

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Indian Citation Index (ICI), Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)],

The American Economic Association's electronic bibliography, EconLit, U.S.A.,

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 (2012) & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 5771 Cities in 192 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	CHANGES IN EDUCATIONAL POLICIES: AFFECT ON STUDENTS <i>ANJALI TRIVEDI</i>	1
2.	DEMONETIZATION: A GAME CHANGER FROM BLACK ECONOMY TO DIGITAL ECONOMY <i>POOJA MAKEN & Dr. SHASHI SHEKHAR</i>	5
3.	CARROLL'S PYRAMID AND THE IMPLEMENTATION OF CORPORATE SOCIAL RESPONSIBILITY IN "PT PUPUK KALIMANTAN TIMUR" <i>ADILLAH LAURA AYU NASTITI, Dr. EKO GANIS SUKOHARSONO & Dr. NURKHOLIS</i>	10
4.	IMPACT OF ADOPTING HRIS ON THREE TRIES OF HRM EVIDENCE FROM DEVELOPING ECONOMY <i>Dr. C. M. JAIN & SUBHASH CHANDRA SONI</i>	16
5.	PERCEPTION OF RURAL CUSTOMERS ON THE FACTOR DETERMINANTS OF CRM PRACTICES OF PUBLIC BANKS: A STUDY WITH REFERENCE TO THENI DISTRICT, TAMILNADU <i>S. THOWFEEK KHAN & Dr. I. MOHAMED SHAW ALEM</i>	20
6.	STUDENT ENGAGEMENT AND EMPOWERMENT THROUGH PEDAGOGICAL APPROACH – A CASE OF INTEGRATING CURRICULUM WITH COMMUNITY SERVICE <i>SMITA KAVATEKAR & Dr. G. S. VIJAYA</i>	25
7.	A STUDY ON CRM ACTIVITIES AND ITS IMPACT ON CUSTOMER SATISFACTION IN BIG BAZAAR, VIJAYAWADA <i>Dr. D. PRASANNA KUMAR & KHAJA MOHIDIN SHAIK</i>	29
8.	EFFECTS OF KNOWLEDGE MANAGEMENT FACILITATORS AND MECHANISMS ON ORGANIZATIONAL PERFORMANCE IN THE HOSPITALITY INDUSTRY <i>JOSEPH MUSYOKI, THOMAS BOR & Dr. TIRONG ARAP TANUI</i>	37
9.	SOCIO-ECONOMIC DEVELOPMENT OF WOMEN'S SELF-HELP GROUPS (SHG) IN RURAL AREA <i>Dr. R. THIRUMOORTHY & S. SIVAKAMI</i>	43
10.	THE EFFECTS OF CORPORATE GOVERNANCE PRACTICES ON FIRM PERFORMANCE: EMPIRICAL EVIDENCE FROM TURKEY <i>GULHAN SUADIYE</i>	45
11.	FDI IMPACT UPON INDIA'S ECONOMIC DEVELOPMENT - WITH SPECIAL REFERENCE TO RETAIL SECTOR <i>Dr. DHIRENDRA OJHA</i>	51
12.	A STUDY ON WASTE MANAGEMENT PRACTICES IN PRIVATE HOSPITALS IN KHAMMAM DISTRICT <i>LAGADAPATI LAKSHMANA PRASAD & P V VIJAY KUMAR REDDY</i>	53
13.	COUNTERFEIT PRODUCTS: A SERIOUS PROBLEM OF RURAL MARKET <i>Dr. APAR SINGH & RANU KUMAR</i>	58
14.	A STUDY ON INDIAN START-UPS AND HR CHALLENGES <i>V. HEMA ABHINAYA & JIKKU SUSAN KURIAN</i>	63
15.	IMPACT OF GOODS AND SERVICE TAX (GST) ON DIFFERENT SECTORS <i>RISHU KHERA</i>	66
16.	A COMPARATIVE STUDY OF HUMAN RESOURCE DISCLOSURE AND REPORTING PRACTICES OF SELECTED PUBLIC AND PRIVATE SECTOR BANKS IN INDIA <i>Dr. JAI PRAKASH GARG</i>	68
17.	A STUDY ON THE IMPACT OF CUSTOMER RELATIONSHIP MANAGEMENT IN HEALTH SECTOR: AN EMPIRICAL APPROACH <i>GARIMA SHAH</i>	72
18.	A STUDY ON SUSTAINABILITY OF SHGs THROUGH FINANCIAL INCLUSION IN TELANGANA STATE <i>M. NAGALAKSHMI</i>	76
19.	THE IMPACT OF BRAND PERSONALITY ON CONSUMER BUYING BEHAVIOR <i>UTPAL CHAKRABORTY</i>	83
20.	COLLEGE STUDENTS' PERCEPTION ON LIFESTYLE PRODUCTS PURCHASED THROUGH E-COMMERCE PLATFORMS <i>TANISHQ AGARWAL & ADITYA JHA</i>	88
	REQUEST FOR FEEDBACK & DISCLAIMER	94

