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From the Editor's Desk

Happiness is when what you think,
What you say and what you do are in harmony" - Mahatma Gandhi

"Never Worry about numbers. Help one person at a time,
and always start with the person nearest you" - Mother Teresa

"That some achieve great Success, is proof to all that others
Can achieve it as well" - Abraham Lincoln

"Truth is the only safe ground
to stand on" - Elizabeth Cady Stanton

"Coming together is a begining. Keeping together is progress
Working together is success" - Henry Ford

"You grow more when you get more people's perspectives - Mark Zuckerbery, the co-founder of Facebook

Learning is both art and science. Once can become learned on the successful quest for knowledge and relating the knowledge to practice. It is important to learn how to learn rather stuffing one's head full of all facts and figures that might be outdated. No doubt that certain amount of facts is necessary, but having the skills and ability to appropriately learn is also equally critical. DBJC would be happy to see this journal as a common platform for appropriate learning. One of the key objectives of research is its usability and application. The Reserach papers of this journal focus on Work Life Balance, Branding, Competency Mapping, E-banking Services, Talent Management and employee Engagement.

DBJC Journal of Business Research (Jainspire) is committed to expanding research frontiers and it encourages submission of high quality manuscripts with innovative ideas. Expanding its horizon will further enhance the quality and the journal will continue to provide an outlet for established and rising scholars to publish innovative research papers.

Best Wishes and Season's Greetings

Dr. M. Sakthivel Murugan
Editor
DBJC Journal of Business Research

WIND ENERGY IN INDIA'S ENERGY SECURITY CALCULUS: EMERGING SCENARIO

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ABSTRACT

Globalization and increasing interdependence have ensured that issues of demand and supply-side management, energy resources and climate change transcend national borders and require global framework of cooperation. Energy security still remains a very vital concern of individual nations. Energy is the most essential element of socio-economic development and nation's economic growth. Renewable energy sources can play an immense role to fulfill this need of energy. These sources will not only enhance independency of energy but also helps in many ways such as mitigation of climate change, swift development of rural areas, improved health status and will be the best way to move towards sustainable development. Renewable energy sources like wind energy are identified by International Energy Agency as key element to reduce fossil fuels dependency and helpful tool to combat global warming.

Wind energy is one of the fastest growing forms of electricity generation and has become an increasingly important part of the nation's energy mix. And it has always been closely related to national security in both- military and economic sense. Wind energy produces no air pollution, makes no contribution to global warming as a component of environmental security generating the real environmental results by reducing demand for electricity from fossil fuels such as coal and natural gas. Electricity supply and demand lie at the heart of India's energy future and its aspirations to maintain an annual GDP growth rate of 8 per cent is no mean task for the challenges and problems have to be confronted with in near future.

Tapping low carbon technologies are absolutely necessary not only to overcome energy deficit but also mitigate environmental implications in the near future. While attempting to focus on the importance of wind energy, this paper attempts to map the changing landscape of energy governance to understand how priorities have shifted and why changes have occurred. In the process this paper attempts to identify gaps in the existing scenario in order to make the policy space more effective.

Key Words: Gross Domestic Product (GDP), International Energy Agency (IEA), Ministry of New and Renewable Energy (MNRE), Ministry of Non-Conventional Energy Sources (MNES), Center for Wind Energy Technology(C-WET), Mega Watt,

INTRODUCTION

Energy is the most essential element of socio-economic development and nation's economic growth. Renewable energy sources can play an immense role to fulfill this need of energy. These sources will not only enhance independency of energy but also helps in many ways such as mitigation of climate change, swift development of rural areas, improved health status and will be the best way to move towards sustainable development. Renewable energy sources like wind energy are identified by International Energy Agency as key element to reduce fossil fuels dependency and helpful tool to combat global warming. Wind energy is indeed a form of solar energy produced by differential heating on the earth surface. Wind's kinetic energy can be captured and converted in to electricity via wind turbines.[1]

Wind energy has historically been used directly to propel sailing ships or converted into mechanical energy for pumping water or grinding grain, but the principal application of wind power today is the generation of electricity. As of 2008, Europe leads the world in development of offshore wind power, due to strong wind resources and shallow water in the North Sea and the Baltic Sea, and limitations on suitable locations on land due to dense populations and existing developments. Denmark installed the first offshore wind farms, and for years was the world leader in offshore wind power until the United Kingdom gained the lead in October, 2008. Other large markets for wind power, including the United States and China focused first on developing their on-land wind resources where construction costs are lower (such as in the Great Plains of the U.S., and the similarly wind-swept steppes of Xinjiang and Inner Mongolia in China), but population centers along coastlines in many parts of the world are close to offshore wind resources, which would reduce transmission costs.

Wind Power

Wind power is the conversion of wind energy by wind turbines into a useful form, such as electricity or mechanical energy. Large-scale wind farms are typically connected to the local power transmission network with small turbines used to provide electricity to isolated areas. Residential units are entering production and are capable of powering large appliances to entire houses depending on the size. Wind farms installed on agricultural land or grazing areas, have one of the lowest environmental impacts of all energy sources. Although wind produces only about 1.5% of worldwide electricity use, it is growing rapidly, having doubled in the three years between 2005 and 2008. In several countries it has achieved relatively high levels of penetration, accounting for approximately 19% of electricity production in Denmark, 11% in Spain and Portugal, and 7% in Germany and the Republic of Ireland in 2008 [2]

Estimates of India's wind power potential vary greatly, depending on different assumptions of efficiency, hub heights, turbine size and land-use considerations. The most recent official estimates by the National Institute of Wind Energy, which take into consideration only land deemed suitable for wind turbine installations , put total onshore wind power potential with a hub height of 100 metres at 302 GW (National Institute for Wind Energy, 2015). The most promising sites are in the west and south, with around 90% of the potential in the states of Tamil Nadu, Andhra Pradesh, Madhya Pradesh, Karnataka, Maharashtra and Gujarat.

Wind power generation is projected to increase strongly, with installed capacity rising from 23 GW to 142 GW in 2040. Further development is not constrained by lack of wind resources, but by a number of challenges, ranging from land acquisition and approval processes, to agreements on an appropriate framework for power purchases by distribution utilities. Competition with solar is another factor limiting further growth in wind power: despite proliferating strongly, installed wind capacity grows at less than half the pace of solar PV, in part due to the narrowing gap in the cost of solar compared with wind (and its full convergence by the late 2020s), and the widespread nature of solar resources that makes it possible for large utility-scale solar projects to be built closer to demand centres.

Offshore wind farms circumvent land acquisition issues, but their outlook is dampened by higher investment requirements and costs. Another way to overcome problems associated with land purchases is to build wind towers on existing farmland, allowing farmers to raise additional income from charges to the operators, without prejudicing their ability to farm the land. Over the projection period, gradual exploitation of the best sites in terms of the wind conditions and proximity to the large demand centres of having use of larger towers and longer turbines, driving up the capital costs. [3]

Global Wind Energy Outlook: 2000 gigawatts by 2030

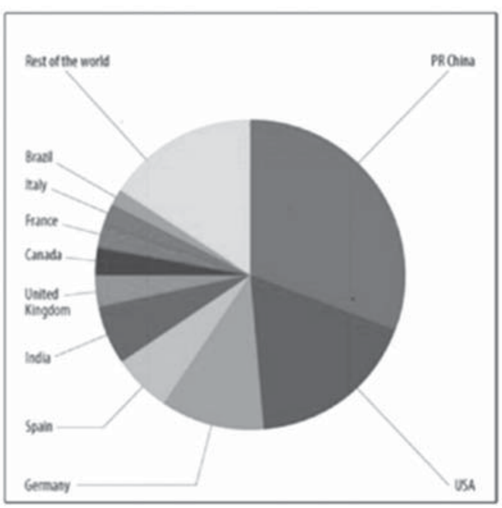
The Global Wind Energy Council and Greenpeace International released the 2014 edition of the Global Wind Energy Outlook in Beijing today. The report shows that wind power could reach 2,000 GW by 2030, and supply up to 17-19% of global electricity, creating over 2 million new jobs and reducing CO_2 emissions by more than 3 billion tonnes per year. By 2050, wind power could provide 25-30% of global electricity supply. The new report presents three visions of the future of the global wind energy industry out to 2020, 2030 and up to 2050. The International Energy Agency's central scenario compare from its World Energy Outlook with a 'Moderate' and 'Advanced', detailing how the global wind industry might deliver in terms of global electricity supply, CO_2 emission savings, employment, cost reductions, and investment.

"Wind power has become the least cost option when adding new capacity to the grid in an increasing number of markets, and prices continue to fall", said the Steve Sawyer, CEO of GWEC. "Given the urgency to cut down CO_2 emissions and continued reliance on imported fossil fuels, wind power's pivotal role in the world's future energy supply is assured." The power sector is responsible for more than 40% of all carbon dioxide emissions from burning fossil fuels, and about 25% of our total greenhouse gas emissions. If global emissions are to peak and decline in this decade, as the science shows is necessary in order to meet climate protection goals, one focus has to be the power sector. Wind power's scalability and deployment of speed brings about the early emissions reductions which are required for keeping global mean temperature rise to 2° C or less above pre-industrial levels.

"By 2020, wind power could prevent more than 1 billion tonnes of carbon dioxide from being emitted each year by dirty energy - equivalent to the emissions of Germany and Italy combined," said Sven Teske, Greenpeace senior energy expert. [4]

World Wind Energy Scenario

There is unprecedented interest in renewable energy, as sources of sustainable energy, particularly solar and wind energy world over in general and India in particular.



Country	MW	% SHARE
PR China	114,609	31.0
USA	65,879	17.8
Germany	39,165	10.6
Spain	22,987	6.2
India	22,465	6.1
United Kingdom	12,440	3.4
Canada	9,694	2.6
France	9,285	2.5
Italy	8,663	2.3
Brazil*	5,939	1.6
Rest of the world	58,473	15.8
Total TOP 10	**311,124**	**84.2**
World Total	**369,597**	**100**

Figure1: Top 10 Cumulative Capacity -2014

Source: GWEC * Projects fully commissioned grid connection pending in same cases

Need to Tap Wind Energy

The exponential growth in the rate of energy consumption is the main cause of energy shortage, as well as energy resources depletion worldwide. Electricity shortage is very common in country like India where most of the population (i.e. over 40 percent) has no access to modern energy services. On an average, electricity demand is expected to rise 7.4 percent annually for next 25 years [5]. According to International Energy Agency, more than 28 percent share of the world's total energy will be consumed in India and China by the year 2030. Therefore a significant amount of energy must come from renewable sources. National Action Plan on Climate Change (NAPCC) was formed in 2008 for climate change control, has also considered role of renewable energy in total energy production of India [6]. NAPCC has also set a target to increase the renewable energy share in total energy production up to 15 percent till year 2020, which clearly shows India's commitment towards a sustainable development. The huge gap between demand and supply requires more energy resources. The basic challenge is to fulfill the energy requirements in a sustainable way and one of the best available options in current scenario is renewable energy sources, so it is required to intensify renewable energy and energy efficiency program [7].

By moving towards renewable energy production, which must be indigenous in nature and must have low generation cost, we can enhance energy security condition, reduce our import dependency, solve problem of fuel price instability etc. Carbon di oxide emissions can be reduced on an average 3.3 million tons in a year by adding 1 GW energy of renewable origin so it will help to minimize the adverse effects of climate change in India. Wind energy can emerge as a solution of most of the problems because it is cost-effective in nature, clean energy resource, reduce fossil fuel demand and more over could be a fighting tool against climate change. Wind power has been using since ancient eras for various purposes. Before the development of the steam engine, conventionally wind power was primarily used for various applications such as sailing ships etc.,[8]

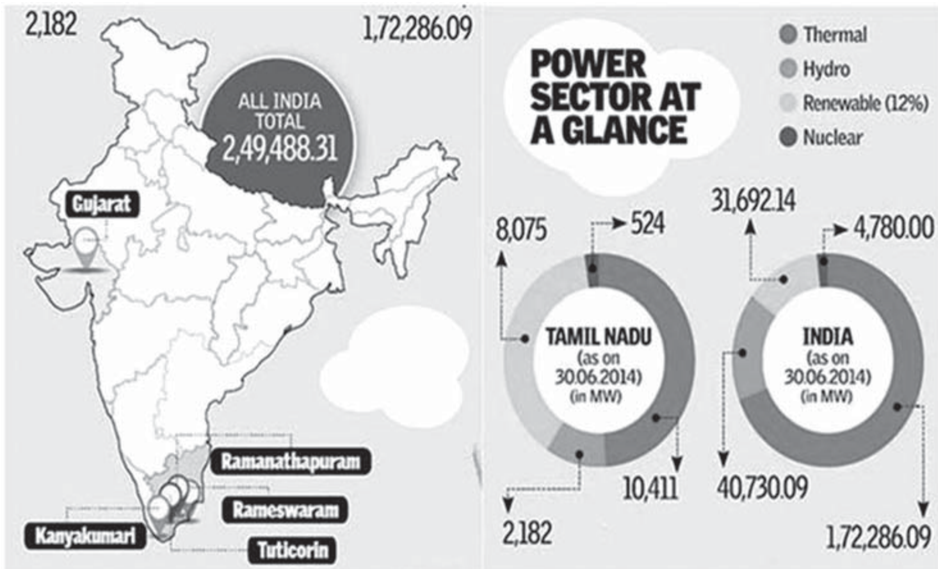
Tapping the Offshore Wind [9]

The main benefit of going offshore is that wind conditions are known to be steadier and less seasonal and provide power close to load centres compared to onshore. For long, Tamil Nadu has not been able to tap the vast potential of wind energy a long coastline offers. While onshore wind farms, mostly located in the Shencottah and Palakkad passes, have been able to harness wind energy to the maximum, the offshore potential has only been talked about till now – primarily due to the prohibitive costs. Now, the Centre for Study of Science, Technology and Policy (CSTEP) is carrying out a pre-feasibility study, wherein eight zones between Kanyakumari and Ramanathapuram districts have been identified as high potential areas — excluding fishing areas, military zones and oil and gas industry.

The main benefit of going offshore is that wind conditions are known to be steadier and less seasonal and provide power close to load centres compared to onshore. Also, land availability is less likely to be a bottleneck for development. Lot of aspects are being explored as part of the study. The geographical aspect of shallow water depth and economic criteria, including proximity to ports, infrastructure facility to export the power produced and the wind availability, are all being considered. "In a State having a long coastline and with a proven record in producing wind energy by installing onshore wind mills, the potential of generating power from offshore wind mills is high," a senior official of the Energy Department said.

With substantial funding from the European Union, Global Wind Energy Council (GWEC)-led consortium is undertaking the study in close cooperation with the Ministry of New and Renewable Energy (MNRE) under the Indo-European Cooperation on Renewable Energy program. The study is called Facilitating Offshore Wind in India (FOWIND). The most promising zones identified in the pre-feasibility study extended over an area of about 10,500 square kilometres of ocean floor and could support around 63,000 MW of offshore wind capacity. The preliminary estimates of cost of energy from offshore wind in Tamil Nadu would be at Rs. 12 to Rs.13 a unit - four times higher than current tariffs offered for onshore wind in Tamil Nadu, she said. Although the turbine technology was similar to onshore wind, the reason for the high cost difference was because of the high foundation costs as well as installation and maintenance cost.

Figure2: Power Sector at glance - India



Wind energy sector in India is considered as a promising source and it is proved that country is endowed with good wind energy potentials. Wind power has been recognized as one of the most affordable clean energy solutions now it is increasingly accepted as a major complementary energy source for securing a sustainable and clean energy future for India. The growth of wind energy in India has been growing with a cumulative installed capacity of over 18,000 MW, wind power currently accounts for almost 70 percent of the total installed capacity in the renewable energy sector. About 3,200 MW of new wind power capacity has been added during 2011-2012 alone which is the highest in a year, so far. The 12th Five Year Plan proposals envisage around 15,000 MW of grid-interactive renewable power capacity addition from wind energy alone.

India, home to 18% of the world's population, uses only 6% of the world's primary energy. India's energy consumption has almost doubled since 2000 and the potential for further rapid growth is enormous. India's economy, already the world's third-largest, is growing rapidly and policies are in place to press ahead with the country's modernisation and an expansion of its manufacturing. If a well-managed expansion of energy supply can be achieved, the prize in terms of improved welfare and quality of life for India's 1.3 billion people is huge – first and foremost for the estimated 240 million that remain today without access to electricity.

Policy-makers at national and state levels are intensifying their efforts to ensure that energy is a spur, rather than a hindrance, to India's advancement, looking to removing obstacles to investment in energy supply while also focusing on energy efficiency and pricing reform (the deregulation of diesel prices in late 2014, taking advantage of the fall in the oil price, means that all oil-based transport fuels are now subsidy-free). Coal is by far the most important fuel in the energy mix, but India's recent climate pledge underlined the country's commitment to a growing role for low-carbon sources of energy, led by solar and wind power.[10]

Indian wind power sector supported by Ministry of New and Renewable Energy (MNRE), it has been at the forefront of providing the necessary policy support and a facilitative regulatory co-system for the fast and orderly growth of the sector. It is equally conscious of the challenges and difficulties being faced by the sector and confident that the potential of the sector is enormous. The target about 15 percent of the total power capacity through renewable for India by 2020, envisaged under the National Action Plan on Climate Change cannot be achieved without a substantial contribution of wind energy sector.[11]

Renewable Energy Growth Scenario

The renewable energy has been witnessing over 20 per cent growth in the last five years. From the total renewable power installed capacity of 14,400 MW at the beginning of 2009, it has reached a capacity of 33,791 MW at the end of December 2014. Wind energy continues to dominate India's renewable energy industry, accounting for over 66 % of installed capacity (22,465 MW), followed by biomass power (4,165 MW), small hydro power (3,991 MW), solar power (3,063 MW) and Urban & Industrial Waste 107.5 MW. In terms of electricity generation, the renewable power installed capacity is generating around 70 billion units per year.

India occupies the fifth position in the world with a wind power installed capacity of 22.5 GW. During the year 1,333 MW wind power projects were commissioned. The generation from wind power projects during the year was around 30 billion units. The Ministry has taken up a new initiative for implementation of wind resource assessment in uncovered / new areas with an aim to assess the realistic potential at 100 m level in 500 new stations across the country under the National Clean Energy Fund (NCEF). An MoU was signed in October 2014 for setting up a joint venture company towards undertaking the first demonstration offshore wind energy project. Wind energy generators of unit sizes between 250kW and 2.50 MW have been deployed across the country.

Wind Energy Programme in India

The Wind power programme in India was initiated towards the end of the Sixth Plan, in 1983-84. A market-oriented strategy was adopted from inception, which has led to the successful commercial development of the technology. The broad based National programme includes wind resource assessment activities; research and development support; implementation of demonstration projects to create awareness and opening up of new sites; involvement of utilities and industry; development of infrastructure capability and capacity for manufacture, installation, operation and maintenance of wind electric generators; and policy support. The programme aims at catalyzing commercialisation of wind power generation in the country. The Wind Resources Assessment Programme is being implemented through the State Nodal Agencies, Field Research Unit of Indian Institute of Tropical Meteorology (IITM-FRU) and Center for Wind Energy Technology (C-WET).

Wind in India are influenced by the strong south-west summer monsoon, which starts in May-June, when cool, humid air moves towards the land and the weaker north-east winter monsoon, which starts in October, when cool, dry sir moves towards the ocean. During the period march to August, the winds are uniformly strong over the whole Indian Peninsula, except the eastern peninsular coast. Wind speeds during the period November to march are relatively weak, though higher winds are available during a part of the period on the Tamil Nadu coastline. A notable feature of the Indian programme has been the interest among private investors/developers in setting up of commercial wind power projects. The wind power generation capacity in India is 49,130 MW as per the official estimates in the Indian Wind Atlas (2010) by the Centre for Wind Energy Technology (C-WET).

