased introduction of the treasury execution of state budget was implemented in the country. The budget organizations financed by the republic budget, as well as extra-budgetary funds of budget organizations have completely switched to the service through the Treasury authorities.

According to international experts in the Treasury, who has studied the corporate information system, "Treasury of the Republic of Uzbekistan, it is one of the best in post-Soviet countries?

Currently, Uzbekistan confidently develops its economy, modernizing key strategic industries, where growth of the economy is at least 8% per year. Moving forward Uzbekistan is actively using the latest innovative technology in economic development. For these purposes, takes appropriate measures for their development. Extensive use of advanced methods of economic and financial management, extensive use of modern advances in information technology. Uzbekistan is actively developing and implementing e-government in the country.

Conclusion

In the development and implementation of major IT projects in the field of finance and economics appropriate to use once mastered and used innovation in developed countries in the new environment or local application of the amendments and changes.

Experience development and implementation of information system of the Treasury in Uzbekistan, the following conclusions and recommendations:

- based on an analysis of existing information systems to Choose more efficient its shape with the development and modernization of this system in the future;
- the design of complex information systems, you must first design the future of his relationships;
- It is necessary initially to develop a prototype of the future information system and make it a test on real data;
- to test the prototype in a small region in parallel to the existing system some time after its successful completion, you can implement it in actual practice;
- introduction of an information system be phased.

Based on these recommendations when designing and developing information systems in treasury or similar complex information systems in other industries one can avoid big mistakes and excessive future costs.

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EVALUATING IMPACT OF CUSTOMER NEEDS ON CUSTOMER RELATIONSHIP MANAGEMENT: A STUDY OF INDIAN HOTEL INDUSTRY

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ABSTRACT

The objective of the marketers is to satisfy customer needs and continuously evolve to meet any contingencies. In hotel industry, it is important to identify customer needs and react as accordingly. If not done so, the hotel will not be able to survive. The objective of this piece of research is to evaluate the relationship between customer needs and how they affect the customer relationship management of hotels in Indian scenario. The results indicate that there is strong and positive relationship between both the variables and the authors further discuss the findings, suggestion and conclusion based upon the piece of research.

Introduction

The biggest management opportunity in the new millennium of globalization and liberalization for a business is to serve and maintain good relations with the king – the customer. The changing environment of business is specially depend on the economic liberalization, increasing competition, enlightened and demanding customer, high consumer preference and selection, more emphasis on quality and value of purchase. Competition as increased therefore firms look to differentiate their products in the highly commoditized market through branding. Branding refers to any feature or quality that can differentiate a product or service from that of a competitor. The ultimate goals of branding are to create brand awareness and brand loyalty among consumers through building relationships of trust, familiarity, and reliability and to feel them comfortable (Peppers, 2004). Customer service is the provision of services to customer before, during and after a purchase. Customer service is a service of activities designed to enhance the level of customer satisfaction that is the feeling that a product or service has met the customer expectation. Customer relationship management has developed from the foundations of mass marketing and brand loyalty. The height of the industrial era brought with it mass production and a division of specialized corporate functions (Parvatiyar, 1995). Relationship Marketing is activities that are aimed at developing, managing trusting and building long-term relationships with larger customers. In

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relationship marketing, customer profile, buying patterns, and history of contacts are maintained in a sales database, and an account executive is assigned to one or more major customers to fulfill their needs and maintain the relationship. It is worth noting that the concept of CRM can be defined in different ways. It also means different things to different people; depending on the working environment it has been used in therefore, there is no single correct definition of CRM (Brown 2000). Lawrence Handen defines CRM as “process of acquiring, retaining and growing profitable customers”.

Review of Literature

Review of Literature on Hotel industry

Breiter and Kline (1995) identified that leadership, customer focus, and vision and values as CSFs of TQM in the hotel industry, followed by training, communications, empowerment, alignment of organizational systems, and implementation. Organizations in challenging environments are forced to apply new management approaches, one of which is Total Quality Management (TQM), and therefore many service organizations, including hotels, have responded to these challenges by adopting TQM in order to achieve competitiveness and business excellence.

Ton, Lin, & Radin (1996) emphasis on cost issues by the hospitality and tourism industry, There is no general response by the hospitality and tourism industry to environmental threats and changing consumer demands for more 'sustainable' tourism products. The industry is simply too huge as has been seen, and encompasses such a variety of business sectors, many of which are small firms. Governments have taken an interest in environmentally sensitive tourism, although apparently without much result, as have hotel associations.

Foster, Sampson and Dunn (2000) the hospitality and tourism industry is under pressure to become more environmentally friendly from the following forces: (a) consumer demand, (b) increasing environmental regulation, (c) managerial concern with ethics, (d) customer satisfaction, (e) maintenance issues related to the physical plant, and (f) the need for aesthetics.

