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### CONTENTS

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#### *Research Papers*

<b>A STUDY ON USER PREFERENCE ON COWORKING SPACE DESIGN</b>	1 – 6
Abida Azim and Prof. Nitu Sharma	
<b>A STUDY ON THE IMPACT OF TALENT CAPITAL ON ORGANISATION PERFORMANCE</b>	7 – 14
Ancy S. S and Prof. Lucas	
<b>A STUDY ON EMOTIONAL INTELLIGENCE AND LEADERSHIP STYLES AMONG EMPLOYEES OF A MAJOR IT COMPANY</b>	15 – 25
Anjali R	
<b>EMOTIONAL INTELLIGENCE AS A PREDICTOR OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR</b>	26 – 35
Asmita Singh	
<b>A STUDY ON BENCHMARKING AS A TOOL TO IMPROVE BUSINESS PRACTICE</b>	36 – 39
Ayesha Siddiqua	
<b>A STUDY ON THE CHALLENGES FACED BY HINDUSTAN AERONAUTICS LIMITED FROM THE INTERNATIONAL SUPPLIERS AND ITS EFFECT ON EXPORTS</b>	40 – 44
Bernadine Pooja Singh and Dr. R. Tyagrajan	
<b>A STUDY ON MARKETING PLANNING AND FORECASTING IN DECATHLON</b>	45 – 48
Chaithra R	
<b>A STUDY ON MARKETING AND THE PSYCHOLOGY OF PERSUASION BY BHARTI AIRTEL LTD</b>	49 – 55
Christin Deepth and Dr. Rohini	
<b>A STUDY ON BUSINESS OPPORTUNITIES IN MINING AND CONSTRUCTION EQUIPMENTS IN DIFFERENT COUNTRIES AT BEML</b>	56 – 61
Jeny Joseph and Professor Rajani Korah	
<b>IMPACT OF STORES MANAGEMENT ON CUSTOMER SATISFACTION AND BRAND EQUITY MANAGEMENT OF MANYAVAR BRAND</b>	62 – 69
Keerthana N and Raghavendra K S	
<b>STUDY ON THE FACTORS AFFECTING PROFITS OF EXPORT-IMPORT AT HINDUSTAN AERONAUTICS LIMITED</b>	70 – 78
Maria Martina Dass and Prof. Lucas	

<b>IMPACT OF PERFORMANCE MANAGEMENT PRACTICES ON EMPLOYEES PERFORMANCE AT SERVAMANGAL ENTERPRISE</b>	79 – 87
Maria Thomas and Prof. Lucas	
<b>A STUDY ON CHALLENGES OF DIRECT MARKETING IN INTERNATIONAL MARKETS WITH REFERENCE TO PSU (BEML)” INTERNATIONAL MARKETS WITH REFERENCE TO PSU (BEML)”</b>	88 – 94
Martina V. P and Professor Vijay Kumar	
<b>A STUDY ON WORK LIFE BALANCE OF WOMEN EMPLOYEES IN IBM ORGANIZATION</b>	95 – 101
Mary Sneha Thomas and Dr Karuna M	
<b>A STUDY ON CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES IN AQUARELLE PVT. LTD.</b>	102 – 105
Prerana	
<b>A STUDY ON RELATIONSHIP BETWEEN CUSTOMER SATISFACTION AND BRAND LOYALTY REGARDING SOLAR WATER HEATERS IN MSIL</b>	106 – 109
Rinha Muneer	
<b>A STUDY ON EFFECT OF SALES AND SELF-PLACEMENT IN CONSUMER BUYING BEHAVIOUR AT MANDОВI MOTORS LTD</b>	110 – 112
Sahana T	
<b>“CUSTOMERS PERCEPTION AND AWARENESS TOWARDS SOLAR WATER HEATERS” – A STUDY AT MSIL</b>	113 – 116
Shikha Omanakuttan Nair	
<b>EFFECT OF VISUAL MERCHANDISING ON CONSUMER BUYING BEHAVIOUR - A STUDY AT MAX FASHION, BANGALORE</b>	117 – 127
Shimly Rajan and Prof. Raghavendra K S	
<b>A STUDY ON EFFECT OF MARKETING SEGMENTATION AND POSTIONING OF COMPANY PERFORMANCE</b>	128 – 131
Tazeeba Anjum	
<b>A CONCEPTUAL UNDERSTANDING OF GREEN MARKETING IN THE INDIAN CONTEXT</b>	132 – 139
Deepika Narayan and Isra Shakir	

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## A STUDY ON USER PREFERENCE ON COWORKING SPACE DESIGN

Abida Azim<sup>1</sup> and Prof. Nitu Sharma<sup>2</sup>

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### ABSTRACT

*The use of an office or other working environment by individuals from affiliated and unaffiliated areas working independently or collaboratively in shared office space is known as coworking. It is an arrangement in which many workers from different companies share an office space, allowing cost savings and convenience through the use of common infrastructure, such as equipment, utilities, receptionist, refreshments, gaming areas, etc.*

*Co-working is not only about the physical place, but about establishing a community. It helps the users to meet each other, share their knowledge and come up with exceptional ideas. The users of co-working spaces are startups, freelancers, self employed, etc. Larger companies sometimes use co-working facilities to provide office space when they have more than the normal number of employees working at any given time. In this case, the business may maintain a certain number of memberships to the co-working service.*

*This study delves with the main objective on the general understanding of coworking space design and user preference at collaborative spaces. Structured questionnaire has been distributed (n=40) to gather information relating to the research. Thus, based on the responses received it was found that the users of the coworking spaces are satisfied about the space design in which they work and has also helped them in increasing their creativity and efficiency of their respective employment areas.*

*Keywords: coworking, user preference, collaborative spaces, workspace design, community*

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### INTRODUCTION

Co-working is the latest type of working model which involves individuals from affiliated and unaffiliated areas working independently or collaboratively in shared office space. It is an arrangement in which many workers from different companies share an office space, allowing cost savings and convenience through the use of common infrastructure, such as equipment, utilities, receptionist, refreshments, gaming areas, etc.

According to many studies conducted on co-working spaces, between the years 2006 and 2015 the number of co-working spaces have only doubled each year. The concept of co-working was first coined by Sunshine Suits. As we experience co-working today, the pioneers were the European Hacker Spaces in the 1990s where the programmers would work together and share each other's computing skills.

Workspace design refers to the process of designing and organizing a workplace to increase worker productivity and safety. It is an important factor for health and safety issue for workers in both high-risk environments (such as construction sites) and low-risk workplaces (such as offices).

Traditionally when a freelancer or a start up needs space for their team and operations, it is most likely for them to set up an office in a house or by renting an office space. Since 2013 the occupancy of coworking spaces have increased as an important aspect which was missing for these startups and freelancers was an environment in which they can work informally to achieve professional goals. Working in such an environment enables them to create teams from various backgrounds, collaborate, share ideas and skills and achieve desirable objectives. This kind of an environment can be experienced in co-working spaces.

### REVIEW OF LITERATURE

1. According to a survey conducted by (Press, 2018) it was found that ergonomics plays a key role in workspace design and environment. As per this study, at most importance is given to the availability of high speed internet facility along with conference room access and ergonomic furniture. 42% of the respondents believe that standing desks improves the health of the users along with increase in mobility and productivity.
2. According to the study conducted by (Cornelia Gerdenitsch<sup>1</sup>\*, 2016) it is found that Coworking spaces are shared office environments for independent professionals. Such spaces have been increasing rapidly throughout the world, and provide, in addition to basic business infrastructure, the opportunity for social interaction. This article explores social interaction in coworking spaces and reports the results of two studies. Study 1 (N = 69 coworkers) finds that social interaction in coworking spaces can take the form of social support. Study 2 further investigates social support among coworkers (N = 154 coworkers) and

contrasts these results with those of social support among colleagues in traditional work organizations ( $N = 609$ ). A moderated mediation model using time pressure and self-efficacy, based on the conservation of resources theory, is tested. Social support from both sources was positively related to performance satisfaction. Self-efficacy mediated this relationship in the employee sample, while in the coworking sample; self-efficacy only mediated the relationship between social support and performance satisfaction if time pressure was high. Thus, a mobilization of social support seems necessary in coworking spaces. We conclude that coworking spaces, as modern social work environments, should align flexible work infrastructure with well-constructed opportunities for social support.

3. According to a study conducted by **(Wyborn, 2016)** it is found that this thesis explores how co-working offices emerged as a solution to the shift in the social expectations of the workplace. It studies how the rise in the number of freelancers and entrepreneurs has resulted in the materialization of co-working offices. It examines how co-working offices offer flexibility in terms of membership plans, but how their interior environments do not yet reflect this. In short it aims to investigate how these workplace interiors can adapt to meet residents needs. This research embraces the multi-functionality of the co-working office and the demands of residents who occupy these spaces. Three local case studies and international precedents are explored which give insight and offer opportunities on materiality, site context and multi-functional spaces. It explores how to engage residents by challenging how best to design co-working offices. This project considers the requirements of the co-working office and how co-working interiors are occupied throughout the day. The design proposes a kit of parts 'space making' solution, which enables co-working offices to meet resident's needs. This research contributes to the limited published discussion of understanding interior space in the context of co-working offices. This research explores through interior architecture, how co-working offices can be designed to reflect its resident's individual ways of working and co-workings varying spatial needs. Although based around co-working spaces, the researcher recognizes the implications for findings based around corporate office environments.
4. According to a study conducted by **(JUHARI, 2016)** it is found that Office Design is not something new as it was a classical study done by past researchers from various countries. In Malaysian setting, the study is something new, scarce and yet still developing. Subsequently, with the goal of examining the impact of office design towards the employee productivity, researcher have chosen to direct this study at a business radio station, BFM MediaSdn Bhd situated at Petaling Jaya Selangor, Malaysia. Inside these pages, reader will be introduced with the early pages on the definition and also scenario of office design in the early years until today. Aside from that, reader will also gain knowledge on the problems that most employee or labor who is working in office faces. In the midst from that, researcher will likewise depicts on the key factors that were claimed by past scholar and researchers that can heighten the productivity of an employee. The back of the pages shall explain on the results of this research and also reference for future use. From the findings, the researcher infers that the objectives of this study are met. Lighting, temperature, noise, air ventilation and spatial arrangement were claimed to be the determinant of employee productivity in the organization which refers to BFM Media Sdn Bhd.
5. According to a study conducted by **(a, 2019)** it is highlighted that over the past decades, the use of mobile technology has increased and the attitude towards work has changed, making it possible to work anywhere at any time. However, workers still seek work environments that stimulate networking and collaboration possibilities. This has led to the growing popularity of co-working spaces. However, little is known about the specific preferences of co-working space users. The aim of this research is to analyse user preferences for co-working space characteristics. Stated choice data were collected by means of a questionnaire which was completed by 219 respondents of 25 co-working spaces in the Netherlands. A mixed multinomial logic model was used to analyse the user preferences. Results show that the main motivations for co-workers to work in a co-working space were that they were looking for a workplace outside their home that allows them to work in an inspiring work environment where the accommodation is affordable. Accessibility and atmosphere/interior are the most important characteristics when choosing a specific co-working space. These results provide owners or managers of co-working spaces with clear insights about how to cope with co-worker preferences by offering co-working spaces with good accessibility by car and public transport, a semi-open layout and a homelike interior.

## OBJECTIVES OF THE STUDY

1. To study the workspace design at coworking spaces.
2. To study the user preference of co-working space.

**METHODOLOGY**

Under the study on User Preferences of Coworking Space Design, structured questionnaire was used to collect and analyze the views from the sample group. Questionnaire was administered to a group of n=40 through simple random sampling technique. The sample group included coworkers working in collaborative spaces in Bengaluru. The survey consisted of 4 demographic questions and 6 subject related questions.

**ANALYSIS TECHNIQUE**

The data collected from the 40 respondents is analyzed using the percentage analysis method. This analysis has helped to draw the various conclusions and suggestions of the study.

**LIMITATIONS OF THE STUDY**

1. The study was restricted to limited users of coworking spaces in Bengaluru.
2. Confidential data was restrictive.
3. Secondary data collected for the study is assumed to be accurate.

**DATA ANALYSIS AND INTERPRETATION****Table 1: Table showing age groups of the respondents**

Groups	No. of respondents	Percentage
Less than 20	0	-
21 to 30	35	87.5%
31 to 40	4	10%
41 to 50	1	2.5%
50 and above	0	-
TOTAL	40	100%

(Source: primary)

**Table 2: Table showing qualification of the respondents**

Qualification	No. of respondents	Percentage
10 <sup>th</sup> Std	0	-
12 <sup>th</sup> Std/ 2 <sup>nd</sup> PUC	0	-
Under Graduation	36	90%
Post Graduation	4	10%
TOTAL	40	100%

(Source: primary)

**Table 3: Gender profile of the respondents**

Gender	No. of respondents	Percentage
Male	33	82.5%
Female	7	17.5%
Prefer not to say	0	-
TOTAL	40	100%

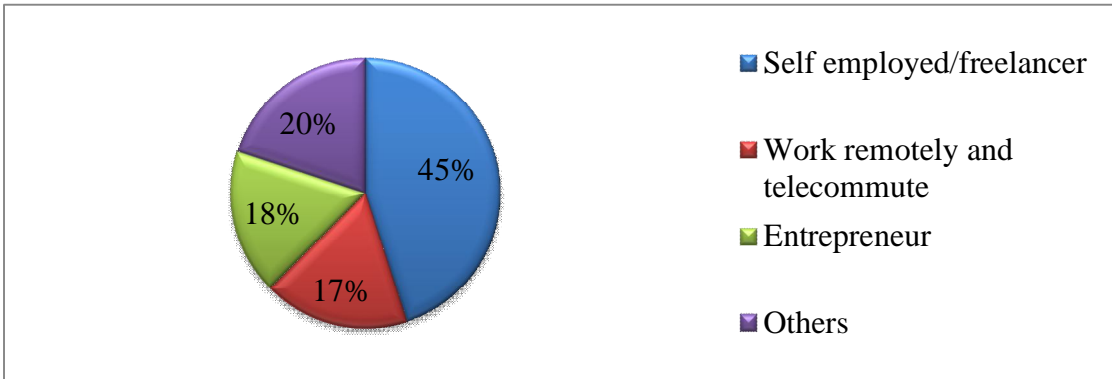
(Source: primary)

**Table 4: Table showing nationality of the respondents**

Nationality	No. of respondents	Percentage
Indian	36	90%
Others	4	10%
TOTAL	40	100%

(Source: primary)

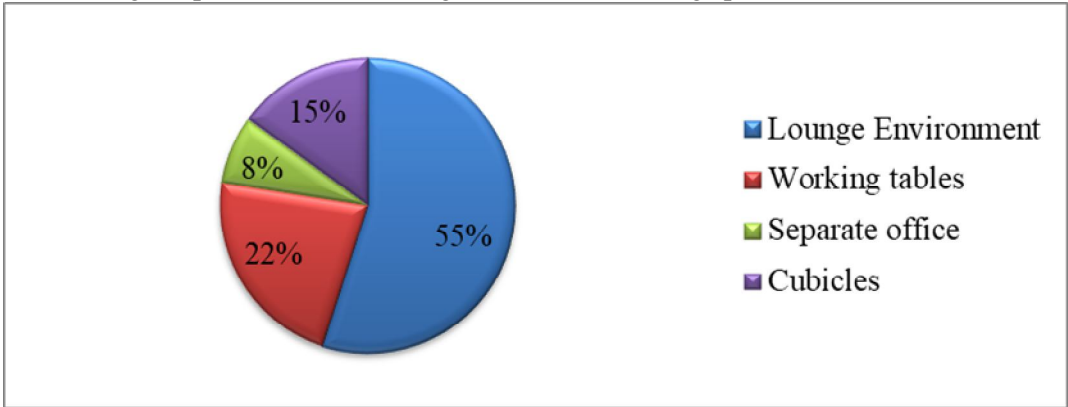
Chart 1: chart showing employment areas of the respondents



(Source: primary)

Interpretation- It is inferred that 45% of the coworkers are self employed and freelancers followed by entrepreneurs.

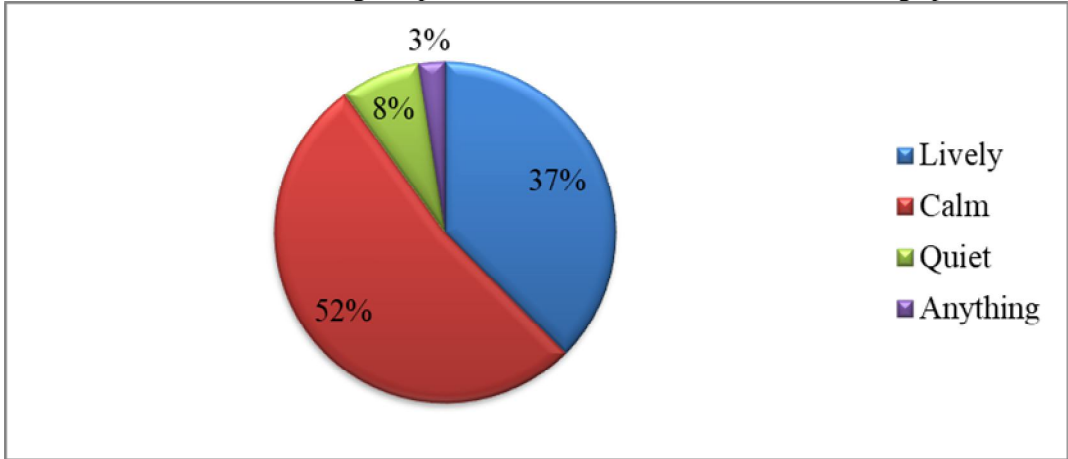
Chart 2: chart showing the preference of working areas in a coworking space



(Source: primary)

Interpretation- It is inferred that 55% of the respondents like to work in lounge areas in a coworking space.

Chart 3: Chart showing the preference of environment in a coworking space

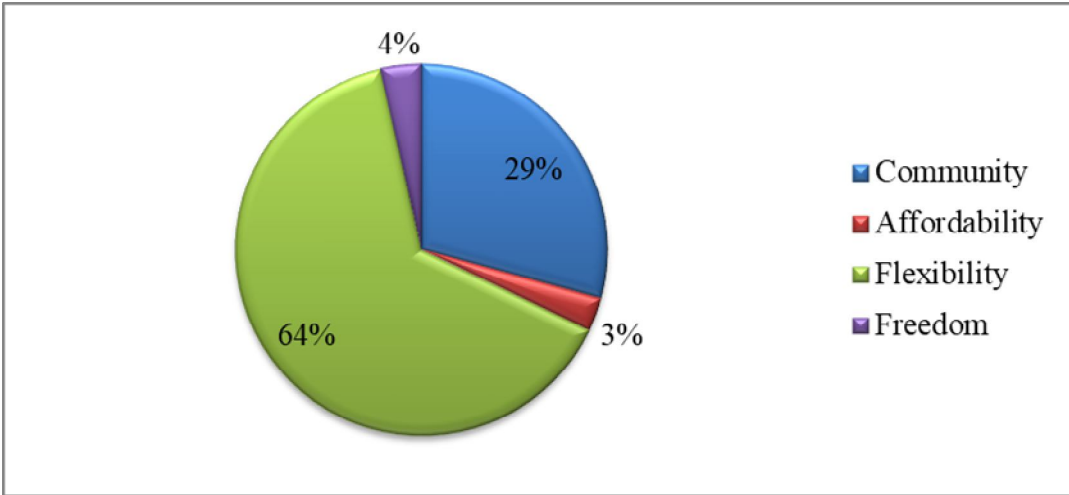


(Source: primary)

Interpretation- It is inferred that 52% of the coworkers like to work in a calm environment.

Chart 4: Chart showing the preference of interests factoring the choice of a coworking space

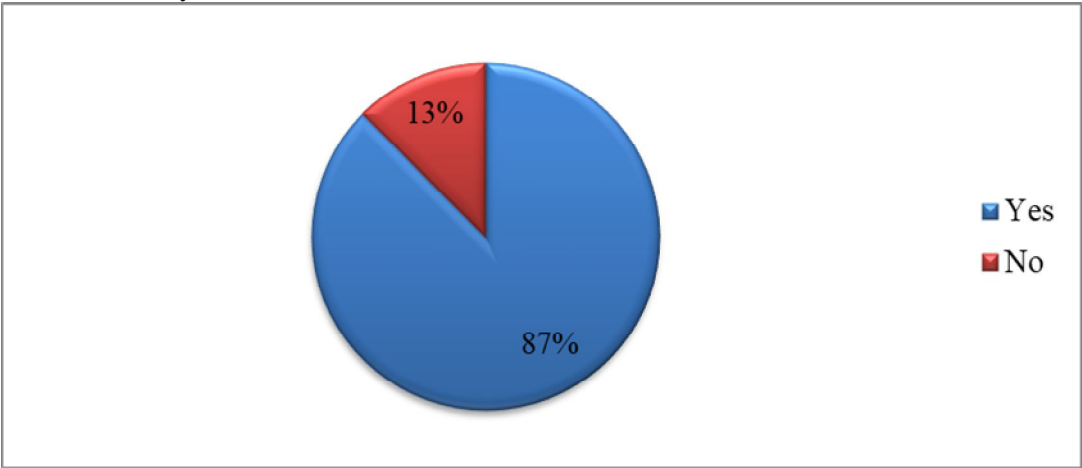




(Source: primary)

Interpretation- It is inferred that 64% of the coworkers have chosen flexibility and community as the main factors which have encouraged them to be a part of collaborative spaces.

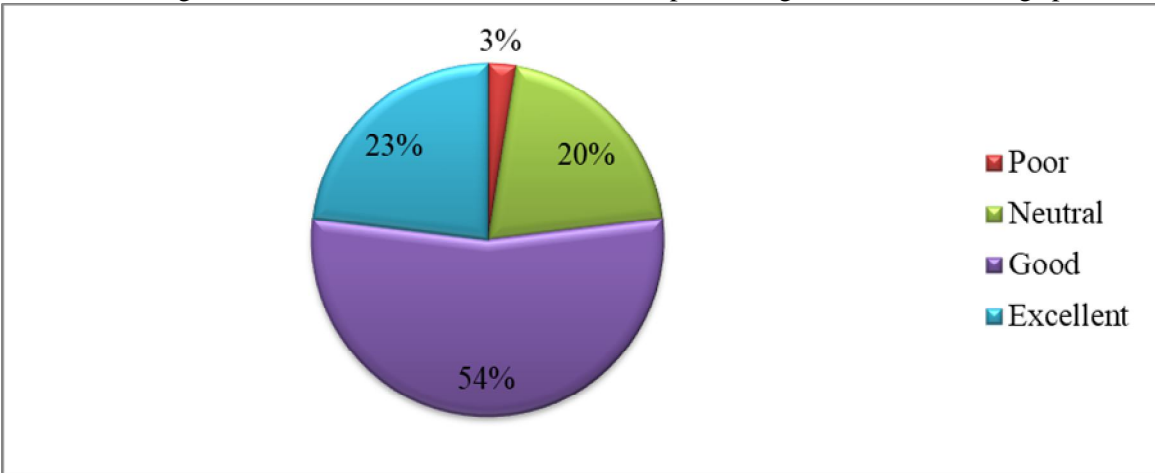
Chart 5: Chart showing the percentage of choice made by the respondents on coworking space design helps in increasing work efficiency



(Source: primary)

Interpretation: It inferred that 87% of the coworkers have agreed upon a good work space design factors in magnifying the efficiency of their productivity.

Chart 6: Chart showing the overall satisfaction rate of the workspace design of their coworking space



(Source: primary)

Interpretation- It is inferred that a total of 77% of the coworkers are happy and satisfied about the workspace design in their collaborative space.



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**FINDINGS**

1. The study reveals that the young generation with under graduate qualification is the major users of the coworking spaces.
2. The coworkers describe their employment as freelancers, entrepreneurs and work remotely and telecommute.
3. Lounge environment and working tables are preferred by the coworkers.
4. 60% of the respondents like to work in a calm and quiet coworking environment and remaining 40% like to be in a lively collaborative space.
5. The opportunities of having flexibility and building a community in a work space have interested most of the respondents to choose coworking spaces over traditional office spaces.
6. The workspace design of the collaborative spaces used by the coworkers has helped them in increasing their work efficiency and productivity.
7. The coworkers of this study are highly satisfied on the overall work space design inculcated in the coworking space that they use.

**CONCLUSION**

Thus, we can conclude that the concept of coworking spaces is becoming a global phenomenon which is bringing a paradigm shift in the concept of traditional work spaces and infrastructure. It is new path of merging life and work in an imperishable fashion. It is the association of real estate, technology, community, freedom and flexibility that factors for the growth of coworking spaces. The workspace design, interiors, aesthetics and architecture of the collaborative spaces plays a major role in attracting more users and help them in amplifying their productivity. The layout of coworking spaces can be constructed in such a way to provide a productive and collaborative environment by removing the constraint of an "office" environment. A detailed research can also help the owners of coworking spaces to understand what the users prefer to have in their community workspaces and accordingly design them. Therefore there is scope for more research opportunities that can be conducted on coworking space design and how ergonomics can be improvised in these collaborative spaces.

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**A STUDY ON THE IMPACT OF TALENT CAPITAL ON ORGANISATION PERFORMANCE**

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**ABSTRACT**

*Talent capital is the concept that the organisation commitment on recruiting, hiring, retaining the most talented employees in the organisation. Talent capital is a business strategy that the organisations hope will be enable them to retain their top most talented and skilled employees. The attraction of top talent in the competition with other employers. It is fully integrated within all the employees related processes of the organisation. In attracting and retaining talented employees in a talent management system is the job of every member of the organisation. An effective strategy also involves the sharing of information about the talented employees and their potential career paths across the organisation. This enables various departments to identify available talent when the opportunities are made or arise. Talent management as an link with the organisation performance. The talent capital and performance management is framework constitutes an integrated approach to many areas, such as recruiting, development planning and learning, succession planning, mentoring, coaching and compensation. All these components are essential to reach sustainable and desired results and provide context for employees to perform at their best.*

*This study is set out to analyse the impact of talent capital on organisation performance. It also looks at the problems faced and some potential solutions. The data was collected both from primary and secondary sources.*

*Keywords: Talent capital, Talent management, Performance management, Organisation*

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**INTRODUCTION**

Talent management is an organizational ability to recruit, retain and produce the most talented employees available for the job in the market. Finding good and talented employees is not a hard process to do but making employees stay in the organisation even at the time of challenges in the organisation. When the employees is having good talent and performing well in the work the organisation would want the employees to stay and work for a long term. But, sometimes these types of employees they might stay either in the job or they will go for looking into better opportunities.

The most talented and skilled employees are available when there is a strategic talent management this will help to create employer band which will attract the ideal talent and also will contribute towards the higher levels of the business and its performance. This will also help in the filling of the gaps in the critical roles the organisation will have continuous flow of the employees to fill the critical roles. it also ensures the operations run smoothly. Helps the company to focus on developing their integrate plans and process to track and manage their employee's talent in the organisation.

**BENEFITS OF TALENT MANAGEMENT**

- To ensure the proper understanding of the objectives and facilitating on the effective communication throughout the organisation.
- Developing a healthy relationship between an employee and the line manager based on the trust and empowerment.
- To ensure that each employee understand what is expected and equally that is ascertaining whether on the process the required on the skills and also to support to fulfil on such expectations.
- To ensure employees on the understand of the importance of their contributions on to the organisational goals and the objectives of the organisation.
- Timely and differentiation between good and poor performance on the better.
- The competence of the employees and on the enabling of the managers on the gain in the insight about their subordinates.
- The organisational changes are the paving ways for the appropriate with the administrative actions on the facilitating changes.

**REVIEW OF LITERATURE**

**Amiri, M. and Nobakht, A. (2016).** It was found that, performance management is an essential way to improve the effectiveness of organization and achievement of organizational goals. However, the effect of talent

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management among HR professionals and managers is more essential for improving the circumstance of the organization for achieving the goals.

**Rath. T. (2011).** In the opinions of authors, integrated talent management is an approach to building organization and capability and engagement by integrating talent acquisition; development and deployment across traditional HR silos. Authors have further opined that this process keeps all the aspects of talent management aligned with business objectives and goals. Through this book, authors have presented strategic and tactical guidelines for training and development professionals seeking to play key roles in the process.

**K. R. Manjunath and K. Jalaja, (2013).** Authors have stated that, what is important for the organization is not to acquire quality human resources, but it is important for them to realize optimal value for them which requires them to develop such strategies to appraise-develop-retain the intellectual resources for creating long term sustainable competitive positions in the competitive or highly fragmented market conditions. Acquiring the right talent and sustaining them for the long term would always ensure them with all the advantages of realizing strategic turnaround to the operations.

**Amiri, M. (2018).** It observed that except for the management of stress among information technology employees in IT organizations for increasing productivity and decreasing the negative impact of stress on physical and psychological of employees, talent management is one the most important strategy for reducing stress by finding a better way to work in an organization.

### STATEMENT OF PROBLEM

Creating a talent rich work force Can make a great deal of difference in the world of business unleashing the talent ability and aptitude of human resources undoubtedly is one of the most difficult tasks in the world. To winning of the battle of competitions talent management professionals can be of great help to any organisation.

These days when there are so much of uncertainly in the business world, talents management professionals come as a rescue who can handle the entire talent management lifecycle. Talent management jobs are nowadays are not just restricted to just recruitment and selection. It means much more than that. It may be the beginning of one's career the core responsibilities of talent management include sourcing, attracting, recruiting, selecting and training, developing, deploying, evaluating, appraising and retaining the best talent in the organisation.

### SIGNIFICANCE OF THE STUDY

Attract top talented employees the strategic talent management that gives the organisation an clear opportunity that can attract the most talented employees that would help to create employee brand

Strategic talent management help organisation to keep their employees motivated which in tur creates more reasons for them to stay in the company and do their tasks.

Talent management and talent hunting will make the companies easier to identify which employees will be best suited for the jobs that can lead to less performance management. Issues and grievances, it will also guarantee that the top talent within the company stays longer,

### SCOPE OF STUDY

The talent capital and performance management in organisation. The scope also to find out the talent capital on organisation.

### OBJECTIVES

- To study impact of talent capital and performance management in organisation.
- To suggest the best practices of talent capital

### OPERATIONAL DEFINITIONS

- **Talent management** is the process of finding, developing, training, and keeping employees whose skills best align with the needs and objectives of the company. The goal of talent management is to hire the best employees the business can afford so that the company reaches its maximum potential for success.
- **Talent capital** Talent management is the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management as well as strategic workforce planning.
- **Organisation performance** Organizational performance means the actual output or results of an organization as measured against its intended outputs. Organizations vary according to the relative influence

of a number of factors related to both the objective of the organization and the instruments and strategies chosen to achieve them.

## RESEARCH METHODOLOGY

### RESEARCH DESIGN

the research design of study will be done descriptive research Descriptive research can be explained as a statement of affairs as they are at present with the researcher having no control over variable. Moreover, “descriptive studies may be characterised as simply the attempt to determine, describe or identify what is, while analytical research attempts to establish why it is that way or how it came to be”

### DATA COLLECTION

The present study includes both primary data and secondary data of depth investigation.

### SAMPLE DESIGN

**Sample size:** the appropriate sampling method will be used the data collected from the employees. The sample size of 100 will be taken for the study.

**Sampling technique:** the sampling techniques that is used for the research is the Simple Random Sampling.

**Sample selection:** the employees of the organisation.

### DATA COLLECTION PROCEDURE

To understand the relationship between the talent capital and organisational performance the information will be collection by appropriate data collection procedure questionnaire there are various factors that is involved are performance management, learning management, recruiting.

### LIMITATIONS OF THE STUDY

- The study is confined to 100 respondents, so an extensive research is not possible
- There can be errors in the respondents.
- There can be unwillingness in providing the information by the employees in the

### ANALYSIS AND INTERPRETATION

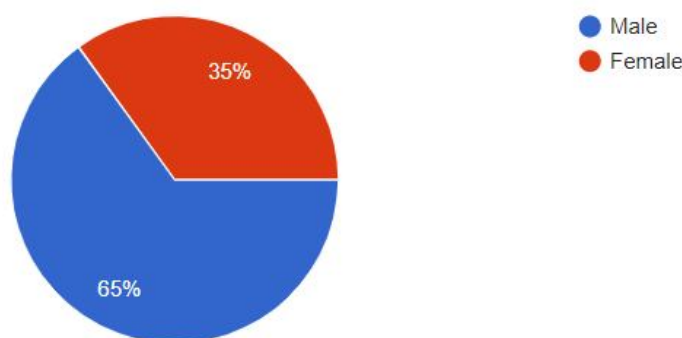
**Table no 1 showing the gender of the respondents.**

Gender	Percentage
Male	65%
Female	35%

From the above table it can be seen that there is a decreased in the female workers in the organisation than the male workers in the organisation.

Through this it can be interpreted that there is increased in number of male working.

**Chart no 1 shows the gender of the respondents**



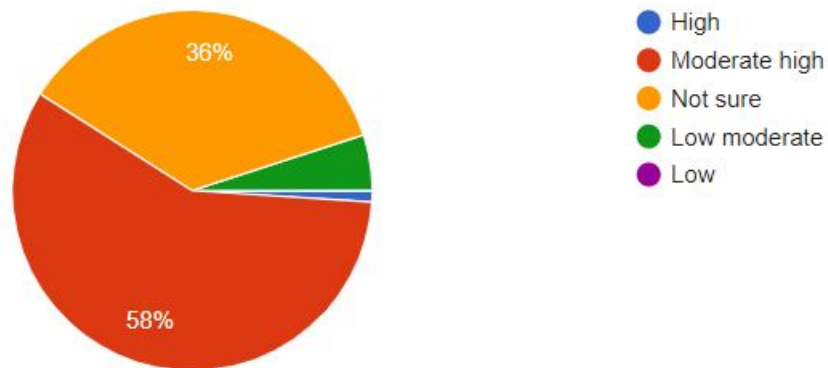
**Table no 2 showing how motivated they feel working in the organisation.**

Responses	Percentage
High	1%
Moderate high	58%
Not sure	36%
Low	5%

From the above table it is found that employees are moderately high motivated working in the organisation. And followed by employees who are not sure.

Through this it can be interpreted that employees are moderately motivated to work in their organisation.

**Chart no 2 shows the motivation level of the employees (respondents)**



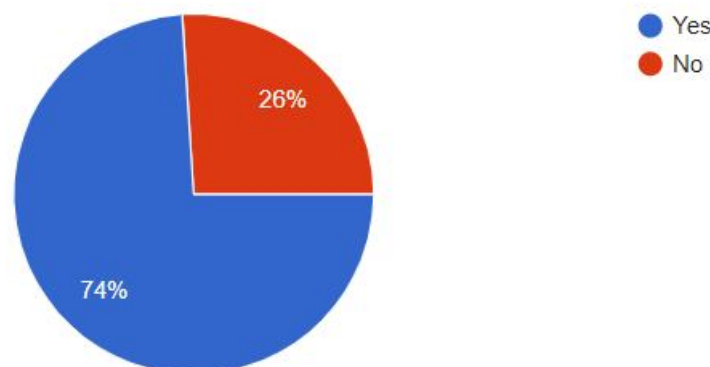
**Table no 3 showing does the company use talent management practices for identifying key performance.**

Responses	Percentage
Yes	74%
No	26%

The above table shows the company the employees working use the talent management practices for identifying the key performance.

This can be interpreted that most of the organization the employees are working have the talent management practices for finding out the performance of the employees in the organizations.

**Chart no 3 showing the company use talent management practices for finding the key performance.**

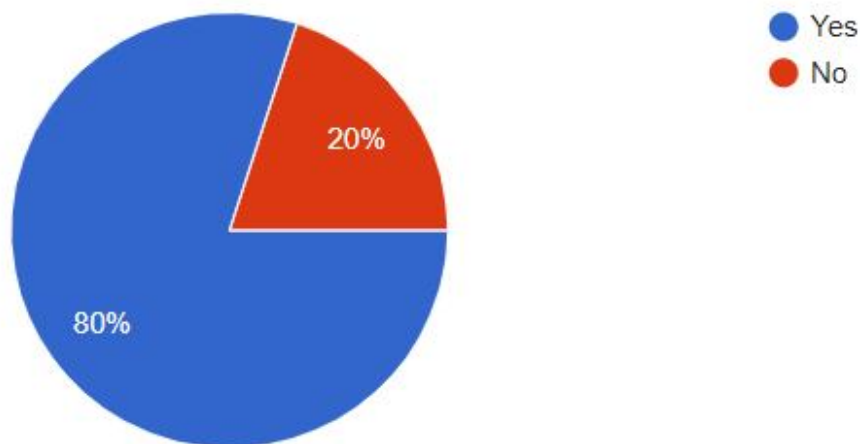


**Table no 4 showing does the company use talent capital process of attracts, retains, motivates and develops employees.**

Responses	Percentage
Yes	80%
No	20%

From the above table it is found that the companies follow talent capital process of ensuring that the organization attracts, retains, motivates and develops the talented people it needs. It was found that many organizations have this process of talent capital in the organization.

**Chart no 4 showing the company use talent capital process.**



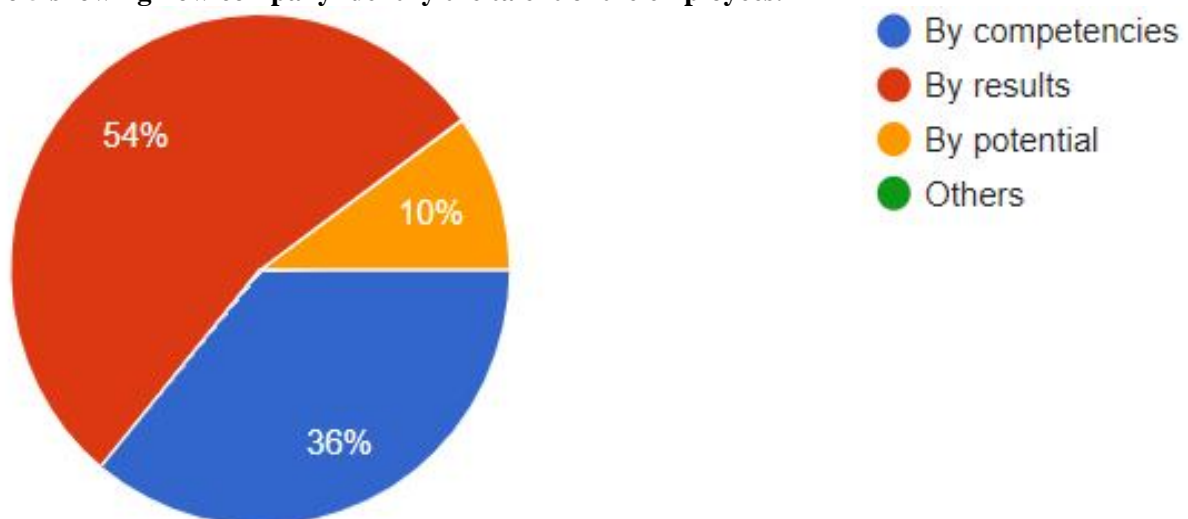
**Table no 5 showing how does companies identify the talent.**

Responses	Percentage
By competencies	36%
By results	54%
By potential	10%

From the above table it was found that the companies identify the talent with the results of employees and competencies of the employees in the organisation.

It is interpreted that companies identify the talent with the help of results and competencies of the employees in the organisation.

**Chart no 5 showing how company identify the talent of the employees.**

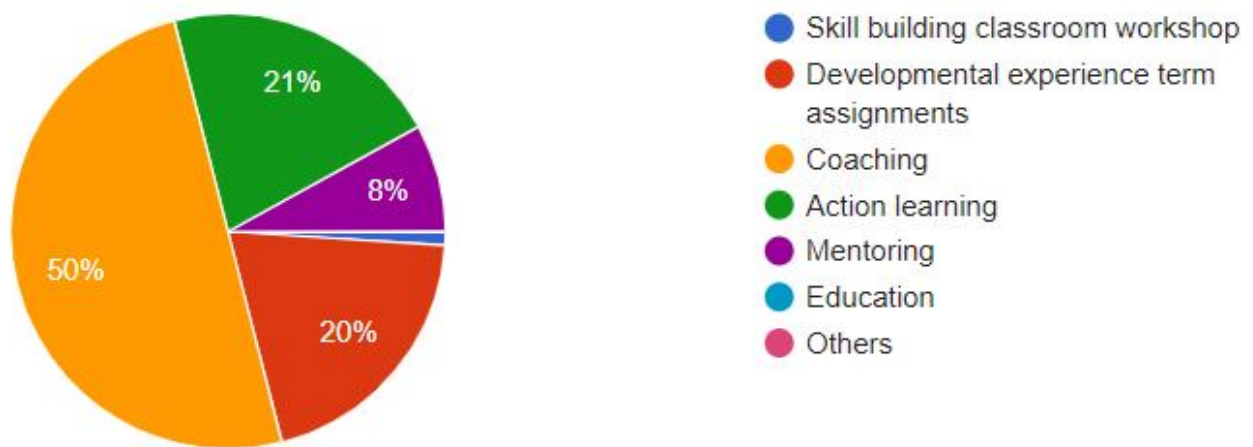


**Table no 6 showing how the organisation development of activities are been carried out.**

Responses	Percentage
Skill building class workshop	1%
Developmental experience term assignments	20%
Coaching	50%
Action learning	20%
Mentoring	8%
Education	1%

From the above table is it found that the organisation development of activities that are been carried out in their companies are coaching to develop their talent and followed by action learning and developmental experience term assignments.

**Chart no 6 showing employees (responses) on talent developmental activities that is carried out in their organization.**

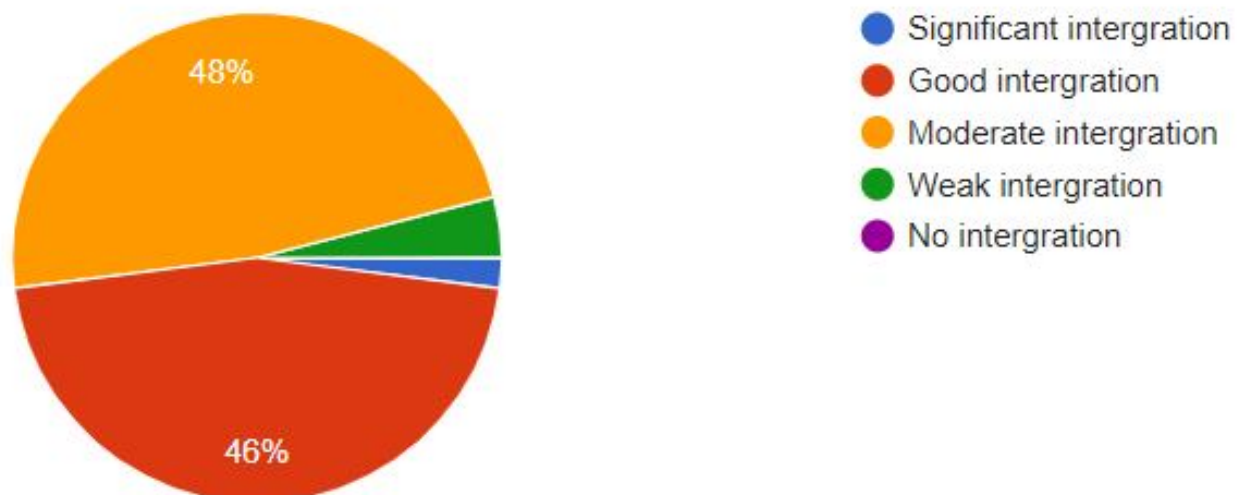


**Table no 7 showing how do they rate their organisation's talent management integration**

Responses	Percentage
Significant integration	2%
Good integration	46%
Moderate integration	48%
Weak integration	4%

In the above table it shows that the organisation's talent management integration that there is neither more or less integration that is followed in their organisation.

**Chart no 7 showing employees (responses) how they have rated the talent management integration in their organization.**

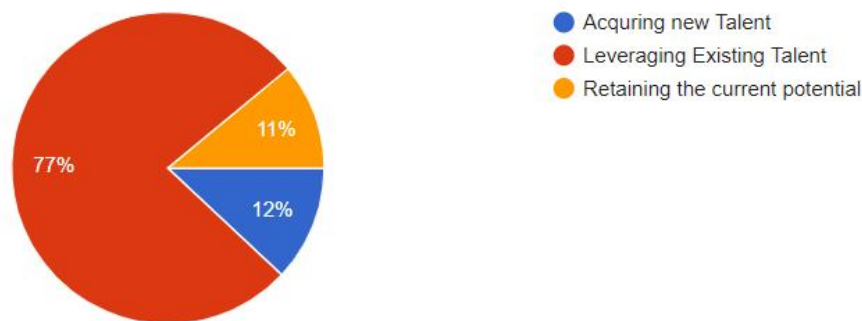


**Table no 8 talent retention initiatives in their organisation**

Responses	Percentage
Acquiring new talent	12%
leveraging existing talent	77%
Retaining the current	11%

From the above table would see that the employees in their organisation for talent retention initiatives. The retention initiatives techniques they follow in their organisation is leveraging existing talent flowed it with acquiring new talent.

**Chart no 8 talent retention initiatives in their organisation**

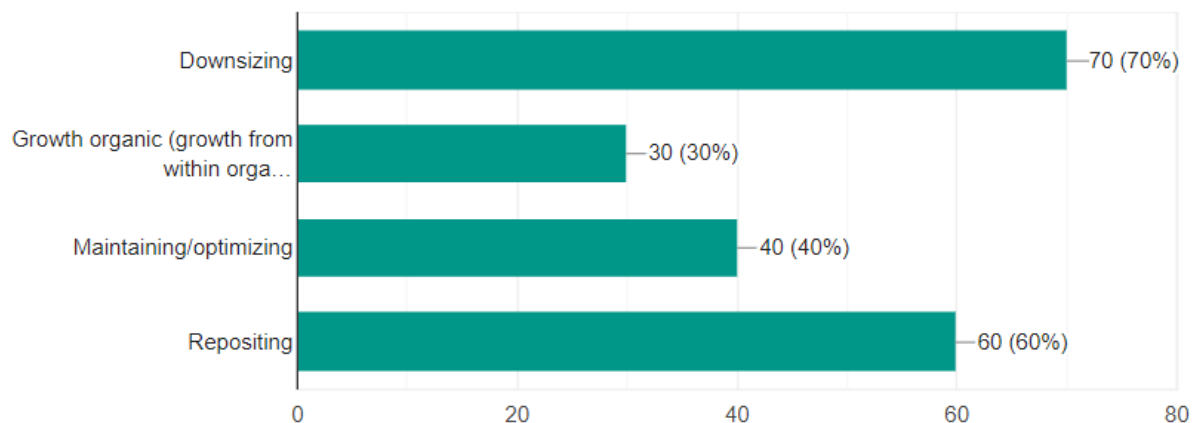


**Table no 9 talent management areas that will be most important to the organisation in supporting business strategy in their organisation.**

Responses	Percentage
Downsizing	70%
Growth organic within the organization	30%
Maintaining/optimizing	40%
Reposting	60%

From the above talent management areas that will be most important in the organisation would see that downsizing followed by reposting in the organisations the business strategy that are followed in the organisations.

**Chart no 9 showing talent management areas that will be most important to the organisation in supporting business strategy in their organisation**



## FINDINGS

- it is found from the analysis that the respondents are from the different organisations and many of them from the IT sector the maximum level of satisfaction towards the employee benefits and policies are showed to be moderate level for the employees.
- it shows the motivational level of the employees are referred to be moderate level in the organisation.
- It was found that many organisations are following the talent management practices to identify the key performance of the employees in the organisation.
- Most of the companies use talent management practices like attract, retain and motivates to develop their talents in the organisation.
- It was found that most of the companies they identify the talent through the results of the employees in the organisation and based on the performance of the employees towards the work.
- It was found that major activities for the talent development in the organisation is based on the coaching, Mentoring Developmental experience term assignments of the employees.



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- The respondents have moderate integration in their organisation.

**SUGGESTIONS**

- The organisation must concentrate more on the employees who are in the low performance standard by providing them more of training and developmental programmes. Various training programmes can be introduced in the organisation.
- Human resource management can give concentration on the talent management activities that would help the organisation to retain the employees in the organisation.
- The organisation success is mainly depended on the employee commitment and engagement in the work.
- Talent management is a new role where the organisation looks for the ability to succeed and sustain the future.
- Talent management helps the employees to have the talent mindset that enables the employees to assess the talent. Will help the employees to have the valuable learning opportunities in the organisation.

**CONCLUSION**

Based on the study on impact of Talent capital on organisation performance. This will help the organisation to increase their performance by implementing various talent management activities in the organisation this will encourage the employees to work towards the goals and objectives of the organisation. The organisation's ability to develop the talented employees who can be the effectively face tomorrow's global business challenges. The organisation must plan and retain the employees that are needed in the organisation that would help the organisation to increase in performance. Planning and culminating a sound talent strategy that is tightly connected towards the organisation's overall business strategies and business needs which is been required for the talent management to become more effective in the organisation practices and culture.

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**A STUDY ON EMOTIONAL INTELLIGENCE AND LEADERSHIP STYLES AMONG  
EMPLOYEES OF A MAJOR IT COMPANY**

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Autonomous, Bengaluru

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**ABSTRACT**

*Leadership style assumes a significant role in forming the conduct and perspectives of the individuals from an organization. As of late, the study of leadership has drawn more attention to its role in the failure or success of an organization. Many studies have focused on investigating the role of leadership in developed countries. However, little is known about the leadership styles in developing world organization. The present study is focused on understanding the level of Emotional Intelligence possessed by the executives. Further, the study examines the leadership styles and Leadership effectiveness prevalent in the organization. The study will be useful for the organization to develop Emotional Intelligence and Leadership Effectiveness by understanding the levels in various Emotional Intelligence factors such as emotional awareness, emotional expression, intentionality, creativity, resilience, interpersonal connections, compassion, outlook, integrity etc. The study also focuses on the contribution of Emotional Intelligence factors on Leadership Effectiveness and on the association of socio-economic characteristics on Emotional Intelligence factors and Leadership.*

*Keywords: Emotional Intelligence, Leadership Styles*

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**INTRODUCTION**

Leadership is an important facet whether we are running a kitchen, an organization, or a country. It comes with its own set of responsibilities and challenges as each one of us has a distinct style of leadership and managing things. The successful leaders of any organization perform tasks and act in a way that provides followers with satisfaction and fulfilment in performing the work required and reaching the objectives. A leader triggers “Will to do” which shows the way and guides group members towards goal accomplishment. Leaders give vision to their followers, and leading is a necessary ingredient of a successful management.

The world is undergoing a metamorphosis more profound than ever. The recent global economic meltdown has posed unprecedented challenges to the corporate world. In this context, organizations require a dynamic leadership to motivate and lead human resources to tide over this crisis. Certainly, the quality of leadership can make a difference during these uncertain times. But what makes an effective leader? As Goleman points out, effective leaders require more than technical skills to execute the job. They need to possess qualities such as empathy, initiative, adaptability and persuasiveness. Goleman has proposed to call these qualities “Emotional Intelligence” (Goleman, 1995, 1998a). These qualities are essential ingredients for excellence at work which matter most for leadership.

**MEANING OF LEADERSHIP**

The main essence of management is to get work done by the people by directing them in the right perspective. It means subordinates should be led so as to be directed towards the common goals. Leadership is the quality of the behaviour of individuals whereby they guide people or their activities in organized manner. In reality, the companies compete more by means of their leadership styles than by their products. Leaders give the company the life which creates the products and innovation that he sells.

**CHARACTERISTICS OF LEADERSHIP**

- Leadership is a personal quality of character and behaviors.
  - Leadership presupposes the existence of a group of followers. There cannot be leadership without followers.
  - Leadership is a continuous process of influencing behavior of people.
  - Leadership arises out of functioning for a common goal to be achieved by the group.
  - Leadership tries to influence the behavior, attitude and beliefs of the followers.
-

- Leadership is related to a particular situation under a specific set of circumstances. Leadership style will be different under different circumstances.
- Leadership is a share function. A good leader shares everything with his followers. He shares credits, he shares blames, he shares ideas, opinions and experience etc.

### EMOTIONAL INTELLIGENCE

Emotional Intelligence (EI) has an emerging track record of being linked to leadership performance. Emotional intelligence connects a leader's cognitive abilities with their emotional state. The ability for leaders to recognize the impact of their own emotions on their decision making is paramount if a leader is to make sound decisions based on the best interests of the organization. A leader must be able to read emotions in his/her peers and employees in order to be as effective as possible.

Due to the complexity of organizational change and the role emotions play in changes such as global expansion, job eliminations, leadership changes, and the stressors of day to day work, the EI of managers and how they manage their associates is an element that leadership needs to consider while moving their organizations forward.

To be an effective leader, manager or professional, a person needs to understand and skilfully manage his emotions appropriately based on each person or situation and understand the emotional cues of others in order to effectively interact with others. Organizations everywhere need now to realize the benefits of primal leadership by cultivating leaders who generate the emotional resonance that lets people flourish. Research findings so far indicate that attention to emotion-related aspects of working and learning environments, and a focus on bolstering the EI skills of individuals within these contexts, can contribute to more productive, supportive, and healthy professional and academic experiences.

Therefore, each one of us must develop the mature emotional intelligence skills required to better understand, empathize and negotiate with other people — particularly as the economy has become more global. Otherwise, success will elude us in our lives and careers.

### EMOTIONAL INTELLIGENCE AND LEADERSHIP

Goleman declares that the measure of success to evaluate our work and profession has drastically changed. A new yardstick has come to stay. They are not academic abilities or technical knowledge. They are taken for granted. Instead, the focus today is on personal qualities such as initiative and empathy, adaptability and persuasiveness. These qualities will decide to distinguish between a star performer who is promoted and an average person in an organisation. All the more these qualities will be important for leaders to discharge their duties effectively.

### LITERATURE REVIEW

1. **Babelan, A.Z., & Rajabi, S. (2009) "A study of relationship between emotional intelligence with leadership styles in the heads of departments at university of Mohaghegh Ardabili"** - The purpose of this study was to determine the simple and multiple relationships between leadership styles and emotional intelligence component in the Heads of Departments University of Mohaghegh Ardabili. The sample size involved all the academic staff members and Heads of the Departments at the university (N = 118). Correlation method was used. To collect the data, Emotional Intelligence Scale (EIS) and Bass and Avolio Multifactor Leadership Style Questionnaire (MLQ form 5X) were used. For data analysis, Pierson correlation and multiple regression in enter way were used.
2. **Tsai, M., Tsai, C., & Wang, Y. (2011) "A study on the relationship between leadership style, emotional intelligence, self-efficacy and organizational commitment case study of the Banking Industry in Taiwan"** – In this study, the authors by the means of a quantitative research method analyses the impacts of emotional intelligence and leadership style, self-efficacy and organizational commitment of employees in the banking industry in Taiwan. The research framework is primarily constructed based on Bandara's Social Cognitive Theory. As a research design, the structural equation model is adopted to explore the relationship between research constructs. The researchers employed purposive sampling and collected a total of 251 copies of questionnaire as research samples from employees in the banking industry in Taiwan.
3. **Shirazi, A., Ghasemi, Z., Shiezade, E., & Seydabadi, S. (2013) "Assessing the relationship between emotional intelligence and transformational and transactional leadership styles"** - Research show that managers' ability to recognize and control their emotions leads to

increase in employees' contribution to organization, commitment, productivity, and customers' satisfaction. Thus, this research aims to investigate the relationship between emotional intelligence and transformational and transactional leadership styles. To collect data, a questionnaire was distributed among high school teachers and Vizinger's and Burk's measures were used to analyse data. The results did not show a meaningful relationship between emotional intelligence and leadership styles.

4. **Maamari, B.E., & Majdalani, J.F. (2017) "Emotional intelligence, leadership style and organizational climate. International Journal of Organizational Analysis"**- This paper aims to investigate the effect of emotional intelligence (EI) on the leader's applied leadership style and the effect of this style on the employees' organizational citizenship (responsibility, reward and warmth and support). A model is proposed that highlights the mediating role of leadership style on the relationship between leaders' EI and employees' feeling of organizational climate. The study follows the quantitative process. A survey is prepared for data collection and for statistically testing the proposed model. The results show that the leaders' EI does affect his/her leadership style.

### **STATEMENT OF THE PROBLEM**

Having a satisfied work force is very much essential for smooth working of every organization. Hence this study is conducted to know whether the workers are satisfied with the leadership qualities, communication, decision making, goal setting, training, motivation of the company. Industrial world today offers many unprecedented and yet challenging opportunities for growth. Leaders are therefore called to rethink traditional ways and play a greater and innovative role to face them with foresight and courage. There is also an urgent need to focus on the personality of leaders so that their skills and talents are robust enough to keep pace with modern times. The present study is focused on understanding the level of Emotional Intelligence possessed by the executives.

### **OBJECTIVE OF THE STUDY**

- To study the demographic characteristics of the employees.
- To find out levels of Emotional Intelligence among the Employees.
- To find out levels of leadership styles among the Employees.

### **SCOPE OF THE STUDY**

The study of leadership has drawn more attention due to its role in the failure or success of an organization. It is essential to maintain and improve the efficiency, quality of output and involvement among the workers.

The present study on leadership style undertaken is to analyse and understand the various aspects connected with managing an organization. Leadership style is derived by many inter-related factors. Although these factors can never be isolated from one another for analysis, they can be made used for statistical techniques and be separated enough to give an indication of their relative importance of leadership.

### **LIMITATIONS**

- Time constraint was the biggest limitation. The project had to be completed within a short duration and hence the sample size had to be lesser.
- 150 respondent's samples cannot be generalized to the entire universe.
- As the topic for the study is wide in nature, all the matters regarding the study could not be analysed and taken into account.
- The study is based upon primary data, so any wrong information given by the respondents may mislead the findings.