CHIEF PATRON**Prof. (Dr.) K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)
 Chancellor, K. R. Mangalam University, Gurgaon
 Chancellor, Lingaya's University, Faridabad
 Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON**Late Sh. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana
 Former Vice-President, Dadri Education Society, Charkhi Dadri
 Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

FORMER CO-ORDINATOR**Dr. S. GARG**

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISOR**Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR**Dr. R. K. SHARMA**

Professor & Dean, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR**Dr. BHAVET**

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

EDITORIAL ADVISORY BOARD**Dr. CHRISTIAN EHIOLUCHE**

Professor of Global Business/Management, Larry L Luig School of Business, Berkeley College, USA

Dr. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

Dr. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

Dr. TEGUH WIDODO

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

Dr. M. S. SENAM RAJU

Professor, School of Management Studies, I.G.N.O.U., New Delhi

Dr. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

Dr. D. S. CHAUBEY

Professor & Dean (Research & Studies), Uttaranchal University, Dehradun

Dr. ANIL K. SAINI

Professor, Guru Gobind Singh Indraprastha University, Delhi

Dr. ARAMIDE OLUFEMI KUNLE

Dean, Department of General Studies, The Polytechnic, Ibadan, Nigeria

Dr. SYED TABASSUM SULTANA

Principal, Matrusri Institute of Post Graduate Studies, Hyderabad

Dr. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

Dr. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

Dr. BOYINA RUPINI

Director, School of ITS, Indira Gandhi National Open University, New Delhi

Dr. ANA ŠTAMBUK

Head of Department of Statistics, Faculty of Economics, University of Rijeka, Rijeka, Croatia

Dr. FERIT ÖLÇER

Professor & Head of Division of Management & Organization, Department of Business Administration, Faculty of Economics & Business Administration Sciences, Mustafa Kemal University, Turkey

Dr. SANJIV MITTAL

Professor & Dean, University School of Management Studies, GGS Indraprastha University, Delhi

Dr. SHIB SHANKAR ROY

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

Dr. NAWAB ALI KHAN

Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

Dr. SRINIVAS MADISHETTI

Professor, School of Business, Mzumbe University, Tanzania

Dr. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engg. & Tech., Amity University, Noida

Dr. KEVIN LOW LOCK TENG

Associate Professor, Deputy Dean, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

Dr. OKAN VELI ŞAFAKLI

Professor & Dean, European University of Lefke, Lefke, Cyprus

Dr. V. SELVAM

Associate Professor, SSL, VIT University, Vellore

Dr. BORIS MILOVIC

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

Dr. N. SUNDARAM

Associate Professor, VIT University, Vellore

Dr. IQBAL THONSE HAWALDAR

Associate Professor, College of Business Administration, Kingdom University, Bahrain

Dr. MOHENDER KUMAR GUPTA

Associate Professor, Government College, Hodal

Dr. ALEXANDER MOSESOV

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

RODRECK CHIRAU

Associate Professor, Botho University, Francistown, Botswana

Dr. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

Dr. DEEPANJANA VARSHNEY

Associate Professor, Department of Business Administration, King Abdulaziz University, Saudi Arabia

Dr. BIEMBA MALITI

Associate Professor, School of Business, The Copperbelt University, Main Campus, Zambia

Dr. KIARASH JAHANPOUR

Research Adviser, Farabi Institute of Higher Education, Mehrshahr, Karaj, Alborz Province, Iran

Dr. SAMBHAVNA

Faculty, I.I.T.M., Delhi

YU-BING WANG

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

Dr. MELAKE TEWOLDE TECLEGHIORGIS

Faculty, College of Business & Economics, Department of Economics, Asmara, Eritrea