Review of Literature on CRM

Berry (1991) defined TQM as a total corporate focus on meeting and exceeding customers' expectations and significantly reducing costs resulting from poor quality by adopting a new management system and corporate culture.

Babakus and Boller (1992) defined supporting condition for CRM implementation in terms of customer satisfaction: the degree of alignment between customers' expectations and their perceptions of the service received. The customer should determine what aspects of the service are the most beneficial rather than the service provider.

Ghobadian (1994) according to him the service quality is stressed as the key to successful business. It is necessary to discover the customer's real requirements. Focusing on these key service issues will be reflected in customer satisfaction. An essential aspect of managing service quality is the identification of client expectations, and then designing the service system to focus on these requirements; that is what CRM is all about. Service quality is considered a critical determinant of competitiveness. Service quality can help an organization to differentiate itself from other organizations and gain a competitive advantage. Superior service quality is a key to improved profitability.

Porter (1998) according him main reason for the failure of CRM implementation is mission customer strategy, which is defined "as the creation of a unique and valuable position invoking a different set of activities". While implementing a good CRM the main step is to focus on robust customer strategy.

Schneider and Bowen (1999) indicated that retaining customers and achieving profitability largely depends on practices such as building reciprocal relationships founded on safeguarding and affirming customer security, fairness and self-esteem.

Brendler (2001) mention about elements for CRM, There is fourth supporting condition for CRM successful implementation is people. People's skills, knowledge and attitudes are essential elements for CRM performance. People also need to be trained in many competencies. People resist change because they do not see that it is in their self-interest. Management should benefit from this and consider it as useful information that tells them what is working and not working in the change process.

Patrick Lambe (2001) in his study observed that there are many different CRM models. Some of the models proposed by other researchers are concerned with knowledge management in CRM. An interesting model of knowledge-based CRM is the one produced.

Lambe (2001) in his study reviewed the model essentially focuses on proactive CRM that has two laws, three main activities and depends on two main tools, as illustrated in laws and three activities of CRM are dependent upon technology and knowledge management. "Identifying the high value customer is a sophisticated knowledge task, as is determining the range of profiles among current customers. Technology can assist but knowledge management puts the information processing power of technology to effective use. Collaborating with customers requires a strong grasp of tacit knowledge exchange, and anticipating or predicting new customer needs can be delivered competently using statistical methods with technology, but can only be done excellently when the dimension of tacit knowledge exchange and collaboration are also deployed".

Lawrence (2001) in his study sate operational CRM which involves process of automating business like customer service, sales force automation, management order, service field and marketing automation. In order to have success in this field, the company

should focus on the requirements of the customer and the employees should have right skills to satisfy the consumers. To increase the efficiency of the interaction with the consumers this CRM should consists of client-facing request that combines mobile-, front-, back offices.

Greenberg (2001) in his study observed that CRM should produce a task that involves an interaction between a dealer and consumer. Collaborative CRM can raise their effectiveness in success by fulfilling the necessities of the customer.

Imhoff (2001) according to him the first critical success factor in CRM projects is that the organization must have business strategies that promote CRM across functional boundaries. To succeed, these strategies must be understood and accepted throughout the organization. A company can have an enterprise goal to become more customer-focused or to increase customer satisfaction. However, if no underlying strategies are in place, which enforce a customer view across business functions, the organization is not likely to move beyond the traditional product focus.

Parvatiyar and Sheth (2001) in his study states two most important process of Customer Relationship Management include proactive customer business development and building partnering relationships with the most important customer. Customer service is an important component of CRM: however, CRM is also concerned with coordinating customer relations across all business functions, points of interaction, and audiences. CRM can bring many benefits for hotels such as customer satisfaction and loyalty, increase in revenues, decrease in costs, and a sustainable competitive advantage. CRM involves the integration of technology and business processes used to satisfy the needs of a customer. In terms of IT, CRM is defined as “an enterprise wide integration of technologies and functions such as data warehouse, websites, intranet/ extranet, telephone support system, accounting, sales, marketing and production”.

Based upon the review the objectives of the research are

1. To studying the effects of customer needs on customer relationship management.
2. To open further vistas of the research

According to research objectives of this study, hypotheses were generated and stated as follows:

H₀₁: There is no significant impact of customer needs on customer relationship management.