### **STATISTICAL TOOLS**

- Percentage analysis
- T - Test
- ANOVA

**RESEARCH METHODOLOGY****DATA COLLECTION**

For the purpose of collection of primary data, a well-structured questionnaire was framed and filled by the respondents. The questionnaire comprises of close ended as well as open ended questions.

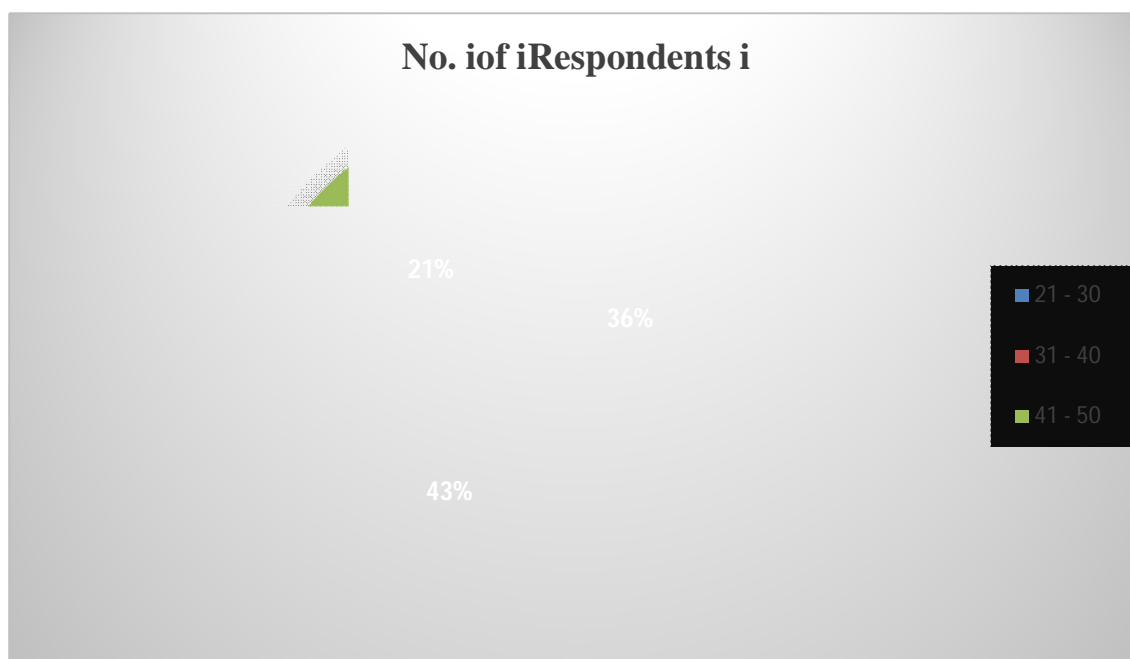
Secondary data are collected from books, magazines, web sites etc.

**SAMPLE SIZE**

- The sample size consists of 150 employees working in a leading IT company.
- Convenience Sampling Technique has been used for the survey.

**ANALYSIS AND INTERPRETATION****Table: 1 Distribution of the respondents by age**

S. No	Age(in years)	No. of Respondents	Percentage
1	21 - 30	54	36.0
2	31 - 40	65	43.3
3	41 - 50	31	20.7
TOTAL		150	100 %

**DIAGRAM REPRESENTING****DISTRIBUTION OF THE RESPONDENTS BY AGE****INTERPRETATION**

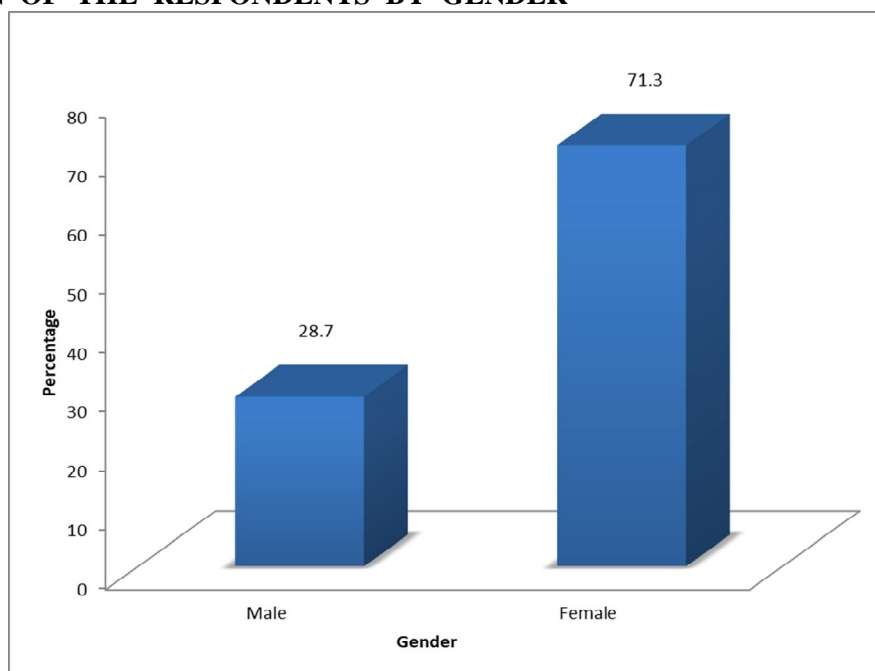
The above diagram indicates the distribution of the respondents by their age, among the total number of the respondents, almost half i.e., 43.3% of the respondents are in the age group between 31 - 40 years. Another almost half, i.e., 36% of the respondents are in the age group between 21 - 30 years. And a few, i.e., 20.7% of the respondents are in the age group between 41-50 years.

Majority - 65 (43.3%) of the respondents are in the age group between 31 – 40 years.

**Table: 2 Distribution of the respondents by gender**

S. No	Gender	No. of Respondents	Percentage
1	Male	43	28.7
2	Female	107	71.3
TOTAL		150	100.0%

### DIAGRAM REPRESENTING DISTRIBUTION OF THE RESPONDENTS BY GENDER



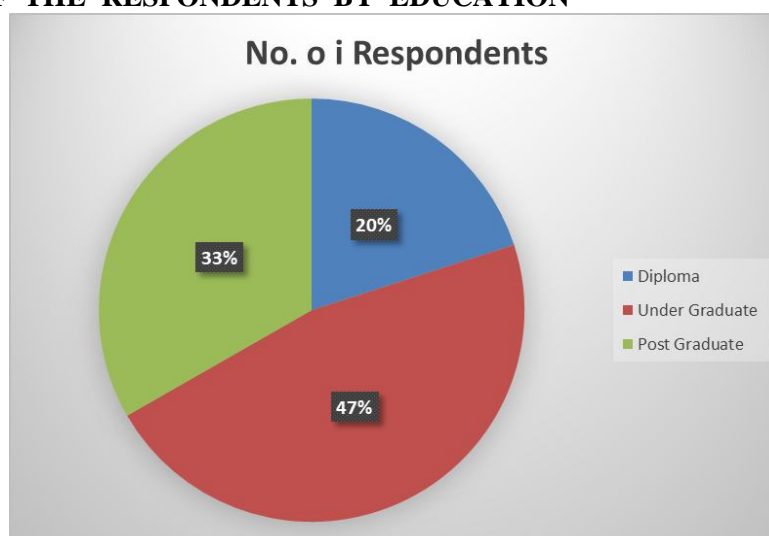
#### INTERPRETATION

The above diagram depicts that majority i.e., (71.3%) of the respondents were female and (28.7%) of the respondents were male.

**TABLE: 3 Distribution of the respondents by educational qualification**

S. No	Educational Qualification	No. of Respondents	Percentage
1	Diploma	30	20
2	Under Graduate	70	46.7
3	Post Graduate	50	33.3
TOTAL		150	100%

### DIAGRAM REPRESENTING DISTRIBUTION OF THE RESPONDENTS BY EDUCATION

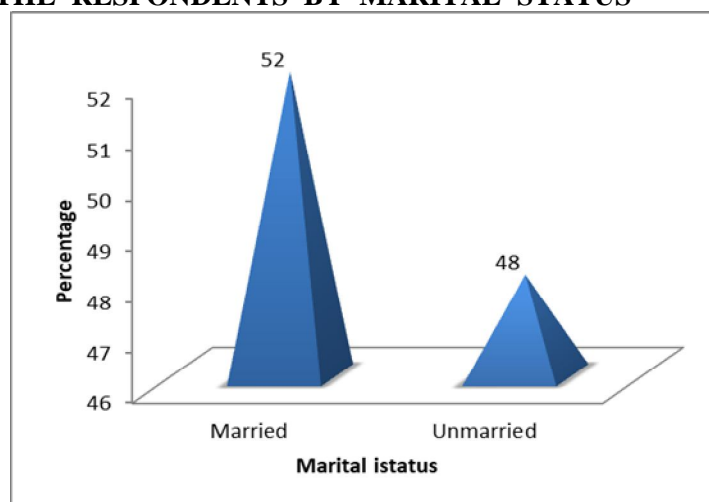


#### INTERPRETATION

The above diagram shows the distribution of the respondents on the basis of their educational qualification. Among the total number of the respondents, almost one third, i.e., 33.3% of them have completed their post-graduation. 20% of the respondents completed their Diploma and the remaining 46.7% (majority) of the respondents completed their under graduation.

**TABLE: 4 DISTRIBUTION OF THE RESPONDENTS BY MARITAL STATUS**

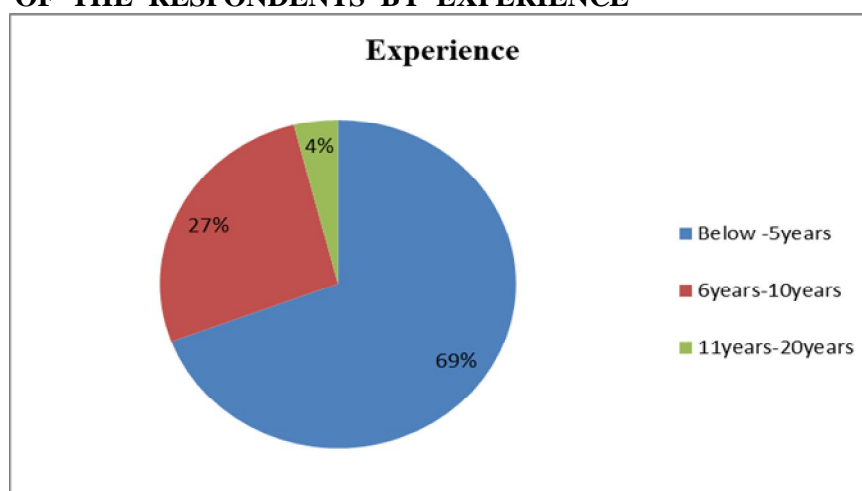
S. No	Marital status	No. of Respondents	Percentage
1	Married	78	52.0
2	Unmarried	72	48.0
TOTAL		150	100%

**DIAGRAM REPRESENTING****DISTRIBUTION OF THE RESPONDENTS BY MARITAL STATUS****INTERPRETATION**

The above diagram illustrates the distribution of the respondents on the basis of their marital status. Among the total number of respondents, a little more than half i.e., 52% (majority) of the respondents were married and remaining 48% of the respondents were unmarried.

**Table: 5 Distribution of the respondents by experience**

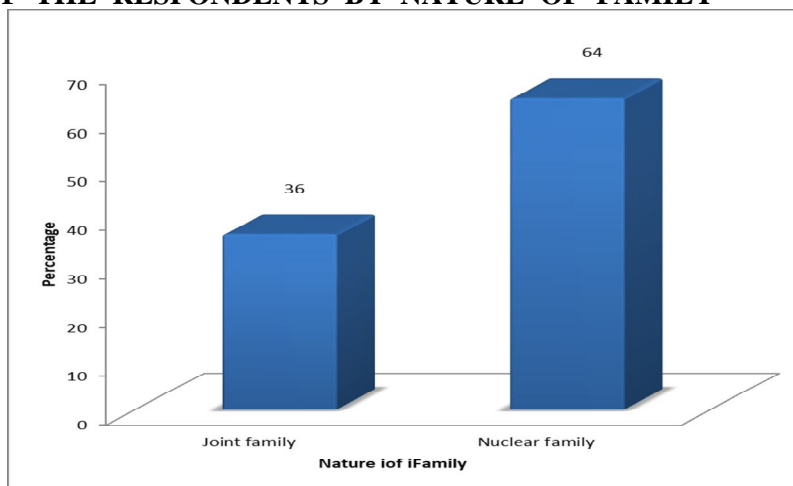
S. No	Experience	No. of Respondents	Percentage
1	Below -5years	104	69.3
2	6years-10years	40	26.7
3	11years-20years	6	4.0
TOTAL		150	100%

**DIAGRAM REPRESENTING****DISTRIBUTION OF THE RESPONDENTS BY EXPERIENCE****INTERPRETATION**

Among the total number of the respondents nearly three fourth i.e. 69.3% of the respondents were having an experience of 0-5 years, below one fourth i.e. 26.7% of the respondents were having 6-10 years and the remaining (4%) of the respondents were having above 11 -20years of experience.

**Table: 6 Distribution of the respondents by nature of family**

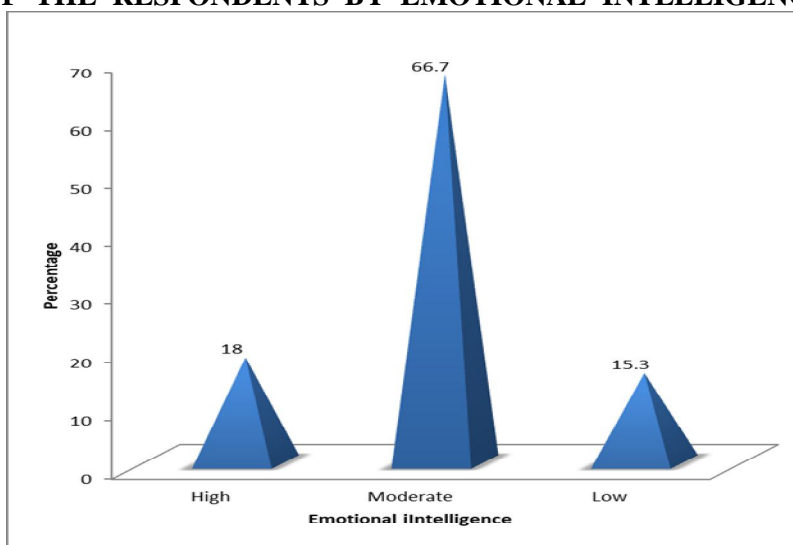
S. No	Nature of Family	No. of Respondents	Percentage
1	Joint family	54	36.0
2	Nuclear family	96	64.0
TOTAL		150	100%

**DIAGRAM REPRESENTING****DISTRIBUTION OF THE RESPONDENTS BY NATURE OF FAMILY****INTERPRETATION**

The above diagram shows the distribution of the respondents on the basis of their type of family. Among the total number of the respondents more than half i.e. 64% of the respondents were from a nuclear family, and the remaining 36% of the respondents were from a joint family.

**Table: 7 Distribution of the respondents by emotional intelligence**

S. No	Emotional Intelligence	No. of Respondents	Percentage
1	High	27	18.0
2	Moderate	100	66.7
3	Low	23	15.3
TOTAL		150	100%

**DIAGRAM REPRESENTING****DISTRIBUTION OF THE RESPONDENTS BY EMOTIONAL INTELLIGENCE****INTERPRETATION**

The above chart demonstrates the distribution of the respondents on the basis of their Emotional Intelligence. Among the total number of the respondents almost two third i.e. 66.7% (majority) of the respondents are having moderate level of Emotional Intelligence, (18%) of the respondents have



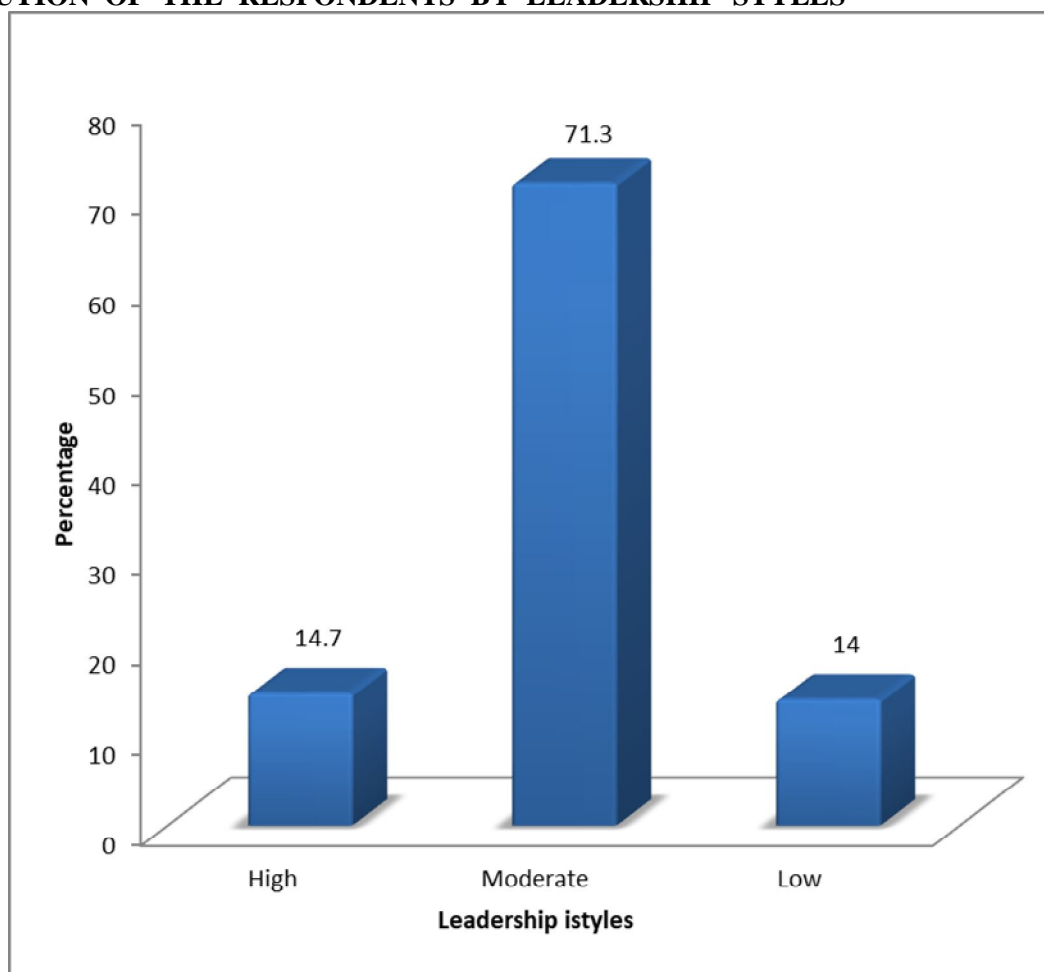
high level of Emotional Intelligence and the remaining (15.3%) of the respondents have low level of Emotional Intelligence.

**Table: 8 Distribution of the respondents by leadership styles**

S. No	Leadership styles	No. of Respondents	Percentage
1	High	22	14.7
2	Moderate	107	71.3
3	Low	21	14.0
TOTAL		150	100%

#### DIAGRAM REPRESENTING

#### DISTRIBUTION OF THE RESPONDENTS BY LEADERSHIP STYLES



#### INTERPRETATION

The above chart demonstrates the distribution of the respondents on the basis of their Leadership styles. Among the total number of the respondents, the majority i.e., 71.3% of them have a moderate level of Leadership style, above one fourth i.e. 14.7% of the respondents have high level of Leadership style and the remaining (14%) of the respondents have low level of Leadership style.

**Table 9 T – test table showing the difference in the mean scores Between Emotional intelligence & gender**

Gender	N	Mean	Std. Deviation	Std. Error Mean
Male	43	1.9535	.6154	9.385E-02
Female	107	1.9813	.5660	5.472E-02

T	DF	Sig. (2-tailed)
-.265	148	.791

$P = 0.791 > 0.05$  – therefore, there is no Significant difference.

#### INTERPRETATION

The above table depicts that the P value is greater than 0.05 so there is no significant difference in the mean scores of the respondents based on the gender .It is inferred that gender does not influence the Emotional Intelligence of the respondents.

**Table: 10 t – test table showing the difference in the mean scores Between leadership style & nature of family**

Nature of family	N	Mean	Std. Deviation	Std. Error Mean
Joint family	54	1.8889	.5379	7.320E-02
Nuclear family	96	2.0521	.5305	5.415E-02

T	DF	Sig. (2-tailed)
-.1.798	148	.074

$P = 0.074 > 0.05$  - so there is no significant difference.

#### INTERPRETATION

The above table depicts that the P value (0.74) is greater than 0.05 so there is no significant difference in the mean scores of the respondents based on the level of leadership style among the nuclear and joint family respondents. It is inferred that the nature of the family does not influence the leadership style of the respondents.

**Table 11 anova table showing the difference in mean scores between Emotional intelligence & age**

Age(in years)	N	Mean	Std. Deviation
21 - 30	54	1.9815	.5660
31 - 40	65	1.9846	.5993
41 – 50	31	1.9355	.5736
Total	150	1.9733	.5787

Particulars	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	5.627E-02	2	2.813E-02	.083	.920
Within Groups	49.837	147	.339		
Total	49.893	149			

$P = 0.920 > 0.05$  - so there is no Significant difference.

#### INTERPRETATION

The above table shows that the P value (0.920) is greater than 0.05 so there is no significant difference in the mean scores of the respondents based on level of emotional intelligence with respect to different age group of the respondents. It is inferred that age does not influence the emotional intelligence of the respondent.

**Table: 12 Anova table showing the difference in mean scores between Leadership style & years of experience**

Experience	N	Mean	Std. Deviation
1years-5years	104	2.0096	.5305
6years-10years	40	2.0000	.5547
11years-20years	6	1.6667	.5164
Total	150	1.9933	.5372

Particulars	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.670	2	.335	1.163	.315
Within Groups	42.324	147	.288		
Total	42.993	149			

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**P = 0.315 > 0.05 - So there is no Significant difference.**

### **INTERPRETATION**

The above table shows that the P value (0.315) is greater than 0.05 so there is no significant difference in the mean scores of the respondents based on the level of leadership style with respect to different experienced group of the respondents. It is inferred that experience does not influence the leadership style of the respondents.

### **FINDINGS**

#### **PERCENTAGE ANALYSIS –**

- Majority (43.3%) of the respondents are in the age group between 31 – 40 years.
- Majority (71.3%) of the respondents were female.
- 46.7% i.e., majority of the respondents have completed their Under Graduation (UG).
- Majority i.e., 52% of the respondents were married.
- Nearly three fourth (69.3%) of the respondents were having an experience of 0-5 years.
- Majority (64%) of the respondents were from a nuclear family.
- 66.7% (majority) of the respondents are having a moderate level of Emotional Intelligence
- Majority i.e., 71.3% of the respondents have a moderate level of Leadership style.

#### **T – TEST –**

- The P value (0.791) is greater than 0.05 so there is no significant difference in the mean scores of the respondents based on the gender .It is inferred that gender does not influence the Emotional Intelligence of the respondents.
- The P value (0.074) is greater than 0.05 so there is no significant difference in the mean scores of the respondents based on the level of emotional intelligence among the nuclear and joint family respondents. It is inferred that family type does not influence the emotional intelligence of the respondents.

#### **ANOVA –**

- The P value (0.920) is greater than 0.05 so there is no significant difference in the mean scores of the respondents based on level of emotional intelligence with respect to different age group of the respondents. It is inferred that age does not influence the emotional intelligence of the respondent.
- The P value (0.315) is greater than 0.05 so there is no significant difference in the mean scores of the respondents based on the level of emotional intelligence with respect to different years of experience of the respondents. It is inferred that years of experience does not influences the emotional intelligence of the respondents.

### **SUGGESTIONS**

It is becoming almost mandatory for any organization to institutionalize various mechanisms to nurture and develop the Emotional Intelligence of executives. But Emotional Intelligence cannot be developed overnight or merely by a week-long training programme.

Some suggestions are –

- Based on the levels of Emotional Intelligence specific interventions can be planned depending on their area of improvement.
- The management may also think of using an appropriate instrument for selection of employees with required Emotional Intelligence.
- Emotional Intelligence descriptors / events may be used in interviews for selection of candidates to elicit demonstration of specific competencies by HR professionals.
- The organization may review its HR systems and practices in the light the findings from current investigation with regard to leadership interventions and practices.

- The study revealed that delegating leadership is adopted by a very few respondents. The management may further discuss and explore, analyses the implications.

**CONCLUSION**

Leadership plays an important role in shaping the behaviour and attitudes of the members of an organization. It also determines how people would interact with each other in order to solve problems and take decisions. The field of leadership not only focuses on interpersonal relations but also appreciates the role of a leader as a motivator and energizer. The objective of this research was to enhance the understanding of emerging leadership styles in selected organization in a developing economy.

When there is good leadership, then the performance of the employees will also be improve. Thus, Emotional Intelligence and leadership style motivates the employees of the organization to contribute more and also helps in problem solving and team building.

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**EMOTIONAL INTELLIGENCE AS A PREDICTOR OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR**

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**ABSTRACT**

*The present competitive world demands people who can work in teams and build team culture and can sustain the pressure of delivering more productively. And hence there is a gap between what is expected apart from the job related skills and what the professionals have. People need to develop their socializing nature and there is a need to inculcate the concept of managing emotions in the minds of the professionals so that they can lead the business smoothly and profitably and at the same time can balance their work life relationship. The study primarily focuses on determining the levels of Emotional Intelligence and Organisation Citizenship Behaviours present among the managerial employees of a leading textile company of Coimbatore, Tamil Nadu.*

*The relationship between the two components were gauged from the findings of the study according to which a positive association exists between Emotional Intelligence and Organisational Citizenship Behaviour. This study shows that expression of emotions intelligently along with the demonstration of organizational citizenship behaviour will ultimately increase the productivity of workers which in turn enhances the performance of the organization.*

*Keywords : Emotional Intelligence, Organisational Citizenship Behaviour*

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**INTRODUCTION**

“Historically, leaders in most organizations have dismissed emotions in the workplace. Today we understand that feelings are very much a part of workplace success. How people react to real circumstances each and every day and what organizations do to cultivate productive emotional responses can make the difference between the association that staggers and the organization that flourishes.”

Emotional quotient has a rising reputation of being connected to leadership performance. The ability for leaders to perceive the effect of their own emotions on their decision making is principal if a leader is to arrive at best choices dependable on the eventual benefits of the organization.

Because of the unpredictability of organizational change and the role emotions play in changes for example global expansion, job eliminations, and the stressors of everyday work, the cognitive empathy of managers and how they deal with their partners is a component that leadership needs to consider while moving their associations ahead. Emotional intelligence capacities, abilities and skills are turning out to be critical and unavoidable nearly in all works of life ranging from effective leadership, compelling initiative, building teams, social abilities, creating human potential and execution, and economic and political life.

To be a successful leader, manager or expert, an individual needs to comprehend and dexterously deal with his emotions fittingly dependent on each person or circumstance and comprehend the emotional prompts of others so as to adequately interface with others. Research discoveries so far demonstrate that thoughtfulness regarding emotion-related aspects of working and learning environments, and attention on reinforcing the EI abilities of individuals within these unique circumstances, can add progressively to more productive, steady, and healthy professional and academic encounters.

For the vast majority, emotional intelligence or cognitive empathy (EQ) has a higher priority than one's intelligence (IQ) in achieving success in their lives and professions. As individuals our prosperity and the success of the careers today rely upon our ability to peruse other's signals and respond properly to them.

In this way, each one of us must build up the mature emotional intelligence aptitude needed to all the more likely comprehend, empathize and negotiate with other people especially as the economy has become more global. Otherwise, success will elude us in our lives and careers.

Emotional intelligence is a set of organized skills that permits individuals to process emotionally relevant information expertly and precisely. It is also noted that emotional quotient overlaps with standard estimates composed by the Big Five personality traits: receptiveness to experience, conscientiousness, extroversion, agreeableness, and neuroticism. There are four branch models of cognitive empathy that describe capacities of various territories of emotional intelligence. More specifically,

- Perceiving emotions
- Using Emotions
- Understanding emotions
- Managing emotions

### ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Organizational Citizenship Behaviour has been defined by Organ as “Individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. OCBs are a special type of work practices defined as individual behaviours that are valuable to the association and are discretionary, not directly or unequivocally perceived by the conventional prize framework organizations. For what reason would we say we are discussing citizenship in authoritative setting? Usually, citizenship is typically considered in terms of a country, yet on the off chance that we relate both, there are certain similitudes that can be considered to respond to this inquiry. Both are driven by a pioneer with a specific set of values and particular objectives as a top priority, for example, the culture, working towards the improvement of its citizens. Notwithstanding giving explicit rights to the citizens, they inspire the citizens to contribute to their responsibilities. Similarly, the organization is driven by a strong authority and distinct values one can assist each individual with understanding their job's significance in the organization and by fulfilling the fundamental rights of freedom of work it can drive them to go past their obligation at hand by making them the citizens of the company. It's a proven fact that any citizen of the company would obviously perform much better than any employee. Citizens are generally known to put their own objectives subordinate to authoritative. The strategy and execution would work inseparably conveying higher productivity, and expanded business revenues.

### TYPE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

- Altruism
- Courtesy
- Civic Virtue
- Conscientiousness
- Sportsmanship

### REVIEW OF LITERATURE

1. **Ali Sepehriakia, Mahmood Shirazi, Mehdi Sargazi (2016)** – The authors aimed to investigate the relationship between Emotional Intelligence and Organizational Citizenship Behaviours in employees among private banks in Zahedan, Iran. This study is descriptive and correlational. It was concluded from the research's findings that private banks in Zahedan in terms of organizational citizenship behaviour are moderately well ( $0.37 \pm 3.96$ ). The relationship between Emotional Intelligence and Organizational Citizenship Behaviour is significant positive correlation ( $p \leq 0.05$ ,  $r=0.41$ ). It is suggested that the examination be conducted in two stages. To begin with, test ought to be taken and afterwards subsequent to reinforcing workshops emotional intelligence skills and learn job aptitudes, post-test and aftereffects of these two tests be researched.
2. **M Tofighi, B Tirgari, et. al. (2015)** – The authors aimed to examine the relationship between Emotional Intelligence and Organizational Citizenship Behaviour in critical and emergency nurses in teaching hospitals supervised by Kerman Medical University in Southeast of Iran. Most participants (94%) were females and had a place with the age group of 26–30 years and the sample size was 150. The overall mean score of Organizational Citizenship Behaviour scale was 88.21 ( $\pm 10.4$ ) whereas the overall mean score of Emotional Intelligence was ( $121.08 \pm 17.56$ ). Pearson's correlation

coefficient demonstrated no significant relationship between Emotional Intelligence and Organizational Citizenship Behavior ( $p \geq 0.05$ ).

Organizational Citizenship Behaviour classifications ought to be utilized to assess the performance of nurses so as to improve the patient care and their associations with colleagues. The study additionally proposed that health care managers ought to sort out systematic and dynamic approaches and methodology in managing Emotional Intelligence and Organizational Citizenship Behaviour to help critical and emergency nurses.

3. **Somayehadabifirozjaee, Abbaspour & Azizishomami (2014)** studied the relationship between Emotional Intelligence and Organizational Citizenship Behaviour of high school teachers in Iran and correlated the data by descriptive method. To analyse the statistical data descriptive statistical indices including mean value, standard deviation and frequency and to analyse the hypothesis Spearman's Correlation Coefficient was used. Teachers' effectiveness depends upon their efforts, the efforts that are not specific but beyond that limit. The study indicated a positive and significant correlation between Emotional Intelligence and the seven factors of Organizational Citizenship Behaviour (Civic virtue, altruism, conscientiousness, sportsmanship and courtesy).

Also, this study shows the considerable impact of teachers' Emotional Intelligence in working environment on Employees Citizenship Behaviour. Schools can benefit from this knowledge in their favour and by persuading the emotional intelligence, promote the purposeful behaviour of their organization.

4. **Susan Tee Suan Chin, R.N. Anantharaman, David Yoon Kin Tong** analysed the level of Emotional Intelligence and Organisational Citizenship Behaviour among middle management employees in the Malaysian manufacturing sector. For the first research objective, the correlation analysis was used. It was found that Emotional Intelligence is positively related to Organisational Citizenship Behaviour. Middle management employees from the Engineering and Support had the highest level of Organisational Citizenship Behaviour. There are 3 industries that obtained a low level of Emotional Intelligence, i. e. Textiles and Apparels; Paper, carton box and printing together with Pharmaceuticals. For the second research objective, it was found that most of the dimensions of Emotional Intelligence had a positive and significant relationship with the dimensions of Organisational Citizenship Behaviour.
5. **Janis Maria Antony (2013)** in her study regarding the influence of Emotional Intelligence on Organizational Commitment and Organizational Citizenship Behavior used a sample of 115 Executives working at FCI OEN Connectors, Cochin, Kerala. The tools that have been used are Emotional Intelligence Inventory, The Organizational Commitment Questionnaire and The Organizational Citizenship Behavior Scale. The findings indicated that the executives on a moderate basis can manage their emotions and maintain inter personal relationships and they possess average level of Emotional Intelligence, Organizational Commitment and Organizational Citizenship Behavior. A positive correlation existed between Emotional Intelligence and Organizational Commitment as well as Emotional Intelligence and Organizational Citizenship Behavior. It is thus learned that Emotional Intelligence is required to be possessed at least to a moderate level for better commitment towards one's organization and also to perform extra role behaviours.

## STATEMENT OF PROBLEM

Because of the current pressures of the business environment, it is essential to investigate the managerial skills particularly emotional quotient of employees so as to distinguish their capacities as they are the principle organ of the organization in creating better outcomes. Research has indicated that managers with high emotional intelligence improve results from employees, which brings about predominant employee performance beyond expectations. When emotional quotient and cognitive empathy is available, there is increment in employee cooperation, motivation, execution, productivity and profits.

The present study is centered around understanding the degree of Emotional Intelligence possessed by the executives. Evaluation of emotional intelligence requires lengthy time to be spent with every respondent. The present competitive world has increasingly more millennials joining the workforce and sustaining the pressures of delivering more productively. And hence there is often a gap between what is expected apart from the job-related skills and what the professionals have. Individuals need to build up their socializing nature and there is a need to instill the idea of overseeing emotions in the minds

of the professionals so that they can lead the business easily and profitably and simultaneously can adjust their work-life relationship.

### SCOPE OF THE STUDY

The study will primarily focus on determining the levels of Emotional Intelligence and Organisation Citizenship Behaviours present among the employees of a textile company situated in Coimbatore. Their main office deals with all the important tasks of purchasing raw materials, testing, approval and allotment to group mills and hence is at the crux of the widespread network. Hence, the responses will range across the various functional executives and provide a wider dimension to the study.

### OBJECTIVE OF THE STUDY

- To assess levels of Emotional Intelligence among the employees.
- To assess the degree of Organizational Citizenship Behaviour.
- To investigate the relationship between OCB and EI of respondents

### LIMITATIONS OF THE STUDY

- As the study is majorly based on primary data so any unintentional mistake given by the respondents may mislead the findings.
- As the topic for the study is wide in nature thereby all the matters regarding the study could not analyzed and taken into account.
- The sample's findings can not be generalized due to the fact that perceptions can differ according to the working environment and organization culture.

### RESEARCH METHODOLOGY

The study is descriptive in nature designed to depict the participants in an accurate way. The data were collected from the respondents with the help of open and close ended questionnaire (Primary Data). Secondary Data was collected through journal papers, magazines, and online sources.

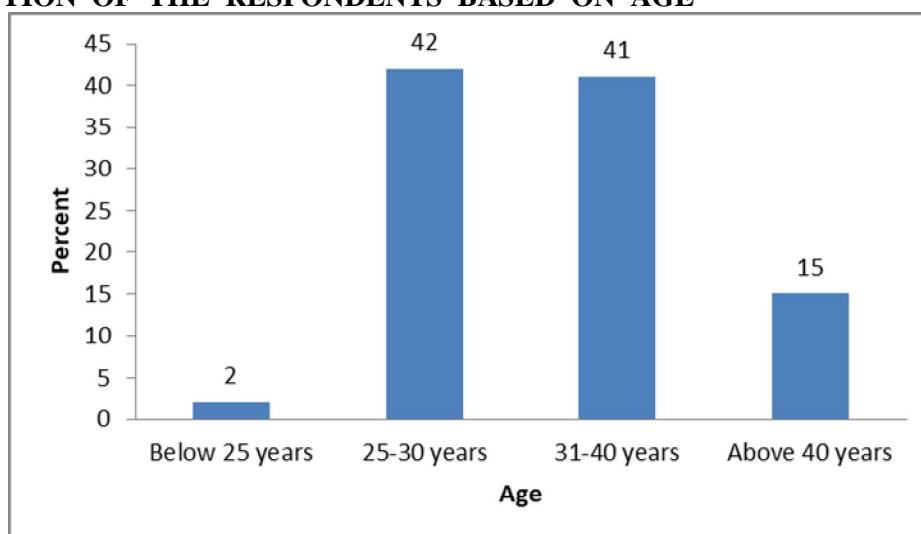
Sample size of the research paper will be around 125. Convenience sampling technique will be used in data collection.

The managerial employees of a leading textile company will be chosen as the respondents.

Statistical tools such as Percentage analysis, T-test, ANOVA and Correlation have been used in the study

### DEMOGRAPHIC ANALYSIS AND INTERPRETATION

#### 1. DISTRIBUTION OF THE RESPONDENTS BASED ON AGE

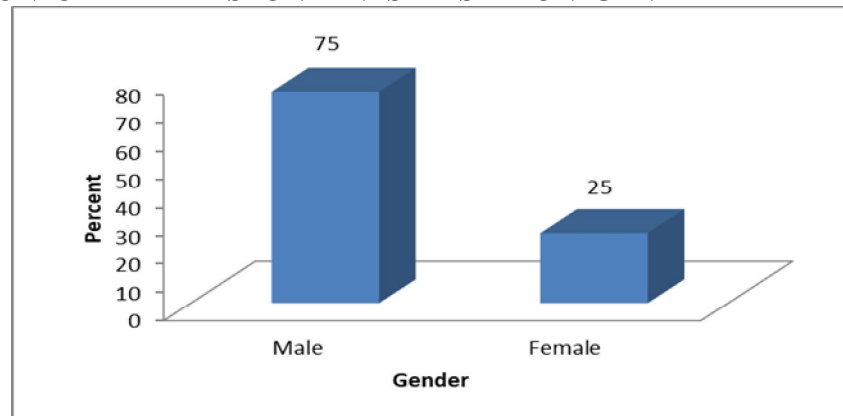


### INTERPRETATION

From the above chart it is clear that out of 100 respondents, 2 (2.0%) of the respondents belong to the age below 25 years, 42 (42.0%) of the respondents belong to the age group between 25-30 years, 41 (41.0%) of the respondents belong to the age group between 31-40 years and remaining 15 (15.0%) of the respondents belong to the age group of Above 40 years.

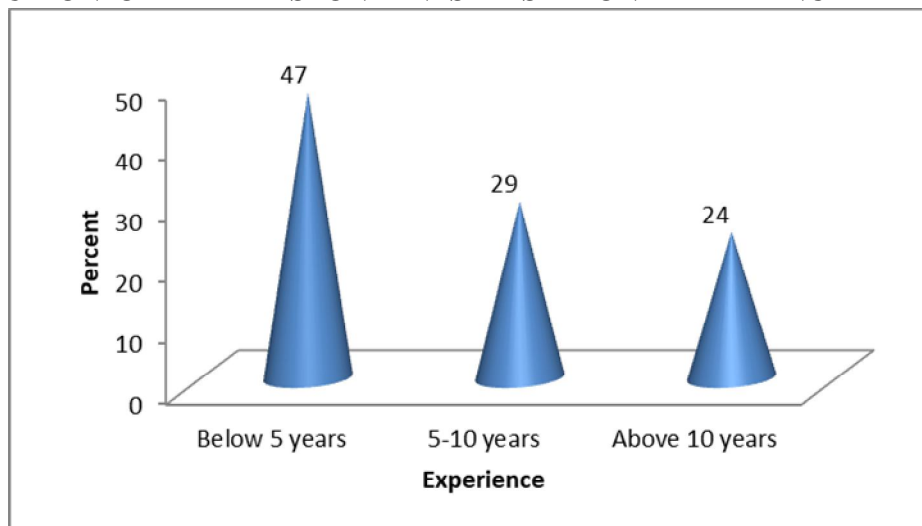


## 2. DISTRIBUTION OF THE RESPONDENTS BASED ON GENDER



From the above chart it is clear that out of 100 respondents, 75(75.0%) of the respondents are male while the remaining 25 (25.0%) of the respondents are female.

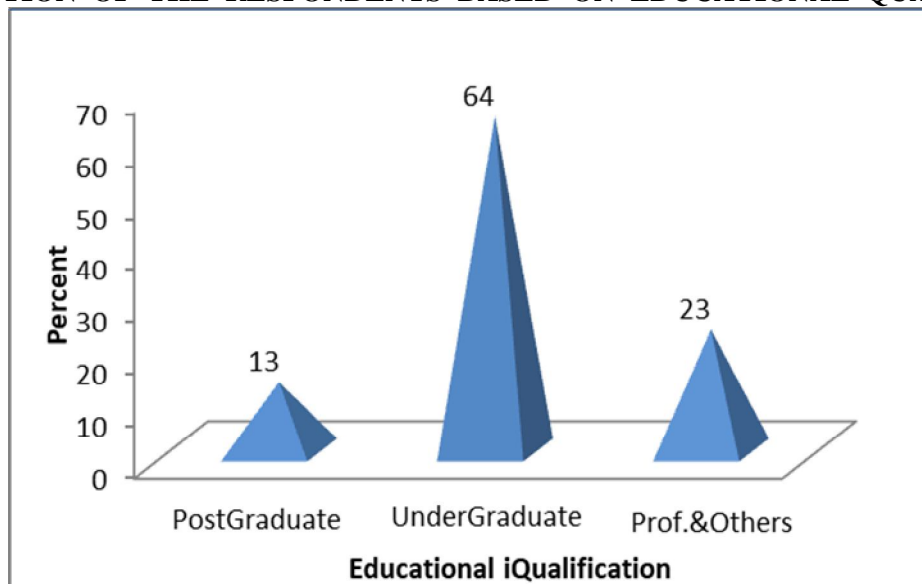
## 3. DISTRIBUTION OF THE RESPONDENTS BASED ON EXPERIENCE



### INTERPRETATION

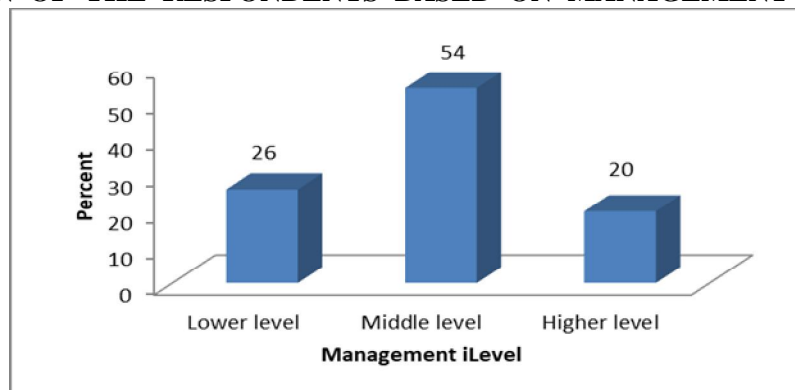
From the above chart it is seen that out of 100 respondents, 47 (47.0%) of the respondents had below 5 years of experience in the organisation, 29 (29.0%) of the respondents had 5 to 10 years of experience in the organisation and remaining 24 (24.0%) of the respondents had above 10 years of experience in the organisation.

## 4. DISTRIBUTION OF THE RESPONDENTS BASED ON EDUCATIONAL QUALIFICATION



From the above chart it can be seen that out of 100 respondents, 13 (13.0%) respondents are educated upto postgraduate level, 64 (64.0%) of the respondents were under graduate holders and the remaining 23 (23.0%) of the respondents were professional and others.

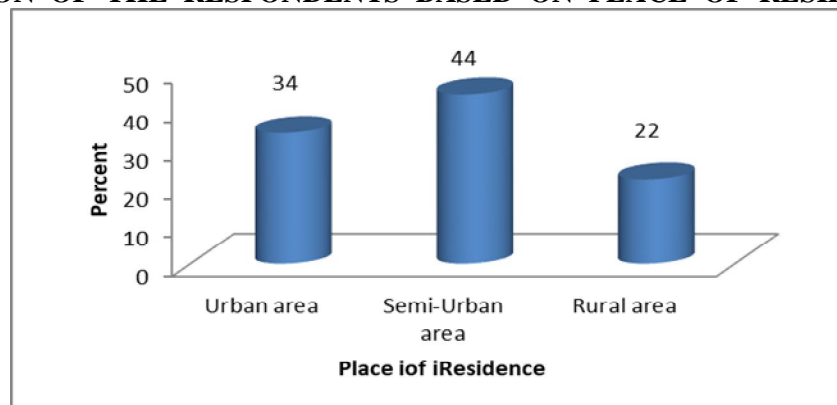
##### 5. DISTRIBUTION OF THE RESPONDENTS BASED ON MANAGEMENT LEVEL



##### INTERPRETATION

From the above chart, it is inferred that out of 100 respondents, 26 (26.0%) of the respondents are working in lower level of management, 54 (54.0%) of the respondents are working in middle level of management and remaining 20 (20.0%) of the respondents are working in higher level of management.

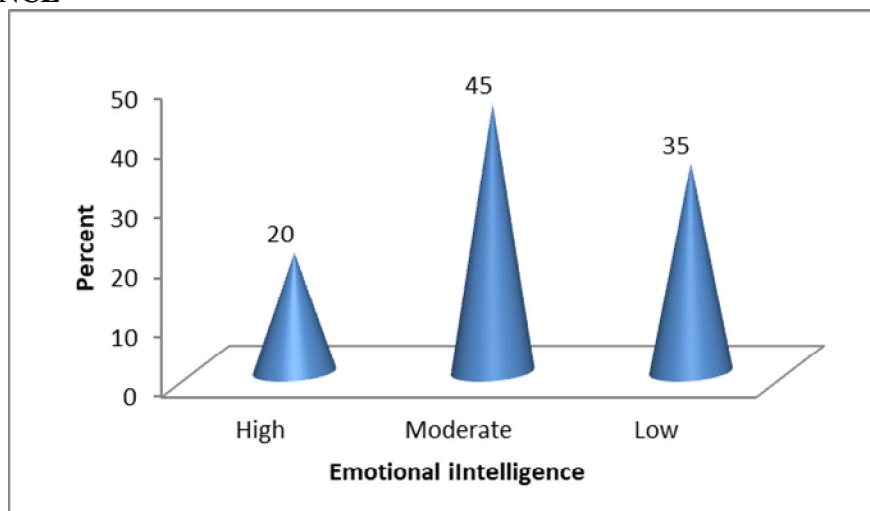
##### 6. DISTRIBUTION OF THE RESPONDENTS BASED ON PLACE OF RESIDENCE



##### INTERPRETATION

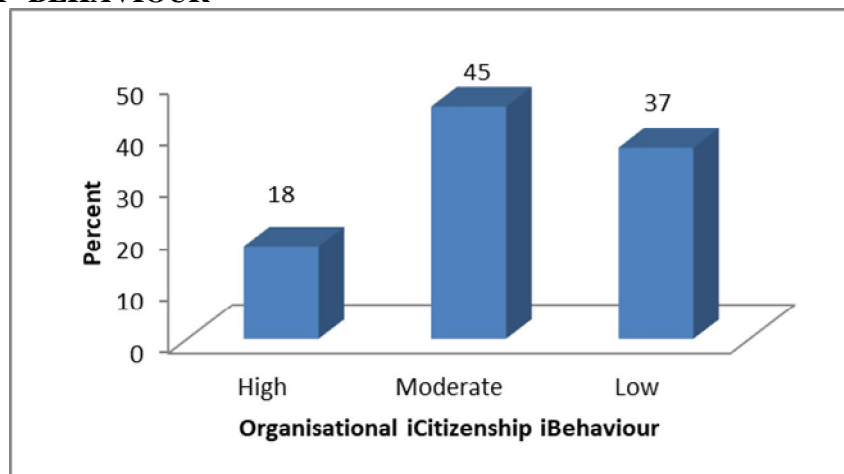
The above chart signifies that out of 100 respondents, 34 (34.0%) of the respondents are residing in urban area, 44 (44.0%) of the respondents are residing in semi-urban area and remaining 22 (22.0%) of the respondents are residing in rural area.

##### 7. DISTRIBUTION OF THE RESPONDENTS BASED ON LEVEL OF EMOTIONAL INTELLIGENCE



From the above chart, it is seen that out of 100 respondents, 20 (20.0%) of the respondents have a high level of emotional intelligence, 45 (45.0%) of the respondents have moderate level of emotional intelligence and remaining 35 (35.0%) of the respondents have low level emotional intelligence.

#### 8. DISTRIBUTION OF THE RESPONDENTS BASED ON LEVEL OF ORGANISATIONAL CITIZENSHIP BEHAVIOUR



#### INTERPRETATION

From the above chart it is inferred that out of 100 respondents, 18 (18.0%) of the respondents are having high level of Organizational Citizenship Behaviour, 45 (45.0%) of the respondents are having moderate level of Organizational Citizenship Behaviour and remaining 37 (37.0%) of the respondents are having low level of Organizational Citizenship Behaviour.

#### SIGNIFICANCE (T-TEST) FOR ORGANISATIONAL CITIZENSHIP BEHAVIOUR BASED ON DEMOGRAPHIC VARIABLES

##### ➤ T – TEST TABLE SHOWING THE DIFFERENCE IN THE MEAN SCORES BETWEEN ORGANISATIONAL CITIZENSHIP BEHAVIOUR & GENDER

Gender	N	Mean	Std. Deviation	Std. Error Mean
Male	75	2.1867	0.71079	0.08208
Female	25	2.2000	0.76376	0.15275

T	Df	Sig. (2-tailed)
-0.080	98	0.554

#### INTERPRETATION

The above table depicts that the P value (0.554) is more than 0.05. So there is no significant difference in the mean scores of the respondents based on the gender. It is inferred that gender does not influence the Organizational Citizenship Behaviour of the respondents.

##### ➤ ANOVA TABLE SHOWING THE DIFFERENCE IN MEAN SCORES BETWEEN EMOTIONAL INTELLIGENCE & EXPERIENCE

Experience	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.189	2	1.094	1.671	0.193
Within Groups	63.521	97	.655		
Total	65.710	99			

#### INTERPRETATION

The above table shows that the P value (0.193) is greater than 0.05. So there is no significant difference in the mean scores of the respondents based on level of Emotional Intelligence with respect to experience of the respondents. It is inferred that Experience does not influence the Emotional Intelligence of the respondent.

➤ **ANOVA TABLE SHOWING THE DIFFERENCE IN MEAN SCORES BETWEEN EMOTIONAL INTELLIGENCE & EDUCATIONAL QUALIFICATION**

Educational Qualification	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.270	2	0.135	0.377	0.687
Within Groups	34.730	97	0.358		
Total	35.000	99			

**INTERPRETATION**

The above table shows that the P value (0.687) is greater than 0.05. So there is no significant difference in the mean scores of the respondents based on level of Emotional Intelligence with respect to educational qualification of the respondents. It is inferred that educational qualification does not influence the Emotional Intelligence of the respondent.

➤ **ANOVA TABLE SHOWING THE DIFFERENCE IN MEAN SCORES BETWEEN ORGANISATIONAL CITIZENSHIP BEHAVIOUR & MANAGEMENT LEVEL**

Management Level	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.371	2	0.186	0.398	0.673
Within Groups	45.269	97	0.467		
Total	45.640	99			

**INTERPRETATION**

The above table shows that the P value (0.673) is greater than 0.05. So there is no significant difference in the mean scores of the respondents based on level of Organisational Citizenship Behaviour with respect to management level of the respondents. It is inferred that management level does not influence the Organisational Citizenship Behaviour of the respondent.

**RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

**CORRELATION RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR**

Correlations		Emotional Intelligence	Organisational Citizenship Behaviour
Emotional Intelligence	Pearson Correlation	1	.456**
	Sig. (2-tailed)		0.000
	N	100	100
Organisational Citizenship Behaviour	Pearson Correlation	0.456**	1
	Sig. (2-tailed)	0.000	
	N	100	100

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

From the above table, a Correlation relationship is derived between Emotional Intelligence and Organisational Citizenship Behaviour.

- ✓ The Coefficient of Correlation shows that there is a significant relationship between Emotional Intelligence and Organisational Citizenship Behaviour.

**FINDINGS AND SUGGESTIONS**

**FINDINGS**

- Majority 42 (42.0%) of the respondents are belong to the age group of between 25-30 years.
- Majority 75(75.0%) of the respondents are male.
- Majority 47 (47.0%) of the respondents had below 5 years of experience in the organization.

- Majority 64 (64.0%) of the respondents were Under Graduate holders.
- Majority 54 (54.0%) of the respondents are worked in middle level of management in the organization.
- Maximum 44 (44.0%) of the respondents are residing in Semi-urban area.
- Maximum 45 (45.0%) of the respondents have moderate level of Emotional Intelligence.
- Maximum 45 (45.0%) of the respondents are moderate level of Organizational Citizenship Behaviour.
- The P value (0.848) is greater than 0.05. So there is no significant difference in the mean scores of the respondents based on level of Organisational Citizenship Behaviour with respect to gender of the respondents. It is inferred that gender does not influence the Organisational Citizenship Behaviour of the respondent.
- The P value (0.687) is greater than 0.05. So there is no significant difference in the mean scores of the respondents based on level of Emotional Intelligence with respect to educational qualification of the respondents. It is inferred that educational qualification does not influence the Emotional Intelligence of the respondent.

### **SUGGESTIONS**

It is apparent from the current investigation that a more elevated level of Emotional Intelligence prompts leadership effectiveness. It is therefore becoming almost mandatory for the organization to organize different mechanisms to nurture and develop the Emotional Intelligence of executives. But Emotional Intelligence cannot be developed overnight or merely by a week-long training programme.

After the feedback, identification of the specific EI factors for development of the individuals shall be carried out. In view of these inputs, a customized developmental plan may be charted for enhancement of the cognitive empathy of the employees. The other suggestions are:-

- All the employees and supervisors may be administered by the Emotional Intelligence tool and given feedback on their degree of Emotional Quotient.
- Based on the degrees of Emotional Intelligence, specific interventions can be arranged relying on their area of improvement.
- The management may likewise consider utilizing an appropriate instrument for selection of employees with required Emotional Quotient.
- Emotional Intelligence descriptors / events may be used in interviews for selection of candidates to elicit demonstration of specific competencies by HR professionals.

### **CONCLUSION**

A majority of the employees face extreme stress related ailments and a great deal of psychological problems. Subsequently the management must take several initiatives in helping their employees to conquer its disastrous effect. The productivity of the work force is the most definitive factor as far as the success of an organisation is concerned. The productivity in turn is dependent on the psychosocial prosperity of the employees. During an age of highly dynamic and competitive world, man is exposed to a wide range of stressors that can affect him in all domains of life.

The large number of different stress-management techniques combined with the wide range of health outcome measures utilized in stress intervention studies makes it difficult to reach firm conclusions about the effectiveness of each technique and each outcome. Stress can be positive and negative depending on how the individual takes it. To produce changes on these types of measures, stress interventions will need to adjust or alter the sources of stress in the study environment. It can be said that stress management in study settings can be effective in improving employees physical and psychological health, however the choice of which stress-management technique to utilize ought to be based on the specific health outcomes that have been targeted for change.

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## A STUDY ON BENCHMARKING AS A TOOL TO IMPROVE BUSINESS PRACTICE

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### 3.1. INTRODUCTION

Benchmarking is a process used in management and particularly strategic management, in which organizations evaluate various aspects of their processes in relation to best practice, usually within their own sector. Dimensions typically measured are quality, time, and cost. Improvements from learning mean doing things better, faster, and cheaper. This then allows organizations to develop plans on how to adopt such best practice, usually with the aim of increasing some aspect of performance. Benchmarking is often treated as a continuous process in which organizations continually seek to challenge their practices.

Benchmarking shows you whether your performance is stronger or weaker than your competitors. It will give you a clear picture of where improvements are needed and how to increase profits. The main purpose of benchmarking is get feedback about the actual situation and specific information on factors for success, and areas of difficulty and disappointment. The results have proved of wider value, not only for corrective actions but for example in helping in the tactical and strategic decision.

### 3.2. REVIEW OF LITERATURE

1. A study by **(Richard Kiegan and Eddy O ' Kelly, H. James Harrington, }** Benchmarking is a way of helping organizations to compare themselves against others in order to learn from others). It is a continuous process of comparison, projection and implementation It is a proven mechanism to identify and prioritise areas for improvement within a business as well as a simple way to measure progress over time. Examining the critical activities of one's business and comparing the performance in those critical areas with the performance of others' business is known as benchmarking.
2. A study by **R. Dattakumar and R jagadeesh** Benchmarking is recognised as an essential tool for continuous improvement of quality. A large number of publications by various authors reflect the interest in this technique. Reviews of literature on benchmarking have been done in the past by a few authors. However, considering the contributions in the recent times, a more comprehensive review is attempted here. In this paper, the authors have reviewed benchmarking literature in a way that would help researchers, academicians and practitioners to take a closer look at the growth, development and applicability of this technique. The authors have examined various papers and have proposed a different scheme of classification. In addition, certain gaps that would provide hints for further research in benchmarking have been identified.
3. A study by **Paul Leonard, Benchmark** Benchmarking: an International Journal regularly reviews different approaches to benchmarking to help develop and refine the best possible approach for any organization. By looking at the actual performance of other companies, benchmarking helps set demanding, but realistic and achievable performance improvement targets. Benchmarking: an International Journal brings a new perspective on benchmarking and total quality in organizations. From strategic advisory articles aimed at senior decision makers to practical guidance for managers running real benchmarking projects, it illustrates how to make benchmarking work effectively. Any organization can use benchmarking to powerful effect, and this journal covers its use in every type of business.