The potential is calculated with respect to 2 per cent land availability at windy locations and pertains to a 50 meter hub height level of the wind turbines. Presently large wind turbines with higher hub height in the range of 80-100 meter with large rotor diameters up to 120 m are available in the Indian market. Conceding technological advancement and higher wind speeds at higher hub heights, the potential of 49,130 MW at 50 meter level if extrapolated at 80 meter standard hub height, the projected wind potential using the same land availability will be in the order of 1,02,788 MW (not officially declared owing to lack of validation). As on March 31, 2015 a total of about 23439.26 MW of commercial projects have been established until. 12

Indian Wind Energy Sector

The Indian wind energy sector has an installed capacity of 23,439.26 MW (as on March 31, 2015). In terms of wind power installed capacity, India is ranked 5th in the World. Today India is a major player in the global wind energy market. The potential is far from exhausted. Indian Wind Energy Association has estimated that with the current level of technology, the 'on-shore' potential for utilization of wind energy for electricity generation is of the order of 102 GW. The unexploited resource availability has the potential to sustain the growth of wind energy sector in India in the years to come.13

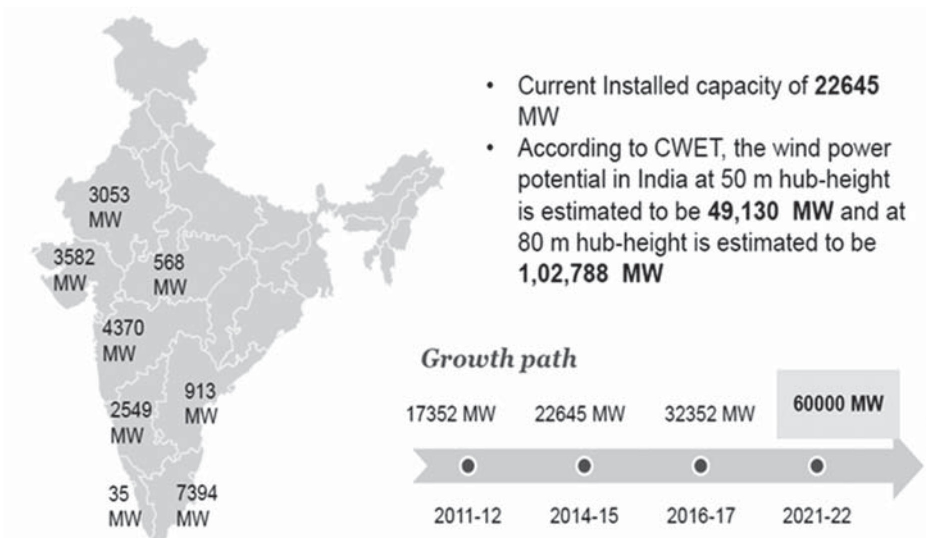


Figure3: Wind Energy across States

Source: GLF National Workshop in India - MNRE

Role of Renewable Energy in India

The Renewable energy has been an important component of India's energy planning process since quite some time. India was one of the first countries that started its renewable energy programme in the early 1970's. The importance of renewable energy sources in the transition to a sustainable energy base was recognized in the early 1970s. At the Government level, political commitment to renewable energy manifested itself in the establishment of the first Department of Non-Conventional Energy Sources in 1982, which was then upgraded to a full- fledged Ministry of Non-Conventional Energy Sources (MNES)—the only country to do so. This was subsequently rechristened the Ministry of New and Renewable Energy (MNRE) in 2006. India's renewable energy sector is the fifth largest in the world, with over nine per cent of India's power sector being fuelled by renewable energy resources, including small hydro. A comprehensive policy on renewable energy has also been proposed which aims at increasing generation capacity from renewable energy resources to 100,000 MW by 2050.

The Ministry of New and Renewable Energy (MNRE) has initiated systematic programmes for renewables including for research and development. Renewable energy is currently experiencing increasing vibrancy across all sectors of the economy driven by sustained economic growth and growing global concerns regarding climate change. There are various stakeholders that directly/indirectly contribute towards the promotion of renewable energy, and each one has some aspirations and expectations from this sector, just as they have a significant responsibility. This is in a way laying foundation of a new economy that is inclusive, sustainable and aspires for decarbonisation of energy in a definite time frame. Nevertheless, India is currently one of the few top attractive destinations for Renewable Energy investments. However, there is a long way to go. In order to create an enabling environment, the Ministry as a policy maker will have a significant contribution to make.

Today, renewable energy technologies are viewed not only as tools for improving energy security and mitigating and adapting to climate change, but are also increasingly recognised as investments that can provide direct and indirect economic advantages by reducing dependence on imported fuels; improving local air quality and safety; advancing energy access and security; propelling economic development; and creating jobs.[14]

Perception of Renewable Energy in India

Over the past decade, renewables have grown worldwide at different speeds and stimulated by various drivers. It provides a snapshot of the main drivers of, and challenge for renewable energy deployment in the respective world regions. The positive perception of renewable energy in India increased significantly over the past decade. Renewables are now seen as mature technologies; correspondingly markets are developing slowly but steadily. However India's population growth and the increased energy demand have outpaced the expansion rate of renewables by an order of magnitude. There continues to be resistance from conventional power and finance sectors to renewable energy development. Rapidly changing regulations and differing Union and State government approaches create uncertainties and barriers, which increase investment costs due to the perception of high risk.

Table 1: State wise renewable energy potential (in MW)

No	States/UTs	Wind Power
1	Andhra Pradesh	14497
2	Arunachal Pradesh	236
3	Assam	112
4	Bihar	144
5	Chhatisgarh	314
6	Goa	
7	Gujarat	35071
8	Haryana	93
9	Himachal Pradesh	64
10	Jammu & Kashmir	5685
11	Jharkhand	91
12	Karnataka	13593
13	Kerala	837
14	Madhya Pradesh	2931
15	Maharashtra	5961
16	Manipur	56
17	Meghalaya	82
18	Mizoram	
19	Nagaland	16
20	Orissa	1384
21	Punjab	
22	Rajasthan	5050

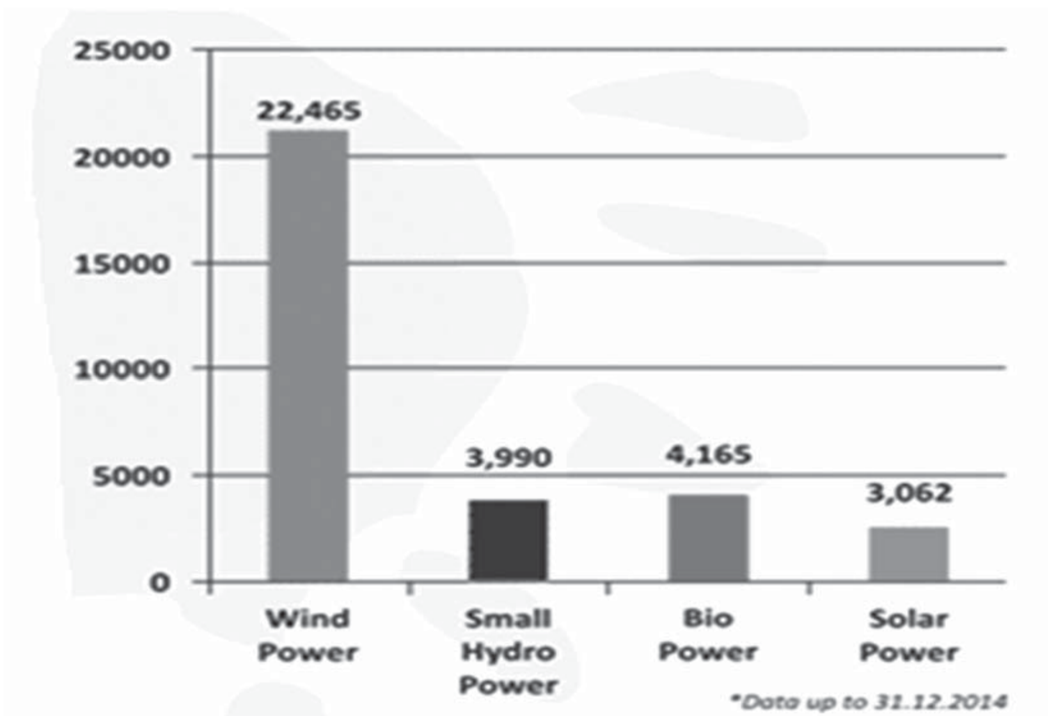
23	Sikkim	98
24	Tamil Nadu	14152
25	Telangana	
26	Tripura	
27	Uttar Pradesh	1260
28	Uttarakhand	534
29	West Bengal	22
30	Andaman & Nicobar	365
31	Chandigarh	
32	Dadar& Nagar Haveli	
33	Daman & Diu	4
34	Delhi	
35	Lakshadweep	
36	Puducherry	120
37	Others	
	Total	**102772**

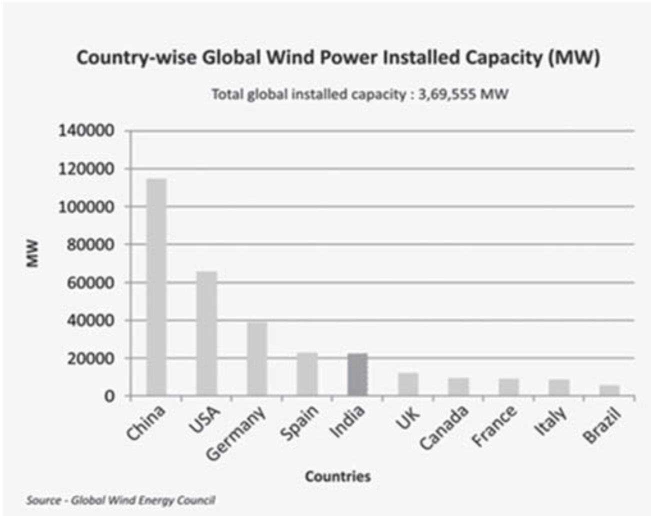
Table1.1: State-wise renewable energy potential (in MW)

Table 2: GRID-INTERACTIVE POWER (CAPACITIES IN MW) [15]

Sector	Achievements during 2014-15 (up to December 2014)	Cumulative Achievements (as on 31.12.2014)
Wind Power	**1,333.20**	**22,465.03**

Figure 4: Renewable Power Installed Capacity (MW)





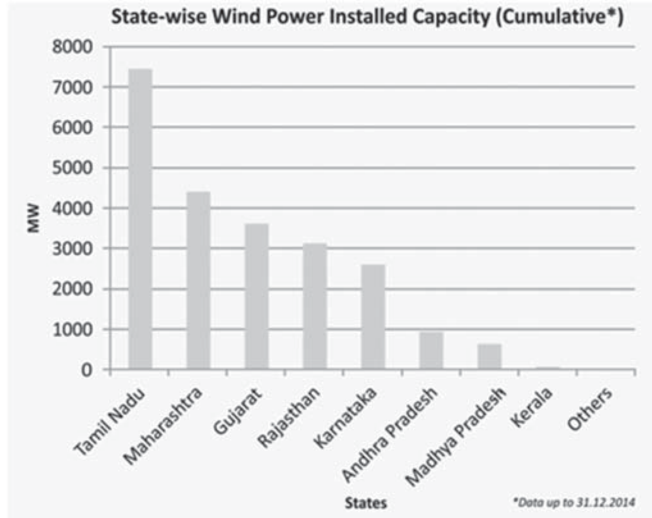


Figure 5: Global Wind Growth Hits All-time High

Figure 6:Year-wise Wind Power Installed Capacity (MW)

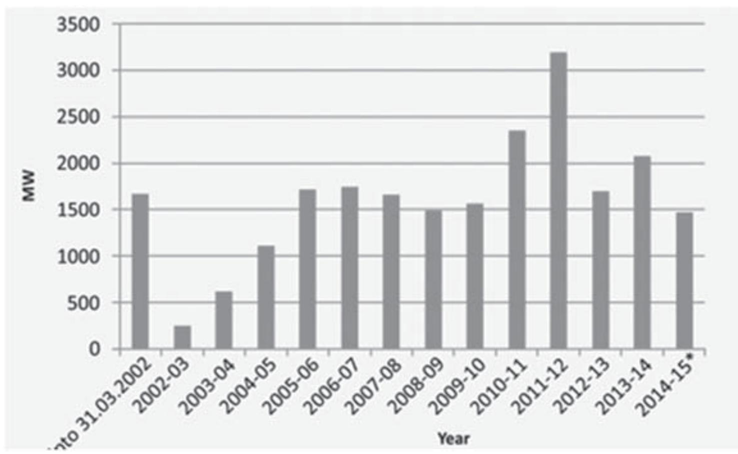
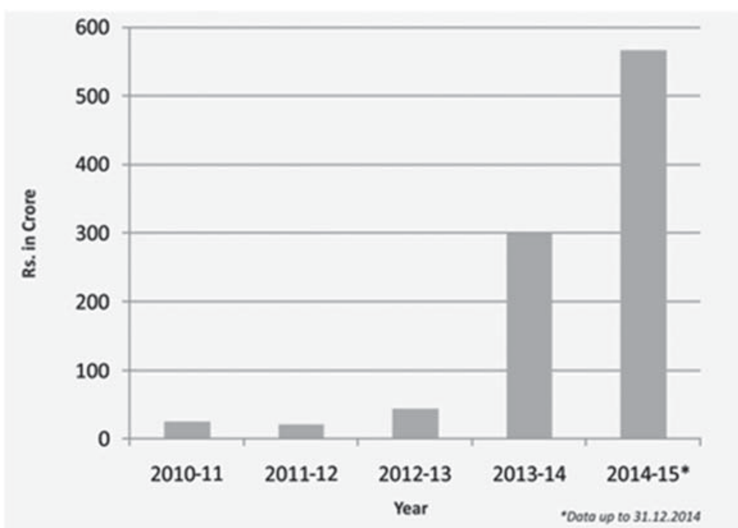
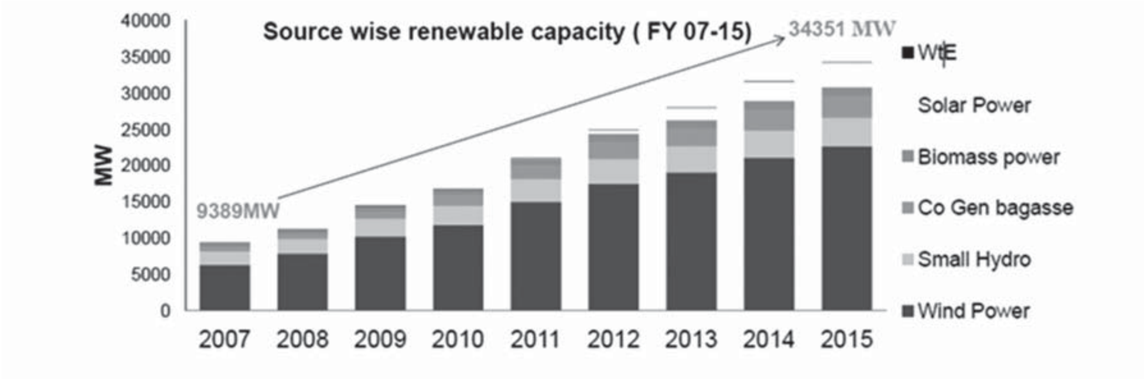


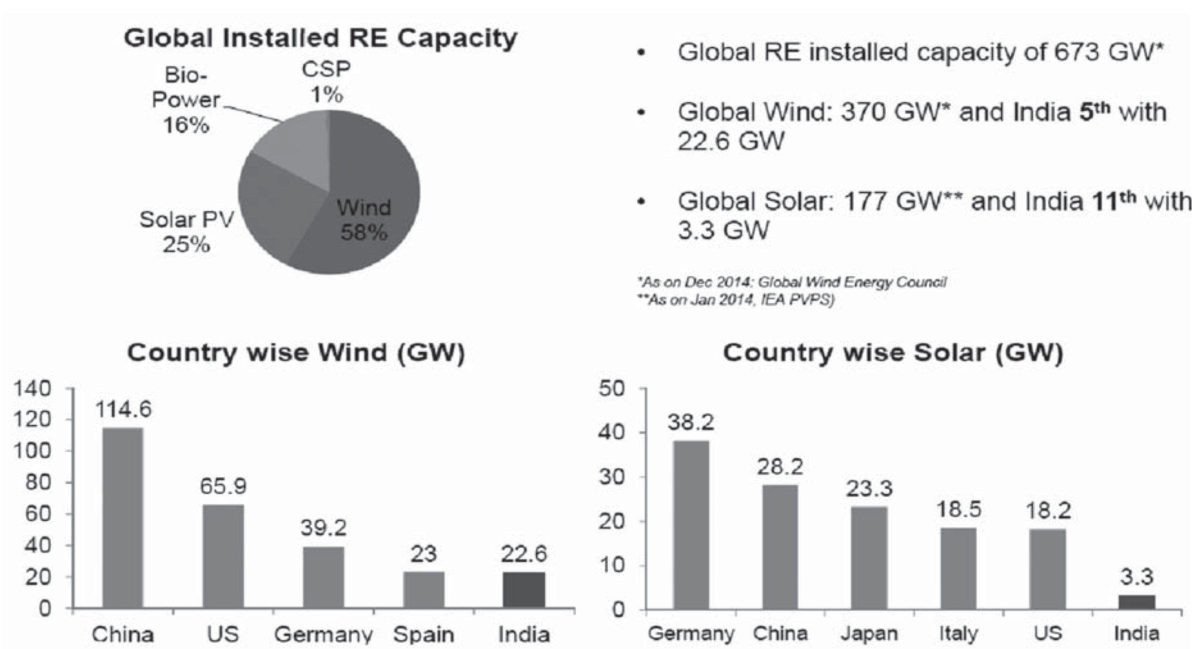
Figure 7: Fund Released under Wind Power Programme in the last 5 Years





Capacities in MW				
Source	Installed capacity by end of 11th Plan (March 2012)	Current installed Capacity (March 2015)	Target as per 12th Plan (March 2017)	**Revised Targets till 2022**
Solar Power	941	3,383	10,941	**1,00,000**
Wind power	17,352	22,645	32,352	**60,000**
Biomass Power	3,225	4,183	6,125	**10,000**
Small Hydro	3,395	4,025	5,495	**5,000**
TOTAL	**24,914**	**34351**	**54,914**	**1,75,000**

Figure 8: Renewable Energy in India: Status and Revised Targets [16]



Renewable Energy: Global and India's Position [16]

Major Drivers for Development and Deployment of New and Renewable Energy in India

Economy and Demographics: The pace of economic and demographic change is a vitally important driver of India's energy sector. Since 1990, India's economy has grown at an average rate of 6.5% a year, second only to China among the large emerging economies, and two-and-a-half-times the global average (if both these countries are excluded). This propelled India beyond Japan in 2008, to become the third-largest economy in the world, measured on a PPP basis. India alone has accounted for over 9% of the increase in global economic output since1990. [17]

Energy security: At present around 60 per cent of India's power generation capacity is based on coal. Net coal import dependency has risen from a negligible percentage in 1990 to nearly 23 per cent in 2014. This, in addition to India's increasing dependence on imported oil, is leading to imports of around 28 per cent of India's total energy needs.

Electricity Shortages: Despite increase in installed capacity by more than 110 times in 62 years, India is still not in a position to meet its peak electricity demand as well as energy requirement. The peak power deficit during financial year 2001-02 was 12.2 per cent, approximately 9252 MW, however, at the end of Financial Year 2013-14, the peak power deficit decreased to the order of 4.5 per cent and in absolute terms peak deficit was at 6103 MW. Similarly, the shortage in terms of energy availability was around 7.5 per cent at the end of financial year 2001-02 (39,187 million unit), whereas at the end of financial year 2011-12, it reduced to around 4.2 per cent. However, in absolute terms it increased to 42,428 million units. As fallout of this situation, planned and un-planned load shedding measures were required to be undertaken by most of the Utilities to bridge this demand-supply gap.

Energy Access: India faces a challenge to ensure availability of reliable and modern forms of energy for all its citizens. Almost 85 per cent of rural households depend on solid fuel for their cooking needs and only 55 per cent of all rural households have access to electricity. However, even with this low access, most rural households face issues with quality and consistency of energy supply. Lack of rural lighting is leading to large-scale use of kerosene. This usage needs to be reduced, as it is leads to increased subsidies and import dependence, and consequent pressure on foreign exchange reserves.

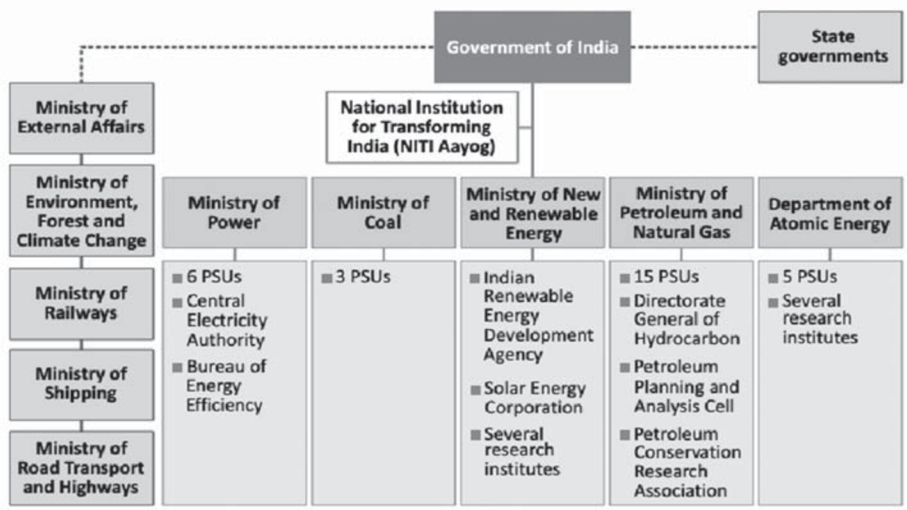
Climate Change: India has taken a voluntary commitment of reducing emission intensity of its GDP by 20-25 per cent from 2005 levels by 2020. In the recently concluded 20th Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC) held at Lima, Peru all parties to the Convention were invited to communicate Intended Nationally Determined Contributions (INDCs) towards climate change mitigation. The increased share of renewable energy in the coming years will contribute towards achieving this goal.