Dr. SHIVAKUMAR DEENE

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

Dr. THAMPOE MANAGALESWARAN

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

Dr. JASVEEN KAUR

Head of the Department/Chairperson, University Business School, Guru Nanak Dev University, Amritsar

SURAJ GAUDEL

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

Dr. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

FORMER TECHNICAL ADVISOR

AMITA

FINANCIAL ADVISORS**DICKEN GOYAL**

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS**JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR :

Designation/Post* :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. **The qualification of author is not acceptable for the purpose.**

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB**.
 - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised.**
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. **Abbreviations must be mentioned in full.**
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. **It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

A COMPARATIVE STUDY OF HUMAN RESOURCE DISCLOSURE AND REPORTING PRACTICES OF SELECTED PUBLIC AND PRIVATE SECTOR BANKS IN INDIA

Dr. JAI PRAKASH GARG
LECTURER (COMMERCE)
GOVERNMENT S.S.S.
BABAI

ABSTRACT

Human Resources (HR) are the energies, skills, talents and knowledge of people which are, or which potentially can be applied to the production of goods or rendering useful services. HRA is the process of identifying and measuring data about human resources and communicating this information to interested parties. Human Resource disclosure is the process of identifying and reporting the Investments made in the Human Resources of an Organization that are presently not accounted for in the conventional accounting practices. For the purpose of the study ten banks had been selected, out of which five banks were from the public sector and five banks were from the private sector. Banks were selected on the basis of judgment sampling approach. All ten banks were listed in Bombay Stock Exchange or National Stock Exchange. Human resource disclosure practices were adopted in all the selected banks and banks was aware to the HR practices. Results reveals that public sector banks were disclosed more information related to the human resource practices than the private sector banks. Public sector banks were also disclosed some quality information of human capital related information.

KEYWORDS

human resource, disclosures, public sector, private sector, banks.

INTRODUCTION

Human Resources (HR) are the energies, skills, talents and knowledge of people which are, or which potentially can be applied to the production of goods or rendering useful services. HRA is the process of identifying and measuring data about human resources and communicating this information to interested parties. Human Resource disclosure is the process of identifying and reporting the Investments made in the Human Resources of an Organization that are presently not accounted for in the conventional accounting practices. In simple terms, it is an extension of the Accounting Principles of matching the costs and revenues and of organizing data to communicate relevant information. The Quantification of the value of Human Resources helps the management to cope up with the changes in its quantum and quality so that equilibrium can be achieved in between the required resources and the proves Human Resource Accounting provides useful information to the management, financial analysts and employees as stated below:-

1. Human Resource Accounting helps the management in Employment and utilisation of Human Resources.
2. It helps in deciding transfers, promotion, training and retrenchment of human resources.
3. It provides a basis for the planning of physical assets vis-a-vis human resources.
4. It helps in evaluating the expenditure incurred for imparting further education and training of employees in terms of the benefits derived by the firm.
5. It helps to identify the causes of high labour turnover at various levels and taking preventive measures to contain it.
6. It helps in locating the real cause for low return on investment, like improper or under-utilisation of physical assets or human resources or both
7. It helps in understanding and assessing the inner strength of an organisation and helps the management to steer the company well through the most averse and unfavourable circumstances.
8. It provides valuable information for persons interested in making long term investments in the firm.
9. It helps the employees in improving their performance and bargaining power. It makes each employee understand his contribution towards the betterment of the firm vis-a-vis the expenditure incurred by the firm on him.

REVIEW OF LITERATURE

S. Kesavan and P. Fathimanancy Dyana (June, 2013) "Disclosure of Human Resource Accounting (HRA) in Selected Indian Companies- An Empirical Analysis" In this study reveals that to ensure growth and development of any organization, the efficiency of people must be accounted in the right perspective. Normally the expenses for procurement, development and maintenance of human resources are treated as revenue expenditure. In the contemporary days some of the Indian companies have realized the real value of human resource and these expenses are incurred for the future benefit and should be capitalized and reflected in the balance sheet. Hence an attempt is made to analyze the Human Resource accounting disclosure in Selected Indian companies 20 companies were selected for the study out of that, only 6 companies (3 Public And 3 Private sector companies) were following Human Resource Accounting and Independent 't' test was used to find the difference in the disclosure of human resource variables in selected Indian companies.