### 3.3. STATEMENT OF PROBLEM

Benchmarking may cause a needed change in the organization's culture. After a period of time in the industry, an organization may become too practiced at searching inside the company for growth. Benchmarking, if we aren't careful, can waste our time and even be counter-productive to our lean efforts. Consider the two natural results of benchmarking; one is that the benchmark is better than your current state which may drive you to improve, yet it doesn't provide the necessary information to improve. Two, your current state is better than the benchmark, leaving you with little incentive to improve. At best, it drives the same behaviour that lean thinking would drive, but contains a risk of inviting apathy into your ranks. When information is often collected and used as a standard of comparison for similar products or services of the benchmarking organization. benchmarking can help an organization prioritize where improvement efforts should be focused, but this benchmarking should be done with extreme caution. This type of benchmarking confirms more costly with traditional competitive intelligence activities. in these competitions product or service is compared feature by feature with the product or service of the company performing the analysis. It requires strong leadership support to be successful.

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**3.4. SCOPE OF THE STUDY**

The company would be better off looking outside for growth potential. An outward looking company tends to be a future-oriented company usually leading to an enhanced organization with increased profits. Another reason to benchmark is to overcome disbelief and to enhance learning. For example, hearing about another company's successful processes and how they work helps employees believe there's a better way to compete. Benchmarking is growing and changing so rapidly, benchmarks have banded together and developed how-to networks to share methods, successes, and failures with each other. The process has successfully produced a high degree of job satisfaction and learning. Benchmarking is a way to discover the best performance being achieved, whether in a particular company, by a competitor or by an entirely different industry. This information is then used to identify gaps in an organisation's processes to achieve a competitive advantage. Benchmarking is the process of comparing your business' processes and performance metrics within the industry 'bests' and best practices. Metrics often measured are quality, time and cost. In the process of best practice benchmarking, management identifies the best firms in their own industry, or in similar processes exist, and compares the results and processes of those studied the 'targets to their own results and processes. This way, you can learn how well the targets perform and, more importantly, the business processes that explain why the firm s successful.

Benchmarking is useful tools for gathering information in these areas during the process of strategic planning. This type of information can shape a business strategy in a more realistic direction, or at least help identify the risks of doing business in certain markets.

**3.5. OBJECTIVES**

1. To understand and evaluate the current position of a business or organisation in relation to best practice and to identify areas and means of performance improvement.
2. To understand the overall problem-solving process with a clear mandate for organizational improvement.
3. To understand and helps to compare the actual performance of other companies benchmarking

**3.6. OPERATION DEFINITION**

- Benchmarking is the practice of comparing business processes and performance metrics to industry bests and best practices from other companies. Dimensions typically measured are quality, time and cost, management benchmarking can also support the selection, planning and delivery of projects.
- Benchmarking is a tool of strategic management that allows the organization to set goals and measure productivity.
- Benchmarking is a process where you measure your company's success against other similar companies to discover if there is a gap.
- The term 'strategic management' is used to denote a branch of management that is concerned with the development of strategic vision, setting out objectives, formulating and implementing strategies and introducing corrective measures for the deviations to reach the organization's strategic intent. It has two-fold objectives:
- Performance is completion of a task with application of knowledge, skills and abilities a combination of motives, traits, self-concepts, attitudes, cognitive behaviour skills.
- Benchmarking is the process of comparing your business' processes and performance metrics to industry 'bests' and best practices from other companies. When making use of benchmarking, a company should not limit the scope to its own industry, nor should benchmarking be a one-time event.

**3.7. RESEARCH METHODOLOGY**

Descriptive research is used for the study as it helps fact finding through enquiries and surveys. The primary source of data collection includes telephonic interviews, personal interviews and structured questionnaire. Secondary data collected from the internet Web Pages, journals and reports.

**3.8. SAMPLING SIZE AND DESIGN**

The target sample is the employees of the company and the sample size is comprised by the marketing team for this research project. Sample random sampling is applied. The sampling size is restricted to 100 customers and 20 employees.

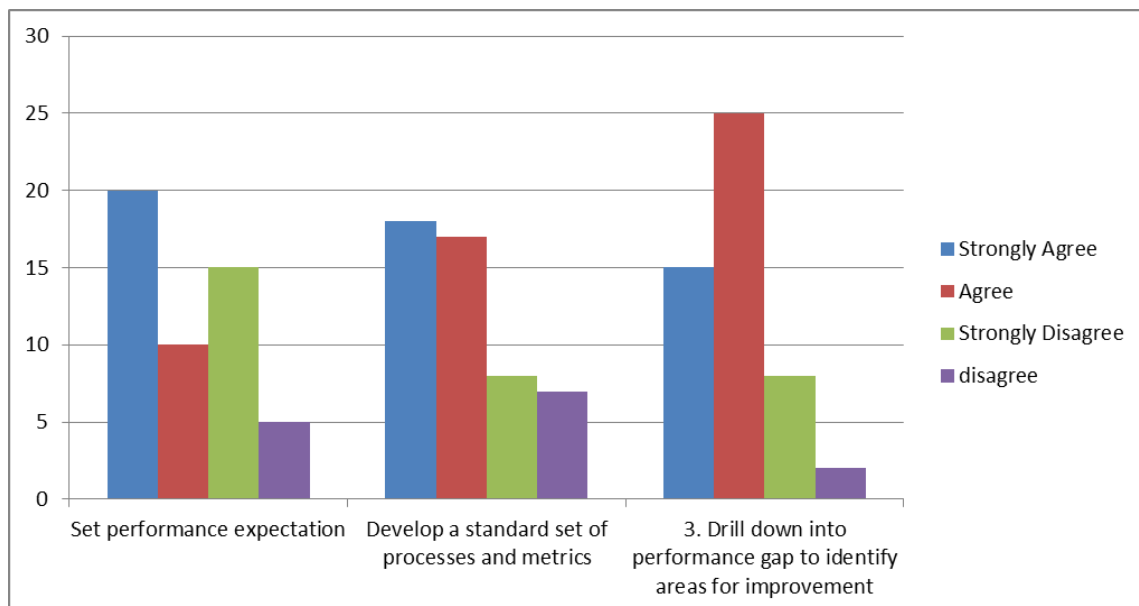


### 3.9. LIMITATIONS OF STUDY

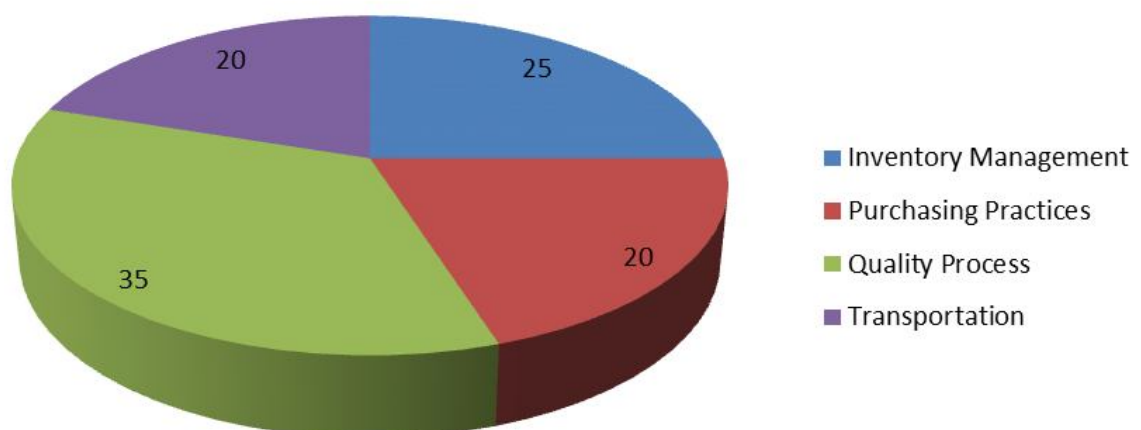
1. It is time consuming process and has to be repeated.
2. It may be difficult to gather all the data.
3. It incurs high implementation cost.
4. No proper coordination.
5. Lack of customer satisfaction.

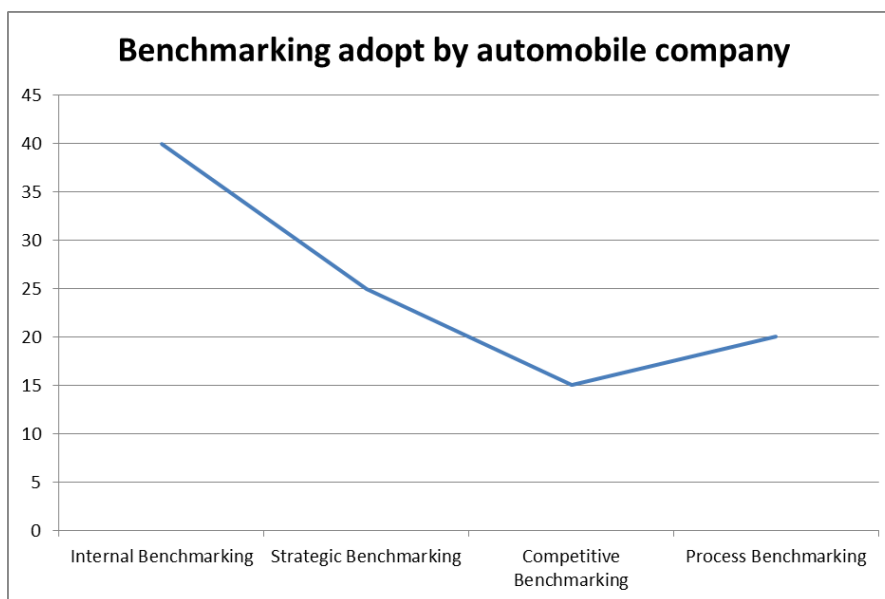
### ANALYSIS

	Strongly Agree	Agree	Strongly Disagree	Disagree
1. Set performance expectation	20	10	15	5
2. Develop the standard set of processes and metrics	18	17	8	7
3. Drill down into performance gap to identify areas for improvement	15	25	8	2



### customer service level satisfaction





### 3.10. FINDING AND SUGGESTION

1. Benchmarking is in its primary stage in the Indian automotive industry, and it still needs much more commitment from top management for its proliferation.
2. Lesser significance is given to competitor benchmarking due to the fear of losing competitive advantage and the problem of confidentiality.
3. Benchmarking has been unanimously accepted as an effective performance and productivity improvement tool by Indian auto companies.
4. Indian automobile manufacturers still see benchmarking as a tool to compare product attributes, quality attributes, operations and process.

### SUGGESTION

1. More significance has to be given for competitor benchmarking.
2. They should accept that benchmarking as a tool to improve business practices.
3. They should still needs much more commitment from top management for its proliferation.
4. By improving benchmarking techniques it can gain an independent perspective about how well you perform compared to other companies.

### CONCLUSION

Benchmarking has consequences which are beyond the process itself: it reforms all the levels of the company modifies the process of manufacture of the product leads drives also reforms the hierarchical organization of the company, the product itself, and the state of mind of the employees There is no doubt that benchmarking is here to stay. Any company should benchmark if it wants to attain world-class competitive capability, prosper in a global economy, and above all, if it wants to survive. These trends are not an option for companies anymore; they should be done by all who want to remain competitive. All companies strive to be profitable, competitive, and successful. Benchmarking can help any company succeed-as long as it is applied correctly.

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**A STUDY ON THE CHALLENGES FACED BY HINDUSTAN AERONAUTICS LIMITED FROM THE INTERNATIONAL SUPPLIERS AND ITS EFFECT ON EXPORTS**

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**ABSTRACT**

*The Indian Aviation is one of the fastest growing economy of the country with 65% of the contribution from Bangalore alone. It is mainly divided into the civil aviation and military. India has around 500 airports and airstrips. Aircraft manufacturer produce various parts like doors, engines, canopy, avionics etcetera. These parts are either manufactured by the company or are imported and assembled together.*

*In this process of manufacturing the company purchases various spare parts and materials from suppliers either within the country or from international suppliers. Companies look into every aspect while choosing a suppliers from quality to price and much more, because maintaining a healthy relationship with supplier is highly important. The international suppliers of an organisation play an important role in the life cycle of a product, beginning from the procurement of raw materials till the final production is complete. Any errors in the raw materials may lead to an error in the final product. Any problems faced at this level of interaction between the buyer and supplier may create a negative impact on the other aspects of the business, which is not a good sign in the long run as this can affect the sales as well.*

*In India, many companies import raw materials which are converted into finished goods and are sold within the country and are exported to other countries. Hindustan Aeronautics Limited is one such company that imports from various countries and uses these raw materials for the production of the various parts of the aircraft. During these business dealings the company faces certain challenges internally and externally which impact the exports.*

*This research focuses on identify the various challenges from international suppliers and also understand it's positive or negative impact on the company. The information for the research will be collected through primary data collection method by interviewing the manager and senior manager of the Bills Payable Department of the company.*

*Keywords: Import, Export, Buyer, International Suppliers, Aviation Industry*

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**INTRODUCTION**

The Indian Aviation Industry is one of the fastest growing industries. India has 464 airports and airstrips, of which 125 airports are owned by Airport Authority of India (AAI). The aviation industry of India contributes 72 billion dollar to the Gross Domestic Product of the nation.

Every organisation aims at having a competitive advantage over its competitors by providing its customers with the best products, for this purpose very material used in its production will have to be of supreme quality. These raw materials are purchased from suppliers within India or foreign suppliers from outside India.

The international suppliers of an organisation play an important role in the life cycle of a product, beginning from the procurement of raw materials till the final production is complete. Any errors in the raw materials may lead to an error in the final product.

While choosing a supplier, the company looks into various factors like cost and value of the product, quality that is being offered, location of the suppliers and its proximity, capacity, flexibility, customer base and reputation and experience of the supplier and many other factors to ensure that there is a smooth flow of business between the company and the supplier.

The relationship between the company and the suppliers is an important aspect in the business, any problems faced at this level may create a negative impact on the other aspects of the business, which is not a good sign in the long run as this can affect the sales as well.

The problems or challenges faced by the company can be internal and external. Internal factors are those which are caused due to the buyer seller relationship and the external factors are those that are related to certain policies or competitors which impact the sale.

In India, many companies import raw materials which are converted into finished goods and are sold within the country and are exported to other countries. Hindustan Aeronautics Limited is one such company that imports

from various countries and uses these raw materials for the production of the various parts of the aircraft. During these business dealings the company faces certain challenges internally and externally which impact the sales.

In this research project, an attempt is made to identify the various challenges faced by Hindustan Aeronautical Limited from international suppliers and also understand its positive or negative impact on the exports.

### **REVIEW OF LITERATURE**

1. Information sharing, buyer-supplier relationships, and firm performance: A multi-region analysis. This paper shows that information sharing between buyers and sellers is an important aspect or improving performance. It points out the capabilities in decision making, integration and business processing, this will have a positive impact on the market financially. Chin-Chun Hsu, Vijay R. Kannan, Keah-Choon Tan, G. Keong Leong
2. Buyer supplier relationship in manufacturing industry - findings from Indian manufacturing sector. The purpose of the paper focuses on three main aspects, namely buyer supplier relationships, large scale expectations and factors effecting the relationship. Manoj Kumar Mohanty, Prof. (Dr.) P. Gahan, Co-Author
3. Service quality between internal customers and internal suppliers in an international airline. The research for this paper was undertaken at an international airline company to identify the difference between the expectation and perception between the suppliers and internal customers. Frederick A. Frost, Mukesh Kumar
4. International Supplier Selection: A Multi-attribute Utility Approach. The purpose of this paper is to bring out the complications in international suppliers selection, the authors have concluded stating that factors like political situation, culture, quality, regulations and other such qualities effect buyer supplier relationship during selection. Hokey Min

### **STATEMENT OF PROBLEM**

Every company put in their best efforts to maintain a good relationship with their suppliers, but still there will always be certain business related problem with regard to payments or the product etc. or there may be certain problems due to factors like changes in the government policies or trade laws with regard to suppliers which cause an impact on the sales. The critical relationship between the suppliers and sales will be discussed in this research paper.

### **SCOPE OF THE STUDY**

The scope of the study is to identify the various challenges faced by Hindustan Aeronautics Limited from international suppliers and its impact on the sales.

### **OBJECTIVES OF THE STUDY**

The main objective of this study is

- To understand the challenges faced due to suppliers of HAL
- To assess the impact of the challenges from international suppliers on the sales

### **RESEARCH METHODOLOGY**

The data comprises of both primary data as well as secondary data for in depth understanding of the concepts;

- Primary data has been gathered through an interview with the Bills Payable Manager and the Senior Manager at HAL
- Secondary data was gathered from sources like magazines, journals and manuals.

### **LIMITATIONS OF THE STUDY**

Some of the limitations faced during the study are:

- Limited access to certain data due to confidentiality and distance.
- Less than 20 employees in the Bills Payable department hence fewer people to provide information.
- Availability of information with regard to only the Aircraft Division.

### **ANALYSIS AND INTERPRETATIONS**

An analysis of the structured interview has been undertaken and while questioning the interviewees, a similar pattern of response was noticed among them, each of the questions are interpreted below:

- The company gets information about their supplies from exhibitions, business magazines, trading websites etc.

- The company's main foreign supplier is from United Kingdom, UAE and Germany.
- The products that are usually purchased from foreign suppliers are spare parts like screws, tools etc.
- The criteria that the company looks into is quality as its major point, both the interviewees stated that in the aircraft manufacturing there is no room for compromise on the quality of the aircraft, hence every part used is tested for high quality. After quality, the price of the product is considered, experience of the supplier in the market and other relation with the country.
- The interviewers rated their relation with the foreign suppliers, where they stated that the relationship between the supplier and HAL varies from company to company, but on an overall basis it is above average.
- The company faces similar type of issues with all the countries and the interviewees were unable to point out to one individual country, they stated that it was the common issues that is faced in all industries. They also added that, if the problems are reoccurring too often, then that particular company may be contacted less.
- When asked to specify some of the problems that commonly erupted between their relationships with their international suppliers were, communication, changing government policies, trade restrictions, delayed delivery, servicing, training and payment delays were common answers, while damaged delivery, fluctuating exchange rates and lack of technology were also some of the issues.
- Due to late delivery from the suppliers the final assembly will also be delayed, the company hasn't figured out a way to tackle the problem, but manages with previous stock, but this brings down the quality, which is not accepted.
- The suppliers train the company on how to use the products and the company tells them their product expectations, at this time communication becomes a barrier, the commonly spoken language is English and also translators are used in extreme situations.
- The changes in government policies hinder their relationship with their foreign suppliers and frequent changes reduce stability. Excessive restriction on trading increases the price and it burdens the company.
- In the past 5 years a few of their suppliers have backed out and have stopped supplying to HAL, due to change in India's financial policies and other restrictions.
- The company has overcome this since they had a good reputation in the market it was easier to get new suppliers, but still negotiations were not very easy.
- The company admitted to making late payments to the suppliers which may not be very beneficial in the long run, since the company has shortage of funds as and when they receive payments from their customers they pay the suppliers.
- The sales turnover of the company in the past 4 years were as follows:

Year	Profit and Loss Statement (in crore)	Sales Turnover (in crore)
2012	25	2000
2017	15	2000
2018	10	850
2019	4	350

- The interviewees also stated that these barriers like delay, price and quality were some of the main reasons due to which the customers turned down their products, which shows a significant drop in the sales. They believe that these factors have been one of the reasons that has caused their customers to opt for their competitors.

## FINDINGS

The most significant findings in this entire data collection would be the challenges that HAL face from the International Suppliers and if it's impacted the outcome.

The challenges that HAL face from the International Suppliers are listed below:

- Communication Barriers – while placing an order with the international supplier the language varies from country to country, transfer of information about the product requirements will be a difficult task. English is the common language in international dealings, but at certain times, suppliers from Germany are not very

familiar with English and there arises a need for a translator, if not there can be misunderstanding of the requirements.

- Government policies – any alterations or changes in the government policies effect the trade with other countries. This can be the government policies of India or the international supplier's country. One such situation was demonetisation, this caused a lot of changes in the dealings with the foreign suppliers and they backed out from the deal, hence causing stoppage of work till the materials were available.
- Trade restrictions – certain trade restrictions with some countries will affect the price of the products. HAL's Aircraft division is have a low turnover and has not received certain provisions it was supposed to receive from the government, hence it had to take loans. When prices go up the company will have to increase its allocation for suppliers with becomes difficult for the company to manage.
- Delayed delivery – this is one of the most common issue notices across all the divisions, the supplies deliver the product a few days after the estimated date, this will indirectly delay the product testing and final delivery to the customer, which will delay the payment to be received from the customer and create a negative image of the company. Most of the times the company uses the previous stock but this cannot be applied all the time due the changing technology and quality depreciation.
- Training – the foreign suppliers deliver the products to the company and since new technologies are being adopted, the suppliers train the workers at HAL on how to use or fix the product, if the training is not effective due to communication gap or lack of technological knowledge, the usage of the product is not known and may lead to mishaps.
- Quality – as stated earlier quality is never compromised at HAL since they cater to the defence sector as well, hence a slight mistake can cause a huge loss, for this purpose the suppliers product quality are thoroughly scanned and verified. Even after all this sometimes, due to certain negligence the delivered product may not reach up to the quality standard or it may be damaged, this will further delay the final aircraft manufacturing and delivery to the customers.
- Technology – some of the technology which is available in the other countries may not be familiar in India. In Aircraft particularly, the suppliers may scrap off certain products but this might be still used in certain aircrafts in India, hence it is important for the company to update its models based on the availability of raw materials.
- Maintenance - as stated due to variance in technologies from country to country, the works at HAL are not very familiar with the updated technology and are given training, but for certain products the maintenance is done by the suppliers company itself, which means the staff will have to come over to undertake the servicing, this will be a complicated and time consuming process.
- Price – as mentioned earlier the company has already faced certain issues with regard to receiving allocations from the government and hence has to take loans which may increase the debt. As we all know that international suppliers involves foreign currencies. If the exchange rate of the Indian rupee against the supplier's currency has a high level fluctuations, this causes instability and prices may tend to increase, and for HAL, these frequent fluctuations may be financially unhealthy.
- Payment delays – in basic operations it is functional cycle that takes place in the company, receive final aircraft payments from the customers and pay the suppliers the payment. Due to delays the delivery to the customer is delayed and this delays the payment to be received from them and further causes more delay. In such cases, the company tries to clear payments to most of the supplies from its purchase allocations, but when it runs short of money they delay payments and this creates a negative impact of the company on the supplier.

While interpreting the sales turnover, there is a visible drop in the sales and also the Aircraft Division has been facing a consecutive loss due to various reasons. One of the reasons identified are due to the delays, quality and price fluctuations, they have lost a few customers and this is indirectly related to the relation with the foreign suppliers.

## **CONCLUSION**

The current operations of HAL are profitable, but when looked into the company on divisional basis, the Aircraft Division has not been up to the required performance. Over the years, the company has lost a few suppliers due to government policies and regulations, and lost a few customers due to delays and price fluctuations. The company is undertaking various measures to overcome the problems they face, but they also

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feel that the required support from the government is not available, which is acting as a hindrance to their growth.

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**A STUDY ON MARKETING PLANNING AND FORECASTING IN DECATHLON**

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**INTRODUCTION**

Marketing planning is the preface to any business enterprise. Planning is deciding at present as to what we are going to do in the future. It involves not only anticipating the consequences of decisions but also predict the events that are likely to affect the business.

Marketing planning is to direct the company marketing efforts and resources towards present marketing objectives like growth, survival, minimizing risks, maintain status-quo, profit maximization, service to customers, diversification, and image building and so on.

Marketing planning being an integral part of overall planning of the firm, defines the role and responsibilities of the marketing executive as to what and how much and when to contribute to the attainment of the marketing goals in particular and overall goals in general

A market forecast is a core component of a market analysis. It projects the future numbers, characteristics, and trends in your target market. A standard analysis shows the projected number of potential customers divided into segments.

Creating an effective strategy for your marketing efforts doesn't happen all at once, and neither is it a problem only the marketing department has to deal with. Once you implement the marketing strategy, the entire company will have to deal with the consequences. An important part of the marketing strategy is the forecasting process. Perhaps the most important forecast in this respect is the sales forecast, which estimates how much will be sold by the company within a given time period. The rest of the company should be prepared to meet the demands of the sales forecast.

**REVIEW OF LITERATURE**

1. A study by **J. Scott Armstrong, Roderick, Brodie, Shelby H. McIntyre** (1987), this paper reviews the empirical research on forecasting in marketing. In addition, it presents results from some small scale surveys. Also offer a framework for discussing forecasts in the area of marketing, and then review the literature in light of that framework. Particular emphasis is given to a pragmatic interpretation of the literature and findings.
2. A study by **Russell and Nicola Higgs** (1994), there has been rapid political, social and economic change in South Africa since 1990. As a result of the fall of apartheid, South Africa is slowly taking its place in the global village. Foreign companies are considering South Africa as a good market for their goods and as a source of supply of raw material and partly processed goods. Aims to review the marketing planning practices of large South African companies. A comprehensive review of the marketing planning literature has been undertaken. A study of 73 companies quoted on the Johannesburg Stock Exchange was undertaken. It was established that all these companies had a comprehensive annual marketing plan and they followed the procedures, and used the techniques described in the normative marketing literature. Global organizations looking for South African partners will find the level of marketing planning sophistication highly satisfactory.

**STATEMENT OF THE PROBLEM**

Decathlon being a well-known and established brand is not recognized by majority of people. Back then, they did not believe in the concept of marketing their products, but now it has become a necessity. Most of the companies opt for digital marketing. Since it is the most common method of marketing, they are finding difficulties in choosing a proper medium. But, their main focus is on marketing their brands.

Since, Customers' requirements keeps on changing and also trends and seasonality has a great impact, it becomes difficult to match their demands.

**SCOPE OF THE STUDY**

This study will cover the problems of marketing planning and forecasting. This study is carried out in .The study will be done for a period of two months.

**OBJECTIVES**

- To understand marketing strategies applied by the company



- To analyze the planning process and forecasting to improve in sales

### RESEARCH METHODOLOGY

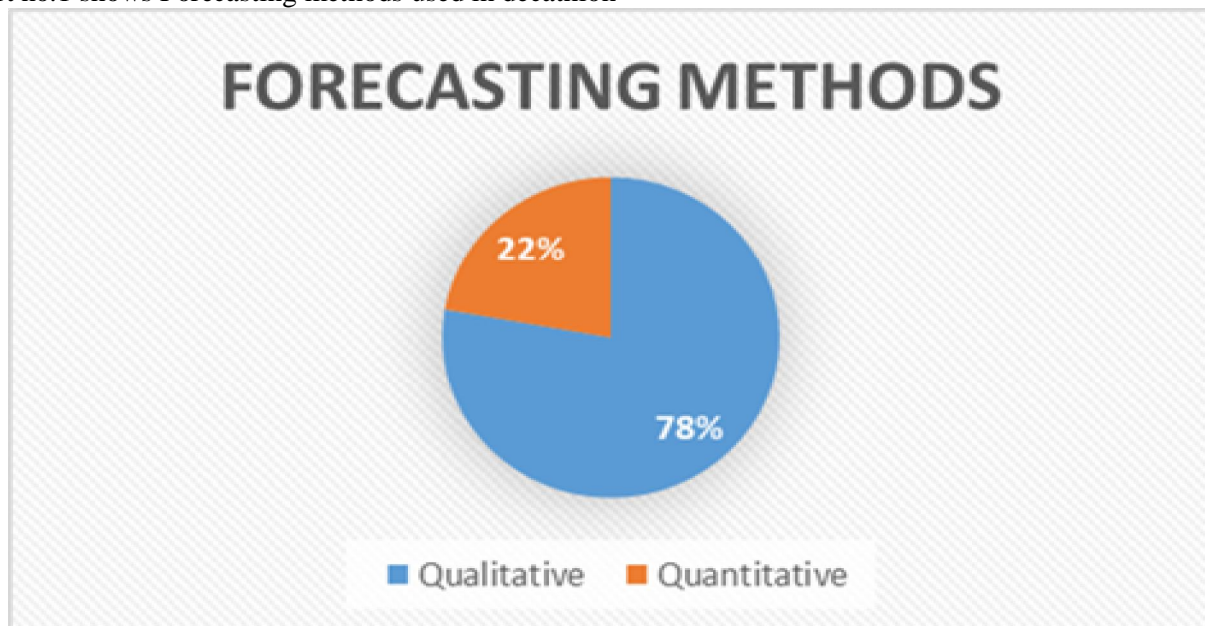
Descriptive research is used for the study as it helps fact finding through enquiries and surveys. The primary source of data collection includes telephonic interviews, personal interviews and structured questionnaire.

### LIMITATIONS

- The project is limited by the extent of information that company is willing to give.
- It is also limited by time
- The project is based on the details and feedbacks received from the sample population, which may not be completely true

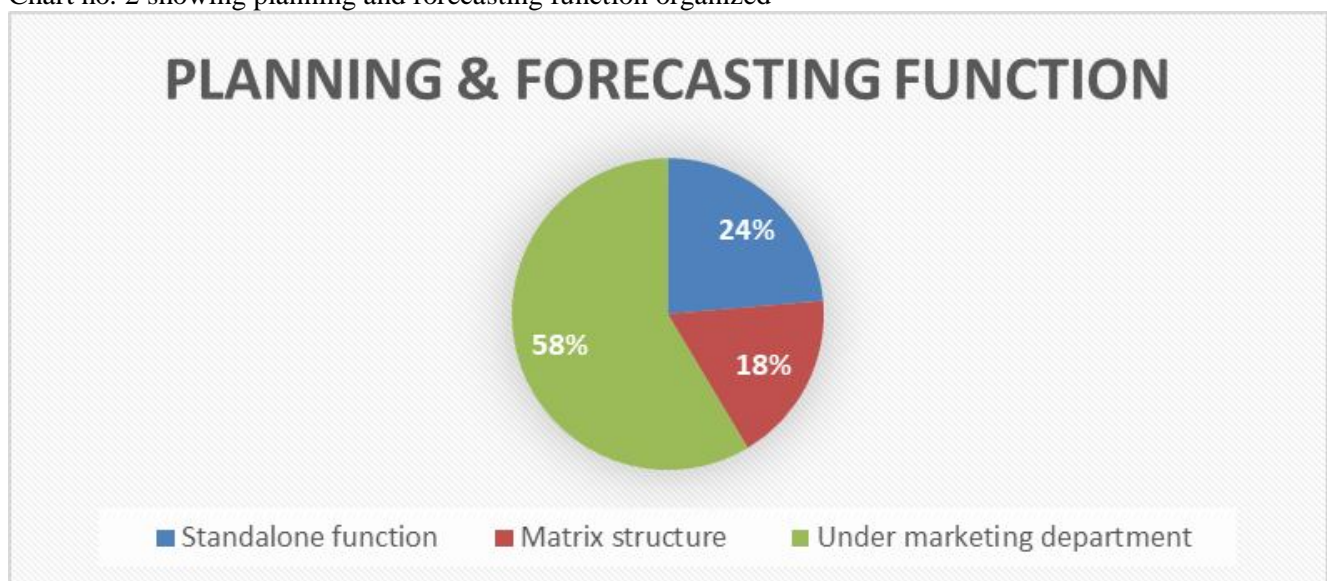
### RESEARCH METHODOLOGY

Chart no.1 shows Forecasting methods used in decathlon



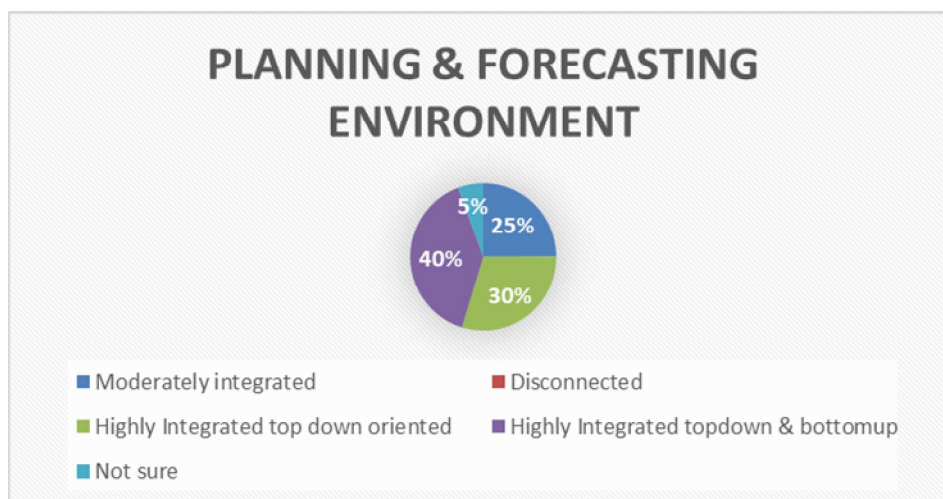
As per the chart 78% have chosen qualitative since they are using that technique and which mainly focus on the opinion of experts rather than numerical analysis to provide insights into future outcomes.

Chart no. 2 showing planning and forecasting function organized



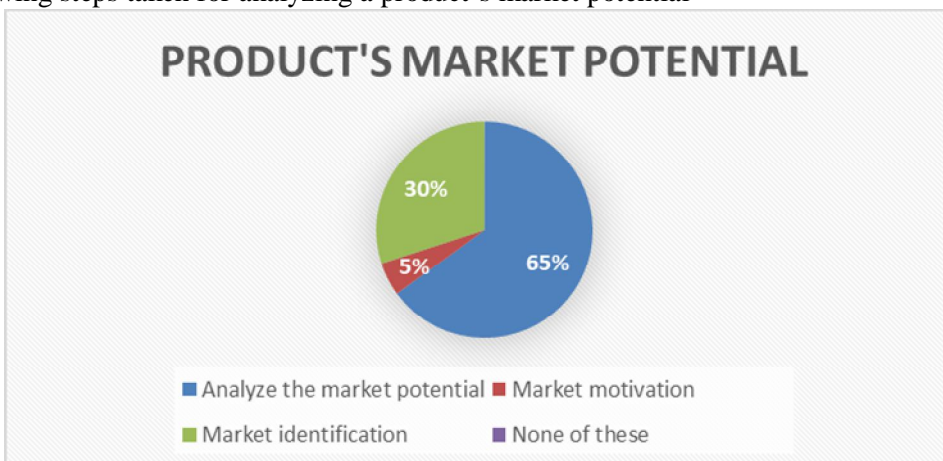
As per the chart 58% have chosen function under marketing department where they see the demand of the customer and fulfill their needs

Chart no.3 shows Planning and Forecasting environment at present scenario



As per the chart 40% have chosen highly integrated top down & bottom up where the sales of all products are predicted according to the individual item at a particular location and the sales data are predicted for each item in each location

Chart no.4 showing steps taken for analyzing a product's market potential



As per this chart 65% have chosen analyze market potential where they product has a demand at a specific time and measure the sales value and they will have greatest return in the long run. 30% have chosen market identification where their products and services are offered in the most profitable area and 5% have chosen market motivation where the products are purchased by the customers to fulfill their needs and motivate them to repeat the purchase.

## FINDINGS AND CONCLUSION

### FINDINGS

- A wide range of products and prices to satisfy all types of customers.
- A great price/quality relation in products thanks to being both manufacturers and distributors
- Stores with a lot of floor space which allows them to offer many additional Products and services
- The leading sports goods company.
- They use qualitative forecasting methods
- Their target customer includes all group of people
- Product are affordable and durable
- They sell the products according to the demand and future trends
- Product are 50% lesser compared to other brands
- Provides benefits for employees

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**CONCLUSION**

Therefore, the study shows that decathlon marketing strategies are different and the focus on their own products and also make people aware of their brand. They mainly focus and satisfy the customer demands and also available both online and offline. They don't focus on numerical analysis and to increase their profits in the future

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**A STUDY ON MARKETING AND THE PSYCHOLOGY OF PERSUASION BY BHARTI AIRTEL LTD**

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**ABSTRACT**

*Communication of products through marketing and persuasion is an essential part of any business. Persuasion plays a very important role in influencing a person's attitude, motivation, beliefs, intentions, behavior etc. The psychological aspects may include the lifestyle of the customer, personality, social class, interest and opinion.*

*Bharti Airtel offers face-to-face communication in the store, where they give the customers complete details about different offers and plans provided. Face-to-face meetings are one among the most effective means of persuading the customers to buy their products/ plans; this in turn helps in increasing the profits and retaining the customers, as the mission of airtel is "Hunger to win customers for life".*

*The study on psychology of persuasion helps the organization in understanding different interest of the customers and the techniques to be adopted for better communication of information which leads to effective persuasion. It also helps in emphasizing the effect of persuasion on the buying behavior of the customer.*

*The objectives of the study are to identify the main persuasive techniques used by Airtel, analyze if the techniques used are perceived in a desired manner and to understand if the persuasive techniques affect the buying behavior of the customers. The study has been confined to the buyer who is associated with Airtel for a long duration with a sample size of 100 respondents. The methodology used in this study is descriptive study, where data is being collected from both primary and secondary sources.*

*Keyword: Marketing, Customers, Psychology, Purchase Decision and Buying Behavior*

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**INTRODUCTION**

Marketing may be defined as the art of maintaining a good relationship with the consumers with an objective of building loyalty and brand awareness. Meanwhile, psychology refers to the study of human behaviour. Building an effective connection with the consumer is very necessary to understand the underlying behaviour of the consumer and the motivation behind the Purchase Decision of consumer. Psychology plays a vital role in influencing the decision of the consumer's and it in turn helps in the growth of business. The use of psychology in marketing helps to understand the way the consumer feel, reason, think and take decisions. Consumer psychology is very important in order to understand individuals Desires and needs and to understand the factors that motivate the consumers in purchase of particular products. Communication of products through marketing and persuasion is an essential part of any business. Persuasion plays a very important role in influencing a person's attitude, motivation, beliefs, intentions, behaviour etc. The psychological aspects may include the lifestyle of the customer, personality, social class, interest and opinion.

Bharti Airtel offers face-to-face communication in the store, where they give the customers complete details about different offers and plans provided. Face-to-face meetings are one among the most effective means of persuading the customers to buy their products/ plans; this in turn helps in increasing the profits and retaining the customers, as the mission of Airtel is "Hunger to win customers for life".

The study on psychology of persuasion helps the organization in understanding different interest of the customers and the techniques to be adopted for better communication of information which leads to effective persuasion. It also helps in emphasizing the effect of persuasion on the buying behaviour of the customer.

**OVERVIEW OF THE COMPANY**

Bharti Airtel Limited, also known as Airtel, is an Indian global telecommunications services company based in Delhi, India. It operates in 18 countries across South Asia and Africa, and also in the Channel Islands. Airtel provides GSM, 3G, 4G LTE, 4G+ mobile services, fixed line broadband and voice services depending upon the country of operation. Airtel had also rolled out its VoLTE technology across all Indian telecom circles. It is the third largest mobile network operator in India and the second largest mobile network operator in the world with over 411.42 million subscribers. Airtel was named India's 2nd most valuable brand in the first ever Brand ranking by Millward Brown and WPP plc.

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**REVIEW OF LITERATURE**

1. The author stated that there is an impact of advertisement of new products on consumers perception towards the brand and the avoidance behaviour of the consumer towards advertisement. And it is found that the above three dimensions plays a very important role in the brand choice of the consumer. (**• Eyup Akin K, 2012**)
2. In his paper “Effects of Psychological Factors on Demand” quoted that successful business always makes an effort to understand the buying behaviour of the consumers and this is done in order to maximize the sale of product and services. Studies show that, there are a lot of factors that influence the buying behaviour of the customer. The four main factors are personal factors, cultural factors, psychological factors and social factors. The psychological factors plays a very important role in influencing the buying behaviour of the customer, the psychological factors can further be classified into attitudes, perception, motivation, learning and his beliefs. (**Callwood, 2014**)
3. The author state that if the marketers can understand the reason that creates motivation amongst customers, they may be able to develop different marketing strategies or tatics in order to influence the consumers motivation, to think about and also process information about their brand or advertisement. (**smoke, 2009**)
4. The author projected that consumers have different lifestyles and these lifestyles can show variation in in the consumer attitudes. The lifestyle of people are most likely influence by the reference group social status, culture and the family. People with different lifestyles have variation in values, perception and personalities. (**engel, 1982**)
5. In his research ‘Behavioural psychology, marketing and consumer behaviour’ Psychology, along with different academic principles, first played an important role in both consumer behaviour and marketing. The influence on just one area of Psychology which is behaviourism on consumer and marketing is less prominent. Behaviorism has an impact on the consumers through the application of classical and operant conditioning which matches the foraging theories. (**Wells, 2014**)

**SCOPE**

The study has been confined to:

- Some of the buyers or loyal customers who are associated with Airtel for a long period of time.

**OBJECTIVES**

- To identify if the techniques of marketing used by Bharti Airtel are perceived in a desired manner.
- To understand if the persuasive techniques affect the buying behavior of the customer.
- To draw Recommendation and suggestions for the study

**STATEMENT OF PROBLEMS**

Bharti Airtel has been facing too much competition over the years, and the marketers had a tough time in influencing the customers.

Face-to-face meetings are one among the most effective means of persuading the customers to buy their products/ plans, these meetings are restricted to the store.

The price war with Reliance JIO occupied almost 60% of the market.

**METHODOLOGY**

- Sample size: 100 respondents.
- Data collected: primary and secondary data
- Tools/techniques: personal interviews and structured questionnaire.
- Plan of analysis: will be done using appropriate statistical tool and techniques

**LIMITATIONS**

The limitations for the study are as follows:

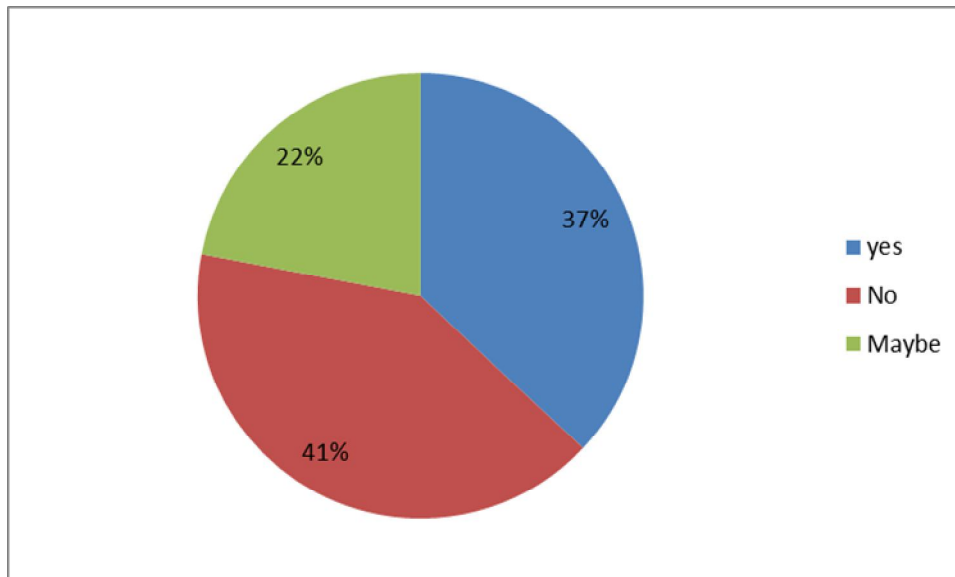
- It is assumed that the respondents have answered all questions honestly; variation the response will have a direct impact on the accuracy of interpretation.
- The time period allotted was less.

- Certain information is kept confidential.

## ANALYSIS AND INTERPRETATION

**Table 1: Indicating The Desire For The Products Being Advertised**

	Frequency	Percent
Yes	37	37.0
No	41	41.0
Maybe	22	22.0
Total	100	100.0

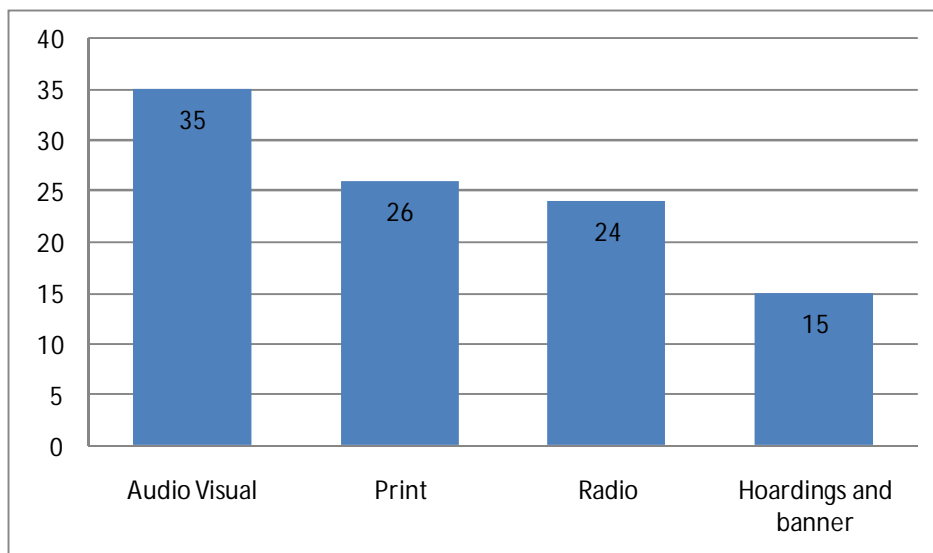


## INFERENCE

The study shows 41% of the respondents doesn't desire for the products that are being advertised, 37% of the respondents desire for the products that are being advertised, while the remaining feel that it may or may not influence them. Therefore, it is inferred that majority of the respondents are not influenced by the products/services being Advertised.

**Table 2: Representing The Type Of Advertisement Preferred By The Customer**

	Frequency	Percent
Audio Visual	35	35.0
Print	26	26.0
Radio	24	24.0
Hoardings and banner	15	15.0
Total	100	100.0

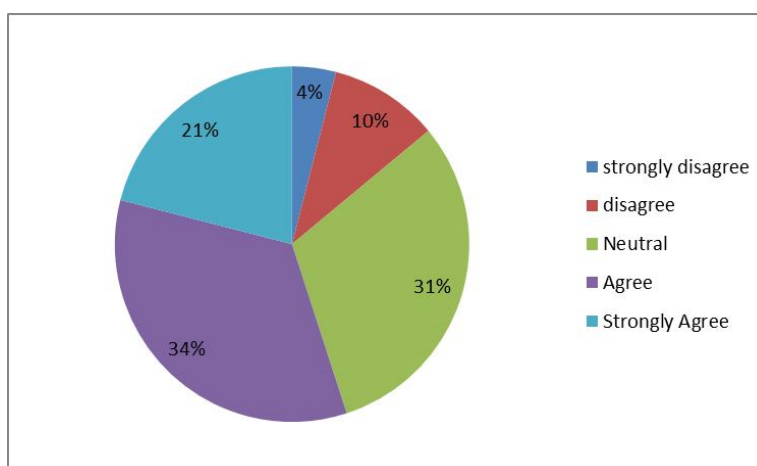


**INFERENCE**

The study shows that 35% of the respondents like Audio visual advertisements of Airtel, 26% of the respondents like the print advertisements put up by Airtel, 24% prefer Radio advertisements and the remaining 15% of the respondents like the Hoardings the Banners ads of Airtel. Therefore, it can be inferred that majority of the respondents prefer Audio visual ads of Airtel over the other type of advertisements put up y Airtel.

**Table 3: Representating The Advertising Techniques That Motivated The Respondents Towards Purchase Decision**

	Frequency	Percent
strongly disagree	4	4.0
disagree	10	10.0
Neutral	31	31.0
Agree	34	34.0
Strongly Agree	21	21.0
Total	100	100.0

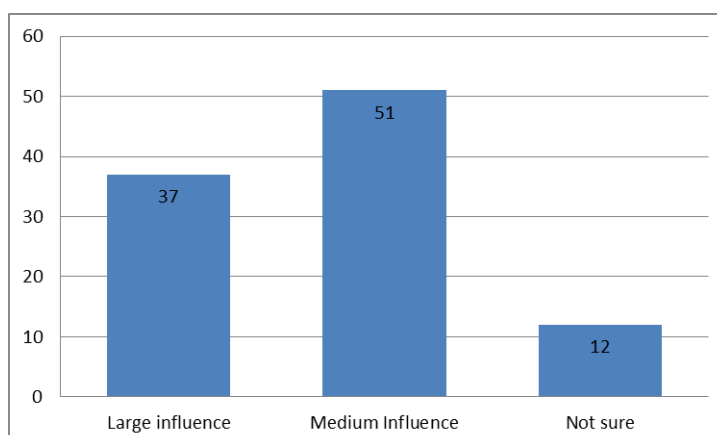
**INFERENCE**

The study shows that 21% of the respondents strongly agree that the Advertising techniques used by Airtel have motivated them towards purchase decision, 34% agree that the techniques have motivated them, 31% of the respondents feel that it may or may not motivate them, 10% Disagree that the advertising techniques have motivated them , while the remaining 4% strongly disagree that the Advertising techniques have motivated them towards the purchase decision.

Therefore, the study indicates that majority of the respondents agree that the Advertising techniques have motivated the respondents towards the purchase decision.

**Table 4: Representing The Level Of Influence On Advertising Techniques Over Buying Behavior**

	Frequency	Percent
Large influence	37	37.0
Medium Influence	51	51.0
Not sure	12	12.0
Total	100	100.0

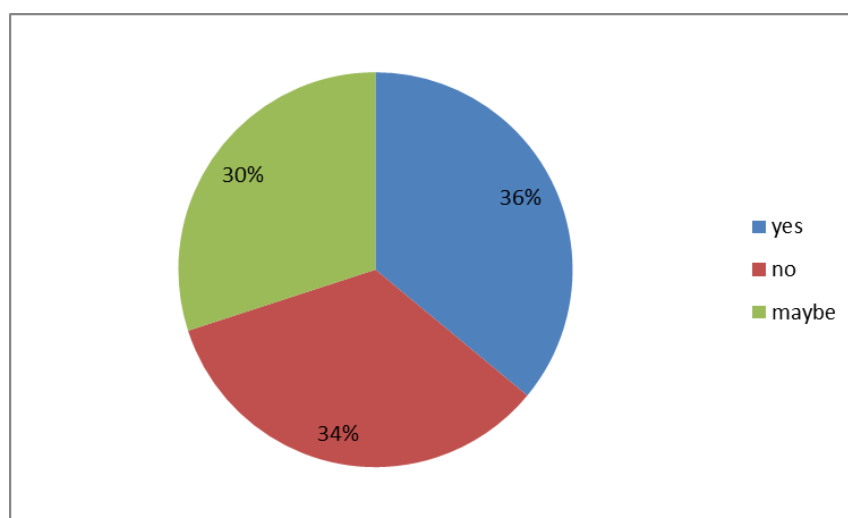


### INFERENCE

The study shows that 37% of respondents feel that the advertising techniques has had a large influence on the buying behavior, 51% of the respondents feel that the advertising techniques has had medium influence on the buying behavior, while the remaining 12% are not sure if the techniques has had a impact on the buying behavior. Therefore, the study indicates that majority of the respondents feel that the advertising techniques have had medium influence on the buying behavior.

**Table 5: Representing Persuasion Of Advertisement Towards Product Trial**

	FREQUENCY	PERCENT
YES	36	36.0
NO	34	34.0
MAYBE	30	30.0
TOTAL	100	100.0

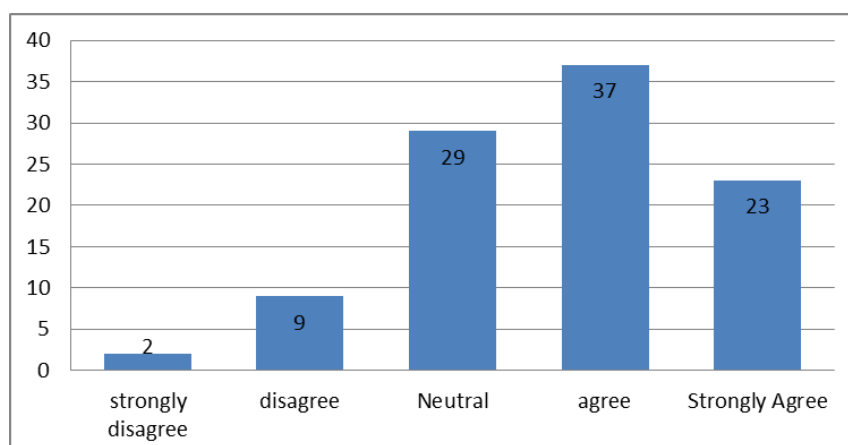


### INFERENCE

The study shows that 36% of the respondents feel that the advertisements have induced or persuaded them to try the product, 34% of the respondents feel that the advertisements have not persuaded them, while the remaining 30% feel that the advertisement may or may not have persuaded them to try the product. Therefore, it is inferred that majority of the respondents feel that the advertisements have persuaded the respondents towards trying the product.

**Table 6: Representing The Positive Feeling Evoked By Airtel Advertisement**

	Frequency	Percent
strongly disagree	2	2.0
disagree	9	9.0
Neutral	29	29.0
agree	37	37.0
Strongly Agree	23	23.0
Total	100	100.0



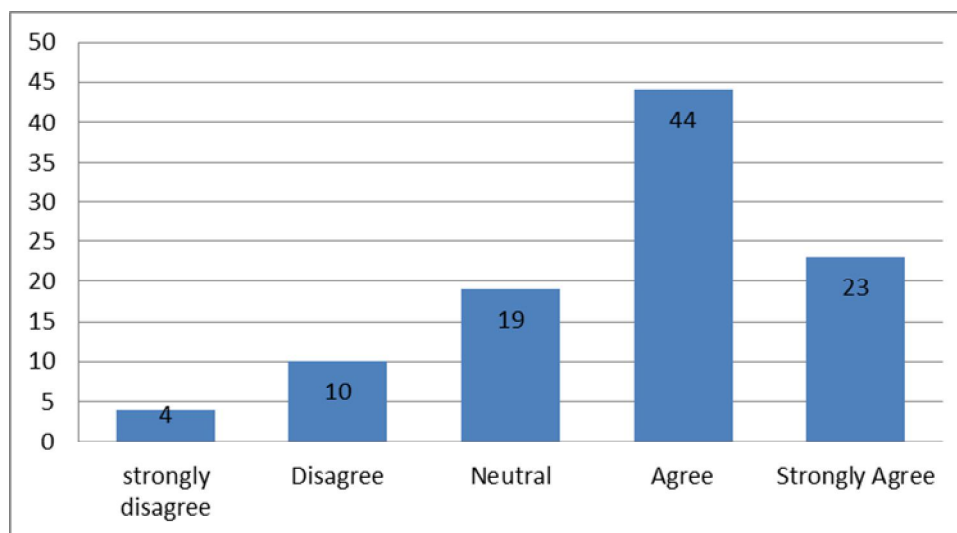


**INFERENCE**

The study shows that 37% of the respondents agree that the advertisements of Airtel has evoked a positive feeling, 23% of the respondents strongly agree that the advertisement have evoked a positive feeling, 29% of the respondents feel that the advertisement may or may not have evoked a positive feeling, 9% of the respondent Disagree that the advertisement has had a positive feeling and the remaining 2% strongly disagree that advertisement has evoked a positive feeling. Therefore, the study indicates that majority of the respondents agree that the advertisements put up by Airtel has evoked a positive feeling.

**Table 7: Showing Frequent Display Of Advertisement Has Encouraged Respondents Towards The Airtel Services**

	Frequency	Percent
strongly disagree	4	4.0
Disagree	10	10.0
Neutral	19	19.0
Agree	44	44.0
Strongly Agree	23	23.0
Total	100	100.0

**INFERENCE**

The study shows that 44% of the respondents have agreed that viewing the advertisements frequently has encouraged them towards the products/services, 23% of the respondents strongly agree that it has encouraged them, 19% feel that it may or may not have encouraged them towards the purchase decision, 10% disagree that viewing the advertisements have not lead to the purchase decision, while the remaining 4% strongly Disagree that it has not encouraged them towards the purchase decision. Thus, the study indicates that majority of the respondents have agreed that, frequently viewing the advertisement has encouraged them towards the products/services.

**FINDINGS**

- From the study it can be estimated that most of the respondents don't desire for the products that are being advertised because the respondents feel that the brand uses push strategy and boastful statements in order to boost sales.
- Majority of the respondents like the Audio visual Advertisements of Airtel, because the advertisements are more colorful, they have a catchy tune with and the advertisements are easier to interpret.
- It is estimated that the advertising techniques used by Airtel have motivated the respondents towards the purchase decision.
- Most of the respondents feel that the advertisements have evoked a positive feeling and have persuaded the respondents towards buying the products/services offered by Airtel.
- The respondents feel that frequently viewing the advertisement has encouraged them towards the services of Airtel.

- The advertisements displayed by Airtel has induced or persuaded the respondents towards trying the services offered, because the advertisements of Airtel are more informative and precise and they use comparative advertising strategy for the purpose of showing why their competitor is inferior to their services.

### **SUGGESTIONS**

- Airtel has to focus more on having attractive Hoardings, Banners and Print advertisements and also they have to focus on promoting their products/services through Radio stations.
- Airtel has been following a standard theme of advertising over the years, they should also incorporate social and emotional messages which will have more psychological impact on the customer.
- Airtel should focus on having creative and innovative localized advertising styles in order to convey a better message about their product in areas where they are not tech friendly.

### **CONCLUSION**

Marketing is a powerful tool used to create awareness about the brand. Psychologically the customers get attracted towards the various advertising tools which determine their decision towards purchasing the product/services. The customer is satisfied with the services offered by Airtel, due to Airtels unique strategies and schemes. These techniques have created a brand loyalty towards Airtel, there by leading to the success of marketing and in turn have expanded their target customers.