Research Methodology

Sampling Technique utilized in the study was Random sampling technique and it was used to identify the respondents of the study. The population for the study consisted of

customer relationship officer of the registered hotels in India and customers who avail the services of these hotels. The list of Hotels was taken from the Hotel and Restaurant Association of India and tourism department of India. From the list, the hotels were categorized into four categories these hotels are budgeted hotels, 1 star, 2 star and 3 star hotels. The targeted population of the study is 1,800 and sample size of 400 is the 22.22% of targeted population. Structured questionnaires were prepared for the study and it was prepared by studying various past studies undertaken by researchers. The questionnaire is divided into two parts. First section of the questionnaire consist demographic profile of customers and employees. In first section, questionnaire demographics include gender, age, marital status, educational qualification, income, work experience. In the second part of questionnaire, various items related to the customer relationship practices and their factors were included. The variables are measured on five point Likert scale where 1= strongly disagree and 5= strongly agree. Statistical package for social science (SPSS) version 21.0 for windows seven was used for data analysis and hypotheses testing.

Data Analysis

Analysis and Interpretation of data is one of the major and important parts of any study. This section of the research article presents the data analysis.

Reliability

<i>Table.1: Reliability Statistics of all the variables</i>			
S. No.	Variable Name	No of Items	Cronbach's Alpha
1	Customer need	7	.882
2	Customer Relationship Management	7	.654

The reliability coefficient of all the variables is above 0.6, indicating that the variable scan be further utilized for statistical analysis.

Demographic profile of respondent

<i>Table.2: Demographic Factors – Gender</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	221	55.2	55.2	55.2
	Female	179	44.8	44.8	100.0
	Total	400	100.0	100.0	

Out of 400 respondents 221 respondents were males (55.2%). And 179 respondents were females (44.8%).

Regression analysis between customer need and customer relationship management.

<i>Table.3: Model Summary</i>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.615 ^a	.379	.377	5.24292	1.911

a. Predictors: (Constant), Customer need

b. Dependent Variable: Customer relationship Management

<i>Table.4: ANOVA</i>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6671.607	1	6671.607	242.708	.000 ^a
	Residual	10940.290	398	27.488		
	Total	17611.897	399			

a. Predictors: (Constant), Customer need

b. Dependent Variable: Customer relationship Management

Table.5: Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	16.114	1.017		15.840	.000		
Customer need	.498	.032	.615	15.579	.000	1.000	1.000

a. Dependent Variable:
Customer relationship
management

The equation for regression analysis from table 3, 4, 5 can be summarized as below

$$Y = a + b x + \text{error}$$

$$\text{Customer relationship management} = 16.114 + .615 (\text{customer need})$$

Value off is 242.708, which are significant at 0% level, and value oft is 15.840, which are also significant at 0% level. R square value is .327, which indicates 32.7 % of variance in customer relationship management is explained by customer need. This indicates that there is a significant impact of customer need on customer relationship management. **Thus, H₀₁, is rejected.**

Result and Discussion

The data collected through questionnaire were classified, tabulated and analyzed (SPSS package) with the help of various statistical tools such as frequency analysis and regression.

Findings of the Study

- Majority of respondents 221 (55.2%) are male and rest of the respondents 179 (44.8%) are female.
- There is significant and direct impact of customer needs on customer relationship management practices practiced in hotel industry.

Limitations of the Research

Limitations are obvious in research or in a study. No study can be full proof. Similarly, the study conducted by the researcher also suffers from some limitations. The limitations of the study are due to its mode of operation.

- The first limitation is, the data, which is collected, is self-reported and through survey method hence subject to bias.
- Number of independent variable is limited in this study, so more variable can be taken to find out more significant result for study.
- The information given by the customers may be under / overestimated so there are chances of biased information.

Suggestions

It is very important to maintain the proper information about the customers in the hotel industry; it is even a compulsion from the Government of India to maintain the records of people visiting the hotels. So managers were asked about what kind of information about the customers is recorded by the hotels. Handling the customer complaints is very important in the hotel industry as it results in customer satisfaction. Here the information about the complaint handling by the hotels is recorded.

Directions for future research

There has been a considerable improvement in the service delivery system of the hotel industry and the concept of CRM has taken a new dimension and is gaining momentum in this sector. It contributes enormously to the body of knowledge, as it provides a comprehensive framework that is used for explaining the impact of the CRM on hotel performance. It is an accepted fact that the concept of customer relationship management has been neither fully verified, nor empirically assessed to determine the strength of the relationship between dimensions of customer-relationship management and hotel industry performance.

Conclusion

There has been a considerable improvement in the service delivery system of the hotel industry and the concept of CRM has taken a new dimension and its gaining momentum in this sector. The present study on CRM concludes that almost all the owners/managers of the selected hotels in India were aware about the CRM concept and are practicing it in their respective hotels. However, high/medium tariff hotels are practicing it at a greater extent and low tariff hotels are practicing it according to their convenience.