Policy and Institutional Framework

The direction that national and state policies take, and the rigour and effectiveness with which they are implemented, will naturally play a critical role in India's energy outlook. Clarity of vision for the energy sector is difficult to achieve in India, not least because of the country's federal system and complex institutional arrangements. India shares the overarching aim of energy policy throughout the world: to provide secure, affordable and universally available energy as a means to underpin development, while addressing environmental concerns. The administration in place since 2014 has given greater definition to many aspects of energy policy, while also seeking to give more rights and responsibilities to the individual states.

The risk of fragmented decision-making also applies at the national level itself, as there is no single body charged with formulating and implementing a unified energy policy. India has several ministries and other bodies, each with partial responsibility for aspects of energy policy and the related infrastructure (Figure 1.12). Effective co-ordination has been improved by the appointment of a single Minister for Power, Coal, New and Renewable Energy, although the individual ministries themselves continue to exist as separate entities. The institutional structure requires constant effort – not always successful – to achieve co-ordination and resolve disputes.[18]

Figure 9: Main Institutions in India with influence on Energy Policy



Notes: PSU = Public sector undertaking (state-owned enterprise). Other ministries with responsibilities relevant to the energy sector include the Ministry of Urban Development, Ministry of Water Resources, Ministry of Agriculture, Ministry of Finance and the Department of Science and Technology.

Source: Adapted from (IEA, 2012).

Policies

India is undergoing a rapid social and economic transformation, in which strong economic growth, a burgeoning middle class and large-scale urbanisation underpin broader development. Indian policy-makers face the twin challenges of meeting the growing energy requirements to fuel this transformation, while also ensuring that growth is equitable, its fruits shared fairly among India's vast population. As a result, energy security imperatives, including quality, resilience and diversity of supply, but also issues of access, poverty alleviation and affordability are assured to form the foundations of Indian energy policy-making. In terms of the energy mix, India is seeking to balance its development needs with the need to increase the share of low-carbon sources in the energy mix. Its vision provides a continued, important place for coal, alongside a strong push in favour of renewable sources of energy, particularly solar and wind power

India's Renewable Energy Challenge

- India is being subjected to increasing pressure from the developed countries to cut down on its carbon emissions on the grounds that it is the fifth largest consumer of energy.
- India's energy consumption will increase incrementally as it tries to address the challenges of its social and development goals by increasing and sustaining economic growth 8-10 per cent of its GDP.
- Around 57 per cent of India's rural households have yet to be electrified, while around 12 per cent of its villages have no access to electricity. Further 75 per cent of India's rural and 22 per cent of its urban households have no access to modern forms of energy and have to depend on biomass for household needs, including cooking. Therefore, if the government is to succeed in its agenda to provide clean and modern forms of energy to its entire populace in the near future, it will have to

ensure that it has access to sufficient energy resources.

- India does not have sufficient fossil fuel reserves to meet its demand. Around 63 per cent of India's power sector is dependent on thermal energy (coal and gas based plants), 25 per cent on hydroelectricity and 3 per cent on nuclear energy. Further as the impact of climate change on India's glaciers increases, the probability of water shortage is also rising.
- Heavy reliance on coal leads to a large rise in India's energy-related CO2 emissions, although, expressed on a per-capita basis, emissions remain some 20% below the world average in 2040.

Issues in Wind Power Development in India

- Forest land clearance, e.g. in Karnataka,
- Creation of infrastructure for power evacuation and transmission facilities,
- Availability of land for wind farms, iv. Potential land mostly acquired by manufacturers/ developers,
- Implementation of revised tariff as per CERC guidelines,
- Development of scheduling and forecasting system (industry and LDCs not yet fully prepared),
- Withdrawal of Accelerated Depreciation

India: A rising force in global energy demand

Energy demand in India is projected to soar over the coming decades, propelled by an economy that grows to reach more than five-times its current size by 2040 and a demographic boom that sees India become the most populous country in the world by 2025.

Around 36% of India's primary energy supply is used today as an input to power generation, including around 65% of its coal, 31% of its gas, its nuclear and hydro components and the bulk of the contribution coming from other renewable sources, excluding bio-energy. In the New Policies Scenario, electricity consumption grows more quickly than demand for any of the individual fossil fuels; this is also the area in which non-fossil fuel energy has a growing impact.

Electricity Supply

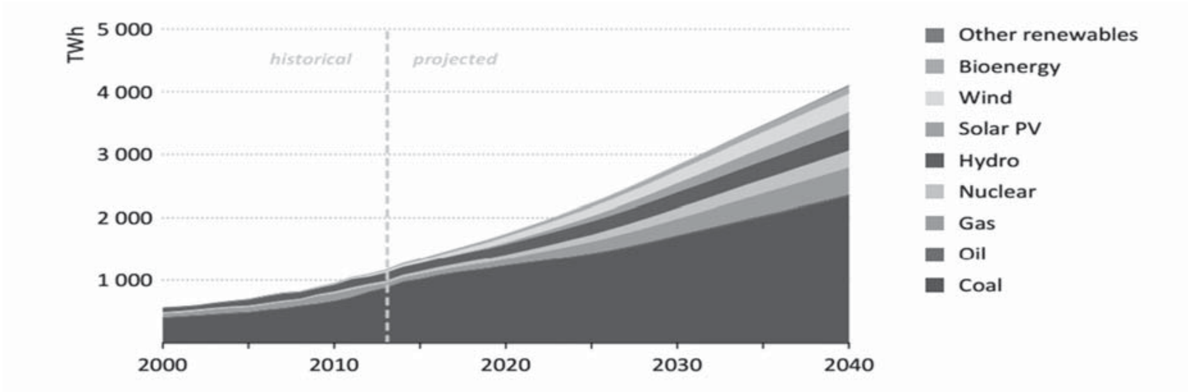
The power system in India has to cope with a number of challenges over the Outlook period. Power generation capacity needs to be expanded to serve rapidly growing power demand and to overcome the shortages which causes regular load shedding. Peaking capacity and flexible power plants need to be added to the fleet to meet demand at any time, improve the reliability and quality of supply and integrate variable renewable energy technologies into the system.

The evolution of the generation mix needs to reflect energy security concerns, affordability and environmental compatibility. Moreover, electricity transmission and distribution networks require massive investments to transport growing amounts of power, bring down the notoriously high losses, deal with increasing volatility in power generation and connect to the grid millions of people without access to electricity. How India addresses these challenges is primarily a question of policy; the long-term trends presented in this section are very sensitive to the successful implementation of reforms.

Rapidly growing power generation and continued reliance on coal as the fuel of choice for generation also make India a significant contributor to growing carbon-dioxide (CO2) emissions from the power sector. In the period to 2040, India's CO2 emissions from power generation grow nearly two-and a-half-times; making its power sector the second-largest emitter from power generation in the world.

India has the third-largest power system in the world, after China and the United States. The power generation mix also becomes increasingly diverse. Today, nearly three out of every four units of electricity are generated by coal-fired power plants **(Figure 10)**[19]

Figure 10: Power Generation by Source in India and the New Policies Scenario



Power generation from renewable energies – with the exception of hydro – plays a minor role today in the power system in India. However, this is set to change substantially over the Outlook period, with non-hydro renewable power output growing twelve-fold, to 720 TWh. The share of all renewables in power generation increases from 17% today to 26% in 2040, with wind and solar PV together accounting for 65% of the growth in renewable power output. [20]

Unlimited Needs, Limited Resources

The sheer size of the increase in energy demand in India means that it mobilizes its energy supply resources on all fronts. In our projections to 2040, low-carbon energy – led by solar and wind power – grows rapidly, from a relatively low base, but domestic production of coal, rising at almost 4% per year, makes by far the largest contribution in energy terms.

Wind and solar power are abundant and increasingly cost effective. The target to reach 175 GW of renewable capacity (excluding large hydro) by 2022 is a strong statement of intent, galvanizing new projects, manufacturing and installation capabilities. Deployment is slowed, in practice, by issues with land use, grids and financing, but the expansion of solar generation capacity to 2040 is second only to coal in our projections.

India Energy Outlook

India is growing fast. Energy is central to achieving India's development ambitions, to support an expanding economy, to bring electricity to those who remain without it, to fuel the demand for greater mobility and to develop the infrastructure to meet the needs of what is soon expected to be the world's most populous country. What happens in India will increasingly influence the global energy economy. In this light, India, the subject of this WEO-2015 special report, is a natural choice for an in-depth study. Major responsibilities rest on the shoulders of the country's energy policy-makers; but they have major opportunities to chart a way forward for the energy sector that is distinctive: more secure, more sustainable, more innovative. As Mahatma Gandhi said, "You must be the change you wish to see in the world". India's climate pledge for the forthcoming climate summit in Paris (COP21) acknowledges this, stating an intention to follow "a cleaner path than the one followed hitherto by others at a corresponding level of economic development".

To this end, India has established goals rapidly to expand its use of renewable energy and more efficient technologies. The path ahead is not straightforward, nor is it for outsiders to dictate. In this report, we do not seek to prescribe but aim, instead, to provide data and objective analysis to inform India's own policy choices and to assess what they might mean for India's economic growth and its interactions with the wider energy world. India is set for a period of rapid, sustained growth in energy demand: how could this re-shape the global energy scene? It is imperative to have a comprehensive analysis and assessments of the multiple challenges and opportunities facing India as it develops the resources and infrastructure to meet its energy needs. Further there is an urgent need to:

- Explore how major new policy initiatives, from "24x7 Power for All" to the "Make in India" campaign, affect India's energy outlook. „
- Identify the investment required in India's generation and grid in order to provide universal, secure and affordable electricity supply. „
- Highlight the growing role of renewables, led by wind and solar, in India's energy future, alongside the continued importance of coal. „
- Evaluate the energy security and environmental strains that accompany India's rise and how they can be addressed. „
- Assess the implications for a global energy system in which India exerts ever-larger influence. [21]

Why Renewable energy?

The abundance of renewable energy resources across India, allied with declining costs for their exploitation in some cases and clear synergies with the country's development and energy security goals, has created a fertile environment for their expansion. Energy from all other renewable sources grows strongly, particularly in the power sector, where renewables account for half of all the new capacity brought online over the period to 2040, increasing their share of capacity in the power mix from 28% to more than 40% (Figure 3.16). Even though, the economic drivers are becoming stronger as technology costs fall, particularly for wind and solar power, they are not yet strong enough to justify investment without some form of subsidy.

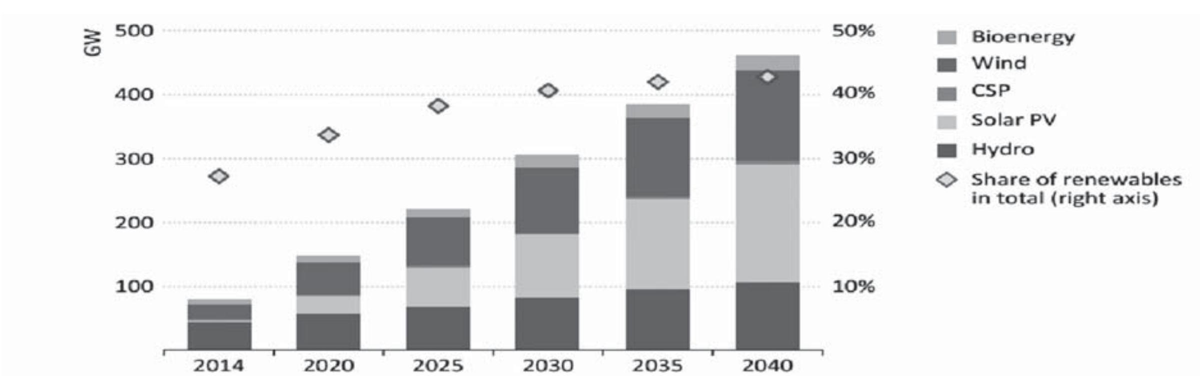


Figure 11: Renewables based power generation capacity in India – New Policies Scenario

Again there is no single system of official support for renewables in India, rather an intricate patchwork of different national and state-level initiatives that encompasses feed-in tariffs, purchase obligations, bundling renewable with thermal output, accelerated depreciation schemes and a range of interventions that lower the cost of financing.[22]

Concluding Observations

Wind energy has achieved and repeatedly surpassed the targets set under five yearly plans. The target set during 10th five yearly plan (year 2002 to 2007) was 1,500 MW whereas the actual installations been observed were 5,427 MW. Similarly, the target set during 11th five yearly plan (year 2007 to 2012) was 9,000 MW whereas the actual installations were 10,260 MW. The proposed target for 12th five yearly plans (year 2012 to 2017) is 15,000 MW. Here in India, it is necessary to introduce long term comprehensive stable policies to support and boost the necessary investments in renewable energy. To avoid the distraction of renewable energy policies effectiveness, the policies must be carefully structured considering a harmony with existing state level mechanisms. Considering the effectiveness of wind energy share in renewable energy set targets, it should be allowed to grow without hurdles and policy withdrawals.

Access to energy resources is an important factor for the political and economic development of a country. The advent of financial globalization, the growing gap between the rich and the poor, and the need to fight global warming are all intertwined with energy concerns. The Indian energy landscape is evolving dramatically, and therefore one needs to understand the importance of energy governance in the context of the economic development of a country, its comprehensive national strength that enables the country to pursue an independent foreign policy and also to have extensive influence in both regional and world politics.

The State and Central policy-makers have to implement far-sighted public policies that create the conditions under which wind energy can thrive. With the environmental and economic advantages of wind energy becoming ever more apparent, now is the time for our leaders to renew their commitment to the key public policies that will enable the nation to achieve even greater benefits in the years to come.

The energy system in India in the New Policies Scenario in 2040 is transformed in every respect from today: operating on a different scale; **more diverse in terms of players, fuels and technologies; far more complex to manage; and requiring much larger inflows of capital**. Developing such an integrated system in a cost-efficient way, and ensuring its reliable operation while mitigating environmental impacts, is a major challenge for policy at national and state levels. But the prize in terms of improved welfare and quality of life for India's population is enormous.

Realising India's energy objectives, whether at the pace anticipated in the New Policies Scenario or at the accelerated tempo of the Indian Vision Case, will require sustained investment, at levels that necessitate calling upon **large-scale flows of private and foreign capital.**

Energy is set to make a huge contribution to quality of life in India, powering the offices and factories in which people work, the cities in which an increasing number of them live, as well as the appliances and vehicles that rising incomes allow a bigger share of the population to buy. A well-functioning energy sector is a pillar of India's general strategy for job creation and further affordable and reliable energy supply is essential for India's growth and development. Energy efficiency policies in India are growing in scope and importance, contributing to the mitigation of the prospects of energy consumption growth.

The need of the hour is the policies that drive the nation towards **a clean energy and delivering growing benefits for environment and health.** Wind energy therefore remains a crucial factor in India's security calculus and it forms a very important component of India's energy security today which can neither be ignored nor overlooked. Therefore, only a robust and coherent energy policy will enable India in the long term to manage the different elements in its **"energy trilemma"**: **energy security, equitable energy access and environmental impact mitigation.** Therefore, it is vital for India to formulate holistic policies that will encourage investment in energy infrastructure, create a strategic energy mix, and promote coordination between the central and state governments so that the country's energy supply will be able match its economic growth aspirations.

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IMPACT OF WORK LIFE BALANCE AND STRESS MANAGEMENT AMONG WOMEN EMPLOYEES IN PUBLIC SECTOR BANKS IN CHENNAI

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INTRODUCTION

The effectiveness of any organization depends upon its competitive and talented work force. Economic liberalization in 1990s has led to the emergence of knowledge based organization. The successful outcome of any organization depends on the performance of its employees, which in turn depends on numerous factors. These factors can be related to work or family or both . In today's competitive and changing organizations, stress has become an important and influential factor. The relationship between personal and professional life can better be accomplished through emotional intelligence and better management of stress which in turn will help to accomplish Work-Life Balance.

OBJECTIVES OF THE STUDY

1. To study the factors causing stress among the women employees in the public sector banks.

2. To suggest measures to overcome stress among the women employees in the public sector banks.

REVIEW OF LITETRATURE

[1]Samadhi Annamalai and. Nandagopal (2013) analysed occupational stress and Coping Strategies among 360 ITES Executives in Coimbatore. ANOVA revealed that there was no significant difference between demographic profile and sources of occupational stress. Managerial role emerged as a dominant role of occupational stress experienced by ITES executives. There was significant difference between coping strategies used by ITES Executives to adapt to strategizing their tasks in order to prevent or manage them stress. There was significant difference between demographic profile of the respondents and their coping strategies. There was positive association between coping strategies used and job satisfaction level.

[2]Sathyapriya.J and Amuthalakshmi (2012)analysed the factors affecting the stress and influence of stress indicators on level of organizational stress among 300 women employees of IT companies. Principle component method of factor analysis revealed 11 factors namely comfortability, efficiency, competitiveness, clarity, dignity, response, environment, adoptabilty, planning and diversity as the major factors affecting the stress level of women employees. 59% faced high level of organizational stress. Regression model showed that excessive use of alcohol or other substances influenced the organizational stress level. Depression, disharmony with colleagues was positively influencing the stress level in the organization. Decline in efficiency and productivity and stretching were negatively influencing the organizational stress level

[3]Rajagopal. N (2010) analysed organisational role stress and employee burnout in pharmaceutical industry among 175 middle level executives and found that there was positive correlation between average variables of organisational role stress and burnout. ANOVA revealed that there was statistical significance of each predicted variable. Step-wise regression analysis identified the prominent predictors like ambiquity, resources inadequacy, inter role distance, role isolation and personal inadequacies & were found significant. Overall r2 value justified the significance of role of organizational stress.

[4]Ruchi Sinha (2012) analysed stress management among 100 respondents 50 from public and 50 from private sector organizations in Chhattisgarh. 'F" test revealed that age of employees was dependent

on stress level of employees. “Z” test revealed that there was no differnce in stress among male and female employees at their work place of both sectors. “T” test revealed that level was independent of the salary of the public sector employees but the stresses of the private sector were dependent on salary of employees. There was negative correlation between job performance and stress of employees and there was negative correlation between organisational commitment of job stress in public and private sector. Employees were facing stress due to decreased motivation, absenteeism, low productivity and due to targets not been achieved.

Methodology

The study is based on primary data. Primary data was collected from a random sample of 511 respondents in Chennai city. Factor Analysis was used to study causing stress among the women employees in the public sector banks.

Questionnaire Structure and Design

Two questionnaires were used in the present study. Questionnaire was divided into two parts. Part I reflects consumers’ perception as regards Work Life Balance and Stress management among women employees in Public sector Banks in Chennai Part II deals with the general information about the respondents.

FRAME WORK OF ANALYSIS

Percentage analysis and Factor analysis were done using SPSS package.

LIMITATIONS OF THE STUDY

This study is not free from limitations. Primary data had been collected through questionnaire and the results of the study suffer from the limitations of such instruments of data collection. Adequate representation had been given only to Chennai and not for all major cities in India.

ANALYSIS OF DATA

56 per cent of the respondents belonged to the age group 40–50. 90.1 per cent were married women employees. 49.5% of the respondents were post graduates. 40.7 per cent of the respondents had a monthly income of 40000-60000. 47.2 per cent of the employees had a work experience 15-20 years. 27.7 per cent of the respondents were in the clerical cadres, 26.4 per cent were cashiers, 23.9 per cent were Accountants followed by 16.3 per cent Assistant managers.

FACTORS PERTAINING TO CAUSES OF STRESS

After reviewing National and International literature several variables regarding factors pertaining to causes of stress it was found that these variables were responded by the respondents in Likert’s 5 point scale which ranges from strongly agree to strongly disagree. It consists of 10 variables. These variables have to be reduced into predominant factors with variable loadings.

TABLE I

KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin-Measure of Sampling Adequacy	0.594
Bartlett’s Test of SphericityApprox Chi-Square	633.866
df	45
Significance	0.000

It was found that KMO measure of sampling adequacy is 0594, Barlett’s test of Sphericity shows a significance of 0.000. Hence it can be concluded that the variables pertaining to causes of stress are normally distributed and they have the potentiality to form the factors. The individual variances of all the 10 variables are listed in the communalities table

TABLE II

Communalities

Statements	Initial	Extraction
Stress is due to my Family life	1.000	.665
I get stress because of the work load	1.000	.652
Demands of peers and juniors cause stress	1.000	.651
I don't spend enough time with my family	1.000	.567
I feel uneasy when I am forced to do a job within a time limit	1.000	.685
I think the work environment leads to stress	1.000	.594
Stress is related to dealing with customers and colleagues	1.000	.584
I do not get enough time to attend social and religious functions	1.000	.639
Stress occurs due to need to reach targets	1.000	.543
Stress is related to long working hours	1.000	.582

Extraction Method: Principal Component Analysis.

It was found that the 10 variables range from 0.543 to 0.685. These variance limits are more appropriate for variable groupings and formation of factors.