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**A STUDY ON BUSINESS OPPORTUNITIES IN MINING AND CONSTRUCTION EQUIPMENTS IN DIFFERENT COUNTRIES AT BEML**

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**Jeny Joseph<sup>1</sup> and Professor Rajani Korah<sup>2</sup>**Student<sup>1</sup> and Guide<sup>2</sup>, PG Department Commerce and Management, Mount Carmel College, Autonomous, Bangalore

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**ABSTRACT**

*Construction Equipment is the important factor to run the project in a successful manner. This paper elevated on the technological trends in the products, while purchasing, leasing or renting the equipment, and guide in optimizing the profitability. Maintenance will be focusing on calculating the overall equipment effectiveness. Utilization of machine properly and match their capacities to specific project requirements. Current practices and observations made in Indian construction industry. The effectiveness of construction machineries is a major factor that differentiates construction companies in terms of heavy construction and light construction. The time and cost of project is most important constraint for the success of project. Data was acquired from equipment rental companies, construction companies and multiple construction projects.*

*The challenges in the mining industry, such as high input costs, environmental, health and safety regulations, a fluctuating exchange rate, and logistic inefficiencies continued to be aggravated by low commodity prices.*

*The three major businesses are MINING & CONSTRUCTION, DEFENCE; AND RAIL & METRO are services by its nine manufacturing units located at Bangalore, Kolar Gold Fields (KGF), Mysore, Palakkad, and the subsidiary – Vignyan Industries Ltd. in Chikmagalur district. The company's products are sold and serviced to and through its large wide marketing networks spread all over the country. BEML's products are exported to more than 56 countries.*

*Keywords: mining equipment, construction, defence, rail and metro.*

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**INTRODUCTION**

Mining is the extraction of valuable minerals or other geological materials from the Earth, usually from an ore body, lode, vein, seam, reef or placer deposit. These deposits form a mineralized package that is of economic interest to the miner. Mining operations are important to the improvement and preservation of our daily living, providing resources used to create electricity, roads, and communities.

Much like mining operations, construction operations play a pivotal role in the improvement of society. The construction industry safely and effectively makes our lives more comfortable and efficient. From skyscrapers to highways to sewers, construction machinery, such as excavators, dozers, and cranes, help to build a better future.

The operating environments for bearings in the mining and construction industries can be extremely severe. One or more of the following can arise:

- heavy loads combined with shock loads
- light loads with high speed rotation
- heavy loads with low speed rotation

Mining operations usually create a negative environmental impact, both during the mining activity and after the mine has closed. Hence, most of the world's nations have passed regulations to decrease the impact. Work safety has long been a concern as well, and modern practices have significantly improved safety in mines.

Levels of metal recycling are generally low. Unless future end-of-life recycling rates are stepped up, some rare metals may become unavailable for use in a variety of consumer products. Due to the low recycling rates, some landfills now contain higher concentration.

**OVERVIEW OF THE COMPANY**

**BEML** was founded in May 1964, and initiated tasks on 1 January 1965. It was entirely claimed and worked by India's Ministry of defence until 1992, when the administration stripped 25% of its possessions in the organization. **BEML** is Asia's second biggest producer of earth moving hardware, and it controls 70% of India's market in that segment. The three major businesses are MINING & CONSTRUCTION, DEFENCE; AND RAIL & METRO are services by its nine manufacturing units located at Bangalore, Kolar Gold Fields (KGF), Mysore, Palakkad, and the subsidiary – Vignyan Industries Ltd. in Chikmagalur district. **BEML's** products are

sold and serviced to and through its large wide marketing networks spread all over the country. BEML's products are exported to more than 56 countries.

### **LITERATURE REVIEW**

**James (1997)** observed in his research report entitled by **“Political and Institutional Prerequisites for Successful Mining Establishment and Development”** that discovers a situation where a conflict has arisen between state and provincial authorities. Provincial and state authorities have not agreed on the terms of compensation for mineral development. The state is responsible for the distribution of exploration rights and is also entitled to return from mineral developments. In this study, the researchers argue that there must be an axel between State Government and Central Government in context to India for development of mines and mineral industry.

**Russ Buchanan (2017)** examined in his report titled by **“External Factors Affecting Mining”**. that the mining safety program of the National Institute for Occupational Health and Safety explains how a political shift at the federal level can directly affect the research, enactment and enforcement of safety regulations in mining industries. In this study, the researchers argued that Gujarat state also under such issues on the political shift during the restructuring process of the mining industry. The party-based politics have taken place at the state as well as central level.

**Ahammad and Clements (1999)** provide evidence on the potential strength of the regional growth stimulus from mining with reference to a mature sector within the enabling economy of Western Australia during the 1990s mineral boom. The growth rate of the mining sector at that time was twice that of the state economy and almost four times the rate of the national economy. Mining's share of GDP averaged 16% at that time, plus a further 4% if mineral processing is included.

### **OBJECTIVES OF THE STUDY**

1. To study the challenges that the organisation faces during the mining process.
2. To study the latest technological trends in mining industries.

### **SCOPE OF THE STUDY**

The research paper limits its study to opportunities and challenges in mining and construction in different countries where BEML trades. This will also indicate the new technological advancement and constant growth in mining industry.

### **STATEMENT OF THE PROBLEM**

BEML which is been in mining and construction industry has spread its market across border serving world class equipments over decades. With competition from several industries across borders, it has become a necessity to meet global requirement in mining industry. The new opportunities have to be identified in order to have a constant growth in mining and construction.

### **LIMITATIONS OF THE STUDY**

- Confidential information will not be revealed
- Time constraint
- Limited interaction with concerned head
- This study is confined to the particular organisation
- Lack of previous studies in the research area

### **METHODOLOGY**

This is a descriptive study where data are collected both from primary and secondary sources. The data is tabulated and analysed, findings are summarised and suggestions are made.

### **DATA COLLECTION**

**PRIMARY DATA-** The primary data is collected through questionnaires filled by the employees and meeting the organisational head of each department and interview in person.

**SECONDARY DATA –** The secondary data are collected through internet, books, journals, handbooks, articles and company reports.

### **SAMPLE SIZE**

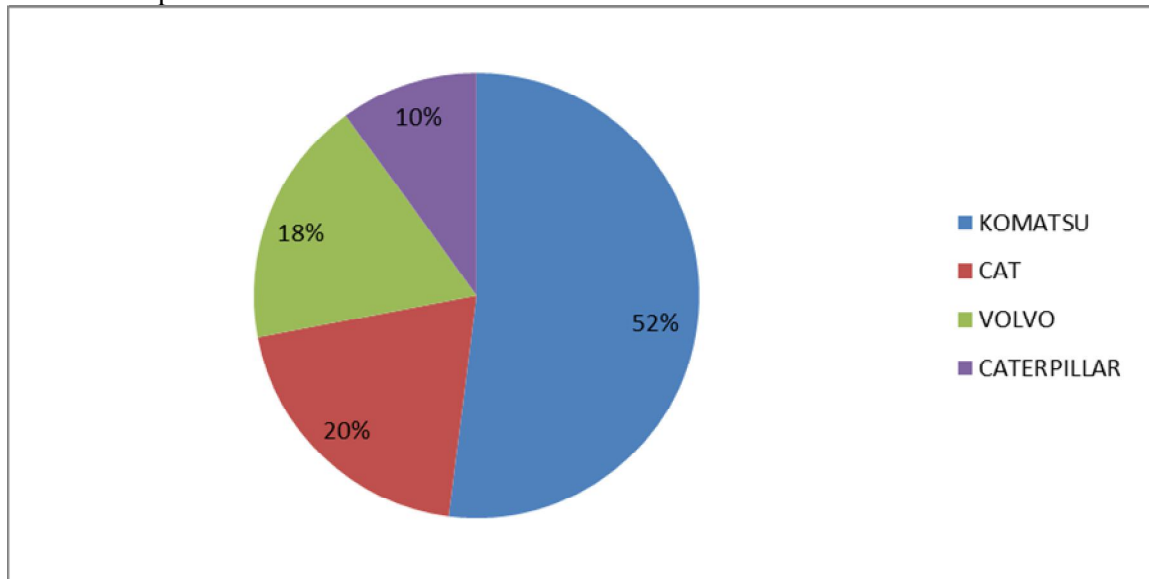
- Sample size of my research consists of 100 respondents.

➤ Random sampling technique is used.

## ANALYSIS AND INTERPRETATION

Chart no.1

Competitors for the products



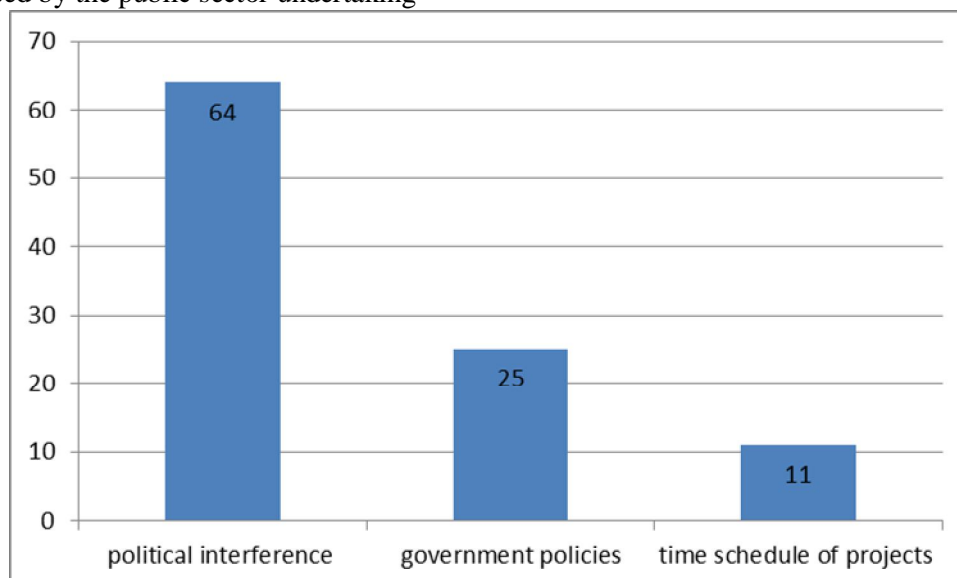
The above chart tells us that

- 52% of our respondents feels that is KOMATSU the competitor
- 20% of our respondents feels that CAT is the competitor
- 18% of our respondents feels that VOLVO is the competitor
- 10% of our respondents feels that CATERPILLAR is the competitor

Therefore majority of our responses feels that KOMATSU is the major competitor for the product.

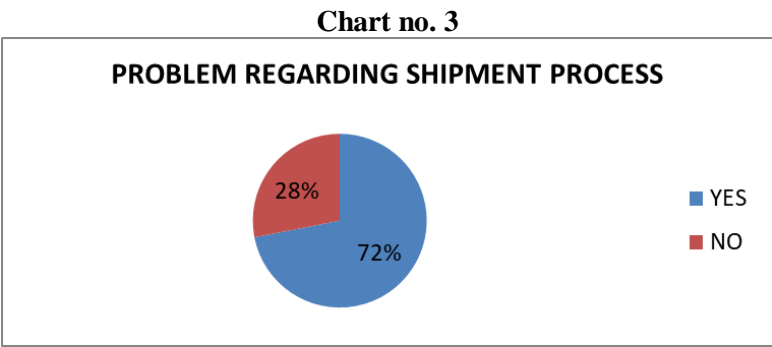
Chart no.2

Challenges faced by the public sector undertaking



The above chart tells us that

- 64% of our respondents say's that political interference is one of the challenges faced by the company, 25% of our respondents says that government policies and 11% of our respondents says that time schedule of projects.

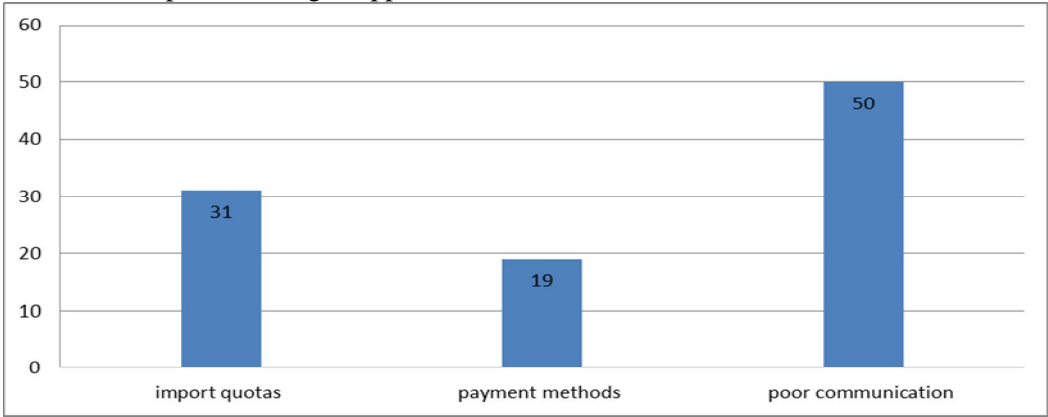


The above chart tells us that

- 72% of our respondents agreed that there is problem regarding the shipment process while 28% of our respondents has not agreed that there is problem regarding shipment process.

Chart no. 4

Barriers that affect the import of foreign suppliers

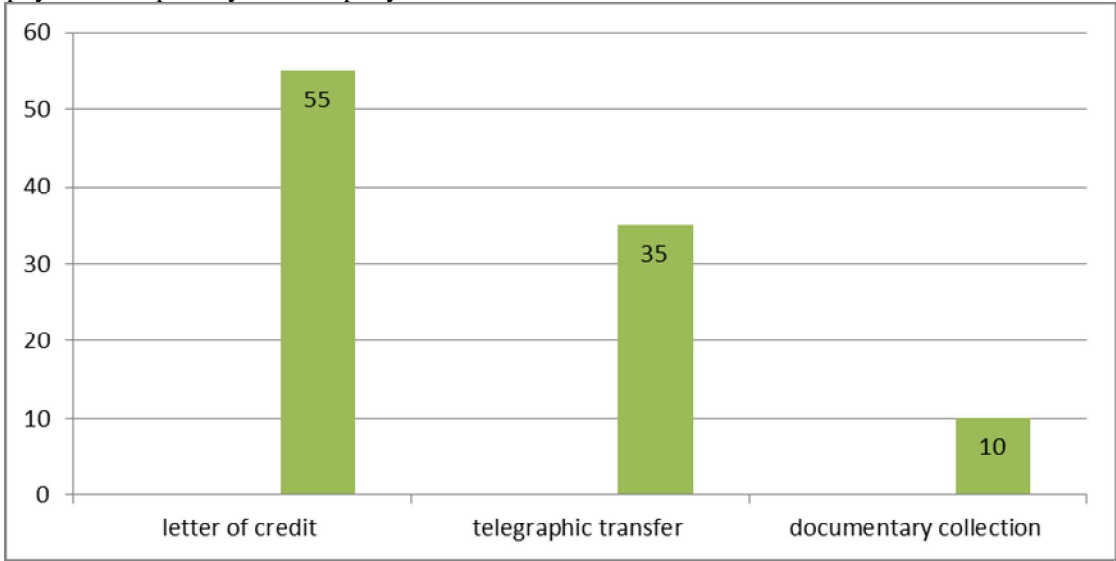


The above chart tells us that

50% of our respondents say's that poor communication are one of the barriers that affect the import of foreign supplies, 31% of our respondents says that import quotas and the remaining 19% of our respondents say's that payment methods are one of the barriers that affect the import of foreign supplies.

Chart no. 5

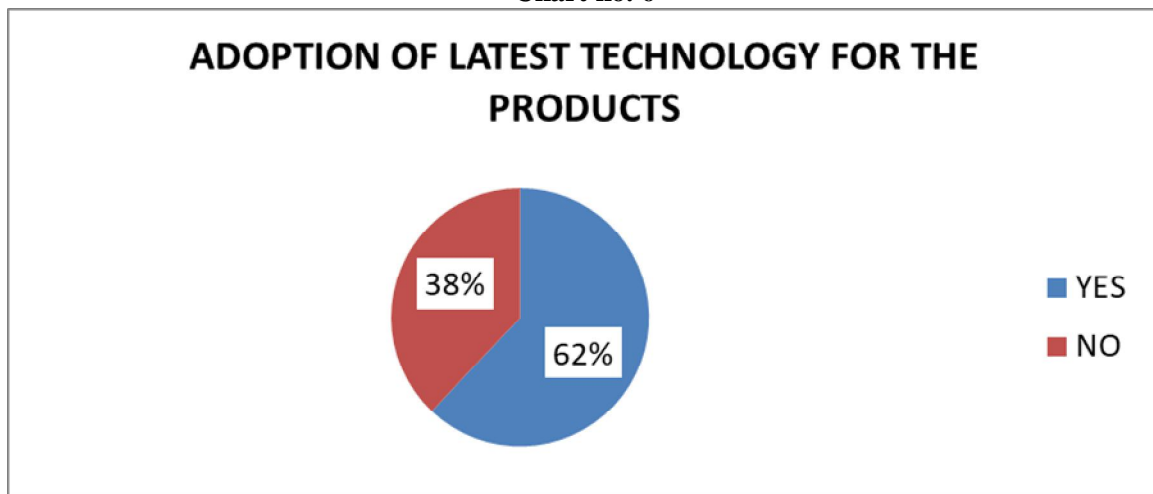
Mode of payment adapted by the company



The above chart states that

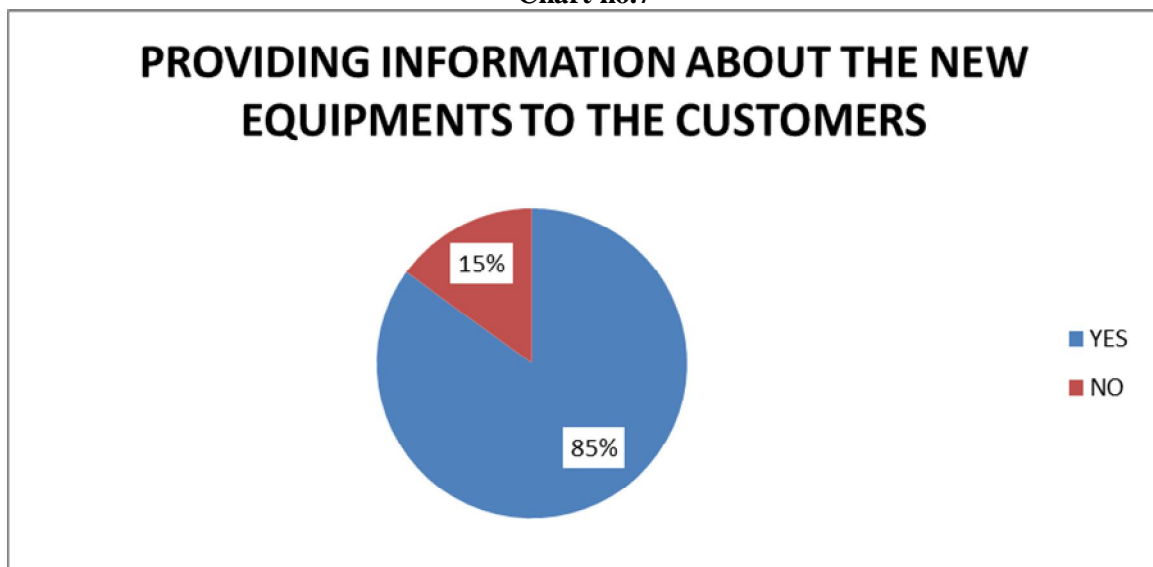
55% of the respondents say's that letter of credit is one of the methods of payment, 35% of the respondents say's telegraphic transfer and the remaining 10% respondents feel that documentary collection is the mode of payment.

**Chart no. 6**



The above chart tells us that 62% of our respondents agreed that there is adoption of latest technology for the products while 38% of our respondents have not agreed that there is adoption of latest technology for the products.

**Chart no.7**



The above chart tells us that

85% of our respondents agreed that the information regarding the new equipments is given to the customers while 15% of our respondents have not agreed that the information is given to the customers.

## FINDINGS

- 52% of our respondents felt that KOMATSU is the major competitor for the products. And 20% felt CAT. Majority of our respondents are employees of the organisation.
- Most of our respondents feel that the political interference is one of the major challenges faced by the company and also the government policies
- Majority of our respondents felt that payment methods affect the import of foreign suppliers and also the import quotas
- A larger proportion of our respondents feel that there is problem regarding the shipment process and a small proportion of our respondents feel that the problem can be solved and improved.

- 
- Most of the respondents feel that there should be adoption of latest technology for the products and innovation should be made.
  - Majority of them feel that the information regarding the new equipments must be given customers so that they can expand the business.

**SUGGESTIONS**

- The organization can engage in recruitment of young work force.
- They can use the latest technological methods and replace by the old methods used by the company.
- The organisation can increase the sales by travelling to abroad for business promotion and increase the sales of the company.

**CONCLUSION**

This research was conducted to know the various mining and construction equipments and the capability to manufacture and supply its products and work with the requirement of its customer. The main aim is to work with local governments and accomplish the projects on time and to have a long term associate by assisting in after sale service by providing training to the competent employees.

This study helps us to know about the various products produced and exported to foreign countries. They can travel abroad and conduct trade fairs exhibitions etc. to promote the business and expand the market to meet large customer satisfaction.

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- [https://www.researchgate.net/publication/256081882\\_Mining\\_Activities](https://www.researchgate.net/publication/256081882_Mining_Activities)



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**IMPACT OF STORES MANAGEMENT ON CUSTOMER SATISFACTION AND BRAND EQUITY  
MANAGEMENT OF MANYAVAR BRAND**

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Autonomous, Bangalore

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**ABSTRACT**

*Stores management refers to the efficient management of materials and all the activities of involved in maintaining and smooth functioning of a store like economically managing the employees of the store, maintaining the right quantity of stock required to meet the demands and the various strategies involved.. Customer perception is the process by which the selects, organises and interprets information that has been given by the brand to make an opinion or image of the brand and its product or service. The perception of the customer plays an important role in the purchase decision made by the customer. Brand equity refers to the overall commercial value a customer derives from the perception they have about the brand. This perception is associated more with the brand than the product or service itself which the customer purchases*

*The above mentioned aspects of store management and brand equity play a significant role for a brand. The brand focuses on increasing for building a positive perception of the brand for the customer. The brands adopt various strategies and strive towards creating a better position in the minds of the customer, thereby creating a competitive advantage.*

*This study is based on the objectives of understanding the role of the retail store attributes that influence the customers buying behaviour along with the various steps taken by the stores and the brand as a whole towards making the product available to the customers thereby increasing customer satisfaction. The study also delves into assessing the customers response towards these strategies undertaken by the brand and its impact towards purchase decision. Structured questionnaires (n=100) has been distributed among the customers of the store to gather their opinion on the aspects of the study.*

*Keywords: Store management, Brand Equity, Customer Perception, Purchase Decision, Customer satisfaction.*

---

**INTRODUCTION**

Retail management involves the various processes that influence a customer to obtain the desired merchandise from the stores for their end use. This purchase decision of the customers is influenced by a variety of factors like the availability of the merchandise, right quantity, right size and right time among the various other factors. Stores management involves the making available the right good available at the right time and place and if not available the various steps taken by the organisation in making the same available to the customers. The organisation or brand has a warehouse from where the stock is supplied to the stores as and when required. It also involves the elimination of excess stock and materials than required for the particular period of time. It involves the establishment of coordination among the departments of a store.

In the current scenario, the competition is high and brands are ready to go an extra mile in retaining the customers by increasing the satisfaction with every purchase and interaction with the brand and its products and services. The brands are not only keen on retaining the old customers but also attract new ones by implementation of new strategies and plans. Unavailability of merchandise, reluctant behaviour of the staff at the store, the empty shelves at the stores and lack of coordination of activities is some of the aspects of the brand that create a negative image about the brand to the customers.

Customer perception is the marketing concept that refers as to what the customers think of the brand or the company. These may be positive or negative and each of which has its own implications and effects for the company, it may be in the form of perceptions, inhibitions, predispositions, experiences or expectations the customer has about the brand or has experienced in that past. The perception of the customer largely depends upon how the brand has positioned itself and the impact of the marketing strategies that to has undertaken. Brands undertake strategies to increase the brand equity among prospective customers by making their brand name easily memorable and recognisable. Brands focus on this aspect as it serves a marketing tool and helps in building the trust of the customer.

As mentioned the above aspects of stores management and customer perception play a major role in the purchase decision of the customer. The process of identifying need, considering options and finally choosing a particular brand and the product to be purchased to satisfy the identified need is called purchase decision.

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## REVIEW OF LITERATURE

1. d'Astous, A. and Saint-Louis, O.(2005) in their study titled "**National versus store brand effects on consumer evaluation of a garment**" understands the impact of national versus store brands on consumer evaluation of a garment, taking into account various factors like the intended product usage situation (whether used every day or special occasion), price (regular versus discount), store image (lower-class versus upper-class) and type of store (department versus boutique). The study was conducted with a sample size of 127 and the Canadian adult consumers were taken into account. The above variables were evaluated to arrive at the conclusions of the study. The results of the study showed that store image and intended usage situation were the two main factors that influenced the consumer opinions of store brands and national brands. The retailers of the upper-class retail clothing stores were willing to promote their store brands and primary focus of their communication programs were related to the buying contexts for items required for some special event (e.g. a wedding anniversary) because it is generally associated with the upper class clothing brand to be brought for such special occasions while the lower class store retailers rather promote their brand by focussing on the good quality of clothing that will be used by them on the day to day basis. Emphasizing the satisfaction guarantee that comes hand in hand with well-established brands. The paper shows the influence of store image on consumer evaluations of garments.
2. Iwanow, H., et.al (2005), in their study "**The influence of ethical trading policies on consumer apparel purchase decisions: A focus on The Gap Inc.**" studies the extent to which ethical concerns of the customers, influence the apparel purchase decisions and highlight the value of The Gap's corporate code of conduct in meeting these concerns. The research methodology used was face-to-face questionnaires to understand the opinions and views of Scottish consumers. Respondents were selected from central shopping areas using a convenience sampling method. Results reveal that factors such as price, quality and style have a greater influence on their apparel purchase behaviour than their concerns about the ethical practices of the supplier. One of the important limitations of the study was it consisted of Scottish consumers only, leading to generalisations of the results. However, little agreement exists surrounding the ethics of apparel production. This study aims to contribute to this research gap by exploring consumer influences upon the apparel purchase decision-making process.
3. Nishat Faisal, M. et.al (2006), in their paper titled "Mapping supply chains on risk and customer sensitivity dimensions" examine the growth of the various paradigms of the supply chain aspects, and the organisations at most times have very little idea as to which model suits them the best and their ability to tackle the risks and challenges to cater to the fast changing business environment. The study studied the ways by which the suitable supply chain can be selected for the based on factors like customer sensitivity and risk reduction programmes. The model proposed tested for three Indian SMEs clusters and suitable supply chain strategy was suggested. Suggested model would help organizations to select suitable supply chain strategy based on customer sensitivity and risk alleviation competency and the transition required in tune with the market requirements in which they operate. It also specifies the various ways and areas the organisation can improve on its aspects thereby improving the risk alleviation strategies.

## STATEMENT OF THE PROBLEM

It is evident that above mentioned aspects of brand publicity and stores management that the brand focuses on for building a positive customer perception towards it. This is essential for the brand as it creates a lasting impression about it to the customers. The brand undertakes specific strategies and steps towards the enhancing the brand image for the customer and thereby gaining a competitive advantage in the market.

## OBJECTIVES OF THE STUDY

- To understand the importance of factors of the retail store that influences the customer's buying behaviour.
- To examine the various approaches in supply chain management for providing better customer satisfaction.
- To assess the customers response with the implementation of the action plan by the brand and the store.
- To draw the conclusion and recommendations based on the study findings.

## METHODOLOGY

For this study, both primary and secondary data is used to draw conclusions and structured questionnaire is administered to the sample group. The sample size for the study is 100 (n=100) and the sample group consisted of the customers of Manyavar from two of the stores located in Bengaluru.

**ANALYSIS TECHNIQUE**

The data collected from the respondent customers is analysed using the percentage analysis method. This analysis has helped to draw the various suggestions and conclusions of the study.

**LIMITATIONS OF THE STUDY**

The limitations of the study are the following:

- The data is collected only from the customers of two stores of Manyavar in Bengaluru city and the result of the analysis is based on the customer opinion.
- Interaction with the customers is quite difficult.

**FINDINGS AND OBSERVATIONS**

For the purpose of achieving the objectives of the study the primary data collected from the structured questionnaires is presented and analysed below. The following is the analysis and interpretation the data collected for the study. The demographic details of the respondent customers is as follows:

**Table 1: Demographic details of the Respondent customers:**

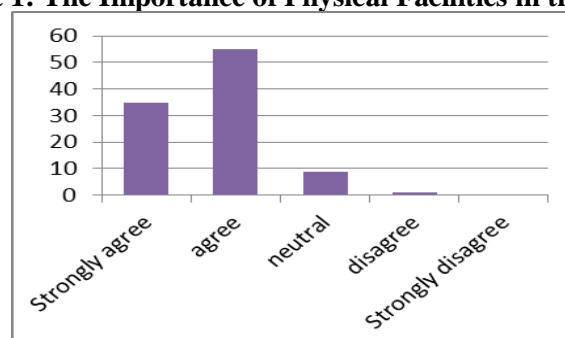
Demographics	Particulars	Frequency	Per Cent
Age (in years)	Up to 20yrs	1	1.0
	21-40 yrs	81	81.0
	41-60 yrs	15	15.0
	61 yrs and above	3	3.0
Gender	Male	51	51.0
	Female	49	49.0
Marital Status	Unmarried	63	63.0
	Married	37	37.0
Income per Annum (in Rs.)	Up to 2,00,000	9	9.0
	2,00,001-4,00,000	9	9.0
	4,00,001-6,00,000	21	21.0
	6,00,001-8,00,000	29	29.0
	Above 8,00,001	32	32.0
Dependant Members	Up to 4	73	73
	5-8	21	21
	More than 8	6	6

(Source: Primary)

**INTERPRETATION**

- Most of the respondent customers belong to the age category of 21 to 40 years of age.
- The gender of the respondent customers is almost equal.
- Most of them to the extent of 63% are unmarried.
- Majority of them earn above rupees 4 lakh per annum.
- Most of the respondents live in a nuclear setup with upto only 4 dependants.

**Chart 1: The Importance of Physical Facilities in the store.**



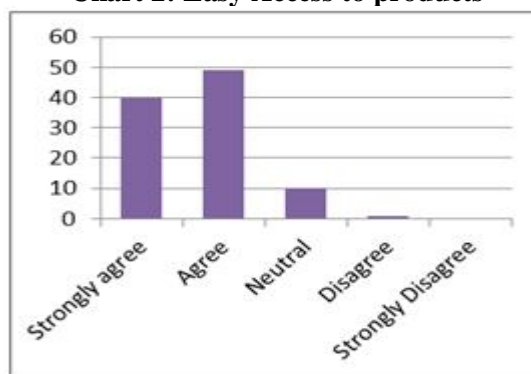
Strongly Agree	35
Agree	55

Neutral	9
Disagree	1
Strongly Disagree	0

(Source: Primary)

**INTERPRETATION**

About 35% of the customer feel that the physical attributes of the store like the catalogues, the mannequins and other aspects of that store that are visually appealing and give an idea to the customer about the products and variety available in the store are of significant importance to them while making a purchase decision and strongly agree on this aspect. More than half of them feel that these aspects are important and aid in the decision making process. While only 9% of the total responses remain neutral in their opinion, there is almost negligible response which expresses their disagreement on this aspect.

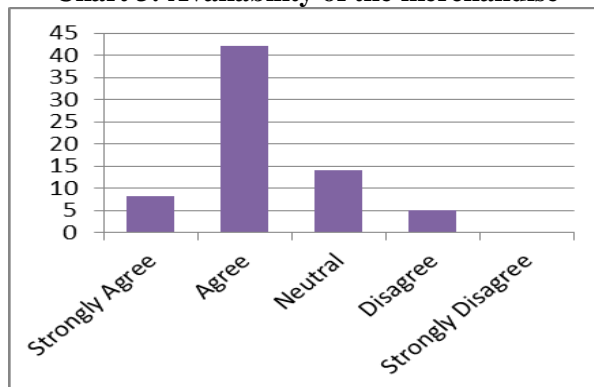
**Chart 2: Easy Access to products**

Strongly agree	40
Agree	49
Neutral	10
Disagree	1
Strongly Disagree	0

(Source: Primary)

**INTERPRETATION**

89% of the respondents agree that the easy accessibility of the products and the availability of free way for movement is an important aspect of the retail space design. The respondents feel that it allows them to feel relaxed and helps them to decide on the choice of outfit to be chosen more effectively. Only 10% are neutral in their opinion and are not sure of the same with only one respondent feeling that there is no relationship between the two aspects. The majority have found the products they were looking for and are satisfied in this aspect.

**Chart 3: Availability of the merchandise**

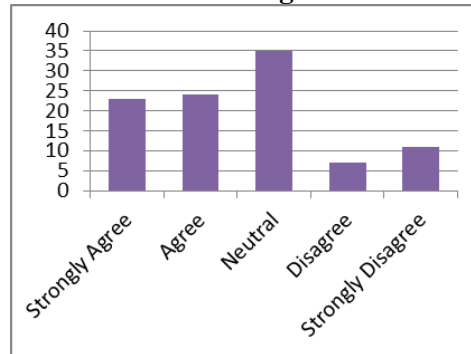
Strongly Agree	39
Agree	42
Neutral	14
Disagree	5
Strongly Disagree	0

(Source: Primary)

### INTERPRETATION

More than three quarters of the respondents feel that there is an availability of the merchandise when required by the brand making it easy for the customer to pick it up when needed. The availability of the right size, the desired material and the various alternatives in case of a situation where a particular product is not available is an important factor while considering the purchase decision. The respondents also feel that the brand satisfies this aspect to a great extent by providing various options and services to make the product available to the customer. 14% of the respondents remain neutral in this opinion while only 5% of them disagree on this matter.

**Chart 4: Parking Facilities**



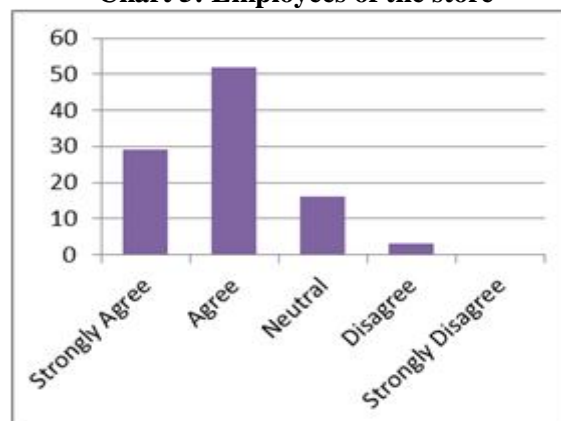
Strongly Agree	23
Agree	24
Neutral	35
Disagree	7
Strongly Disagree	11

(Source: Primary)

### INTERPRETATION

The availability of parking and transportation facilities are an important factors that forms apart of the retail shopping experience for the customers. With 23% strongly agreeing on this aspect and 24% of them agreeing, it is quite evident that it is important for the retailers to provide this facility for its customers. The majority of 35% are neutral to this opinion due to the availability of the public transport like Metro trains, buses, autos and taxis that provide greater connectivity to the places without having to worry much about the parking. With respect to the brand stores of manyavar, parking facilities are made available in the basement as in the case of the MG road branch and commercial street where parking might be slightly difficult. The remaining have faced difficulty with this aspect and are quite unsatisfied with their experience.

**Chart 5: Employees of the store**



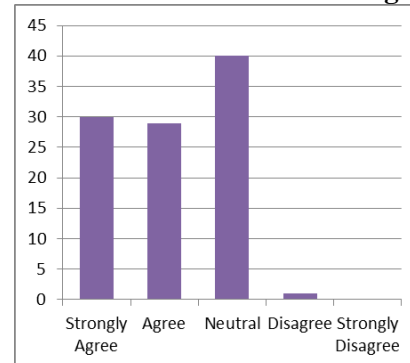
Strongly Agree	29
Agree	52
Neutral	16
Disagree	3
Strongly Disagree	0

(Source: Primary)

### INTERPRETATION

The employees in the retail store form the important link in the organisation between the company and the customers. About 29% strongly agreeing and more than half of them agree on this aspect and feel that the employees of the brand are very approachable and are never too busy to help them in entire shopping experience and also help to increase the overall satisfaction. 16% of them are neutral in their opinion in this aspect and do not feel the importance of the employees in their shopping experience, while 3% of them are dissatisfied with the employees behaviour and responses towards them.

**Chart 6: Returns and Exchanges**



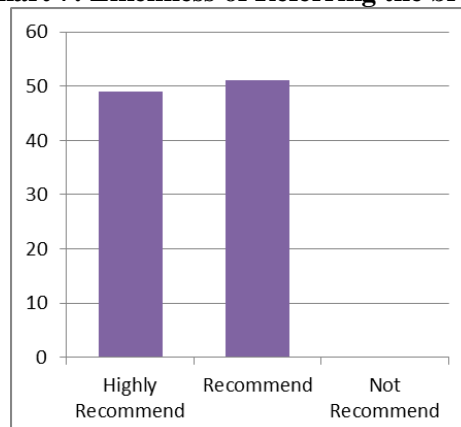
Strongly Agree	29
Agree	52
Neutral	16
Disagree	3
Strongly Disagree	0

(Source: Primary)

### INTERPRETATION

Returns and exchanges of merchandise and the policies concerning these are important determinants of overall customer satisfaction. At Manyavar, returns and exchanges are handled well with flexibility of a week to make such exchanges. More than half of them agree on the importance of this aspect and also feel that the brand provides enough flexibility for the same. This majority have not experienced such returns but are aware of the exchange policy and find it flexible enough. 40% of the respondents who have a neutral opinion regarding the same are the ones who have never had the chance of having to exchange or return and are completely satisfied with the products. The remaining small portion of 3% has not been successful in this aspect and is hence not satisfied with it.

**Chart 7: Likelihood of Referring the brand**

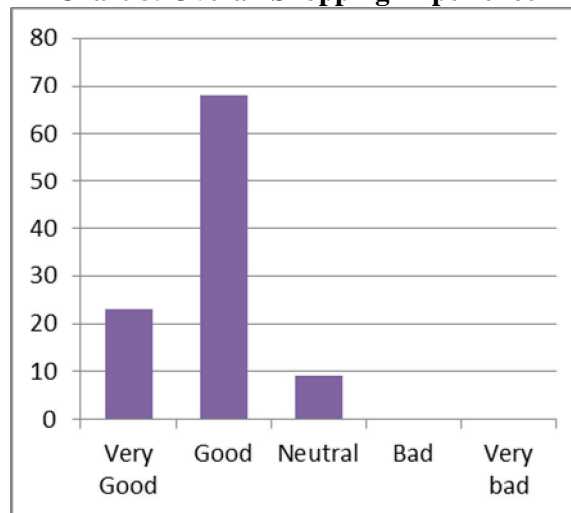


Highly Recommend	49
Recommend	51
Not Recommend	0

(Source: Primary)

**INTERPRETATION**

With half of the respondents highly recommending the brand and the remaining half recommending it, it is safe to say that the brand has definitely create a positive opinion in the minds of its customers. The half of the respondents who say that only recommend the brand feel that there is still scope for improvement of the brand in certain aspect and the availability of various competing brand offering similar products with better features and attributes about the product and brand at large.

**Chart 8: Overall Shopping Experience**

Very Good	23
Good	68
Neutral	9
Bad	0
Very bad	0

(Source: Primary)

**INTERPRETATION**

Most of the customers have had a good shopping experience with the brand and about 23% of them feeling that their overall shopping experience was very good. The majority feel that there is slight scope for improvement and the remaining are opinionated that their shopping was neutral neither being positive nor negative. None of the respondents have said that they have a had a bad shopping experience inferring that the brand has been quite successful with their strategies to improve on customer satisfaction.

**FINDINGS**

1. More than half of the respondents feel that the physical attributes of the store is has considerable impact on the purchase decision made by the customers.
2. About 89% of the customers feel that the availability of free space and enough free-way in the store impacts their shopping process and that the Manyavar brand store provides for it.
3. The availability of the required merchandise at the right time is also important for enabling the customer to purchase the desired products at the first time. This is done quite effectively by the store and about three quarters of the respondents feel that the store satisfies it.
4. With almost 47% of the respondents with the view that parking slot is important and that the Brand provides for the same, about 40% remain neutral owing to the increasing use of public transportation like Metros, autos and other for commuting.
5. Employees form an important part of any organisation and the customers are opinionated that the store staffs of the brand store are very approachable and available to serve the needs of the customers when asked for.
6. About 40% have a neutral opinion in this aspect as they have been quite satisfied with the product that there has been no room for exchanges or returns. The brand has a well-defined policy of returns for catering to the needs of the customers.

7. The likeliness of recommendation of this brand among the respondents in general is very high which increases the overall publicity for the brand.
8. The overall shopping experience of the majority has been satisfactory which implies that the brands efforts towards increasing customer satisfaction have been successful.

### **SUGGESTIONS**

1. The brand stores can provide for better parking facilities for the customers especially during the weekends when parking can be a major issue faced.
2. The returns although very less in number can be given a little longer time frame as competing brand provide for the same.
3. It is advisable that the brand can adopt more strategies that help then gain a competitive edge in the market and maintain the position they have acquired thus far.

### **CONCLUSION**

The overall customer shopping experience of a product pertaining to a brand depends on various aspects like the physical attributes of the store, the accessibility of the products in the store, the availability of the merchandise when wanted by the customer, the transportation and parking facilities, returns and exchange policies being the most important ones. These aspects directly or indirectly impact the overall shopping experience and also the customer satisfaction on the whole. The satisfaction level of the customer impacts the brand in various ways like increases the likelihood of recommendation of the brand with the others, likelihood of returning to the brand for future purchases and others.

The brand Manyavar has been quite successful in providing for the various attributes as mentioned above, thereby gaining a good customer base and a good brand value for itself. The brand has earned a positive opinion about itself among the customers which will contribute to a positive publicity. The strategies adopted by it to maintain the customers satisfaction has worked out in their favour and has emerged as one of the top garment brands among the category of special occasion wear.

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**STUDY ON THE FACTORS AFFECTING PROFITS OF EXPORT-IMPORT AT HINDUSTAN AERONAUTICS LIMITED**

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**ABSTRACT**

*Profits are the life-blood of a market economy. Achieving a sufficiently high level of profit is crucial in sustaining long run business growth. Profit is an excess of revenues over associated expenses for an activity over a period. Lord Maynard Keynes remarked that 'Profit is the engine that drives the business enterprise. Every business should earn sufficient profits to survive and grow over a long period.*

*Exporting is the act of producing goods or services in one country and selling or trading them to another country. The counterpart to exporting is importing which is the acquisition and sale of goods from acquired from another country and selling them within the country.*

*Exporting is just one method that companies use to establish their presence in economies outside their home country. Importing is the method used to acquire products not readily available from within the country or to acquire products at a less expensive cost than if it were produced in that country. Both internal and external factors have impact in both export and import venture performance. The more developed the internal resources are, the better is the profit.*

*This paper attempts to identify the factors that contribute to profits in export and import in HAL and its impact on the overall revenue. To conduct a detail survey a sample of 100 employees. A structured questionnaire and interview scheduled was circulated among respondent employee. Percentage analysis is used to draw inference.*

*Key words: Factors, Profit, Export, Import, Revenue*

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**INTRODUCTION**

Profit is the amount of revenue a company makes after deducting all the expenses. Profits change over the years from month to month and year to year. In order to grow companies want profits. It is the reward for the business owners for investing and is often paid in the form of dividends to shareholders.

Changes in sales is the most visible item that influences a company's profit. Both external and internal factors influence changes in profits. Exports can increase sales and profits and create new markets or expand existing ones, they may even present an opportunity to capture significant global share. Exporting into foreign markets can often reduce per-unit costs through expanding operations to meet increased demand. Companies that export are presented with a unique set of challenges. India's civil aviation market is the third largest in the world after China and the United States and is expected to continue to grow rapidly.

**OVERVIEW OF THE COMPANY**

Hindustan Aeronautics Limited (HAL) is a state-owned aerospace and Defence Company headquartered in Bangalore established on 23, December 1940 by Walchand Hirachand who became Chairman of the company. It is governed under the management of the Indian Ministry of Defence. The government-owned corporation is primarily involved in the operations of the aerospace and is currently involved in the design, fabrication and assembly of aircraft, jet engines, helicopters and their spare parts. It has several facilities spread across India including Nasik, Korwa, Kanpur, Koraput, Lucknow, Bangalore, Hyderabad and Kasaragod.

**REVIEW OF LITERATURE**

1. The research paper titled " Factors influencing export performance - A study of Swedish companies exporting to Russia" states that Export activity can contribute to a company's increased income, extended product life cycle and give opportunity for new distribution channels . (Aliand Swiercz, 1991)
2. According to the research paper titled" The Relationship Between Profit and Export Performance Revisited: Evidence from Turkish Companies", study on the relationship between trade status profitability and size of the firm came to a conclusion that internationalization has a positive effect on the probability of firm survival. (Berg, 2013)
3. In the paper titled " Factors determining Profitability: A Study of Selected Manufacturing Companies listed on Colombo Stock Exchange in Sri Lanka" defines that profitability is the organizations' ability to generate

income and its inability to generate income is a loss. He further asserts that if the income generated is greater than the input cost, that is simply profitability but if the incomes are less than the input cost, it reflects poor performance. (Hermanson, 1989)

4. According to the paper titled “ Factors determining Profitability: A Study of Selected Manufacturing Companies listed on Colombo Stock Exchange in Sri Lanka” stated that Profitability is one of the most important objectives of financial management since one goal of financial management is to maximize the owners’ wealth, and, profitability is very important determinant of performance. A business that is not profitable cannot survive. Conversely, a business that is highly profitable has the ability to reward its owners with a large return on their investment. Hence, the ultimate goal of a business entity is to earn profit in order to make sure the sustainability of the business in prevailing market conditions. (Hifza Malik, 2011)
5. The paper titled “ Factors influencing export performance - A study of Swedish companies exporting to Russia” determines export barriers as all those constraints that hinders the firm’s ability to initiate, develop or sustain business operations in overseas markets”. He distinguishes between internal and external export barriers, where the last ones can be divided into procedural, governmental, task and environmental. (Leonidou, 2004)

### **STATEMENT OF THE PROBLEM**

Hal being a monopolistic company faces certain hindrances with regard to exports and imports of aircrafts to other international firms.

Being a public sector enterprise, they are subjected to certain changes in government policies, which affects their execution of orders.

The reduced profitability has negatively influenced the management of human resources.

### **OBJECTIVES**

- To identify the factors which contribute to the changing trends in the profits and its impact over the last 5 years.
- To understand the impact of the overall revenue with respect to exports and imports of HAL.
- To make recommendations and suggestions based on the conclusions drawn with regard to profitability.

### **LIMITATION OF THE STUDY**

The limitations for the study are as follows:

- It is assumed that the respondents have answered all questions honestly; variation in the response will have a direct impact on the accuracy of interpretation.
- The study is limited to the employees of the company in the finance and accounts department in the aircraft division along with few employees from other departments.
- Time constraint in data collection

### **SCOPE OF THE STUDY**

The study is confined to middle and lower management in the aircraft division and in future, it can help in analysing the impact of its growth and survival as a public sector enterprise.

### **DIRECTIONS FOR FURTHER RESEARCH**

The research carried on could be further analysed in future by other researchers focusing on comparison of profits with regard to export and imports among public and private sectors. The researchers can also analyse other aspects of the company with relation to exports and imports on exchange rate fluctuations, foreign suppliers and customers and trade policies.

### **RESEARCH METHODOLOGY**

A detailed survey was conducted with a sample size of 100 employees from the company. The study incorporates data using descriptive study, where data is collected both from the primary and secondary sources. A structured questionnaire and interview schedule was circulated among the respondent employees and from the website of the HAL, annual reports, online sources, articles, website, journals etc. .Percentage analysis is used to draw inference.

### **SOURCES OF DATA**

**PRIMARY DATA** – a questionnaire is circulated to the employees of HAL at the Aircraft Division at various departments for acquiring primary information.

**SECONDARY DATA** – Various secondary sources will be used for data collection with help of annual reports, online journals, articles, official website of HAL, previous years research reports etc.

### SAMPLE DESIGN

**Sampling techniques:** direct interview, questionnaires

**Sampling Method:** Random sampling

**Sampling size:** 100 employees of HAL

**Tools/Techniques:** Appropriate statistical tools and techniques supported with graphs, charts, and diagrams along with inferences.

**Data Collection Procedure:** Direct personal interview will be carried out along with a structured questionnaire. Secondary data will be referred and collected from various secondary sources.

### PLAN OF ANALYSIS

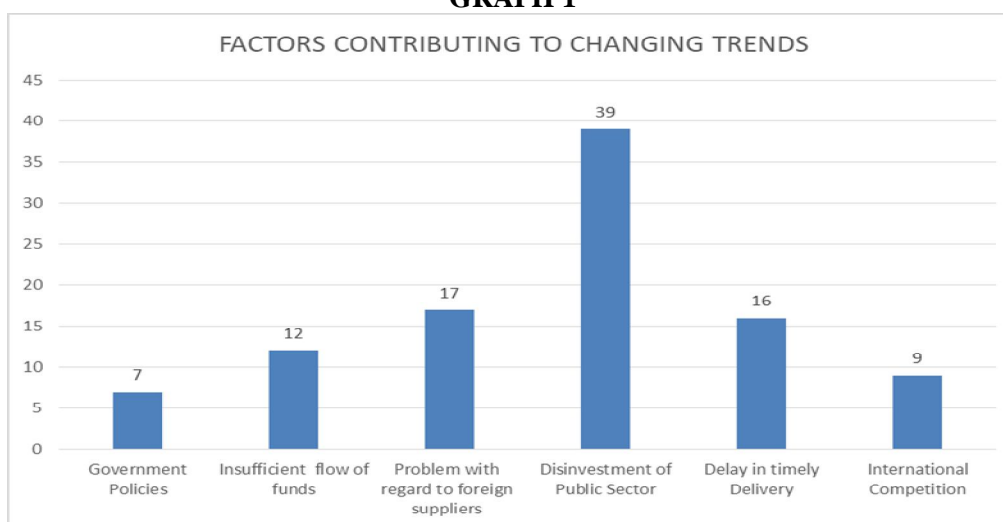
Using appropriate statistical tools and analysis research will be carried forward to draw conclusion.

### ANALYSIS AND INTERPRETATION

**Table 1 : Representation Of The Factors Contributing To Changing Trends**

	Frequency	Percent
Government Policies	7	7.0
Insufficient flow of funds	12	12.0
Problem with regard to foreign suppliers	17	17.0
Disinvestment of Public Sector	39	39.0
Delay in timely Delivery	16	16.0
International Competition	9	9.0
Total	100	100.0

**GRAPH 1**



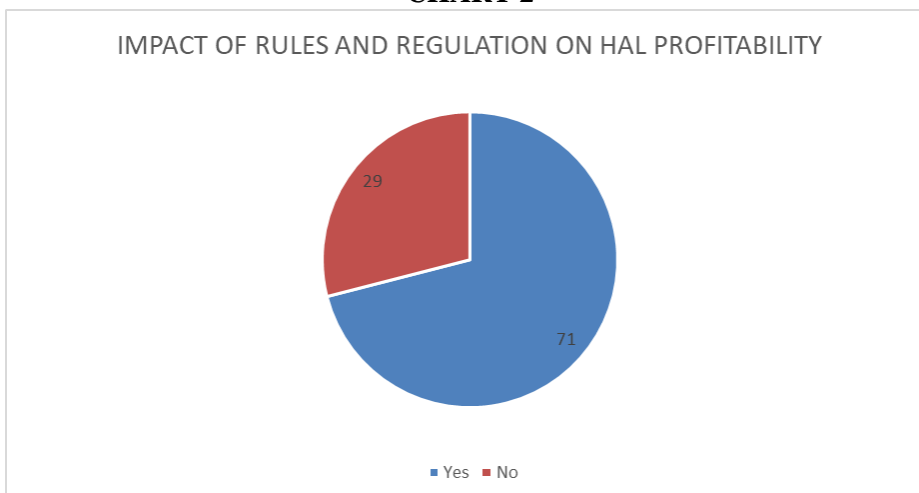
### INFERENCE

The study shows that 7% of the respondents feel that Government Policies is one of the contributors to the changing trends in profit, followed by 12% of the respondents feel Insufficient flow of funds is the contributor to the changing trends in profit, 17% of the respondents feel Problem with regard to foreign suppliers is the contributor to the changing trends in profit, 39% of the respondents feel Disinvestment of public sector is the contributor to the changing trends in profit, 16% of the respondents feel Delay in Timely Delivery is the contributor to the changing trends in profit, 9% of the respondents feel International Competition is the contributor to the changing trends in profit.

**Table 2: Indicating Impact Of Rules And Regulation On Hal Profitability**

	Frequency	Percent
Yes	71	71.0

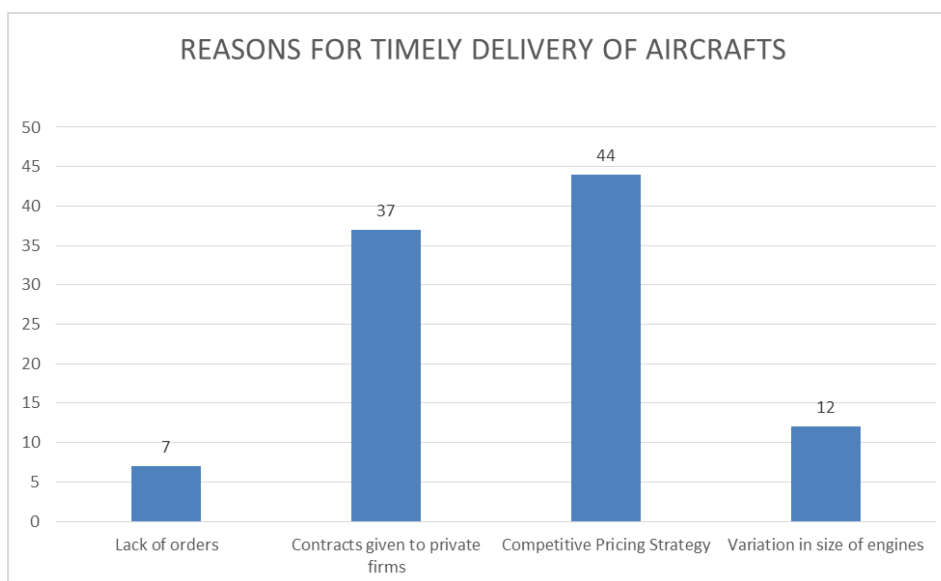
No	29	29.0
Total	100	100.0

**CHART 2****INFERENCE**

The study shows that 71% of the respondents feel that the current rules and regulations of the ruling party with regard to manufacturing of aircrafts has a negative impact on its profitability, whereas 29% respondents feel that it does not have a negative impact.

**Table 3: Representing The Reasons For Timely Delivery Of Aircrafts**

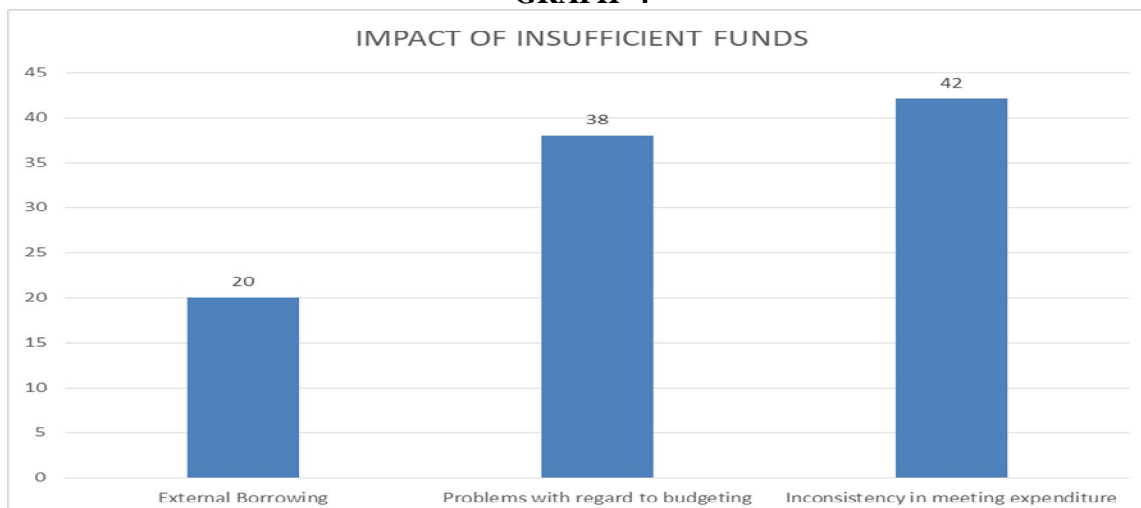
	Frequency	Percent
Lack of orders	7	7.0
Contracts given to private firms	37	37.0
Competitive Pricing Strategy	44	44.0
Variation in size of engines	12	12.0
Total	100	100.0

**GRAPH 3****INFERENCE**

The study shows that 7% of the respondents feel that Lack of orders is the reason for timely delivery of Aircrafts to the foreign clients, while 37% of the respondents feel that Contracts given to private firms is the reason for timely delivery of Aircrafts, 44% of the respondents feel that Competitive Pricing Strategy is the reason for timely delivery of Aircrafts, 12% of the respondents feel that Variation in size of engines is the reason for timely delivery of Aircrafts.