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TECHNICAL EFFICIENCY IN POTATO PRODUCTION: EVIDENCE FROM BULUNGUR DISTRICT OF SAMARKAND REGION

Shavkat Hasanov¹

ABSTRACT

The paper focuses on estimating output oriented technical efficiency in potato production of 125 private farms in Bulungur district of Samarkand region. The primary data from Agricultural Department of Samarkand region used to analyze technical efficiency of private farms. Stochastic Frontier Analysis approach applied with restricted Cobb-Douglas of potato per one hectare of land basis. Five independent variables such as labor (man days), machinery costs (monetary term, in thousand UZS), inorganic fertilizer (NPK, in quintals), organic fertilizer (manure, in quintals) and irrigation costs (monetary term, in thousand UZS) were chosen as inputs. Other three variables such as land size (in hectares), farmer's age (in years) and farmer's experience (in years) were chosen as determinants of technical efficiency. Empirical results revealed that impact of labor, inorganic fertilizers and machinery costs were significant and mean level of technical efficiency of sampled private farmers was about 68.0%. These results suggest there is an opportunity for increases of production through reallocation of existing resources. Sum of elasticity was close to one, which exhibited Constant Returns to Scale CRS.

I. Introduction

The agriculture sector plays an important role in Uzbekistan's economy where contributed over 17 percent of the national GDP and 26 percent of employment in 2014. More importantly, about 49 percent of the population lives in rural areas and depend on agriculture and related activities for their livelihoods [World Bank, 2015]. Since independence, Uzbekistan's agricultural policy has been focused on cotton and wheat production, however nowadays government's agricultural policy is weighing more on diversification into the horticultural sector with emphasis on production of fruits and vegetables [Kim et al., 2013].

Agricultural output is produced by two groups of farmers: private farms and small householders. Private farms are usually engaged in production of strategic crops such as wheat and cotton in their lands. However, in some parts of Uzbekistan, for example in

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Samarkand region, there are 5 districts, namely, Jomboy, Bulungur, Samarkand, Taylak and Urgut where cotton is not cultivated for their unfavorable climate conditions.

In 2013, share of private farmers and house holders in the production of crops was 57% and 42.8% respectively. While productivity of vegetables in private farms and smallholders were similar, (273.5 and 272.0 quintals per hectare respectively), potato yields per hectare was less in private farms than in smallholders (187.9 and 216.0 quintals per hectare respectively) (UzStat, 2014). Potato-growing is one of the main progressive fields in the world agriculture and also in agriculture of Uzbekistan. In the content of food balance potato is on the second place after the corn and therefore called the second bread, in nowadays. In order to increase the output of potatoes of private farmers, productivity should be increased. The rests of paper is organized as follows. Section two discusses theoretical and analytical framework of technical efficiency and describes the empirical model. Section three presents data, estimation results and discussions. Section four concludes the paper.

II. Theoretical and Analytical Framework

The terms productivity and efficiency are often used interchangeably, but this unfortunate because they are not precisely the same things. *Productivity* of a firm is the ratio of the output(s) that it produces to the input(s) that it uses [Coelli, 2005]. As an example, amount of potato harvested from a hectare of land is called potato productivity. On the other hand two farms with the same productivity do not mean that both are efficient.

A production plan is *technically efficient* if higher level of output is technically attainable for the given inputs (*output-oriented measure*), or that the observed output level can be produced using fewer inputs (*input-oriented measure*) [Kumbhakar et al., 2015].

The theoretical discussion of efficiency began with the work of Farrell (1957) who explained the concept of a firms' efficiency considering multiple inputs [Coelli, 2005]. Farm performance can be evaluated by *technical*, *allocative* and *economic* efficiency. Allocative efficiency measures the use of inputs in optimal quantities at the given prices, or illustrates an ability of a firm to use the inputs in optimal proportions. A combination of technical and allocative efficiency will present a measure of economic or cost efficiency (Coelli et al., 2002; Speelman et al., 2008).

Usually, Output and Input oriented measures of technical and allocative efficiency are calculates. There are two methods such as parametric (SFA) and nonparametric approaches (DEA) to estimate relative efficiency of farms. The problem with DEA model is that no account is taken of measurement errors and other sources of statistical noise - all deviations from the frontier are assumed the result of technical efficiency. An obvious solution to the problem is to introduce SFA model, which can take into account technical inefficiency and statistical noise.

In this study, we used stochastic frontier production function to estimate the technical efficiency for selected private farms in two districts of Samarkand region.

Model specification

Cobb-Douglas functional form was used to estimate technical efficiency.

Cobb-Douglas frontier model describing the production of the private farmers is given as:

$$\ln(Y_i) = \beta_0 + \beta_1 \ln(L_i) + \beta_2 \ln(M_i) + \beta_3 \ln(\ln OrgF_i) + \beta_4 \ln(OrgF_i) + \beta_5 \ln(Irr_i) + V_i - U_i \quad (1)$$

where the subscript i represents the i th farm; Y_i is the logarithm of yield of potato from one hectare of land measures in quintals.