TABLE III

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
stress is due to my family life	2.119	21.187	21.187	2.119	21.187	21.187
I get stress because of the work load	1.491	14.905	36.093	1.491	14.905	36.093
Demands of peers and uniors cause stress	1.412	14.121	50.214	1.412	14.121	50.214
I don't spend enough time with my family	1.141	11.413	61.626	1.141	11.413	61.626

I feel uneasy when I am forced to do a job within a time limit	.904	9.038	70.664			
I think the work environment leads to stress	.742	7.422	78.087			
stress is related to dealing with customers and colleagues	.683	6.833	84.920			
I do not get enough time to attend social and religious functions	.541	5.406	90.325			
stress occurs due to need to reach targets	.513	5.127	95.453			
stress is related to long working hours	.455	4.547	100.000			

Extraction Method: Principal Component Analysis.

It was found that 10 variables are reduced into 4 predominant factors with cumulative variance 61.626%. These 4 factors individually posess the variances of 21.187%, 14.905%, 14.121% and 11.413%. The individual variable loadings are given in the Rotated Component Matrix.

TABLE IV

Rotated Component Matrix

Statements	1	2	3	4
stress is due to my family life	.809			
I get stress because of the work load	.790			
Stress is related to dealing with customers and colleagues	.662			
Stress occurs due to need to reach targets		.726		
I feel uneasy when I am forced to do a job within a time limit				.466

I don't spend enough time with my family		.546		
I think the work environment leads to stress			.744	
stress is related to long working hours			.626	
I do not get enough time to attend social and religious functions	.407			
Demands of peers and juniors cause stress				.800

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 6 iterations.

The First factor consists of four variables as follows

1. stress is due to my family life(0.809)
2. I get stress because of the work load(0.790)
3. Stress is related to dealing with customers and colleagues(0.662)
4. I do not get enough time to attend social and religious functions(0.407)

   Therefore this factor can be named as **"Work Load"**

The Second factor consists of two variables as follows

1. Stress occurs due to need to reach targets(0.726)
2. I don't spend enough time with my family(0.546)

   Therefore this factor can be named as "**Personal Inadequacies".**

The Third factor consists of two variables as follows

1. I think the work environment leads to stress(0.744)
2. stress is related to long working hours(0.626)

   Therefore this factor can be named as **"Environment".**

The Fourth factor consists of two variables as follows

1. I feel uneasy when I am forced to do a job within a time limit (0.466)
2. Demands of peers and juniors cause stress (0.800)

Therefore this factor can be named as **"Public demands".**

The findings revealed that work load was the most important factor causing stress and the other factors like Personal Inadequacies, Environment and Public demand also caused Stress among the women employees in the commercial banks

WORK LIFE BALANCE

Constant struggle and effort to maintain a balance between the work and personal life can have serious implications on the life of an individual. The pressures of the work or personal life can lead to stress. It has been found to that such situation can take a toll on the person's health both physiologically and psychologically.

Pressure, stress or tension in work life can lead to bad social life and vice versa. Achieving "work-life balance" is not as simple as it sounds. Work has an adverse effect on women, as it affects their health and even their sleep. The spillover of work into family life showed that women did not have enough time to spend with their families and moreover work pressures affected quality of family life. A supportive work environment is helpful in achieving work life balance. Therefore, it is important for employees to maintain a healthy balance between work and their private lives. This will help them to achieve their personal and professional goals as well the organization they are working for.

SUGGESTIONS

- Most of the employees are under stress due to heavy work load, hence the management should divide the work among the employees of the same department**.**
- The stress can be reduced, by improving of personal interaction with the superior with the employees and suggest them ways to improve good result.
- Management should introduce stress management strategies like time management, physical exercise, meditation and yoga social support, counseling, goal setting, job redesign etc… can be adopted to reduce the stress of the employees
- Framing realistic targets and provide necessary training to workers to help them to achieve the target.
- Improving communications between employees is very effective for reducing stress.
- Changing the physical qualities of the workplace like lighting, air temperature, odour and music can reduce stress.

CONCLUSION

Human Resource management is no longer just a support function but a strategic tool for competitive advantage. In fact, it is difficult to practice customer-centric strategic management without first achieving employee satisfaction. The number of individuals affected by job stress is growing day by day in almost every industry. The need of the hour is to avoid stress or to manage it before it has adverse effects on the individuals

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ELEMENTS OF EMOTIONAL BRANDING – A STUDY WITH REFERENCE TO FMCG IN CHENNAI CITY

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INTRODUCTION:-

In recent days of marketing, brands have helped many consumers to know about the new developments in their products,and their improvements only with the consumer's reaction towards their products through consumer's satisfaction and involvement to the brands. Emotional brand and its impact on consumers are already researched by marketing academics such asAaker (2000), Marc Gobe [2001, 2005], Fournier (1998), and Holt (2004). India being one of the largest populated countries, the potential of availability of brandsis highly and immensely spread. There are many brands and its products that are competing powerfully in the market to satisfy the needs of the customers. Consumers always have an emotionalconnect with the brands only when the brand involves with their deepest emotional impacts like desire to feel secured when buying the brand, to identify the particular brand among competitors.

Gobé (2001) narrates anEmotional Branding orientation with the consumers as, which

"… helps in connecting the products and its usage to the final consumers in an emotionally profound way. The emotional branding element focuses on the aspects of the human characters; and there exists an emotional involvement and satisfaction. This emotional satisfaction will in turn create an emotional motivation in consumers. Emotional Branding approach defines in itself that the relationship with the brand and its consumer is made known with the value the brand gained in the minds of a consumer. (Roberts,2004; Gobés, 2001).

Travis (2000) says," a brand acts asmiddlemen between a company and its customers. It will be very difficult for a company to know how customers feel about their brand. The brand relationship with a consumers has many number of constructs, which includes brand attachment (Thomson, MacInnis, & Park, 2005), brand commitment (Wang, 2002), brand devotion (Pichler&Hemetsberger, 2007), and brand love (Ahuvia, 2005; Carroll &Ahuvia, 2006; Fournier, 1998). "There must be created - an emotional connection towards a brand and its consumers which should mean its importance and impact to the final consumers".

Recent findings narrates that "a strong consumer and brand relationship will lead to higher levels of consumer loyalty towards the brand" (Malär, Krohmer, Hoyer, &Nyffenegger, 2011; Park, MacInnis, Priester, Eisingerich, &Iacobucci, 2010). The improvement in the emotional branding inculcates and acts as a platform for connecting the brand's products to its final consumer in an emotionally bonding way.According to Roberts (2004) "Emotional Branding is a consumer-centric, relational, story-driven approach that builds profound and lasting bonds between customers and brands".The Emotional interest of a consumer towards a brand always represents the affective commitment in consumer-brand relationships, describing the strength and the bondage between a consumer and the brand, the extent to which the consumer remains loyal to the brand (Thomson, MacInnis, & Park, 2005)

The most informed and comprehensive approach is by Kleinginna and Kleinginna (1981), " A brand that targets consumers' emotional urge and consumers strong desire for it is called Emotional branding which helps in connecting a brand to its final consumers. This connection of brands to the people occurs through different factors, which are of much importance with consumers in their everyday routine. FMCG defines not only the commitment and involvement of consumers for the products but it narrates the terms of usage or duration more broadly by engaging consumers on their final benefits. There are several discussions on the FMCG with regard to the consumer's behaviour and the purchasing decisions of consumers being made by several authors. This article narrates the elements of emotional branding perspective with the Fast Moving Consumer Goods (FMCG) environment.

Review of literature:

Dr. S. Jeevananda (2011) in his article narrated the significance of the relationship between brands and its quality. The author points out that the quality of brands increase which leads to the increase in the brand value proving that there is a relationship between the price and promotion of the FMCG products.

Mr. K. Pongiannan and Jayakumarchinnasamy (2014) in their article has found that advertisements for the consumer goods have highly attracted the young and middle aged consumers. The ads quality has to be improved with no false promotions and old age consumers should also be concentrated with their needed products in detailed procedure.

S. Thanigachalam and Dr. K. Vijayarani (2014) found the importance of consumer behaviour on the decision making process of the consumers on purchase of FMCG. They highlight the points on the change of consumer behaviour before purchase, on purchase and after purchase of the consumer goods with regard to the loyalty of consumers towards the brand of FMCG.

Dr.Vibhuti, Dr. Ajay kumartyagi and Vivekpandey (2014) enumerates their view with regard to the consumers buying decisions for the products like bathing soap, chocolates, edible oil, milk, shampoos. Their decisions were based on the availability, taste, quality, brand, and the reach of those brand's products through media, newspapers, magazines with discounts, offers, gift vouchers, coupons, etc.

Dr.GeethaNema and Astha Joshi (2015) in their findings on the role of sensory branding on consumer buying behaviour in FMCG products narrates the pivotal role of senses of consumers at the time of purchasing a brand or at the time of making decisions for purchase of any FMCG.

Authors Dr.Gopal and DeepikaJindoliya (2016) summarised the decision making process of the consumers with regard to the usage of online channels at the time of their buying process with the essentials including product attractiveness, time saving, excitement, enjoyment are those which influences consumers in their purchasing procedure through online shopping.

Dr. Sanjay KeshaoraoKatait (2016) in his article narrates the importance of the FMCG green products in the minds of consumers, their reactions, attitude and attraction for the products which guide them in their buying process with regard to the gender comparison.

Authors Dr. S. Anandarajan and A. Manikandan (2016), narrates through their study focussing on the companies importance on the consumer behaviour towards selected FMCG products with regard to the rural and urban area consumers.

Authors Vishal Soodan and Akhilesh Chandra Pandey (2016), in their study on influence of emotions on consumers buying behaviour in FMCG products in Uttarakhand, narrates their findings on the importance of emotions in consumers during purchase procedure of the FMCG goods, how emotions of consumers make them purchase the goods.

Arun Kant Painoli (2017), in his article has narrated the facts regarding the FMCG purchases made by the consumers on detergent powders and cakes in the Uttarakhand state's rural areas. The author feels that the products "cake and detergent" plays a vital role in a consumer's daily life and found whether there is any difference in the purchase behaviour of consumers in the rural areas for the mentioned products.

Gaps in the literature:

After reviewing the national and international literatures pertaining to emotional branding, the researcher identified a unique predominant lacuna regarding the measurement of various elements of emotional branding. The present study attempts to exactly measure the various elements of emotional branding surmounted due to FMCG's in Chennai city.

Objectives of the study:

1. To propose a moral of emotional branding with respect to FMCG's in Chennai city.
2. To derive and confirmthe elements of emotional branding.

Hypothesis:

There is no significant difference among the various elements of emotional branding.

Methodology:

The study is based on both the primary and secondary data. Primary data is collected through a well-structured questionnaire which consist of 12 components of emotional branding, each component consist of several variables in LIKERTS 5 point scale which ranges from Strongly agree to Strongly disagree.

Data collection:

The researcher applied convenience sampling method to obtain the responses from the consumers of FMCG products. The researcher circulated 10 questionnaire each in all 12 zones of Chennai city and able to get 120 responses of FMCG consumers.

Data analysis:

The researcher applied exploratory factor analysis followed by confirmatory factor analysis to exactly determine the components of emotional branding. The researcher also used linear multiple regression analysis and Karl Pearsons coefficient of correlation to relate the components of emotional branding.

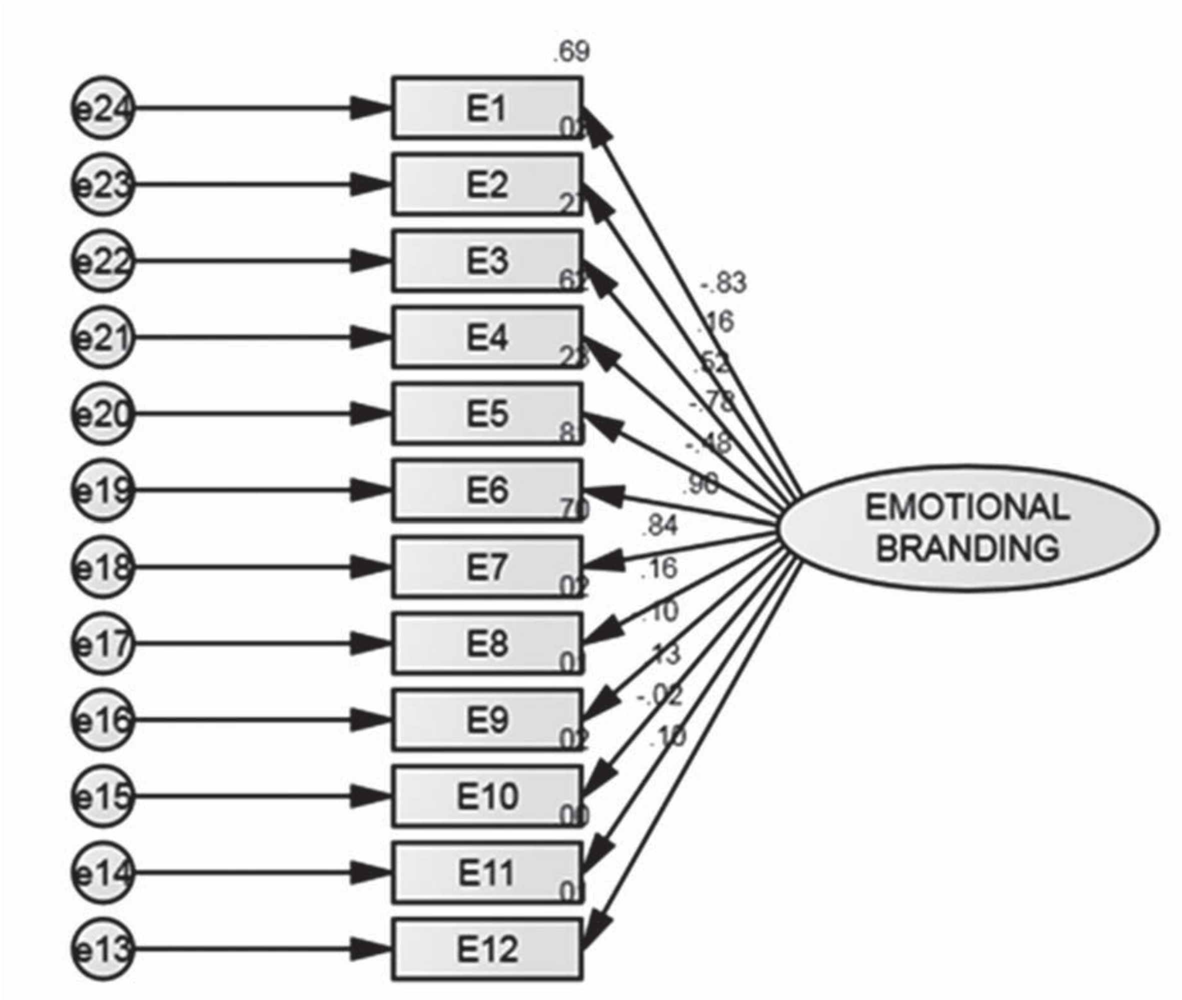
Analysis and discussion:

The application of both exploratory and confirmatory factor analysis on 12 factor of emotional branding namely;

E1 - Brand loyalty
E2 - Product experience
E3 - Product attributes
E4 - Brand attitude
E5 - Brand preference
E6 - Brand reputation
E7 - Brand personality
E8 - Product utility
E9 - Brand attachment
E10 - Brand information

E11 - Customer relationship management
E12 - Brand relationship management.

The confirmatory factor analysis brought the following output:



From the above confirmatory factor analysis, it is found that emotional branding is confirmed with the 12 elements.

E1	Brand loyalty	0.83
E2	Product experience	0.76
E3	Product attributes	0.62
E4	Brand attitude	0.78
E5	Brand preference	0.96
E6	Brand reputation	0.48
E7	Brand personality	0.84
E8	Product utility	0.16
E9	Brand attachment	0.10
E10	Brand information	0.13
E11	Customer relationship management	0.02
E12	Brand relationship management	0.10

This shows that the 12 elements are essential in building emotional branding among the consumers of FMCG products. Further the moral fit indices are verified through a structural equation model and obtained the following values.

1.	Chi square value	2.980
	p value	0.105
2.	Goodness of fit index	0.960
3.	Comparative fit index	0.954
4.	Normed fit index	0.916
5.	Routes mean square error of approximation	0.070

The above mentioned fit indices are highly significant in confirming the elements of emotional branding.

Findings and conclusion:

It is found that brand loyalty, product experience, purchase attributes, brand attitude, brand preference, brand reputation, brand personality, product utility, brand attachment, brand information, customer relationship management, brand relationship management are highly responsible to build emotionally attached branding process among the consumers of FMCG's. It isconcluded that emotional branding is not a unique phenomenon but is a combination of the above mentioned 12 elements. Among these 12 elements brand reputation creates a high influence on emotional branding and Customer Relationship Management plays a least role in building emotional brand attachment among the consumers of FMCG products.

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"A STUDY ON RELATIONSHIP BETWEEN COMPETENCY MAPPING AND COMMITMENT OF THE EMPLOYEES IN ITES SECTORS" - WITH SPECIAL REFERENCE TO CHENNAI CITY

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1. INTRODUCTION

Business is carried out for profit. The Moto of all the business is to earn profit and to hold a superior position in the market by branding the product. In order to hold a superior position in the market, the company should not compromise within the quality of the product. Without compromising the quality and the quantity of the product there are three basic rules for profit maximization. These are - Increase in the output by keeping the input constant decrease the level input and maintain the same output, Maximization of output with minimizing the level of input. These factors can be adopted successfully in production sectors, but in today's business environment, the investment towards production sector is gradually decreasing and the market is witnessing the penetration of the services sectors. Services sectors play a crucial role in the market. To maximize the profit in the service sector the system has to concentrate more in Human capital. In production sector, the major capital is in the form of components such as, raw material, work in progress, and finished goods. Whereas in service sector nearly 70% - 80% of the investment is in human capital and balance in systems and machinery. The global scenario of the economy necessitates innovative approaches in managing the work force. ***Gary Desslar Human Resource Management, 7th Edition. 1997 Prentice Hall, New Jersey***

Till date, many intellectuals have done research to recognize the factors for competency and have improvised the recruitment procedures accordingly. One of the most HR (Human Resource) practice is competency mapping for the development of the employees. Identification and development of the competencies in an organization enable better performance management the reward and recognition systems leading to career and succession planning programs Competency mapping is a strategic HR frame work for monitoring the performance of the employees. ***Sanhgvi. S (2007) the Handbook of Competency Mapping***

The fast changes happening in the demography and social systems thereof have evolved as a breather space for various HR practices enhancing the employee commitment and growth. But the past study reveals that both the production and the service sectors had extremely low record of 100% employee commitment. To narrow down the above statement, if the company can earn a profit of 68% with 57% of the total employee's commitment in the organisation, then the organisation can definitely gain better rewards considering the employee is competent and committed. The following study helps to find the relationship between the competence and the commitment of the employees to accelerate the organization's final goal. The objective of the study is to increase the employee commitment by recruiting competent employee whereby the profit of the company can be as bright as a noon day light instead of an evening sunset. ***ZENITH International Journal of Multidisciplinary Research Vol.2 Issue 1, January 2012, ISSN 2231 5780 www.zenithresearch.org.i***

2. OVERVIEW OF COMPETENCY MAPPING AND COMMITMENT

Kamlesh Kumar Upadhyay (Oct 2013) has presented on overview of how Competency mapping enhances employee's performance within special focus on currents trends in Competency mapping.

K Dhamodharan (2014) has described the need for competent employees and specialized knowledge has been identified to stand up and match the global standards. The findings suggest that output can be optimum by correlating performance result with Competency mapping.

Rachna Sharma (2014) has studied on (KSA) Knowledge, Skill and Attributes. The finding of the study concludes that, usage of Competency mapping can help in the development of an Individuals Career Development.

Alice Waithilgeni Kibui (2014) has studied from the survey of State Corporation in Kenya. She identified that the retention of employees is one of the biggest challenges in today's operating environment. The researcher has used behavioral standards of excellence for her survey study.

Edel Conway and Kathy Monks (2003) has examined the impact of HR practices on the attitudes and commitment of employees. The findings shows that while attitudes towards some HR practices impact considerably on affective commitment, their impact on the continuance or normative dimensions is considerably weaker.

Rajendran Muthuveloo and Raduan Che Rose (2005) have focused on the typology of employee commitment and organizational commitment. The authors had viewed that organizational commitment is a subset of employee commitment which is comprised of work commitment.

Prashant Bordia Robert.L.Tang and Simon Lloyd.D.Restubog (2006) found the relationship between psychological contract breach and two types of employee performance. The results reveal that experience of contract breach can stricken hurt the effective commitment of the employed which in turn results in poor performance.

From the conclusions of the literature review the researcher has found that there is no sufficient research work on the relationship between competency mapping and commitment, so further research has made.

2.1. Research gap

The retrospect of various articles on competency mapping and commitment of the employee asphalts a way to increase the commitment of the employee by recruiting competent employee. Whereby, this approach towards the human capital might decrease the rate of attrition. From the literature review it has been found that, the competent employee can perform better. The committed employee is sincere towards the job. In this study, the researcher has studied to analyse the relationship between the competency of the employees and the commitment of the employees. After reviewing the national and international literature reviews pertaining to competency mapping and commitment the researcher identified an unraveled domain of relating competency mapping and commitment.

Therefore the present research is intended to study the nature of the relationship between competency mapping and commitment, this is clearly explained in the following proposed model.