**Table 4 : Indicating The Impact Of Insufficient Funds**

	Frequency	Percent
External Borrowing	20	20.0
Problems with regard to budgeting	38	38.0
Inconsistency in meeting expenditure	42	42.0
Total	100	100.0

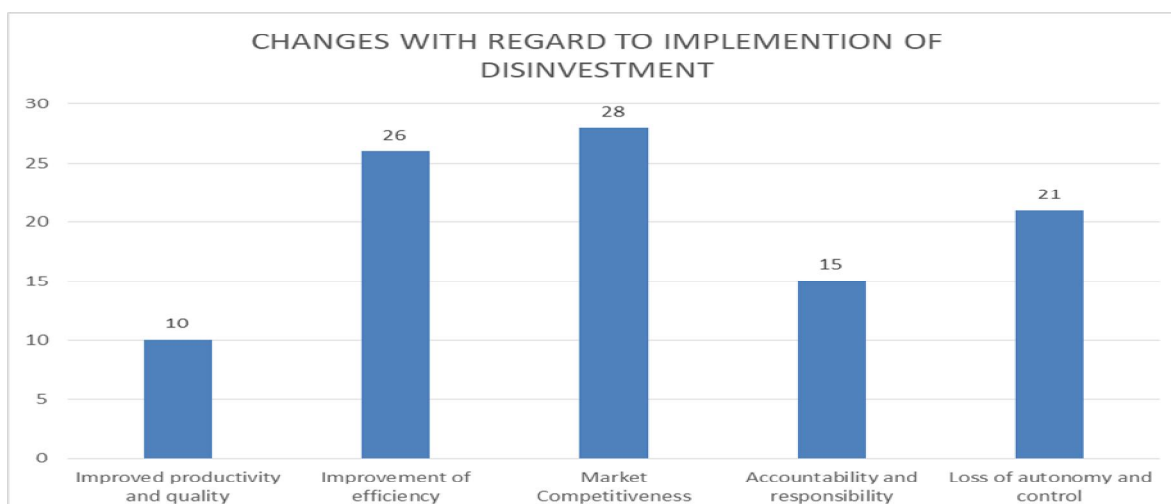
**GRAPH 4**


### INFERENCE

The study shows that 20% of the respondents feel that External Borrowings causes insufficient funds that impacts the profitability, 38% of the respondents feel that Problems with regard to Budgeting causes insufficient funds that impacts the profitability, 42% of the respondents feel that Inconsistency in meeting expenditure causes insufficient funds that impacts the profitability.

**Table 5: Indicating The Changes With Regard To Implementation Of Disinvestment**

	Frequency	Percent
Improved productivity and quality	10	10.0
Improvement of efficiency	26	26.0
Market Competitiveness	28	28.0
Accountability and responsibility	15	15.0
Loss of autonomy and control	21	21.0
Total	100	100.0

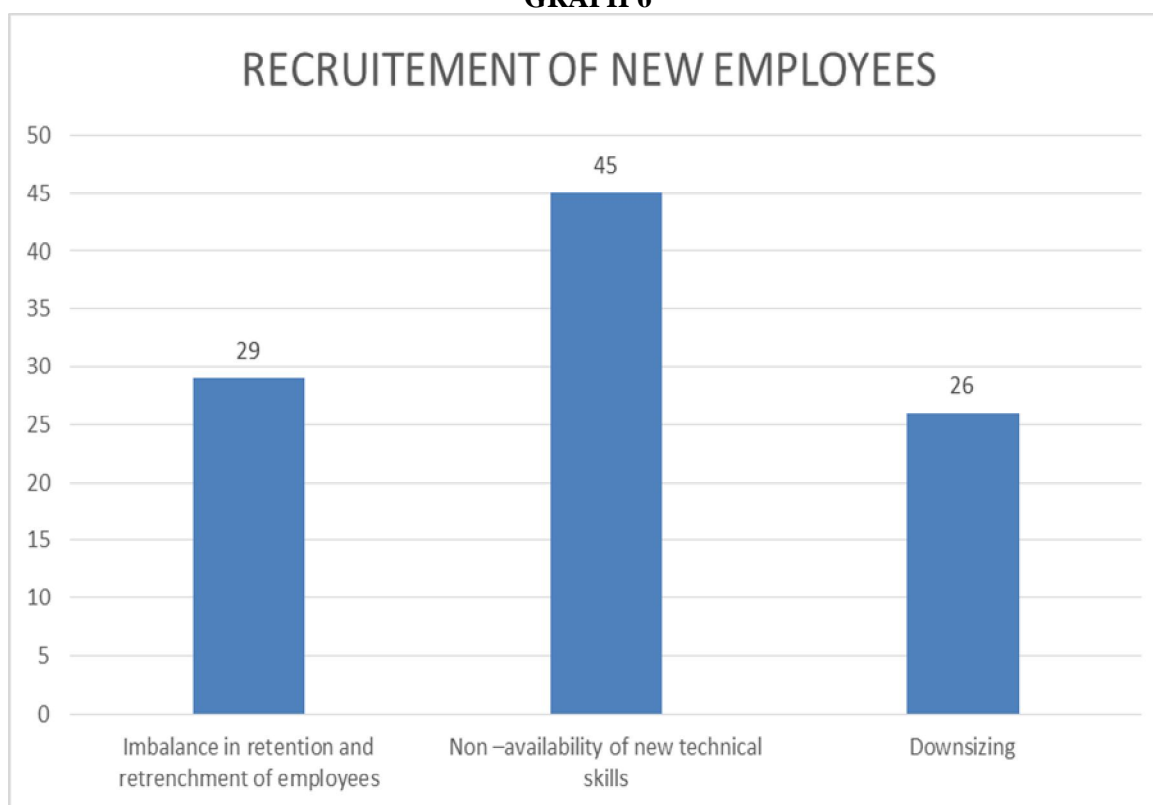
**GRAPH 5**


**INFERENCE**

This study indicates that 10 % of the respondents feel that improvement in productivity and quality will be the result if changes with regard to disinvestment if implemented in near future, while 26% of the respondents feel that improvement in efficiency will be the result if changes with regard to disinvestment is implemented in near future, 28% of the respondents feel that market competitiveness will be the result if changes with regard to disinvestment is implemented in near future, 15% of the respondents feel that Accountability and Responsibility will be the result if changes with regard to disinvestment is implemented in near future, 21% of the respondents feel that Loss of autonomy and control will be the result if changes with regard to disinvestment is implemented in near future.

**Table 6 : Indicating Recruitment Of New Employees**

	Frequency	Percent
Imbalance in retention and retrenchment of employees	29	29.0
Non –availability of new technical skills	45	45.0
Downsizing	26	26.0
Total	100	100.0

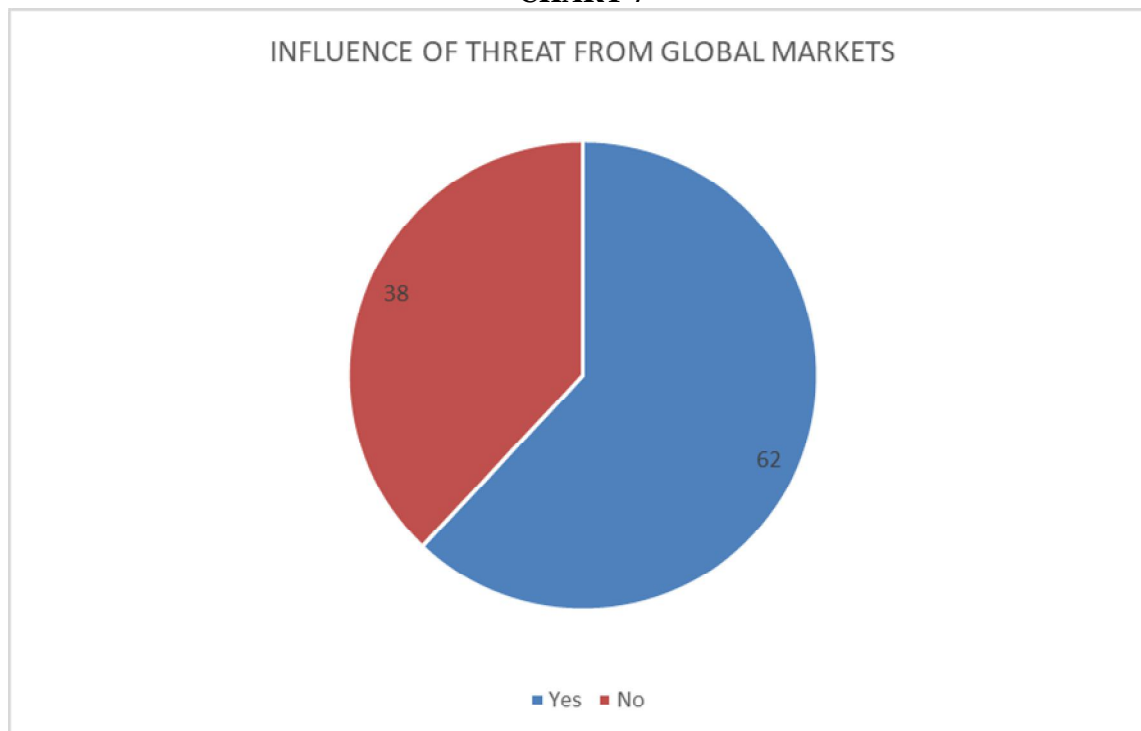
**GRAPH 6****INFERENCE**

The study shows that 29% of the respondents feel that imbalance in retention and retrenchment of employees will impact HAL's profitability as new employees were not hired in the past few years, while 45 % of respondents feel that non availability of new technical skills and 26% feel downsizing will be the impact of HAL 's profitability.

**Table 7 : Influence Of Threat From Global Markets**

	Frequency	Percent
Yes	62	62.0
No	38	38.0
Total	100	100.0

CHART 7

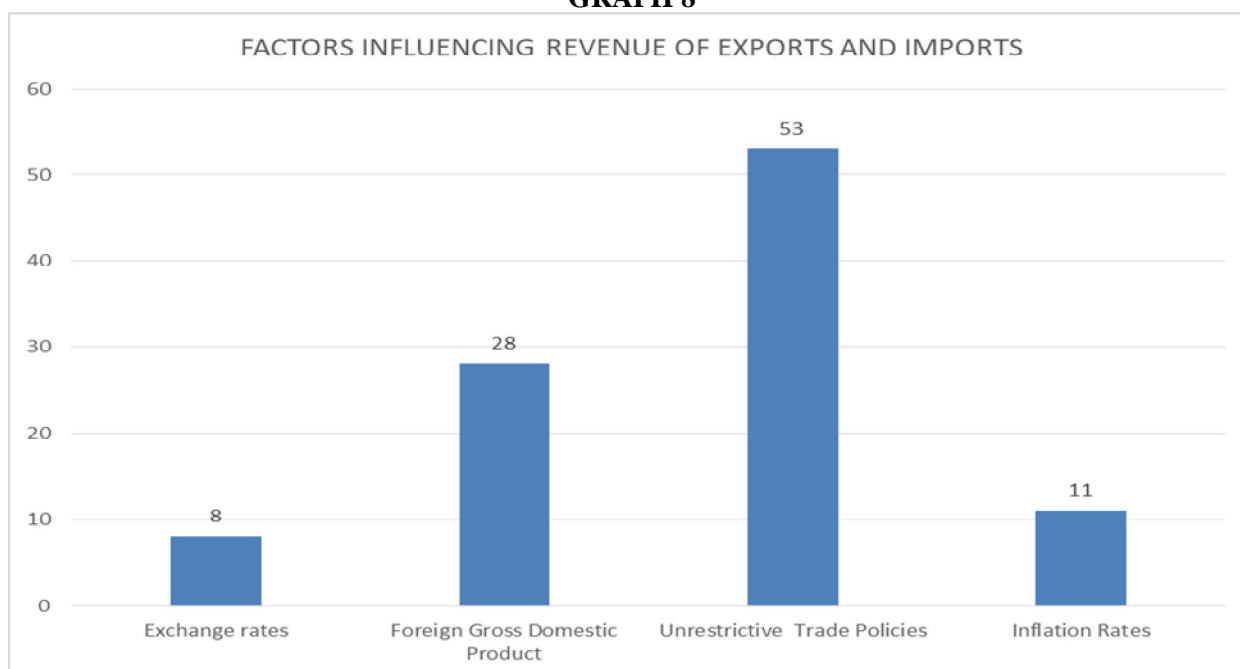
**INFERENCE**

The study that 62% of the respondents believe that threat of global markets from the same industry influence the company's profits while 38 % do not agree on the same.

**Table 8: Factors Influencing Revenue Of Exports And Imports**

	Frequency	Percent
Exchange rates	8	8.0
Foreign Gross Domestic Product	28	28.0
Unrestrictive Trade Policies	53	53.0
Inflation Rates	11	11.0
Total	100	100.0

GRAPH 8

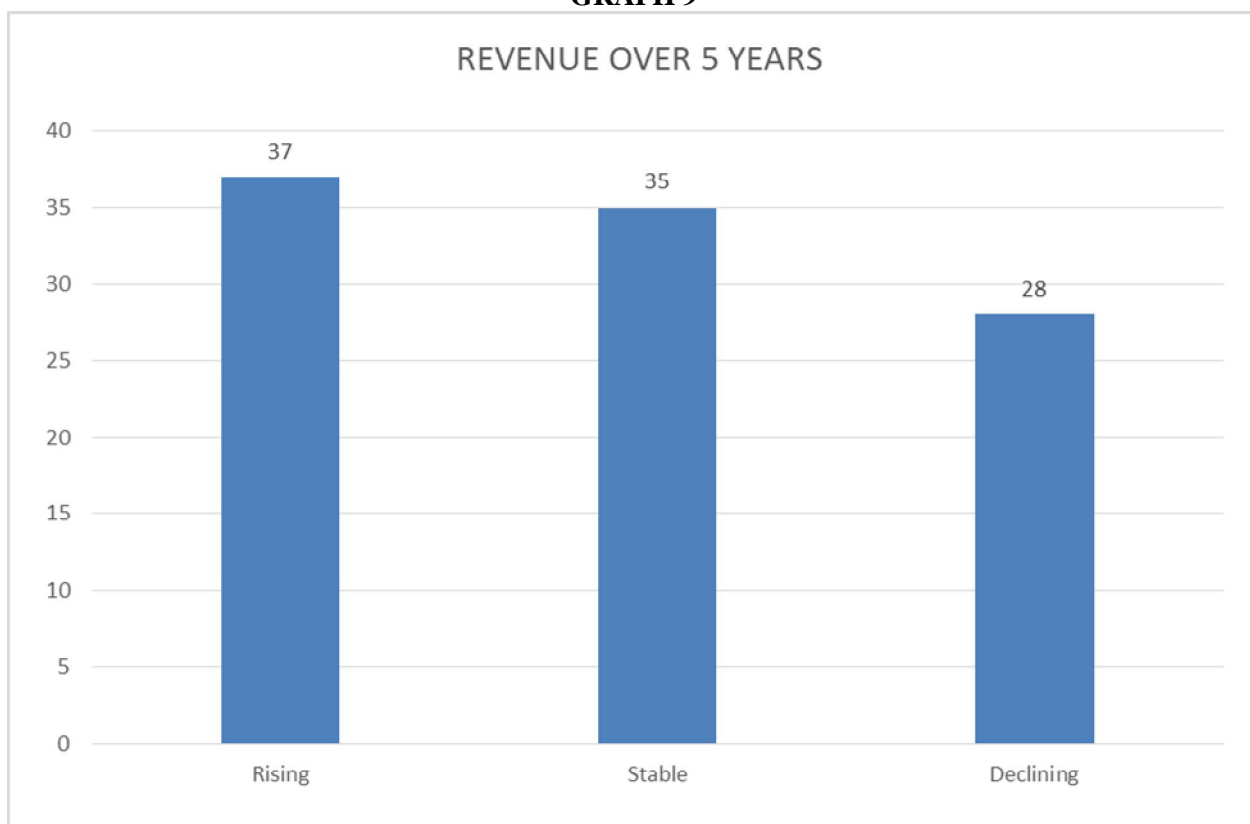


**INFERENCE**

The study indicates that 8 % of the respondents agree that exchange rates is the factor which influences revenue during exports and imports while 28 % of the respondents believe foreign GDP is the factor , 53 % of the respondents agree on unrestrictive trade policies and 11 % of the respondents agree that inflation rates will be the factor.

**Table 9: Indicating The Revenue Over 5 Years**

	Frequency	Percent
Rising	37	37.0
Stable	35	35.0
Declining	28	28.0
Total	100	100.0

**GRAPH 9****INFERENCE**

The study shows that 37 % of the respondent feels that the revenue is rising and 35 % feels that the revenue is stable and 28 % feels that the revenue is declining over the past 5 year with regard to HAL profitability .

**FINDING, SUGGESTIONS AND CONCLUSION****FINDINGS**

- It can be stated that Disinvestment of Public sector is the major contributor in the changing trends of profits as the majority of the respondents i.e. 39% of them feel the same.
- The current rules and regulations of the ruling party with regard to manufacturing of aircrafts has a negative impact on its profitability
- Competitive Pricing Strategy is the major reason for timely delivery of Aircrafts to the foreign clients.
- Due to insufficient funds the company is inconsistent in meeting expenditure leading to impact on profitability.
- Market Competitiveness will take place if disinvestment is implemented in near future.



- Non availability of new technical skills is the highest impacting factor of HAL's profitability as new employees were not hired over the last few years.
- Threat from global markets from the same industry influence the company's profits .
- Unrestrictive trade policies is the major factor which influences revenue during exports and imports.
- Majority of the respondents feel that there is a rise in profits with respect to growth of the firm .

### **SUGGESTIONS**

- Over the past 5 years no fresh appointments have taken place. The company can recruit new young and skilled work force .
- As disinvestment of public sectors in the future could affect the profits, as a result disinvestment of a portion of equity to private firms can be incorporated.
- There should be stability and improvisation in the policies considering manufacturing of aircrafts.
- In addition to their regular customers, more untapped potential markets can be tapped for exports and imports.

### **CONCLUSION**

Profits are the key determinant in knowing the company's growth. Hence these factors are directly or indirectly contributed to the company's financial aspects with regard to exports and imports. However the government has to play an important role in terms on investment and the government should frame policies in such a way that it will lead to a positive impact on the orders received by the company.

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**IMPACT OF PERFORMANCE MANAGEMENT PRACTICES ON EMPLOYEES PERFORMANCE  
AT SERVAMANGAL ENTERPRISE**

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**ABSTRACT**

*Performance management practices are also known as employee evaluation, merit rating, employee assessment, etc. It is a systematic process of practices on employee's current and past performance relative to his/her performance parameters. The employee's performance should be based on organizational expectations and employee's actual performance. The idea that performal evaluation improves employee's performance is not a new one but it is seen in the roots of development of mankind. Most of the employees are not aware of the mistake that they previously performing the organization once when the manager starts noticing their mistakes and correct them it will help them to correct and improve their skills and also increase the objective of the organization, every time when their correct themselves it will reduce the error that is occurring in the company Performance management practices process may be held annually or monthly as per needed. This paper makes an attempt to understand the impact of performance management practices on employee's performances, identifying the pros and cons of implementing performance management and analyzing its future. To conduct a detailed survey a sample size of 100 employees. A structured questionnaire and interview schedule was circulated among the respondent employees .Percentage analysis is used to draw inference.*

*Keywords: performance management, employees, improvement*

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**INTRODUCTION**

Virtually all organizations have some sorts of means of appraising their employees. Performance management practices are one of the oldest, natural and most universal practices of Management. The basic purpose of Performance management practices is to ascertain the behavior of an employee anchored to performance and integrate with the organizational performance. It helps both the employers and employees to understand the responsibility in the organization. It is an instrument to create a conducive atmosphere in the organization. The purpose of any management is to build a very competitive and congenial work culture, which builds healthy competition, gives a sense of achievement to the employees and the stakeholders.

Performance management practices are the right instrument that plays a vital role directly or indirectly in achieving the above. It improves the interpersonal relationship among the employees and employers in the organization. It reflects an evaluative judgment of the traits, characteristics and the work performance of the employees on jobs. It is a continuous process to reach the desirous goal of not only the organization but also the employees. Performance management practices is a systematic way of 3 reviewing and assessing the performance of an employee during a given period of time and planning for his future.

Performance management practices may be defined as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semiannual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development.

In the light of the above definitions, we understand that a Performance management practices is used to evaluate the traits or qualities of an employee systematically at regular intervals. Adequate and ample opportunities are provided to the employees to enable them to the maximum utilization of their strong qualities Thus Performance management practices plays a vital role such as "unity in Diversity" in the utilization of organization. It contributes indirectly to the growth of GDP and per capita income through the development of employee as well as organization. It is the powerful instrument of the Human Resource personnel's to take right decisions with respect to labor turnover and other related aspects. It helps the organization in the 3 'R' process like Recruitment, Retention and Retirement.

**OVERVIEW OF SARVAMANGAL ENTERPRISE**

Established in the year 1989, we, "**Sarvamangal Enterprise**", are an eminent manufacturer, supplier and exporter of **Oilfield Chemicals**. In the offered array, we offer **Polyelectrolyte Scale Inhibitor, Oil Line Corrosion Inhibitor, Corrosion Inhibitor, Wax Dispersant, Asphaltene Dispersant and Water Soluble Demulsifier**. At our sound laboratory, we process the offered chemicals by utilizing premium quality ingredients, sourced from vendors of high repute while keeping in mind the international quality norms. Further, post production we check the offered array to ensure their fast dissolving speed, precise composition, high

purity, homogeneity, effectiveness, accurate pH value. The offered chemicals are used are used for processes such as oil extraction, oil refining, sewage disposal and water treatment in various industries like oil & gas exploration/production, oil well drilling, crude oil refineries, well stimulation, water treatment, steel and sugar.

We are able to provide the offered oilfield chemicals as per the requirements of patrons, owing to the support of our sound infrastructure, which is located at Ahmedabad, Gujarat (India) and is equipped with all modern machinery. Further, we have formed a panel of experts, who hold expertise in the usage of Modern machinery and latest technology. By using of modern machinery, they are able to make judicious use of our resources. In addition to this, to ensure that our offered array is able to meet the expectations of patrons, they carry out the whole processing process in coordination with patrons. Moreover, they pack the offered chemicals in high grade packaging material to ensure these are safely delivered at patrons' premises. Further, our logistics personal make use of easy mode of transportation to deliver the consignment at patrons' premises within minimal time frame.

## REVIEW OF LITERATURE

**Abdul Hameed and AamerWaheed (2011)** in the paper '**Employee development and its effect on employee performance- A conceptual framework**' here they analyzed the theoretical framework and models related to employee performance. The study found that the success or failure of the organization depends on employee performance. Therefore organizations are investing huge amount of money on employee development. The study also developed a model which explains the relationship between employee development variables (employee learning, skill growth self-directed and employee attitude) and employee performance variable. (AamerWaheed, n.d.)

**Armstrong and Baron (2010)** in the paper "**Performance management systems: A comparative analysis**" defined it as "A strategic and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors" (baron, n.d.)

**GeetaKumari, Neha Kaleramna and K.M.Pandey (2010)** in the paper '**Study on Performance Management System of Private Companies: A Case Study of Endurance Pvt. Ltd. Maharashtra, India**' suggested that the performance targets must be clear, specific, challenging, time bound and linked with value rewards and employees must be properly and adequately communicated regarding the assigning of values in terms of number of performance. (GeetaKumari, n.d.)

**Kuvaas (2006)** in the paper '**Performance Appraisal Satisfaction and Employee Outcomes: Mediating and Moderating Roles of Work Motivation**' explained that the performance appraisal is one of the most important theories of human resources management and is one of the subjects which have been studied and investigated in the psychology of work extremely. Those employees who believe that the organization is trying to supply their needs may have a sense of responsibility with regard to render to the organization through high work performance. (Kuvaas, n.d.)

Research of **Leena Toppo, Twinkle Prusty (2012)** in the paper "**From Performance Appraisal to Performance Management**" informs that performance appraisal and performance management were one of the emerging issues since last decade. Many organizations have shifted from employee's performance appraisal system to employee's performance management practices. This paper has focused to study the evolution of employee's performance appraisal system, criticize the system suffered and how the performance management practices came into organization. The main purpose of this paper is to differentiate these two systems, employee's performance appraisal and performance management practices. This paper uses a review of the literature to evaluate the development of appraisal system and argues the criticize areas of appraisal system. Performance management eliminates the shortcomings of performance appraisal system to the some extent. (Leena Toppo, n.d.)

**Sharmistha Bhattacharjee and Santoshi Sengupta (2017)** in the paper "**Performance Management System – A Noble Approach for Performance Enhancement of an Organization**" stated that the employees are the most valuable and dynamic assets of an organization. Through the performance management system can leads to achieving the strategic objective of sustained & speedy growth, managing human resource has been featured as a vital requirement in all organizations. (Sengupta, n.d.)

A common weakness in the implementation of performance management practices noted by **de Waal** in the paper "**the characteristics of a high performance organization**" is the focus only on the "structural side", that is, "the structure that needs to be in place to be able to use performance management such as critical success

factors & key performance indicators, possibly supported by a balance scorecard". De Waal (2004) argues that successful implementation also requires attention to the "behavioral side" that is, the necessary performance-driven behavior required from organizational members to achieve the desired objectives. According to de Waal (2004), appropriate behaviors, including attitudes and beliefs, depend on a range of factors including management style, the perceived relevance of performance indicators, the degree to which employees feel they can influence change, and the quality of communication within the organization. (Waal, n.d.)

### **STATEMENT OF PROBLEM**

The organization has poor measures which are developed, in many cases targets are set but no relevant measure is put in place. In other cases no data can be collected or is kept as evidence to track performance. The management of poor performance is normally a reactive action, but in many cases it is delayed and therefore turns into a chaos.

### **SIGNIFICANCE OF THE STUDY**

Employees are the most significant resource of any business, and performance practices reflect the organization's commitment to developing this important resource of human capital. Performance appraisals grant upper management an opportunity to reward excellent performance or reprimand unsatisfactory performance. This powerful managerial tool should directly reflect the overall

Organization's goals and objectives. The employee assessment should provide useful feedback about the employee's contributions or lack of contributions toward these goals.

### **SCOPE OF THE STUDY**

The scope of this study was limited to the study of performance management systems and how they influence the performance of employees in an institution. This study concentrated on the following key areas; Developing and planning performance, Managing and reviewing performance and Rewarding performance.

### **OBJECTIVES**

#### **Primary objectives-**

- To study the impact on performance management practices on employees performance at Servamangal enterprise

#### **Secondary objectives-**

- To identify the barriers to effective performance and resolving those barriers through constant monitoring, coaching and development interventions.
- To suggest the best performance management practices.

### **METHODOLOGY**

The study incorporates data using descriptive study, where data is collected both from the primary and secondary sources. The primary data is being collected from the employees by structured questionnaire. The secondary data is being collected from online sources, articles, website, journals etc.

### **SOURCES OF DATA**

The dimensions of the study are focussed on the impact of performance management practices on employees at Sarvamangal Enterprise. The study needed to ascertain existing knowledge regarding the impact of performance management practices on employees. So, the study required both primary and secondary data.

#### **Primary Data & Tools**

Primary data is collected from a selection of target respondents based on the research brief through questionnaire.

#### **Secondary Data**

A survey of the existing literature was necessary to identify and ascertain the effectiveness of motivational incentives on performance. The survey looked into research papers, and publications, Reports journals, publications, websites, and books to obtain necessary information and understanding.

### **SAMPLING DESIGN**

#### **Sample Size**

In a statistical setting the number of individual samples and observations is called sample size. The selection of sample size is one of the crucial decisions for any project. If the sample size is too small, the results may be unreliable and if the sample size is too large, it requires lot of time and resources for the research. The sample

size selection depends upon the population of the study. In the present study the sample size is comprised of 100 agents in Ahmedabad.

#### • Sampling Technique

The sample members from the population are selected by a process called sampling technique. The sampling technique is important because it helps to determine the accuracy of the research. The sampling technique used in the present study is convenient sampling.

#### LIMITATIONS

The limitations for the study are as follows:

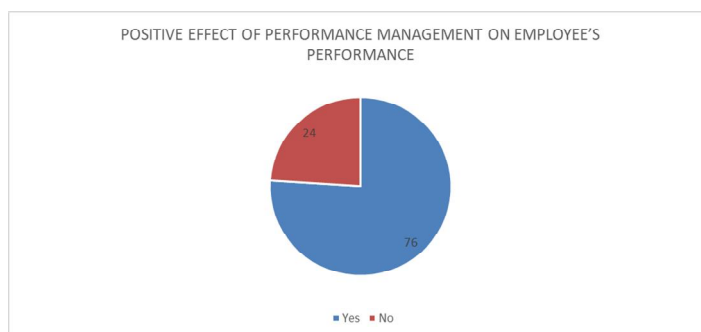
- The information given by the employees may or may not be true
- The duration given is less
- Servamangal enterprise has secrets policies to keep certain information confidential.

#### ANALYSIS AND INTERPRETATION

**Table No.1: Opinion On If There Is A Positive Effect Of Performance Management On Employee's Performance**

	Frequency	Percent
Yes	76	76.0
No	24	24.0
Total	100	100.0

**GRAPH No.1**



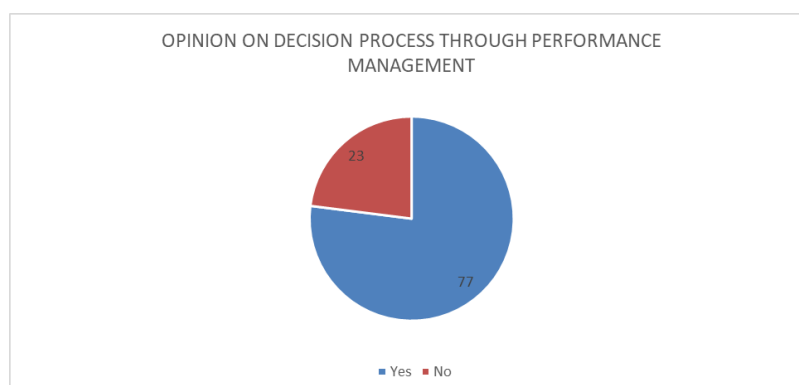
#### INFERENCE

The study states that 76% of the respondents agree that there is a positive effect of performance management practice on employee's performance, while 24% of the respondents do not agree that there is a positive effect of performance management practice on employee's performance.

**Table No.2: Opinion On Decision Process Through Performance Management**

	Frequency	Percent
Yes	77	77.0
No	23	23.0
Total	100	100.0

**GRAPH No.2**

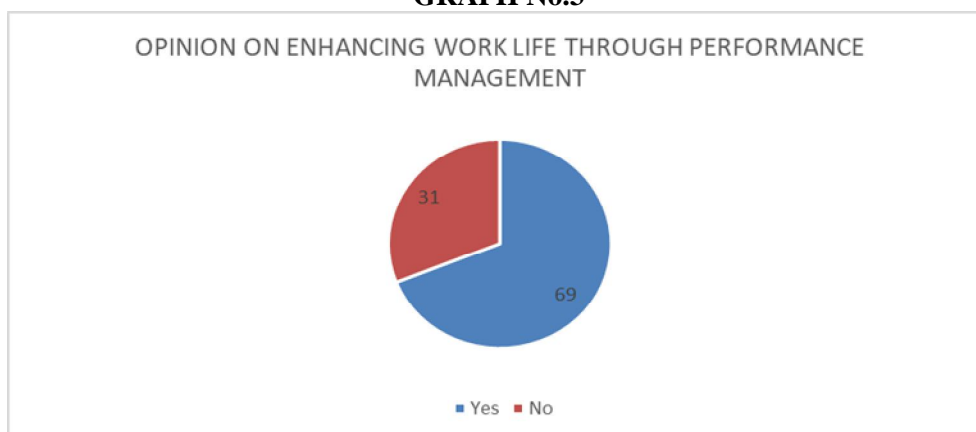


**INFERENCE**

The study indicated that 77% of the respondents agreed that performance management practices helps in being a part of decision making process while 23% of the respondents has not agreed that performance management practices helps in being a part of decision making process.

**Table No.3: Opinion On Enhancing Work Life Through Performance Management**

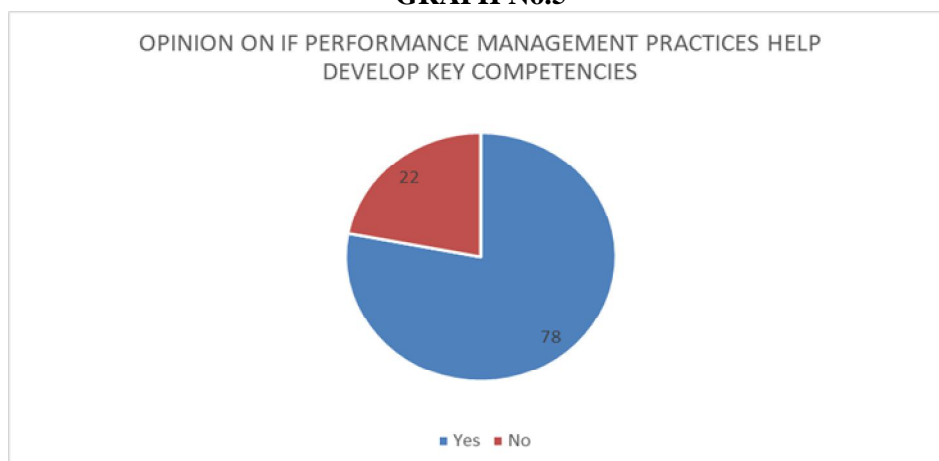
	Frequency	Percent
Yes	69	69.0
No	31	31.0
Total	100	100.0

**GRAPH No.3****INFERENCE**

The study indicated that 69% of the respondents agreed that performance management practices enhances the work life while 31% of the respondents has not agreed that performance management practices enhances the work life.

**Table No.4: Opinion On If Performance Management Pracices Help Develop Key Competencies**

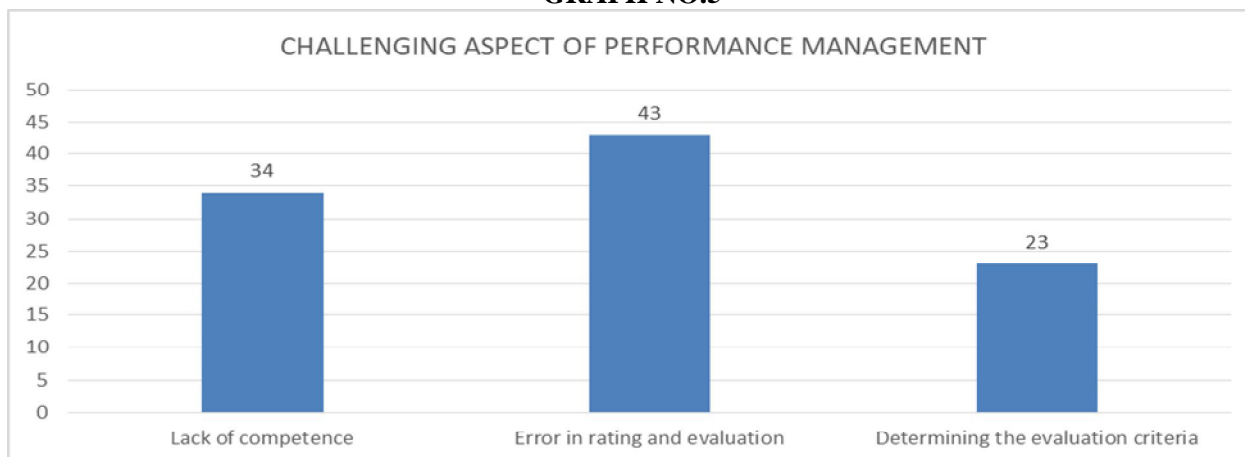
	Frequency	Percent
Yes	78	78.0
NO	22	22.0
TOTAL	100	100.0

**GRAPH No.5****INFERENCE**

The study shows that 22% of the respondents feel that performance management practices do not help in developing key competencies, while 78% of the respondents feel that performance management practice does help in developing key practices.

**Table No.5: Challenging Aspect Of Performance Management**

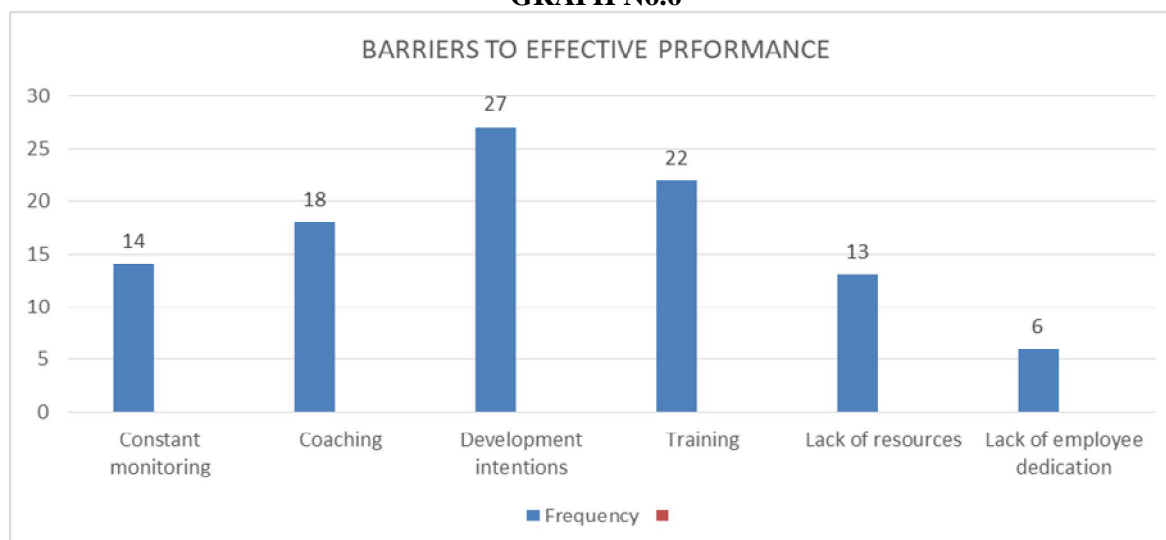
	Frequency	Percent
Lack of competence	34	34.0
Error in rating and evaluation	43	43.0
Determining the evaluation criteria	23	23.0
Total	100	100.0

**GRAPH NO.5****INFERENCE**

The study indicated that 34% of the respondents feel that lack of competence is the challenging aspect of performance management while 43% feel it is error in rating and evaluation and 23% of them feel it is determining the criteria.

**Table No.6: Barriers To Effective Performance**

	Frequency	Percent
Constant monitoring	14	14.0
Coaching	18	18.0
Development intentions	27	27.0
Training	22	22.0
Lack of resources	13	13.0
Lack of employee dedication	6	6.0
Total	100	100.0

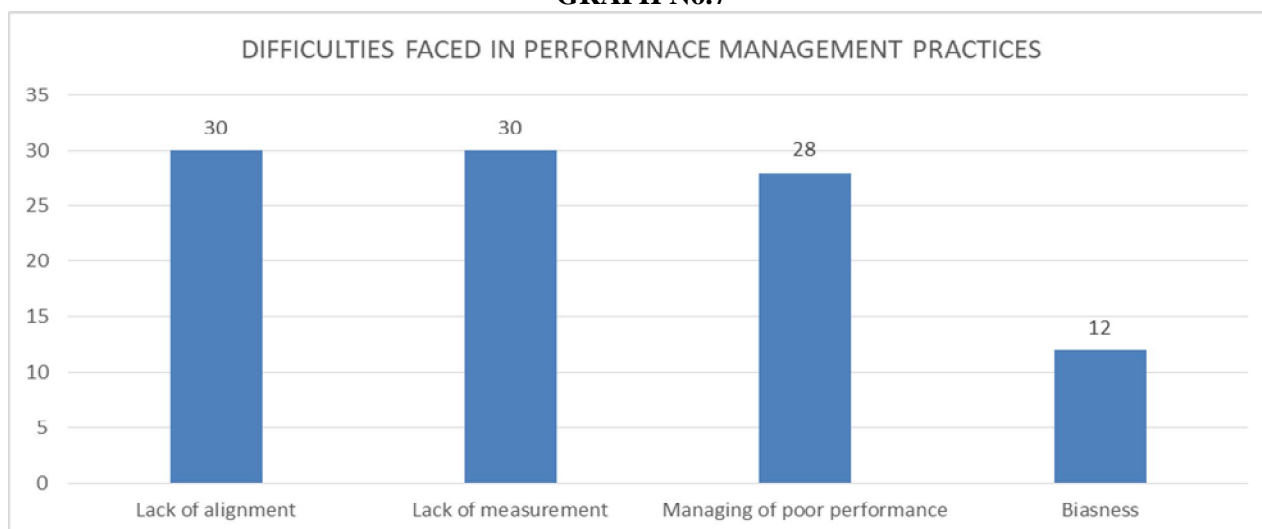
**GRAPH No.6**

**INFERENCE**

The study indicates that 14% of the respondents has agreed that constant monitoring is the barrier to effective performance, while 18% of the respondents feel it is Coaching, 27% feel it is Development intentions, 22% feel it is training, 13% feel it is lack of resources an 6% feel it is Lack of employee dedication.

**Table No.7: Difficulties Faced In Performnace Management Practices**

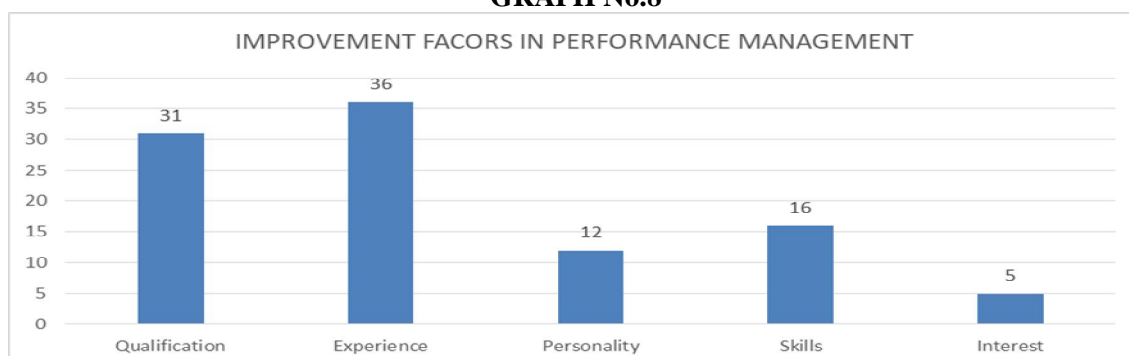
	Frequency	Percent
Lack of alignment	30	30.0
Lack of measurement	30	30.0
Managing of poor performance	28	28.0
Biasness	12	12.0
Total	100	100.0

**GRAPH No.7****INFERENCE**

The study shows that 30% of the respondents feel that Lack of alignment is the factor that causes difficulties in performance management practice, while other 30% feel it is Lack of measurement is the factor, 28% feel it is Managing of poor performance and 12% of the respondents feel it is Biasness.

**Table No.8: Improvement Facors In Performance Management**

	Frequency	Percent
Qualification	31	31.0
Experience	36	36.0
Personality	12	12.0
Skills	16	16.0
Interest	5	5.0
Total	100	100.0

**GRAPH No.8**

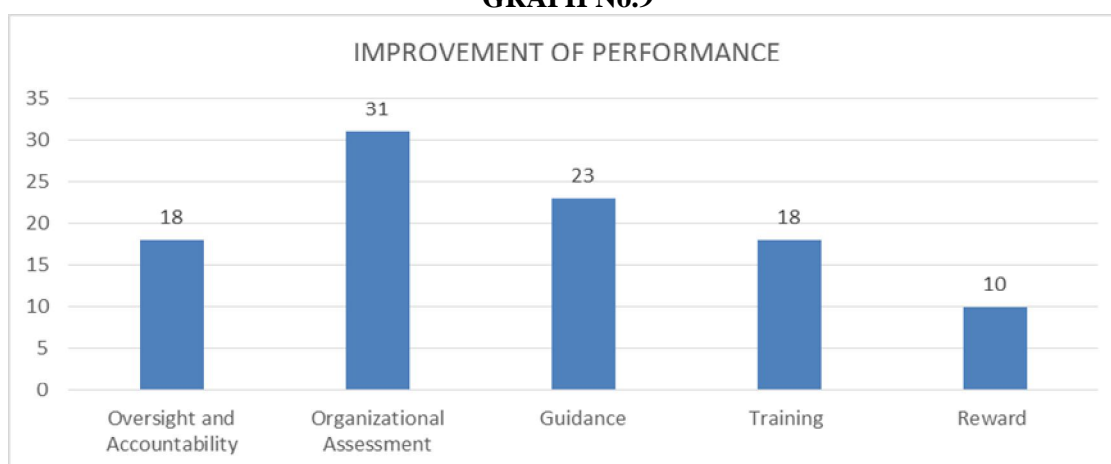


**INFERENCE**

The study shows that 31% of respondents feel Qualification is the factor through which performance management can be improved, while 36% of the respondents feel it is Experience, 12% of them feel it is Personality, 16% of them feel it is Skills and 5% of the respondents feel Interest is the factor.

**Table No.9: Improvement Of Performance**

	Frequency	Percent
Oversight and Accountability	18	18.0
Organizational Assessment	31	31.0
Guidance	23	23.0
Training	18	18.0
Reward	10	10.0
Total	100	100.0

**GRAPH No.9****INFERENCE**

The study shows that 31% of the respondents feel that organizational assessment method can be applied for improving performance management, 23 % of the respondents feel that guidance can be used for improving the performance of the employees, while 18 % of the respondents feel that training and oversight and accountability can be used for improvement of performance management and 10% of the respondents feel that reward can improve performance management.

**FINDINGS**

- There is a positive effect on the employee's performance because of performance management.
- The performance management practices help in being a part of decision making process as majority of the respondents agreed to it.
- Performance management practices enhances the work life
- Performance management practices helps in developing key competencies.
- Error in rating and evaluation is the most challenging aspect of performance management.
- Development intentions is the main barrier to effective performance.
- Lack of alignment and lack of measurement are the major difficulties faced in performance management practices.
- Experience is the major factor that helps in improvement of performance management.
- Among the various methods used organizational assessment is the most preferred methods that can be used to improve performance.

**SUGGESTION**

- The organization can engage in recruitment of young work force.

- Latest performance management practices can be replaced by old methods used by the company.
- A system of reward can be incorporated to motivate the employees to enhance performance.
- Management should value the contribution and ideas shared by employees and empower employees to maximize their individual talent in order to make effective decisions.

### **CONCLUSION**

The purpose of this study is to examine the relationship between performance management system and employee performance. Rather than examining specific human resource management policies and practices, this study focuses only on performance management system which is a model of performance management and its relationship with employee performance. Through this study it was analysis that there is appositve effect on the employee performance because of performance management, it was also found that performance management practices help inn decision making process thereby it helps in enhancing the work life balance.

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**A STUDY ON CHALLENGES OF DIRECT MARKETING IN INTERNATIONAL MARKETS WITH REFERENCE TO PSU (BEML)” INTERNATIONAL MARKETS WITH REFERENCE TO PSU (BEML)”**

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**ABSTRACT**

*Marketing refers to activities undertaken by a company to promote the buying and selling of a product or service. Marketing includes advertising, selling and delivering products to consumers or other business. A company that employs direct marketing is directly trying to impact consumers or business buying decision. They use promotional strategies such as direct mail, telemarketing, direct response, television advertising and online selling. To increase their revenue streams companies started trading with other countries and this is often challenging for direct selling companies. The field of marketing has become important for modern public sector companies in the recent years. Marketing products and services to the public sector requires a radical shift of thinking from the traditional promotional techniques.*

*This paper studies different marketing methods and tools used in Beml and the various challenges they face in dealing in marketing their products in international markets. The data for this research will be collected through primary data and secondary data. Statistics tools are used to analyze the data.*

*Today all the world leading companies use direct marketing in International markets and helps to give a competitive advantage therefore understanding and studying the problem is important for successful International Operations*

*Keywords: Direct Marketing, International Markets, Public Sector Undertakings*

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**INTRODUCTION**

Marketing refers to activities undertaken by a company to promote the buying or selling of a product or service. Marketing includes advertising, selling, and delivering products to consumers or other businesses. Marketing seeks to match a company's products and services to customers who want access to those products. The matching of product to customer ultimately ensures profitability. There are many types of marketing from email marketing and guerilla marketing to interruption marketing and mobile marketing. There are commonly two common types of marketing: direct and indirect. A company that employs direct marketing is directly trying to impact consumers' or business customers' buying decisions. They use promotional strategies such as direct mail, telemarketing, direct response television advertising and online selling.

**DIRECT MARKETING IN INDIA**

Direct marketing is become very popular in many sales models of India. Direct selling has encouraged many self-employment opportunities among people. The government of India is currently some global players of direct marketing Oriflamme, Tupperware, Amway, Herbal life

Direct selling in India doesn't mean traditional methods like door to door selling; today direct selling has a whole new concept and compensation structure. Union government should consider direct marketing as a channel and not as business. Government should make sure all direct marketing companies should register with a single authority. The industry should come together and tell its problems and create awareness to general public through media and law enforcement.

**DIRECT MARKETING IN INTERNATIONAL MARKETS**

Companies go for new markets for new revenue streams. It helps in all kinds of business whether it's a B to C business or B to B business. To expand globally direct marketing is a good option and an opportunity. Some common challenges of direct marketing are culture, laws, language of different countries.

**Challenges of Direct Marketing in International Markets**

- Selection of Markets

One main challenge what U.S. marketers is the any new market they enter they consider that market also as U.S and strategize, this perception has affected world markets. Selecting target market will determine the marketing strategy.

- Choosing Providers

Another main challenge is selecting right professionals to work with in other countries. Failing to select the right professionals can negatively affect your business.

- Reaching local customers

Another challenge is adapting to the local culture of each country and reaching to the end consumers therefore researches must understand and observe the behavior of local customers their market they target.

- Use of Technology

Global marketers use the latest technology and keep getting updated; Updating to the latest technology and keeping pace with other competitors is practically tough. While updating to new technology, companies also have to check if this change is acceptable in your organization, so all this makes use of technology challenging in international markets.

Indirect marketers may attempt to generate sales through blogging, videos or e-books. Manufacturers use indirect marketing when selling through wholesalers or other channels — not directly to consumers.

The fields of marketing have become increasingly important for modern public sector companies in recent years. Marketing products, goods and services to the public sector requires a radical shift of thinking from the traditional promotional techniques.

## **REVIEW OF LITERATURE**

1. In a study on “Direct Marketing Strategy of Amway” it was observed that Amway had a strong distribution network, maintained quality products which led to repetitive sales and resulted in increase of their profits. The paper also tells that when using direct marketing method is it important to create your own empire
2. In a study on “Direct Marketing Strategies for finding and keeping the best customers “ it is observed that direct marketing is an effective method for providing customer personalized marketing as per their needs .The paper also tells that keeping track of your customers information is very important for direct marketing
3. In a study on “The Role of Direct Marketing in Relation with the Consumers in Kosovo” by Jobber and Lancaster in 2009 , it is observed that many companies using direct marketing had an impact in increasing sales as they could maintain direct and close contacts with heir consumers
4. In a study on “Consumer perception on mobile phone marketing: direct marketing innovation” it is observed that consumer perceptions were associated with accepting their marketing messages sent through mobile phones.
5. In a study on “Direct selling perceptions in Australia “it is observed that Responses from customers indicate if they have a positive or negative perception towards the network marketing. There is no influence of network marketing on consumer’s purchase decisions.

## **OBJECTIVES**

- 1) To study the direct marketing methods used in Public Sector Undertakings in international markets
- 2) To study the challenges faced by direct marketing in international markets of Public Sector Undertakings
- 3) To analyses the causes of these challenges in the market

## **SCOPE OF THE STUDY**

The study of the research will be extended only with International markets that Bendl trades with and challenges they face in direct marketing. This research is limited to the marketing of mining and construction equipment and is purely restricted to academic requirements

## **RESEARCH METHODOLOGY**

**Data Collection:** This study includes both primary data as well as secondary data

**Primary data –** The primary data will be gathered with the help of a structured questionnaire. The questionnaire will be given to employees to gather primary data.

## **LIMITATIONS OF THE STUDY**

- 1) Limited interactions with international head of the company
- 2) Academic requirements other technical details are not looked into

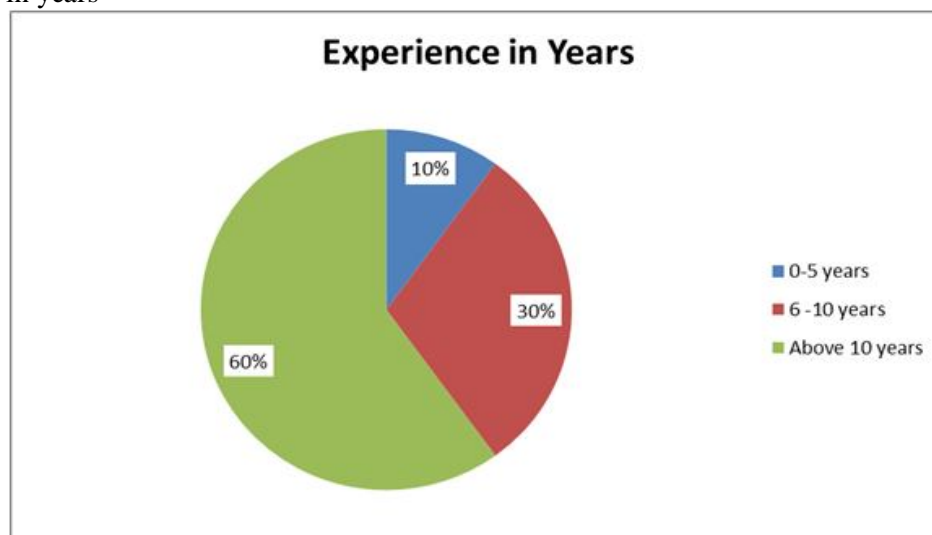
- 3) Fundamental problems framed by the company are assumed to be correct and no discussion on such polies is carried out.
- 4) The study is limit for amount of time and to fulfill specific requirement and hence not an exhaustive one.

### SAMPLE DESIGN

- Sampling techniques: direct interview, questionnaire
- Sampling technique – Random sampling
- Sampling size: 50 employees of Beml

### ANALYSIS AND INTERPRETATION

#### 1. Experience in years



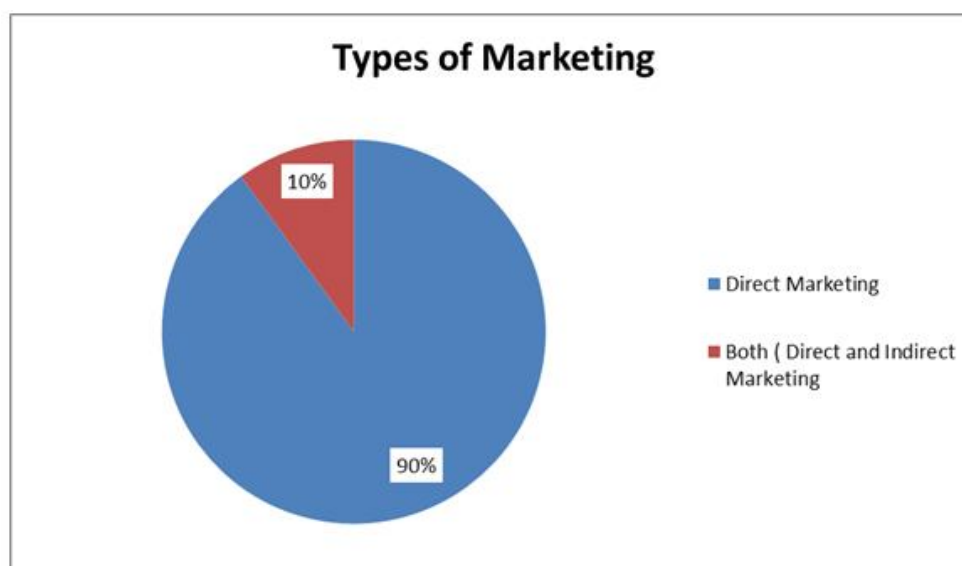
The above chart tells that

- 60% of our respondents have experience above 10 years
- 30% of our respondents have experience above 6 years
- 10% of our respondents have experience less than 5 years

Therefore majority for our respondents have experience more than 10 years

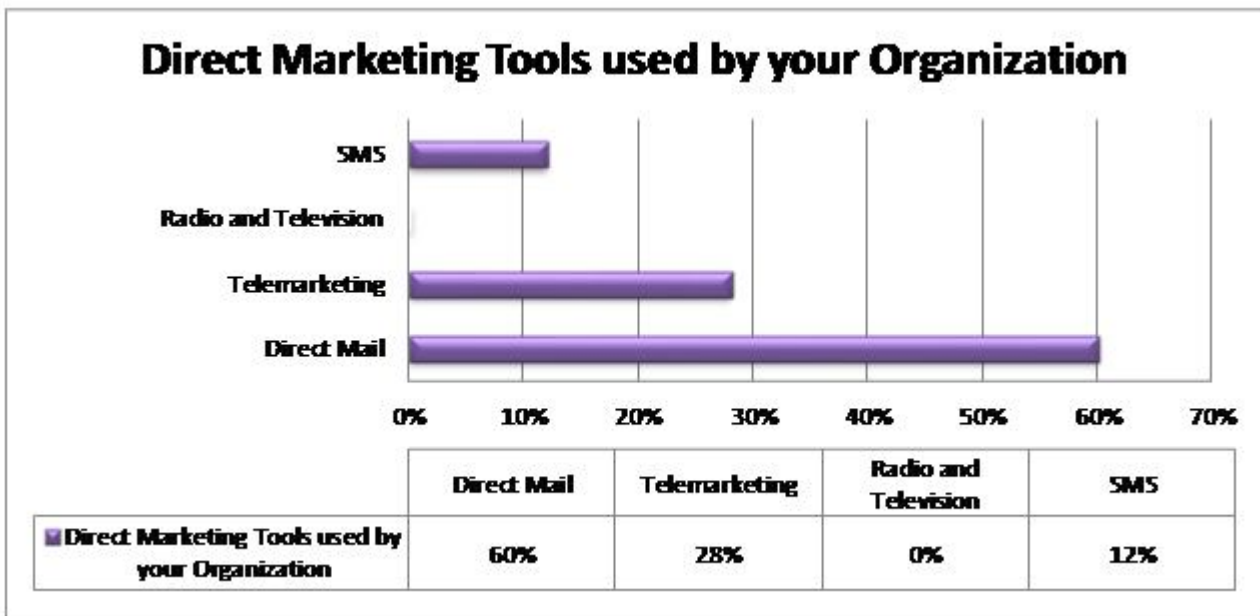
#### 2. What type of marketing methods are used by your organization

- a. Direct marketing
- b. Indirect Marketing
- c. Both



The above chart tells that

- 90 % of the respondents tells that Direct Marketing are used in the organization
  - 10% of the respondents tells that Both, Direct and Indirect Marketing is used in the Organization Therefore Direct Marketing is used mostly in the Organization
3. Which are the direct marketing tools used by your company' mostly
- a. Direct mail
  - b. Telemarketing
  - c. Radio and television
  - d. SMS



The above chart tells us that

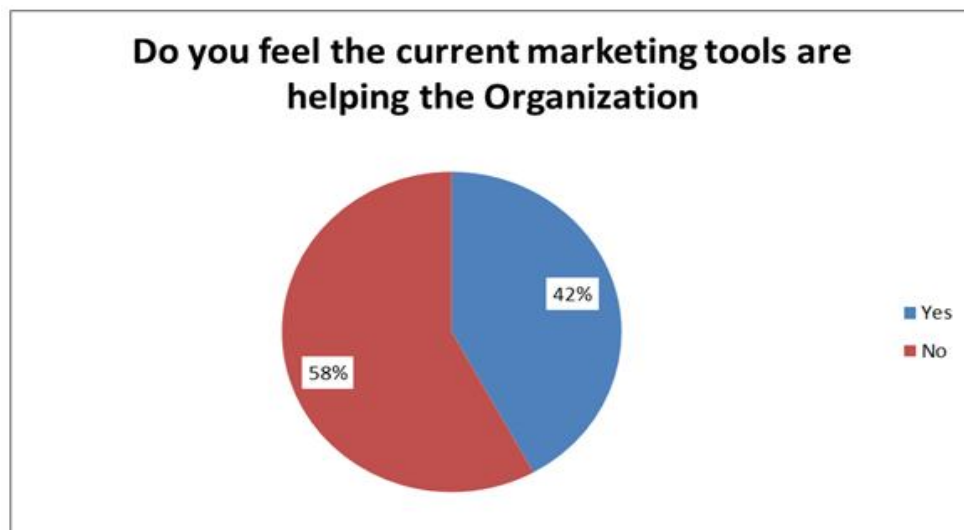
- 60% of our respondents tells us that the organization uses Direct Mail as tool for direct marketing
- 36 % of our respondents tells that Telemarketing is used by the organization
- 4% of our respondents tells that SMS is used as tool for direct Marketing

Therefore the Organization uses Direct Mail method mostly and does not use SMS for direct Marketing.