X_1 represents the logarithm of labor used per hectare, in man days;

X_2 represents the logarithm of machinery costs per hectare, in thousand UZS¹² (it is calculated on the basis of total costs for using machinery, fuel and amount paid for these services);

X_3 represents the logarithm of inorganic fertilizer used per hectare, in quintals;

X_4 represents the logarithm of organic fertilizer used per hectare, in quintals;

X_5 represents the logarithm of the value of seeds used per hectare, in UZS,

X_6 represents the logarithm of irrigation costs, in thousand UZS.

V_i is a random error, which is associated with random factors not under the control of the farmer, to be independently and identically distributed as $N(0, \sigma_v^2)$

U_i is the inefficiency measurement, assumed to be non-negative truncations of the $N(0, \sigma_u^2)$ distribution

The random error V_i is assumed to be independently and identically distributed as $N(0, \sigma_v^2)$ random variables independent of the U_i s, which are assumed to be non-negative truncations of the $N(0, \sigma_u^2)$ distribution. V_i is the two-sided error term while U_i is the one-sided error term. The components of the error terms are guided by different assumptions about their distribution. Propositions on different distribution assumptions include Meeusen & van den Broeck (1977); Aigner *et al.* (1977); Stevenson (1980); Battese & Coelli (1995); Greene (1980). The distribution assumption used in this study is that of Battese & Coelli (1992). The U_i is non-negative truncation (at zero) of normal distribution with mean, μ_i , and variance, σ_u^2 , where μ_i is defined by,

$$\mu_i = \delta_0 + \sum_{m=1}^3 \delta_m Z_{mi} \quad (2)$$

where Z_1 , Z_2 and Z_3 represents the land size of farm, farmer's age and farmer's experience, which are assumed to influence the technical efficiency of the i th farm.

¹² 1000 UZS=0.344 USD

And the technical efficiency of the i th farm, given the specifications of the model, is defined by,

$$TE_i = \exp(U_i) \quad (3)$$

The parameters of the stochastic frontier model in equation (1) and technical efficiency in equation (2) are simultaneously estimated using the *Model 2 option* of the FRONTIER 4.1 program (Coelli, 1996), which is associated with the Battese & Coelli (1993) model.

III. Empirical results and discussions

Study Site and data collection

The study area is located Eastern part of Samarkand province and has a favorable climatic conditions with many sunny days, and good water provision. The district is located upstream part of Zarafshan river, where very productive land resources that has higher point of land quality, of plain areas for growing vegetables, especially potato. A district has surplus of skilled labour resources, which accumulated a knowledge for growing potato since past forty years. Have a good logistic infrastructure, that national/international road M-39, railway road passes through the district, from further distance of district not exceeds 50 km from Samarkand International airport. Tremendous surplus of volume of production per capita of potato increases up to 10 times, that allows selling potential potato local and international markets.

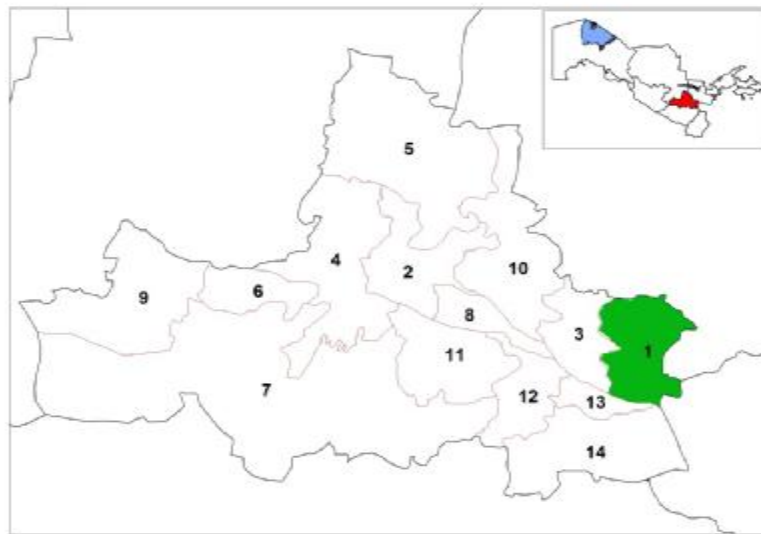


Figure 1. Location of Bulungur area.

