SYNERGY

I.T.S JOURNAL OF IT & MANAGEMENT

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CONTENTS

EDITORIAL

I It gives me immense pleasure to bring before you Synergy-I.T.S Journal of IT and Management, Vol 17. No.1.

This issue of the Journal furthers our tradition & commitment to bring together a variety of papers from diverse disciplines, capturing insights from impact of absenteeism on organizational productivity of capital goods industry to influence of Smartphone addiction on the holistic development of young generation of India, from exploring Stress at workplace in healthcare industry to reviewing personality and stress dynamics of entrepreneurs, from exploring resurgence of payment banks in Indian banking sector to studying the relationship between workplace communication and job satisfaction.

Dr Sonal Pundhir researched the impact of absenteeism on organizational productivity of capital goods industry with special reference to transformer companies in Agra region. Dr Moloy Ghoshal brought out the impact of Smartphone addiction on the young generation, upon their academic performance, their family relationship, peers relationship and relationship with the society. The study conducted by Dr Hanuman Sharma is a comparative study of corporate and private healthcare industry about stress at workplace and factors affecting its level. Akinchan Buddhodev Sinha, Dr B M Singh and Dr Manisha Singh had analysed the significant facets of payment banks in Indian banking sector . Dr Nidhi and Aakansha Tyagi focused on the relationship between entrepreneurship and stress and had evaluated the stress management attitude of entrepreneurs in context to big-five traits of personality. Dr Kavita tiwari and Dr Surendar Tiwari emphasized upon the role of communication in improving job satisfaction and in turn employee commitment and productivity.

As it is evident, the contributed papers delve into multiple aspects of management in different spheres of business and intellectual pursuits offering new perspectives and strategies to engage the reader and spur innovative thinking.

At Synergy, it has always been our endeavor to provide a framework for the furtherance of research into different aspects of Management and Information Technology. It is hoped that the present issue shall continue the tradition of aggregating path breaking research ideas from such diligent minds.

Editor - Synergy

Absenteeism: Deteriorating Organizational Productivity

Dr. Sonal Pundhir[1]

INTRODUCTION

Absenteeism is a big obstacle in the growth of any company. Number of researchers have already been chasing absenteeism and some are still in line just to find out the main causes of it and also to provide some solutions that can combat it. Nature of industries may be different, companies may be big or small but this problem called absenteeism is like a slow poison, if not identified and removed may cause a severe problem in any organization, that may result in lower production, conflicts, disputes, stress and if not tackled well in time finally may lead to permanent closure of the company. Absence control can often be an important step in reducing the business costs as it is a setback that do not comes alone, with itself, it brings lot other exertions that come along with huge financial losses, as the number of researches in their quantitative researches have proven that companies with high absenteeism bears heavy financial losses due to interrupted or ceased work.

As a known fact, literacy rate is flourishing and as a resultant number of companies are also booming and this is finally increasing the competition among industries. This mounting competition is putting a lot of pressures on all the players in the antagonism, as it is making it difficult for employers to do well in the market and to survive in long run. Therefore, many companies are struggling to combat with this problem of workers absenteeism. No matter how good infrastructure a company have, no matter what a good raw material or machinery a company possess but until and unless a company have a regular and dedicated workforce it cannot even think of achieving the targets.

When the workforce is not regular or remains absent from duty or come late and go early or extend lunch breaks or toilet breaks, or make excuses for being on leave, these habits are called as absenteeism. Absenteeism is one of the major factors that affect optimum utilization of human resources. It is an industrial malady affecting productivity, interpersonal relationships, behavior of the co workers and labor turnover rate. Even if only few workers are having habit of remaining absent it may become communicable and can influence other workers in same way. So before it's too late, management may take some serious steps to cease or confiscate absenteeism from workplace.

We all are acquainted with the fact, as far as production is concerned it is done by floor workers and when these workers adopt the habit of being absent in any form, it starts affecting the company in many ways.

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Gradually, this practice of being absent, in workers start affecting the productivity and the production goes down and so the goodwill of the related company. There are major influencers that cause absenteeism in industries, and have a relation with productivity too; these influencers are interpersonal relationships, behavior of job related attitude and labor turnover. This study is focusing on major causes of absenteeism in related industry, studying the relationship among IPR, absenteeism and productivity.

In India basically two agencies collect and compile data on absenteeism.

- Labor Bureau, Shimla
- Annual Survey of Industries, Kolkata.

A. According to Labor Bureau, Shimla: "Only unofficial absence from work about which the employer has no aforementioned information of the workers" failure is considered as absenteeism".

B. According to Annual Survey of Industries, Calcutta: "All kinds of Vacations and leave are considered as absenteeism".

For this study I prefer to go with the stance of annual survey of industries Calcutta. Reason being, as discussed with the entrepreneurs of the transformer manufacturing companies of Agra, the workers take all kind of leaves, they extend lunch breaks and toilet breaks and all together affects production. Therefore all kind of leaves whether informed or not will be considered as absenteeism. Many times the reason for leaves which is informed is not known whether it's true or not.

LITERATURE REVIEW

This study tries to assess different impact of absenteeism on organizational productivity of capital goods industry with special reference to transformer companies in Agra region. As a known fact, Capital goods industry is the backbone of the manufacturing activity. Vibrant capital goods industry is a pre-requisite to propel the growth of the manufacturing activity in any country, Exim Bank Report (2008). Now a days this sector is also facing certain downfall due to certain reasons, including external as well as internal and one of the reason behind this downfall is workers absenteeism. Basically small and medium sized companies share 90% of the contribution in electrical equipments sector. Report of the Working Group on Capital Goods & Engineering Sector for the 12th Five Year Plan (2012-2017). Hardly there is any research conducted in capital goods industry studying the impact of absenteeism. This research is devoted to study the impact of absenteeism on productivity. It is also going to focus on the factors causing absenteeism at workplace. From past years many researchers have studied different aspects of Absenteeism in various areas not only at all India level but at international level. The various findings of

past researches were of great help for the researcher to sort out the different factors to be used in the study. This review also helped in finding out the differences between the past researches and the current research on the same topic. Let us look at glance on the earlier researches which focused attention on absenteeism. Fact is that literature in the area of impact study of absenteeism that too in capital goods sector is quite sparse.

INTRODUCTION TO ABSENTEEISM

Absenteeism is a civilizing problem. It is affected by organizational norms and customs. It is like an infectious disease that is communicated from one to another. The absenteeism rates are similar in work crews even the leaders who show little commitment to attendance practices had one of the highest absenteeism rates in his organization ,Allen and Higgins (1979). Absenteeism is, however, too complex and an obscure concept to permit exact curative measures. There is no magic formula available to work as solution for absenteeism in various organizations operating under different circumstances and conditions of work. With so many factors affecting absence rates, it would be unrealistic to expect to find one simple answer to the problem of industrial absenteeism, Bhatia (1984). Past absenteeism is a good indicator to predict future absenteeism, even past job absenteeism can indicate future or new job absenteeism, John M. Ivansevich (1985).

CAUSES OF ABSENTEEISM

Absenteeism is a cultural problem it is affected by organizational norms and traditions. It is communicated from one to another. The absenteeism rates are similar in work crews even the leaders who show little commitment to attendance practices had one of the highest absenteeism rates in his organization, Allen and Higgin (1979). Further author says that absenteeism is a cultural problem. It is affected by organizational norms and traditions and it is communicated from one person to another. Allen and Higgins (1979).This paper was bending towards the detailed study of absenteeism or the absence behavior and also focused on application of absence management policy. Further paper explored certain factors causing absenteeism like absence policy, low skills, job satisfaction levels, illness benefits, disutility of labors etc. Constas and Vichas (1980).

ABSENTEEISM AND PRODUCTIVITY

This research stated that there is very less research done on the impact of absenteeism but still they explored the effects of absenteeism as decreased productivity, increased costs, more grievances and increased accidents, Goodman & Atkin(1984). This investigation stated the impact of absenteeism as the loss in productivity. Further the author says that if the regular monitoring is done in the field of

absenteeism then it not only reduces cost but also improves productivity, Babaita, (2008). This study disclosed the fact that worker absences have large negative impacts: the expected loss in daily productivity from employing a temporary substitute is on par with replacing a regular worker of average productivity with one at the 10th–20th percentile of productivity, Herman & Rockoff, (2011).

INTERPERSONAL RELATIONSHIPS IN CONTEXT WITH ABSENTEEISM & PRODUCTIVITY

The researchers disclose the fact that differential treatment, being unfair and biased behavior leads to unhealthy relations at workplace. Some employees involved in deviant behavior like absenteeism give rise to conflicts in the organization which further increases absenteeism, Miner, (1990).Constructive interpersonal relationships at work have valuable impact on both organizational and individual variables. Research has confirmed that friendships at work can improve individual employee attitudes such as job satisfaction, job commitment, engagement and perceived organizational support and employee availability and presence. Valued work relationships can influence organizational outcomes by increasing institutional participation, establishing supportive and innovative climates, increasing organizational productivity and indirectly reducing the intent to turnover,

Anderson & Martin, (1995).

RESEARCH METHODOLOGY

The study with regard to Capital goods industry is carried out in transformer companies in Agra Region. As the Capital goods industry is divided into some major sub sectors like: Machine tools, Process plant machinery, Electrical machinery, Textile machinery and Earth Moving, Construction & Mining machinery.

To be very specific and clear and to bring genuine result, researcher need to be very specific. Therefore this research will be conducted in one of the sub sector and further in one type of product. As it is known to everyone that one most important capital good that is the heart of any industry is actually TRANSFORMER, so keeping this fact and some other facts about transformer industry in mind this research will be conducted in companies that are involved in transformer manufacturing in Agra region. This capital good comes under the sub sector known as Electrical Machinery.

OBJECTIVES OF THE RESEARCH

1) To investigate the prime causes of absenteeism in transformer companies in Agra

2) To study the relationship among absenteeism and Interpersonal Relationships

3) To identify the key indicators of organizational productivity in Transformer companies of Agra.

SAMPLING METHOD AND SAMPLE SIZE

Sample was selected by taking some percentage of total population of a specific company. The sample percentage taken was more than 10% of the total population. The companies selected for the study were small and medium sized companies, involved in transformer manufacturing in Agra region. The target respondents were the workers involved in core manufacturing process of transformers. There are total 6 medium and small sized transformer companies in Agra. Three are selected for the research. The questionnaire was distributed by the researcher and was taken care that they are being filled in an appropriate manner. Total of 200 questionnaires were distributed and 150 came out to be relevant to yield a response rate of 90%. The method used for sampling was judgemental sampling.

SUMMARISED RESULTS
The major causes of absenteeism in Transformer Companies of Agra
Table 1: Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	7.737	**48.355**	48.355	7.622	47.639	47.639	7.590
2	3.154	19.711	68.067	2.847	17.796	65.434	2.495
3	1.304	8.152	76.219	.867	5.420	70.854	2.048
4	1.053	6.579	82.798	.737	4.606	75.460	.929
5	.773	4.834	87.632				
6	.499	3.119	90.750				
7	.425	2.659	93.409				
8	.281	1.756	95.166				
9	.209	1.304	96.470				
10	.165	1.033	97.502				
11	.132	.827	98.329				
12	.099	.616	98.945				
13	.075	.471	99.416				
14	.045	.281	99.697				
15	.025	.157	99.854				
16	.023	.146	100.000				

Interpretation of the factors:

    Factor 1: Personal Attitude and work environment factors

    Factor 2: Liberal Leave Policy

    Factor 3: Negligence of supervisors

Factor 4: Unconcern towards Customer orders

The major factor is Personal Attitude and work environment factors which contributes 48.355% of total absenteeism.

Table 2: Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.758	87.579	87.579	8.633	86.331	86.331
2	.516	5.156	92.735			
3	.345	3.447	96.183			
4	.136	1.360	97.543			
5	.090	.901	98.444			
6	.054	.537	98.981			
7	.045	.451	99.432			
8	.040	.399	99.831			
9	.012	.115	99.946			
10	.005	.054	100.000			

The percentage of the total variance for the factor is 87.579%, which indicates how well the factor solution accounts for what the variables together represent.

Interpretation of the Factors

Only one factor has been extracted showing 87.58% contribution. Hence resultant factor is healthy relations & mutual cooperation.

REGRESSION ANALYSIS (ABSENTEEISM & PRODUCTIVITY)
Table 3 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936[a]	.876	.875	.35396963

Predictors: (Constant), unconcern towards customer's orders, Personal & Environmental Factor, Negligence of Supervisor, Liberal Management Policy

Interpretation: R square value is 0.876, which means absenteeism factors are able to explain 87.6% of the variation in productive factor of productivity.

REGRESSION ANALYSIS (IPR & PRODUCTIVITY)
Table 4: Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	ABS 4, ABS 1, ABS 3, ABS 2[b]	●	Enter
2	IPR[b]	●	Enter

a. Dependent Variable: PRODUCTIVITY

b. All requested variables entered.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.957[a]	.916	.915	.29110644
2	.978[b]	.957	.956	.20926719

a. Predictors: (Constant), ABS 4, ABS 1, ABS 3, ABS 2

b. Predictors: (Constant), ABS 4, ABS 1, ABS 3, ABS 2, IPR

Interpretation: The adjusted R square value has come as 0.971 which means 97.1% variance is explained in productivity factors. Only absenteeism shows 91.6% variation explained, inclusion of IPR explains .

FINDINGS

The results of the study came out to be very obvious. In small & medium transformer companies of Agra, It was found that all the workers were male & were availing leaves more than prescribed. Further the major factors of absenteeism came out to be personal attitude of workers and work environment, liberal leave policy, negligence of supervisors and unconcerned towards customers orders. The major factors explaining absenteeism in transformer companies came out to be the personal attitude and work environment. The main factors of interpersonal relations identified were healthy relations and mutual cooperation.

Discussion with the employer and results of the responses via questionnaire explored that factors like health issues of family members, social gatherings, availability of welfare facilities at workplace, extra work for extra income, liberal leave policies, negligence of management towards absence management, employee self motivation etc came out to be the main causes of increasing or decreasing absenteeism at workplace as they are extracted as the main factors of absenteeism at workplace. Factors like recognition and motivation from management as well as positive attitude of workers towards their jobs are reflecting that if these factors will increase, absenteeism will definitely decrease in transformer companies in Agra, which is acceptable also. If management will appreciate even small work of the worker, he will feel delighted and will get motivated for future period of time. Some other factors like weak absence policy, negligent attitude of employer towards workers absence are also some of the major factors of absenteeism in small and medium sized transformer companies of Agra.

SUGGESTIONS

The study investigated impact of absenteeism on productivity. Personal, environmental, leave policy, role of supervisors is showing impact on productivity. The other moderating factors that were included for the study also showed an impact on both productive and repulsive factors productivity. Transformer companies of small and medium size are bit unmanaged and the employers also take the work for granted. Lack of proper policies, high absenteeism, poor IPR, high labour turnover is the reasons for lowering production. Therefore the study was conducted to find the impact of absenteeism and other related factors on productivity. The results suggested that lower the absenteeism, higher will be the productivity.

Absenteeism is an unavoidable menace which most of the organizations have to bear with and it has to be managed. One cannot prepare a fool proof successful formula to eradicate this problem once and for all. Absenteeism ranging between five to ten

percent is a common phenomenon in most of the industries. In fact employees remain absent for their work because of various factors, after all they are also human beings.

Absenteeism in industries is due to some major reasons like weak absence policy, management showing unconcern towards leave policy, the work environment and personal reasons are also increasing absenteeism. It was seen that if absenteeism persist the other problems also start emerging like poor IPR, negative behaviour towards job and labour turnover. These factors altogether increase absenteeism.

Modern industry with its high degree of specialization and interdependence of operations requires regular and prompt attendance of all workers. In mass production industries, almost every production process is dependent upon other processes and an unexpected absence of an employee in a particular department may result in a drastic dislocation of production in another department or even in the entire plant. Absenteeism not only affects productivity but indirectly also increase labour turnover, interpersonal relations and behaviour of the employees which actually puts an impact of quality, quantity and overall productivity. Absenteeism is one of major human problem of Indian industries.

Transformer industry has a huge contribution in Indian economy and the process of manufacturing transformer is not an easy task. Transformer manufacturing involves complicated steps like winding, core, fabrication, assembling and testing. The findings of the study reflected that if workers are not well aware of the process they feel insecure and tends to remain absent to escape from the work. Therefore in manufacturing companies training programs must be essential so that the workers may learn how to work on the process and may become confident that they will perform the functions in a good way.

Finding suggest that transformer companies basically small and midsized are facing problems like worker absenteeism, weak absence policy, lack of good welfare facilities like medical canteen facilities etc. The management is also showing negligence attitude towards absenteeism. These all problems persisting the organization and is giving rise to some other factors like poor IPR, negative job related attitude and labour turnover. All these factors together are showing an impact over productivity.

IMPLICATIONS FOR MANAGEMENT PRACTICE

Findings of the study are important for the players of small and medium sized transformer companies as it suggests that employer should take into consideration factors like transparency and equality while sanctioning the leaves. This will not only help in reducing absenteeism but will also help in improving interpersonal relations in

the organization. Many policies including leave credit policies, leave availing policies, linking attendance with promotion etc. should be formed. When the workers will have an idea that their promotions and hikes will depend on their presence and performance, they will any how try to reach the factory and some of the causes like conveyance problem, absence due to attending all social and religious ceremonies will be reduced up to great extent. If employer will keep an eye on day to day operations this will make the workers understand that employer are serious towards floor operations and they will try to be regular. There should be some recognition by the employer and the employer should also try to motivate and appreciate workers for their good performance. Awarding good performance will actually motivate workers in a positive manner and instead of taking leaves time and again they would rather prefer coming to workplace. Employer should never forget that Machines can work only if people are available to use them. To increase presence of workers in the company, Management should try to provide good and healthy work environment like proper air, ventilation etc. They should also try to provide welfare facilities to workers because this makes workers realize that their company understands the emotion of the workers and also understands their needs. Therefore major facilities like canteen, drinking water, transportation and medical facilities should be provided.

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Impact of Smartphone Addiction on Holistic Development of Young Generation of India- An Empirical Study.

Dr. Moloy Ghoshal[1]

Abstract:

Smartphone has become an integral part of our daily life since its launch, and for majority of us, it is the most popular form of communication. In fact, with passage of time Smartphone has shaped it up from a luxurious-product to an essential-product, from a technological tool to a social necessity. With the introduction of more and more apps and games; both kids and youth are becoming excessive dependence and to some extent, addicted towards Smartphone. Schools, colleges, and universities are also using different Smartphone applications for the purpose of communication with students and for circulating assignments to them. Notifications about lecture schedule, class assignments, communication between peers etc is extensively done through different mobile apps.