Core competencies describe the behaviors that act as a key to success of an organization. In a sense, core competencies define the skills and abilities that all employees must demonstrate in order to drive at the business results. Core competencies are directly aligned and support the primary goals and strategies of the organization. The process of identifying core competencies starts with the specification of primary goals and strategies

Such as:-

- ✓ How the company meets the challenging factors such as attrition?
- ✓ How to remodel the employees with less drive towards work?
- ✓ What are the primary drivers of employees towards success?

The globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the democracy and social systems paved the way for various HR practices enhancing the employees' productivity and growth.

- ✓ Selecting the "***right person for the right job***"
- ✓ To bring down the raising attrition rate.

Boyatzis (1982) described competencies as underlying characteristic of an individual, which are casually related to effective job performance. With the help of above reference, Boyatzis and other authors state that ***"if the right person is selected, the company has almost reached the goal***". The globalization has created opportunities to the employees, and this in turn results in the increasing rate in attrition.

Competency Mapping

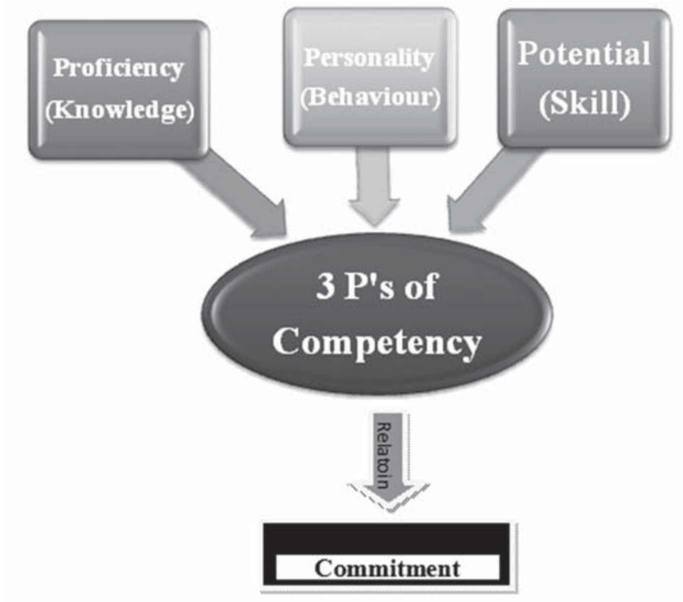
All competencies are defined from levels in a competency framework. Each definition typically expresses the knowledge, behavior & skills expected from the employee to be rated at that level of performance.

3. Research gap

The retrospect of various articles on competency mapping and commitment of the employee asphalts a way to increase the commitment of the employee by recruiting competent employee. Whereby, this approach towards the human capital might decrease the rate of attrition. From the literature review it has been found that, the competent employee can perform better. The committed employee is sincere towards the job. In this study, the researcher has studied to analyses the relationship between the competency of the employees and the commitment of the employees. After reviewing the national and international literature pertaining to competency mapping and commitment, the researcher identified an unraveled domain of relating competency mapping and commitment therefore the present research intended to study the nature of the relationship between competency mapping and commitment, which is clearly explained in the following proposed model.

Proposed model

The three P's of competency mapping namely ***Proficiency, Personality, and Potential*** has a relation with the ***commitment of the employees***. If the employer can identify and select the right person for the right job through a structural analysis of competency mapping the employer can expect the employee to be both competent and also to be committed to the job for what he is absorbed for. This in great turn accelerates the business of the company and also creates a better leverage for the organisation to have a successful march to the organizational goals.



3.1 Proficiency – Knowledge

Knowledge of the employees is considered too most important leverage to increase the efficiency of the service sectors and even in production. The challenging task in ITES sectors is attrition, which paved a way for a forwarded thinking called knowledge management. So many ERP's and other consulting companies are now providing advice in regards to retain knowledge. Knowledge management efforts typically focus on organizational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organisation. These efforts overlap with organizational learning and may be distinguished from that by a greater focus on the management of knowledge as a strategic asset and on encouraging the sharing of knowledge.

3.2 Personality – Behavior

Behavior is the range of actions and mannerisms made by individuals. It is the response of the system or organism to various stimuli or inputs, whether internal or external, conscious or subconscious, overt or covert, and voluntary or involuntary. Behavior can be classified under two categories. That is positive behavior and negative behavior. In an organisation if , all the employees are satisfied or accepting the employers behavior this kind of behavior can be termed as positive behavior .The employees are not satisfied and continued to have problems with the other employee , then this kind of behavior can be termed as negative behavior.

3.3 Potential - Skill

A skill is the ability to carry out job effectively towards the goal within a specified time period. Skills can of labour skills, life skills, soft skills life skills, people skills, social skills. For example, in the domain of work, some general skills would include time management, teamwork and leadership, self-motivation and others, whereas domain-specific skills would be useful only for a certain job. Skill usually requires certain environmental stimuli and situations to assess the level of skill being shown and used.

3.4 Commitment

Organizational commitment is the individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment. Employee experiences a 'sense of oneness' with their organization. Organizational scientists have also developed many nuanced definitions of organizational commitment, and numerous scales to measure them. Exemplary of this work is Meyer and Allen's model of commitment, which was developed to integrate numerous definitions of commitment that had been proliferated in the literature.

4. Objective of the study

1. To identify the factors of competency mapping in ITES companies.

2. To measure the commitment level of the employees in the study area.

3. To find the relationship between, competency mapping and commitment level of the employees.

5. Research Methodology

The study is based on both primary and the secondary data. The primary data is collected through a well structured and a tested questionnaire pertaining to competency mapping and commitment.

5.1 Sample size: The researcher used convenient sample method to collect the response from the top ten ITES companies in Chennai city. The researcher collected 10 questions from all the top ten ITES companies to analyse the data hence the sample size of the research is 100.

5.2 Data analysis: The researcher used Cronbach alpha tool, Confirmatory factor analysis, Linear multiple regression to relate the independent competency mapping and dependent factor analysis of commitment.

6. Hypothesis

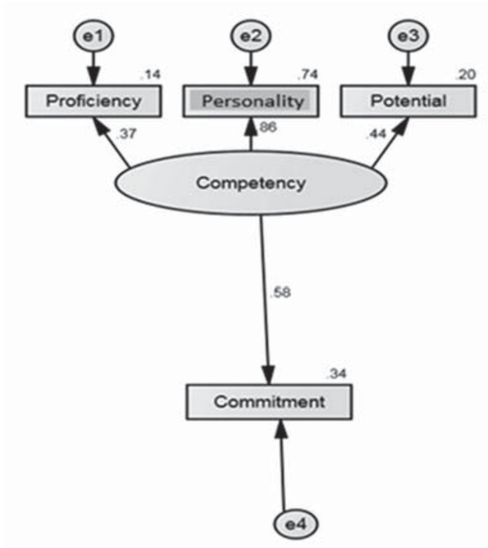
1. There is a no significant difference among the factors of competency mapping.

2. There is a no significant difference among the factors of commitment level of the employees in ITES.

3. There is a no relationship between competency mapping and commitment of the employees.

7. Analysis and Discussions

After reviewing National and International literature pertaining to the competency mapping and commitment of the employee, the researcher intended to relate the competency mapping and commitment level of the employees in the ITES companies. The researcher revealed that there is exists a parametric relationship between competency mapping and commitment of the employees. At the same time the components of competency mapping i.e. Proficiency, Personality, Potentiality of the employees are confirmed in the following model.



From the above model it is found that Proficiency is related to competency at 44% level , a similar argument is also applied to relate competency and commitment . It is found that competency and commitment are well related at 58% level. This implies the test of three hypotheses as well as the rejection

The following table gives the model fit indices for the derived model.

S.No.	Indices	Indices	Value
1	GFI	Goodness Fit Index	.974
2	CFI	Comparative Fit Index	.911
3	NFI	No med Fit Index	.907
4		Root Mean Square error of approximation	.007

8. Findings & Conclusions

The researcher has created a model relating to competency and commitment of the employee. The major reason for attrition in ITES can also be said as stress, the research helps for better understanding about stress. The word stress is the most commonly word uses in IT & ITES. The reason for an employee getting stressed is,

The researcher has created a model relating to competency and commitment of the employee. The major reason for attrition in ITES can also be identified as stress. The research helps better understanding about stress management. The word stress is the most commonly word uses in IT & ITES. The reason for the gradual increase in stress levels among employees are,

1. When an employee does not know how to work and expected to complete the task. This case often happens if the employee does not have adequate knowledge about the work this can be termed as lack of Proficiency

2. When an employee does not have a friendly relationship with other colleagues. This case occurs when the employee lacks in his/her interpersonal behaviour this can be termed as lack of Personality

3. When an employee fails in multi tasking functions .This happens when the employee lacks the required skills this can be termed as lack of potential.

4. When the employee is forced to stick to his/her place of work. This happens when the employee does not have commitment towards the job this can be termed as lack of commitment.

The company is expected to select the right person for the right job by analyzing the parameters which can excavate the proficiency, personality, potentiality and commitment of the employee resulting in reduction of attrition and also to creating a better tomorrow both for the employer and the employee of ITES in Chennai City.The regressive of the confirmatory analysis followed by regression analysis which leads to structural equation model revealed that competency comprises of 3 elements namely **Proficiency, Personality, and Potential** has a relation between competency and **Commitment** of the employees**.** The competency mapping of the employees is positively correlated to commitment of the employees.

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A STUDY ON BANK CUSTOMER AWARENESS AND PREFERENCE TOWARDS E-BANKING SERVICES – CHENNAI

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Abstract

The paper reveals the consumers perception towards e-banking system related to consumer awareness towards e-banking system with special reference to Chennai region of Tamilnadu. Primary and secondary sources were used to collect data using random sampling method. The data was collected during the month of January 2017. The primary data collected for this study were analysed with the help of various statistical measures such as simple percentage analysis, averages, F-Statistic, chi square test and probability analysis were used. Secondary data have been collected from books, journals, newspapers, internet and periodicals. It is inferred that 37% of the respondents income levels are up to Rs. 1,00,000, 52% of the respondents are Rs. 1,00,001 to Rs. 3,00,000 and 11% respondents are belonging to above Rs. 3,00,000 and the average income is 167222. The study reveals that, the opinion of customers on future expectations. Out of the total respondents, Majority (i.e.) 59% of the sample respondents have mentioned that they would like operate their banking transactions in a core banking environment which is free from neither technical intervention such as computer connecting nor 23% of the samples respondents expect the bank will provide security. 18% of the sample respondents have stated reasonable charges have to be imposed on their banking transaction. The main difficulty for using the E-banking facility is less knowledge about the operations of banking facility (50%). Respondents also feel the services of E-banking too complex to use (30%) and respondents also believe the E-banking to be risky (12%). This study concludes that the most of the bank customers are aware about all the banking services in Chennai region of Tamilnadu. The banks further have to take necessary steps to educate the customers regarding the new technology and other services offered by the banks.

Introduction

The Internet has changed the operations of many businesses, and has been becoming a powerful channel for business marketing and communication. The banking industry has followed this trend in recent years, and sometimes called "*e-banking*" referring to all banking transactions now completing through Internet applications. The advance of communication and computer technology and the availability of the Internet have made it possible that one can do most banking transactions from a remote location even without stepping into a physical financial structure i.e., the emerging of e-banking. Today, less than 30% of the same consumer financial transactions run through a branch office or the lobby of a main bank office. As a result, the banks, as an industry, are formulating strategic plans to fight back in winning their customers.

E-banking has been viewed as an advanced upgrading from previous electronic delivery systems to open many new business opportunities for the banking industry. A survey revealed that at that time there was a planned $2 billion new investment in the new electronic banking technology within the banking industry. Among surveyed banks at the time, about two third (66%) planned to invest in telephone banking technology, and the remaining one third (34%) already targeted e-banking options. Some key issues addressed in the recent literature about the e banking include: customer acceptance and satisfaction, services rendered, value added for consumers and banks, privacy concerns, profitability, operational risks, and competition from non-banking institutions. In addition to previous electronic banking delivery systems-automated teller machine (ATMs) and telephone transaction processing centers, online banking provides banks a new and more efficient electronic delivery tool. There have been several major challenges and issues faced to the e-banking growth and the e-business in general. One major obstacle addressed most is the security concern. Another issue challenged e-business (including e-banking) is the quality of delivery service-including both delivery speed and delivery reliability i.e., delivery of items/services on time. Limited payment options available to online customers are also being complained. Additionally, customers (who are non-computer "*genius*" like most senior citizens) have been reluctant in their choice of doing business (including banking transactions) online and worried their unfamiliarity about the computer placing them in a disadvantageous position. The paper deals the consumers perception towards e-banking system related to consumer awareness towards e-banking system with special reference to Chennai region of Tamilnadu.

Objectives

1. To know the socio economic characteristics of the customers using E-banking

2. To know the factors determining the preference of E-banking.

3. To study the customer service quality in E-banking System.

4. To find out the opinion of the respondents regarding the various problems of E-banking

5. To give valuable suggestions to improve awareness and satisfaction about E-banking services.

Research Methodology

The study is intended to cover the awareness and satisfaction about E-banking facility provided by commercial banks in Chennai region of Tamilnadu. Data for this investigation were collected from primary as well as secondary sources. The sample chosen consisted of 100 sample respondents representing the customers of E-banks. The sampling is random. The data was collected during the month of January 2016. The data collected from the primary source were analysed with the help of various statistical measures such as simple percentage analysis, averages, F-Statistic, chi square test and probability analysis were used. Secondary data have been collected from books, journals, newspapers, internet and periodicals

Review of literature:

- ❖ Angan, V. Kasturi and Lee, Katharine L., (2012), "Mobile Banking for the Unbanked ",The case describes in detail the workings of two mobile banking operators in Africa - WIZZIT in South Africa and M PESA in Kenya. It explores the dimensions of strategy that make for success in the market for the unbanked. It raises questions regarding the portability of the model to other countries and settings.

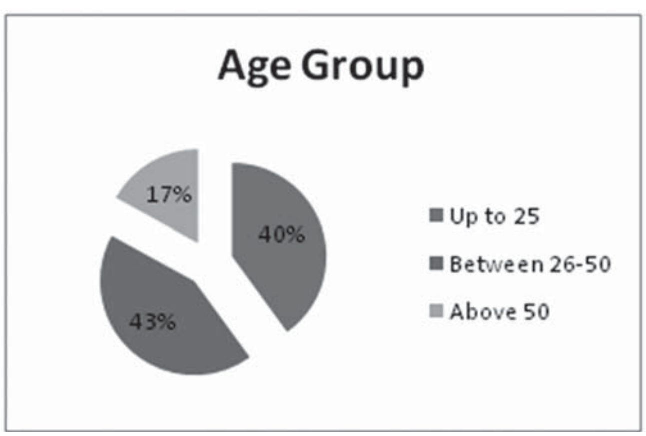
- ❖ V. Raja, Joe A. (2012), " Global e - banking scenario and challenges in banking system", This paper is an attempt to explore the various levels of internet banking services provided by banks using the secondary data. It also compares the traditional banking systems with net banking. It lists out the various advantages of internet banking and the successful security measures adopted by different banks for secured banking transactions. It also analyzes how E-banking can be useful for banking industry during this global financial melt down.

- Van B., Paul, Veloso, Francisco M. and Oliveira, P., (2012), " Innovation by Users in Emerging Economies: Evidence from Mobile Banking Services", This paper examined the extent to which users in emerging economies innovate, and whether these innovations are eaningful on a global stage. To study this issue, the researcher conducted an empirical investigation into the origin and types of innovations in financial services offered via mobile phones, a global, multibillion dollar industry where emerging economies play an important role. The researcher used the complete list of mobile financial services, as reported by the GSM ssociation (GSMA), and collected detailed histories of the development of the services and their innovation process. Analysis of this study shows that 85% of the innovations in this field originnated in emerging markets. The researcher also conclude that at least 50% of all mobile financial services were pioneered by users, approximately 45% by producers, and 5% jointly by users and producers. Additionally, services developed by users diffused at more than double the rate of producer - innovations. Finally, the researcher observed that three - quarters of the innovations that originated in emerging markets have already diffused to OECD countries and that the (user) innovations are therefore globally meaningful.

- Nel J., Boshoff C., Raleting T., (2012), "Exploiting the technology cluster effect to enhance the adoption of WIG mobile banking among low - income earners" This study investigated the attitude formation of low - income, non - users of Wireless Inter net Gateway (WIG) mobile banking, by including use of the Short Message Services (SMS) as a moderator of attitude formation. A non - probability sample of 465 South African non - users of mobile banking was drawn and clustered into High users and Low users of the SMS, based on the average number of text messages sent in a week. The moderating effect of "use of the SMS" was investigated by means of a structural equation modelling multi - group analysis. The findings revealed that the influence of Ease of use on Attitude and of Self - efficacy on Ease of use were stronger for High users and significantly different from Low users, while the opposite was true for the influence of Facilitating conditions on Usefulness.

Table 1: Distribution of sample respondents according to their age.

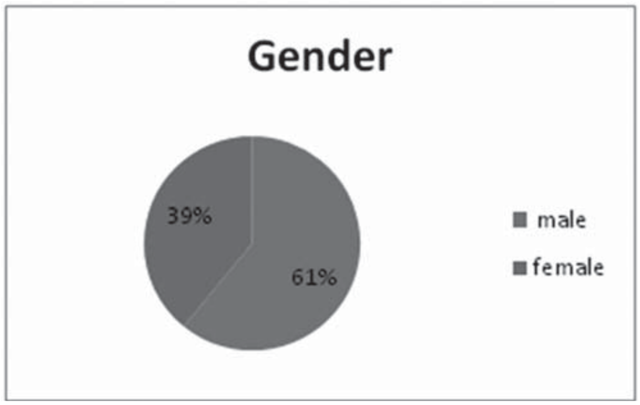
Age in Group (in years)	No. of Respondents in %
Up to 25	40%
Between 26-50	43%
Above 50	17%
Total	100%



Inference: From the above table it is clear that 40% of the respondents belong to up to 25 years, 43% of the respondents belong to between 26-50 years and 17% of the respondents are in the age group of above 50 years

Table 2: Distribution of sample respondents according to their gender.

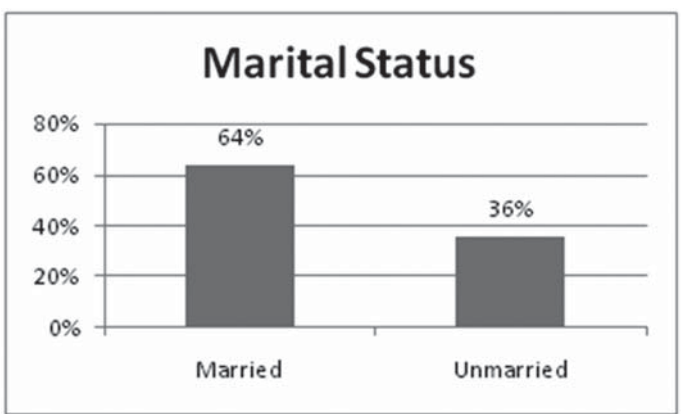
Gender	No. of Respondents
Male	61%
Female	39%
Total	100%



Inference: From the above table it is clear that 61% of the respondents belong to male group and 39% of the respondents belong to female group

Table 3: Distribution of sample respondents according to their marital status.

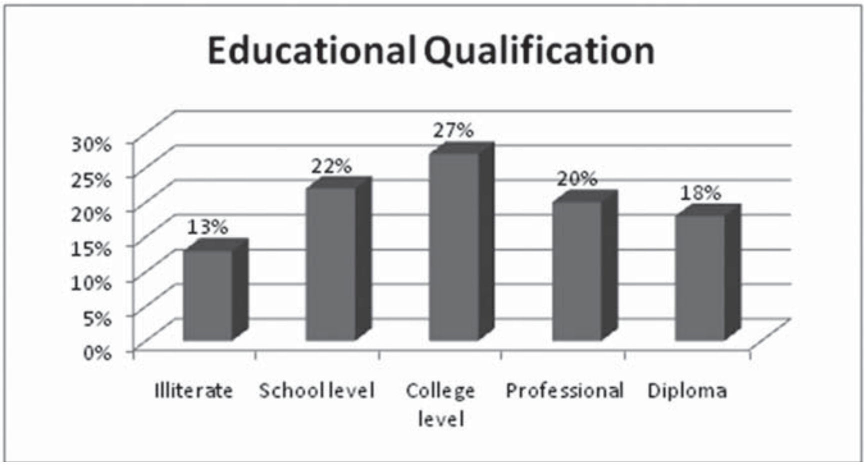
Marital Status	No. of Respondents
Married	64%
Unmarried	36%
Total	100%



Inference: From the survey the above table reveals that 64.44% of the respondents are married and 35.56% of the respondents are unmarried

Table 4: Distribution of sample respondents according to their educational qualification.