Lee Miin Huui, (October 2012) "Human Resource Disclosure: The Current Practice and Its Association with Corporate Characteristics in Malaysia" The purpose of this research paper is to identify the current practice of human resource disclosures in annual report of Malaysian public organizations and to identify the correlations of five different variables to the level of disclosure of human resource in annual report. Findings show that the most common terms used by organizations in Malaysia to disclosure human resource in the annual report are "Employee", follow by "Staff", "Labor", "Human", "People", "Workforce", "Workers" and "Recruit. In the analysis on the level of disclosure, the results show the overall extent of human resource disclosure was higher in labor intensive industries.

Raunak Narayan (2010) "Human resource accounting: A new paradigm in the era of globalization" In this paper the author has elaborately discussed about the objectives and process of HRA in the Indian context. The basic objective of the paper is to study the Human Resources Accounting practices, to identify the issues and challenges, to examine these issues and challenges and lastly, to give suggestions based on the findings of the study.

Syed Abdulla Al Mamun (2009) "Human Resource Accounting (HRA) Disclosure of Bangladeshi Companies and its Association with Corporate Characteristics" This study reports the relationship between corporate characteristics and Human Resource Disclosure (HRAD) level in fifty-five randomly selected companies of Bangladesh. The relationships were determined using a HRAD Index (HRADI) under a number of hypotheses. The results of the study show that companies averagely disclose 25% of the total HRAD items. In this study, HRAD has been found significantly related with the size of the company, category of the company (financial or non-financial) and profitability. However, HDAD had no influence on the age of companies.

OBJECTIVES OF THE STUDY

1. To examine the human resource disclosure practices followed by selected banks in India.
2. To find out the human resource disclosure practices are followed in banks in qualitative or quantitative term.
3. To make a comparative study of human resource disclosure practices in selected public and private sector banks.

RESEARCH METHODOLOGY

In India the total number of banks are 49 in which 26 (19 Nationalized, 6 SBI group, 1 Others) are in public sector and 23 (15 Old, 8 New) are in private sector. In their effectiveness in terms of substance & quality reported in annual reports researcher had selected total 10 Indian banks out of 50 banks. 5 banks taken from public sector and 5 banks taken from private sector. The list of the banks is given below:

TABLE 1

S.NO.	PUBLIC SECTOR BANKS	PRIVATE SECTOR BANKS
1.	State Bank of India	HDFC Bank Ltd
2.	Bank of India	ICI Bank Ltd
3.	Bank of Baroda	Axis Bank Ltd
4.	Punjab National Bank	Kotak Mahindra Bank Ltd
5.	Union Bank of India	Yes Bank Ltd

JUSTIFICATIONS OF SELECTION OF SAMPLES

The selected banks are reputed and established banks. These banks are having branches all over in India covering the huge market share in this sector in the country.

The selection of banks has been made on the following ground:

- 1) These banks are listed in BSE & NSE
- 2) International rating given by the Agencies (ICRA, CRISIL)

Sampling Approach- These banks were selected on the basis of judgment sampling approach.

Sources of Data- The study was based on the secondary information that was collected from the annual reports of the banks.

Scope of the study- The study has covered 16 items of the human resource disclosure practices as a wholly voluntary in nature.

Period of the study- The financial disclosure practices of the selected banks was examined for the one financial year i.e. 2016-17.

HYPOTHESIS

H0:- There is no significant difference between the average of human resource disclosure practices of public and private sector banks.

H1:- There is significance difference between the average of human resource disclosure practices of public and private sector banks.

TABLE 2: DISCLOSURE OF SELECTED ITEMS FOR HR RELATED INFORMATION BY SELECTED PUBLIC SECTOR BANKS

1=Disclosed 0=Not Disclosed

Human Resource Disclosure Items (16)	Public Sector Banks					Total	
	S.B.I	B.O.I	B.O.B	PNB	U.B.I		
Separate HRA statement	1	1	1	1	1	5	
Number of employees	1	1	1	1	1	5	
Human resource policy	1	1	1	1	1	5	
Training & development	1	1	1	1	1	5	
Management succession plan	1	1	1	1	1	5	
Employees value creation	1	1	1	1	0	4	
Employment report	1	1	1	1	1	5	
Human resource development fund	1	1	1	1	0	4	
Employees /workers fund	0	0	0	0	0	0	
Employees categories	1	1	1	1	1	5	
Managerial remuneration	1	0	1	1	0	3	
Retirement benefits	1	0	0	1	0	2	
Awards/ achievements	1	1	1	1	1	5	
Performance recognition	1	1	1	1	1	5	
Information on welfare of employees	1	1	1	1	1	5	
Pension fund	0	0	0	1	0	1	
TOTAL DISCLOSURES	14	12	13	15	10	64	
RANK	2	4	3	1	5		
% DISCLOSE HRA ITEMS	87.5	75	81.25	93.75	62.5	80	
MEAN VALUE OF ITEMS	12.8						
DISCLOSED							