In-spite of being aware about all the negative impacts of Smartphone, parents are helpless and they have to provide Smartphone to their kids and young children. Gradually it is becoming a necessary evil for most of us.

In this paper, the researcher will try to find out the impact of Smartphone addiction on the young generation, upon their academic performance, their family relationship, peers relationship and relationship with the society. The research was based in Delhi and its surrounding areas. Primary data was collected from students studying in different colleges in Delhi. SPSS soft ware was used to analyze the data and the finding may helps the parents and eminent personalities of the society to think in a different way to save the current generation from becoming slaves of Smartphone.

Key words: Holistic development, Ostracism, Peer relationship, Smartphone, Smartphone addiction.

INTRODUCTION

With the invention of telephone in late 19th century and its speed of adaptation in commercial and domestic sectors in late 20th century in India; a revolutionary change has been taking place the way people interact and communicate. This revolution has achieved its peak momentum with the advent of the mobile phone and with its latest form, the Smartphone in the early 21st century. The mobile phone was originally introduced for adult in business purpose (Aoki and Downes, 2003). This is extremely similar to the fixed telephone in early 20th century, when telephone engineers explained that the telephone was made for business world not for social conversation, (Flinchy, 1997).

The growth of mobile phone technology is demonstrated by the fact that in 2002, the

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number of mobile phone users surpassed that of fixed line phone users, (Srivastava, 2005).

According to the survey based on eight major cities of India, (Delhi, Mumbai, Kolkata, Bangalore, Hyderabad, Ahmedabad, Pune, and Lucknow) conducted by Nelson Co.(2013); 81 percent of Indian are using mobile phone between age group 16-64 age group, 10 percent are using Smartphone, 9 percent using multimedia phone, 80 percent using features phone, out of a sample size of 3067 respondents. Out of more than three thousand respondents, 76 percent male are using feature phone and 13 percent are using Smartphone; whereas 85 percent female are using features phone and 7 percent are using Smartphone.

While purchasing a Smartphone, 8 percent give preference to number of applications available, 39 percent give preference to application of games, 29 percent to social networks, 29 percent to video and movies, 13 percent to news, 14 percent for the purpose of searching information, 10 percent to weather, 14 percent to banking and transactions, 11 percent to shopping and 11 percent use it for some productive works.

While these figures are impressive, the rate at which young people have adopted Smartphone in many parts of the world as well as in India is even more impressive and surprising. In mid 2009, HTC launched its first Smartphone in India and it took no time to spread amongst young generation for adoption of this new technology.

The reduction of cost of handsets, addition of more and more features, introduction of different low cost schemes by service providers, contributed in the process of rapid adoption by young people.

Various surveys conducted all over the world have found that it is the young generation who adopted the Smartphone more rapidly than any other invention taken place in human history.

In Norway in 1999, 80 percent youth in the age bracket of 13-20 years owned a mobile phone. In U.K. in 2001, 90 percent of youth under the age of 16 years had become the owner of a Smartphone (source: www. Capacitybuilder.co.uk). In Italy, in 2003, 56 percent of children in the age group of 9-10 years possessed a mobile phone and 45 percent who did not expressed desire to have one (Gurdian unlimited, 2003) and amongst the teen aged girls in Tokyo, the adaptation rate is almost 100 percent (Srivastava, 2005). Thus the number of adolescents owning a mobile phone has risen so drastically that they are more likely to own and use a Smartphone than their parents do (Netsafe, 2005).

The college students in their transaction-phase from adolescent to youth, may be stressful and at the same time relaxing! They are in a peculiar mental-stage of stress and strain, concerned for career and higher education, facing unfamiliar college/university environment; and at the same time freedom from routine school-life, uniform, parents and teacher's supervision, freedom to spend time with friends and in

college canteen; make this youth group more vulnerable to get addicted upon any attractive gadgets.

Since youth adult group of today are growing up with the internet, Smartphone, and social media; it is very easy for them to turn on their Smartphone for social, emotional, informational and enjoyment support. But excessive use and time spent on these activities can lead to addiction (Turel and Serenko, 2012).

REVIEW OF LITERATURES

Age for mobile phone:

Keeping in view, both the positive and negative impact of Smartphone, there is a dilemma amongst parents on the actual age as to allow their children to have a Smartphone.

Ling and Helmersen (2000), argued that Smartphone fulfill a need when children go through the transaction from elementary to middle school at about age of 12-13 year and enter into adolescence.

Ling and Helmersen (2000), found out that most of the parents reported that they have no need for a personal phone as they don't have a wide social network.

About 12-13 is the age when traditional phone were also used for peer group coordination and young people made more social connection with their peers outside of family activities (Skelton,1989).

However many pre-teens also want a Smartphone as a status symbol of independence adolescence, possibly it is seen as a symbol of independence from the family (Ling, 2000a). In an Australian study, Matthew (2004), found that 57 percent of young people reported getting a Smartphone when they were in their 13-14 years of age.

Family Rules:

It is interesting to note that there are few common family rules about young people's use of mobile phone. In fact many adolescents (58 percent) reported that there were no rules set by their parents on their use of mobile/ Smartphone, and only 12 percent reported that their parents use removal of mobile phone as a punishment (Matthew, 2004).

In New Zealand this figure increased to 26 percent, where young reported of being threatened with mobile phone to be confiscated as a form of punishment (Netsafe, 2005). It is being found that some young people are suffering from lack of sleep because of long hour conversation on mobile phone or texting messages (Anderson, 2003). Ten percent of youth also reported that their parents frequently had to ask them to stop using their mobile phone late at the night with 12 percent saying that this was the most common disagreement between them and their parents (Matthew, 2004).

Financial Issue:

In New Zealand, 41 percent of students had no idea about how much they spend on mobile phone bill per month and 34 percent reported that their parents did not know either. Thirteen percent of those survey reported that they had pinched money to spend on their phone bill (Netsafe, 2005).

Ling (2000b) argued that young person's ability to earn the money and budget for their mobile phone was seen as "a symbolic confirmation of their adulthood." In contrast, Matthew (2004) study financial dispute between parents and adolescents were small, with 16 percent of adolescents and 8 percent parents reporting conflict.

Adoption of Smartphone Apps:

According to Laurie Cutts, (2013) mobile phone adoption is ridiculously fast. Smartphone has spread faster than any other consumer technology in human history, reaching market maturity faster than radio, T.V., commercial internet and many other devices and technologies.

Vikas Gulati (2013) revealed that mobile phone performance will get the mainstream in marketing; much of the mobile advertising has been focused on rich media format and apps creation.

Jeffery R. Young (2011) concluded to some thoughts on academic side, he stated that in earlier days people used to carry around a laptop, camera, GPS devices wherever they go, but now days it is easy for professors and administrators to adjust everything into a single device that is a Smartphone. Many activities like checking the email, taking students attendance, collecting data, reading scholar articles, recording professors lectures, using text book tools, preparing study materials, etc. which are time taking but important, may have now became easy and manageable due to Smartphone applications.

Prasant Singh (2012) revealed that a high inclusion of Smartphone users falls in 18-24 age groups and there are 27 million Smartphone users in urban India. Based on 10,000 respondents from different cities of India, the activities chart on Smartphone is as follows from maximum to minimum; for searching information, social networking, app-store, chat with friends and peers, webmail, streaming videos, Google-maps, watching and reading news, watching sports, banking activities, travel related activities, shopping, mobile TVs etc. So we can see that the use of Smartphone is not limited to voice calls and messaging but is spread with different other activities to make our life more ease.

Usage pattern of Smartphone apps:

Steve Tally (2012), states from one of his studies carried out at Purdue University, Indiana-USA, that students prefer apps to the web when using Smartphone. It clearly pinpoints the preference of users towards apps upon web. The users say that native apps are faster and simpler than web page.

Compuware (2014) on his research paper, 'A global study of consumer's expectations and experiences of mobile applications' revealed that android apps download figure is 15 billion and the iPhone apps download figure is 30 billion. Eighty five percent of consumers prefer apps over mobile pages, 64 percent of mobile time is spent on using apps, and 79 percent of consumers retry a mobile app only once or twice if it fails its expectation.

Nidhi Singal (2014), stated that people of Indian spend on an average three hours in a day on a Smartphone the study was based on the research conducted by the Ericsson

Consumer Lab. The research was conducted on 4000 respondents across 18 cities in India. It also revealed that consumers are not only using Smartphone for social media but also for business purpose and for online shopping. It also revealed that use of Smartphone also significantly depends upon the speed variance of internet.

Uichin Lee (2014) highlighted the addiction of Smartphone apps among the users. In his article, "An exploratory study on Smartphone among college students" he highlighted the negative aspects of the overuse of Smartphone on young adults as sleep deprivation and attention deficits are being increasingly recognized recently.

Preference of Smartphone apps:

According to Comscore's Mobile Lens (2013) report, it can be stated that Android phone has quickly been gained market share in recent year and it outpaced iPhone. In US, sales of Android phone with 53 percent market share, continued to lead iPhone with 38 percent market share. Worldwide dominance of Android is even more pronounced. According to International Data Corporation (IDC), Android has more than 71 percent market share as compared to 21 percent of iPhone.

Innovations in Smartphone apps:

A study by University of Cambridge (2011) provides innovative information about the term mobile health (mHealth) applications. They said that this application is being used in all aspects of health care- including diagnosis, patient's administration, drug delivery assurances, aftercare, chronic monitoring, and health education around the world.

According to Harvard University (2014), Harvard mobile app is a university wise initiative to improve the mobile experience and campus friendliness of students, faculties, staffs, visitors and neighbors who interact with Harvard's campus and community.

Revolutionary news has been revealed by Rauters (2014) that there is an app named KNFB reader, which can helps blinds to read.

Kiran Rachuri (2012) has highlighted on all the information about Smartphone sensors in her thesis. Smartphone sensors are being used in many apps such as recognition of activity, transportation, navigation, entertainment and social psychology etc.

Activity sensor apps are used to track physical activities like running, walking, cycling. It can further provides useful services like fall detection for the aged/ old persons, transport vehicle can also be tracked by instruments with apps and sensors, that can be used to monitor traffic conditions and travel estimates etc.

Impacts of Smartphone apps:

A study by Sinha et al (2011) revealed that use of Smartphone apps in higher education, which encourage students to work collaboratively by sharing information.

Solomon (2011), informed us that calling people, sending message, receiving mail, sharing pictures and videos, facebook and twitter are now part of our daily life for most of us and this can all be achieved by using a single tool: a Smartphone.

Sarwar & Rahim (2013) in their research on, "Impact of Smartphone on Society," highlighted how Smartphone has impacted the society and how it is going to transform the society. They have studied all the positive and negative impacts of Smartphone on business, education, health, psychological and social life. The authors found out the key impacts of Smartphone such as always connected, addiction to Smartphone, hampering privacy, disrespectful behavior, impact on culture, distraction in work and education. Parents and teachers provide us both the positive and negative sides of Smartphone; ultimately it all depends upon interpretation and perception of Smartphone. There are several ways through we can minimize the negative impact of Smartphone in society and on young generation, are education, guidance, vigilance, seminars etc. It is important to stop the misuse of Smartphone rather than stop the use of Smartphone and its advantages.

Md. Rashedul et al (2010) reported in his study about the mobile apps applications and its impact on users. The report has presented about the effects of apps. Excess use of mobile apps at all the public and private places may distract and disturb the focus of users. Frequent use of mobile is bad for health. The negative impacts are listed as follows: teenagers' waste time on social networking sites and apps, their life will be in risk when they play games during their traveling, excess use of Smartphone is bad for health.

As per the report not only individuals or business but whole society will be benefited using mobile apps, the key point list out are quick communication, save time, increase productivity, improve IT infrastructure, increase job, open new avenue of business, less use of computers and laptops, less power consumption, entertainments, convenience on booking tickets in rail, air and bus services etc. Dale Archer (2013) revealed in his US based research " Smartphone addiction" that people are highly addicted with Smartphone, here very innovative scientific term is been introduced; NO-MO Phobia (no mobile phobia). It is a fear of being without your Smartphone. It is that rush of anxiety and fear when you realize you are disconnected out of the loop of friends, family, work place and rest of the world. Research has revealed that it has affected more than 40% of users in USA.

Todd (2015) highlighted an outcome of a report, that there is significantly higher risks for brain and salivary gland tumors among people using cell phones for 10 years or longer.

A study on, "Positive Aspect of Smartphone on Society" by Jesensky (2014) highlighted that how Smartphone has made life of the people much easier and comfortable. It has also changed the standard of living of the people. Finally he ended up saying that any development and advancement has both a positive and a negative side but it is up to the users to take and make the best of it.

Allison Stadd (2013) sated that 79 percent of people in age bracket of 18-44 have their Smartphone with them 22 hours a day; here

the fact of addictiveness is shown indirectly. The survey was conducted online with data from 7446 android and iPhone users. The eye opening facts lies in result revealed that 80 percent of respondents said that they check their phone within the first 15 minutes of waking up.

Study on Smartphone have shown that excessive use may pose a number of possible risks for college going youth, such as it can be used as escape mechanism or cheating device during examination (Robert, et al.,2014), linking with sleep deprivation and attention deficits (Murdock, 2013), depression (Kim et al,2014) as well as academic performance (Hawi and Samaha, 2016).

We can somehow say, results are highlighting the utility of and reliance on Smartphone. It always gives the feeling of connectedness. The other dominating feelings are excitement, curiosity and productivity. Thus it is said that Smartphone has become pocket able computer, rather than a cell phone.

OBJECTIVE OF THE STUDY

The main objective of the study is to find out the impact of Smartphone addition on holistic development of young generation of India, related to academic performance, socialization, peer relation, attachment with parents and siblings.

HYPOTHESIS FORMULATION

Based on the objective of the study the following hypothesises were formulated to find out the facts:

H1: There is no association of Smartphone addiction with digitalisation in education system.

H2: There is no significant association of Smartphone addiction with ostracism.

H3: There is no positive association of Smartphone addiction with stress in modern life.

H4: There is no negative association of Smartphone addiction with academic performance.

H5: There is no negative association of Smartphone addiction with holistic development of young generation of India.

RESEARCH METHODOLOGY

Research instrument, the questionnaire was prepared based on extensive study of previous research, articles, and discussion with experts. Few dominant variables of consumers psychology was identified and approved by the experts, for the purpose of data collection pertaining to this aspect of consumer's behaivour.

The primary section of questionnaire demanded respondents to fill the demographic details like name, age, sex, qualification, occupation etc.

A convenient sampling technique was employed. Face to face interview was conducted among 200 BBA & B.Com (H) students from different colleges under GGSIP University of New Delhi, India. As mentioned the target group is youngsters of

the society, so college students are the best choice for data collection as per expert's opinion. All the participants in interview were assured about anonymity and confidentiality about their identity and data shared.

Before conduction of main survey during July- August, 2018, a pilot survey was conducted among 20 students to find out any shortcoming in the questionnaire. For visual representation of finding and results; bar charts, pie chart and table has been used as a descriptive analysis tools. To prove the hypothesis, SPSS 20 software was used and chi-square test for association, linear regression analysis has been performed.

DESCRIPTIVE STATISTICS

Table-I

MALE AND FEMALE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Boys	110	54.7	55.0	55.0
	Girls	90	44.8	45.0	100.0
	Total	200	99.5	100.0	
Missing	System	1	.5		
Total		201	100.0		

From table-I we can see that out of 200 respondents, 110 were boys and 90 were girls. If expressed in percentage form it was 55% boys and 45%girls respectively.

Table-II

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-18= teenagers	50	24.9	25.0	25.0
	19-24= youth	150	74.6	75.0	100.0
	Total	200	99.5	100.0	
Missing	System	1	.5		
Total		201	100.0		

From table-II we can see that out of 200 respondents, 50respondents were in the age group 15-18 i.e. they fall in their teenage; 150 respondents were in the age group of 19-24 i.e. they are in their youth.

Table-III

ONLY SMARTPHONE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	200	99.5	100.0	100.0
Missing	System	1	.5		
Total		201	100.0		

From table-III, we can see that all 200 respondents have their own Smartphone i.e. 100% ownership of Smartphone amongst respondents was found.

Table-IV

SMARTPHONE ADDICTION					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 hrs	32	15.9	16.0	16.0
	2-4 hrs	70	34.8	35.0	51.0
	4-6 hrs	98	48.8	49.0	100.0
	Total	200	99.5	100.0	
Missing	System	1	.5		
Total		201	100.0		

From table- IV, we can see that 32 i.e. 16% respondents use Smartphone 1-2 hours in a day for their necessary work and socialization, 70 respondents i.e. 35 % respondents use Smartphone 2-4 hours in a day and most astonishing 98 respondents i.e. 49% respondents are using Smartphone 4-6 hours in a day or more than 6 hours in a day.

H1: There is no association of Smartphone addiction with digitalisation in education system.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Digitalisation in education and Smartphone addiction * Smartphone addiction	200	99.5%	1	0.5%	201	100.0%

Digitalisation in education and Smartphone addiction * Smartphone addiction Cross tabulation						
			Smartphone addiction			Total
			1-2 hrs	2-4 hrs	4-6 hrs	
Digitalisation in education and Smartphone addiction	yes	Count	32	36	61	129
		Expected Count	20.6	45.2	63.2	129.0
	no	Count	0	34	37	71
		Expected Count	11.4	24.9	34.8	71.0
Total		Count	32	70	98	200
		Expected Count	32.0	70.0	98.0	200.0

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	23.053[a]	2	.000
Likelihood Ratio	33.292	2	.000
Linear-by-Linear Association	7.394	1	.007
N of Valid Cases	200		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.36.

Interpretation: from the above chi-square test table we can see that the value of test statistics is 23.053 and corresponding p-value, $p = 0.000$

Since the value of p is less than our chosen significance value i.e. $p < \alpha = 0.05$, we reject the null hypothesis and conclude that there is an association between Smartphone used and digitilation in education system.

$[X2(2) = 23.053, p < .000]$

This finding indicates that digitalization in education from school level to university level has a positive contribution towards Smartphone addiction of youth of India. Students are suffering from NO-MO (no mobile) effect and FoMo (Fear of Missing out)- effect, that lead them to be always in touch of Smartphone for notifications, assignments, and others form of information that used to circulate through Smartphone apps by the schools, colleges and universities.

H2: There is no significant association of Smartphone addiction with ostracism.