4. Do you feel the current direct marketing tools are helping the organization to trade with other countries?

Yes

No



The above chart tells us that

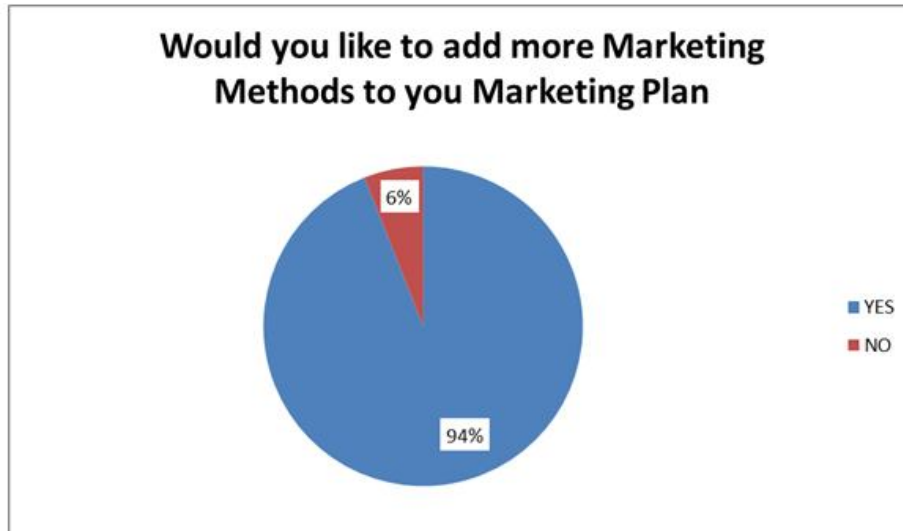
- 58% of our Respondents say NO that the current marketing tools are not helping the organization to trade with other countries.
- 42% of our Respondents say YES that the current marketing tools are helping the organization to trade with other countries.

Therefore most of the respondents feel that the current marketing tools are not helping the organization to trade with other countries.

5. Would you like to add more direct marketing methods to your marketing plan?

Yes

No



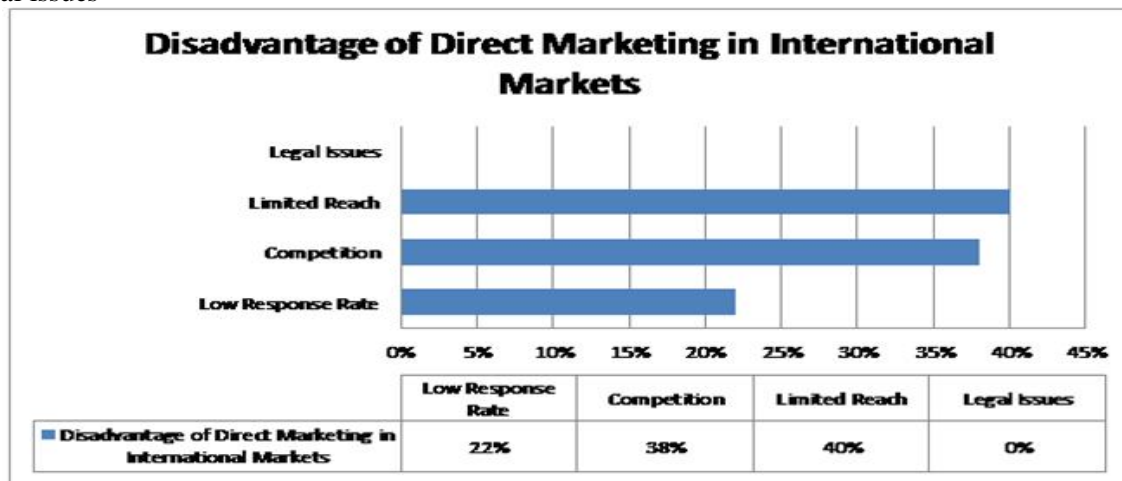
The above chart tells us that

- 94% of our respondents feels that YES, the respondent would like to add more tools in the marketing plan
- 6% of our respondents feels NO, the respondent would not like the add more tools in the Marketing plan.

Most of our Respondents would like to add more tools in the Marketing Plan

6. What according to you is the main disadvantage of direct marketing in International Markets identified by your organization?

- Low response rate
- Competition
- Limited reach
- Legal issues



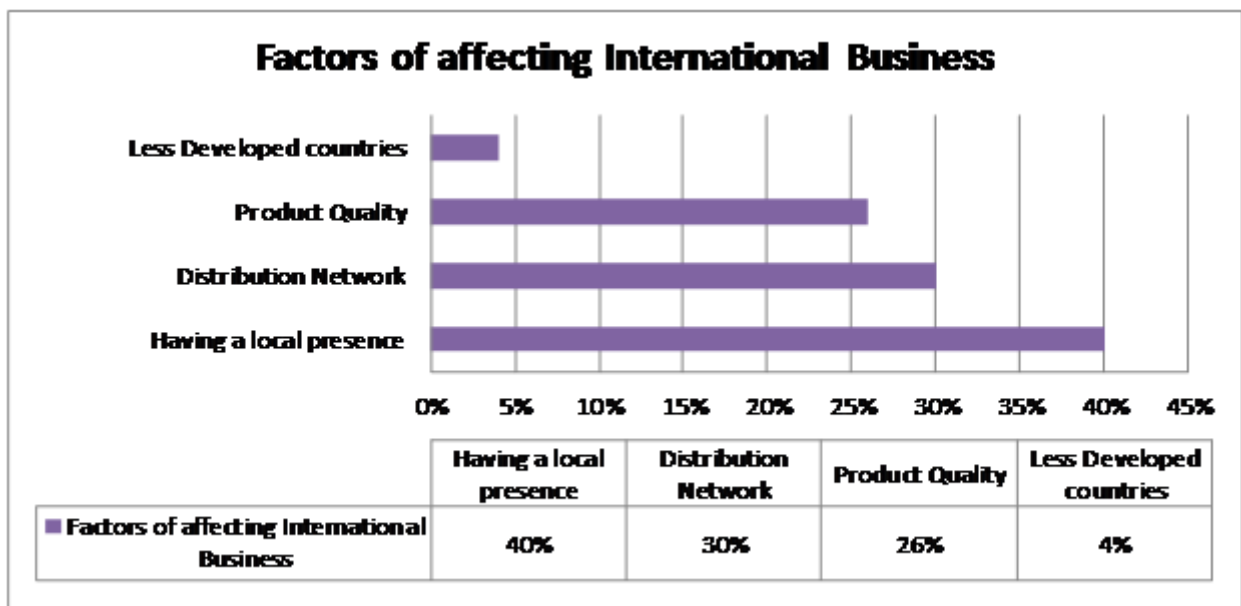
The above chart tells us that

- 40% of our respondents says that the main disadvantage of direct marketing is Limited Reach
- 38% of our respondents says that main disadvantage of direct marketing is Competition
- 22% of our respondents say that the main disadvantage of direct marketing is Low Response Rate.

Therefore most of our respondent's feel that the main disadvantage of direct marketing is Limited Reach and few of our respondents feel that main disadvantage of direct marketing is Low response rate

7. What according to you are the factors affecting the international business of Beml

- Having a local presence
- Distribution network
- Product quality
- Less developed countries



The above chart tells us that

- 40% of our Respondents says that having a local presence in other countries is a factor affecting International Business
- 30% of our Respondents say that the Distribution Network is a factor of International Business
- 26% of our Respondents say the Product quality is factor affecting International Business
- 4% of our Respondents says the less developed countries is a factor affecting International Business

Most of our respondents tell that having a local presence in International Markets affects International Business and very few respondents says that Less Developed Countries affect International Business.

## FINDINGS

- Most our Respondents have experience above 10 years
- Most of our Respondents feel that the current marketing plan is not working to trade with other Organization
- Majority of our Respondents feel that they would like to add more marketing tools in the current marketing plan
- Majority of our respondents feel that direct marketing tool is used mostly by the organization
- Most of our Respondents feel that the main disadvantage of direct marketing low response rate and a few of our respondents feel that it has limited reach



- Majority of our Respondents feel that having a local presence in International Markets is a factor affecting International Business and a small proportion of our respondents also feel that less developed countries is a factor affecting International Business

### **SUGGESTIONS**

- As most of the respondents feel that having the current marketing tools is not helping the organization to trade with other countries, the company can also use other direct marketing tools by participating in exhibitions and events for promotion
- The organization uses direct mail mostly as a direct marketing tool to trade with other countries, the company can also give importance to telemarketing as it will be more effective when personal calls or meetings happen
- The respondents feel that direct marketing gives a low response rates from their clients. The company should improve its marketing techniques to have a good response rates. Direct Mail must be made more attractive and telemarketing can be more effective
- Most of the respondents feel that not having a local presence is affecting its International Business. The company should have a strong distribution network and suppliers chain to avoid this problem of not having a local presence in other countries

### **CONCLUSION**

Beml uses both direct and indirect marketing methods; indirect marketing is used in Domestic Markets and Direct Marketing in International Markets. The company can use other marketing methods like Telemarketing, SMS and not depend only on direct mails, the organization can also make use of social media and digital marketing tools for effective communication with its clients. Direct Marketing in International markets can be effective only when the organization have a strong distribution network, product quality and updated with the latest technology. International markets are very broad with competitors using effective marketing strategies therefore effective Marketing methods must be used to sustain in International Markets

### **DIRECTION FOR FURTHER STUDY**

The research can be extended to Opportunities of Direct Marketing in International Markets with public sectors and can further it can also look into Direct Marketing in Social Media and Digital marketing.

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- <https://www.kbmanage.com>
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**A STUDY ON WORK LIFE BALANCE OF WOMEN EMPLOYEES IN IBM ORGANIZATION**

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**ABSTRACT**

*This study begins with the basic assumption that work related demands can intrude into the rest of workers lives. This assumes that workers must deal with often competing demands as they negotiate between spheres of life and work. This study explored how employees manage these competing demands. The goal was not to suggest the primacy of work in workers lives. Indeed it suggests the potentially problematic nature of work's intrusion into the rest of workers lives. The work pressure also leads to high stress is known to have broad and adverse implications for health chronic stress can alter an individual's immune system, cause inflammation, higher blood pressure, hypertension and other cardiovascular issues. Such conditions are inconsistent with a productive and satisfied workforce. Indeed, one of the most common reasons for employee turnover is stress. There has been an increased focus on balancing multiple life roles and managing the boundary between work and family. The work-life and quality of life literatures have identified different life domains that are important in achieving work-life balance a few of the top domains include work, financial resources, leisure, dwelling and neighbourhood, family, friendship, social participation and health. With the increasing focus and pressure to balance all of these different life domains, there has been increasing levels of burnout reported by employees. Work life balance issues have been found to affect one's identity, well-being and quality of functioning. To minimize employees' work life balance issues, organizations have turned to policies such as flexitime, on-site childcare, and other mechanisms to ensure that engaging in one's family does not interfere with work.*

*Key Elements: Work life balance, women employees, work environment*

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**INTRODUCTION**

Work life balance deals with any activity, which takes place at every level of organization, which seeks greater organizational effectiveness through the enhancement of human dignity and growth. This helps to determine better for themselves what actions, changes and improvements and desirable and workable in order to achieve a balanced work life for the employees. In this rapidly evolving world everyone faces the issue of time management at one point or another. But as more and more people deal with working at one or more jobs, fighting long commutes, managing a household, attending school or other training, raising one or more children, responding to increasing work and time pressures of the shrinking workplace, and dealing with ageing parents, the days often seem to last long into the night and vacation and leisure time seem to be consumed with issues other than relaxation and personal fulfillment. It is difficult to find balance between work and personal lives sometimes. Whether you are experiencing the end of a relationship, the disappointment of plans falling through, or conflicts with loved ones, the urge to love your emotions to control all aspects of your life can be overwhelming. While sometimes working can bring solace and a distraction from problems, other times you simply cannot concentrate. During those times it is important to remember that you work in order to have a good life, not the other way round. Work life balance also leads to stress which is a common feature of a poor work life balance. In the information economy mental stress has been identified as a significant economic and health problem, causing by a perceived need of employees to do more or less in time. Thus, balancing both family and work life is a challenging task for an employee in an organization.

**OVERVIEW OF THE COMPANY**

IBM has been present in India since 1951. Since inception, IBM India has expanded its operations with regional headquarters in Bangalore and offices across 20 cities. IBM India has established itself as one of the leaders in the Indian Information Technology Industry. As a leading cognitive solutions and cloud platform company, innovation is at the core of the IBM company strategy. This is reflected in the end-to-end solutions delivered to clients, which span from software and systems hardware to a broad range of infrastructure, cognitive, cloud and consulting services. IBM helps clients solve complex business and technical issues by delivering deep business process and industry expertise. This is enhanced with advanced analytics, research capabilities, comprehensive IT infrastructure knowledge and the proven ability to implement enterprise solutions to deliver bottom line value to businesses and governments worldwide.

**REVIEW OF LITERATURE**

The author states that he Study the effects of family life on women's job performance and work attitude. The results revealed that women with children were significant level over in occupational company related to

women without children, contrary to expectations, women with younger children outperformed women with older children. (al, 2010)

The research paper titled to re-conceptualization of the work family and work life balance. The author stated that there is a universal assumption that family demands compete with those of the workplace, such that family is seen as a problem and as a barrier to maximizing the corporate bottom line. This, the data suggest that certain conditions leads to both family that needs and cooperate outcomes that are enhanced. (Bailyn, 1993,1995)

The research title of the “work life balance of women employees”, states that work-life imbalance affect the overall well-being of the individual causing such problems as the satisfaction from life, prolong sadness, using drugs or alcohol. (Lowe, 2005)

According to the article titled “work life balance on women employees in a low to middle income country” He indicates the points out that a “one-size-fits-all” approach does little to foster the understanding and advancement of work life balance for the wider society. Some studies reviewing programs designed to tackle work-life balance conflicts reveal that some groups such as high-mid placed salaried workers and traditional families, are favored. (Munn, 2009)

The research refers to the study on work life balance and subjective well-being which explains about the work life balance in the well-being of the employees. The research also states that the amount of time available increases the well-being of the employees working in an organization. (Peter, 2009)

The author found that the work and employment trajectories, as well as work life choices or work-life balance for women in the United Kingdom, where influenced by care networks, Work status, welfare policies and also individual preferences. The concept of work life balance indeed can mean different things for different employees of persons in different places or organization. (Tomlinson, 2006)

### **OBJECTIVES**

- To identify the different parameters which influence the work life balance
- To analyze the various factors which influence work environment.
- To make suggestions and recommendations on the study drawn with regard to work life balance of women employees

### **LIMITATIONS OF THE STUDY**

- Confined to women employees only
- Conclusions cannot be generalized to any other organization
- Study is restricted only to IBM organization

### **SCOPE OF THE STUDY**

- The study covers various aspects of women employees relating to work-life balance where there is an increase in productivity accountability, commitment better team work and communication improved morale and less negative organizational stress.
- The questionnaire relating to this study is restricted only to women employees and to the male employees.

### **DIRECTIONS FOR FURTHER RESEARCH**

The above research can be further analyzed in future by other researchers by conducting a study on work life of employees. The researcher can also do a comparison study on challenges on work life balance among men and women.

### **RESEARCH METHODOLOGY**

**Sample Technique:** The sample technique used include structured questionnaires and personal interviews with the employees selected as a sample.

**Sample Selection:** The sample was selected using a simple random method as the sample was spread across 5 branches across Bangalore.

**Sample Size:** The sample size selected was 100 including equal number of employees from the 5 branches.

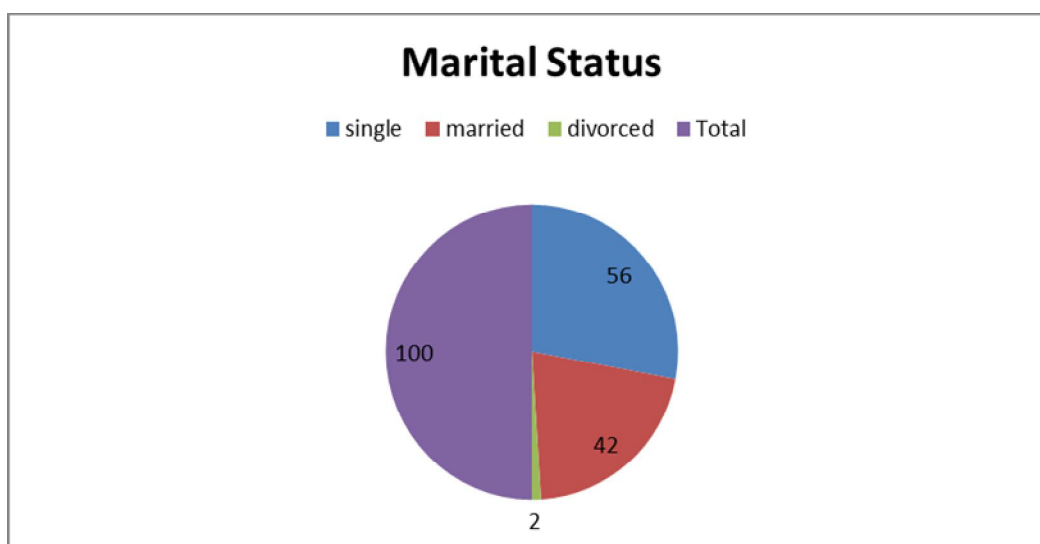
**Data Collection:** The study incorporates data using descriptive study, where data is collected both from the primary and secondary sources. The primary data is being collected from the employees by structured

questionnaire and personal interview. The secondary data is collected from the online sources, websites and articles.

## ANALYSIS AND INTERPRETATION

**Table 1: Representing The Marital Status Of Women Employees**

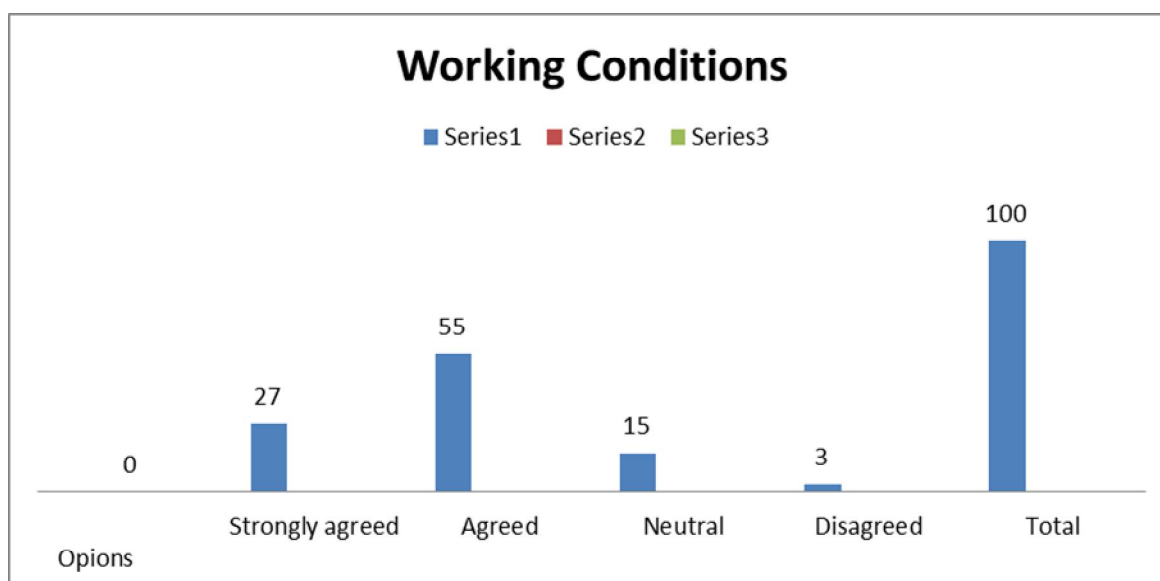
	Frequency	Percent
single	56	55.4
married	42	41.6
divorced	2	2.0
Total	100	99.0



The above table and graph shows that marital status of women employee of IBM organization. Among 100 respondents, it is observed that 56 women employees are single, 42 employees are married and 2 respondents are divorced.

**Table 2: Representing The Working Conditions Provided By The Organisation**

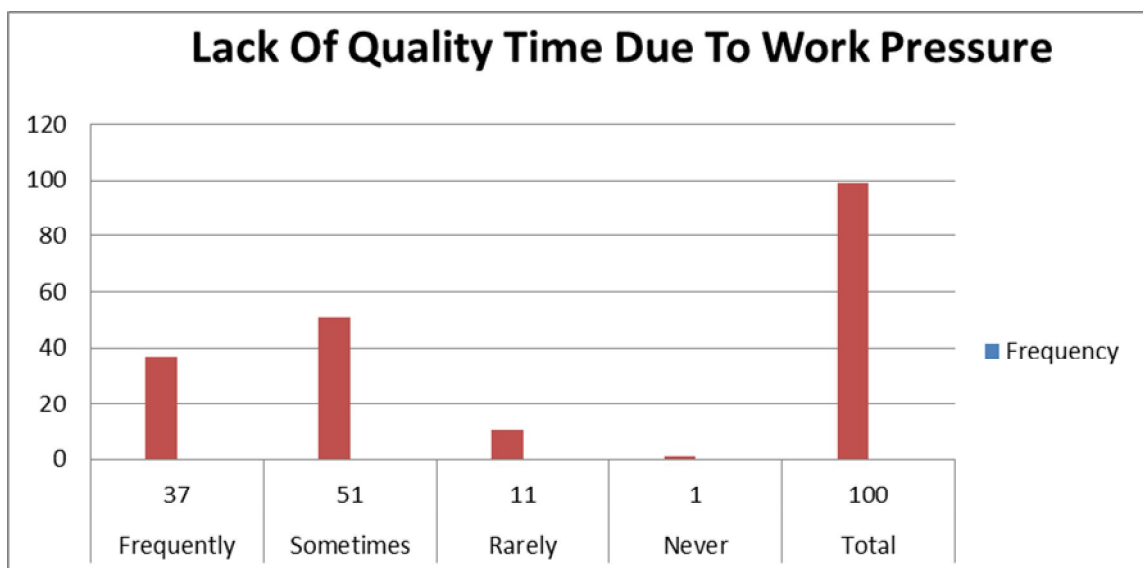
	Frequency	Percent
Strongly agreed	27	26.7
Agreed	55	54.5
Neutral	15	14.9
Disagreed	3	3.0
Total	100	99.0



From the above graph it has shown that 27 respondents have strongly agreed to the working conditions provided by the organization are satisfactory, 55 respondents have agreed, 15 respondents are neutral and hence 3 respondents have disagreed due to time constraints provide by the organization.

**Table 3: Representing Lack Of Quality Time Due To Work Pressure**

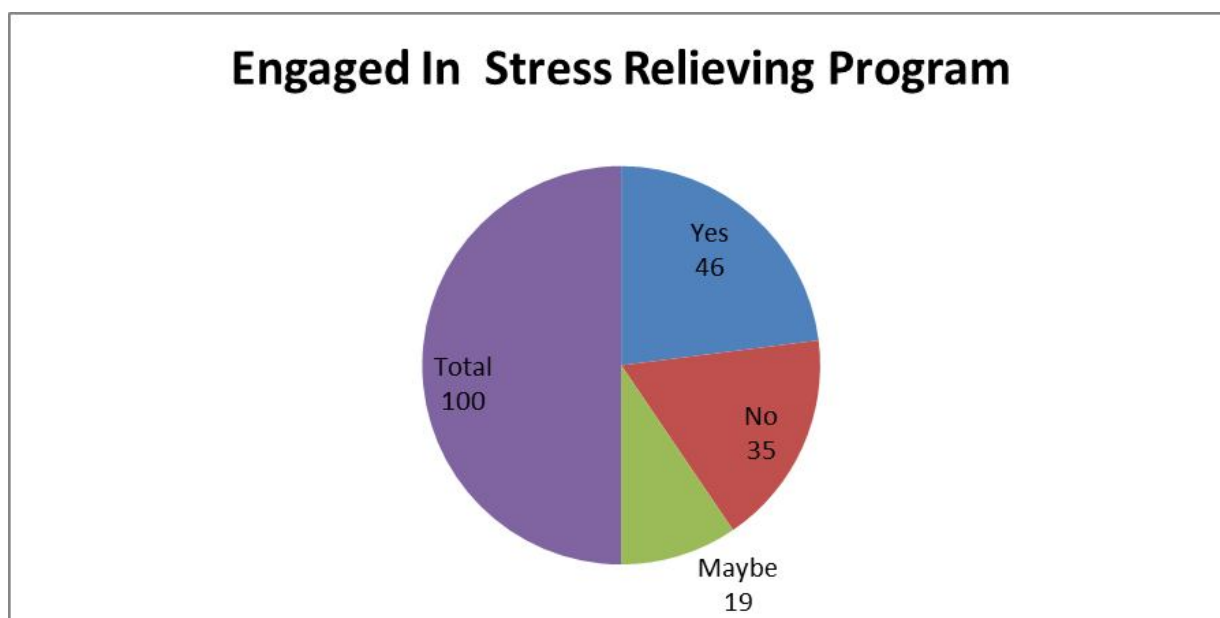
	Frequency	Percent
Frequently	37	36.6
Sometimes	51	50.5
Rarely	11	10.9
Never	1	1.0
Total	100	99.0



From the above graph and table it depicts that 37 respondents frequently miss out quality time with their family and friends, 51 respondents sometimes miss out quality time, 11 respondents rarely face this issue and 1 respondent have not missed spending quality time with their family and friends due to work pressure.

**Table 4: Representing Engagement In Stress Relieving Program**

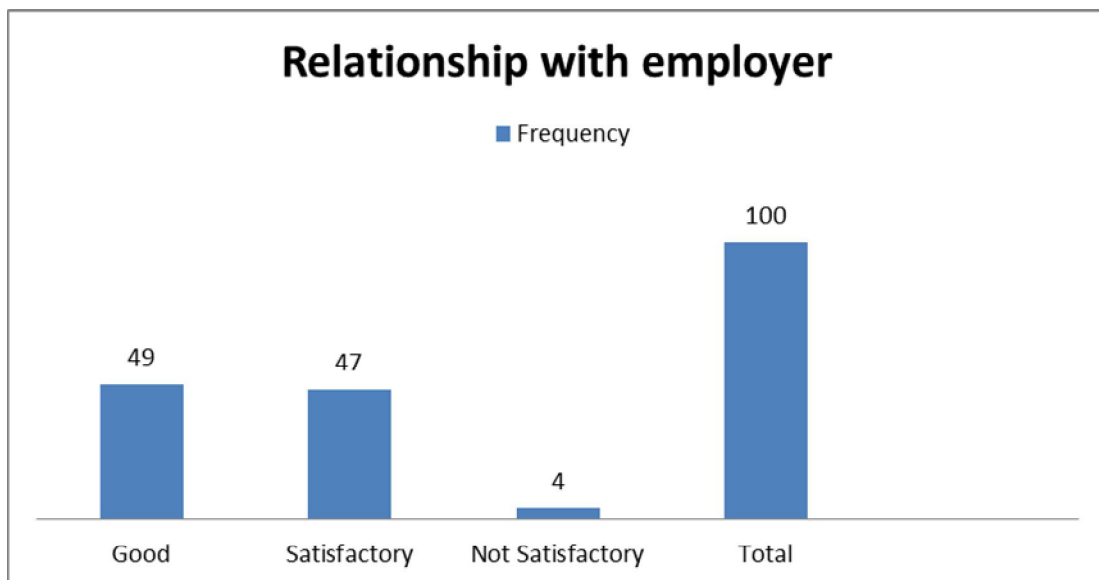
		Frequency	Percent
	Yes	46	45.5
	No	35	34.7
	Maybe	19	18.8
	Total	100	99.0



From the above graph and table it clearly shows that 46 respondents engage themselves in stress relieving programs, 35 respondents does not engage themselves and 19 respondents.

**Table 5: Representing The Relationship With Employer**

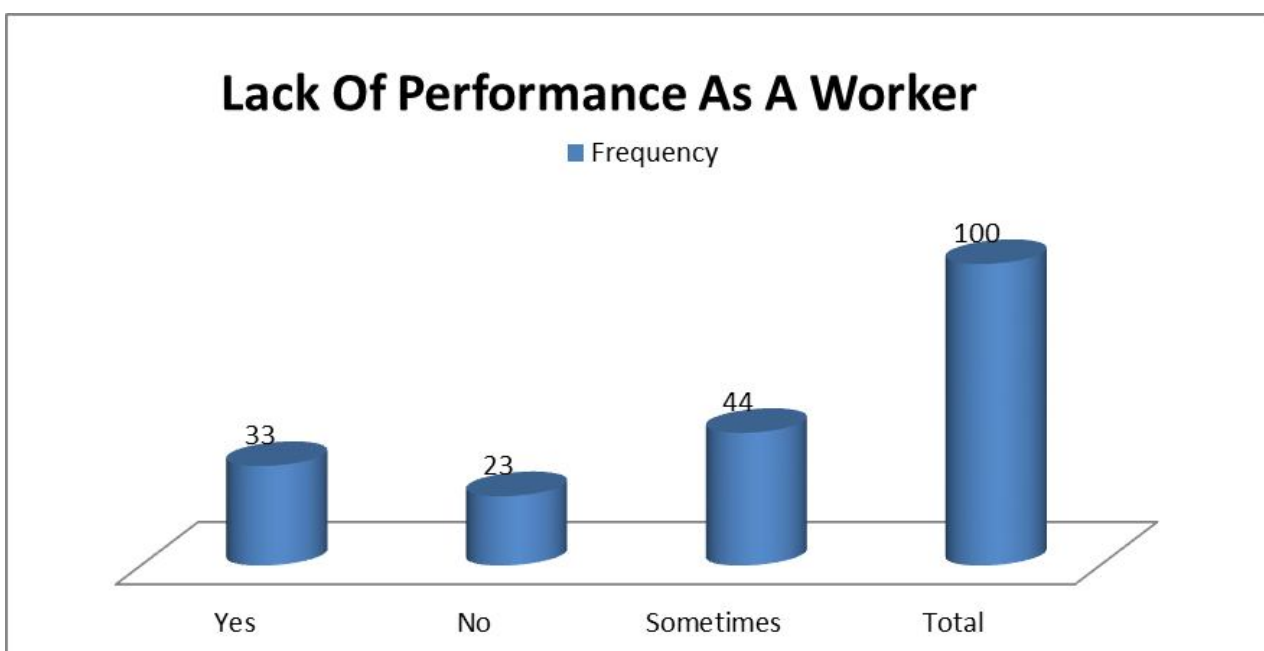
	Frequency	Percent
Good	49	48.5
Satisfactory	47	46.5
Not Satisfactory	4	4.0
Total	100	99.0



From the above table and graph it shows that 49 respondents have good relationship with their employer, 47 respondents have satisfactory relationship with their employer. Whereas 4 respondents are not satisfied due to work pressure provided by the employer.

**Table 6: Representing Lack Of Performance As A Worker**

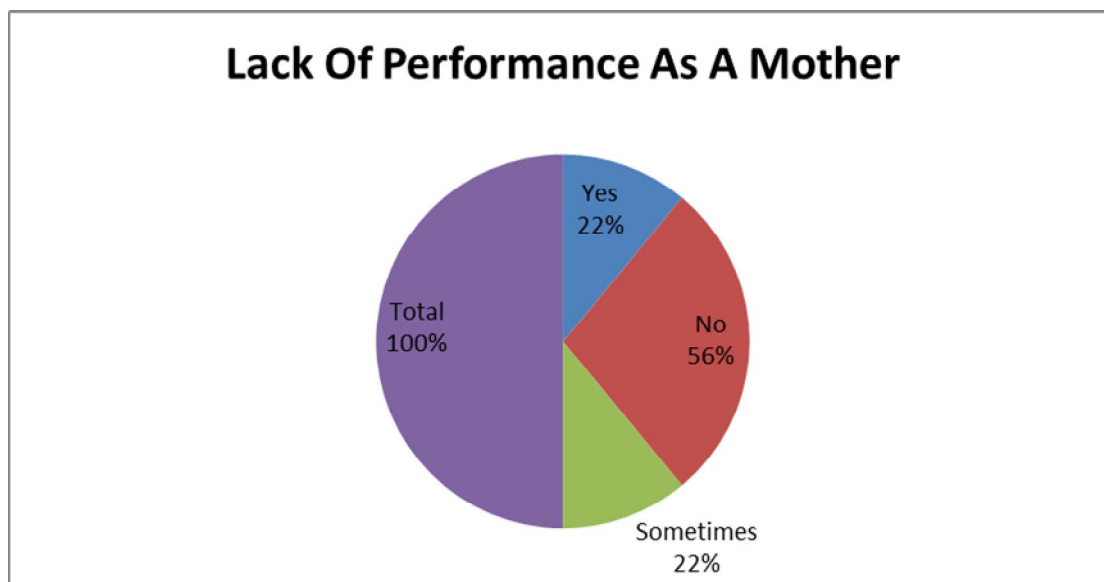
		Frequency	Percent
	Yes	33	32.7
	No	23	22.8
	Sometimes	44	43.6
	Total	100	99.0



From the above graph and table it indicates that 33 employees have accepted that they lack in performing as a worker well, 23 employees have not accepted, 44 employees have said that sometimes they lack their performance as a worker.

**Table 7: Representing Lack Of Performance As A Mother**

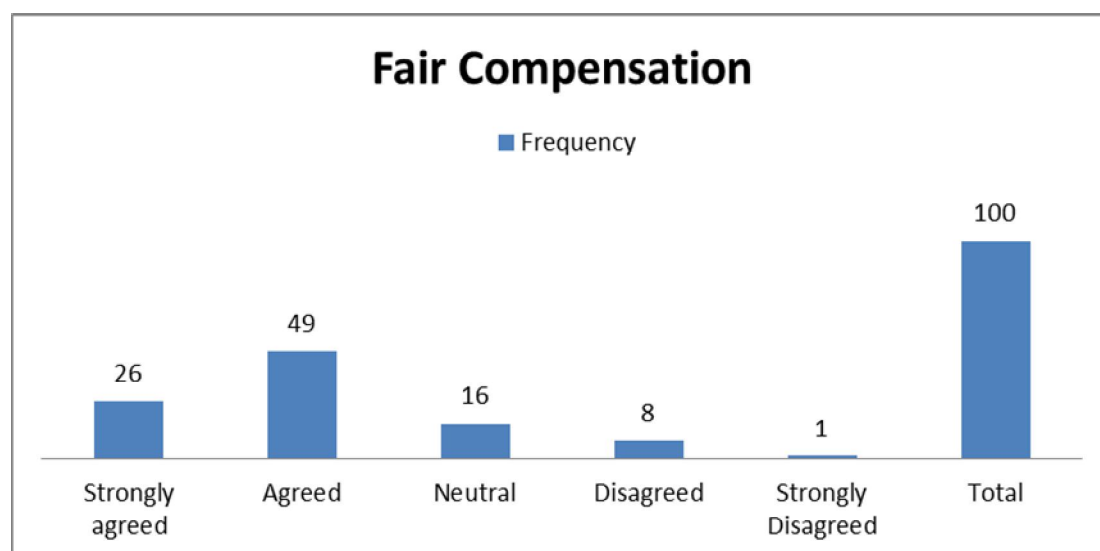
	Frequency	Percent
Yes	22	21.8
No	56	55.4
Sometimes	22	21.8
Total	100	99.0



From the above graph and table it indicates that 22 respondents feel that they are unable to perform their role as a mother, 56 respondents have said that they don't feel they are unable to perform their role as a mother and 22 of the respondents sometimes feel that they are unable to perform their role as a mother.

**Table 8: Representing Fair Compensation In The Organization**

	Frequency	Percent
Strongly agreed	26	25.7
Agreed	49	48.5
Neutral	16	15.8
Disagreed	8	7.9
Strongly Disagreed	1	1.0
Total	100	99.0



The above graph and table depicts that 26 employees have strongly agreed that they are given adequate compensation, 49 employees have agreed they also receive a fair compensation, 16 employees are neutral, 8 employees have disagreed towards not receiving fair compensation and 1 employee have strongly disagreed for not giving adequate compensation because of the work load provided by the organization.

## **FINDINGS, SUGGESTIONS AND CONCLUSION**

### **FINDINGS**

- 3% of the respondents have disagreed the working condition due to time constraints provided by the organization.
- Majority of the respondents miss out quality time with their family
- Majority of the respondents engage themselves in stress relieving programs
- 49% of the respondents have good relationship with their employer
- Majority of the respondents sometimes lack their performance as a worker
- 56% of the respondents have said that they don't feel they are unable to perform their role as a mother.
- 49% of the respondents have indicated that they receive fair compensation from the organization

### **SUGGESTIONS**

- Support from, setting the right expectation with senior management and realistic goals
- A vast majority of the employees have felt that their organizational and work environment was supporting in helping the respondents in supporting work life balance.
- Organizations, through supervisors and policy, could provide better resources which is necessary to help deal with work stress and in achieving work-life balance.
- Employees who are not satisfied with their compensation, superior should address to their needs.

### **CONCLUSION**

From this research it may be concluded that to maintain a balance between work and family life is a challenge and to meet this challenge, organization should take active step in facilitating their employees that help them to manage, to perform and to grow in their work life cycle. This report emphasis a good portion of the research on work-life balance has been on the effectiveness of certain work-life balance policies. Well most of the employees in this study did not really have many or any work-life balance policies in their workplace, and this did not seem to bother them. However, they are unaware of the benefits of a work-life balance program could provide because they have not experienced them.

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**A STUDY ON CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES IN AQUARELLE PVT. LTD.**

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**Prerana**Mount Carmel College, Autonomus, Vasanthnagar, Bengaluru

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**INTRODUCTION**

CRM is about acquiring, developing and retaining satisfied loyal customer, achieving profitable growth, and creating economic value in a company's brand. CRM is not a new concept but an age-old practice, which is on the rise because of the benefit it offers, especially in the present market scenario.

CRM today is a discipline as well as a set of discrete software and technologies, which focuses on automating and improving the business processes associated with managing customer relationships in the areas of sales, marketing, customer service and support.

CRM helps companies to understand, establish and nurture long-term relationships with clients, as well as help in retaining current customers. The most important step that an organization has to take in the direction of CRM is to create an inter-disciplinary team to review how the organization interacts with each customer and determine how to improve and extent the relationship.

At present, more and more companies are adopting various CRM practices, as CRM promises numerous benefits-including shorter sales cycles, integrated customer feedback, improved communication, improved response, improved customer knowledge, improved efficacy, better customer tracking, enhanced customer satisfaction and increased loyalty.

On an average, businesses spend six times more to acquire new customer than to keep them. Therefore,-many firms are now paying more attention to their relationships with existing customers to retain them and increase their share of customers' purchases.

**REVIEW OF LITERATURE**

1. A study by **Reza Shahhosseini** and **Kambiz Hamidi** (2015), Large corporations invest huge amounts of money, time, and resources in CRM solutions. CRM is a modern business and management concept which focuses on customer. Customer is one of the important resources for the development of enterprise. For the enterprises, efficient organization and planning of their own resources can help them to achieve long-term development. Customer relationship management (CRM) is a widely implemented strategy for managing a company's interactions with customers, clients and sales prospects. This paper is an overview on success factors that could facilitate successful implementation of CRM. The background of literature on managing customer relationships and creating value showed that there is a link between customer relationships and critical success factors (CSF).
2. The work of **Mathur** (2010) represents another significant contribution to the research area to be used in the study. Namely, the author provides a wide range of specific customer relationship management techniques and principles that are used by multinational businesses. The findings of Mathur (2010) can be compared to the primary data findings in the proposed research, thus enhancing the scope of the study.

**STATEMENT OF PROBLEM**

AQUARELLE INDIA Pvt. Ltd, is one of the leading garments manufacturers and exporters in India. The study is being done to know more about the existing Customer relationship practices in the industry and also to know some of the problems that occurs in these practices.

**SCOPE OF THE STUDY**

This study will cover the existing CRM practices followed in the company. The study is carried out in the main office branch which is located in Fraser town, Bangalore. The number of respondent will be 10 employees and 100 customers. The study will be done for a period of 2 months from December to January.

**OBJECTIVES**

- To study the existing CRM practices that is being followed in the company
- To study the challenges faced in the following CRM practices
- To analyse customer perception towards CRM practices
- To give suggestions when necessary

## METHODOLOGY

Descriptive research is used for the study as it helps fact finding through enquiries and surveys. The primary source of data collection includes telephonic interviews, personal interviews and structured questionnaire. Secondary data collected from the internet WebPages, journals and reports. The data is tabulated and analyzed. Findings will be summarized and suggestions will be given.

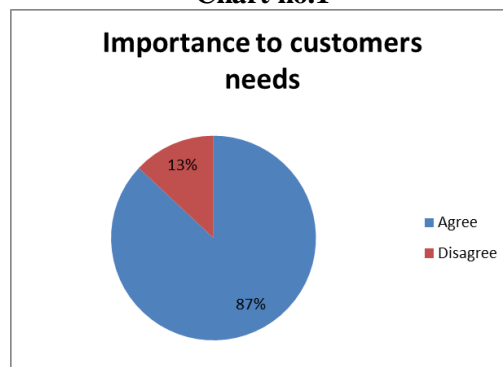
## OPERATIONAL DEFINITION

1. According to **Buttle F** (2008) Customer Relationship Management (CRM) is the 'core business strategy' that combines internal processes and functions, and external networks, to create and deliver value to targeted customers at a profit. It is grounded on high quality customer related data and support by information technology.
2. According to **Starky, Woodcock** (2000) Customer Relationship Management is defined as a business attitude. 'Customer Relationship Management (CRM) is an IT-enhanced value process, which identifies, mature, combine and focuses the various capabilities of the organisation to the customers opinion in order to deliver long term exceptional customer value, at a profit, to well-known existing and future customer segments.

## LIMITATIONS OF THE STUDY

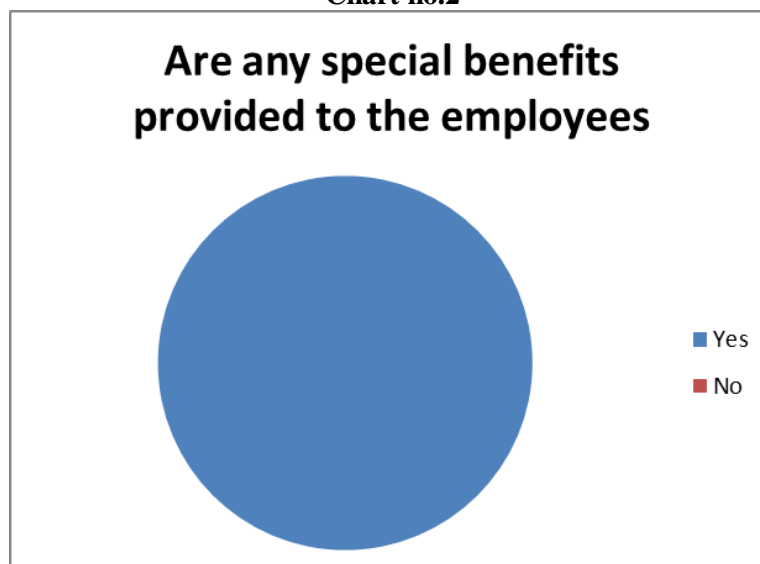
- ☐ The project is limited by the extent of information that company is willing to provide
- ☐ It is also limited by time due to which an in depth study is not possible
- ☐ The project is based on the details and feedbacks received from the sample population, which may not be completely true

Chart no.1



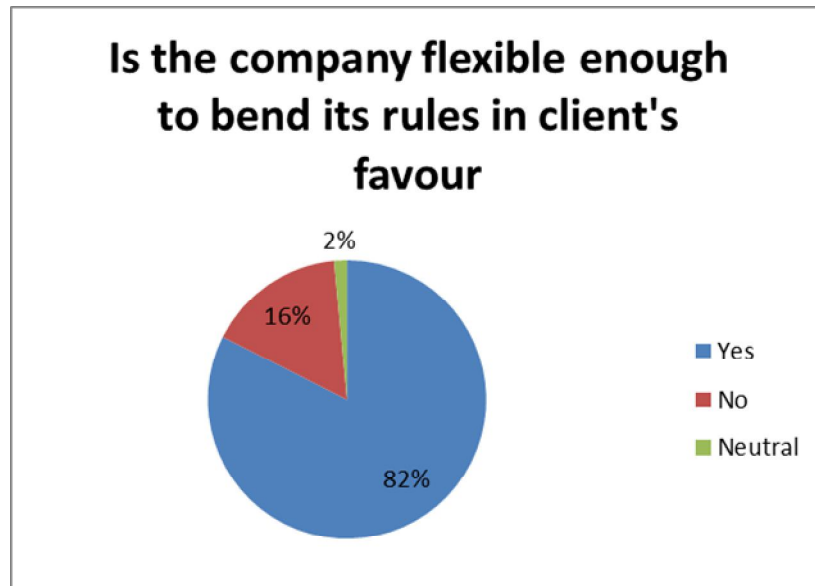
The above chart shows that 87% of the respondents have agreed that the company's corporate strategy gives importance to a customers/employees needs because they feel that their suggestions and opinions are taken into consideration and issues are resolved on time whereas 13% of them disagree as they feel the company doesn't follow up on time and doesnot communicate better.

Chart no.2



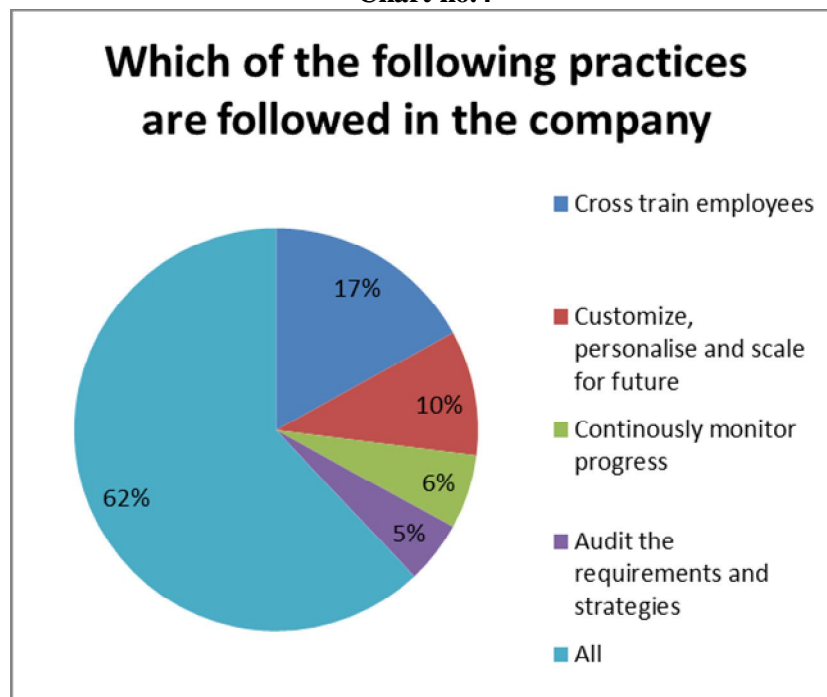
The chart above shows that 100% of the respondents are provided with special employee benefits that the company offers.

Chart no.3



The above chart shows that 82% of the respondents agreed that the company is flexible enough to customize or bend its rules in clients favour while 16% said no to this and 2% were neutral.

Chart no.4



The above chart shows that 62% of the respondents feel that the company follows all the mentioned CRM practices in the company and 17% shows that they focus on cross training the employees while 10% of them feel that the company focuses on customizing the products and scaling for the future and 6% feel that they continuously monitor progress and lastly, 5% of the respondents feel that their area of focus is on auditing the requirements and strategies of the company.

## FINDINGS

1. CRM is more of business philosophy then a technical solution to assist in dealing with customers effectively and efficiently.
2. CRM is an open channel such as direct sales, online sales, franchise, use of agencies.
3. CRM helped to recognize the value of its customers and to capitalize on improve customers relations.

4. CRM helped to increase knowledge and understanding of how retailers use business intelligence.
5. Retailers indicated a desire to enhance tools to perform advanced customer analytics.

**CONCLUSION**

The implementation of CRM is not a small task of any organization. There is no doubt that the CRM can be major factor that give the competitive advantage for the maximum market and customer. If any company implement the inappropriate CRM than quality demand by the customer is going to be declined. This results in the customers leaving the company and never return to the organization because of the bad experience with the organization.

CRM integrates sales, marketing, service, enterprise resource planning and the supply chain management through the business process by using technology solution, information resource and automation to maximize the customer contact.

CRM will not only be about servicing the customer in a better way but also servicing the customer in the best interests of the customer as well as the business itself.

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**A STUDY ON RELATIONSHIP BETWEEN CUSTOMER SATISFACTION AND BRAND LOYALTY REGARDING SOLAR WATER HEATERS IN MSIL**

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**INTRODUCTION**

Throughout the globe as the population's increase and demand for the non-renewable sources of energy swells the need for the use of inexhaustible energy sources have become very important. Non-Renewable energy sources have been exhausting and its increased costs have led to emphasis more on renewable energy sources. The Solar energy is one of the renewable sources of energy that is accessible in large quantities. According to the potential for renewable energy, India is amongst the top 5 destinations globally for solar energy development. A solar water heater is a device which makes use of solar energy to provide hot water for bathing, cooking and washing purposes. In some parts of the country where the requirement for hot water is more than 9 months, the solar water heater can save around 1400 units of electricity. The emphasis here is to determine how Perceived Ease of Use, Benefits, and Innovativeness increase the Customer Satisfaction and how Satisfaction influences Loyalty.

Customers may be loyal to a product, brand or service. Loyalty leads to positive outcomes and behaviours such as sticking to the particular brand, repeated purchase, and giving positive recommendations which may influence other consumers to embrace the product or the service. A loyal customer is an asset to the organization. Today due to the presence of many competitors in the market the competition has intensified. Organizations know that customer satisfaction is quintessential for Brand Loyalty. Customers can also be loyal when the switching costs are high or when no alternatives exist. When there are alternatives or when the costs associated with switching is low, the management finds the firms inability to satisfy its customers by making use of two feedback mechanisms: voice and exit. Exit means the customer stops purchasing the products, while voice refers to the dissatisfaction expressed by the customer. This can also influence the long term revenue. Loyalty towards a brand is possible only when the customers are satisfied. Many researchers have found that there exists a positive correlation between Brand Loyalty and Customer Satisfaction.

**REVIEW OF LITERATURE**

**Thomas Semon (1993)** in his paper 'Consider brand loyalty and response styles in customer satisfaction research' suggests the inclusion of brand loyalty and response styles in customer satisfaction research. The author suggests that many of the brand-switch triggers are based on communications rather than personal experience.

**Alan Mitchell (2002)** in the paper 'Brand values alone do not create satisfaction' discussed the role of customer satisfaction in the success of a business. Difficulty experienced by companies in raising satisfaction levels; Presentation of the research findings on consumer satisfaction at the Marketing Forum; Factors to the declining satisfaction levels of consumers are discussed.

**John Harter (2004)** in his research paper 'How Brand Loyalty Affects Product Differentiation' examined the effects of brand loyalty on the amount of product differentiation. The paper models brand loyalty in three different ways: fixed switching cost, difference in switching cost, and consumer preferences to change.

**Bennett and Rundle-Thiele (2005)** in their research paper 'The brand loyalty life cycle: Implications for marketers' discusses the brand evolution. This paper proposes a brand loyalty life cycle and draws implications for marketers. The brand loyalty life cycle is thought to comprise five eras of brand loyalty: the birth of brand loyalty, the golden era of brand loyalty, latent brand loyalty, the birth of multi-brand loyalty, and the final era of declining loyalty.

In research paper 'Effects of consumer perceptions of brand experience on the web: Brand familiarity, satisfaction and brand trust', authors **Hong-Youl and Helen (2005)**, have attempted to investigate several questions that have been left unanswered in recent studies of consumer behaviour in the context of internet-based marketing. Its focus lies in addressing the issue of whether there is a direct relationship between brand experience and brand trust or whether there is an indirect relationship via satisfaction or brand familiarity.

**STATEMENT OF THE PROBLEM**

In today's market place competition is very high. Every organization is therefore determined to differentiate their brands and services from their competitors. This study focuses on the relationship of customer satisfaction on brand loyalty. Brand loyalty is not highly significant in MSIL because there is no proper alignment of brand

performance and customer satisfaction, companies are trying to bridge the gap between the satisfaction level of customers on loyalty. More focus is given on the purchasing behaviour of the customers and are enabled as per their requirements. Various strategies are developed to retain the customers. Empirical research has established that judgments of product performance are related to expectations that can be enhanced the customer satisfaction or brand loyalty.

### SCOPE OF THE STUDY

The study aims to understand the customer satisfaction regarding brand loyalty on solar products of MSIL. It mainly concentrates on identifying the various factors engaged in satisfying the customers which in turn would result in the growth of the business.

### OBJECTIVES

- To study the relationship between customers satisfaction and brand loyalty.
- To analyse the impact of customer satisfaction on brand loyalty pertaining to the growth of the organization.

### DATA COLLECTION

The sources of data are both primary and secondary data.

1. PRIMARY DATA: The primary data was collected through a structured questionnaire.

2. SECONDARY DATA: Secondary data is collected through the following:

- Various websites and online data.
- Referring various articles, reports, journals, magazines on strategic human resource management practices.

### LIMITATIONS OF THE STUDY

1. Sample of only 100 respondents is selected from the population.

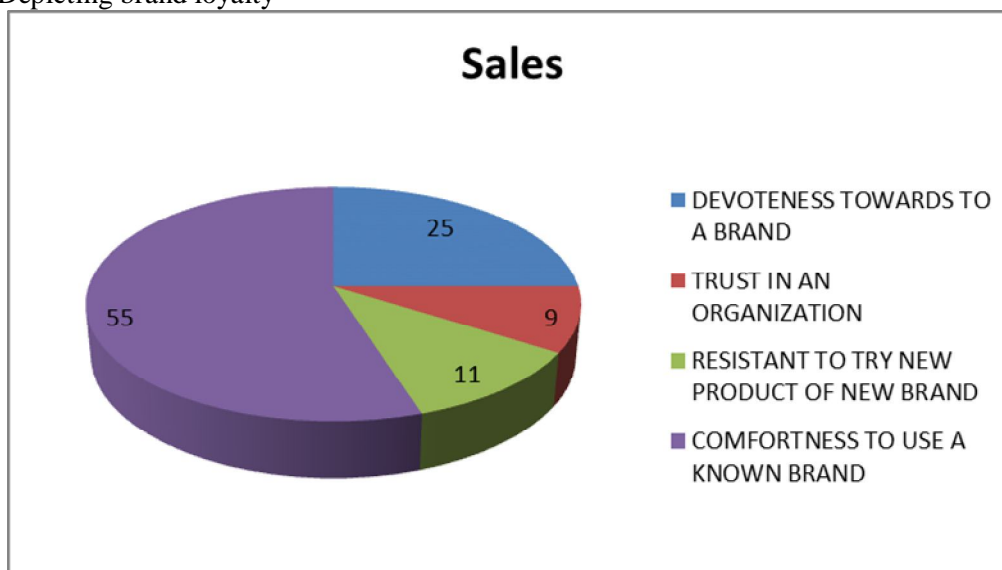
2. An underlying assumption for the entire project is that the details and the feedback received from the population are true.