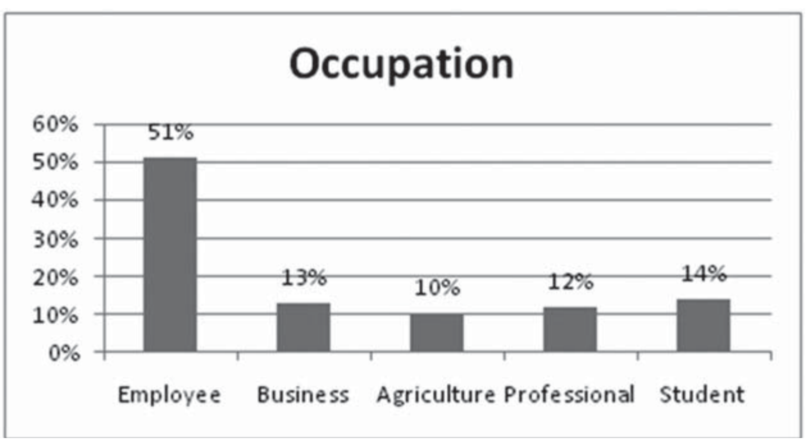
Educational Qualification	No. of Respondents
Illiterate	13%
School level	22%
College level	27%
Professional	20%
Diploma	18%
Total	100%



Inference: From the above table out of 90 respondents, it is clear that 13% of the respondents are illiterate, 22% of the respondent's educational qualification is school level and 27% of the respondent's educational qualification is college level and 20% of the respondent's educational qualification is professionals and 18% of the respondent's educational qualification is diploma

Table 5: Distribution of sample respondents according to their occupation.

Occupation	No. of Respondents
Employee	51%
Business	13%
Agriculture	10%
Professional	12%
Student	14%
Total	100%



Inference: From the above table it is clear that 51% of the occupational status of respondents belong to employee, 13% of the respondents belonging to business, 10% belonging to agriculture, 12% belong to professional and 14% are students

Table 6: Distribution of sample respondents according to their income.

Income	Percentage
Up to Rs.1,00,000	37%
Rs 1,00,001 to Rs3,00,000	52%
Above Rs 3,00,000	11%
Total	100%

Inference: From the above table it is inferred that 37% of the respondents income levels are up to Rs. 1,00,000, 52% of the respondents are Rs. 1,00,001 to Rs. 3,00,000 and 11% respondents are belonging to above Rs. 3,00,000 income level

Table 7: Customer preference of E-banking services (n=100)

Customer preference	Satisfied	Not Satisfied
Mobile Banking	94%	6%
E-Cheques	77%	23%
Phone Banking	68%	32%
Credit /Debit cards	87%	13%
ATM	90%	10%
Electronic fund transfer	81%	19%
Tele banking	60%	40%
Internet Banking	79%	21%
SMS Banking	66%	34%

Inference: The table highlights the customer preference towards E-banking services. Out of the total respondents, Majority (i.e.) 94% of the customers are satisfied about the mobile banking as most of the customers prefer to adopt the mobile banking services in the near future. 90% of the customers are satisfied with the ATM and 79% of the customers are satisfied about internet banking. 87% of the customers are satisfied about credit and debit card service and 81% are satisfied about the Electronic fund transfer services by the customer. The chi-square analysis (χ^2=53.1, df=8, P=0.000) result shows there is relationship between the customer preference towards E-banking services and their level of satisfaction. Thus, most of the respondent is aware and satisfied with the services provided by the bankers

Table 8: Motivating factors to prefer E-banking services (n=100).

Motivating Factors	Percentage
Time saving	81%
Accuracy	54%
Ubiquity	34%
Easy and convenient access	75%
Cost saving	85%
Transparency	70%
Social status	95%
Confidentiality	55%
Exchange of information	90%
Service quality	74%
Security	50%
Speed	97%
Control over funds	40%
Time out feature	58%

Inference: Easy and convenient access, confidentiality, service quality and time saving are the factors influencing the respondents to prefer e-banking services at 75%, 55%, 74% and 81% respectively in Chennai region. 70%, 54%, 85%, 34%, and 97% of the respondents are influenced by factors such as transparency, accuracy, cost saving, ubiquity, and speed respectively to prefer e-banking services of the commercial banks. Social status, security, control over funds, time out feature and exchange of information are the motivating factors for the customers at 95%, 50%, 40%, 58% and 90% respectively to prefer e-banking services of the commercial banks in Chennai.

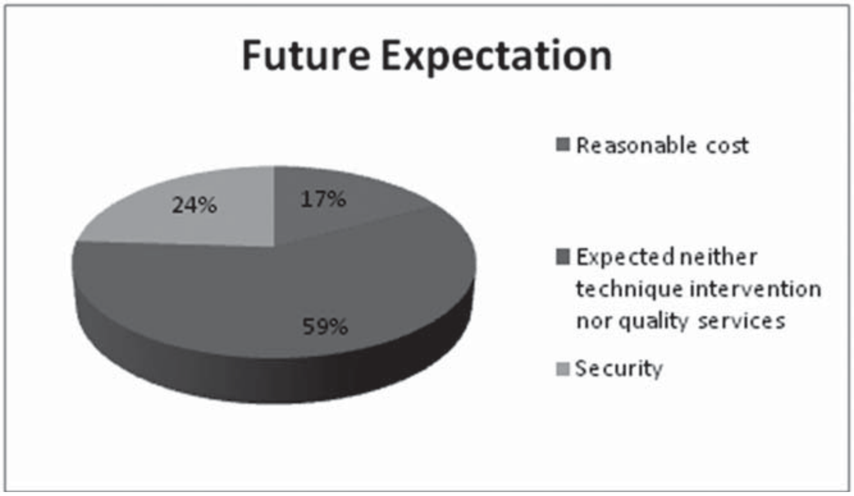
Table 9: Customer perception on service quality factors.

Service Quality Factors	Average Score of Respondents	F-Statistic
Time factor	3.1032	1.1361
Reliability	2.1736	3.1432*
Queue management	2.1438	1.6413
On-line bill payments	2.3710	1.4351
Easy to use and user friendliness	3.2134	0.4751
Anytime and anywhere banking facility	3.6415	3.2185*
Convenience way of operating banking transactions	2.8124	3.6141*
*Significant at 5% level.		

Inference: Customers are asked to rate each SQFs five point scale according to their order of satisfaction. The mean score of each SQFs and F-Statistic is given in table. According to the table customer perception on service quality factors was found high in the variables namely reliability, anytime and anywhere banking facility and convenience way of operating banking transactions. The mean score values of these variables are 3.1432, 3.2185 and 3.6141 respectively

Table 10: Response with future expectations with E- banking services.

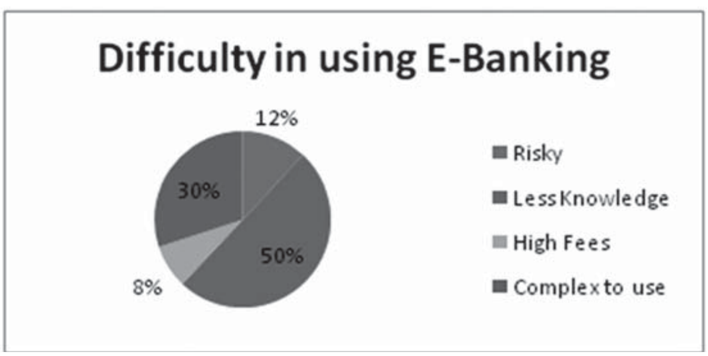
Future Expectations	Percentage
Reasonable cost	17%
Expected neither technique intervention nor quality services	59%
Security	24%



Inference: The table reveals that the opinion of customers on future expectations. Out of the total respondents, Majority (i.e.) 59% of the sample respondents have mentioned that they would like operate their banking transactions in a core banking environment which is free from neither technical intervention such as computer connecting nor 24% of the samples respondents expect the bank will provide security. 17% of the sample respondents have stated reasonable charges have to be imposed on their banking transaction

Table 11: Difficulty for using the E-banking facility.

Difficulty	Percentage
Risky	12%
Less Knowledge	50%
High Fees	08%
Complex to use	30%
Total	100.00



Inference: The main difficulty for using the E-banking facility is less knowledge about the operations of banking facility (50%). Respondents also feel the services of E-banking too complex to use (30%) and respondents also believe the E-banking to be risky (12%).

Major Findings and Suggestions of the study:

- Most of the respondents (76%) have an account with Indian Bank and followed by SBI.
- Most of account holders majority in SB accounts (83% rest of them comes under current account holders..
- Among the respondents of the research 68 % is having the awareness towards e- banking services

in banking transactions.

- The research respondents are (56 %) using most frequent services offered by bank.
- More no. of visits to bank 43% customers out of 150 %.of respondents.
- 49 % of the customers are saying that E- banking services are good.
- Among the respondents, 28% frauds fear, 47% not too much awareness not utilising E- banking services.

Suggestions of the study:

- The banks are should provide e- bank services with recent updates and the customers feel free mind in banking transactions.
- The public sector banks must improve its service quality in terms of communication, responsiveness, reliability and understanding. If the private sector intends to improve its service quality level, it must improve its service quality in terms of access, credibility, tangibility, security and competence where there is significant gap between two sectors and mean score of public sector in all these dimensions are high.
- The study suggested that if the public sector banks want to increase their service quality level as compared to the private sector, it should enhance level of services in the dimensions like 'online purchase of goods and services', reduction in epayment cost', 'up to date information', 'sophisticated information to well educated customers', '
- To provide various effective modes for promotional schemes', 'interaction with the customers', 'more accuracy in billing', 'financial security' and 'privacy in transactions'.
- To improve in these areas the public sector banks should invest large amount in the training the employees to provide up to date and sophisticated information to customers. All modern facilities should be provided to customers and banks should also invest large amount on the webpage designing to provide up to date information. The banks should provide internet and ATM.

Conclusion

According to the study, the researcher concludes that the most of the bank customers are aware about all the banking services in Chennai region. The banks further have to take necessary steps to educate the customers regarding the new technology and other services offered by the banks. Banks may extend customer meeting time with bank officials and also friendly approach is necessary. Definitely it will help to retain the existing customers and to attract new customers. It will automatically improve the banking service and development of banks in India and also in abroad. The research report is useful to know the consumer awareness of e-banking system and what types of risk involved in e-banking system.

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A STUDY ON SIGNIFICANCE OF TALENT MANAGEMENT IN IT COMPANIES IN CHENNAI WITH SPECIAL REFERENCE TO HCL

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Abstract

Productivity is the efficiency of labour. The productivity is always main motto of each and every organization. So, we should know the importance of productivity. The productivity is possibility only because of the talented workers. How, we can measure the 'talent' among the workers. Yes, it has a separate way to find the talent in certain people and certain period. The term talent is generally refers to the capabilities, skills or the art of a particular person possess in a particular field. The talent identification is a new concept. The impact of talent identification in an organization and its performance is a major problem now. Hence, This paper highlights the talent identification and management of IT companies with reference to HCL- Chennai.

Introduction

Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs. The field increased in popularity after Mckinsey's 's 1997 research and the 2001 book on The War for Talent. Talent management in this context does not refer to the management of entertainers .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 strategic work force planning.. A talent-management strategy should to link to business strategy to function more appropriately. Talent generally refers to the capabilities, skills or the art of a particular person possess in a particular field. In other words, it refers to those people who have high potential even though they might have scarce knowledge and skills or who can successfully bring out transformation and change in the organization with the motto of "*keeping people who keep you in business*". Talent identification and management is a new concept but difficult phenomenon to measure. The impact of talent identification and management on organizational performance is a problem especially where only strategic staffs are treated as talents of the firm.

Importance of study:

The company gives lot of weightings and importance to identify, recognize and reward, and develop talent of the employees, so that the companies' preeminent position among the clients is to retain and also make to grow. Therefore "talent identification and management" is an important function in the Company. It is also needed for the both to improve company performance and also to boost employees 'well-being. communicate and apply workforce analytics to identify, measure and solve business problems as well as help the organization make more informed business decisions. Create a talent identification and management system for organizational excellence in anywhere.

Objectives of the study:

- To study effectiveness of talent identification & management process in the HCL global technologies Pvt ltd

- To find out various talents that is expected by organization and employers
- To study the level of employee satisfaction and problem associated with talent identification and management
- To determine empirically the relationship between strategic talent identification and management & talent issues like retention.
- To give suitable Suggestions for improvement of Talent identification and management System

Methodology of the study:

Sources of data:

Primary data: Primary data was collected with help of structured questionnaire. The questionnaire was distributed among the respondents in person and the responses were collected

Secondary data: Secondary data was collected from articles, journals and internet.

Research Type: This project is descriptive and analytical research.

Research instrument: he research instrument was a structured questionnaire.

Sample size:

The sample size was 95 and convenience sampling method was followed.

Statistical tools:

The collected data are classified, analyzed and tabulated. The statistical tools used for the data are

- Chi-square test
- Percentage method

Chi square test;- The chi-square test was first used by Karl Pearson in the year 1980. The quantity Chi-square describes the magnitude of the discrepancy between theory and observation. The following formula for calculating the value of chi-square

$$x^2 = \Sigma (O-E)^2 / E$$

Where O= Observed Frequency
E = Expected Frequency
E = (Observed row total*observed column total)/Aggregate total
H_0 = Null Hypothesis
H_1 = Alternative Hypothesis

If the calculated value > tabular value (Reject-H_o)
If the calculated value <tabular value (Accept-H_o)

Percentage method:

Percentage method is an analysis which is derived from the technique used for findings the average of collected data/information. The techniques is used to draw the bar diagram, pie-chart etc.

$$\text{PERCENTAGE} = \frac{\text{Number of respondents}}{\text{Total number of respondents}} \times 100$$

Company profile:

HCL Enterprise is a 32 year old leading Global Technology and IT enterprise, with USD 5.0 billion revenue, 59,000 professionals and operations spanning 20 countries. The 3-decade –old enterprise, founded in 1976, is one of India's original IT garage start-ups. Its range of offerings spans product engineering, Custom & Package Applications Business Process Outsourcing, It Infrastructure Services, It Hardware, Systems Integration, and distribution of ICT products. Since its inception HCL Enterprise has grown to become what it is today under the strong leadership and guidance of Shiv Nadar (Founder, Chairman and chief Strategy Officer). HCL Enterprise comprises two companies listed in India, namely HCL info systems (www. An HCL info system deals with hardware, system integration network and ICT distribution, solely for the Indian market.

Review of literature of the study:

- This chapter reviews various research studies on talent identification and management literature that explore topics such as talent identification and management strategies and challenges in various studies, its impact on work-life balance, performance management, retention management and culture, etc.
- The emphasis has been laid on initiatives that can be put in place to help organization to retain and nurture the talent. (Ready & Conger, 2007). Despite the great sums of money companies allocate to talent identification and management systems, many still struggle to fill key positions - limiting their potential for growth in the process.
- In a 2005 survey of 40 companies around the world, virtually all human resource executives said that their pipeline of high-potential employees was insufficient to fill strategic management roles, according to (Cliffe, 1998))
- In yet another survey, many employees don't know the important facts about their company's talent. Many companies mismanage talent development tasks. Through employee value proposition, management can attract and retain the talent (McCauley & Wakefield, 2006) . Globally, fewer and fewer managers and professionals are ready to fill these leadership roles, and companies worldwide find themselves competing for a smaller pool of talent. 30 Businesses must have the ability to identify the most talented individuals, provide them with the necessary training and experience, and retain valuable employees on a long term basis (Heine & O'Neill, 2004)
- Managing talent cannot be completed within a quarter or a year, because it involves integrated planning and is not merely the responsibility of the Human Resources Department, but other factors are included in managing talent (Roer Martin and Mihnea Moldoveanu, 2003). Even though talent identification and management is difficult and time consuming, it is very rewarding. Therefore, this study aims to investigate managing talents within IT and BPO companies, in order to present practical solutions in these companies that would be advantageous to all organizations and practitioners. In our knowledge–based economy, value is the product of knowledge and information. Companies cannot generate profits without the ideas, skills, talent of knowledge workers, and they have to bet on people and not on technologies, not on factories and certainly

not on capital. (Guthridge, Komm, & Lawson, 2006)

Analysis and interpretation of the study:

TABLE. 1

Table shows the Respondents based on age limits

Opinions	No. of respondents	Percentage
18-25	45	47.5%
26-35	25	26.7%
36-45	13	13.3%
Above 45	12	12.5%
Total	95	100%

Source : Computed from questionnaire

Interpretation:

- From the above table.4.1 it is found that 47.5% of employees are aged under the age limits of 18-25.
- 26.7% of employees are aged under the age limits of 26-35.
- 13.3% of employees are under the age limits of 36-45
- 12.5% employees are above 45 age limits

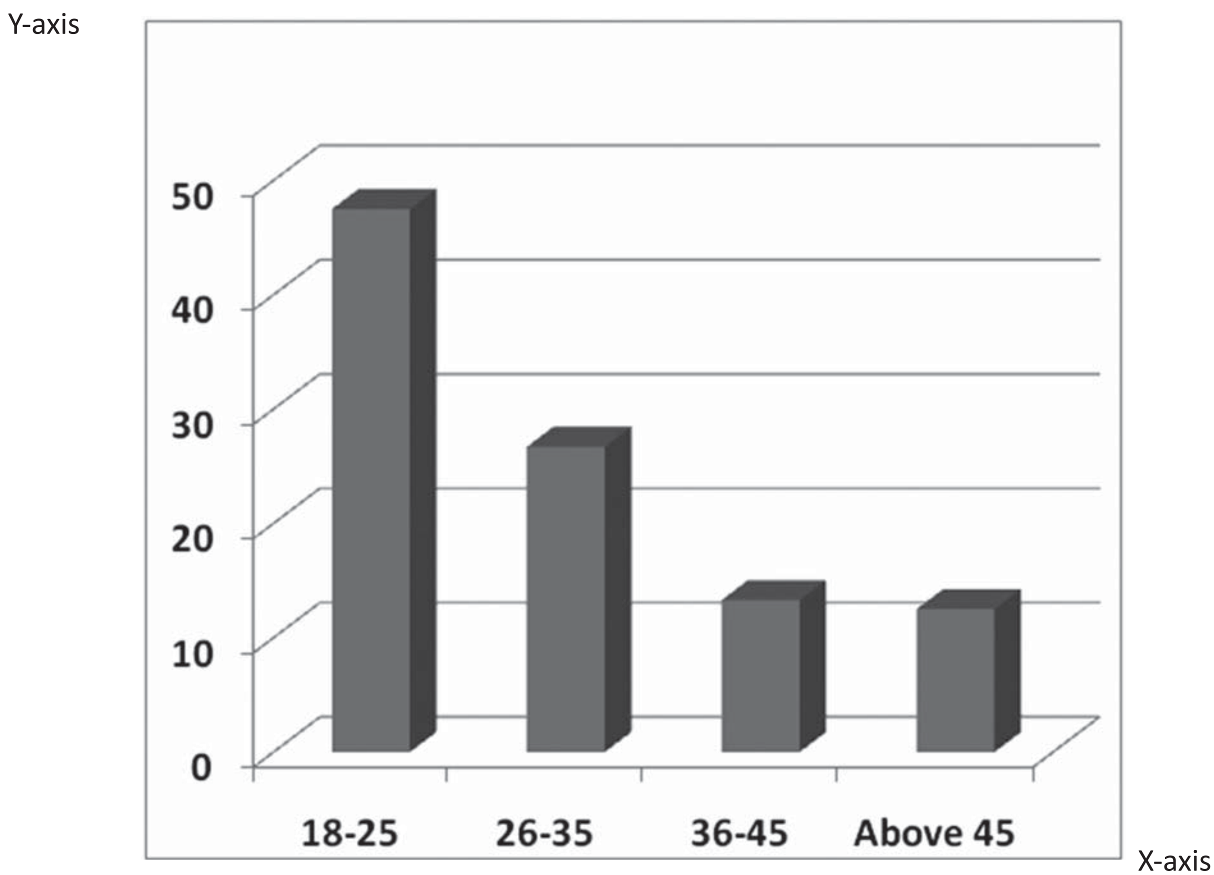


TABLE. No - 2

Table shows the respondents based on Gender

Opinions	No. of respondents	Percentage
Male	50	52.5
Female	45	47.5
Total	95	100

Source : Computed from questionnaire

Interpretation:

- 52.5% Employees are male recruited by HR through analyzing their talents
- 47.5% of employees are female who are skilled and talented in organization