Descriptive Statistics			
	Mean	Std. Deviation	N
Smartphone addiction	2.3300	.73744	200
time spend with parents	1.6150	.84281	200
time spend with neighbour	1.3500	.59941	200
time spend with friends	1.7550	.63797	200

Correlations		Smartphone addiction	time spend with parents	time spend with neighbour	time spend with friends
Pearson Correlation	Smartphone addiction	1.000	-.838	-.274	-.639
	time spend with parents	-.838	1.000	.179	.562
	time spend with neighbour	-.274	.179	1.000	.107
	time spend with friends	-.639	.562	.107	1.000
Sig. (1-tailed)	Smartphone addiction	.	.000	.000	.000
	time spend with parents	.000	.	.006	.000
	time spend with neighbour	.000	.006	.	.066
	time spend with friends	.000	.000	.066	.
N	Smartphone addiction	200	200	200	200
	time spend with parents	200	200	200	200
	time spend with neighbour	200	200	200	200
	time spend with friends	200	200	200	200

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871[a]	.758	.755	.36518

a. Predictors: (Constant), time spend with friends, time spend with neighbour, time spend with parents

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	82.082	3	27.361	205.172	.000[b]
	Residual	26.138	196	.133		
	Total	108.220	199			

a. Dependent Variable: Smartphone addiction

b. Predictors: (Constant), time spend with friends, time spend with neighbour, time spend with parents

Coefficients^a					

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.994	.091		43.702	.000
	time spend with parents	-.593	.038	-.677	-15.793	.000
	time spend with neighbour	-.156	.044	-.127	-3.555	.000
	time spend with friends	-.283	.049	-.245	-5.768	.000

a. Dependent Variable: Smartphone addiction

Interpretation:

Ostracism is the act of being detached from society or from a group. It is a temporary exclusion from social acceptance, privileges, friendships etc.

From the correlation table we can see that addiction of Smartphone has a negative relationship towards time spend with their parents, neighbours, and friends.

From the model summary table, the higher value of R= .871indicates a good fit of model between Smartphone addiction with predictors i.e. time spend with parents, neighbours, friends ; R square value indicates the proportion of variance of Smartphone addiction that can be explained by our three predictors and finally adjusted R square values, gives a more realistic indication of its predictive power.

In ANOVA table the significance value indicates the significant level of the F-test. Smaller significance values (<.05) indicates group differences, in this result of hypothesis test H2, the significance level is less than .05 (.000<.05) means that there is an association between Smartphone addition and ostracism exists. The Test statistic value ($\Delta 1$) of Fcal = 205.172 using α = 0.05, the F(k-1)(nT-k)α= F 3, 196, .05 = 2.60, and since Fcal > Ftab (205.172 > 2.60); we reject the null hypothesis two (H2). It means the alternative hypothesis that there is a significant association between Smartphone addiction and ostracism exists.

H3: There is no positive association of Smartphone addiction with stress in modern life.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Smartphone addiction * Smartphone and stress in modern life.	200	99.5%	1	0.5%	201	100.0%

Smartphone addiction * Smartphone and stress in modern life. Cross tabulation					
			Smartphone and stress in modern life.		Total
			play with Smartphone	talk to parents and friends	
Smartphone addiction	1-2 hrs	Count	14	18	32
		Expected Count	22.7	9.3	32.0
	2-4 hrs	Count	49	21	70
		Expected Count	49.7	20.3	70.0
	4-6 hrs	Count	79	19	98
		Expected Count	69.6	28.4	98.0
Total		Count	142	58	200
		Expected Count	142.0	58.0	200.0

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.972[a]	2	.000
Likelihood Ratio	15.087	2	.001
Linear-by-Linear Association	14.694	1	.000
N of Valid Cases	200		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.28.

Interpretation: from the above chi-square test table we can see that the value of test statistics is 15.972 and corresponding p-value, p = 0.000

Since the value of p is lower than our chosen significance value i.e. $p < \alpha = 0.05$, we do reject the null hypothesis and conclude that there is a positive association between using pattern of Smartphone and stress level of modern life of students.

[$X2(2) = 15.972, p < .05$]

H4: There is no negative association of Smartphone addiction with academic performance.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Smartphone addiction * academic performance	200	99.5%	1	0.5%	201	100.0%

Smartphone addiction * academic performance Cross tabulation					
			academic performance		Total
			yes	no	
Smartphone addiction	1-2 hrs	Count	17	15	32
		Expected Count	26.1	5.9	32.0
	2-4 hrs	Count	57	13	70
		Expected Count	57.1	13.0	70.0
	4-6 hrs	Count	89	9	98
		Expected Count	79.9	18.1	98.0
Total		Count	163	37	200
		Expected Count	163.0	37.0	200.0

Chi-Square Tests			
	Value	d.f.	Asymp. Sig. (2-sided)
Pearson Chi-Square	22.730[a]	2	.000
Likelihood Ratio	20.001	2	.000
Linear-by-Linear Association	20.221	1	.000
N of Valid Cases	200		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.92.

Interpretation: from the above chi-square test table we can see that the value of test statistics is 22.730 and corresponding p-value, $p = 0.000$

Since the value of p is lower than our chosen significance value i.e. $p < \alpha = 0.05$, we do reject the null hypothesis and conclude that there is a negative association between using pattern of Smartphone and academic performance of students as supported by the finding of (Hawi and Samaha, 2016).

$[X2 (2) = 22.730, p < .05]$

H5: There is no negative association of Smartphone addiction with holistic development of young generation of India

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Smartphone addiction * Negative impact on holistic development	200	99.5%	1	0.5%	201	100.0%

Smartphone addiction * Negative impact on holistic development Cross tabulation						
			Negative impact on holistic development			Total
			yes	not sure	no	
Smartphone addiction	1-2 hrs	Count	25	0	7	32
		Expected Count	19.7	7.0	5.3	32.0
	2-4 hrs	Count	50	5	15	70
		Expected Count	43.1	15.4	11.6	70.0
	4-6 hrs	Count	48	39	11	98
		Expected Count	60.3	21.6	16.2	98.0
Total		Count	123	44	33	200
		Expected Count	123.0	44.0	33.0	200.0

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.473[a]	4	.000
Likelihood Ratio	43.373	4	.000
Linear-by-Linear Association	1.823	1	.177
N of Valid Cases	200		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.28.			

Interpretation: from the above chi-square test table we can see that the value of test statistics is 36.473 and corresponding p-value, $p = 0.000$

Since the value of p is lower than our chosen significance value i.e. $p < \alpha = 0.05$, we do reject the null hypothesis and conclude that there is a negative association between using pattern of Smartphone and holistic development of students.

$[X2 (4) = 36.473, p < .05]$

FINDINGS

Addiction is defined as impulse dependent on a habit of certain activity or substance use though it has destructive effects on physical, social, emotional, and mental health of the individual as well as his/her financial situation. While addiction like cigarette, alcohol, drugs etc are substance addiction but addiction such as gambling, watching too much movies and T.V. serials, spending excessive time with digital gadgets are classified as behavioural addiction.

Digitalization in education has a mixed impact upon Smartphone addiction of youth college goers in India. As per the finding in hypothesis one (H1), we can see a significant association between Smartphone addiction and digitalization in education system. With the introduction of digitalization in education, from school

level to university level, parents are, to some extend, compelled to allow Smartphone to their children in their adolescent.

Modern life style, rat race in schools and colleges to get ahead from classmates, contributes a lot to lead a loneliness life, shyness, emotional stress that prevent them to mix-up with their friends, society and even share their feelings with their parents. From the finding of hypothesis two (H2), we can see that there a positive association between Smartphone addiction and social rejection. This finding is supported by previous researches done by Sapacz et al (2016), Bian and Leung, (2015), Chiu, (2014). Perceived stress moderated between use of Smartphone and entertainment motive. Family stress, emotional stress, social self efficacy directly and significantly influence on Smartphone addiction as per the finding of hypothesis three (H3), supported by Wang et al, (2015).

Most of the modern time innovations have both positive and negative impact on our daily life. The introduction of Smartphone has made our communication much easy and convenient, at the same time it became one of the major causes of social and personal insecurity, cyber bulling, cyber crimes, and road accidents. It also has a negative impact on academic performance of college students as per the finding of hypothesis four (H4), supported by Samaha and Hawi (2016).

Holistic development is relatively a new movement of learning, where a comprehensive learning is taking place through physical, social, emotional, mind and spiritual growth of children.

Holistic development is another approach that has been inculcated in modern days teaching pedagogy. It is a comprehensive learning approach where physical, social, emotional, mind and spiritual growth of a student is taken care off. As per the finding of hypothesis five (H5) we can see that there is a negative impact of Smartphone addiction on holistic development of students.

DISCUSSION

Smartphone today's having played an important part in our daily life, especially among young generation. Despite its all the advantages, excessive use of Smartphone make the young generation addicted towards it. Now a day's Smartphone addiction has become a global concerned and India is not untouched by it. As discussed earlier Smartphone addiction has also been categorised as behavioural addiction, it would be very difficult for the users to get rid of it. According to a research, "Me, Myself and My Killfie," conducted by Carnegie Mellon University and a Delhi based University, between March, 2014 to Sept. 2016, India has highest number of selfie related death, 76 out of 127 reported during that 18 month period.

According to DNA of Zee News, aired on 17/11/2018, people are suffering from anxiety and depression, just to become a member of the race and to prove him/her that he/she is the best in social network sites. The wish of getting more and more likes and comments by network members (friends?) are the main driving force behind such behavior.

This report is also in line with the finding of Chiu (2014); according to him Smartphone

addiction is one of the main reasons for anxiety and depression that would cause a major barrier for relationship with their parents, friends and neighbours. Fear of Missing out (FoMo), is another major factor for youth to be addicted towards Smartphone, Przybylski et al (2013).

CONCLUSION

During the time period of data collection it came as a shock to the researcher that students of different colleges of Delhi are spending more than 12-14 hours in a day using Smartphone.

The present study shows that the young generation is inclined to be addicted towards Smartphone and any form of punishment or suggestion from parents and teachers are not sufficient to save them from this silent killer. The researcher, during his data collection period felt that neither the parents nor the society as a whole was concerned or was aware about the negative impact of Smartphone upon youth of our country and also upon the upcoming future of our country. No single person, or organization, either government or non government, will be able to solve this problem. Therefore we can try to create awareness among the young generation through different seminars on schools and colleges; playing road shows with the help of different NGOs, and if possible by organizing different yoga camps to improve willpower to get rid of Smartphone addiction. If Government of our country not serious to save the youth and also the future of the nation the day may fall when we have to encounter different new mobile related social and psychological problems. The Govt. may suggest or imposed law on mobile companies to produce Smartphone without front camera, so as to stop selfie related death. Misuse of Smartphone might decrease a lot in future. There are many more negative aspects on over use of Smartphone, which are still untouched and not discussed by the researcher. Future research on over use of Smartphone and its impact on health and safety issue might be conducted by academicians.

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Stress at Work Place: A Comparative Study of Corporate Vs Private Healthcare Industry

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Abstract

In the fast developing country like India, particularly in the NCR of Delhi the stress is increasing everyday which is a great concern for the employees as well as employers. Different reasons can be attributed for this alarming situation. Controlling of stress at the work place is becoming prime concern of senior management. Stress can be measured by using stress symptoms. Some of the stress factors have been identified by the renowned psychologists. All organizational dimensions like role, task, structure, insecurity, physical working conditions, leadership, and interpersonal relations have the potential to produce stress, but it is not necessary that every organizational characteristic is a stressor in every organization. The success of any intervention to reduce/manage organizational stress and enhance employee's wellbeing will depend on accurate diagnosis of various stressors and type of industries, location, work culture and environment. Research has highlighted a number of factors that can negatively affect employees' output. It shall assess perceived occupational stress related to 'job insecurity and unmet financial needs', 'roles overload', 'role ambiguity', 'role conflict', 'group and political pressures', 'responsibility for persons', 'under participation', 'powerlessness', 'poor peer relations', 'intrinsic impoverishment', 'low status', 'strenuous working conditions', 'behaviour of seniors', 'rigid rules', 'shortage of resources', and 'regulations of the organization'. These factors with related organizational dimensions should be examined for their potential to produce stress in the minds of employees and affect the functioning/working environment of the organisation. It is not necessary that the dimensions, which appear to be a source of organizational stress, will actually be a source of stress. To reduce stress at work place, coping efforts at individual as well as group and organizational level should be employed. The present study also gives some directions for further research. This study should have been conducted on a much wider front, but due to time and financial constraints, the survey has been confined to seven different organisations of both categories.

Keywords: Stress, Stressors, Pressure, Insecurity, Strain, Appraisal, Stress management, Prevention, Organisational Development.

INTRODUCTION

Stress...S...T...R...E... S... S.... In the present environment of fast technology change, reduction in manpower, unemployment and globalization, visit any organization, industry, institute, government, corporate or private, there is always stress of one kind or the other. So it won't be wrong to comment "Stress is

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becoming increasingly globalized and affects all countries both developed and developing, all professions, employees and workers, both blue and white collar". It is surprising that stress is being perceived in numerous and often inconsistent ways in different types of organisations. A major source of confusion is the divergent of opinion among researchers on where the stress reside. Is it a characteristic of the environment, a transactional phenomenon or a response of the individual or only psychological? We take stress in this study as an individual's state of mind when s/he encounters a situation of demand and/or constraint in an organization and perceives it as harmful or threatening. Stress levels seem to be high in India compared to other countries. In a survey conducted by Cigan TTK Health Insurance in 2018 reveals that about 89% of the population in India had expressed suffering from stress compared to global average of 86%[1].

Thinker's Thoughts

Researchers provide different views and different sides of work stressors. For example:-

1. Cooper and Marshall had classified as intrinsic to job, role, career development, relationship with other organizational structure and climate as five main clusters of work stressors' (1976)[2].

2. LandyF. and Trumbo D.A. had identified job insecurity, excessive competition, hazardous working conditions, task demands and long or unusual working hours as five categories of stressors (1976)[3].

3. Singh and Srivastava developed an occupational stress index. It assesses perceived occupational stress related to role overload, role ambiguity, role conflict, group and political pressures, responsibility for person, under participation, powerlessness, poor peer relations intrinsic impoverishment, low status, strenuous working constitutions and unprofitably were identified as common stressors(1981)[4].

4. Parker and De Cotiis had proposed six specific causes of work stress in 1983 which included job characteristics, organizational structure, climate and information flow, role, relationship, career development and external commitments responsibilities[5].

5. Hendrix identified work overload, work autonomy, control supervision and support, role ambiguity and role conflict as major organizational stressors[6].

6. Cotiis and De Nisi proposed personal characteristics, structural organizational characteristics, procedural organizational characteristics and role characteristics, as the main categories of work stressors in their model (1994)[7].

7. Lim and Hian conducted a study to identify key factors at the workplace, which generate stress among informational personnel in

Singapore (1999)[8].

Following four broad categories of stressors were identified in this study:-

(a)   Lack of career advancement

(b)   Work overload

(c)   Risk taking and decision making, and

(d)   Employee morale and organizational culture

8   Adguide had conducted a survey on 1400 chief informational officers working in U.S. companies. Rising work overload, office politics, work/life balance issues, commuting, and pace of technology were reported as stressors (2001)[9].

9   Liu Et. In 2007 has observed 'excessive workload' is one of the most salient stressors at work place [10].

10   Bowling & Kirkendall – Excessive physical workload may result in physical discomfort or illness. Excessive mental workload will cause psychological distress such as anxiety or frustration (2012)[11].

11   Lin, Kain, and Fritz found that interruptions/delay completion of job/tasks, thus adding to the perception of workload (2013)[12].

12   After going through all the above statements it can be seen that there are four major sources of stress viz.

    (a)   Individual stress factor,

    (b)   Job/organization factor,

    (c)   Psychological factor

    (d)   Family and environment including social, economic, political and

    (e)   Physical environment

Stressors can also be categorized in the two ways i.e. controllable and uncontrollable stressors. Controllable stress factors are those, which can be controlled by individuals and uncontrollable stress factors are those, which are not in the control of individuals.

In this research paper an attempt has been made to comparatively study, identify and examine the different organizational stressors leading to stress in Corporate and Private Health Industry, as a case model.

RESEARCH METHODOLOGY

Present study is an endeavour to identify organizational stressor and measure stress through stress symptoms by surveying the employees of the Healthcare Industry in NCR of Delhi. The universe of the study consists of seven operating healthcare industries from Corporate and Private sector. As per the data available there are around 34 Corporate and 415 Private units engaged in the Healthcare.[13] This study has been restricted to people working at the junior, middle and senior management levels only. The questionnaire was administered to one thousand employees in both types of organisations, however, only 784 responded and 216 didn't respond at all after repeated requests. The data was collected during the year 2018 from selected respondents with the help of a protected questionnaire. The respondents were asked to express their level of agreement /disagreement on a five point Likert scale ranging from strongly agrees to strongly disagree with respect to the aspects included in the study.

The vast majority 69.7 percent of the

respondents were male and only 31.3percent of the respondents were females with 56 percent of the respondents from the age group of 20 to 30 years, 30.9 percent from 30 to 40 years and only 13.1 percent were of the age group 40 to 60 years. Thus the majority of the respondents, that is, 86.9 percent, were from the young and middle age group. Around 56.3 percent of respondents were married and 43.7 percent of them were unmarried. About 13.3 percent of the respondents were under graduated, 45.6 percent respondents had medical/ engineering background, while 41.1 percent had a non-engineering/ medical background. About 32.3 percent of the respondents were having experience of less than 5 years, 34.2 percent of 5 to 10 years, 18.7 percent of 10 to 15 years, 10.1 percent of 15 to 20 years, 3.6 percent of 20 to 25 years and 1.1 percent of more than 25 years. While 47.4 percent of the respondents were working at the junior level of management, 44.2 percent were working at the middle level and only 8.4 percent were working at the senior level of management.