### RESEARCH METHODOLOGY

The research is based on primary and secondary data with proper findings and analysis. The primary data was collected through questionnaires using a random sampling method. The secondary data was collected from websites. A sample of 100 respondents were taken for the study. Simple tools like tables, pie-charts and bar graphs were used for analysis and interpretation of data.

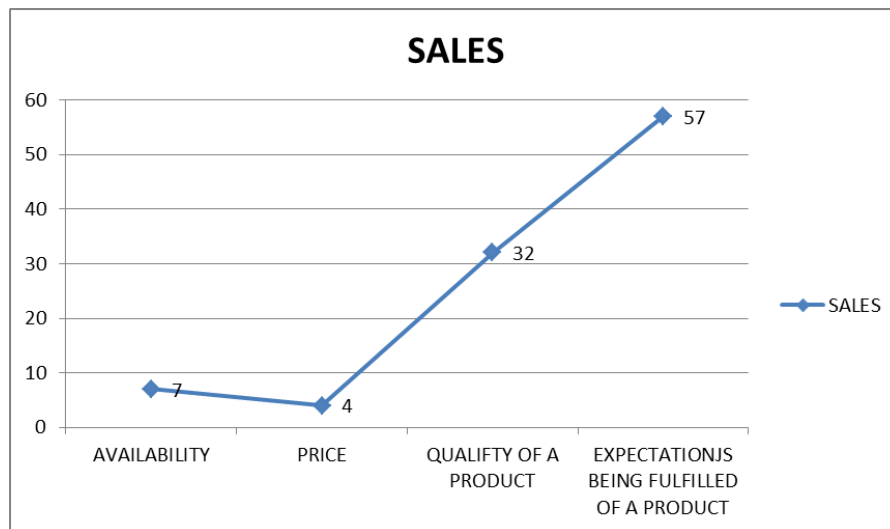
### ANALYSIS

Chart no.01 Depicting brand loyalty



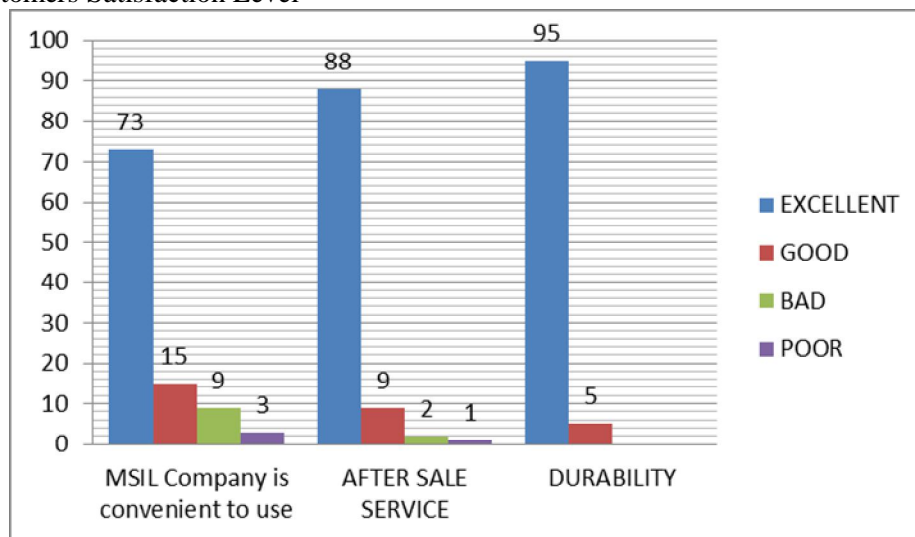
Brands are the Companies' most valuable assets, adding to both economic and strategic values to the companies. The findings of the data states that 55% out of 100 respondents are resistant to try new product of a new brand and 9% of the respondent trust the organization.

Chart No.02 Showing the factors required for customer satisfaction



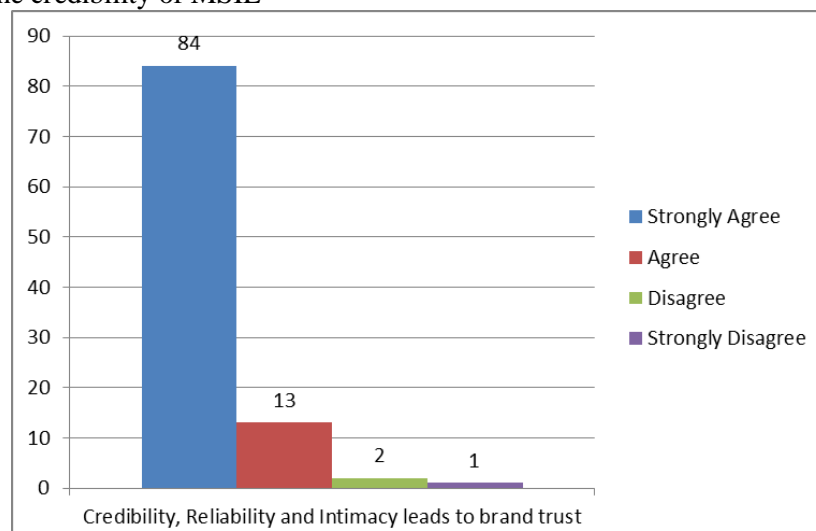
The above graph states that 57% of the respondents consider that customer satisfaction is the expectations being fulfilled od a product whereas 32% of the respondent believes that it is a quality of a product and the remaining assumes that it is the availability and price.

Chart no.03 Customers Satisfaction Level



The data states that 95% of the respondents, AFTER SALES SERVICES are excellent because if consumer faces any issue with the product caller friendly services are available and if needed an person from the company who is well aware of the product comes to resolve.The problem is resolved within a day

Chart 04: Showing the credibility of MSIL



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The second metric is based on trust where the customers trust MSIL Brand, 100% of the respondents trust the MSIL brand and also states that MSIL product is credible and reliable. The findings show that the strength of the relationship between the hedonic value and brand trust strongly influence consumer involvement and brand consciousness.

### **FINDING OF THE STUDY**

- The study analyses that there is relationship between customer satisfaction and brand loyalty.
- The analysis defines that there is an impact of customer satisfaction on brand loyalty.
- The study states that 98% of the customers are satisfied with MSIL Solar product.
- According to 57% of the respondent brand loyalty is the comfortness to use a known brand.
- 57% of the respondents are satisfied with Solar Water Heater as their expectations are fulfilled.
- 88% of the customers are benefitted with After Sales Service.

### **CONCLUSION**

Brand Loyalty and Customer Satisfaction are the essential factors that leads to the success of the organization. Without Brand Loyalty and Customer Satisfaction it is really hard to compete in the market. The study suggests that the Customer Satisfaction and Brand Loyalty are interdependent and there is a relationship between the two. The study also estimates that there is 95% Customer Satisfaction and respondent are brand loyalty and trust MSIL brand.

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**A STUDY ON EFFECT OF SALES AND SELF-PLACEMENT IN CONSUMER BUYING BEHAVIOUR AT MANDОВI MOTORS LTD**

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**Sahana T**Mount Carmel College (Autonomous), Vasanthnagar, Bengaluru

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**INTRODUCTION**

Behavioural segmentation is the study of individuals, groups, or organizations and the processes they use to select, secure, and dispose of products, services, experiences, or ideas to satisfy needs and the impacts that these processes have on the consumer and society. It attempts to understand the decision-making process of buyers, both individually and in groups. It studies characteristics of individual consumers in an attempt to understand people's wants. It also tries to assess influences on the consumer from groups such as family, friends, reference groups, and society in general.

This empirical study contributes to a vital comprehension of the impact of dissimilar factors on behavioural segmentation. The numerous independent variables in automobile market in India are deeply analysed. The factors that are affecting the consumer behaviour in automobiles in India have been taken as the empirical study of this research.

The key findings of this study designates that, overall, the set of self-determining variable are weakly associated with the self-determining variable. The profound analysis institutes those social and physical factors along with marketing mix elements are sturdily associated with consumer buying behaviour. The consumer decision making rules discovery is made possible through these analyses.

The results shall support the manufacturers and automobile retailers in comprehending behavioural segmentation and enhancing the satisfaction of the consumers.

**REVIEW OF LITERATURE**

1. A study conducted by Variawa (2010) analyzed the influence of packaging on consumer decision making process for Fast Moving Consumer Goods. The aim of the research was to analyze the impact of packaging for decision making processes of low-income consumers in retail shopping.
2. The study by Christopher (1989) studied the shopping habits of consumers to form an idea of whether or not the store concepts, product ranges and strategies of the companies are appropriate towards consumer requirements. He believed that consumer behaviours are unpredictable and changing continuously changing; while trying to under try to understand how individual or group make their decision to spend their available resources on consumption-related items.

**STATEMENT OF PROBLEM**

Due to the emergence of globalization and liberalization there is a stiff completion among the automobile industries which are focusing attention in capturing the Indian markets an automobile are no more considered as luxury once, now occupies a part of day to day life and has become a necessity. Customers have now changed their attitude that yesterday's luxuries are today's necessities. To be a successful dealer it is absolutely essential to study the perceptions of the prospective buyers and track their drivers of those perceptions.

**SCOPE OF THE STUDY**

The study on the segmentation of behaviour is to see the change in attitude of the customer accounts for the sudden acceleration in the luxury car market in India, as the emphasis has been shifted from price consideration and affordability to design, quality and pleasure.

**OBJECTIVES**

- To know the effect on sales because of service provided at Mondovi motors.
- To know the relationship between Connectedness and Consumer behaviour.
- To know if significant relationship exists between decision factors of purchase in apparel, store location, promotional activities and consumer buying behaviour.

**RESEARCH METHODOLOGY**

The study made in consumer behaviour of automotive car for various segments from small up to luxury car provides the knowhow for Car dealers but fails to provide scientific approach for factors of behavioural segmentation. In this paper an attempt is made to Study & classify car market based on segments like – small car, Hatch back, Sedan class, premium Sedan, SUV & MUV and luxury Car. Study on purchase decision

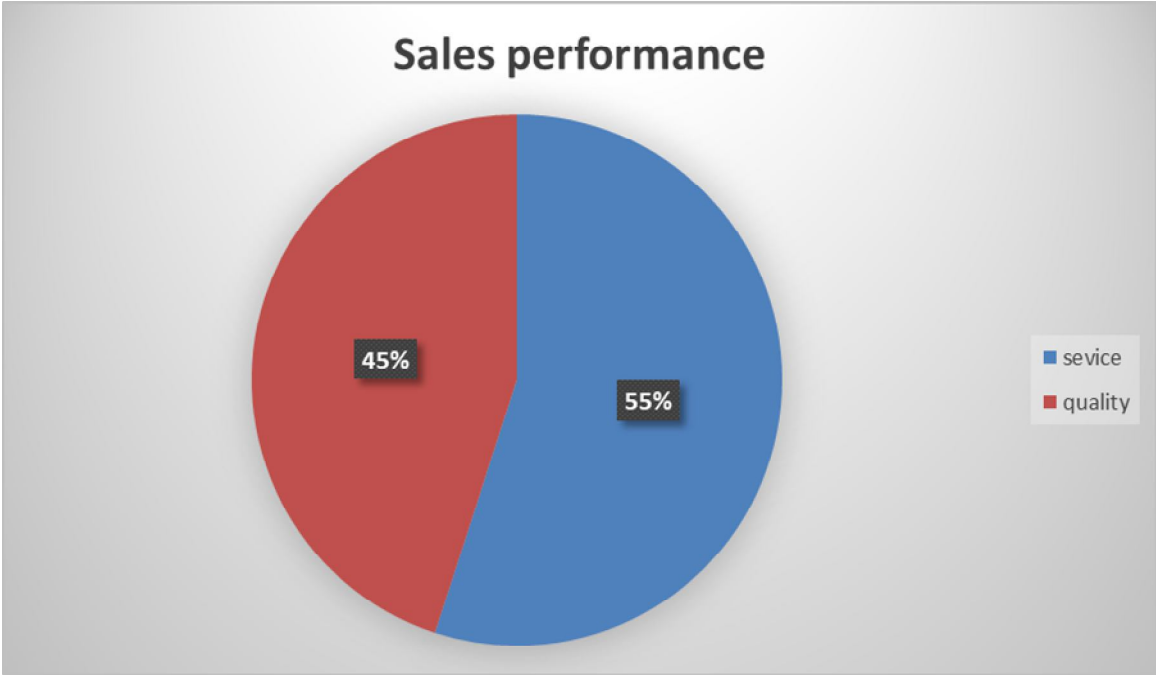
process. Broad classification of behaviours and their effect on various car segments. Clustering consumers accordingly.

LIMITATION OF STUDY

- This statement can't be applied to all kind of products and services.
- This can't be applied to all categories of customers.
- Automobile rely on an understanding of buyer behaviours to effectively position products and services.
- Convincing sampling is used in this study.

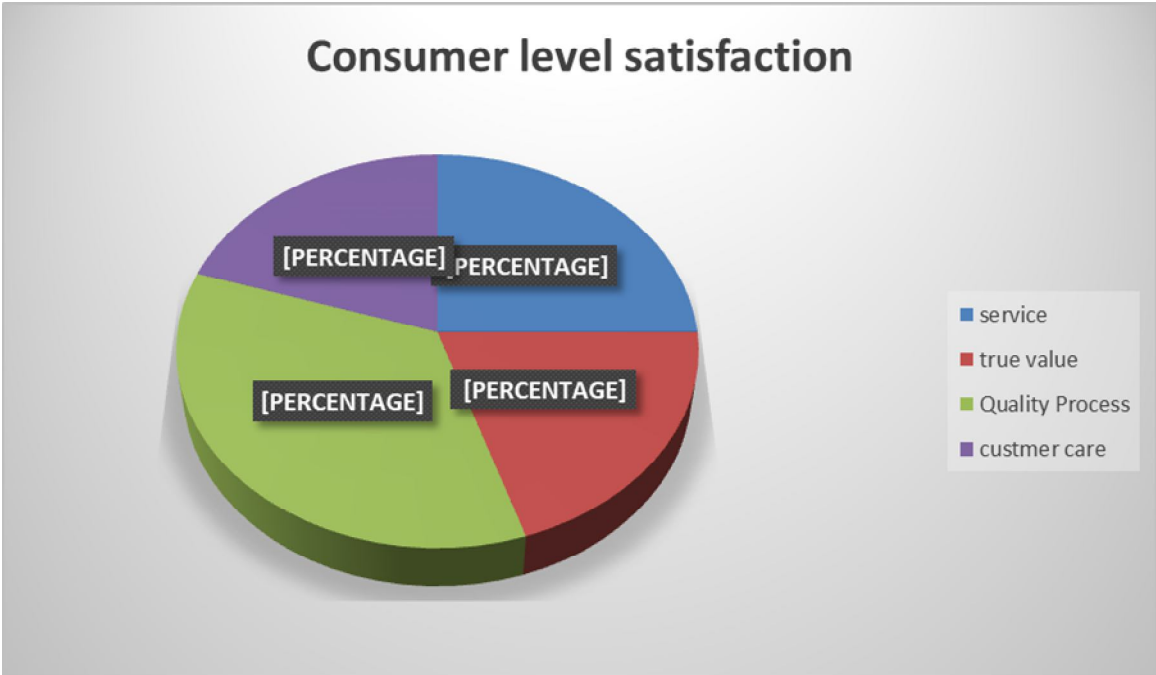
RESEARCH METHADODOLOGY

Chart no.1: It shows Sales Performance



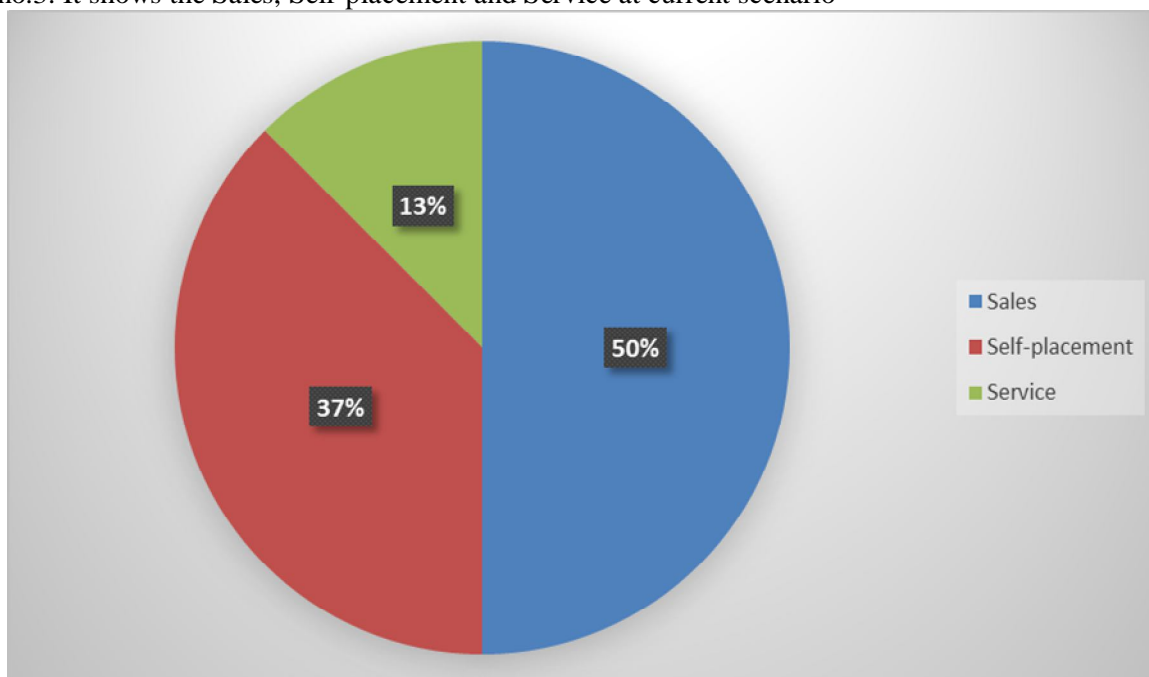
Here the sales performance is been analysed from its quality and service rendered. Were service hold 55% and quality hold 45% of its initiative.

Chart no.2: It show the Consumer level satisfaction



Here the consumer level of satisfaction in been driven through following aspects that is service true value quality process and customer care. Service is 25%, True value is 20%, Quality Process is 35% and Customer care is 20%.

Chart no.3: It shows the Sales, Self-placement and Service at current scenario



Here the chart shows the Sales, Self-placement and service rendered.

## FINDINGS

1. Increasing market share actually might lead to lower customer satisfaction and provide preliminary empirical support on sales.
2. Customization is more important than reliability in determining customer satisfaction.
3. Customer's expectation play a great role in which variance in production and consumption is relatively low which effects sales.
4. Customer's satisfaction is more quality driven then value or price driven which helps in self-placing.
5. Consumer sentiments and attitudes play an important role in sales.
6. Doing research on consumer behaviour provides businesses with insight into what their customer think.
7. Through analysing customer's feedback and complaints company plans a powerful strategy to improve.

## CONCLUSION

Therefore the study shows that mandovi motors have got various sales techniques and methods were they can attract and retain customers. They mainly focus on customer care and service rendered as that is the important aspect. Their sales and consumer buying pattern helps them in self-placement.

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**“CUSTOMERS PERCEPTION AND AWARENESS TOWARDS SOLAR WATER HEATERS” – A STUDY AT MSIL**

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**ABSTRACT**

*Energy consumption can in no way be ignored in day to day lifecycle. As the consumers' are demanding innovative energy solutions, due to the impact of solar energy. Consumers who want to get an exceptional experience are indeed to switch over to abiding renewable energy. There are more reasons to switch over from non-renewable energy to renewable energy primarily to face energy challenges and other associated benefits are extremely long lifespan, conserve electrical energy, low maintenance, less monthly electrical energy consumption and expenditure, also for the environmental protection. Solar radiation and wind resources are intermittent, the renewable sources offers an unlimited, inexpensive and ideal source of renewable energy which does not change total energy balance of the earth. Thus renewable energies act as a powerful alternative in observing energy from the natural energies; this power can be stored in a battery bank and consumed whenever required. Thus there is a need to create an awareness and attract the attention of the consumers towards renewable products should be enhanced.*

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**INTRODUCTION**

Our energy desires are increasing because of endured population, economic boom and individual power intake. At some point, the population of the planet will dissipate all the coal and oil that lay beneath the surface of the earth. More extensively, we had been profusely blessed with solar energy. This energy controls radiant light and warmth strength from the solar. Out of all the energy launched by solar only a small fraction of strength is absorbed by the earth. Just this tiny portion of the solar's energy that hits the earth is sufficient to fulfill all our energy requirements. Thus, the use of solar panels is the maximum mutual way to obtain the much wanted solar power. Although solar energy is widely recognized but it is not extensively used today, solar energy has an extraordinary angle for its usage in the future. Due to which Mysore Sales International Limited (MSIL) which is an marketing organization helps to meet the marketing needs by providing various products and services. Flexibility has been developed in its thinking and management enabling to tackle the fresh challenge with an innovative approach. So, it's far more important to research about the customers' notion toward the solar products only then we can educate the people to use the solar energy in their day to day lifespan.

As the consumers' are demanding innovative energy solutions, due to the impact of solar energy. Consumers who want to get an exceptional experience are indeed to switch over to abiding renewable energy. There are more reasons to switch over from non-renewable energy to renewable energy primarily to face energy challenges and other associated benefits are extremely long lifespan, conserve electrical energy, low maintenance, less monthly electrical energy consumption and expenditure, also for the environmental protection. Solar radiation and wind resources are intermittent, the renewable sources offers an unlimited, inexpensive and ideal source of renewable energy which does not change total energy balance of the earth. Thus renewable energies act as a powerful alternative in observing energy from the natural energies; this power can be stored in a battery bank and consumed whenever required. Thus there is a need to create an awareness and attract the attention of the consumers towards renewable products should be enhanced.

**REVIEW OF LITERATURE**

S.Praveena and K.Kumares (2011) made, “A study on usage and consumer satisfaction towards solar water heaters in Coimbatore, Tamil Nadu. The study analyzes the majority respondents of the users and non-users who has a positive attitude towards solar water heaters (SWH) and they felt that the awareness on SWH was less. Thus the findings reveals that the customers are satisfied with the SWH and the non-users are willing to purchase SWH in future.

Nagamani. M (2016) in her study captioned, “A Study on Awareness and Usage of Solar Products among Women Graduates – An Empirical Study”, aims to focus on the impact of awareness of solar products among women graduates. This study concluded that most of the consumers are aware about solar products through their friends and most of them are using solar products.

**STATEMENT OF THE PROBLEM**

Due to the less availability of energy sources and rising energy demand, the people need to find an substitute source of energy which is green. To address this problem, the business organization has come up with

innovative products that consumes and works in solar energy. Various products have been introduced by many companies which plays a major role in reducing the usage of energy resources and going green. Thus with an increasing trend of manufacturing solar products MSIL has recently entered the market with SWH. Hence, the success of the business is ultimately in the hands of large number of customers who consumes and uses these products. Therefore, this study will be undertaken to know the level of awareness and their perception towards SWH products of MSIL.

### OBJECTIVES OF THE STUDY

The following are the objectives of the study:

1. To study the perception among the selected sample with use of SWH systems in households.
2. To find out the opinion of the customers for accepting the SWH.

### SCOPE OF THE STUDY

This study is conducted to find out the customer perception towards SWH. Solar water heater system is an effective water heating system without electricity. This study is especially designed to know that factors influencing the customer to purchase solar water heater and their level of satisfaction. The study also helps to understand the perception and awareness of customers towards SWH of MSIL.

### LIMITATIONS OF THE STUDY

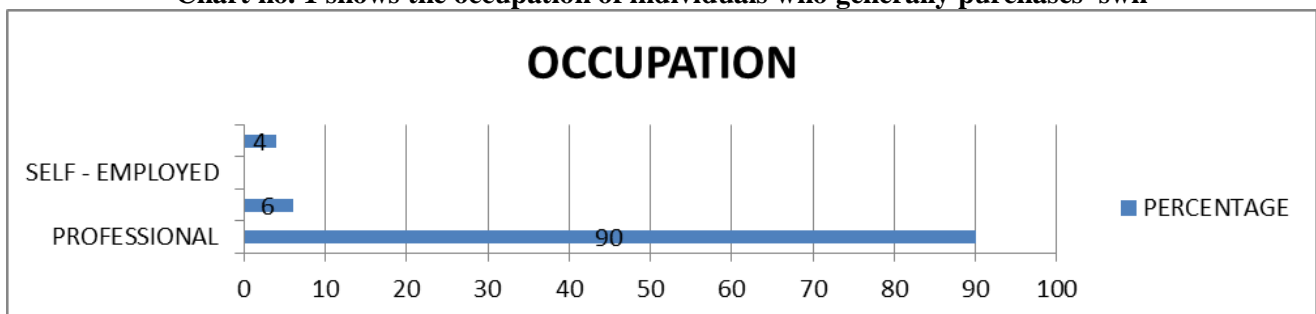
- The study was restricted to selected places in the city of Bangalore.
- Some of the respondents were reluctant to provide data on the pretext of confidentiality and being personal.

### RESEARCH METHODOLOGY

The required primary data will be collected through a well-structured questionnaire and the secondary data taken from magazines, journals, books and various websites. The target sample is the customers of MSIL. Since, the study is made on a specific region of Bangalore which is Hennur Bellary Road (HBR) Layout, 350 customers are taken as respondents from the company's record consisting of 35,000 customers. The sample size is comprised by the marketing team of Mysore Sales and International Limited for this research project.

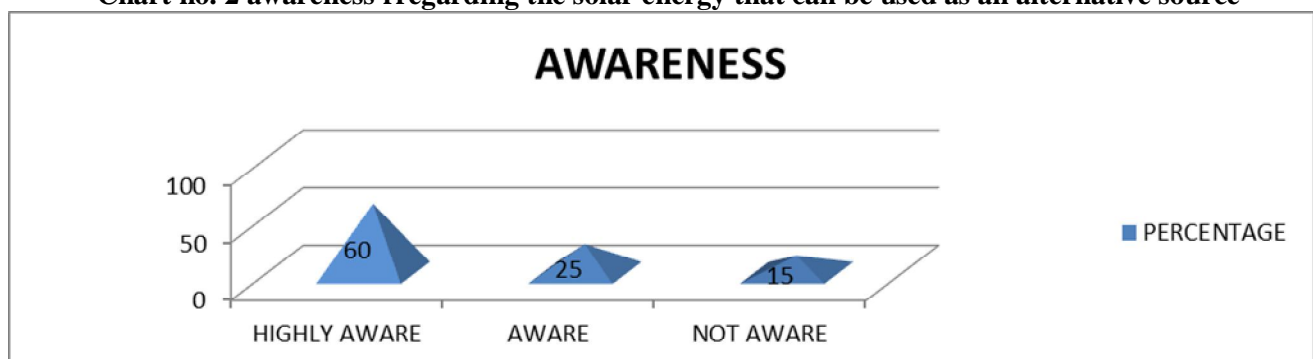
### ANALYSIS OF THE DATA

Chart no. 1 shows the occupation of individuals who generally purchases swh



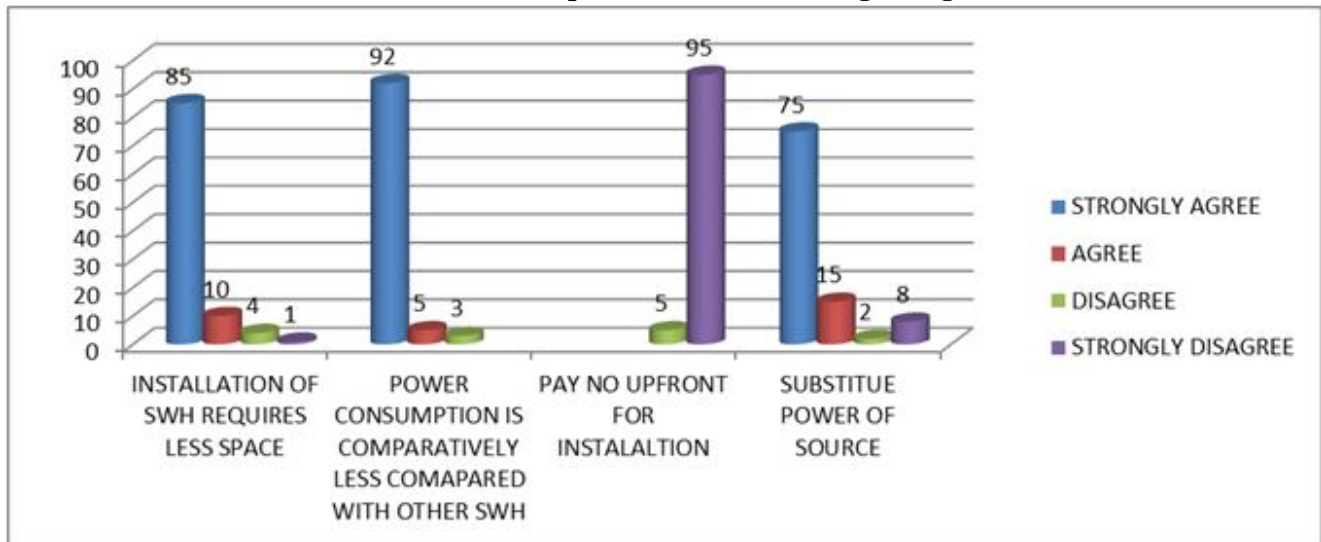
The above chart depicts that more number of contribution is done by the professionals which is like 90% (315 out of 350 respondents) probably because the people belonging to this category can afford the product in the very first place. The share of businessmen and others are very less i.e. 6% and 4% (21 and 14) which shows that their focus is more on professionals. Self employed is literally NIL because they become their dealers rather than the customers which means they help to sell these products and can be called as channel partners. They help them to identify their potential customers and to expand their market.

Chart no. 2 awareness rregarding the solar energy that can be used as an alternative source



The chart represents that 60%(210) of people are aware regarding the solar energy being used as an alternative source and its benefits while only 25% (88)are aware about solar but doesn't possess much knowledge regarding its utility and its maintenance or cost in that case. On the other hand, 15% (52)are not aware regarding the alternative source that the solar energy can be used for. It has been found that 50%(175) of people have just started using solar products other than the SWH which consist a period of 6months – 1year.

**Chart No.3 Shows The Perception Of Customers Regarding SwH Of Msil**



As the chart shows, 85% of individuals strongly agree that SWH of MSIL doesn't occupy much space when compared with SWH of other companies which is 297 respondents out of 350. In this, 10% which is 35 individuals agree to this statement and 4% disagree whereas 1% of individuals strongly disagree i.e. 14 and 4 respondents. 92% (322) of respondents strongly agree to the statement that power consumption is comparatively less with other electrical SWH. In this, 5% (18) respondents agree to this statement whereas 3% (11) respondents seems to disagree and claims that there is no much difference.

In MSIL, the installation and transportation fees is included with the cost price of SWH. The customer can split cost price from the maintenance price, if needed because of which 5% disagree and 95% strongly disagree towards the statement of paying no upfront for installation which consists of 18 and 332 respondents.

Even though the price is charged for installation and transportation the general fact that SWH is definitely a substitute source is strongly agreed by the 75% and agreed by 15% of individuals which is 262 and 53 respondents. 8% of individuals strongly disagree and 2% just disagree i.e 28 and 7 respondents out of 350 their reason is it is a luxury product and not everybody can afford it resulting to the fact that even if it is an substitute source majority cannot afford it.

## FINDINGS

- The customers need to have an average annual income more than 6,00,000 to afford a Solar Water Heater.
- The purchase of SWH is more from an mixed age group of youngsters and middlemen which would be 25-45.
- Only individuals who are graduated go for an purchase of SWH. Though there is an exception when it comes to farmers.
- There has been an increase of purchase of SWH, as it a long time investment consisting of 15yrs there are very less individuals who have been using SWH for a very long time.
- The customers use other solar products since its less expensive when compared with the SWH.
- Liquor is the next product that generates the most profit to the company which would be around 80%.
- The reliability of SWH differs as per the region because the climate doesn't stay same for a complete month.
- Majority of the consumers are satisfied with the product as it is easy to operate and use and the required safety measures are also provided.

- It is an luxury product resulting to which not everybody in a society consisting more of middle class income group can afford it.
- The company started in the year 1992, with the intention to contribute towards the environment by the introduction of solar products and still intends to maintain it.

**CONCLUSION**

Therefore, the study shows that even though the people are aware of the SWH product not many can afford them with regard to finance, space and maintenance. Even so, there has been an increase in purchase of SWH leading towards an contribution to the environment. Initially the government used to provide subsidy for solar products but presently the services are no longer being availed. The sales of SWH is expected to come to an standstill as per the present situation i.e. because of the economy recession and the changed attitude of customers who are willing and wanting to contribute their share towards the environment.

**REFERENCE****BOOKS**

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**EFFECT OF VISUAL MERCHANDISING ON CONSUMER BUYING BEHAVIOUR - A STUDY AT MAX FASHION, BANGALORE**

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**ABSTRACT**

*In this fast moving world where competition and challenges have and has been increasing over the ages in all the sectors of the society especially in the retail sector, the difficulties faced by every retailer in convincing and making their products and services appealing to their consumers has become a tough task. The aim of every retailer is to earn profits and over the years to maximise the same and one of the strongest tool a retailer uses to attract the attention of the consumers and to increase the number of visitors is through Visual Merchandising. This has played a very big role in shaping the buying behaviour of a consumer. Visual Merchandising is the art of creating visual displays and merchandising done within a retail store. Visual merchandising is done with an aim to educate the consumers about the products in the store and also to enhance the image of the store, to improve its layout and presentation which in return helps in increasing sales and increased visitors. It has to rightly project the true image of the store. The display of the products in various forms makes the consumers engaging, enticing, appealing and attractive towards the store. It is one which easily catches the attention of the people. It makes the consumer rethink whether to at least visit the store and experience the products which effects their buying behaviour to a large extend. This paper studies in detail about the various merchandising elements that effects the buying behaviour of the consumers. It often differs from person to person and from place to place. Visual merchandising greatly affects and impacts the buying behaviour of the consumers who visits the store.*

*Keywords: Visual merchandising, consumer buying behaviour, visual display, interior and exterior store management, visual merchandising elements.*

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**INTRODUCTION**

In this fast moving world where competition and challenges have and has been increasing over the ages in all the sectors of the society especially in the retail sector, the difficulties faced by every retailer in convincing and making their products and services appealing to their consumers has become a tough task. The aim of every retailer is to earn profits and over the years to maximise the same and one of the strongest tool a retailer uses to attract the attention of the consumers and to increase the number of visitors is through Visual Merchandising. This has played a very big role in shaping the buying behaviour of a consumer. Visual Merchandising is the art of creating visual displays and merchandising done within a retail store. Visual merchandising is done with an aim to educate the consumers about the products in the store and also to enhance the image of the store, to improve its layout and presentation which in return helps in increasing sales and increased visitors. It has to rightly project the true image of the store. The display of the products in various forms makes the consumers engaging, enticing, appealing and attractive towards the store. It is one which easily catches the attention of the people. It makes the consumer rethink whether to at least visit the store and experience the products which effects their buying behaviour to a large extend.

Consumer behaviour refers to the feelings, thoughts and actions that an individual possess over buying a product or service. Every consumer has varied interests and buying patterns. Retailers makes sure that these buying behaviours are effected by the visual merchandising. The various methods through which visual merchandising is used through signage, volume statements, hotspots, mannequins, exterior and interior signs, bright coloured backgrounds, frames, music, lighting, space and layout creative display, video display, fragrance, focal point, and window display etc. Strong lifestyle images illustrations are shown in order to depict how the product can be worn. The various offers and discounts offered to the consumers are displayed in order to attract the consumers. All the above mentioned methods of visual merchandising helps the retailer to also access the demands and requirements of the consumers and also to know how the consumer view each of their product. Visual merchandising greatly affects and impacts the buying behaviour of the consumers who visits the store.

**REVIEW OF LITERATURE**

N.H. Wanniarachchi, W.V.L. Kumara, 2016 conducted a study on “A Study on Impact of Visual Merchandising on Consumer Buying Behaviour in Clothing Retail Stores”. This paper presents a study conducted to identify the impact of visual merchandising elements, on consumer buying behaviour, to identify the most appealing



visual merchandising elements. To study the impact of above-mentioned elements, four leading clothing retail shops are identified in the areas of Kohuwala, Piliyandala, and greater Colombo.

Madhavi, S., Leelavati T.S (2013) presented the results of an initial investigation on “visual merchandising” and its effects on purchasing behaviour. The scope of the study was to study the influence of visual merchandising, especially the one related to the shop-windows, on consumer buying behaviour according to store attributes most valued by consumers. The themes that linked most strongly to purchase intention were: merchandise colours, presentation style, awareness of fixtures, pathfinding, sensory qualities of materials and lighting. The study proved sufficient evidence that retailers can utilise visual merchandising to increase the desirability of products and to help customers to be aware of the products as well as to create favourable attitudes.

Saini, C., Gupta R., Khurana I. (2015) have studied the effect of Visual Merchandising on consumers’ impulse buying behaviour and found out the key elements of Visual Merchandising contributing the most for impulse buying. The study found that visual merchandising practices certainly influence customers’ buying behaviour and leads to Impulse buying as well. The results suggest that the themes that linked most strongly to purchase intention were: merchandise colours, presentation style, awareness of fixtures, pathfinding, sensory qualities of materials and lighting.

### **STATEMENT OF THE PROBLEM**

Due to the emergence of technologies in the field of retail industries, the retail industries has emerged as one of the most dynamic and rapidly growing industries in the recent times. The clothing retail industry is a very volatile type of industry. Every retailer strives maximum to attract its customers as well to stand out from the rest of the retailers and to be the best clothing retail chain of which there arises a high degree of competition among the other clothing retail market. The clothing outlets use different types of visual merchandising tools and elements to attract the customers to their products but pay less attention towards the advancement of their elements. And most of the other retail stores do not have proper mechanisms for these elements which does not help the store to achieve their expected profits and in turn leads to loss of the various facilities utilised for the elements. This also leads to the changes and variations that may possibly occur and effect on the consumer buying behaviour.

### **OBJECTIVES OF THE STUDY**

1. To study the impact of visual merchandising on consumer buying behaviour.
2. To understand the consumer buying behaviour that varies and fluctuates from person to person.
3. To study on the highly influential visual merchandising elements applied in international branded Max Fashion retail stores.

### **SCOPE OF THE STUDY**

This study is conducted to find out the consumer’s perception towards the various displays and visual merchandising tools utilised in the stores. The study is also done to understand how the displays, colours, lights, frames, backgrounds and other visual merchandising tools effect on the consumer’s buying patterns, buying decision and on their buying behaviours that changes from time to time, from person to person and from place to place.

### **RESEARCH METHODOLOGY**

Questionnaire method has been followed for the purpose of collecting data. The required primary data will be collected through a well-structured questionnaire and the secondary data taken from magazines, journals, books and various websites.

### **SAMPLE AND DESIGN**

The target sample is the customers of Max fashion outlet stores. Since, the study is not made on a specific region three major outlets of Max fashion stores are taken for the study. Simple random sampling will be applied. The sample size comprises of responses of consumers and also the opinions of the employees working in the different areas of max outlets.

### **LIMITATIONS OF THE STUDY**

- The study was restricted to only a few Max outlets of certain places.
- The responses will be biased.
- This study cannot be applied to other retail outlets or stores.

ANALYSIS AND INTERPRETATION

PART – A: GENERAL INFORMATION OF THE RESPONDENTS

1. AGE GROUP INFORMATION

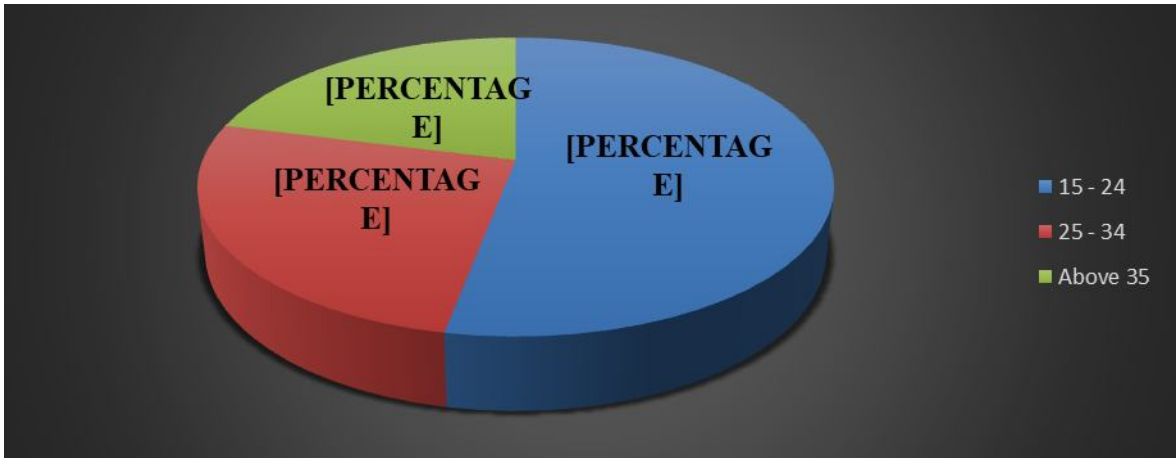


Figure 1: Age (in years)

Age group information graph shows that 21% of the consumers belong to the Age group ‘Above 35’, 26% of the consumers belong to the Age group 25 – 34 and 53% of the consumers belong to the Age group 15 - 24 and the majority lies in this group.

2. GENDER INFORMATION

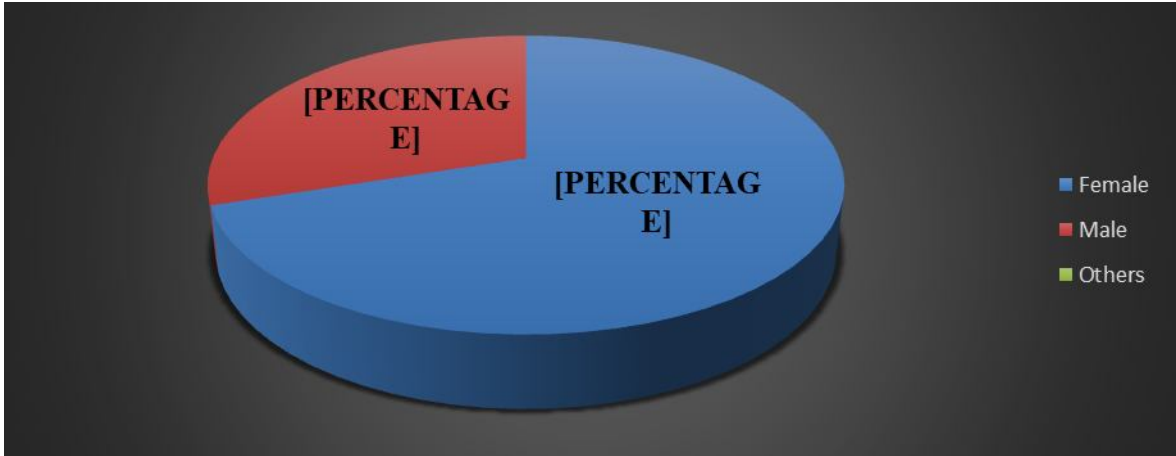


Figure 2: Gender Information

Gender information graph shows that 70% of the sample responses are Female consumers and only 30% of the male.

3. OCCUPATION INFORMATION

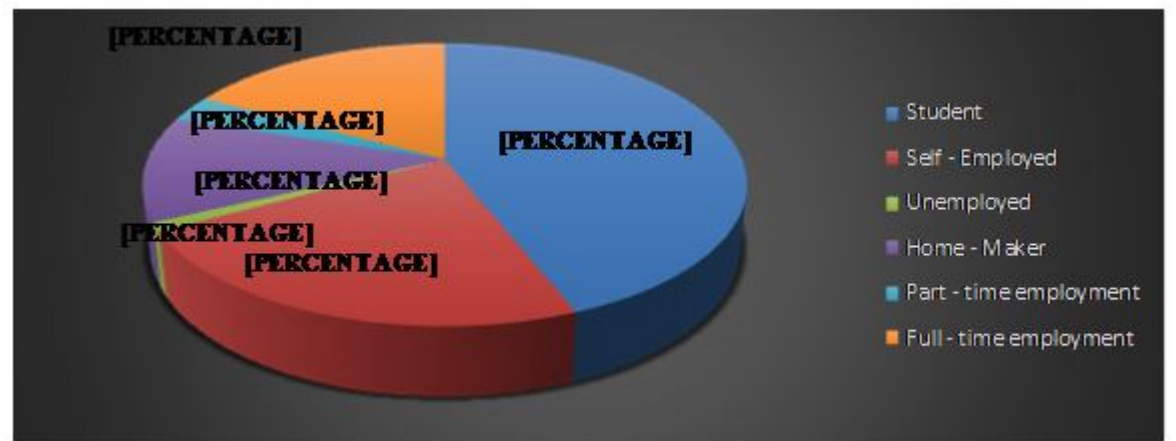


Figure 3: Occupation

The above graph shows that 44% respondents were Students which clearly depicts that students are the most potential consumers of the product. It also represents that the company caters to the demands and trends of the youth and teenagers. 23% of the respondents were individuals who were self-employed, 1% were Unemployed, 12% were Home-makers, 3% were individuals of part-time employment and 17% were individuals with full-time employment.

#### 4. QUALIFICATION

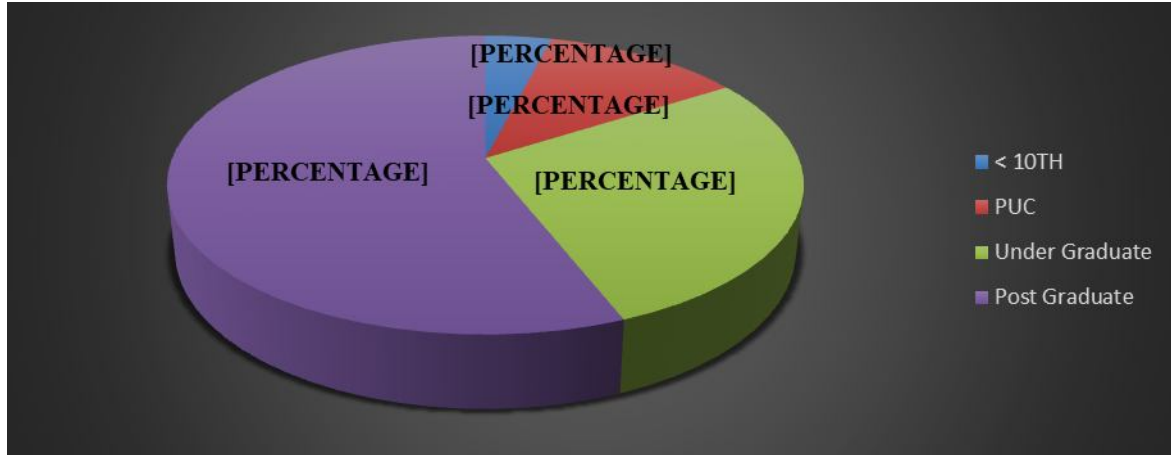


Figure 4: Qualification

The above graph shows the varied qualifications of the respondents of which the highest percent of respondents are Post graduate students with 56%, 28% of the respondents were under graduate students, 12% were PUC graduates and 4% were less than 10<sup>th</sup>.

#### 5. AVERAGE ANNUAL INCOME

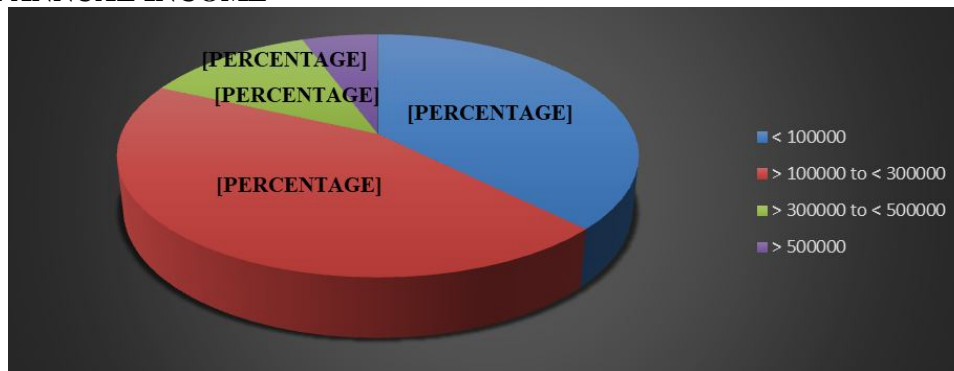


Figure 5: Average Annual Income

The maximum number of respondents fell under the income group category 'More than 100000 to less than 300000' with 44% and 37% of respondents fell under the category 'Less than 100000', it depicts that the products offered by Max Fashion is not just priced at a reasonable cost without compromising on the quality they offer but also that even the lesser income groups can afford the products. The total number of respondents in this category were only 72.

#### PART – B

##### 1. MEANS OF AWARENESS

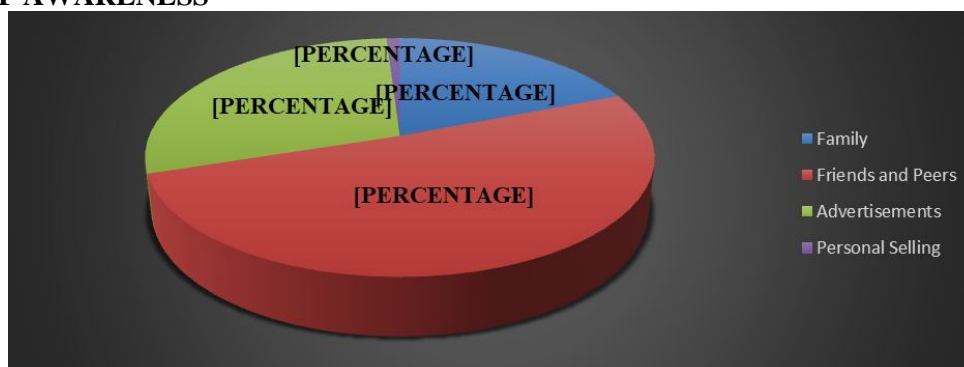


Figure 6: How did you get to know about the 'Max Fashion Store'?

From the above figure it is clear that the medium through which Max Fashion is gaining popularity and highest sales is through friends and Peers. It also depicts the buying behavioural pattern of the consumers – being informed by their friends and also how their opinions, choices and feedback reflects to making others also buy the product.

## 2. PERIOD OF SHOPPING:

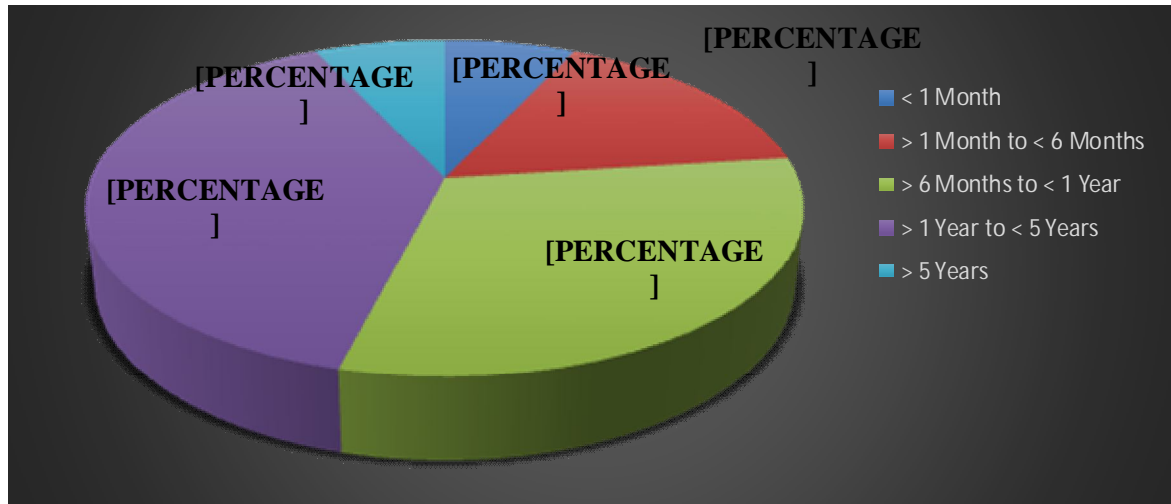


Figure 7: Since how long have you been shopping in Max fashion?

The above figure represents the extended shopping time period of the respondents with Max Fashion Store. The highest number of response are seen between ‘> 1 Year to < 5 Years’ and between ‘> 6 Months to < 1 Year’ – which clearly shows how well the company has maintained its relationship with the consumers by offering them quality products which in turns makes customers stay with Max fashion for a long period time. This helps not only to increase sales but also makes sure to bring in more customers into the store.

## 3. FREQUENCY IN VISIT

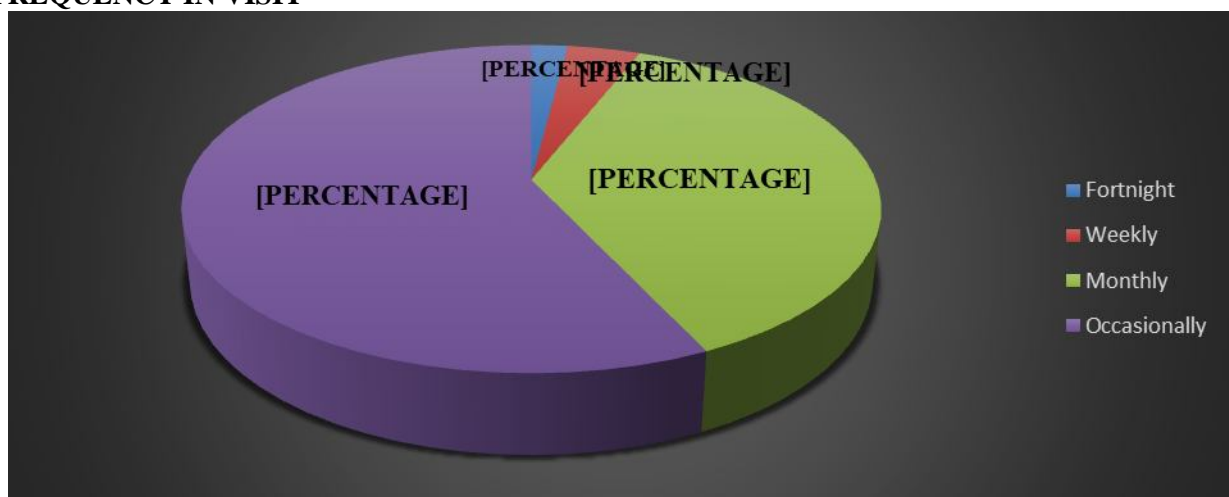


Figure 8: How frequently do you visit Max Fashion Retail Store?

The figure above shows the number of times a consumer visits the store. 57% of the respondents visit the Max Fashion Store occasionally. This might be due to the varieties of products available for occasionally purposes. 37% of the respondents visit the store on a monthly basis which clearly depicts that its products are reasonably priced and affordable to people.

## 4. PERCEPTION ON THE FOLLOWING ELEMENTS AT MAX FASHION

The elements below was to be rated by the respondents ranging from 1 – 5 of which 1 being the least rated element and 5 being the highest rated element. Based on the perception the ratings given by the respondents are represented in the graphical format.