In this table and chart it has been observed that State Bank of India disclosed 87.5% of selected Human Resource Disclosure Practices Items and it has assigned 2nd rank in all selected Public Sector Banks. Bank of India disclosed 75% selected items and it assigned 4th rank. Bank of Baroda disclosed 81.25% selected human resource items and it assigned 3rd rank. Punjab National Bank disclosed 93.75% items it disclosed highest items and assigned 1st rank in all selected banks. Finally Union Bank of India disclosed 62.5% items and it assigned 5th rank in all selected items. And overall mean value of selected public sector banks are 12.8.

TABLE 3: DISCLOSURE OF SELECTED ITEMS FOR HR RELATED INFORMATION BY SELECTED PRIVATE SECTOR BANKS

1=Disclosed 0=Not Disclosed

Human Resource Disclosure Items (16)	Private Sector Banks					Total
	HDFC Bank Ltd	ICICI Bank Ltd	Axis Bank Ltd	K.M Bank Ltd	Yes vysya Bank Ltd	
Separate HRA statement	1	1	1	1	1	5
Number of employees	1	1	1	1	1	5
Human resource policy	1	1	1	0	0	3
Training & development	1	1	1	1	1	5
Management succession plan	0	1	0	0	0	1
Employees value creation	0	0	0	0	0	0
Employment report	1	1	1	1	1	5
Human resource development fund	0	1	1	0	0	2
Employees /workers fund	0	0	0	0	0	0
Employees categories	1	1	1	1	1	5
Managerial remuneration	0	0	1	1	0	2
Retirement benefits	0	0	0	0	0	0
Awards/ achievements	1	1	1	1	1	5
Performance recognition	1	1	1	1	1	5
Information on welfare of employees	1	1	1	1	1	5
Pension fund	0	0	0	0	0	0
TOTAL DISCLOSURES	9	11	11	9	8	48
RANK	2.5	4.5	4.5	2.5	1	
% OF DISCLOSED HRA	56.25	68.75	68.75	56.25	50	60
ITEMS						
MEAN VALUE OF ITEMS			9.6			
DISCLOSED						

In this table and chart it has been observed that HDFC Bank disclosed 56.25% selected Human Resource Disclosure Practices Items and it has assigned 2.5th rank in all selected Private Sector Banks. ICICI Bank disclosed 68.75% selected items and it assigned 4.5th rank. Axis Bank also disclosed 68.75% selected human resource items and it also assigned 4.5th rank. Kotak Mahindra Bank disclosed 56.25% items and also assigned 2.5th rank in all selected private sector banks. Finally Yes Bank disclosure is lowest disclosed less in all selected private sector banks it disclosed 50% items and it assigned 5th rank in all selected items. And overall mean value of selected private sector banks are 9.5.

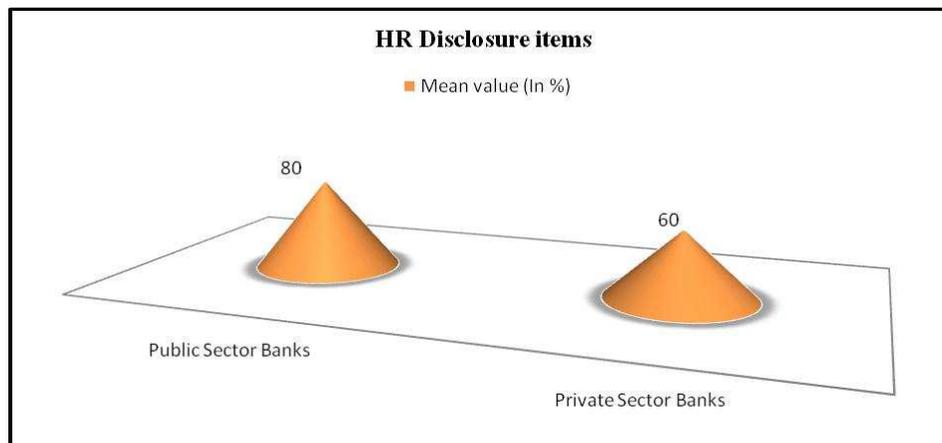
Comparison of Human Resource Disclosure Practices between the Public and Private Sector Banks.