DATA ANALYSIS

Factor analysis has been employed in this study to identify the structure of organizational factor that have the potential to produce stress among employees. In order to serve the purpose, the information related to organization factors has been collected through forty-two statements. But the factor analysis of the forty-two aspects identified five factors with multiple and conflicting loading, hence, were excluded from the analysis. Finally thirty-seven organizational factors were considered for the purpose of analysis.
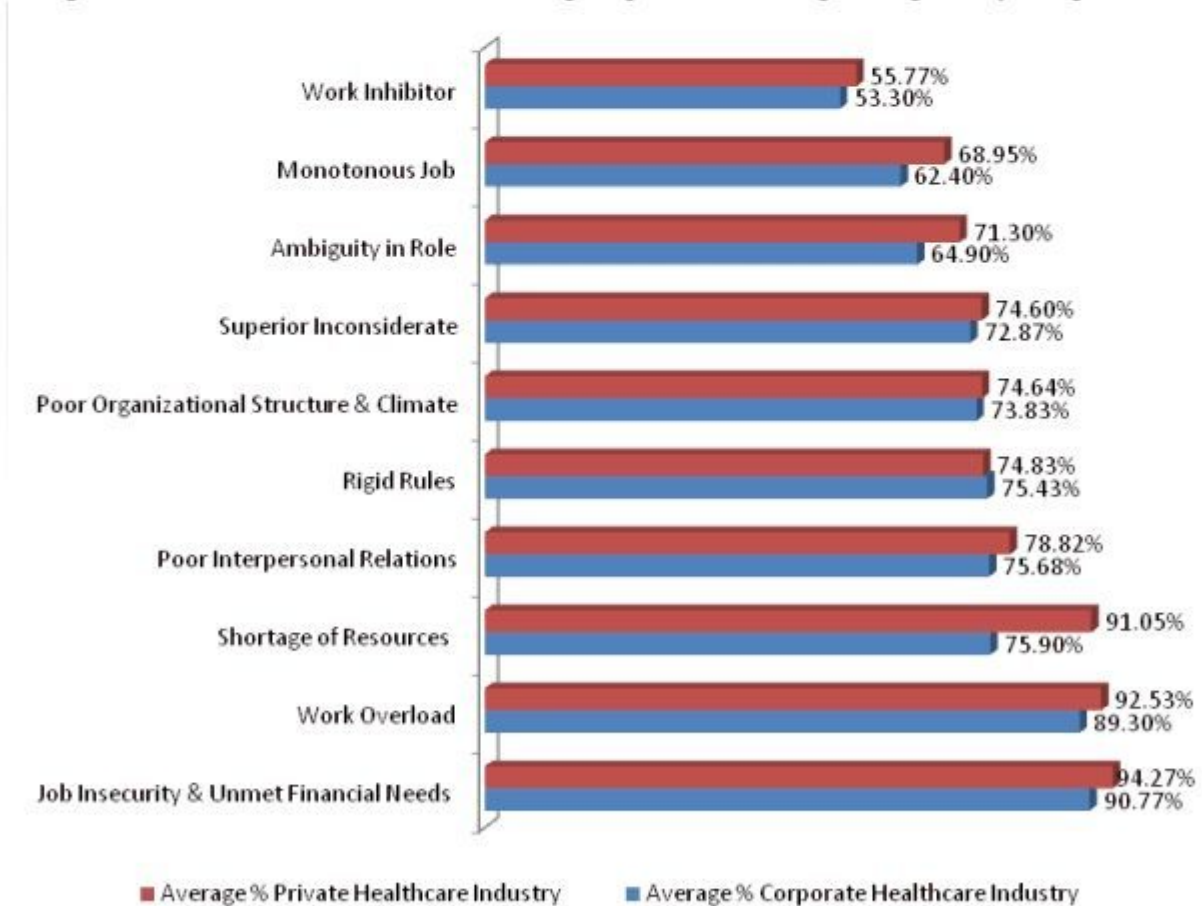
RESULTS AND DISCUSSION

Different factors of stressors at work place have been categorized under ten different group aspects and all factors are grouped under these group heads. The respondents were asked to answer the questionnaire on the Likert scale, the maximum points (5) to be given to the factor/aspect affecting the most, causing stress and minimum points (1) to the factor/aspect affecting the least. The results of the principal component analysis with weightage to different aspects have been analysed.

All the ten group factors extracted have been given appropriate name on the basis of various variables represented in each case. The group factors have been named as 'Job Insecurity & Unmet Financial Needs' (JIUFN), 'Work Overload' (WOL), 'Shortage of Resources' (SOR), 'Poor Interpersonal Relations' (PIR), 'Rigid Rules' (RR), Poor Organizational Structure & Climate'(POSC), 'Superiors Inconsiderate'(SI), 'Ambiguity in Role' (AR), 'Monotonous Job'(MJ),'Work Inhibitors' (WI). The final weightage/average weightage of these aspects are tabulated in Table No.1 and graphically represented in Graph No.1.

Table 1: Position of Different Group Aspects as Average Weighed by Respondents

#	Different Group Aspect	Average Percentage Corporate Healthcare Industry	Average Percentage Private Healthcare Industry
1	Job Insecurity & Unmet Financial Needs	90.77 Percent	94.27 Percent
2	Work Overload	89.30 Percent	92.53 Percent
3	Shortage of Resources	75.90Percent	91.05Percent
4	Poor Interpersonal Relations	75.68Percent	78.82Percent
5	Rigid Rules	75.43 Percent	74.83Percent
6	Poor Organizational Structure & Climate	73.83Percent	74.64Percent
7	Superior Inconsiderate	72.87Percent	74.60 Percent
8	Ambiguity in Role	64.90 Percent	71. 30 Percent
9	Monotonous Job	62.40 Percent	68.95 Percent
10	Work Inhibitor	53.30 Percent	55.77 Percent

Graph No. 1 : Position of Different Group Aspects as Average Weighed by Respondents

Work Inhibitor — 55.77% / 53.30%
Monotonous Job — 68.95% / 62.40%
Ambiguity in Role — 71.30% / 64.90%
Superior Inconsiderate — 74.60% / 72.87%
Poor Organizational Structure & Climate — 74.64% / 73.83%
Rigid Rules — 74.83% / 75.43%
Poor Interpersonal Relations — 78.82% / 75.68%
Shortage of Resources — 91.05% / 75.90%
Work Overload — 92.53% / 89.30%
Job Insecurity & Unmet Financial Needs — 94.27% / 90.77%

■ Average % Private Healthcare Industry   ■ Average % Corporate Healthcare Industry

It can be observed from the Table No.1, and more clearly visible in the Graph No. 1 that 'job insecurity and unmatched financial needs' have been allotted maximum percentage weightage i.e. 90.77 and 94.27 in Corporate and Private Healthcare Industries respectively. It appears that because India is having very high rate of unemployment, so job insecurity remains always in the mind of the employees, may be any type of industry/work place. It also reflects that employees are unable to meet their family's financial needs with the salary they get. The problem of unmet own and family's financial needs get worse when one perceives that the pay and other benefits s/he is getting are not fair, considering what other people are getting while doing the similar job in different organizations in the market. The second highest weightage allotted is 89.30 and 92.53 percentage in Corporate and Private Healthcare Industries respectively to 'work overload'. Lim and Hian in 1999 conducted a study to identify key factors at the work place, which generate stress among information personnel in Singapore and found the work overload at the second place, which co-relates in this comparative study of Corporate and Private Healthcare Industries. It gets intensified when the employees have to work beyond normal working hours physically as well as mentally. The situation gets aggravated further when the nature of his/her job assumes the responsibility for the work career of others. At the third place in rating is 'shortage of resources' with 75.90 and 91.05 percentage weightage in the Corporate and Private Healthcare Industries respectively, because employees feel that with the

constraint of time to complete the job, the resources available should be sufficient so that the functioning is not hindered/hampered. An important point has emerged in this study of Healthcare Industry that factor of 'shortage of resources' has come to the third place leaving behind in comparison to 'poor interpersonal relations' at the work place as seen in the study conducted in 2017 by the same author[14]. Next in the chain come 'poor interpersonal relations at the work place' with weighted percentages 75.68 and 78.82 in Corporate and Private Healthcare Industries respectively. It co-relates with the study conducted by Schuler in 1982 where most framework include relationships with others in one's organization as a source of occupational stress. In the present study also, different factors of interpersonal relationship have made to the forth place.

According to the weightage allotted, next aspect is 'rigid rules' with 74.83 and 75.43 percentage weightage in Corporate and Private Healthcare Industries respectively. Rules, regulations & procedures in any organization have to be user friendly; however, to maintain the discipline & functional environment the rules have to be followed. The rules should be such that they accommodate and facilitate the functioning & should not hinder the smooth functioning of the organization. Rigid Rules had been allotted more weightage in case of Healthcare Industry in comparison to Steel Industry because of peculiarity of industry, as observed in 2007 by the author in study conducted on Steel Industry[15]. Poor organizational structure and climate aspect describe different factors and dimensions of organization have been allotted 73.83 and 74.64 percentage weightage in Corporate
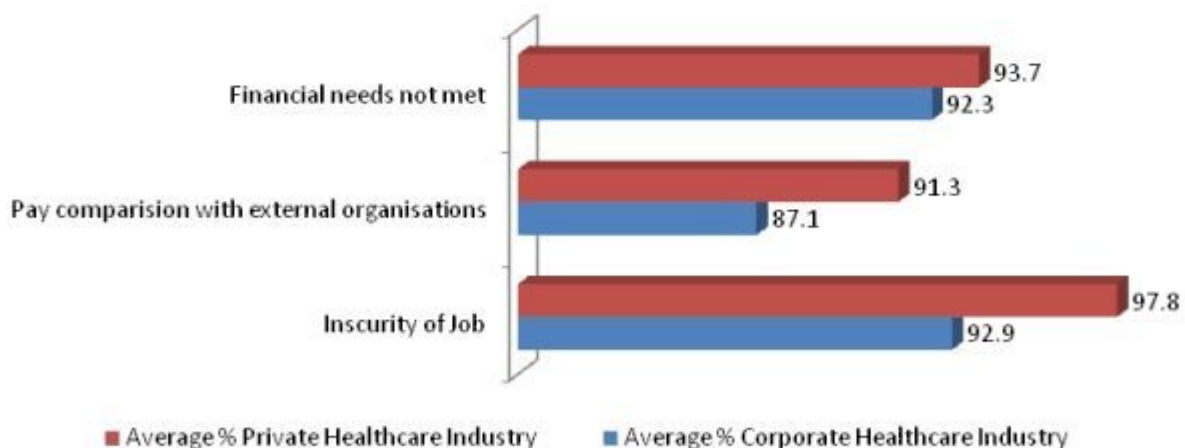
and Private Healthcare Industries respectively. 'Superior inconsiderate' is the next factor with weightage of 72.87 and 74.60 percentage in Corporate and Private Healthcare Industries respectively. Workers who were under pressure reported that their superior did not give the criticism in a helpful way, played favouritism to subordinates and took advantage of their position/power. Percentage weightage 64.90 & 71.30 has been allotted to 'ambiguity in role' in the Corporate and Private Healthcare Industries respectively, which creates stress at work place. It is observed that ambiguity in role is much higher in the Private Healthcare Industry in comparison to Corporate Healthcare Industry. Monotonous Job also causes stress at work place because there is hardly any job rotation or job enrichment in both types of industries with percentage weightage of 62.40 and 68.95. More than fifty percent respondents reported that 'work inhibitors' provide stress at the work place in both type of industries. The structure of these ten group aspects is discussed individually and more clearly in the succeeding paragraphs.

Job Insecurity & Unmet Financial Needs

India being the developing country and masses being poor; majority of population still living below poverty line, 'the job insecurity and financial needs not being fully met' had been always the top priority. Here also, this factor has emerged as a separate aspect from the factor analysis with a very high weightage i.e. 90.77 and 94.27 percentages in the Corporate and Private Healthcare Industries respectively. This aspect consists of following factors and is shown along with their weightage in Graph No. 2.

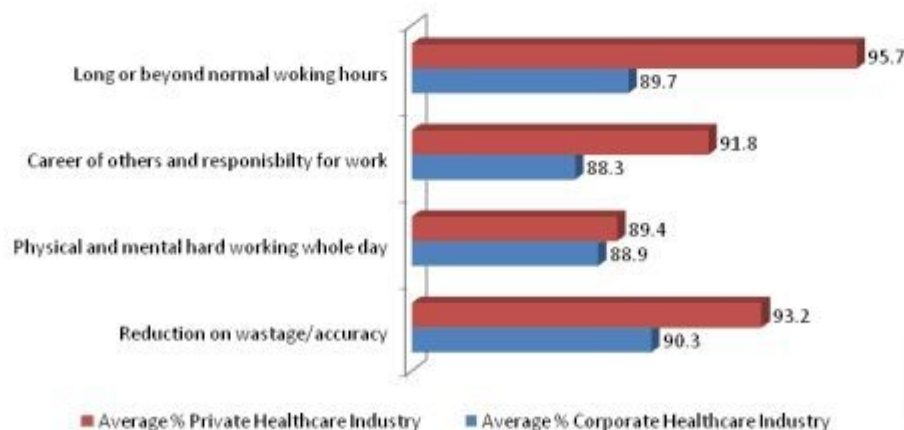**Graph No. 2 :** Job Insecurity & Unmet Financial Needs

It is evident from the graph above that very high majority of respondents feel that Insecurity of job has the highest rating with percentage weightage as 92.9 and 97.8 in Corporate and Private Healthcare Industries respectively. It is very difficult in the present environment to fulfil own and family's financial needs which is the second highest weightage among the all three variables with percentage weightage as 92.3 and 93.7 in the Corporate and Private Healthcare Industries respectively. Very high rate of unemployment in the country puts the employees in defensive mode and creates a continuous stress in the mind of workers in the present environment especially when the perks are limited and barely sufficient to meet the day to day financial needs of own and family. Consequent to it, the even pay comparison with the other organizations has been also very highly weighed by the respondents with percentage rating of 87.1 and 91.3 in Corporate and Private Healthcare Industries respectively. The large emerging factor of financial needs not met has been evident from the studies carried out by different researchers in developing and under-developed countries.

This co-relates with study conducted by Landy F. and Trumbo D. A. in 1976 who also found Job Insecurity at first place.

Work Overload

In 1989 La Rocco, Tetrick, & Meder stated, "There are two types of workload: quantitative and qualitative workload16. A study conducted in 1992 by Kok, 'work over load' had been among the top five stressors identified17. In 1994 Hendrix have found quantitative work load as one of the major factor affecting job stress in the work environment. Similarly Lim and Hian in 1999 identified "work overload' as the second significant stressor. Work overload was on the top of the list in the survey carried out by Adguide in 2001. In a summary of a Chartered Institute of Personnel & Development Report from 2006, Dewe and Kompier noted that quantitative workload was one of the top three stressors workers experienced at work place18. Here also we find that the work overload has been on the second highest place by the weightage given by the respondents with 89.30 and 92.53 percent in Corporate and Private Healthcare Industry respectively.

Graph No. 3 : Work Overload

Long or beyond normal woking hours — 95.7 / 89.7
Career of others and responisbilty for work — 91.8 / 88.3
Physical and mental hard working whole day — 89.4 / 88.9
Reduction on wastage/accuracy — 93.2 / 90.3

■ Average % Private Healthcare Industry   ■ Average % Corporate Healthcare Industry

The Graph No3 shows that long and beyond normal working hours had been the top concern of workers and allotted 89.70 and 95.70 percentage weightage; followed by 'reduction on wastage/accuracy' with 90.3 and 93.2 percentage weightage in the Corporate and Private Healthcare Industries respectively.

At the third place is 'career of others and responsibility for work' with 88.3 and 91.8 percentage followed with physical and mental hard working whole day with 88.9 and 89.4 percentage weightage in the Corporate and Private Healthcare Industries respectively and assigned the fourth highest place.

Shortage of Resource

In a study Kok (1992) found that the 'shortage of resources' as the next most important stressor after work overload; in this study also the shortage of resources have retained its position. It can be in kind of time, stores, and equipment's financial, physical movable or immovable resources needed for the functioning of workers/employees. The preference given by the respondents is reflected in Graph No. 4 along with its weightage.

Graph No. 4 : Shortage of Resources
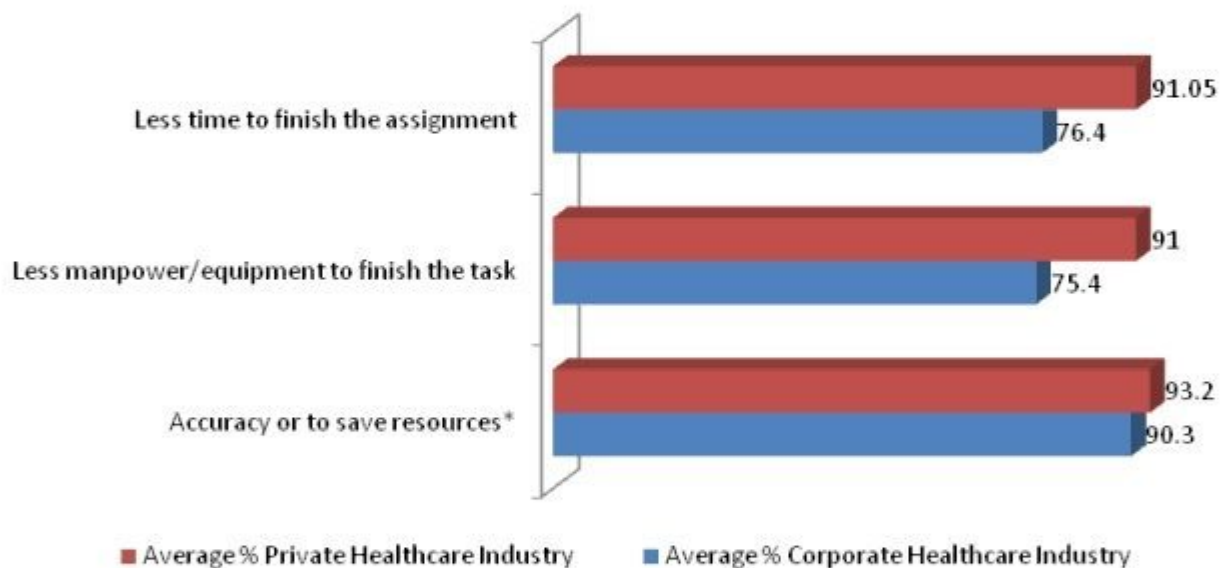
The graph of shortage of resources is divided into three factors i.e. 'less time to finish the assignments', 'less manpower or equipment' and 'accuracy to save resources', but third one is a repeated factor, hence, left out. Out of two, the time factor has been rated with 76.4 and 91.05 percentage weightage in the Corporate and Private Healthcare Industries respectively, because in this competitive world the time is at premium and all organizations are running against time. It gives immense pressure and stress on the employee to finish the work timely. Manpower and equipment has also been graded with 75.4 and 91 percentage weightage in Corporate and Private Healthcare Industries respectively, but remains on second position to the time factor but running neck to neck.

Poor Interpersonal Relations

A major source of organizational stress has been the nature of relationship with one's boss, subordinates, and colleagues. Leiter and Maslach (1987)[19] found that nurses cited interaction with co-workers a ten times bigger source of stress than interaction with patients. Most frameworks include relationship with others in one's organization as a source of occupational stress (Schular, 1982)[20]. In the present study also, different statements representing various aspects of inter-personal relations were included, which revealed as the forth important factor, as reported in Graph No 5.