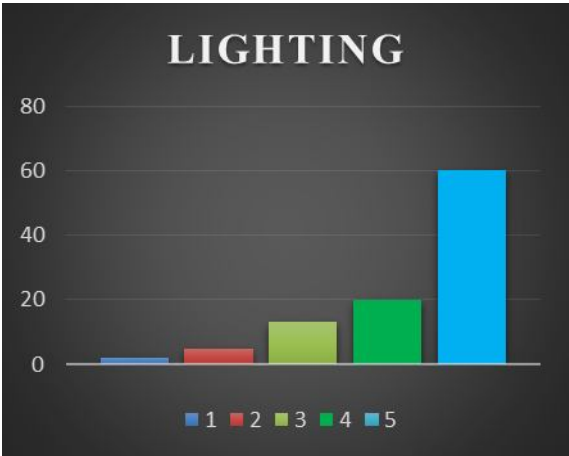


Figure 9(1)



Figure 9(2)



Figure 9(3)



Figure 9(4)

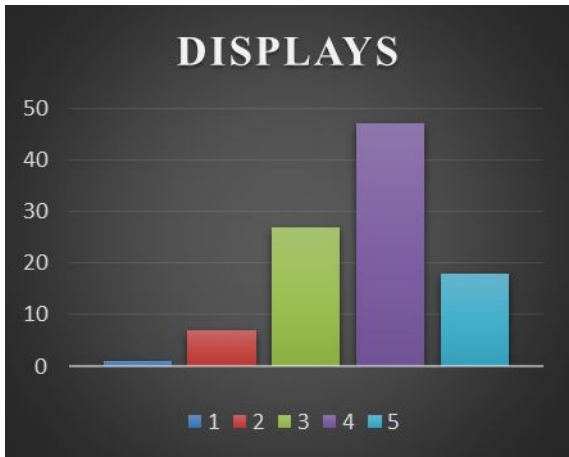


Figure 9(5)

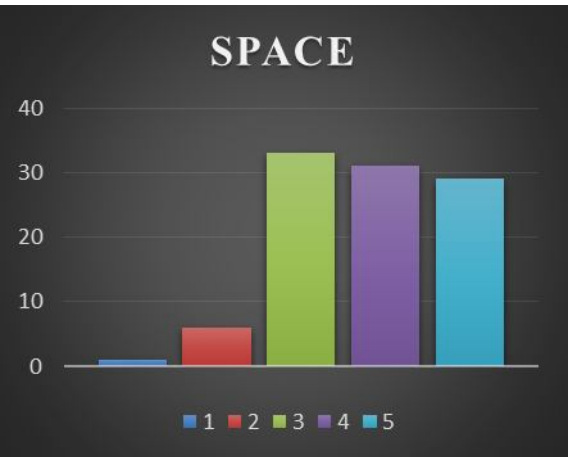


Figure 9(6)



Figure 9(7)



Figure 9(8)



Figure 9(9)

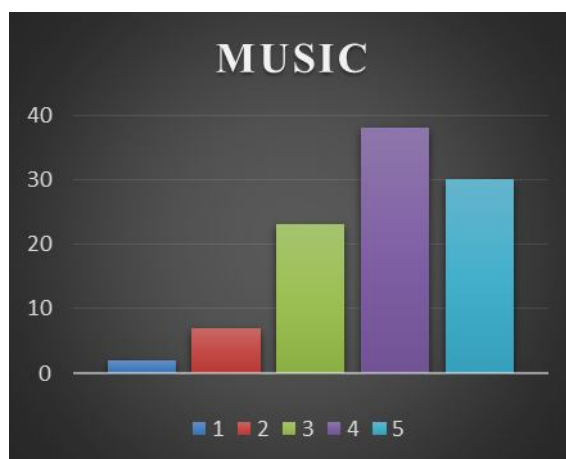


Figure 9(10)

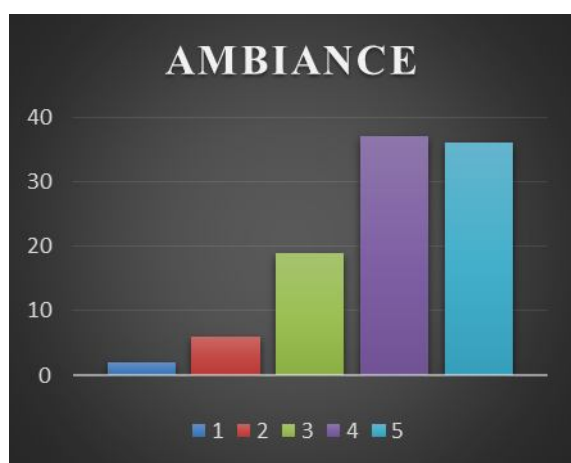


Figure 9(11)

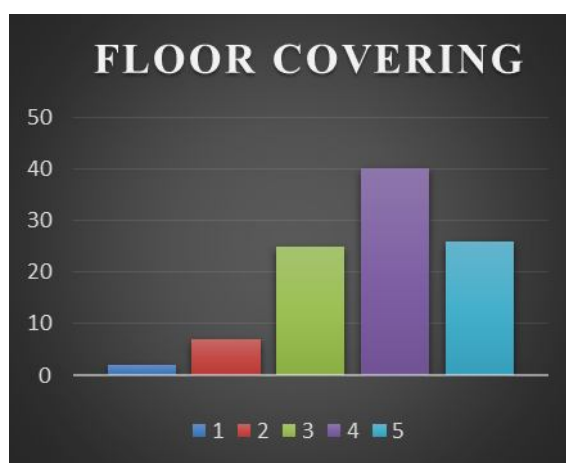


Figure 9(12)

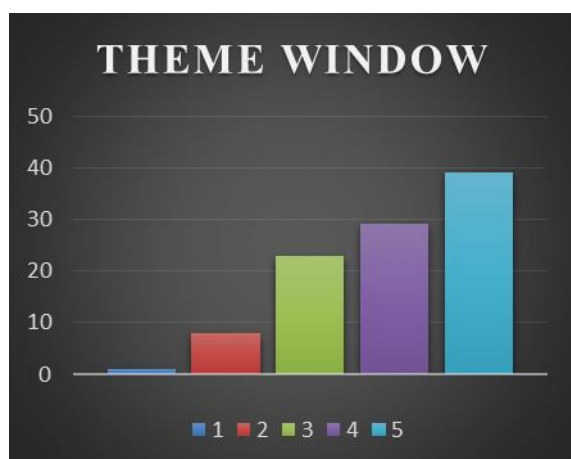


Figure 9(13)

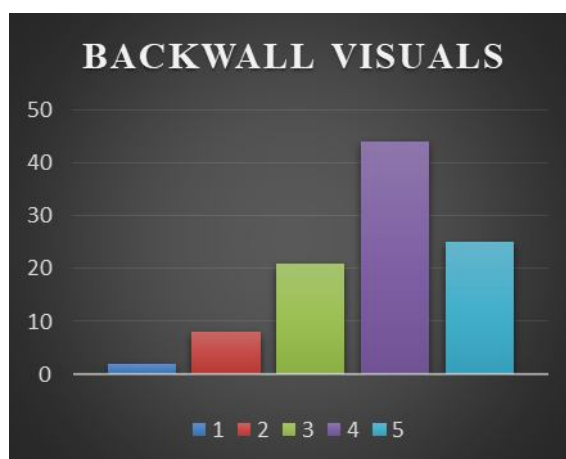


Figure 9(14)

The above bar graphs represent the perception of the respondents on the various elements of visual merchandising. As seen above, elements such as lightings and theme windows are high rated among all the elements. The next above rated among them are the seating arrangement, bright colours, interior designs, displays, time management, fragrance, cleanliness, music, ambiance, floor covering and back wall visuals. The organisation can make improvements in the areas such as back wall visuals, usage of bright colours inside the store especially in the area where the dresses are displayed.

##### 5. ANALYSIS OF VISUAL MERCHANDISING MANAGEMENT TECHNIQUES:

The respondents were asked to give ratings from 1 – 5 from the different kinds of Visual Merchandising Management Techniques at Max fashion Store. Based on the perception ratings provided by the respondents the data is graphically represented.





Figure 10(1)



Figure 10(2)



Figure 10(3)

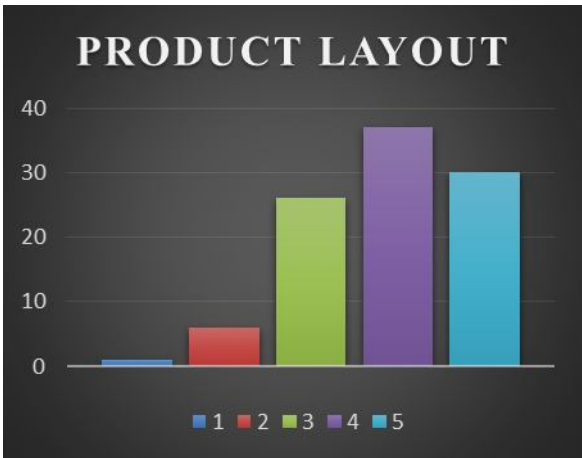


Figure 10(4)



Figure 10(5)

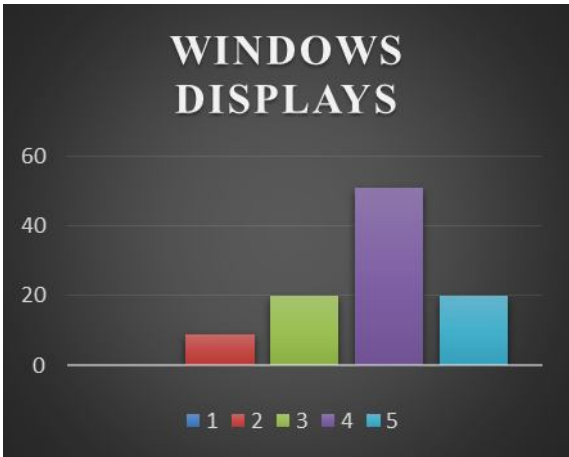


Figure 10(6)



Figure 10(7)



Figure 10(8)

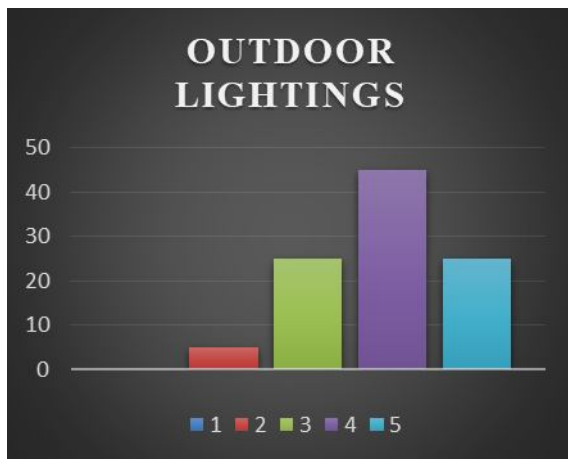


Figure 10(9)

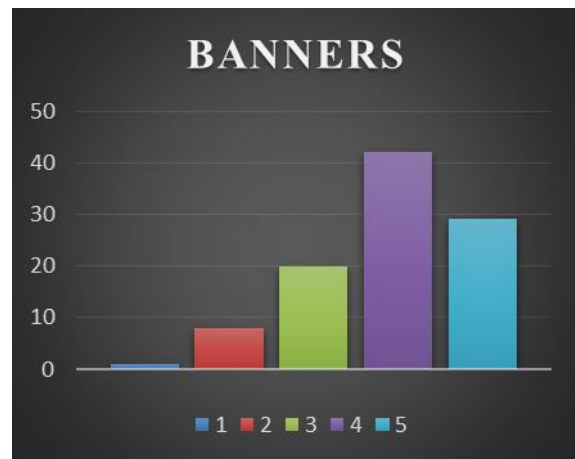


Figure 10(10)

The above graphs represent how the Visual Merchandising management Techniques are best used in the Max fashion Retail Store. The highest rated among them are the Store Layout and Store Exterior which depicts that the store is well equipped in it. The next highest rated among them are the Posters and signs, Promotional offers displayed, product layout, windows displays, signage, mannequin, outdoor lightings and banners. The store can look into these visual merchandising management techniques in order to improve them so that people are much more attracted towards the products and the store. The least rated among them are the promotional offers display – the store can offer more offers, discounts and promotional offerings within and outside the stores these can be displayed.

#### 6. MOST NOTED FEATURES INSIDE THE STORE:

The respondents in this question rated the most noted features that they found within the store. The ratings were given from 1 – 5 where 1 being the least rated feature and 5 being the most high rated feature. As per the ratings given by the respondents, the data is graphically represented below.

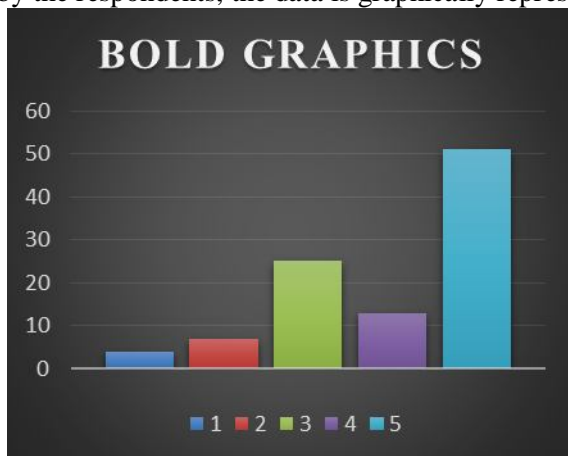


Figure 11(1)

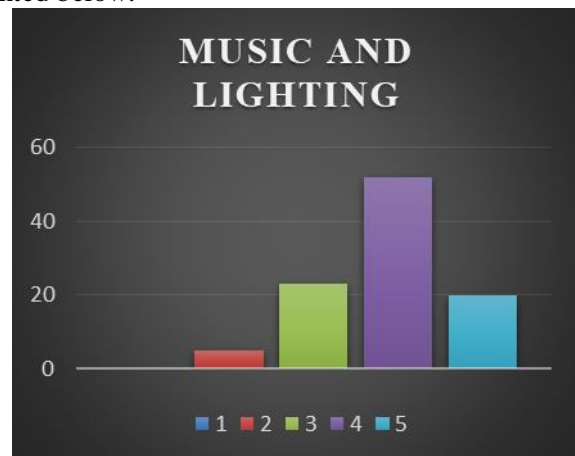


Figure 11(2)



Figure 11(3)

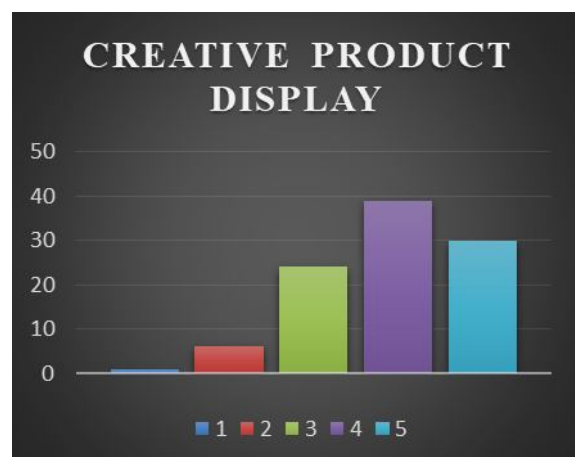


Figure 11(4)



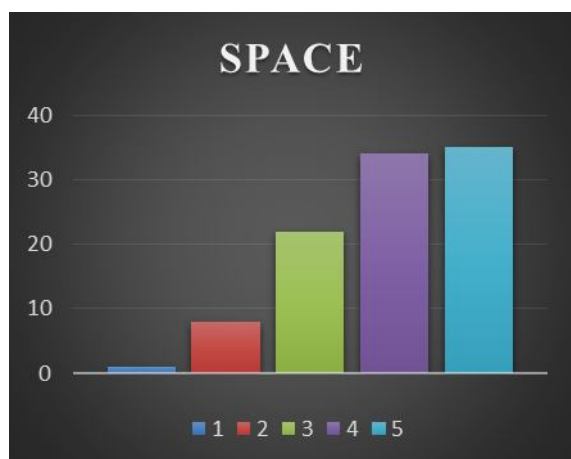


Figure 11(5)

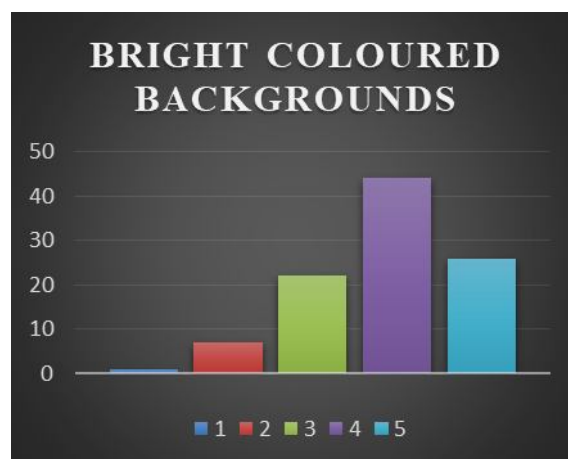


Figure 11(6)

From the above data given, the highest rating was given to bold graphics and space. The next highest rated among them were the music and lighting, mannequin styling, creative product display and bright coloured backgrounds. The store can look into improving all of these features in a better manner which would attract more customers into the store. A customer definitely looks into all of the features which creates a sense of purchase decision within her. Improving these also creates impulse purchase

### FINDINGS

1. The store has to the maximum utilised the visual merchandising techniques in order to attract the customers.
2. External and internal designs are effectively done by the store management to make sure that customers are engaged and encouraged to make purchase.
3. There is Impulse buying noticed when different kinds of visual merchandising techniques are used.
4. Visual Merchandising Techniques affects the consumers to a large extend to buy the products available at the store and also it affects their buying behaviour.

### SUGGESTIONS

1. The store can adopt various other updated technologies inside the store that would help customer understand the product, features and much more.
2. The store can conduct survey and collect feedbacks from the consumers which helps the store know better about the consumer expectations, needs and demands.
3. Window displays can be kept in store more, usage of bright coloured backgrounds, creating space within the store etc. can be done for improved sales in the store.
4. Promotional offering can be given more to encourage people drive into the store.

### CONCLUSION

From the study made above the questioned posed justify the research conducted. It indicates that the various Visual Merchandising techniques and elements utilised by the store does impact the buying behaviour of the consumers. The designs made both externally and internally impacts them to make impulse purchase. Promotional offerings, window displays, mannequin styling, bright coloured backgrounds, effective utilisation of the elements lets consumers not only have a good image about the store but would want to at least take a look at the products offered within the store. Since the study was focused on the consumers of Bangalore, the study depicted varied buying behaviours of the consumers. The highest respondents were between the age group 15 – 25 which clearly tells that the store definitely is able to meet up the recent trends and demands of the young crowd. Through the study it is understood that the highest consumers are females. The varieties of products offered to the consumers impacts them to come back to the store make purchase repetitively. According to the study, it is clear that visual merchandising elements play a vital role in the retail business and it has a great impact on consumers' buying behaviour. The highly effective visual merchandising elements are window display, mannequins, bright coloured background, exterior and interior designs, use of music and creative displays. Therefore the store has to improve on its Visual Merchandising Techniques and Elements in order to impact the buying behaviours of the consumers.

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**A STUDY ON EFFECT OF MARKETING SEGMENTATION AND POSTIONING OF COMPANY PERFORMANCE**

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**INTRODUCTION**

The subject matter of market segmentation is the strategy that involves dividing a large market into subsets of consumer and service offered in the market. These sub-groups of consumers can be identified by a number of different demographics depending on the purpose behind identifying the groups. Marketing campaign are often designed and implemented based on these types of consumer segmentation. One of the main reasons for engaging in market segmentation is to help the company understand the needs of the customer base.

Often the task is segregating consumer by specific criteria will help the company identify other application for their products that may or may not have been self-evident before. Uncovering these other ideas for use of goods and services may help the company target a large audience in that same demographic classification and thus increase "Market share" among a specific sub-market base.

Market segmentation according to Schiffman et al (2007:44), is the process of dividing a market into distinct subsets of consumers with common needs or characteristics and selecting one or more segments to target with a distinct marketing mix.

In reality, the marketing concepts advice that, we should establish users or buyer needs, and determine if how and what extent it may be possible to satisfy these given ones existing and potential resources to the mutual bandit both parties to the exchange.

**REVIEW OF LITERATURE**

1. A Study by **Charles W. Iamb and Carl Mc Daniel (2003)**, the first step in marketing segment is to select a market or product category for study it may be a market in which the firm has already occupies new but related market or product category or totally new one .The second step is to choose a basis or bases for segmenting the market. This step requires managerial insight ,creativity, and market knowledge. The marketing mix has been described as product, distribution ,promotion and price strategies which are used to bring about mutually satisfying relationship with target markets.
2. A study by **Roger Best (1990)** proposes a frame work for implementing a market segmentation strategy. He suggests a set of sequential step to be taken in needs based segmentation process the primary benefits of need based segmentation is that segments are created around specific customer needs. The goal is to determine what observable demographics and behaviours differentiate one segment from another in order to make need based market segmentation.
3. A Study by **Craft, Stephen Show (2004)** that in general, customer are willing to pay premium for the product that meets their needs more specifically than does a competing product. Thus marketer who successfully segment the overall market and adapt their products to the needs of one or more smaller segment stand to gain in terms of increased profit margin and reduced competitive pressures. Small business, in particular ,may find market segmentation to be key in enabling them to compete with larger firm. Many management consulting firm offer assistance with market segmentation to small business in addition to the market research required to segment a market may include increased production and marketing expenses.
4. A study by **Wendell Smith (1956)** suggested that segmentation the division of a market into groups of customer who share certain characteristics or propensities towards product or services might be effective way for an organisation to manage diversity within a market.

Since that time a rich literature has developed suggestion techniques and bases upon which a single domestic market might be effectively broken into actionable customer segment

5. A study by **Baker (1996)** includes uniqueness as extra condition defining a viable market Kotler et al (1996) omits stability and uniqueness but includes action ability

**STATEMENT OF PROBLEM**

Generally a great number of problems confront the application of market segmentation and positioning. To describe market segmentation does not seem different but to put the description into practice is not easy. Some

of these problems are stated in the work with the purpose of finding solution to them. The inability of the firm to classify their customers group according to the uniqueness in purchases. The segmentation and positioning is based on subject rather than based on customers/consumers and their needs. Inadequate transportation facilities for sales men whom their jobs require traveling from one place or customer to another. Inability to carryout marketing survey and research. There is no provision to know how effective their strategy is and how customers responded to their offerings. The inability to carry out market research to know the extent of homogeneity and heterogeneity of their customers also pose problems to the organization.

### **SCOPE OF THE STUDY**

The study on the segmentation of market and positioning is very significant because many companies and organizations have had some problems to perform more profitable because of the lack of ideas to segmentation of market and positioning. This work would provide marketing/sales managers of companies and organizations in the state and the country at large with the useful tools for designing and accessing the efficacy of their market segmentation programmes. This study is very significant and justifiable in that market segmentation and positioning and identification target markets by organization are part of the tools for the realization turnover ratio of organizations as well as development sales.

### **OBJECTIVES**

1. To know current method and strategies adopted for market segmentation and positioning of the company.
2. To know if actually the companies or organization actually applies market segmentation and positioning in the sales of its product.
3. To study how company's sales is structured. This could be geographically, regionally or customer structured and if it can determine or know its target customers.
4. To analysis effectiveness of market segmentation and positioning strategies is achieving the firm's goals as well as host of others.

### **OPERATIONAL DEFINITIONS**

#### **MARKETING SEGMENTATION**

Market segmentation is the process of dividing a market of potential customers into groups, or segments, based on different characteristics. The segments created are composed of consumers who will respond similarly to marketing strategies and who share traits such as similar interests, needs, or locations.

According to Philip Kotler: "**Market Segmentation** is the sub-dividing of a **market** into homogeneous subsets of customers, where any subset may conceivably be selected on a **market** target to be reached with a distinct **marketing** mix."

Market Segmentation is a process of dividing the market of potential customers into different groups and segments on the basis of certain characteristics. The member of these groups share similar characteristics and usually have one or more than one aspect common among them

#### **DATA ANALYSIS PROCEDURE**

The software used for analysing data is Microsoft word and Microsoft Excel for showing graphs and pie charts for the purpose of analysing the data.

### **RESEARCH METHODOLOGY**

Descriptive research is used for the study as it helps fact finding through enquiries and surveys. The primary source of data collection includes telephonic interviews, personal interviews and structured questionnaire. Secondary data collected from the internet Web Pages, journals and reports.

#### **SAMPLING SIZE AND DESIGN**

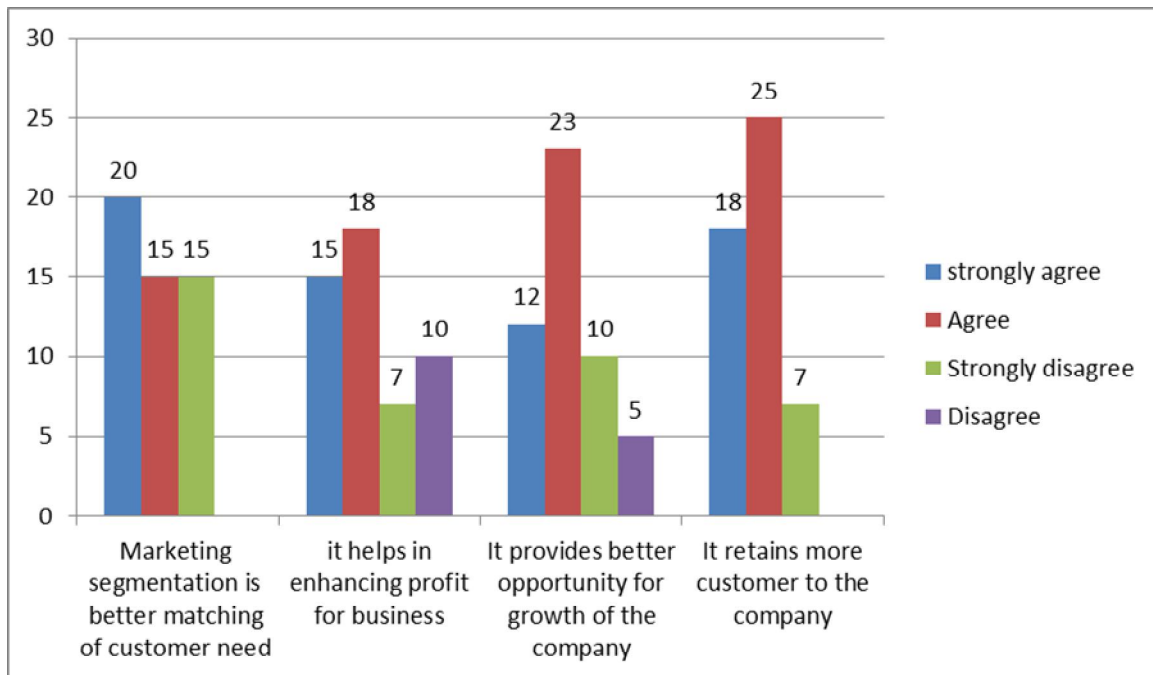
The target sample is the employees of the company and the customers and the sample size is comprised by the marketing team of MALDAVIES MOTOR LIMITED for this research project. Simple random sampling is applied

Sample is restricted to 100 customers and 20 employees

#### **LIMITATION OF STUDY**

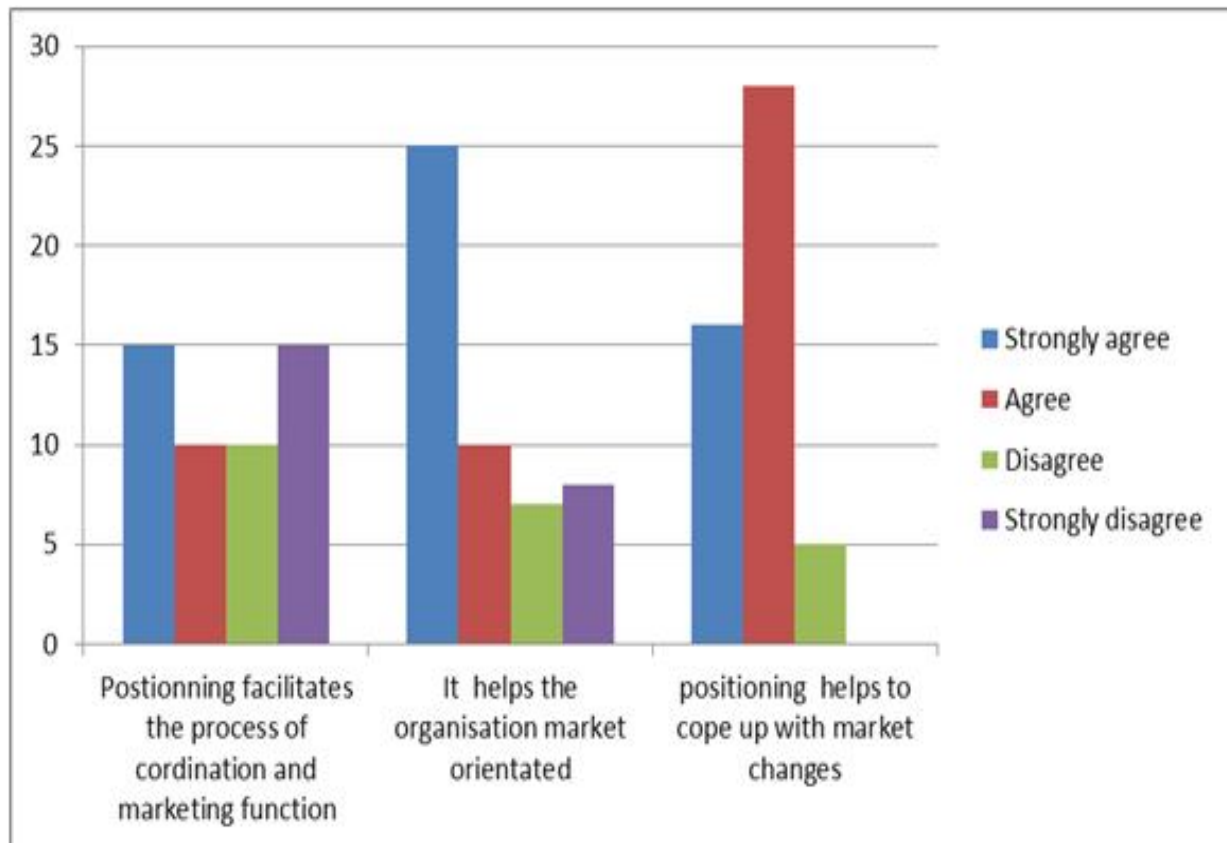
1. Theirs is no separate department for marketing segment
2. It is mainly based on subject than customer
3. Segments are not always reachable to distinct channel

Graph depicting the market segmentations benefits to a company



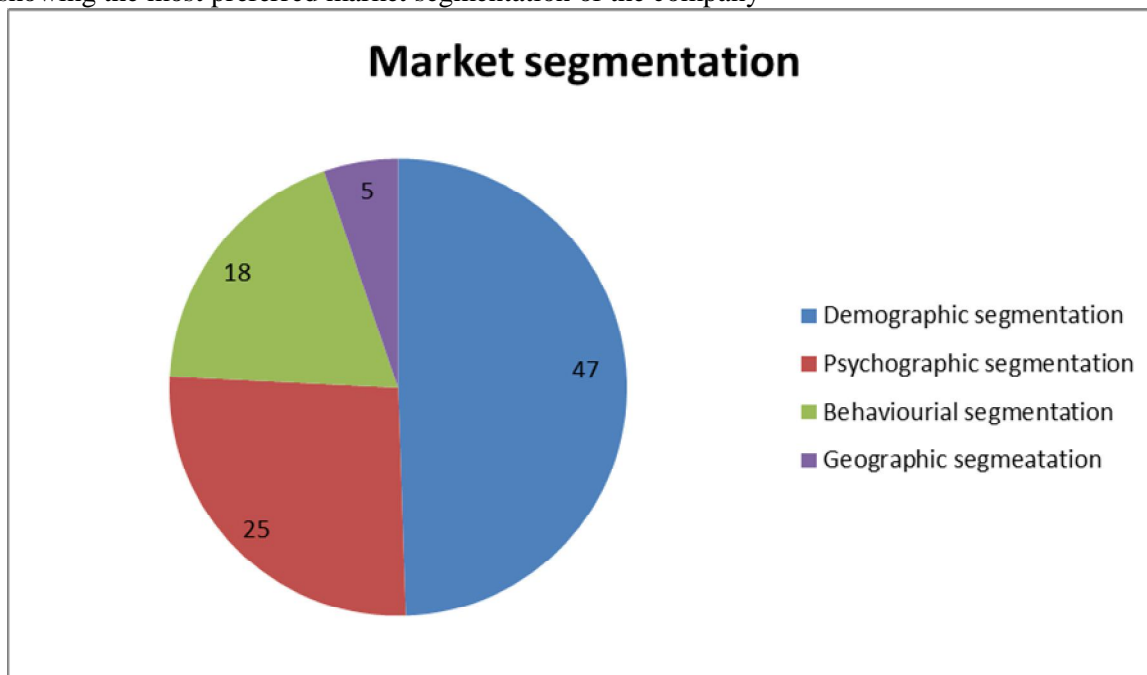
The graph shows that the majority of the respondent agree that market segmentation helps to retain customers and 20% out of 50 respondent strongly agree that it helps in better matching of customer need and 18% of the respondent agrees that it enhances profit to the business, 23% of the respondent states that market segmentation provides growth opportunity to the company and 25% believes that it retains more customers.

Chart showing performance of companies postionning



The charts shows that 27 respondent agrees that postionning helps to facilitate the process of coordination and marketing function and 25 respondent strongly agree that it helps organisation market oriented and in the other hand 5 respondent disagree that it helps to cope up with market changes

Chart showing the most preferred market segmentation of the company



The charts shows clearly that majority of the respondent that is 47% of respondent focuses on demographic segmentation that is based on age ,religion,gender,family size ,income etc and 25% respondent focuses on psychographic segmentation and only 5% of the respondent focuses on geographic segment.

### FINDINGS AND SUGGESTIONS

1. Market segmentation is a crucial marketing strategy. Its aim is to identify and delineate market segments or “sets of buyers” which would then become targets for the company's marketing plans.
2. This strategy involves dividing the market into segments and developing products or services to these segments. A target marketing strategy is focused on the customers’ needs and wants.
3. Informs new products and product development.
4. Helps to identify new audiences and segments
5. Improves business functions and can help to make big decisions.

### SUGGESTIONS

1. Start creating a successful market segmentation plan by analyzing the current market.
  2. List the competitors, demographics of customers, price points and distribution channels. Customer demographics include age, race, gender and marital status
  3. Brand insights and market segmentation are some of the most powerful tools you have to improve your business and be more competitive—but only if you can use them wisely.
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  - <https://www.google.com/search?q=research+project+on+marketing+segment>

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**A CONCEPTUAL UNDERSTANDING OF GREEN MARKETING IN THE INDIAN CONTEXT**

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**Abstract**

*Marketing is one of the core areas of an organization and acknowledged as the revenue-generating unit of the business. The concept of marketing has been evolved with time and moulded based on the external & internal driving forces. Society, environment & economy affect the dimension of the marketing orientation and direction. Initially, marketing adaptation was product-centric, then consumer-centric and finally the stakeholder becomes as a key focus. The 1980s onwards consumers become aware of the global scenario and environment and start seeking the origin of the product used in day-to-day life. Rising concern about the environment boost the cognitive attitude of the customers and create the market demand pressure for nature benevolent products. Organizations, firms measure this sentiment and design green product-develop the concept called green marketing. The green marketing concept is the combination of the green brand experience, green brand image, green trust and green satisfaction. Companies fabricate its green products' attributes in a composite manner that delivers a pleasant green brand experience and gradually build up the trust. Generation Y & Z are reactive towards the welfare of their family as well as nature. So, green marketing has its own niche segment of consumers that is Gen-Y & Z. The concept of sustainable marketing is the inception of "Marketing 5.0".*

*Keywords: marketing, environment, brand experience, brand image, generation Y & Z, green marketing*

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**1. Introduction**

Every organization aims to develop products or services that have the ability to satisfy the consumers' need & want and successful practice of this objective adds value to the organization's growth. Inability to meet the demand of the consumers forces the company to die. Therefore, the company tries to sense the changes in the direction & orientation of the consumers' desire, in order to sustain in the end. The definition of "marketing" by Kotler is "human activity directed at satisfying needs and wants through exchange processes." The term "exchange process" signifies the relationship between the organization and consumer and this exchange process happens in a controlled framework that is generalized as "marketing system." (Dholakia, Khurana, et al. 2010). This framework is evolved with times and this evolution is classified into three versions or segments, namely Marketing 1.0, 2.0 & 3.0. Marketing 1.0 originated during the era of industrialization when products were very general and basic. The objective of this primitive stage was to optimize the resource & operation to control the product's price. The concept was like lowering the monetary value would influence the affordability. The development of information technology introduced the concept of marketing 2.0.

The orientation of marketing became more complex because consumers were well informed about the product specification and global brands. So the marketing strategy has been switched towards the customer orientation from the product orientation. The consumers' needs & wants were well described and the job of the marketing switched one to one relationship style. Consumers with mind & heart were needed to be addressed with the functional & emotional value proposition. Gradually, with the flow of time marketing, 2.0 is progressed into marketing 3.0 where consumers are considered as a complete human being with needs that are more refined and their demand is influenced by social, economic & environmental changes. One more element-"spirit" has been added with the value proposition of marketing 2.0 and relationship style with consumers is developed to many to many with the objective "make the world a better place" (Kotler, Kartajaya, and et al. 2010).

The consumer's perception and the outlook have become a major driver for marketing a product. The growing environmental consciousness influences the customers to judge the product beyond its functional benefit and think about the after use waste disposal. A new school of thought is developed with this concern about environmental degradation-"Green Marketing". This is not a new archetype. The process of waste management is available for many decades but that process is not full proof. The system cannot recycle the hundred percentage and leaves a toxic element in the environment. This claim forces to transform the "linear system" into something new, a concept that fits with both the aspect-"sustainability" and "profitability" (Leonard, 2010).

According to Polonsky, green marketing is the change in the marketing strategy that generates value for individual, society and also for the environment. In a more elaborative sense, a marketing system that integrates environment focuses on nurturing alternative way for value addition and modifies the consumption pattern from "acquiring goods" to "sustainably want satisfaction" (Polonsky, 2011). The implication of green marketing strategy is a serious issue, because, green marketing companies characterize the environmental enhancement to

create differentiation in the existing marketing. Consumers become more dubious about the ingredient source when green products are marketed. Again, marketers find it difficult to position the green product because of the price entry barrier, created convention goods and as a result, the green product is restricted to the niche market (Peattie, Crane, 2005).

This paper will focus on two objects: First, a review of the green marketing concept and consumer's attitude; Second, how this concept is applicable in Indian commercial aspect. Finally, the article will conclude, is there any scope for the development of the green product in India's emerging market?

## **2. The concept: marketing & green marketing?**

"Market" is a place (real or virtual) that consists of two entities- buyers & sellers. When "ing" is suffixed with the word "market", it turns to an activity of exchange. More specifically, it can be explained as marketing is the activity to bridge the seller & buyers with the orientation of selling & buying (Palmer, 2012).

So, the consumers' need is the basis of marketing and companies or organizations aim to fulfil the demand. The company makes the products as customers want or according to the viewpoint of the buyers. According to Robert. J. Keith, there are four eras of the evolution of the marketing concept. The first era is the "Production oriented" where manufacturing was done considering the new product concept not by analysing the market. Second era "Sales oriented" was the inception of the concept "marketing" because this time companies started thinking about his/her wants, about the distributor, supply chain.

Now, comes the third era "Marketing oriented" where companies considered the need for developing the marketing department to seriously measure the consumers' need. The last one is "Marketing control" and in this era, organizations prioritise the marketing research, technical research and promotional activities (Keith, 1960). Therefore, there is a shift in the concept of marketing with time. In the 1990s, with the development of automation and retail industries, the marketing orientation is modified. Customers & customer-driven marketing channels are enacted. "Just in time", "quick response", "efficient customer response" etc. like concepts are implemented in the marketing strategy.

In this phase, the products offer more value to the end users and the corporate performance in the market has become the centre of concern (Svensson, 2005). The concept of "green products" has been developed in the late 1980s. During this time the inter-relationship between individual and environment had mounted to the mature state that motivated the consumers to think about green products. Non-phosphate detergents were introduced in the German market in 1986; in Europe people were willing paying premium for organic foods; California based wine company, Encorel, introduced the reuse the old bottle for wine. Pressure from consumers, politics & media had pushed the corporate to think about the new way of designing products that were free from harmful ingredient and safe for the environment.

The customers' demand for green product compelled the corporate to invest in the R&D, think about the new product and redesign the marketing strategy & packing process (Vandermerwe & Oliff, 1990). People became aware of future generation & sustainable development and realized the necessity to change the production method to mitigate the harmful impact on the environment.

Psychoanalyst Erik Erikson coined the term "generativity" in 1950 and this term signifies the willingness to contribute or do something good for a future generation. Research by Urien & Kilbourne validates the argument that people with high generativity have strong intention to behave in an environmentally responsible person (Urien & Kilbourne, 2010).

So, consumers felt a psychological impulse that by adopting green products they had become a part of the global initiative and their social status had been uplifted (Vladas, Tybur and Bergh, 2010). The above discussion signifies that environmental issues as well as social status jointly boosted the reasons behind the development of green products. The twentyfirst century introduced a new consumer segment generation Y who is tech-savvy and well aware of the environment.

This segment of the consumer's analyses the origin of the product and the impact on the environment. So they have the rational thinking ability about the choice of the products and influence their associates for purchasing green products (Lu, et al. 2013). A new segment of consumers and avenue of marketing have been developed- "green consumer" & "green marketing", with the rising concern about the environment.

## **3. Green brand, brand equity and loyalty**

Make branding of a product is a tool to create differentiation from similar producers. Brand may be a name, a logo, a symbol or combination of these that develop a unique identification for goods & service. All these name,



logo or symbol are the elements of the branding. From the consumers' perspective brand is a very essential objective in the marketing activity because for the customers it carries knowledge about the manufacturer or provider and information to make a purchase decision. From the past Experience (internal memory) and physical market (external environment) help the buyers in the decision making process & selection of the particular brand (Keller, et al. 2017). The objective of the marketing management activities is to boost the sales and for this purpose, it is essential for structuring the brand such a way that reflects in the consumers' evoked set.

In other words, the concept of "customer-based brand equity" has to be nourished by marketers. Customer-based brand equity is a "differential effect" of brand knowledge on the consumers' purchasing decision. The differential effect is the customers' attitude towards a particular brand with respect to the same products of other manufacturers. Brand knowledge is developed with the help of brand awareness and brand image. Customerbased brand equity could be negative or positive. Positive means the association with the brand is favourable while negative bears the opposite meaning. So, it can be concluded that high brand knowledge and positive brand image result in strong customer-based brand equity (Keller, 1993).

Rising environmental concern & international regulations push companies to think about green products. Also, organizations incorporate that developing the green product as well as a marketing concept, a point of difference could be realized. Managers apprehend that adopting the environment-friendly product, they can prevent the unrest, penalties and environmentalist protest. So green marketing and product have a positive association with the corporate objectives and investing in this segment will prove helpful for sustaining in a competitive business environment (Chen, et al. 2006). Buyers' perception about the brand or how buyers evaluate the brand, is defined as the brand image (Keller, et al. 2017). Consumption of the green products reflects the consumers' commitment towards nature and this commitment enhances the customers' satisfaction related to sustainable development & environmental concern.

So, the model developed by Yu-Shan Chen relates "green brand image", "green satisfaction", "green trust" and "green brand equity". According to the model products that are an environmental friend or sustainable, fabricates a "green brand image".

This brand image communicates the reliability of the brand and the commitment towards the environment-flourish the "green trust". Now consumer believes that buying a green product, (S) he is doing justice towards nature and feels to be the part of a global commitment-boost the "green satisfaction".

The "green image", "green trust" and "green satisfaction" are allied with "green brand equity" (Chen, 2009).

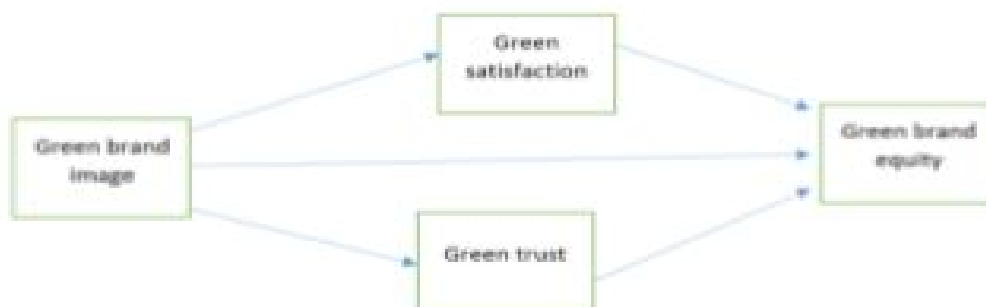


Fig 1: Yu-Shan Chen model for the drivers of green brand equity.

Hartmann, et al. described that consumers also select a green product for its utilitarian and psychological benefits. Utilitarian benefits help buyers to perceive that the purchase of the green product will provide additional benefits and it will be cost effective. According to Truffer, et al. ecolabelling is supportive for the consumer to reduce evaluation cost and identify the environmentally friendly product. In case of psychological benefit, the purchaser of the green product feels a "moral satisfaction" that the decision is beneficial for nature as well as the society-"warm glow" (Kahneman & Knetsch, 1992).

Customers are willing to buy the green brand because they feel the way they consume benefits the society-a pro-social behaviour motives them to opt for the green product-"self-expression". In addition, the use of natural image positively influence consumers and delivers a message that the brand has a positive association with the environmental benefits-"nature experiences" (Hartmann, Apaolaza-Ibáñez, 2011).

Lin, et al. support the concept of the Hartmann and their research promotes a model that exhibits inter-relationship among these assets of the purchase intention model of Hartmann. According to Lin, et al. utilitarian benefits & self-expression benefits have a positive influence on the green image and functional benefits are positively integrated with green brand loyalty. This model also, emphasises on the correlation between “green perceived risk” and green brand image. When consumers are not familiar with the products’ “green” characteristics or there exists any ambiguity, the perceived risk is developed. This perceived risk affects the brand image as well as trust. The above phenomena are described as “greenwashing” (Parguel, et al. 2011).

A study by Chen, Tien & Lee supports the negative association among greenwashing and brand image, satisfaction & brand equity. Lin, et al. in their research paper elaborate that with the increase of the perceived risk the trust & satisfaction decreases and at the same time utilitarian benefits & selfexpression benefits on green brand image diminishes. So the green brand loyalty depends upon the green marketing approach. Marketers should prioritise on the utilitarian benefits and reduce the perceived green risk to strengthen brand loyalty (Lin, et al. 2017). An organization should develop its green marketing strategy such way that motivates consumers to evaluate the company in a positive way as well as perceive the service or product with a strong association. In today’s business context, “green” concept is an essential tool to build customers’ loyalty, trust & satisfaction (Martínez, 2015).

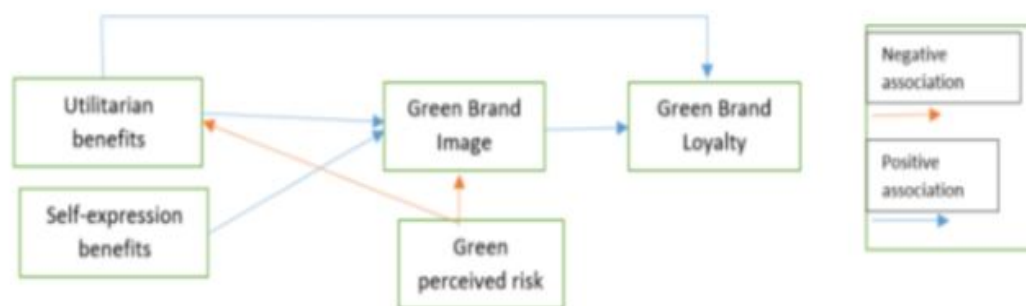


Fig 2: Lin, Lobo & Leckie model for green brand benefits and their influence on brand loyalty.

#### 4. Green organizations

A green brand survey in 2011 indicates that in the developed countries like the United States, France & Australia customers focus on the brands that come with environmentally friendly products and also in the developing countries like Brazil, India & China the reaction of the consumers is the same. The survey shows that Germany prioritizes on green energy while Australia identifies auto & technology domains for sustainable development (Cohn & Wolfe, 2011) [25]. Al Lannuzi classifies the drivers for green products into two categories market drivers & regulatory drivers. Market drivers are basically demand push from the consumer who seeks products that have a less negative footprint on the environment. In order to meet these growing demand companies come up with a three-step plan: 1. Supplier sustainability assessment. 2. Product Life Cycle analysis. 3. A tool that motivates consumers to utilize the product in a sustainable way.

Walmart developed its sustainable goal “Zero waste” with the aim not to produce waste and encourage the concept of circular economy-“take-make-dispose” approach. In order to progress in the zero waste object, Walmart adopted three strategies:

- Elimination of waste from the operation.
- Focus on the improvement of the product & packaging.
- Expand the recycling process through developing infrastructure and educating consumers.

Walmart emphasises on bringing waste material in the product system and utilize that waste to manufacture the new product with the help of the suppliers (Walmart, 2016). Another company Lowe’s, a home improvement company, developed its sustainable goal by inducing “wood policy” where the suppliers are asked to disclose the source of the wood and mandate that the source should be controlled source. Also, they have introduced energy efficient and water sense product to save energy & water. In 2019, its ENERGY STAR products successfully saved consumers’ \$5B utility cost and it aims to increase the amount to \$40B by 2025 (Lowe’s, 2018). SC Johnson initiated its “Greenlist” programme in 2001 with the objective to choose the material carefully, so that it will not harm the environment as well as human health.

The “greenlist” programme started with collecting data about the harmful ingredients and its impact on the environment as well as on human health. With the help of the hazard assessment, SC Johnson determined the safety standard. The company developed a four steps evaluation process for hazard measurement and created a guideline that is safe for nature & human being. SC Johnson introduced a list of “Not allowable” ingredient list and identified better alternatives. In addition, the company focuses on the usage of renewable energy for operation purposes. In 2016/2017, 35% of the company’s required energy is derived from the green sources (SC Johnson, 2017).

Timberland came with a unique proposition of “Green index” that reflects the environmental effect in one to ten scale rating. The company monitored the use of PVC in the footwear and promotes the use of recycling and organic material for shoe manufacture [1]. Philips greener product programme accents on the six green focal areas-energy efficiency, packaging, toxic material, weight, recycle and disposal (Lannuzzi, 2012).

Indian Tobacco Company (ITC), in 2000, started an initiative named “Welcome Environ” with the objective to promote sustainability. ITC publicised the environment related affairs and communicate the message “reduce, reuse and recycle” to the stakeholders. ITC Green Center is the second in India and seventh in the world to accomplish a platinum rating from Green Building Council’s Leadership in Energy and Environmental Design.

The green practices the company adopted is:

- Recycle the water that building consumes and received due to raining. Waterless urinal and separate water treatment plant help to optimize water usage.
- Design the building in “L” shape to have natural light & heat. High ceiling to control the room temperature and reduce the usage of air conditioning. Thick wall and double glazed window and glass help to reduce solar heat up to 65 per cent.

ITC is one of the leading brands in the hotel industry in India. The effort to design the building in a greener fashion is a benevolent step towards nature and stakeholders (Singh et al. 2011) [30]. Kempegowda International Airport Limited (KIAL), Bengaluru is India’s first GreenCo rated airport and achieved GreenCo silver in 2012. The airport utilizes renewable energy to operate its function and design system in an energy efficient manner. Brakes India Limited has successfully adopted green practices and water saving policy. Other companies namely Sundram Fasteners Limited, L&T India, HIL etc. have contributed significant effort in creating examples for green building and practices in the country (CII, 2015). Product based regulation has pushed companies to design and alter their ingredients in an environmentally friendly manner. Changes are made in the sector of packaging, emission control and chemical usage. Innovation in the packaging industry is influenced by sustainability norms. Phasing out PVC & petroleum based ink and usage of cardboard have been taking place in the industry. Amazon introduced cardboard boxes that can be easily opened without using a box cutter and it is recyclable (Martin, Schouten, 2018).

Indian perspective Consumers attitude has three attribute-cognitive, conative and effective. Cognitive is related to knowledge or belief, conative means emotional aspect and affective symbolizes the behavioural characteristics (Kumar, 2017). Environmental attitude is defined as the people’s outlook towards nature (Singh, Gupta, 2013). Milfont in his research described that environmental attitude is developed based on logical behaviour of certain kind of person and this kind of person trend to support “pro-environmental attitude”. Ecological behaviour is the reflection of the ecological attitude and people’s willingness. This behaviour desires to obtain a sustainable way to reduce hazards on the environment. Kaiser et al. applied the reasoned action theory (Ajzen, Fishbein, 1980) to develop the model for outlining the concept of ecological behaviour.

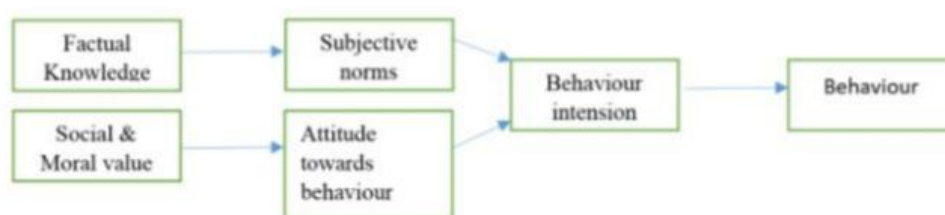


Fig 3: Theory of reasoned action; source: Kaiser et al. model.

So, the following model argues that environmental knowledge and value has a symbolic influence on developing behavioural intention. But the behaviour of a person is beyond the control. So, psychological and nonpsychological influencers affect the behaviour of an individual. Sometimes particular incidents or social

norms affect the behaviour towards the environment. It can be concluded that ecological knowledge and value has marginal influence on the behaviour. India is an emerging economy with the GDP growth of 7% and it is expected that growth rate will become 7.3% in FY2018-19, as forecasted by the World Bank [3]. Growing the purchasing power of the middle class Indian and boom of the social media platform turn the Indian market lucrative one. Study on the Indian consumers by Singh & Gupta explains that the relationship between ecological attitudes with ecological behaviour stands true in the following context. People who care about the environment demonstrates “recycling behaviour”. People who perceive the intensity of the environmental damages, they change their attitude towards green buying.

The research on the Indian consumers’ buying intention of rooftop solar PV by Aggarwal et al. (2019), discusses that there are seven factors that motivate the buying behaviour. Seven factors dominate the buying behaviour- “performance expectancy”, “environmental beliefs”, “hedonic motivation”, “price-value beliefs”, “social beliefs”, “self-efficacy” and “effort expectancy”. Among these factor “social beliefs” has a strong influence on the purchasing decision making. Word of mouth, creative marketing, and policy development have a positive impact on social belief. Aggarwal et al. finding is supported by Vlasas et al. research, which explains social status, and belief affects the green buying decision. Punyatoya (2015) argues eco-labelling, eco-brand image helps to develop the green brand trust among the Indian. At the same time perceived brand value impacts the brand image and consumers who carry strong perception, demonstrate purchase intention.

Indian urban people consider healthy food such as organic food consumption will keep their physics good and thus they promote organic food industry. At the same time, the urban population believes supporting the organic food industry is an effort to project environment concern. Educated and established in career urban Indian consumers wilfully pays for the organic food but students are less reactive toward purchasing organic food though they are aware. Likeliness towards organic food is a green attitude because this eliminates the environmental hazards related to the processed food industry (Sondhi, 2014).

But there is a counterstatement in case of the Indian consumers’ behaviour towards the green product. The Indian consumers appreciate the environmental knowledge, green product awareness and benefits. On the other hand price sensitivity issue is a dominating factor. There is a gap between willingness to pay and ability to pay (Datta, Ishaswini, 2011).

Manaktola & Jauhari agree with the previous statements about the consumers’ willingness to pay a premium. In their paper, the findings elaborate that consumers believe it is firms’ responsibility to avail products at regular price. Aindrila Biswas (2016) argues that along with “perceptual factor”, “contextual factor” is also a contributing factor while consumers opt for green products. “Contextual factors” include policies, infrastructure, pricing etc. Therefore, it is debatable that not only the awareness or knowledge is not sufficient for Indian consumers, in order to vitalize the purchase intention.

Indian consumers take the product cost along with utilitarian benefits, into consideration before purchasing. At the same time policy, modification and incentive for being green consumer are essential to change the orientation towards eco-goods. Kirmani & Khan (2018) have recommended two models for green marketing in the Indian context. First, one is the aggressive marketing strategy and the other one is the mild strategy. The former one suggests targeting the consumers have strong between attitude towards eco-product and capability to pay.

The target group for aggressive marketing is acknowledged with eco-labelling and packaging. The latter strategy is designed for a group of people who currently do not hold a positive attitude and willingness to pay. The mild strategy will initially educate the consumers and influence purchasing behaviour. Ghodeswar (2014) [46], has pointed out the importance of creative price for green marketing. Firms should make consumers realize the value for money in case of green products as it is an advanced concept. Standard of the product and price has to be alien so that the phenomena like greenwashing can be removed.

Also, the concept of consumer direct association is essential for the retailer to fit the green product in the evoked set. Another important method to make a green product acceptable in the country’s market is consumer empowerment. The said concept describes that consumers can make changes in society through their contributions. A marketer should account that the awareness programme for green product triggers the empowerment concept (Tiwari, 2014).

From the above discussion, it is observable that to make successful marketing of green products the following objectives have to be taken into consideration:

- Awareness towards environmental degradations.

- Motivation (empowerment) to develop a green attitude.
- Price-quality balance.
- Develop green trust.

In the Indian context, it is very much imperative that the firms should maintain the price and quality relationship because being developing economy it is difficult for common to keep equilibrium between environmental concern and individual financial health.



Fig 4: Proposed model for green marketing in the Indian context.

## 5. Conclusion

Sustainable development has three dimension economy, environment and social value. John Elkington construed the term “triple bottom line” in the 1990s and this term refers to the three dimensions of sustainable development. Sometimes-triple bottom line is linked with the 3Ps concept people, planet & profit (Hammer, Pivo, 2016) [33]. The concept of green marketing is developed based on this triple bottom line approach. Green marketing is not about developing or producing organic, nature benevolent product; it has own marketing mix. Green product, green brand experience, green brand image, green trust, and green satisfaction are the core competence of the green marketing concept. Green consumers have a strong cognitive behaviour and they are curious about the origin of the ingredients of the products, manufacturing and supply chain.

Therefore, greenwashing could be harmful to the brand image and the company, because this action will damage the brand trust. Green consumers are a niche segment, so construction of the brand image is essential for sustaining in the end.

Firms should focus on the following essential elements for designing a successful green marketing strategy:

- Conceptualize the green objective and convey the concept within the organization. Employee, top management and executives have to visualize this concept before getting into actual marketing.
- Eliminate the symbolic “green product”. This causes the diminishing of the consumer’s trust.
- The utilitarian benefits of the product should exhibit a green concept. Sustainability has to be communicated through the product and packaging.
- In the end, transparency is an important factor to gain green loyalty.

From the Indian context, the country focuses more on developing or design green building and emphasize on waste reduction. This initiative is implacable at a large scale and requires millions in monetary unit. However, uncertainty arises in terms of consumer brand equity. Do these ecofriendly constructions thoughtful enough to modify the consumers’ perception? Internal stakeholders of the said companies will find themselves associated with a great social initiative and their social status quo will be glorified. Nevertheless, the external stakeholders, do they associate themselves with the green initiative? Consumers will find positive interconnection with the green initiative through the utilitarian and self-expression benefits. In the Indian market, the lack of indigenous green products makes the consumers reluctant while the moment of making a purchasing decision arrives. Knowledge about Eco product, green marketing and its effect on nature is not sufficient to foster the purchasing intention.

Price and availability are the core factors behind the buying decision. Indigenous green product development will be functional to bridge the supply-demand gap in the country’s market and it will bring the price down to the common person’s pocket limit. Generation Z and generation X are more concern and sensitive about the

environment and they make a rational choice about the product. The concept of green marketing will be considered as marketing 5.0, in the upcoming years because it has created a separate marketing attribute for future generation.

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