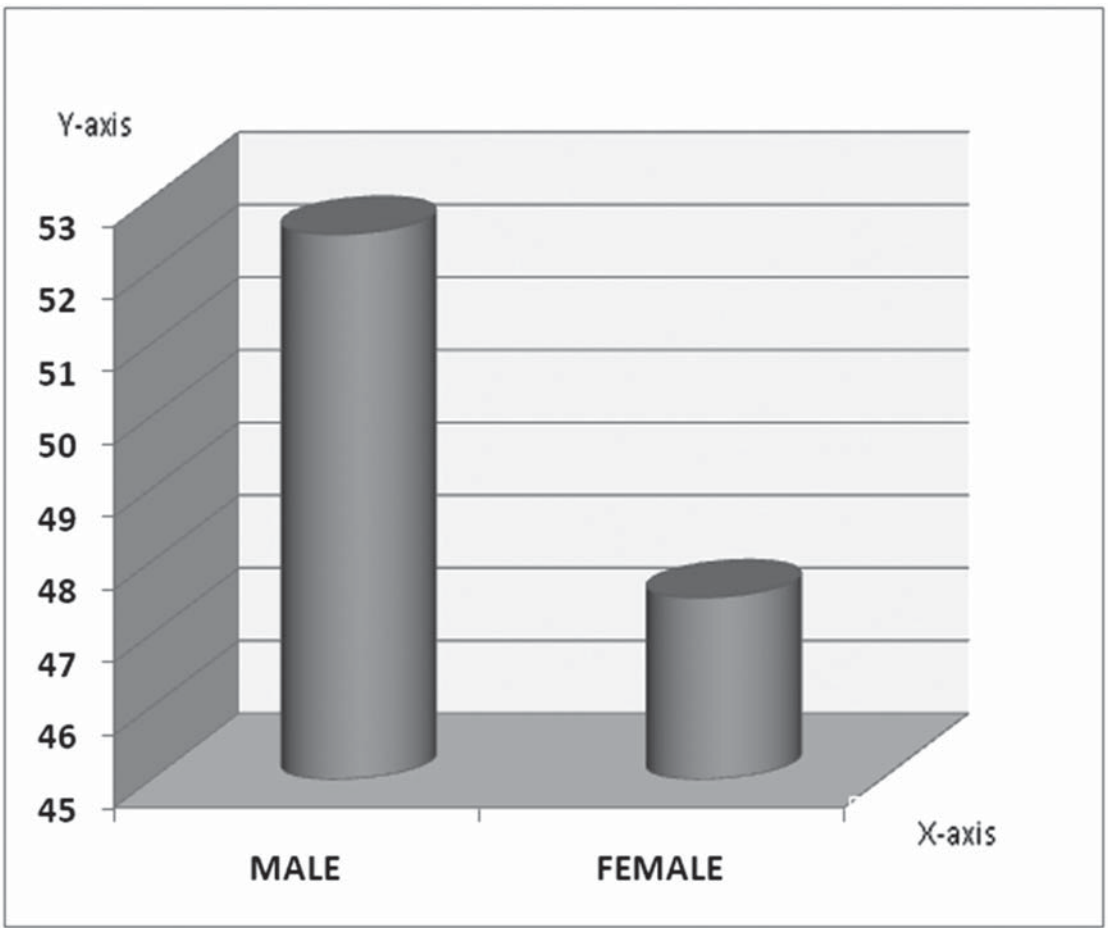


TABLE. No.3

Table shows respondents based on Qualification

Opinions	No. of respondents	Percentage
UG	56	58.2
PG	39	41.8
TOTAL	95	100

Source: Computed from questionnaire

Interpretation

- 41.8% the employees have completed their PG qualification and supporting the HR department
- 58.2% of employees have been qualified under UG level

Chart - 3

Chart shows the qualification of the respondents

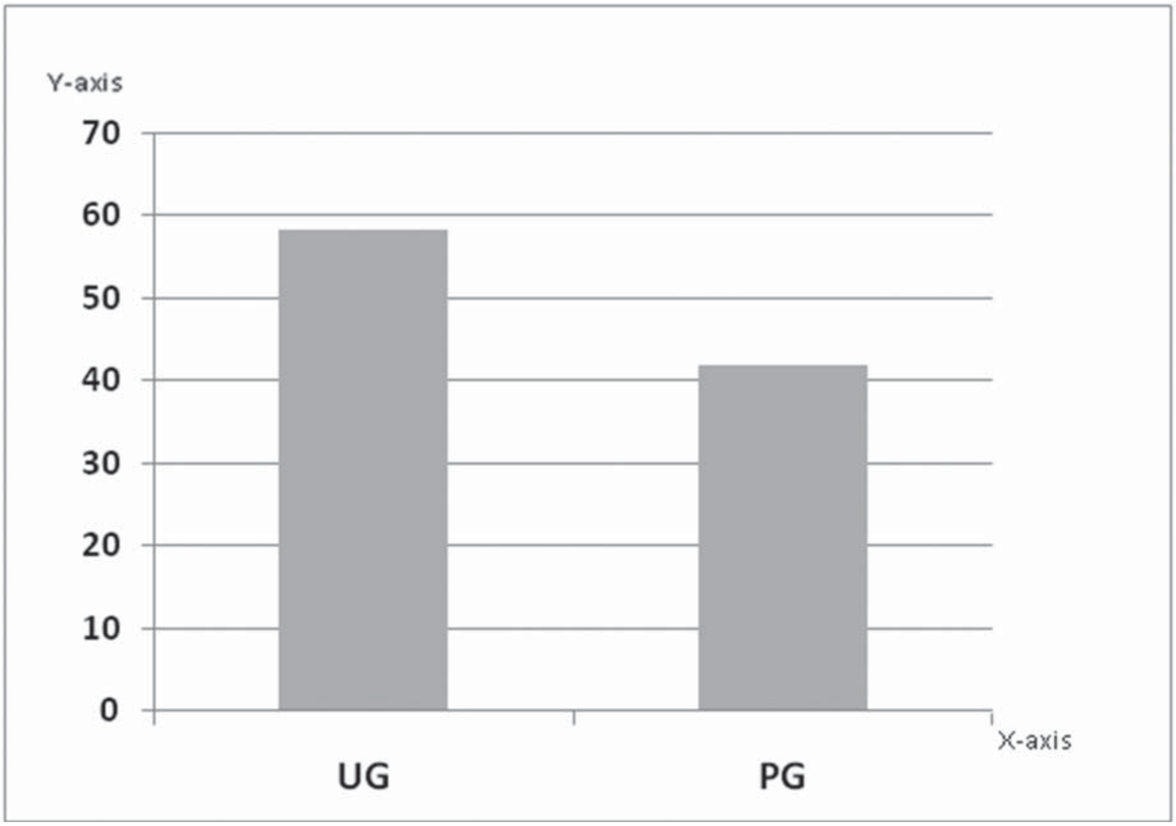


TABLE. No - 4

Table shows the experience of the respondents

Opinions	No. of Respondents	Percentage
1 year	25	26.3
2-3 Years	33	34.7
4-5 Years	15	15.8
>5 Years	22	23.2
Total	95	100

Source : Computation from questionnaire

Interpretation.

- From the above table.4.1 it is found that 47.5% of employees are having 1 year experience

- 33.3% of employees are experienced under 2-3 years
- 13.3% of employees are experienced under 4-5 years
- 5.5% of employees had above 5 years of experience

Chart - 4

Chart shows the experience of the respondents

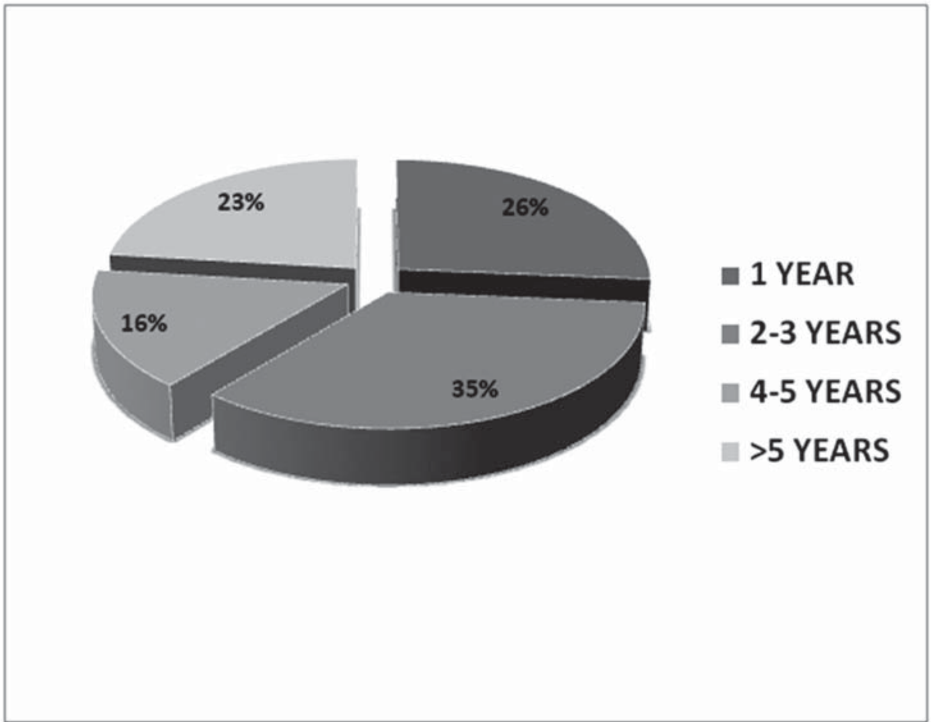


TABLE. No. 5

Table Based on current position

Opinions	No. of respondents	Percentage
Trainee	60	63.2%
Supervisor	13	13.7%
Senior manager	10	10.5%
Junior manager	7	7.4%
Others	5	5.2%
Total	95	100%

Source: Computed form questionnaire

Interpretation

- 63.2% of the employees position are mentioned as trainees in questionnaire
- 13.7% of the employees play role as supervisor
- 10.5% of the employees are positioned as senior manager
- 7.4% of the employees are being a junior manager

- 5.2% of the employees are playing some other position in organization

Chart - 5

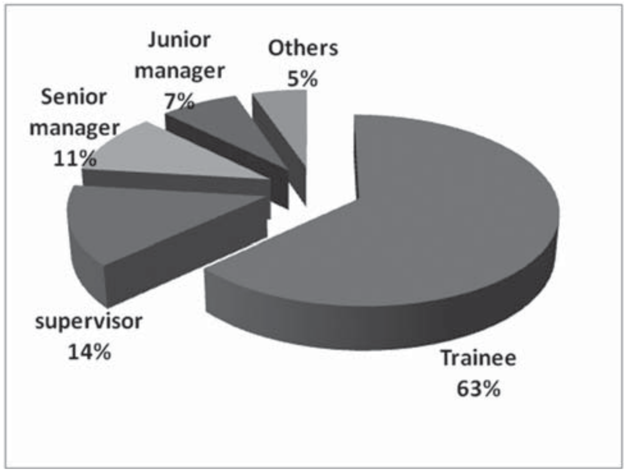


TABLE. No.6

Table Based on talent management

Opinion	No .o f. respondents	Percentage
Yes	70	73.7
No	25	26.3
Total	95	100

Source: Computation from questionnaire

Interpretation

- 73.7% of employees have concluded that talent management is important for them
- 26.3% of employees responded that talent management is not important for them.

Chart - 6

Chart shows importance of talent identification and management

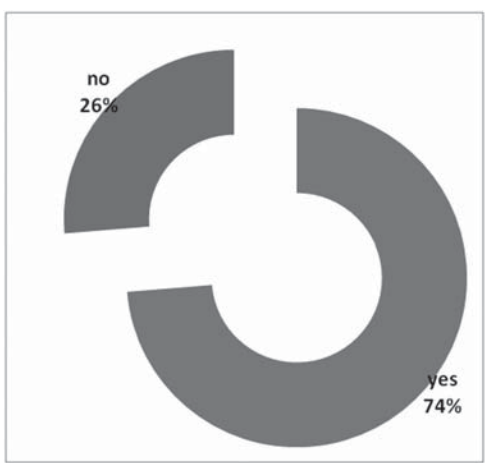


TABLE. No. 7

Table shows specific Talent management initiative made in the organization

Opinions	No. Of Respondents	Percentage
Yes	80	84.2
No	15	15.8
Total	95	100

Source: Computed from questionnaire

Interpretation:

- 84.2% Of employees responded that their organization executing specific talent management initiative
- 15.8% of employees concluded that their organization had never taken step on any specific talent management initiative

Chart - 7

Charts shows the initiative made in talent management

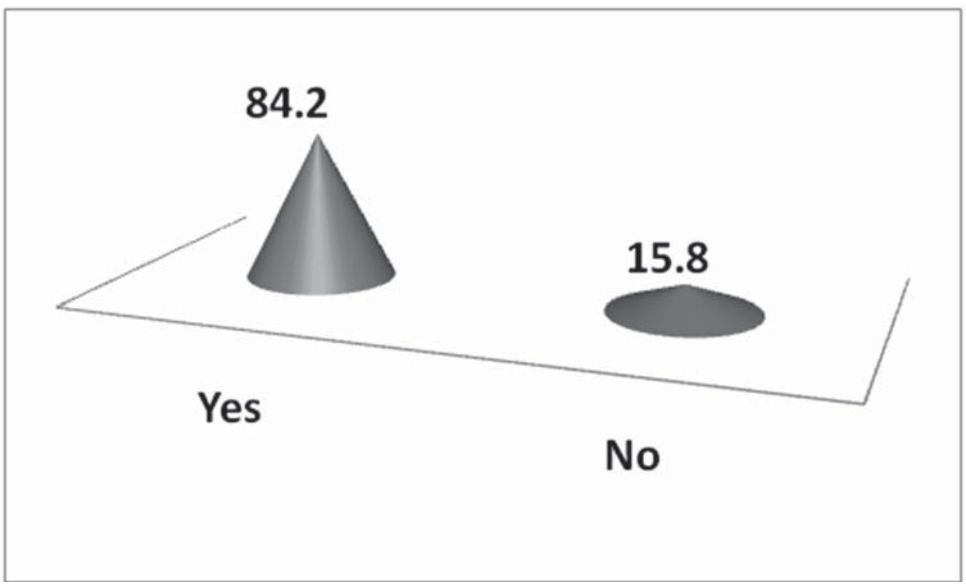


TABLE No .8

Table show the important talents that are expected by the organization

Opinions	No. of respondents	Percentage
Managerial skills	30	31.58
Time management	25	26.32
Computer skill	20	21.05
Communication skill	20	21.05
Total	95	100

Source: Computed from questionnaire

Interpretation

- About 38.58% Of managerial skills are considered as important talent that are expected by the organization
- 26.31% of Time management skills are expected by the organization
- 21.05% of computer skills talents are expected by the organization
- 21.05% o communication skills are considered as important talent that are expected by the organization.

Chart - 8

Charts show the important talents that are expected by the organization

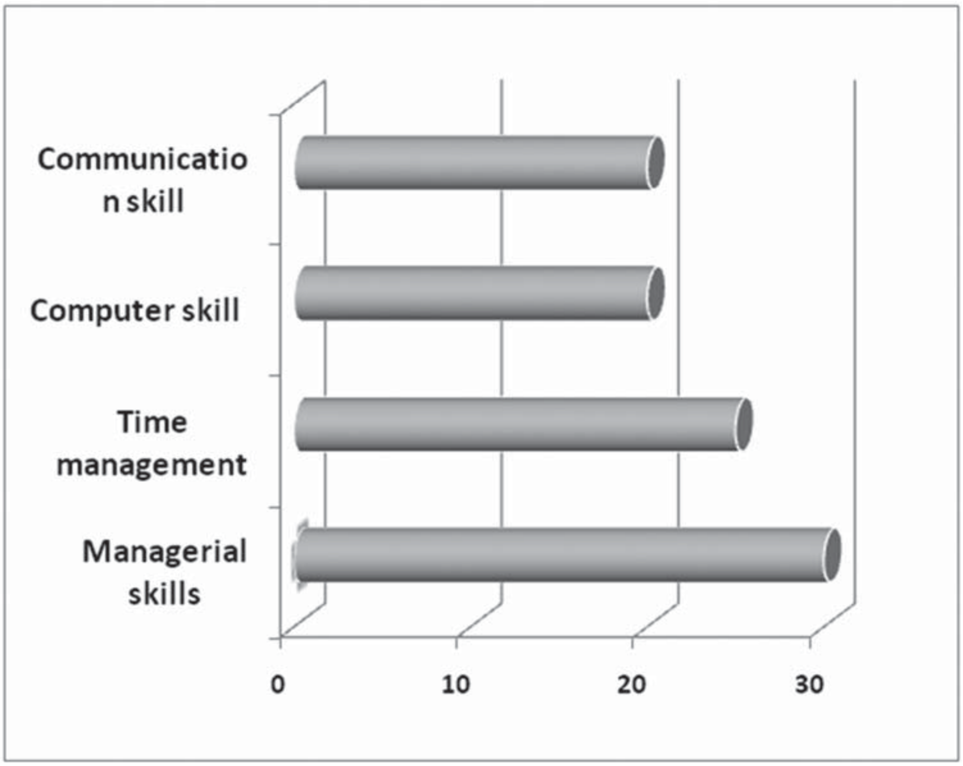


TABLE. No 9

Table Based on talent identification encourage career growth and development opportunities through policies

Opinion	No. of respondent	Percentage
Strongly agree	30	31.58
Agree	27	28.42
Neutral	20	21.05
Disagree	10	10.53
Strongly disagree	8	8.42

Source : Computed from questionnaire

Interpretation:

31.58% of employees strongly agreed that creation of new policies encourage career growth and development opportunities based on talent identification

- 28.42% of employees agreed that it helps them in career growth as well as developing opportunities
- 21.05% of employees responded neutrally towards creation of policies
- 10.53% of employees disagreed that creation of new policies has never helped them in growth in their career
- 8.42% o employees strongly disagreed that the creation of new policies never helped them in any way

Chart - 9

Chart Based on talent identification encourage career growth and development opportunities through policies

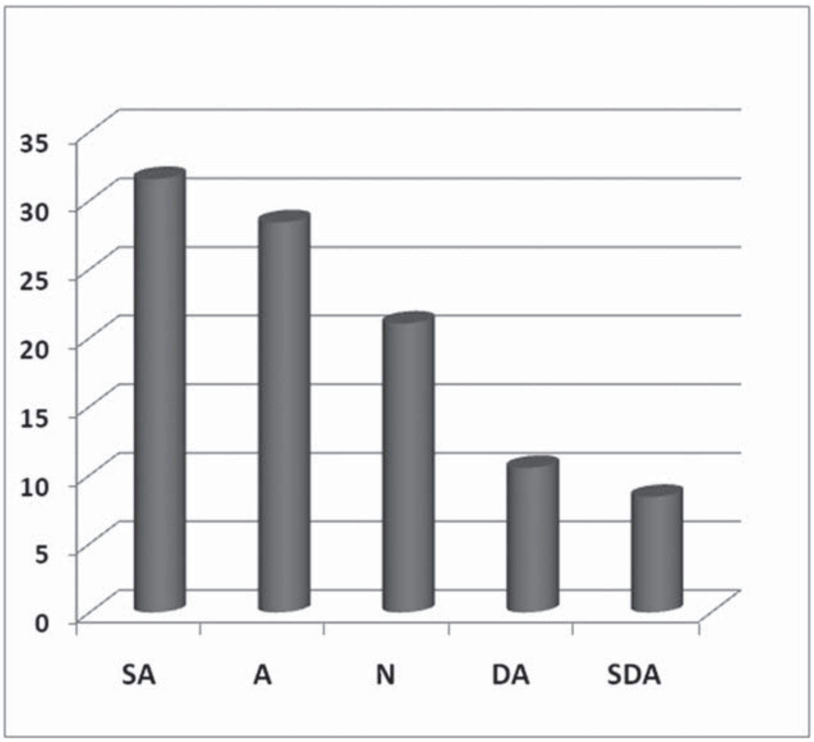


TABLE. No. 10

Table Based on changes that have taken place in the organization as a result of talent identification and management process

Opinion	No. of respondent	Percentage
Motivating strategy	24	25.26
Individual objective	18	18.95
Employees relationship	20	21.05
Dissatisfaction areas	23	24.21
No decision taken	10	10.53
Total	95	100

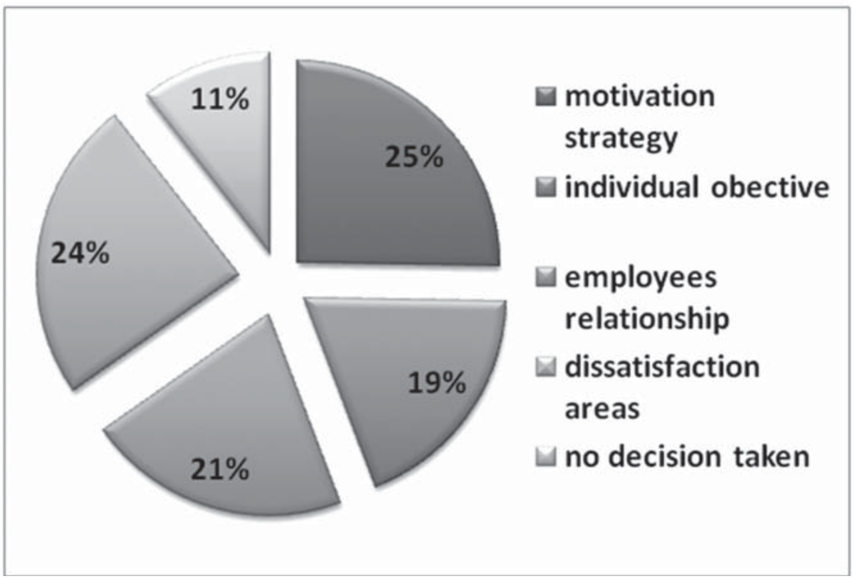
Source : Computation from questionnaire

Interpretation

- 25.26% of employees responded that motivating strategy has changed through changes have taken as a result of talent identification and management process
- 18.95% of employees concluded that individual objective has changed based on changes that take placed in the organization as a result of talent management process
- 21.05% of employees responded that employees relationship factor has positively changed based on result from talent identification and management process
- 24.21% of employees responded that there are some dissatisfaction areas through changes made in the organization as a result from talent identification and management process
- 10.53% of employees responded that there is no decision taken based on changes made in the organization as a result from talent identification and management process

Chart - 10

Chart Based on changes that have taken place in the organization as a result of talent identification and management process



CORRELATION 1

Table showing relationship between income and talent expected by organization

X	y	$X=(x-\bar{x})$	$Y=(y-\bar{y})$	X^2	Y^2	XY
24	30	0.2	6.2	0.04	38.44	1.24
28	25	4.2	1.2	17.64	1.44	5.04
18	16	-5.8	-7.8	33.64	60.84	45.24
24	24	1.2	0.2	1.44	0.04	0.24
TOTAL				52.76	100.76	51.76

$\bar{x}$=95/4 =23.8 $\bar{y}$=95/4 =23.8

$$= \frac{\sum XY}{\sqrt{\sum X^2}\ \sqrt{\sum Y^2}}$$

$$= \frac{51.76}{\sqrt{5316.0976}}$$

$$= 0.71$$

INFERENCE: From the above table it is clear that there is positive correlation between income of the employees and talent expected by the organization.