Graph No. 5 : Poor Interpersonal Relations
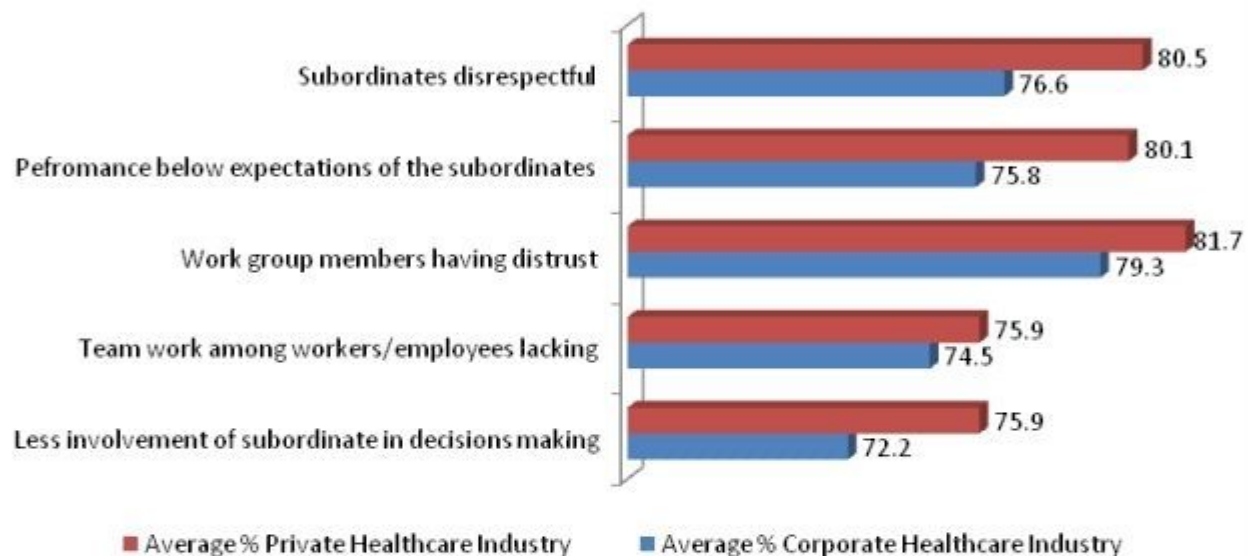
Different factors in the graph above reveal an association among factors such as 'subordinate's performance below expectations', 'work group members having distrust' and 'subordinates disrespectful'. Subordinates have less respect or disrespect in nature, having low or zero trust worthiness among colleagues, lack of team work or having individualism or even it can be linked with cut throat competition or bad/negative competition to show other being led down. Employees not being consulted while making such decisions which affect them directly. In all these factors, 'work group members having distrust' with 79.3 & 81.7 percentage weightage has topped the list, followed by subordinates being disrespectful with 76.6 & 80.5 percentage in Corporate and Private Healthcare Industries respectively. In list, the third factor is performance below expectation of the subordinates with 75.8 and 80.1 percentage, whereas team work among workers/employees lacking gets weightage of 74.5 and 75.9 and followed by, 'less involvement of subordinates in decisions making' with 72.2 and 75.9 percentage weightage in Corporate and Private Healthcare Industries respectively.

Rigid Rules

This aspect consist of three parts, first that the rules and regulations are rigid with percentage weightage 74.7 and 79.8 percentage weightage followed by 'penalties or sanctions are quite harsh' with 73.5 and 76.8 percentage weightage, whereas the frequent changes in policies and procedures qualify last with 69.7 and 76.3 percentage weightage in Corporate and Private Healthcare Industries respectively. In the present environment with more and more multinational firms coming in, the rules are quite harsh in comparison to the benefits given to the employees. This shows a close association between these two factors which suggests that the situation characterized by rigid rules becomes tense when there are heavy penalties for violating these rules and procedures resulting in strenuous environment at the work place in the both types of industries. The percentage weightage allotted by respondent is shown in Graph No. 6.

Graph No. 6 : Rigid Rules
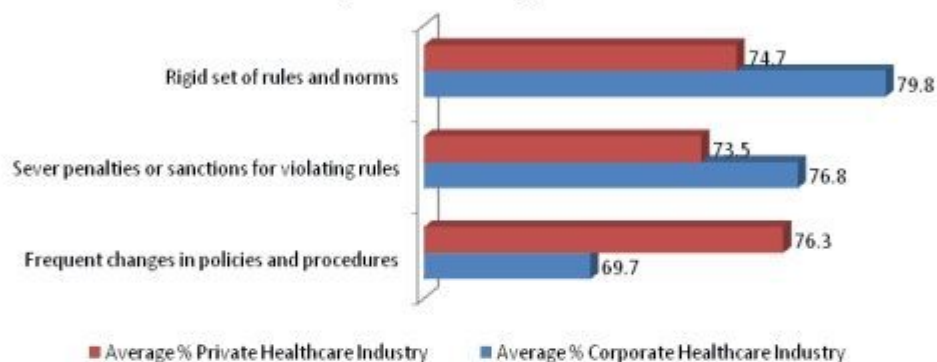
Poor Organizational Structure and Climate

Total nine factors had been considered, however, while calculating the overall weightage only eight factors have been considered because one factor have been repeated, hence, left out. Different factors along with weightage allotted by the respondent are shown in Graph No. 7.

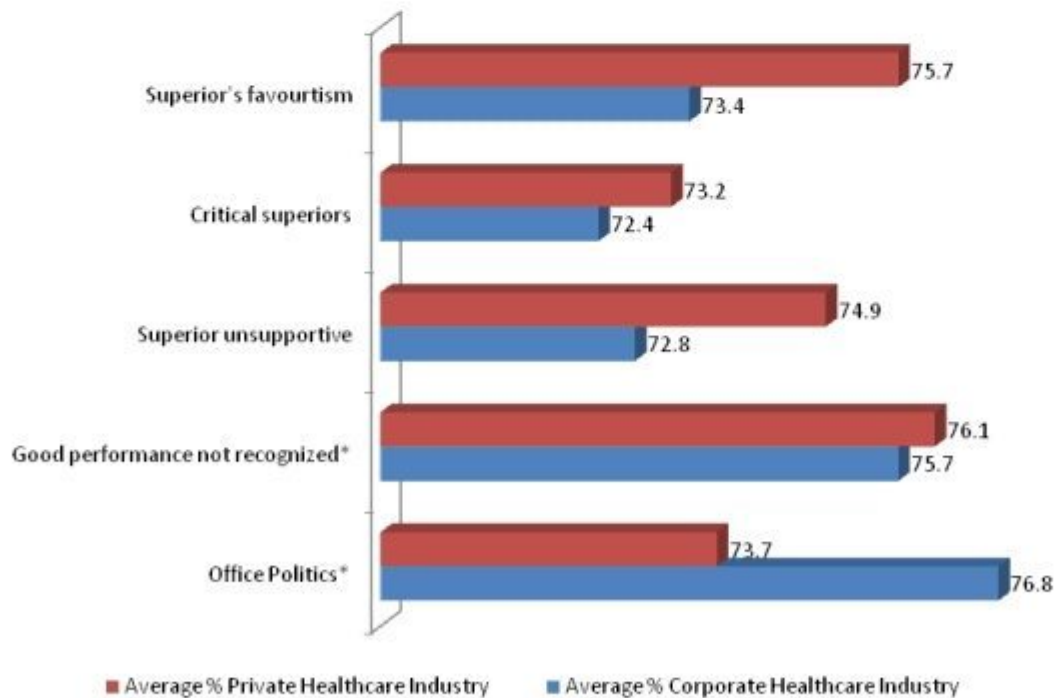**Graph No. 7 :** Poor Organizational Structure and Climate
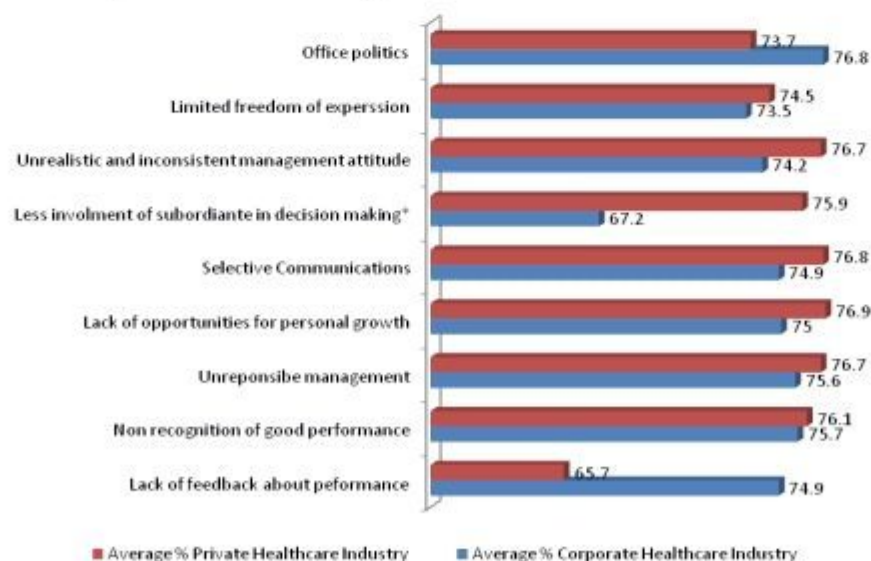
The graph above reveals all those factors which are perceived as the general factor prevailing in the organization at the management level. Some local issues may also be perceived as general factor prevailing at the organizational level, viz. the variable contradictory policies and procedures is perceived mainly at the job level factor but can also be at the organizational level. This finding relates to Salvo's observation, they also found performance feedback, participative decision making, restricted communication and power etc. as important source of stress[21]. Different aspects of organizational design and process such as formulation, standardization, centralization, decision making processes, various modes of information sharing, and management policies and practices may influence the perception of stress. The pattern metric has revealed this factor as the sixth important factor.

Superior Inconsiderate

In a study conducted in 1972 by Buck[22], who considered the factors associated with behaviour indicative of friendship, mutual trust, respect and certain warmth between boss and subordinate. He found that those workers, who felt that their boss was low on consideration, reported feelings of more job pressure. In the present study also this factor has emerged highest with 73.4 and 75.7 percentage weightage in Corporate and Private Healthcare Industries respectively. Under such circumstances, the responsibility of the senior managers and management increases many fold, to control the stress in both types of industries. The factors weightage in shown in the graph below:

Graph No. 8 : Superior Inconsiderate

Graph showing factors:
- Superior's favourtism: Private 75.7, Corporate 73.4
- Critical superiors: Private 73.2, Corporate 72.4
- Superior unsupportive: Private 74.9, Corporate 72.8
- Good performance not recognized*: Private 76.1, Corporate 75.7
- Office Politics*: Private 73.7, Corporate 76.8

■ Average % Private Healthcare Industry   ■ Average % Corporate Healthcare Industry

Total five factors were considered under this group aspect. It reveals that issues of non-recognition of performance and office politics are prevailing at the supervisory level as well as at the organizational level. The weightage of these factors reveal that there is relationship among these factors, however, could not be considered here, because of repetitive factors.

Ambiguity in Role

The awareness is the prime factor of the globalization and international business. This factor has emerged as a separate aspect in the present survey. It consists of four different factors, however, only three have been considered in overall weightage, because 'communication gap' is a repeated factor, hence, not considered. All four factors are shown below with percentage weightage in the Graph No. 9.

Graph No. 9 : Ambiguity in Roles
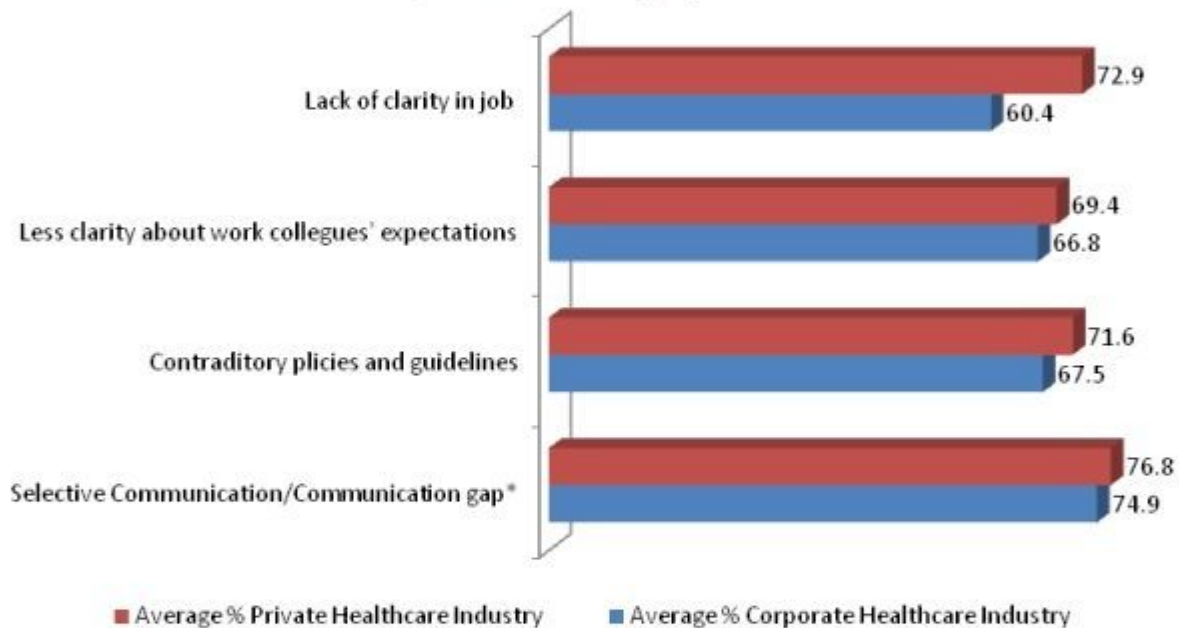
This graph shows that the variables 'lack of clarity in job and duties assigned' has the highest rating of 72.9 percentage followed with 'contradictory policies and guidelines' with 71.6 percentage weighted at work place in the Private Healthcare Industry; where as in the case of Corporate Healthcare Industry the highest percentage weightage 67.5 is assigned to 'contradictory policies and guidelines' followed with 'less clarity about work colleagues is expectations' with 66.8 percentage weightage. The third place as per percentage weightage is assigned to 'lack of clarity in job' with 60.4 percentage weightage in Corporate Healthcare Industry and in the case of Private Healthcare Industry it is 'less clarity about work colleagues' expectations with 69.4 percentage weightage. Here it can be observed that in the case of Corporate Healthcare Industry the 'lack of clarity of job' is much lesser than the Private Healthcare Industry.

Monotonous Job

Monotonous Job has been revealed as an important factor which consists of three factors i.e. 'same nature of task assigned repeatedly', 'lack of opportunity of personnel growth' or job enrichment and 'frequent change in policies and system/procedure'. All the three factors with percentage weightage are given in Graph No 10.

Graph No. 10 : Monotous Job
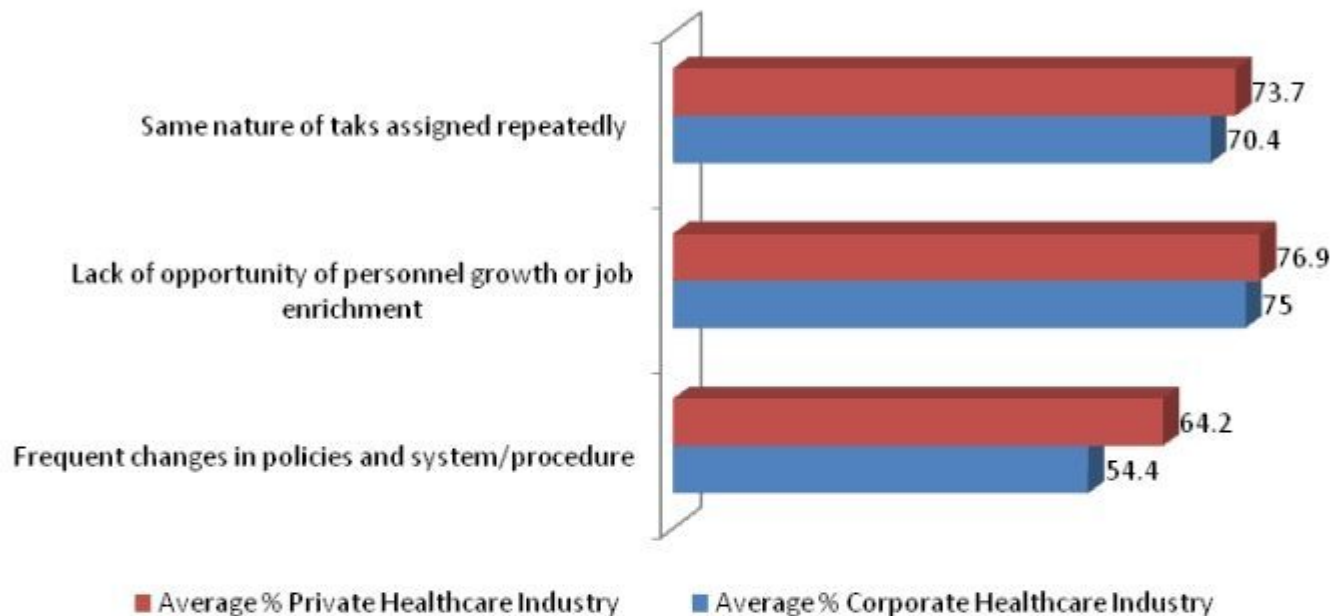
The above graph reflects that the highest percentage weightage of 75 and 76.9 has been allotted to lack of opportunity of personnel growth or job enrichment in Corporate and Private Healthcare Industries respectively. The weightage pattern indicates relationship among these factors, especially in the case of repetitive jobs and opportunities for furtherance of life objectives and goal. These findings are in parallel to findings of Herdrix, who found job boredom as one of the major factor affecting job stress. The same nature of task assigned repeatedly stands at second place with 70.4 and 73.7 percentage weightage in both types of industries, which reveals that the higher the score of job boredom the higher the stress at work place which has been also reported in different previous studies. It also means there is hardly any job rotation or job enrichment prevalent in the both types of industries. Majority of the employees also feel in both types of industries that 'frequent changes in policies and system/procedure', which means that the functioning gets interpreted and produced stress in the mind of employees.

Work Inhibitor

These are those factors or events and situations which block the completion of work, redtapism, interruptions, government regulations, family, meetings, bureaucracy, decisions taking time or system rooting etc.

Overall percentage weightage awarded by the respondents is 53.30 and 55.77 in Corporate and Private Healthcare Industry respectively. The graph below shows the different factors and their weightage given by the respondents.