Data

In the study cross-sectional primary data having information on inputs and potato outputs as well as farm specific indicators such as farmer's age and years of farming experience of private farms from Bulungur district were collected for the year 2014. Private farmers cultivate in the district are engaged in cultivating of wheat and mixed crops (potato, vegetables, fruits etc.). Out of 175 total private farms only farmers who grow potatoes were chosen, therefore sample size decreased to 125 private farms.

Table1.

Summary statistics for sampled potato farms in Bulungur district of Samarkand region

Variables	Unit of measurement	Mean	SD	Min	Max
<i>Production inputs and output</i>					
Y-yield	quintals	187.2	66.2	114	300
Labor	man-days	205.7	82.7	97	520
Machinery costs	thousand UZS*	871.5	300.5	150	1452
In Org Fert	quintals	1.36	0.29	0.64	1.76
Org Fert	quintals	295.7	121.7	101	689
Irr. cost	thousand UZS	180.9	52.9	74	343
<i>Farm specific indicators</i>					
Land size	hectare	17.4	8.5	5	40
Farmer's age	years	42.4	9.3	26	66
Farmer's experience	years	11.7	6.3	2	25

Table 2.
Maximum Likelihood Estimation of the Cobb-Douglas stochastic frontier model

Variables	Parameters	Standard error	t-Value
Production Function			
Constant	2.35	0,33	7.14***
$\ln(Labour)$	0.29	0,03	8,18***
$\ln(Machinery)$	0.22	0,03	7,57***
$\ln(InOrgFert)$	0.46	0.05	8.87***
$\ln(OrgFert)$	0.006	0.02	0.25
$\ln(Irrigation)$	0.012	0.03	0.33
Sum of elasticity	0.98		
Variance parameters			
σ^2	0.01	0.002	7.64***
γ	0.72	0.40	1.76**
Log likelihood function	85.8		
χ^2	102.85***		
Inefficiency effects			
Constant	0,96	0,12	8.28***
Farm land	-0.0096	0.001	-5.08***
Farmer's age	-0.0086	0.00327	-2.6342***
Farmer's experience	-0.0033	0.00456	-0,7239
Technical efficiency			
Mean	0.68		
Min	0.42		
Max	0.95		

FRONTIER 4.1 software [*Error Components Frontier (see B&C 1993)*] is used to estimate parameters and TE simultaneously. Three input variables, labor, machinery costs and inorganic and organic fertilizers impact to the yield of potato were significant at 1% level. Production function exhibits constant returns to scale (CRS) Mean of technical efficiency is 0.68.

The sign of inefficiency effects were all negative as it was expected and significant at 1%.

We also estimated the model with STATA program. Estimation results of STATA were similar with those of Frontier 4.1. Software with truncated-normal distribution. In Figure 1, the histogram of technical efficiency is given.

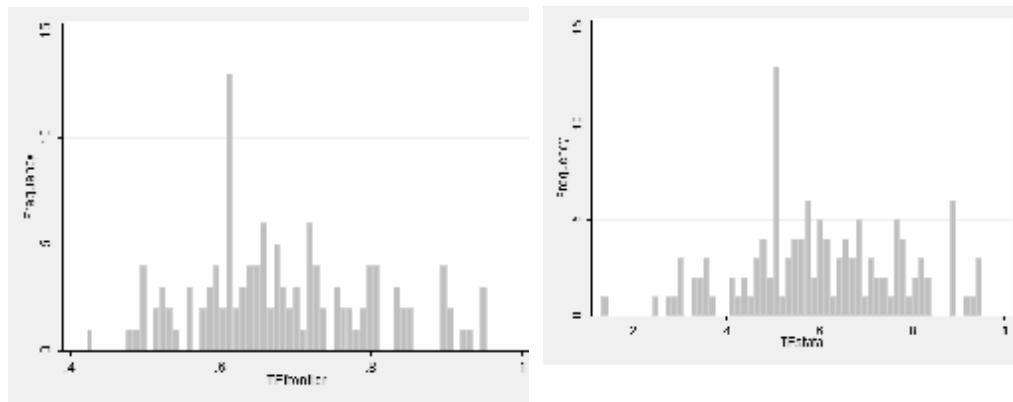


Figure 1. Histogram of efficiency index.

VI. Conclusion

Estimating TE is a good indicator to see how farmers catching up the frontier. Farmers in Bulungur region are on average were 68% technical efficient. It suggests that there is room for significant increases of production through reallocations of existing resources. We only included three exogenous variables such as land size, farmer's age and farmer's experience. We estimated TE based on Model 2, [CoelliBattese 1992]. We could use another Model 2 [CoelliBattese 1993] The results clearly indicate the inefficient use of inputs throughout the district. Fertilizer use is highly inefficient throughout the district, where fertilizer use per hectare has a significant positive effect on food crop yields, this to a certain extent. Thus, one way to cope with yield decrease induced by environmental change for instance is to improve the access of the province and especially of the farmers to fertilizer. Not only the access in this regard seems important, the sustainable application has to be thought actively. This will have to be actively assisted and implement by the respective government agencies. The availability of fertilizer and its effective application, e.g. through strong extension services, will be one key aspect. Although were misreporting of labor costs, therefore in some parts

estimated with alternative way of labour cost. For the analysis of the socioeconomic impacts on efficiency levels as a future research step next a Tobit analysis shall be conducted.