TABLE 4: T-TEST: TWO-SAMPLE ASSUMING EQUAL VARIANCES

	Variable 1	Variable 2
Mean	80	60
Variance	144.53125	70.3125
Observations	5	5
Pooled Variance	107.421875	
Hypothesized Mean Difference	0	
df	8	
t Stat	3.051080286	
P(T<=t) one-tail	0.007897548	
t Critical one-tail	1.859548033	
P(T<=t) two-tail	0.015795096	
t Critical two-tail	2.306004133	

Note: Assumed 95% level of significance, Variable 1: Public Sector Banks; Variable 2: Private Sector Banks

FIG. 1



In this table and chart it has been observed that public sector banks have disclosed the 80% selected human resource related items. And a private sector bank has disclosed 60% human resource related information. For the purpose of testing hypothesis two sample t test has been applied. As the P value of two tails on 0.015 it is less than 0.05, therefore, we accept the alternate hypothesis i.e. there is significant difference between the average disclosure of selected banks, and null hypothesis has been rejected on the 95% level of significance.

FINDINGS

- Public sector banks have disclosed more information of human resource related information than the private sector banks.
- In public sector banks disclosure of Punjab national bank is highest disclosed the human resource reporting items.
- In private sector ICICI Bank and Axis Bank have equally disclosed the human resource related information.
- Employees/workers fund information not provides any banks public as well as private sector banks.

LIMITATIONS

- In this study only one year data has been taken into consideration.
- Only ten banks are taken for the purpose of study if some other banks have also been taken for this purpose result may be varied.

CONCLUSION

A human resource disclosure practice is the very useful practice in the present scenario. Today's human capital is treated as a important asset in the organization. Without satisfaction of human being organization cannot be success in the competitive environment. In India public as well as private sector banks are giving priority to the human resource disclosure practice. Government should provide opportunities to the organization for more disclosure human resource reporting information and also some part of human resource related information would be mandatory in future.

REFERENCES

1. Lee Miin Huui, (October, 2014) "Human Resource Disclosure: The Current Practice and Its Association with Corporate Characteristics in Malaysia" Interdisciplinary Journal of Contemporary Research in Business COPY RIGHT © 2012 Institute of Interdisciplinary Business Research 6 8 OCTOBER 2012 VOL 4, NO 6
2. Raunak Narayan (2014) "Human resource accounting: A new paradigm in the era of globalization" Asian Journal of Management Research Online Open Access publishing platform for Management Research ISSN 2229 – 3795
3. S. Kesavan and P. Fathimanancy Dyana (June, 2016) "Disclosure of Human Resource Accounting (HRA) in Selected Indian Companies- An Empirical Analysis" Indian streams research journal volume 3, issue, 5, June, 2015 ISBN: 2230-7850
4. Syed Abdulla Al Mamun (2015) "Human Resource Accounting (HRA) Disclosure of Bangladeshi Companies and its Association with Corporate Characteristics" REF: BRAC University Journal, vol. V1, no. 1, 2015, pp. 35-43

BOOKS

5. Alope K. Sen "Human Resource: Development, Planning & Development, Asian Books Private Ltd.
6. Mirza S. Saiyadain "Human Resource Management" Tata Mc Graw- Hill Publishing Company Ltd.
7. Sharma A.M "Personnel and Human Resource Management" Himalaya Publishing House, New Delhi
8. Storey John "Human Resource Management A Critical Text" first reprints 2001 by Thomson Asia Pvt. Ltd. Singapore second reprint 2001, ISBN: 981-240-208-X

WEBSITES

9. www.axiabank.com
10. www.bob.com
11. www.boi.org.in
12. www.hdfc.com
13. www.icici.com
14. www.ijcrrb.webs.com
15. www.kotakmahindragroup.org.in
16. www.pnb.com
17. www.sbi.org.in
18. www.ubi.org.in

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