Graph No. 11 : Work Inhibitor

■ Average % Private Healthcare Industry   ■ Average % Corporate Healthcare Industry
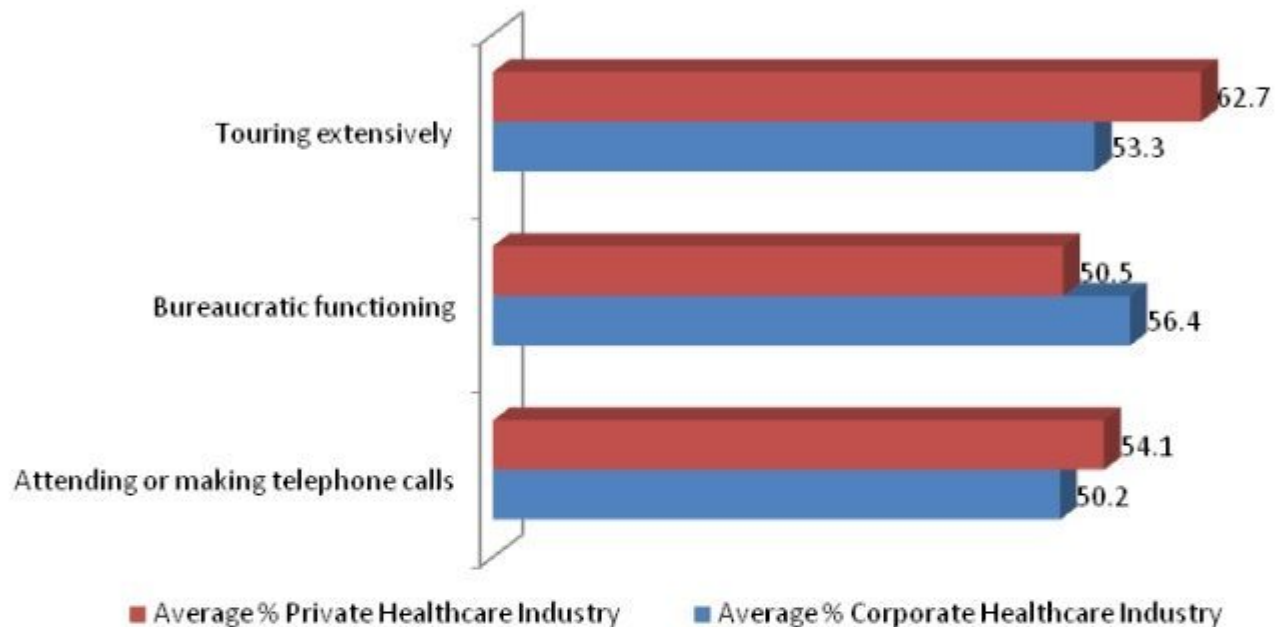
The above graph indicates certain vital factors i.e. touring extensively becoming work inhibitor with percentage weightage of 62.70 followed with 'attending telephone calls' with 54.10 and 'bureaucratic functioning' with 50.50 in the case of Private Healthcare Industry, whereas, in Corporate Healthcare Industry highest percentage weightage is given to 'bureaucratic functioning' with 56.40, followed with 'touring extensively' and 'attending telephone calls'. This factor has got the high weightage as was revealed in study conducted in 1994 by Salvo, 'work inhibitors as one of the major sources of job stresses'.

Foregoing analysis reveals that there are ten underlying organizational aspects having number of factors, as many as forty-two, however, five have been repeated, hence, thirty seven have been weighted to examine the stress factor at the work place. The list as per the percentage weightage in descending order is, 'Job Insecurity and Unmet Financial Needs' (90.77& 94.27), 'Work Overload' (89.30& 92.53), 'Shortage of Resource' (75.90 & 91.05), 'Poor Interpersonal Relations' (75.68 &

78.82),'Rigid Rules' (75.43 & 74.83), 'Poor Organizational Structure & Climate (73.83 & 74.64), Superior Inconsiderate (72.87& 74.60), 'Ambiguity in Role' (64.90 & 71.30), 'Monotonous Job' (62.40 & 68.95) and 'Work Inhibitor' (53.30 & 55.77) in Corporate and Private Healthcare Industries respectively. All these aspects have number of factor underling them. Out of these aspects 'Job insecurity & Unmet Financial Needs', 'Work Overload', 'Shortage of Resource', 'Poor Interpersonal Relations', 'Rigid Rules' have been identified as the most effective factors producing the stress at the work place, since two third respondents have given weightage to these factors. The highest percentage weightage 76.80 was allotted to 'office politics' in the Corporate Healthcare Industry whereas 'selective communication' has been kept on top with 76.8 in the Private Healthcare Industry. Probable reason can be that in the Corporate, being more organisations and more number of employees, hence, 'office politics' creates more stress whereas in Private 'selective communications' give more stress, which needs further study. This study has also revealed another aspect in the case of Superior Inconsiderate and Ambiguity in Role the weightage allotted by Corporate and Private Healthcare Industry vary, which may be because of organisation structure or otherwise, hence, needs further study.

CONCLUSION

On the basis of the study conducted 'job insecurity and unmet financial needs', 'work overload', 'shortage of resources' 'poor interpersonal relations', 'rigid rules',

'poor organizational structure & climate', 'superior inconsiderate', 'ambiguity in role', 'monotonous job' and 'work inhibitor' have been identified as the major aspects under lying various factors and dimensions of the stress in any organization. 'Job insecurity and unmet financial needs', 'work overload', 'shortage of resources', 'poor interpersonal relations', 'rigid rules' have been found as the major stress producing factors because more than two third respondents have rated it. The respondents were coping effectively with stress produced by these organizational factors; however, it has to be further investigated. It is concluded that there is a need to identify all organizational dimensions in specific terms and further these specific organizational dimensions be examined for their stress producing potential as well as potential of individual/employee or employer to reduce these factors for better working environment in the organization. Not necessarily that the dimensions which appear to be a sources of organization stressors will actually be a source of stress. These stressors can be categorized into controllable, partially controllable and uncontrollable factors by the employee as well as by the employer. For the controllable factors by employee, employer and company efforts will be effective but for all those factors which are not under control by the individuals and employer, the copying efforts at the group level or organizational level be made. Such activities will reduce the stress factors considerably as well as provide strength to the workers/employees to cop-up with these stress factors as a team

to enhance their capabilities and better stress-free work environment resulting in better performance in this competitive business world.

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Payments Banks : A Resurgence in Indian Banking Sector

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Abstract

A payments bank is like any other bank, but operates on a smaller scale without espousing much of credit risk. To put simply, it can execute most of the banking operations but cannot advance loans or issue cards.

The onset of payment banks took place in 2013 when Reserve Bank of India formed a committee headed by Dr.Nachiket Mor to study 'Comprehensive financial services for small businesses and low income households'. The objective of the committee was to propose measures for attaining financial inclusion and enhance access to financial services.

The committee submitted its report to Reserve Bank of India in January 2014. One of the eye-catchy suggestions of the committee was to introduce specialised banks or 'payments bank' to cater to lower income groups and small businesses so that by January 1, 2016 each Indian resident can possess a global bank account.

It is heartening to note that in a short span of time payments bank gained ground evident from the substantial rise in their deposits, i.e. as of May 2018 total deposits stood at \$1.5 Tn (INR 115 lakh crore).

In light of the growing prominence of payment banks it generates substantial academic and research interests to reconnoitre significant facets of payments bank.

Keywords: Onset of Payments Bank; Growth of Payments Bank; Performance of payments banks.

JEL Classification Code: G210 (Banks; Depository Institutions; Micro Finance Institutions; Mortgages)

INTRODUCTION

Reserve Bank of India (RBI) on November 27, 2014 released guidelines for licensing of payments banks, thereby, facilitating the process of financial inclusion. The payment banks were proposed in the Nachiket Mor committee report stated as 'Comprehensive Financial Services for Small Business and Low Income Households'. On 27 November 2015, RBI released the final guidelines for payment banks. A total of 41 applications were received by the RBI. After

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thorough, examination of applicant's financial track record and governance issues, the RBI has given a final approval to set up 11 banks on 19 August 2015

Payments banks are a new model of banks conceptualised by the Reserve Bank of India (RBI) and are distinct from the regular bank. Payments banks are specialised banks designed with a lower risk profile with no power of lending and stringent limitations on investing deposits. Accounts limits are less, and initial and ongoing capital requirements are high. The payments banks demonstrate a new market-driven approach to attaining the policy goal of financial inclusion.

Payments banks acted as a messiah for unbanked population as the guidelines specified that at least 25% of the branches are to be in unbanked rural locations. The absence of current banking infrastructure gives birth to the new category of banks, i.e. "Payment Banks".

The concept of payments banks gained steam from the fact that when launching of payment banks were under consideration approximately 70% of transactions in India was executed through cash as generally in India most of the buyers prefer payment through cash mode for their daily purchases. Another reason was lack of payment gateway and technology being far away from substantial chunk of populace.

The Payment banks are the new revolution in the financial services sector and get penetration in the market through the price and service differentiation, providing choices to the customer, relying more on the volumes rather than the margins for earning profits and mainly the deconstruction of the traditional paradigms adopted by the traditional banks. These banks are more agile and lissom, therefore more adaptive to the changing customer needs and can better serve the new unbanked population of the country as also they don"t have any pressure for offering the full banking solution services as the traditional banks did.

Payment banks are a big game changing idea for financial inclusion. We see how E-commerce has revolutionised the entire retail industry in the same way payment banks are also expected to be revolutionised in the financial services.

LITERATURE REVIEW

Dr. J.C Pandey(2009)elaborated the services rendered by Payment Banks. The researcher also explained the process of setting up a Payment Bank under the guidelines of RBI.

G. Sivakrishna and S.Venugopal (2010)has made an empirical study on how e-banking helps to improve customer base. The study was also an attempt to analyse the customer perception, customer preferences and customer satisfaction levels towards e-banking services. Based on the study, the researchers concluded that with better understanding of customer perceptions, the banks will be able to determine required actions to satisfy the customers.

Dr. Malhotra (2010) discusses in her paper that the results show whether the private and foreign Internet banks have performed well

in offering a wider range and more advanced services of Internet banking in comparison with public sector banks. She also identifies that the size of the bank, experience of the bank in offering Internet banking, financing pattern and ownership of the bank are found to be the most significant determinants of the successful payment banks.

NidhiChandaran (2011) also made a conceptual study on need of Payment Banks in India. The study was based on secondary data. The researcher also focused on PPI (Pre-payment Instruments), a conceptual study.

Dr. Srinivasan, Prof. Subramanian (2012) has made a detailed conceptual study of Payment Banks. The researchers mainly concentrated on finding an answer to certain questions like who are these payment banks, why do we need Payment Banks when we already have public, private, foreign and cooperative banks, what are the value-added services rendered by payment banks and so on. The researchers concluded there is much possibility in the near future to open more Payment Bank Accounts in addition to their regular bank accounts.

Rahmath Safeenaet.al, (2012) in his study "Technology Adoption and Indian Consumers: Study on Mobile Banking" identified that the evolution of e-banking started from the use of Automatic Teller Machines (ATMs) and telephone banking (Tele-banking), direct bill payment, electronic fund transfer and a wide variety of allied services offered by the modern banking system.

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Katdare(2013)analyzed the 11 entities functional areas which are approved under In-principle by RBI. The paper also highlighted the benefits for the customers and to the different entities. The main objective of the research was to know the role of payment banks in the process of financial inclusion. The study tells that telecom companies has greater advantage in partnering to the Payment Banks as they have already networks reaching to the rural customers.

Tavishi and Santosh Kumar (2013) in their study "An Empirical Study on Technology Adoption by Indian Banks" illustrated the factors influencing the customers to avail internet banking and mobile banking services in India and hence examined the impact of perceived usefulness and perceived risk on the use of internet banking and mobile banking.

Prema C (2013) in her research article "Factors Influencing Consumer Adoption of Internet Banking in India", examined the process of internet banking services and made a detailed study on the benefits of internet banking to the common public. The researcher concluded that it is essential for the banks to create awareness to attract consumers' attention to internet banking services.

R. Elavarasi (2014) in her research paper has identified the bank which provides better ebanking services to the customers and also analyzed the satisfaction level of the customers regarding the inter banking website of banks. It is evident that the age, educational qualification, occupation,

income level of customers etc., are the factors which influence the usage of e-banking services by customers. The researcher concluded by stating that there is need for increased awareness of the e-banking services among the customers.

Dr. M.S. Rao (2014) stresses in his paper that there is a need for constant innovation in the retail banking sector. However, the updated technology and operational efficiency would provide a greater competitive edge for the retail banking business. Furthermore, he emphasized that it is increasinglyimportant for the banks to improve the quality of the customer services and cut off predatory lending strategies , particularly in the area of credit cards interest payment.

Dr.Uday Singh Rajput (2015) in his research paper made a conceptual study on the customer perception towards e-banking services. The paper examined whether the customer's choice of banks is influenced by the quality of e-banking services provided by the banks. The study revealed that education, gender and income play a vital role in the internet banking services by the customers. The researcher concluded that the timely upgradation of skills will create greater demand for he online banking by customers.

Varun Kesavan (2015) has made an attempt to analyse what and how are the innovative services provided by banks to the society. The author also tried to evaluate the benefits of these facilities to the customers and to the banks at large. The researcher concluded by stating that ICT enabled introduction of payment banks have made tremendous impact on the banking sector. He reiterates that priority banking is a symphony of banking benefits and more significantly, the personalized services which brings complete harmony to all the financial needs of a common man.

Damle M, Raval J, Thenuan P (2016) stated that several research papers have explained the objectives of the Reserve Bank of India for the establishment of Payments Banks in the country. The maximum focus among these objectives was on the role of these banks in promoting financial inclusion in the country. The definition of financial inclusion as per CRISIL "The extent of access by all sections of society to formal financial services such as deposit, credit, insurance, and pension services." There exist three dimensions of financial inclusion, viz., Branch Penetration, Credit Penetration, and Deposit Penetration. "In 2014, only 50% of the adults in India had a bank account", out of which 40% (highest in the world) were dormant. Also, "the number of ATMs per 100,000 of population was 18 compared to around 50 in Indonesia and 125 in Brazil".

According to the paper "RBI Guidelines for Licensing of Payment Banks: Opportunities and Challenges", published by Deloitte Touche Tomatsu India Pvt. Ltd., many initiatives have been undertaken by the RBI, the Government of India, and other stakeholders to promote financial inclusion. The primary reason for low levels of financial inclusion in the country despite

these initiatives is "the lack of financially viable business models to serve the 'Bottom of the Pyramid' customer segment in cost effective manner". "Payments Banks are niche banks, established by the Reserve Bank of India to strengthen the agenda of financial inclusion. These banks aims to provide small savings accounts and payments/ remittance services especially to migrant labour workforce, low-income households, small businesses, etc. by enabling high volume -low value transactions in deposits and payments/ remittances services in a secured technology-driven environment."

RESEARCH METHODOLOGY

1. F-test (One Factor Model): This statistical test will assist in ascertaining whether there is a significant difference or not in the total inward and outward RTGS/ NEFT (volume-wise) of the payments banks considered for the research study.

The payments banks considered for the research study are: Aditya Birla Idea Payments Bank Limited; Airtel Payments Bank Limited; Fino Payments Bank Limited; India Post Payments Bank Limited; Jio Payments Bank Limited and Paytm Payments Bank Limited.

Limitations of the study

1) This research study is based on secondary data.
2) Due to technical constraints all the payments bank could not be studied.

Services that can be and cannot be offered by Payments Banks

A payment bank cannot provide all the services that are provided by a traditional bank. The services of payment banks are limited to :

- A payment bank can accept deposits upto a maximum of Rs.1 lakh only per individual customer. Demand Deposits and saving bank deposits can be accepted from individuals,small firms and other entities.

- You can open a Savings bank account or a current account with these payment banks.

- Payment bank can pay interest on the deposits just like normal banks.

- Payment banks are allowed to transfer payments through any channels like Branches, Automated Teller Machines(ATMs),business correspondents etc.

- Payment banks can issue debit cards/ATM cards to its customers.

- Mobile banking can be accessed through these payment banks.

- Internet banking services can be provided by a payment bank that includes payment mechanism as approved by RBI such as RTGS/NEFT/IMPS.

- A payment bank app can be used to make utility bill payments as well.

- A payment bank can involve in providing basic financial services like access to mutual funds, insurance products, pension products, forex

services subject to the conditions set by RBI.

Here is a list of some of the major services that payment banks cannot offer.

- As per the RBI guidelines, these Payment banks cannot issue credit cards.
- Payment banks cannot deal with any kind of lending business i.e. they are not allowed to issue any kinds of loans like personal loans or any other loans to their customers.
- Payments banks cannot accept deposits from Non Resident Indians or NRIs.

- They are not allowed to setup subsidiaries for undertaking non banking financial services.

Gauging the Performance

In this section, an attempt have been made to observe whether there is a significant difference or not in the total inward and outward RTGS / NEFT (volume-wise) of the payments banks considered for the research study. F-test (One Factor Model) have been used to study whether there exist a significant difference or not in the sum total of inward and outward RTGS / NEFT (volume-wise) of the payments bank considered for the research study.

The period considered for the research study is from October 2018 to January 2019

Period	ADITYA BIRLA IDEA PAYMENTS BANK LIMITED		AIRTEL PAYMENTS BANK LTD.		FINO PAYMENTS BANK LIMITED		INDIA POST PAYMENTS BANK LIMITED		JIO PAYMENTS BANK LIMITED		PAYTM PAYMENTS BANK LIMITED	
	Volume of Inward RTGS / NEFT	Volume of Outward RTGS / NEFT	Volume of Inward RTGS / NEFT	Volume of Outward RTGS / NEFT	Volume of Inward RTGS / NEFT	Volume of Outward RTGS / NEFT	Volume of Inward RTGS / NEFT	Volume of Outward RTGS / NEFT	Volume of Inward RTGS / NEFT	Volume of Outward RTGS / NEFT	Volume of Inward RTGS / NEFT	Volume of Outward RTGS / NEFT
January 2019	721	40	1379	21	2230	0	99	137	39	57	2084	5
December 2018	25	587	21	739	0	1867	1	67	0	49	1	1899
November 2018	12840	5504	39982	93850	63079	328460	4993	17956	130	47	523155	24119
October 2018	12037	5829	35355	80332	71042	451343	5377	18489	171	263	416663	28337

Null Hypothesis (H0): There is no significant difference in the sum total of inward and outward RTGS / NEFT (volume-wise) of the payments banks selected for the research study.

Alternative Hypothesis (H1): There is a significant difference in the sum total of inward and outward RTGS / NEFT (volume-wise) of the payments banks selected for the research study.