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PARTICIPATING CHILDREN IN POLICY MAKING IN THE PUBLIC SCHOOL OF NEPAL

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ABSTRACT

Children participation in the school decision making process is the most essential, not only to have good outcome of their performance but also to develop their self confidences to make the right decision and help to make the harmonious society and nation as a whole through the process of good governance and national building practices. Moreover, children's participation in the school governance not only benefits the children in their all round development but also supports for the improvement and management development of the school and ultimately helps to create the healthy and fair society to live in. The different policies of Nepal have tried to incorporate the rights of children in some extent; however, there is no any meaningful participation in the policies and even in their practices.

Key words: *children participation, meaningful participation, policy making*

The stakeholders of school are the community, teachers, head teacher, children and District Education Office (DEO) whom need to be included directly or indirectly in the process of policy formulation of a school. However, pupil participation in decision making in schools is still a comparatively rare. This paper examines children or youth participation in the existing policies in Nepal. In order to know the position of youth involvement in framing policy, this paper includes the existing practices of a school of Nepal.

Children Participation in Policy Formulation

Policy is “a purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern” (Anderson, 1975, p.3). In the policy concerns, children's interests are frequently disregarded in favor of more powerful interest groups. However, some argue that children participation is very much essential for the overall development of school. Miller (2007) holds a view that “the more children become engaged, the more likely that the programs and policies that are developed to assist them will be able to respond effectively to their needs and the needs of their families and communities” (p. 8).

There are different understandings of children participation. The Save the Children (2006) defines child participation as “involving the boys and girls in the decisions and decision making process that affect their lives, the lives of their families and the community and larger society in which they live” (p.17). It shows the meaning of children participation counts only when they could involve in decision making process and express their concerns related to their lives, so that they could identify their own problems followed by solution. When it goes to practice level, it is not necessarily that the case the children welfare is

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deliberately disregarded, but rather those children's voices, and the impact of public policy on their lives, are not visible in decision-making forums and accordingly, never reach the top of the political agenda (Lansdown, 2001, p.4).

Compassing Children's Participation

Children's participation has a wider scope. "Maryland a local school has engaged students as full voting member of school governing body since more than 25 years" (Fletcher, 2004 as cited in Fletcher, 2005). It shows the children can even participate in the voting process of school governing body. This process is often denied for its relation to the power game of the adults and political parties. In addition, the children can be participated to develop school improvement plan, annual calendar, school budgeting, extra-curricular activities, teacher appointment process, classroom management and student's performance evaluation. In these different activities of the school, children can play crucial roles. But some argue that the children's involvement in performance evaluation process is very critical to the overall development of school and students as well. However, there are some successful examples in this case. "In California a group of students recently led a district-wide evaluation of their teachers, curriculum, facilities, and students" (REAL HART, 2003 as cited in Fletcher, 2005, p. 4).

Consequently involvement of children participation may prepare children for future leadership and socio-political participation, and contribute to the democratization process through the formation of young leaders with a vision and knowledge of development (Ackermann, Feeny, Hart, & Newman, 2003, p. 26). Moreover, children's participation is also associated with rights and justice. "Children's participation makes sense, not only because it is their right, but also because it is useful, educational and just" (IAWGCP, 2007, p. 9).

Children Participation: An Earlier Account

The concept of children participation in the policy formulation has accepted only after United Nation Convention on the Right of the Child (UNCRC) in 1989. It has established the right of the children to the access of education, health care, and protection from abuse, exploitation and violence. Some important articles of UNCRC are:

Article 12 – Children's opinions must be listened seriously in all matters that affect their lives. This includes decisions made by courts and judges.

Article 13 – Children have the right to express themselves freely and access information, subject to prevailing laws.

Article 15 – Children have the right to freedom of association, subject to prevailing laws.

Article 17 – Children have the right to information that is beneficial for them, in their own languages and appropriate to their level of understanding (UNCRC, 1989).

Along with other members of United Nations, Nepal has been also one of the signatories for ratifying the CRC in 14th September, 1990. After the CRC, many institutions have initiated for the maximum participation of children in the development process of the programs and activities. However, meaningful and effective participation of young people is hard to find even today. Landsdown (2007) argues that some organizations involve the children in their seminar and conference to mention their participation in report.