Period	ADITYA BIRLA IDEA PAYMENTS BANK LIMITED (X1)	AIRTEL PAYMENTS BANK LTD. (X2)	FINO PAYMENTS BANK LIMITED (X3)	INDIA POST PAYMENTS BANK LIMITED (X4)	JIO PAYMENTS BANK LIMITED (X5)	PAYTM PAYMENTS BANK LIMITED (X6)
January 2019	761	1400	2230	236	96	2089
December 2018	612	760	1867	68	49	1900
November 2018	18344	133832	391539	22949	60	547274
October 2018	13297	172463	522385	23866	434	445000
Mean ($\bar{X}$)	8253.5	77113.75	229505.25	11779.75	159.75	249065.75

Grand Mean ($\bar{\bar{X}}$) = 95979.63

VARIANCE BETWEEN SAMPLES

$(\bar{X}_1 - \bar{\bar{X}})^2$	$(\bar{X}_2 - \bar{\bar{X}})^2$	$(\bar{X}_3 - \bar{\bar{X}})^2$	$(\bar{X}_4 - \bar{\bar{X}})^2$	$(\bar{X}_5 - \bar{\bar{X}})^2$	$(\bar{X}_6 - \bar{\bar{X}})^2$
7695873885	355921428	5333180800	7089577692	9181449403	5051318735
7695873885	355921428	5333180800	7089577692	9181449403	5051318735
7695873885	355921428	5333180800	7089577692	9181449403	5051318735
7695873885	355921428	5333180800	7089577692	9181449403	5051318735
30783495540	1423685712	21332723200	28358310768	36725797612	20205274940

Sum of squares between samples = 30783495540 + 1423685712 + 21332723200 + 28358310768 + 36725797612 + 20205274940 = 151642 (For simplicity of calculation the figures have been considered till ten thousand place).

VARIANCE WITHIN SAMPLES

X1		X2		X3		X4		X5		X6	
761	561376	1400	57326	2230	42936	236	13326	96	4064	2089	52066
612	58393	760	58299	1867	44454	68	13712	49	12266	1900	52932
18344	10182	133832	32170	391539	26254	22949	12475	60	9950	547274	88923
13297	25437	172463	90915	522385	85779	23866	14608	434	75213	445000	38389
33014	**655388**	308455	**238710**	918021	**199423**	47119	**54121**	639	**101493**	996263	**232310**

SSE = Sum of squares within samples = 655388 + 238710 + 199423 + 54121 + 101493 + 232310 = 1481445 (For simplicity of calculation the figures have been considered till ten thousand place).

ANNOVA TABLE

Source of variation	Sum of squares	v	Mean squares
SSC = Between samples	151642	5	30328
SSE = Within samples	1481445	18	82303
Total	SST = 1633087	23	

Test Statistic: $F = \dfrac{30328}{82303} = 0.37$

For $v_1 = 5$ and $v2 = 18$ and for $\alpha = 0.05$, the table value of F is $F0.05 = 2.77$

Decision: Since the calculated value of F= 0.37 is less than the tabled value F0.05 = 2.77, so that the null hypothesis is accepted. Hence there is no significant difference in the total inward and outward RTGS / NEFT (volume-wise) among the payments bank considered for the research study.

LACKING NEEDED TRACTION

After granting permission to 11 organisations for establishing payments banks in August 2015, with an objective to foster digital payment and provide an impetus to financial inclusion, three applicants revoked their intention to set up payments banks as they doubted the viability of the business model.

Airtel Payment Bank, India's first payment bank, revealed its financial details for FY18, wherein its banking arm registered more than INR 160 crore in revenue in FY18, a 68.6 per cent increase from the previous

fiscal. But reported an increase of 11.68 per cent in losses to Rs 272 crore in FY18 as compared to Rs 244 crore in FY17. However, its expenditure had increased to Rs 433 crore in FY18 as compared to Rs 339 crore in the previous fiscal.

Launched in September 2016, Airtel Payment bank got badly hit over Aadhaar-based e-KYC since December 2017. The increase in loss could be due to the sudden fall in e-KYC verification as RBI and UIDAI had barred Airtel Payment Bank to enrol new customers. However, the RBI lifted the ban to add new customers in July, 2018.

Given the regulations around borrowing and investing, payment banks will require sizeable volumes and fee income to generate strong profitability. Payment banks in a new concept and will take time to stabilise and so one cannot expect to earn super normal profits. Further, the fundamental underlining assumption for payment banks is the value and volume of transactions. There will be and intense competition going forward as there will be 7-8 paymentbanks. Those who have one of the three things will really do well. One, those who have the telecom pipeline. The reason is the transaction has to move on the telecom networks for real time digital settlements and realisation. Secondly, those who have effective payment platforms and have already acquired a large number of customers. Third, the one who have a large customer base such as retail companies and financial services.

Thus, hailed as a game changer, payments banks were projected to offer financial inclusion to 37 per cent of the under banked adult population. However, the euphoria around such banks turned into scepticism as detractors begin questioning their viability. Payments Banks have fundamental flaws as they can't lend in any form. Most of the banking bodies make revenue out of lending and credit card business. Moreover, payments banks are allowed to accept only savings and current deposits of up to Rs 1 lakh per customer.

The cap on deposit with the current account at one time also makes it irrelevant for SMEs. Moreover, awareness about the existence of payments banks is very low. And, this is because operators like Paytm, Airtel, Jio, and others are yet to begin aggressive promotional campaigns.

As regulator wants payments banks to stop eKYC, physical authentication would certainly inflate KYC cost in the range of 6 to 10X. While eKYC can be covered well in mere Rs 50, pure-play offline KYC will require investment in a range of Rs 300 to 500.

Payments banks, launched to make the country more financially inclusive, seems to be giving the regulators and investors a cause for concern as they continue with their second straight year of losses with little signs of turning the corner.

The consolidated balance sheets for the operational payments banks showed net losses of Rs 516.5 crore for the fiscal year 2018, almost double that of the fiscal year 2017 when they lost Rs 242.2 crore, according to RBI's trends and progress report. The operating profits of these banks also remained negative with a loss of Rs 522.1 crore for fiscal 2018, up from Rs 240.7 crore a year before. High operational costs due to infrastructure setup required by these banks to tap the underpenetrated markets in the country is the prime reason for their financial weakness.

The other challenges being witnessed by payments banks are as under:

1. The payments-only model

A payments-only offering is an incomplete proposition and relies highly on low ticket account balances (capped at ₹1 lakh) for profitability. It's akin to any high volume-low margin commoditized business, driven by convenience and pricing, with little customer stickiness. Making a payments bank viable requires a fine balance between cost of acquisition of granular liabilities, offering competitive pricing on transaction charges and ability to quickly reach critical mass. Going by the example of Airtel offering 7.25% interest rate to acquire balances and high inter-bank transaction charges (which will discourage interoperability and high customer attrition), seems they are yet to figure out what to do with the license. Contrastingly in traditional banking, CASA (current account-savings account) is still the best source of low-cost funds while high transaction charges are the worst way to build customer loyalty.

2. Cross-sell fee

While the cross-sell fee is touted as a 'green pasture' for building profitability, unfortunately, it is a shade less than green for the following reasons:

a) Selling of insurance and mutual fund products is closely regulated by sectoral regulators (IRDA and SEBI). Not only are the distribution and sales commissions capped, there are strict requirements to prevent miss-selling. Both require certified and trained manpower to sell the products, which implies hiring better quality manpower, expense on training them and longer gestation before the resource is productive. In simple words – higher costs and limited upside on income.

b) Cross-selling credit products like loans from NBFCs or Banks is not easy either. Building competence for basic credit evaluation to target right customers has a learning curve for both individuals and organizations.

c) Cross-selling is successful where the deep relationship with the customer exists. If payments banks rely on third-party point-of-sale

intermediaries like retail shops, where this is a side activity, revenue from cross-selling is unlikely to make a significant contribution to the bottom line.

3. Restriction on fund deployment

Payments banks are required to invest 75% of their CASA balances in Statutory Liquidity Ratio (SLR) eligible government bonds or T-Bills. For the balance 25%, the option is deposits with other SCBs. While this is considered as a safety net for depositors, it restricts their ability to optimize treasury operations.

4. No lending. No NII (Net Interest Income) or IRR (Internal Rate of Return)

Scheduled Commercial Banks (SCB) and Small Finance Banks (SFB) earn anywhere between 4 to 10% NII from working capital loans and as high as 30% IRR on small-ticket business loans or credit cards. Even the Micro Finance Institutions (MFI) lend at a rate of 25%.

Payments banks are not permitted to lend. Their investment in stipulated government securities and bank FDs would yield 2-4% net of cost of funds (or negative if they try to aggressively mobilize balances at higher rates like Airtel). Adjusted for other operating costs, the net return may fall to sub 1% levels, again corroborating the high volume-low margin nature of this business.

5. Over-competition

With existing SCBs upping their focus, multiple payments banks and SFBs vying for the customer attention and even the FinTech startups disrupting the existing models, the segment is already too hot to handle. While some of the players like Airtel or Vodafone, with the existing distribution network and large customer base, have an advantage, the nature of the relationship they are now trying to build with the customer is different from a duopolistic market we normally see in telecom where top two players become market makers. India Post may be an outlier with distinct advantages of large physical distribution; however, for others, it's a long haul to acquire critical mass.

WAY FORWARD

While payments banks have tremendous growth potential, such a banking measure also witnesses numerous bottlenecks. The only conduit of operation for these banks is the internet. India is still struggling with very low internet speeds. The low internet speed in the country may hinder the growth of these banks (Shah 2017). Furthermore, since they are entirely technology-based without any significant physical presence, the payments banks appeal chiefly to the tech-savvy citizens. People from the rural areas and small towns in India will find it difficult to participate in this type of banking facility. Efforts should be made to familiarise them with the technology, and to also assure them of the safety of their money in this new banking system.

Moreover, merely, adding customers or

opening accounts in not the end game. Banks need to encourage people to transact regularly. Although India has witnessed remarkable growth in this type of banking, there is still much ground to cover.

The introduction of payments banks is a significant move. However, although India has a modern, technologically advanced banking and payments system, there is still much more endeavours needed in this sector. It is essential to bring more of the rural population under the scope of formal banking system. After all, this was the key purpose of setting up payments banks in the first place.

There is always a light at the end of the tunnel and so payments banks too have the following business opportunities:

1. Mammoth size of the market

India's unbanked population stands at 233 million. Even those who can be considered 'included' through Pradhan Mantri Jan Dhan Yojana (PMJDY), are still new to banking products. As per the 2011 census, 833 million people stay in rural areas and a significant part of that population has little awareness of new-age banking services, even if they have the accounts.

Another problem with a patriarchal society like India is the low participation of women (48% of the population or 586 million) in financial management and decisions. These challenges stem from complexity associated with banking and financial transactions. This is precisely the opportunity a payments bank should encash. It requires smart segmentation, both geographical and demographic, to offer tailor-made products for bottom-of-pyramid (BOP), rural, the unbanked and women.

Importantly, the sheer size of the market can accommodate multiple players, offering their services to various segments of the society.

2. Simplification

With the government initiative on JAM (Jan Dhan-Aadhar-mobile) and more recently demonetization, there is a push for digitization. Despite this, cash would still be a preferred mode for small value transaction, in absence of better alternatives that are as anonymous, convenient and free. MDR (Merchant Discount Rate) of 0.75-1.0% on debit cards and 1.5-2.5% on credit cards are obscenely high and unviable for small traders. Even the RTGS and NEFT are not free and OTP-based digital solutions offered by banks are too cumbersome and require a higher level of technology comfort.

Mobiles are ubiquitous but mobile banking isn't. Even not so tech-savvy customers can store, dial phone numbers, send SMS but still find mobile banking tough! For them, banking still means a visit to the branch. Something wrong? The solutions are not simple.

The initial traction of wallets was primarily driven by the proposition of a 'free' and 'more convenient' payment method. There

is still an opportunity to bring cost-effective and simplified technology interfaces for real-time payments.

Payments banks can utilize the payments infrastructure of National Payments Corporation of India (NPCI), where the SCBs may have some lag due to their legacy systems. Biometrics is another opportunity where the trend is yet to catch on. It is imperative for payments banks to move quickly, offer simplified solutions and occupy a specific niche or segment before everybody else. Can payment banks bring us simplicity of one-thumb-press banking?

3. Offer Financial Advisory (not cross sell!)

Financial advisory is a clichéd term, often used but rarely applied. It's unfortunate see ulterior motives of achieving cross-sell targets getting mixed up with the more well-meaning financial advisory. Unless you count the insurance pitch from your bank's relationship manager, 99% of the people in India have little access to any form of financial advisory. As you go down the economic pyramid, money management advice is completely absent.

This inefficiency opens a huge white space for payments banks to offer real advisory services to rural and BOP. The key, however, is to reign in the tendency to mis-sell or do biased selling. This is an opportunity to bring lost 'trust' back to banking. While India Post Payment Bank, with its existing deposit base, may be uniquely placed, others can use this as an opportunity as well.

4. Bank as a Platform

The unbundling of bank products has resulted in many FinTech players emerging as leaders in their respective areas. Whether it is algorithm-based lending models or bots or NFC-enabled payments or real-time transaction monitoring or personal finance management, there is an opportunity to offer new age services. Payment banks can be the financial services gateways or platforms to re-bundle a host of innovative services. One such wholesome combination could be a tie-up with MFIs.

They may also explore going beyond financial services. For e.g. cross-selling water purifiers or LED bulbs, which not only address the challenge of clean water in rural areas or energy saving, respectively but also help take the relationship beyond transactions. There is more: crop insurance, weather forecasting services or integration with eNAM (Electronic National Agriculture Market) or issuing Soil Cards – the list is endless.

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Review of Personality and Stress Dynamics for Entrepreneurs

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INTRODUCTION

Stress has become a buzz world and in todays fast pace life it is inevitable to get stressed even with minor things. Stress has been incorporated from medical science to the field of management keeping in mind the lots of wear and tear it brings to human body and in turn affects the productivity of an organization. This is the reason that more than 80% of Indian firms have adopted one method or other of stress management in their organizations. Stress not only leads to psychological, physiological, as well as behavioral consequences among an individual and excessive stress can also lead to burnout. ((Dumitru & Cozman, 2012; Tyagi, 2018). The point to ponder here is whether stress always caused by external environmental factors or there are certain internal factors in an individual which lead to stress. The idea that personality is an important factor not only in identifying but also in responding and approaching towards stressful events is confirmed through scientific data (Dumitru & Cozman, 2012). The authors in this article propose to review with the help of available literature the conceptual relationship between stress and personality with specific reference to entrepreneurs.

In the last decade India has seen lost of entrepreneurial outburst and the credit of it can be given to the initiatives taken by government of India in the form of Startup India and Standup India. Today is the time when entrepreneurship and entrepreneurial culture is thriving in India with conducive climate which helped in development of an Ecosystem favourable for new venture creation. Several incubators, accelerators based at various educational institutions and universities are providing a robust model of development to new ventures duly supported by investors of all types in the country. Understanding of development needs of Society, providing quality Educational & Research institutions which help in grooming right mindset is imperative for growth. These factors become all the more important when we talk about a healthy Eco –System for a Start Up. The success of an enterprise is the function of overall Ecosystem available to them and participation of Government, Academia, Research Institutes and Regulators make them holistic. A healthy Eco System brings down the cost of doing business. It is also highlighted by many researchers and Start

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Up forums that the definition of Eco system today also includes availability of Mentoring Support, Access to quality incubation centers and quality life for family of the entrepreneur where they have choices. Perhaps these are the reasons we have hubs like Bangalore, Hyderabad, Pune and Gurgaon having maximum number of Start Ups (Srivastava, 2016). Recent published data has shown that India's Start Ups funding showed a growth of 108 percent in the year 2018 and rose to the level of $4.2 billion. More than 1200 start up came in the year 2018 as reported by NASSCOM including eight unicorns. Considering these numbers it is pertinent to mention that Gartner (1988) noted in his research that entrepreneurial culture has come of age as the attractiveness of being an entrepreneur or starting your own enterprise is not directly affected by the personality traits of a person. On the other hand several thinkers (Kerr et al, 2017) have related in their extensive study the various dimensions of personality to entrepreneurial traits. It was always a debatable issue whether a manager or an entrepreneur have different characteristics. Asterbro et al (2014) notes that in depth research has been carried out from the beginning of twentieth century to differentiate the two and to highlight the characteristics as well as individual traits of an entrepreneur.

PERSONALITY AND STRESS

Traits are relatively enduring characteristics that describe personality and it is a person's individual makeup which determines his adjustment to stressful situations (Carroll, 2014).

Type A personality is more prone to stress due to their competitive nature (Carroll, 2014) and the people who are having external locus of control are more prone to stress. Will it be right to consider that personality alone leads to stress? The answer to it lies in transactional stress theory, which states that it is due to the ongoing relationship between person and his environment (Vollrath, 2001). In personality five –factor model or Big Five model has gained important place is stress literature. The traits included in Big Five traits are Neuroticism, Agreeableness, Openness, Conscientiousness and extraversion. The literature support that neurotic personalities are more prone to stress under high stress conditions such as Type A personalities due to competitive nature where as Agreeableness appears to have better copying strategies to stress (Carroll,2014).Neuroticism tends to have greater negative emotions and are more prone not only to stress but also depression and anxiety. Extroverts are positive warm, social, cheerful and hence less prone to stress than Introverts (Dayna et. al, 2005; Sharma H.K., 2011). Although little research is there to support stress management among individuals who tends to score higher in openness and conscientiousness (Dayna et.al 2005).

PERSONALITY AND ENTREPRENEURSHIP

The term entrepreneur today is not limited to those who are riding the wave of dot com or ecommerce with their skills in software only but it has come up as a Tsunami of innovative ideas which are providing solutions of everyday problem with viable business model. These ideas are promoted by the people who are ready to take challenges and start their own ventures irrespective of the availability of all resources required to make it successful. In the process of the establishing such an enterprise these budding entrepreneurs sometime lose patience and give up following their dreams whereas those who consistently pursue their ideas with meticulous planning get the taste of success and are taught in class rooms as case studies (Hisrich, Langan-Fox & Grant, 2007). It is noted that some of them have already armed themselves with requirements of time and some of them are able to survive even the worst possible outcome. A few researchers (Hurstand, Pugsly, 2011 and Levine and Rubenstein, 2017) have proved that the different behaviour is the outcome of some traits which are associated with their personalities. It also become evident that investors also keep in mind those factors while funding any business opportunity at various platforms because the ability to deal with stress and survival instinct is vital to get return on investment (Kerr et al, 2017).

A perennial debate on the issue of entrepreneurship "whether entrepreneurs are born or made" has also fuelled the discussion on personality traits associated with entrepreneurship (Gartner, 1988). It is also highlighted that rate of entrepreneurial activity is different in every country (Martinez,Levie, Kelley, Semundsson, Schøtt 2010) and several factors which affect this stimulation of entrepreneurship in any country not only includes developing a base for new venture creation in that area but also creating a mindset amongst the youth of that country. Chatterjee et al points out that not only tangible but intangible factors like risk taking attitude of the people of the country affects the rate of new venture creation and survival of the new business. Kerr et al 2017 in their extensive study of literature noted that inclusion of some personality development module in entrepreneurship education may be a factor to improve the business performance for budding entrepreneurs. Several studies including the one conducted by Rauch (2014) laid emphasis on certain personality traits which can be influenced.

DYNAMICS OF ENTREPRENEUR-SHIP - PERSONALITY - STRESS:

Entrepreneurship is always under the environment of uncertainty and this uncertainty increases the risk, so risk propensity is an embedded trait of an entrepreneur. Risk bearing trait is itself

composed of big-five factors of personality i.e. high on extraversion and openness and low on agreeableness, neuroticism and conscientiousness (Zhao and Seibert, 2006).Entrepreneurs also differs from managers on the basis of five factors of personality and there is a difference in entrepreneurial intention and entrepreneurial success (Brandstätter, 2011).

Cartwright, Cooper, Rauch and Frese, (2008)It argued that although the personality approach to entrepreneurship may help in explaining entrepreneurial behavior, it should be supplemented by sound and theoretically justified developments of modern personality psychology. With new start up culture entrepreneurial literature is getting more attention and is being explored from new perspectives. It is still believed that personality plays (Luca, 2017) a big role in defining the journey of an entrepreneur. Ray (1993) noted that a subfield of entrepreneurship research has been the search for the prototype entrepreneurial personality or the ideal personality attributes of the entrepreneur. Entrepreneurs are generally being considered to face a lot of stress in their task of running a business and running a business successfully requires the knowledge about stress-performance relationship (Raunch et al, 2007). The factors of stress may be many and studies have proved them like working long hours

(Naughton, 1987); (Eden, 1975), a conflict between role perception (Jamal, 1997); (Eden, 1975). But it is also proven by the researchers that entrepreneurs perceive less stress than others (Buttner, 1992) (Tetrick, Slack, Sinclair, & DaSilva, 2000). It is also proven that entrepreneurs have more tolerance towards frustration and resist operations of routine nature (Hull, Bosley, & Udell, 1980). The business outcome is observed to be the result of perception of the entrepreneurs and empirical work shows that strain impacts the performance and strain was a positive predictor of long-term survival of small businesses (Raunch et al, 2007). Harris, Saltstone & Fraboni (1999) mentioned in their research that stress may be manifested in unique ways for entrepreneurs, requiring the need for further research to be conducted with specific measures of work stress with entrepreneurs.

Jex & Beehr, 1991 noted that entrepreneurs experience high levels of stress due to several factors such as the environments in which they work are often unpredictable and subject to rapid change, they face high levels of risk, their work loads are intense, they are responsible for their company and its employees, and they frequently operate under severe financial constraints (Xie, Schaubroeck, & Lam, 2008). It was noted in empirical studies that entrepreneurs are especially adept to following the advice of attraction, selection, and attrition and are well equipped to deal with the daunting

challenges virtually certain to emerge as they attempt to convert the "possible" (their ideas and dreams) into the "real (Baronet al, 2016).

Figure 1 (Dynamics of Entrepreneurship-Personality-Stress)
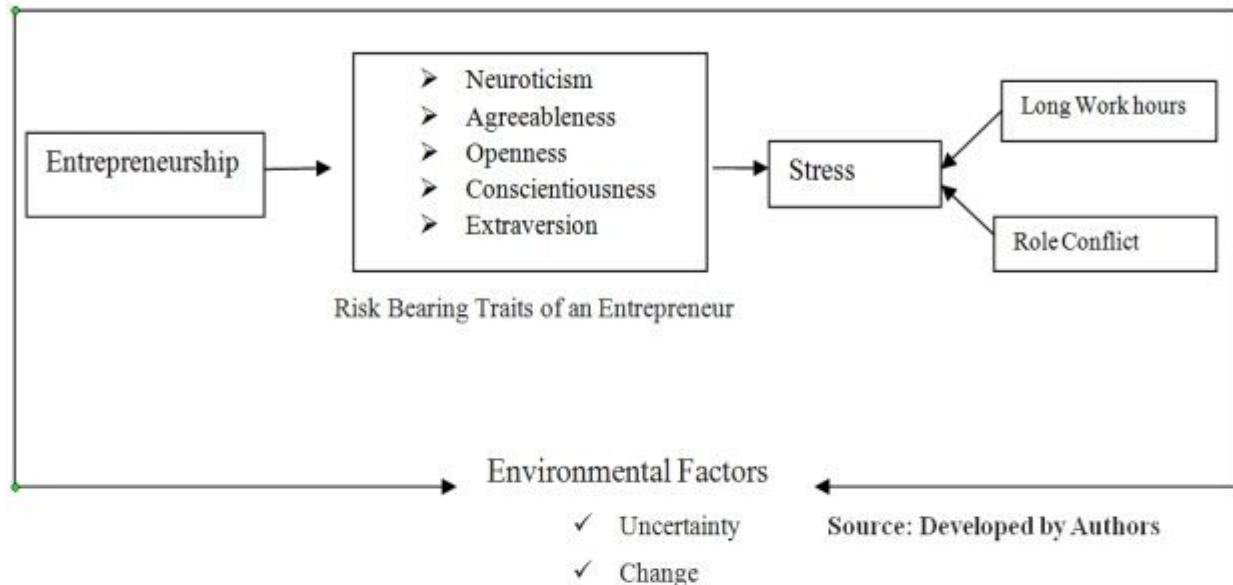
It can be depicted from the model shown in figure 1 that both entrepreneurship and stress can be correlated with respect to big-five personality traits. Stress can be internal i.e. personality traits and external factors like long working hours and role conflict to an individual. Moreover, the relationship between entrepreneurship, personality and stress doesn't take place in isolation as external environment has an important role to play in this relationship.

CONCLUSION

Entrepreneurs who are known to be self starters, innovators, risk bearers, determinant and creative, for their entrepreneurial success needs to improvise their attitude with changes in certain personality traits than managers and other individuals. Stress which is inevitable in today's fast paced life varies in degree from one occupation to other and is a key determinant in entrepreneurial success. Hence, for entrepreneurs who work in uncertain business environment which is characterized as Volatile, Uncertain, Complex and Ambiguous stress management is a key mantra for their survival. The big-five personality traits play a crucial role in stress management and

entrepreneurial success.

- **Neuroticism:** Individuals who score high on neuroticism have feeling of fear, anxiety, worry, frustration, envy and tends to be moody, at time depressed or feel lonely.

  Entrepreneurs need to be more emotionally stable and hence need to score lower on neuroticism. Some traits of neuroticism are related to Type A personalities and these are more prone to stress under high stress conditions.

- **Agreeableness:** These are kind, considerate, sympathetic, warm and cooperative. Entrepreneurs need to score low on agreeableness as they need to be tough in their decision making. These are those who are better able to cope up with stress.

- **Openness:** Those who score high on openness are curious, creative, open to new ideas and are imaginative. Entrepreneurs need to score high on openness. Less has been researched on this trait with respect to stress copying strategy.

- **Conscientiousness:** People who tend to be conscientious they are more organized, hard working, motivated towards goal achievement. Entrepreneurs need to score high on conscientiousness as compared to managers. This trait again needed to be tested in terms of stress handling ability.

- **Extraversion:** Extraverts are outgoing, social and they are happy to be around people, According to Zhao & Siebert (2006) in their meta-analysis of 26 studies they found no significance difference between Entrepreneurs and managers on extraversion. Extraverts are the people who tend to manage stress in a better way.

  So in context to five-factor model of personality Entrepreneurs needs to score high on openness, conscientiousness and less on neuroticism in order to manage stress too.

SCOPE FOR FURTHER RESEARCH

In this article the authors have tried to conceptually linked entrepreneurship, personality and stress and tried to develop constructs for further empirical work with the responses of a few entrepreneurs. The article focused on the relationship between entrepreneurship and stress and had evaluated the stress management attitude of entrepreneurs in context to big-five traits of personality. A further research on personality traits like Cattell's 16 personality traits may be conducted with the help of primary data to ensure wider scope of the study.

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Workplace Communication and Job Satisfaction

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Abstract

Communication is information sharing between two or more individuals, the act of transmitting information. Communication has various components, and failing to make people understand your thought in the organization effectively is commonplace. Effective communication needs all components of a communication working perfectly for "shared meaning." It is of major importance when information need perfect sharing.

Communication is the bond that holds a society together. The ability to communicate enables people to form and preserve personal relationships. And the quality of such relationships depends on the competence of communication between the parties (Brennan, 1974).Job satisfaction has been associated with a range of behaviors relating to communication. However, very little research has been conducted in organizations encompassing job satisfaction and a range of communication variables. This study finds out the relationships between aspects of workplace communication and facets of job satisfaction and productivity.

Keywords: *Communication, Job satisfaction, Productivity*

PURPOSE

The purpose of this paper is to present further insight into the association between internal communication practices, communication satisfaction, productivity, and organizational commitment. Employee satisfaction is of paramount importance for organizations to cultivate and also survive the cut throat competition. Remember, employees are your true assets and it is vital that they remain happy and satisfied with their jobs for them to endeavor hard and deliver their level best. Many of us have experienced the unconstructive effects of poor communication in the workplace. Communication at workplace can have encouraging effects on performance including amplified competence, productivity, higher employee self-esteem, enhanced employee retention , business replication, and a superior work environment overall.

COMMUNICATION PLAYS A CRUCIAL ROLE IN EMPLOYEE SATISFACTION

Most of the trouble arise when employee are not content with their bosses. On apex of it, rather than discussing the matter face to face with their direct reporting bosses, they prefer to badmouth them at the back. Realize that this is not the way out. Before you unbolt the outline of message, you have to first ask the right questions. Keep in mind these guiding

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principles during interviews, performance news or just untailored conversations (Jeb Blount; 2007).

Communication is questionably the foundation stone of any vigorous and efficient work atmosphere. In reality, in one study of more than 210,000 American employees, it was found that less than half were satisfied with the information they received from management.

The method of delivery should be chosen based on the medium most efficient to convey the meaning of the message. Since communication methods are so varied due to the dawn of computers and mobile devices, decisions about the delivery process have become more complex. The deliverance method must go well with the communication requirement of both the sender and the receiver.

In-person communication has amplified in importance especially for managerial information that might call for revolution, provide employee acknowledgment, or permit for on-the-spot questions. In-person communication is also preferred because employees have admittance to the component, context. Bosses need to recognize one thing that there are very few persons who really have the guts to come up with their grievances in front of their superiors. For them, the easiest way out is to sit silently and do nothing or simply look for another job. You need to motivate your employees to open up in front of you. You need to make the employees feel that you are always there with him irrespective of the circumstances and situations.

COMMUNICATE WITH YOUR TEAM MEMBERS EFFECTIVELY

Although administrators use most of their time for communication (sending or receiving information), one cannot presuppose that significant communication occurs in all exchanges (Dunn, 2002). An administrator has no bigger responsibility than to develop effective communication (Pauley, 2010). According to Shaw (2011) the utmost problem with communication is the delusion that it has been accomplished its necessary purpose without proper feedback taken.

Sit with them, converse to them and uncover what extra you can do for them to make sure hundred percent commitment and cooperation from their end. Do not allow the employees to keep the lot within them. Employees are the most pleased when they share a great affinity with their bosses. Communicating with them on a regularly helps you know whether they are really content with their jobs or not. If they are enjoying their job, you are doing a fine work and if they are not, you in reality should look into the stuff on an urgent basis if you really want to retain your employee.

Perform an exercise, and you will discover an answer yourself as to why communication is so vital. For two days, work in isolation and do not speak to anyone. Trust me, at the end of the day, you will not feel like coming back to work again. That is the power of communication. Job would become a trouble for employees if you do not permit them to interact and mingle with each other. Not only the employees would be irritated and

aggravated but also develop a feeling of hatred towards boss as well as their organization. Let employees have a discussion to each other and sort out troubles among themselves.

EMPLOYEES GET DISSATISFIED ON INAPPROPRIATE INFORMATION

Make your employees a part of important discussions where they can also share their ideas and opinions. Healthy and proper communication ensures precise information reaches all employees and no one feels left out within the organization. Do not set targets for your team members unless and until without discussion. How can you set goals for your team without knowing whether your team is really capable of achieving targets within the stipulated time frame or not? If you decide the job responsibilities of an employee on his/her behalf; very soon, he would be frustrated and choose to move on. Appraisals and promotions need to be discussed in the presence of employees. If you do so, employees would work because they want to take their association to a new level and not because their superiors have asked them to do so.

According to a 2018 study by Quantum Workplace, lack of communication is causing mergers and acquisitions to be unsuccessful. The study also found that while there's been an boost in managers caring thoughts about employee development, there has been a reduction in employees' knowledge of growth opportunities. Clearly, managers are not efficiently communicating, thus negatively impacting worker progress as well as company development.

Survey based statistics of organizational communication:

1. 1. Overall growth improves by 20-25% in organizations with connected employees. (Source: The McKinsey Global Institute)
2. Employees who exercise open communication are 8% more productive and 6 times more engaged in positive outlook (Source: Gallup)
3. High performing employees have three things in common: talent, high engagement, and 10+ years of service within the company (Source: Gallup)
4. Employees who are in democratic participation of communication are 27% more likely to report "excellent" performance. (Source: Gallup)
5. 57% of employees who said they were very stressed at work felt less productive and disengaged, while only 10% of low-stress employees reported feeling this way. (Source: Tower Watson)

Healthy work culture leads to content employees who not only provide their level best but also join around for a long time. Half of the problems evaporate if discussed. Effective communication also goes a long way in dropping negativity at the place of work which ultimately leads to content and

happy employees. Won't you feel good if your boss walks up to your cubicle, gives a pat on your back and praises you for your performance in front of others? Workplace communication is fundamental and vital to an organization's capability to be productive and operate smoothly.

Research has revealed that effective lateral and work group communication leads to an upgradation in overall company performance. It has also been observed that employees who were graded as uppermost in production had received the most purposeful and effective communication from their superiors. Employees experience empowered if they are proficient to have upward communication. This type of communication is when information flows upward in an organization and generally consists of feedback. If managers or leaders are able to listen to employees and act in response, this leads to an augment and enriching the employee job satisfaction. To attain this, every organization should follow certain parameters like:

Recognize goals and viewpoint – Managers should give clear, attainable goals to both teams and individuals, with demarcation what is required on any given project, and ensuring that all staff is conscious of the objectives of the project, the section and the association as a whole.

Manifestly express your point – Ensure clear and accessible message to your proposed audience. For this, it is vital that you speak apparently and graciously – getting your message across clearly without causing mystification or offence.

Opt for your standard cautiously – Once you've shaped your communication you need to ensure its delivered in the best possible set-up. While in person communication is by far the best way to construct trust with employees, it is not always an alternative. Take time to fix on whether information delivered in a printed copy would work better than an email or if a general note will be adequate.

Preserve everyone concerned – Ensure that outline of message is kept unwrap at all times. Actively seek and persuade development reports and project updates. This is mainly important when dealing with distant staff.

Eavesdrop and demonstrate compassion – Communication is a two-way process and no company or individual will survive long if it doesn't listen and support conversation with the other party. Listening shows admiration and allows you to learn about any exceptional issues you may need to tackle as an employer.

These findings have significant realistic and theoretical implications. Managers will not be able to promote productivity in staff and affective organizational promises through workplace communication practices unless they identify and understand what information is valued by employees. Second, managers must have a clear indulgence of both the quantity and quality of information preferred by employees if they are to design internal communication systems that meet the information needs of

employees. As a final point, one must consider the possibility that, for employees, communication satisfaction represents a indispensable yardstick against which all of the organization's process, actions and change initiatives are measured. This viewpoint is supported by study from the domain of change management too.

Motivating and inspiring employees is an everyday managerial task (Sullivan, 1988). The motivational language theory helps researchers investigate the nature of job satisfaction by focusing on leadership, guidance and employee communication strategies (Sullivan, 1988). Sullivan's MLT (1988) emerged from Searle's (1969) speech act theory of linguistics' three categories of utterances. Searle attempted to elucidate how individuals use speech to accomplish actions and how a receiver of speech creates meaning from what the receiver hears. Leaders who use this theory add to the idea that leadership communication may influence employee motivation through incorporating the speech act theory of linguistics' three categories of utterances: (a) empathetic (illocutionary) language, (b) direction-giving (perlocutionary) language, and (c) meaning making (locutionary) language (Mayfield & Mayfield, 2012). According to Sullivan, it helps researchers observe humans in a more extensive point of view. Managers and Leaders use this theory as a lens to scrutinize leadership communication strategies and verbal

communication among leaders and employees (Mayfield & Mayfield, 2012). It also may help Manager to communicate successfully with his or her employees to improve job satisfaction (Madlock, 2013). Leaders who use this should apply the three utterances of the speech act theory of linguistics for a long period for job satisfaction to manifest among employees (Sullivan, 1988). Leaders who consistently apply this when communicating with employees may see an improvement in employee job satisfaction (Sullivan, 1988).

Organizational communication and job contentment are concept that are important to management practitioners and researchers (Bulutlar and Kamasak, 2008), due to the fact that worth of communication and job satisfaction may define work-life balance, productivity and ultimately define the level of output (Pettit et al, 1997). Employees who feel their voice is heard are 4.6 times more likely to feel empowered to perform their best work. 96% of employees consider showing empathy is an vital way to advance employee productivity and retention.

Therefore to understand job performance, there is a need to first understand communication satisfaction and job satisfaction which lays the foundation for effective work performance. In line with this argument, there is increased research on organizational communication and job satisfaction as findings continue to highlight that

communication and job satisfaction have positive connection (Pearce and Segal, 1998). According to Pettit et al. (1997) communication plays a key role in employee's job satisfaction.

CONCLUSION

Communication in the workplace is critical to establishing and maintaining quality working relationships in organizations. As a process of disseminating information and general understanding from one person to another, effective communication in the workplace is important because every organizational function and activity involves some form of direct or indirect communication. As a result, to improve the success of communication, leaders administrators must expand a consciousness of the significance of sender's and receiver's responsibilities and adhere to active communication skills.

Effective communication skills in the workplace will improve an administrator's ability to be a strong leader. Administrators must create an aura wherein problems, strategy, issues, opinions, belief and thoughts pertaining to work, are discussed and handled in a professional, capable approach through encouraging and valuable statement.

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