Children Participation in Government Policy in Nepal

Involvement of young people in policy formulation is not very new notion in Nepal. The concept of Student Union and their involvement in decision making process of a school always became the matter of political agenda during *Panchayat Period* in Nepal. After ratifying the CRC in 14th September, 1990, the agendum was begun to accept in policy concern. There are some policies and practices about children participation in Nepal. The policies that are related to child participation are:

According to the three year interim plan the population of children below 16 years is 43.93 percent of total population of Nepal and the 87.4 percent of the children of school going age are found to be enrolled in schools. Plan expresses that the participation of children is increasing. The plan has a vision that is “to create an environment where the children of all the regions of the country and of all communities are able to make an overall personality development by enjoying their rights fully” (NPC, 2008, p. 317). This interim plan has many strategies to increase the access of children in decision making process. “To enhance the capacity of agencies and human resources related with children by giving emphasis to the development of children’s network, the promotion of children’s participation and decentralization” (NPC, 2008, p.318). The policy and the programs of this plan also cover the children clubs and institutions that to be institutionalized and managed. It emphasizes on the participation of children, parents and community as well. This plan allocates some budget to the children.

However, the children participation concept of this plan is related only in the school activities and not in the process of the school governance. It has focused only the indirect participation of children rather meaningful participation. In this plan there is not secure participation of children in any decision making level of school. Rather meaningful participation of young people, the plan focuses to distribute the budget to the child clubs as its formality. It hasn’t even mentioned the word ‘school’ and the ‘children participation’.

The Education Act has mentioned the child development center to develop the capacity of children. There is some provision of grants to the child club. “Government of Nepal can provide the Child Development Center established in collaboration with Village Development Committee or Municipality with grants as per the rules specified” (GON, 2004, p.11).

However, the act hasn't mentioned the children participation in school activities. There can be many areas of children participation in the school activities such as teacher selection process, school governance body and the overall school development activities. However, the act only highlights the child development centers and provides some grant funds to develop it.

Education rules defined and preserved the right of the child under the four years through the child development center. The provision 76 (1) states "School shall conduct extra activities programs in order to develop creative skills of students and both the teachers and students shall take part in extra activities programs" (GON, 2002, p. 76). This provision tries to address the student's participation in extra curricular activities. "To encourage students to be involved in programs of promoting the feeling of social service and awareness towards environment protection and in the activities such as cleaning and sanitation of educational institution and public places, of protection and building of school, garden, plantation plot, tree plantation, literacy campaign etc" (GON, 2002, p. 77).

However, the participation of student in this provision is limited within the extra activities and in maintenance of school infrastructure. The classroom management, teacher selection process, school annual planning and budgeting, student's evaluation aspect are beyond the touch of these provisions.

Present Status of the Children Participation in the Public Schools

In the process of collecting information of this study, I went to a school of Lalitpur to collect the information about the present status of the children, especially focusing on their participation in the school policy formulation. Focus group discussions were conducted with the five teachers and twenty seven students. An open interview was conducted with the head teacher. Although this qualitative research with having purposive sampling has many limitations such as sampling size and age of the respondents (students were from grade ten only), it gives a glimpse of the status of the respondents of public school

Some opinion of the respondents

"The head teacher, assistant head teacher and accountant prepare the annual programs and present in the staff meeting to inform us" (a teacher, 16 September, 2008).

"Even though an adult or parent may have a 'more accurate' view, a young person deserves the chance to be heard and to have their thoughts and feelings respected in every decision in school just as an adult's would be" (a student, 16 September, 2008)

"We have time limitation to frame the policies. In addition, they are immature and inexperienced and it is not possible them to participate in all decision making of school (Head-teacher, 16 September, 2008).

Findings and Conclusion

It is very essential that students need to be participated in school policy framing process. There are provisions in the CRC too, which would directly and indirectly beneficial to all. In the context of Nepalese policy, there is no very strong provision for children's participation. The three year interim plan somehow focuses on it but the education act and provisions did not mention the participation of children in policy framing at school. However, in the implementation phase of the school activities, children's participation is mentioned in some provisions. For the meaningful participation of the children, young people need to be fully involved in policy framing which still have not been fully considered in existing policies.

Although both teachers and children are interested for the effective participation in decision making process, they are still not clear about its functionaries. The success of the school depends on how each stakeholder is handled, cooperated and participated in the school planning process. In the absence of a part of the system, the whole gets disturbance or may not function. In such a situation, incorporating the views of the children in policy framing may invite healthy growth of the children, prepare them with leadership skills and creates the peaceful, prosperous and harmonious society and nation, where each of us lives with respect and dignity. It is time for the educationists and policy makers to catch up with this argument.

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