CHI—SQUARE

Table show the work experience with satisfaction level of talent identification and management system

NULL HYPOTHESIS-There is no significant relationship between work experience and satisfaction level of talent identification and management

Experience & satisfaction	SA	A	N	DA	SDA	TOTAL
<1year	8	4	5	3	3	22
2-3years	8	3	8	6	4	31
4-5years	3	5	7	3	6	24
>5years	4	2	5	4	3	18
Total	23	15	25	16	16	95

FACTOR	STRONGLY AGREE/AGREE	NEUTRAL	STRONGLY DISAGREE/DISAGREE
1 YEAR	11	5	6
2-3 YEARS	12	8	10
4-5YEARS	8	7	9
ABOVE 5 YEARS	6	5	7

O	E	$(O-E)^2$	$(O-E)^2/E$
8	5.32	7.18	1.33
8	7.51	0.24	0.03
3	5.82	7.95	1.36
4	4.35	0.12	0.03
3	3.47	0.22	0.06
5	4.89	0.01	2.04
5	3.79	1.46	0.38
2	2.84	0.71	0.25
5	5.79	0.62	0.12
8	8.16	0.03	3.68
7	6.32	0.46	0.07
5	4.74	0.07	0.01

3	3.71	0.50	0.13
6	5.22	0.61	0.12
3	4.04	1.08	0.27
4	3.03	0.94	0.31
3	3.71	0.50	0.13
4	5.22	1.49	0.28
6	4.04	3.84	0.95
3	3.03	0.09	0.03
Total			11.58

R = (r-1) x (c-1)
= (4-1)x(3-1)
= 3x2
= 6
= 11.58 (6)

Calculated value = 11.58

Table value = 12.59

Calculated value < table value

H_0 is accepted

INFERENCE: Since calculated value is lesser than table value, Null hypothesis is accepted. So there is no relation between the experience level of the employee and the satisfaction towards talent identification and management system.

Findings of the study:

- Nearly 50% of the respondents are in the age group of 18-20.
- Nearly 55% of the employees are male.
- Almost 60% of the employees have been qualified under UG level.
- Nearly 35% of employees experience are under 2-3 years.
- Almost 65% of the employees have mentioned their position as trainees in organization.
- Majority of 75% employees have concluded that talent management is important for them.
- Majority of 85% employees respondent that their organization executing specific talent management initiative.
- Almost 40% of managerial skills are considered as important talent that we expected by the organization.
- Nearly 32% of employees strongly agree that creation of new policies encourage career growth and development opportunities based on talent identification
- Nearly 26% of employees respondent that motivation strategy has changed through changes have taken as a result of taken as a result of talent identification and management process.

Suggestions of the study:

Based on the analysis conducted in the organization, the following suggestions are made to the organization:

- As some of the employees are not agreed with results of the talent management program and talent management program is very important for developing the employee's skills, so the organization has to take some more steps to improve the job environment and working conditions.
- Organization has to improve the talent development activity based on on-the job training method
- Employees role are played correctly based on the job position and it must be improved rightly by the organization.
- Some of employees get de-motivated with the result of talent management program, so organization should undertake those activities so that employees should get motivated.

Limitations of the study:

- This study is only IT company orientation.
- This study relates only with talent management
- The researcher could not meet all the employees in the organization.

Conclusion:

As organizations embrace a holistic view of talent identification and management encompassing the full talent, lifecycle, they will be better equipped to find, manage measure, retain, and motivate employees to drive business performance through talent management strategies. By examining the stages of talent identification and management maturity and defining the future of talent management, this paper helps organizations understand where they are in that journey and what they can do to achieve the holistic view of talent that today's business environment requires.

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Questionnaire

1) Name: ________________________________

2) Gender: a) Male b) Female

3) Age: a) 18 – 25 b) 26 -35
c) 36-45 d) above 45

4) Qualification: a) UG b) PG

5) Experience: a) < 1year b) 2-3years

(c) Junior manager (d) others

7) Current Income: (a) 10-15k (b) 15-20k
(c) 20-25k (d) 25-30k

8) How does your organization identify talent of the employees?

(a) By competencies (b) By Results (c) By potential

9) Do you think talent identification and management program helps to Identify the strength and weakness of the employee

(a) Strongly agree (b) agree
(c) neutral (d) disagree (e) strongly disagree

10) What changes have taken place in the organization as a result of talent management process?

(a) Motivating strategy (b) Individual strategy
(c) Management employee relationship (d) Dissatisfaction areas
(e) No decision taken

11) Kindly put tick mark at appropriate column (answer the following if you are employee of the organization)

S. No	Description	Employee Response	
		Yes	No
1	Do you believe Talent Management System is necessary?		
2	Do you think a Talent Management System is important for Company?		
3	Do you think a Talent Management System is important for you?		
4	Are Talent Management initiatives a top priority in your Organization?		

5	Does your Organization have any specific Talent Management Initiative?		
6	Is Talent Management System implemented regularly ?		
7	Are you satisfied with Talent Management System in your Company?		

12) Are you satisfied with talent management system in your company?

(a) Yes (b) no

13) Kindly give your opinion for the following statements of Talent Identification and Management. Put tic mark in the appropriate Column. (Answer the following if you are HR employee of the organization)

Description	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Aligning employees with the core values of your organization.					
Assessing candidates skills earlier in hiring process					
Creating an environment where employees are excited to excellent at Work					
Creating an environment where employees ideas are encouraged develop required talents.					
Creating policies that encourage career growth and development opportunities based on Talent Identification					
Giving Productive Feedback					
Identifying vacancies that will fit in with your existing talents					
Rewarding top performing employees					

14) Could you specify any other rewarding, motivating and retaining talent in your Organization?

(a) External Talent sessions
(b) Appreciation for introduction
(c) Innovation
(d) Recreational Activities

15) How do you feel the transparency system adopted in talent management system?

(a) Fully
(b) To a great extent
(c) To a reasonable extent
(d) To a limited extent
(e) not at all

16)What are the important talents does your organization expects?

(a) Time management
(b) managerial skills
(c) computer skills
(d) Effect communication

17) What are your talent retention initiatives?

(a) Accruing new talent
(b) Leveraging existing talent
(c) Retaining the current
(d) Potential for future

18) Are you satisfied with existing talent development activity in the company?

(a) Highly dissatisfied
(b) dissatisfied
(c) neutral
(d) satisfied
(e) highly satisfied

19) Are you satisfied with the talent management system in your company?

(a) Strongly agree
(b) agree
(c) neutral
(d) disagree
(e) strongly disagree

20) Please give your valuable suggestions for the improvement talent identification and management of the organization.

AN EMPIRICAL STUDY ON SERVICES PROVIDED BY THE BANKS THROUGH E – BANKING WITH SPECIAL REFERENCE TO CHENNAI CITY.

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Kattankulathur – 603 203.

Abstract

Banking services are the activities involved in accepting and safeguarding money owned by other individuals and entities, and then lending out this money in order to earn a profit. Today, banks are jumped to internet transactions. Why is there a sudden changes of all the banks interests towards internet?. The first and foremost reason is improved security of banking transactions between banks and customers. And, another trend is in e- banking is a shift of focus of banks from being product – centric to customer centric. Access to the Internet has put wealth management decisions and demand side technology in customers hands, and they can dictate the types of products and services they require, while the internet has enabled banks to deliver desired product / service more quickly. This article is highlights the banking services transferred to modernised electronic – banking activities and its effects.

Introduction:

E – Banking is electronics banking, wherein most of the operations of the bank are carried out through the electronic media. Even the traditional functional like accepting deposits and granting of loans are done through the electronic media. E – Banking provides 24 hour access to cash through an Automated Teller Machine (ATM) or Direct Deposit of pay – cheques into deposits or savings accounts of a bank. However, in modern times, electronic banking involves different types of transactions. Electronic banking takes place through 'Electronic Fund Transfer (EFT). The EFT uses computer and electronic technology as a substitute for cheques and other paper transactions. EFTs are initiated through services like cards or codes that lets account access happen. For this purpose, banks use ATM or debit cards and Personal Identification Numbers (PINs). Apart from these, additionally digital signature or scanning of proves etc. E- Banking is defined as the automated delivery of new and traditional banking products and services directly to customers through electronic, interactive communication channels, E – Banking includes the systems that enable financial institution customers, individuals or business, to access accounts, transact business, or obtain information on financial products and services through a public or private network, including the internet.

Statement of Problem of the study:

The introduction of electronic banking in to the banking sector is to bring customer satisfaction there by to enhance the banks' profitability. The banks are providing domestic and business services to its customers. At presently, the banking services are computerised. Before it, the customer's has spent lots time to completion of banking transactions. It is found that customer satisfaction in e-banking has significant relationship with convenience, reasonable and fair fees (charges) during transaction, efficient service of e-banking, privacy, security, reliability and responsiveness of employees to solve e-banking services. The researcher investigate the impact of e-banking services and that have been recommended by other researchers for future study, to explain the problem listed by other researchers in the particularly study area, to know customer view about what they feel about over all activities of bank account.

Review of literature of the study:

M. Jayanthi and Dr. R. Umarani (2012), Carried out a study on "Customer Perception and Satisfaction towards Internet Banking Services". The study aimedto "plug" the gap between the perceived experiences and level of satisfaction of customers' towards Internet Banking facilities offered by the three private sector banks namely HDFC bank, Axis bank and ICICI bank. The study revealed eight composite dimensions of electronic service quality, including Login feature, Information on the site, Linking feature, Service feature, Customer care,Security system, Service usage, and Unique feature. The respondents preferred the banks for customer responses, Login feature, Security system, and Service usage of HDFC bank and Linking feature, Service feature, and Service usage of AXIS bank, and Login feature, Information on the site, and linking feature of ICICI bank. The respondents also preferred internet banking over manual banking.

Malika Rani (2012), A "Study on the Customer Perception Towards E - Banking in Ferozpur District" made an attempt to identify and measure the customer perception towards the usefulness and willingness to use e-banking. The study revealed that Consumers are using various services provided by their respective banks and the highest used services are the ATM & bill payment across various income groups followed by viewing of the account history.

Manoranjan Dash, Prafulla Kumar Swain, Ganesh Prasad Das, laka Samantaray and Dhruti Sundar Sahoo (2012) in their study on "Consumers' Perception About Internet Banking: The Case of Odisha" aimed to present a bird's eye view on internet banking in the Indian banking context and the current trends. The objective of the study is to determine those factors that influence the formation of attitude towards internet banking and their relation to the use of internet banking services. The study identified the challenges of the banks as continuous innovation of new products, creation of mass awareness, provision of varied financial product and creating confidence among the customers.

P. Kannan, M. P. Suresh Kumar and R. Saravanan (2012), In their article on "Rural Customer Preferences of Banking Services in India - Factor Analysis and Reliability Test " examined the rural consumer preference about banking services in Dindigul istrict. This study focused on the bank service quality levels through SERVPERF measuring scale (Croin, 1992) in rural market. This study concluded that most of the private banks like ICICI, Federal bank etc., project to enter rural market. Rural people have less knowledge about the banking services but they have enough knowledge in micro finance.

Ranjit Kumar Sahoo and Sukanta Chandra Swain (2012), In their study on "Perceived Value and Perception Offered by E - banking Services with special Reference to Punjab National Bank" made an attempt to find out whether e - banking is performing as per the perception of the customers and employees and whether there is any gap existing between the perceived value and the perception. It concluded by insisting on the initiatives to create awareness to trust the banking services.

Ravichandran.S and Dr.A.Murugarathinam (2012) in their study on " Factors influencing the Customer Preference towards E - Banking Services in Cuddalore District" investigated the level of awareness among the customers on the use of e - banking and their expectations from e- banking. The findings of the study revealed that the customers are satisfied with the quality of e-banking services. But, they face technical as well as administrative and procedural problems. Inspite of the problems, e - banking is preferred as the efficiency of the employees working through e -channels is better. They suggested to have a correct system architecture and design will help in managing operational and security.

Objectives of the study:

To study the comparison of service difference offered by banks

- To find the customer preferences of banking services
- To know the awareness of e- banking services by banks.
- To find future prospectus of e – banking to the customers.

Methodology of the study:

This research articles is descriptive and analytical research. It contains qualitative and quantitative research design. The study has used convenience sampling method. The data were collected by survey method which is distributed structured questionnaire. The data were both Primary and secondary nature. The secondary data were books, journals, magazines and internet etc. The sample size of the study is 150 at Chennai City in Tamilnadu.

Analysis and Data interpretation of demographic profile of sample size:

This analysis is inserted a part of respondent's profile, as an assortment of demographic and other factors were likely to influence the degree of customers satisfaction with respect to the products and services offered by the banks. The demographic profile of the respondent's could be seen in table.

S. No	Demographic factors	Frequency	Percentage (%)
1	Gender		
	Male	86	57.33
	Female	64	42.67
	Total	**150**	**100.00**
2	**Age (Years)**		
	Less than 20	28	18.67
	21 – 30	55	36.67
	31 – 40	47	31.33
	41 – 50	12	8.00
	Above 50	08	5.33
	Total	**150**	**100.00**
3	**Marital Status**		
	Married	51	34.00
	Unmarried	67	44.67
	Others	32	21.33
	Total	**150**	**100.00**
4	**Educational Qualn**		
	Below graduation	15	10.00
	Graduation	46	30.67
	Post graduation	75	50.00
	Others	14	9.33
	Total	**150**	**100.00**
5	**Employment status**		
	Self – employment	23	15.33
	Working people	40	26.67
	Professionalists	71	47.33

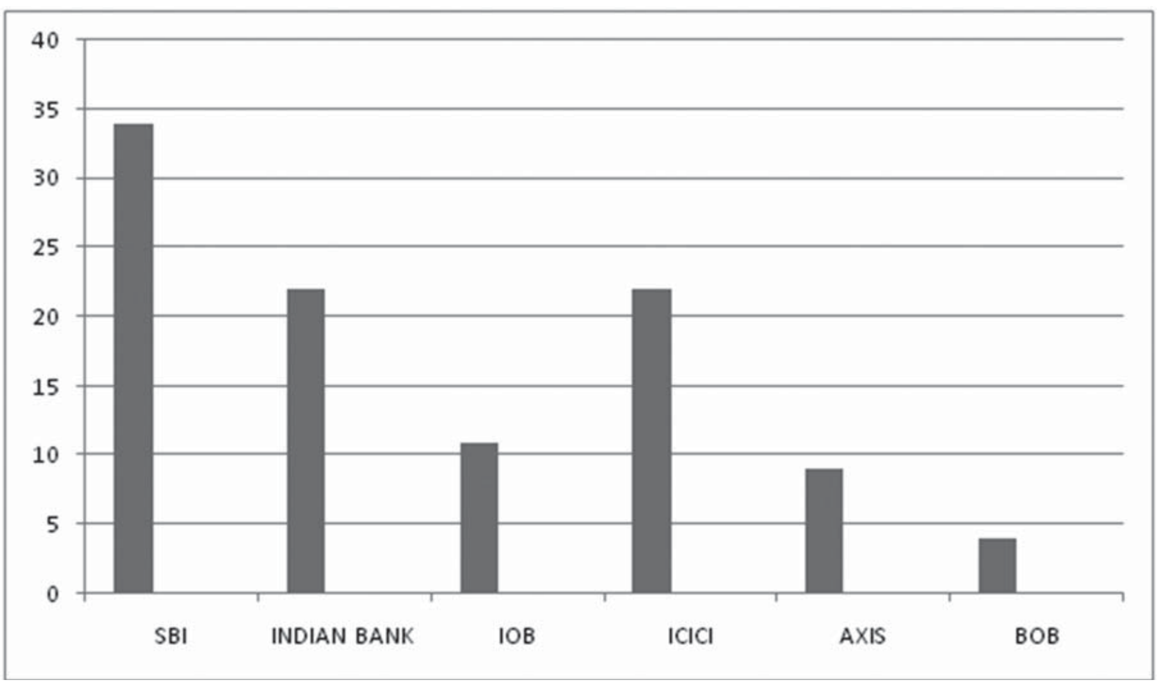
	Students	16	10.667
	Total	**150**	**100.00**
6	**Monthly income in Rs:**		
	Less than Rs. 10,000	24	16.00
	10,000 to 20,000	48	32.00
	20,000 to 30,000	55	36.67
	Above 30,000	23	15.33
	Total	**150**	**100.00**

Inference:

- The above table tells that, the respondents had a male respondents are higher (57.33%) than the female respondents.
- The sample customers were mostly in the age group of 21 – 30 years (36.67%).
- It is also evident from above table that 44.67 % of the respondents were unmarried.
- The respondents were predominantly post – graduates (50.00 %) and graduates (30.67 %).
- As far as employments is concerned, the respondents were professionals are (47. 33) followed by working people is 26.67 % etc.
- Around (16%) of the customers are had income of less than Rs. 10,000 while (36.67) of the respondents earned income between Rs. 20,000 and Rs. 30,000.

Result Analysis of data

- **Do you have an account in savings, if yes which bank?**

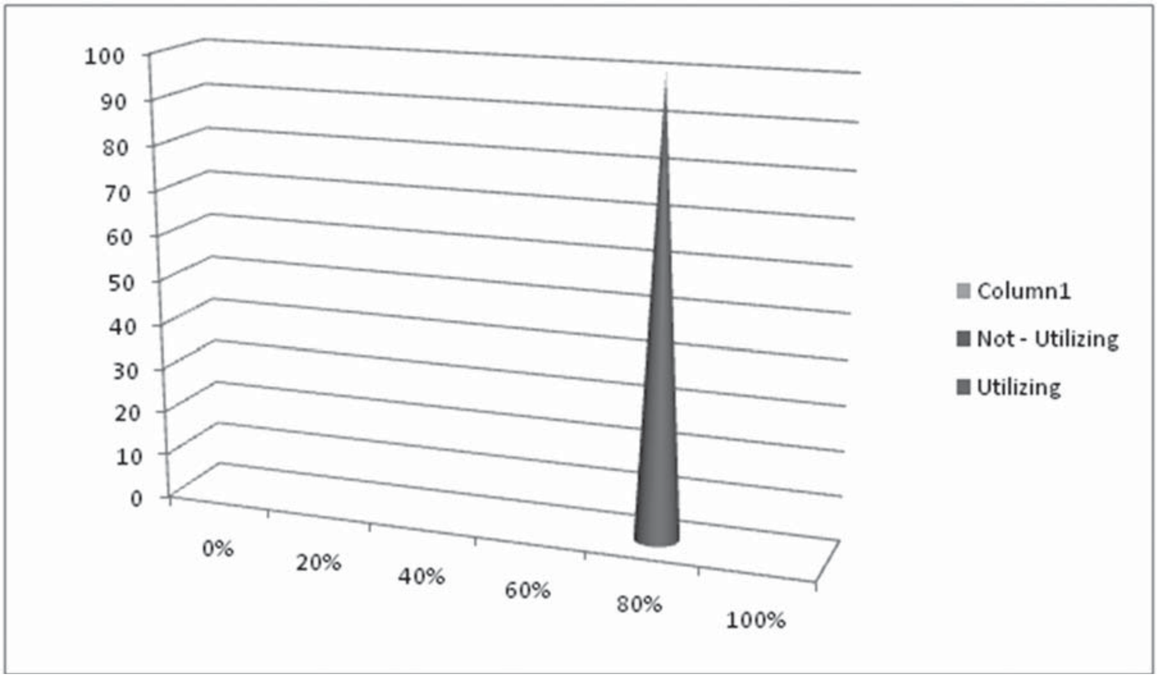


SBI = 38%, INDIAN BANK = 21%, IOB = 10%, ICICI = 21%, AXIS = 7%, BOB = 3%.

Interpretation:

The above chart shows that out of 150 customers 38% have savings account with SBI, Indian Bank and Icici account holders 21% each respectively. 10%, 7% and 3 % account holders in IOB, AXIS and BOB respectively.

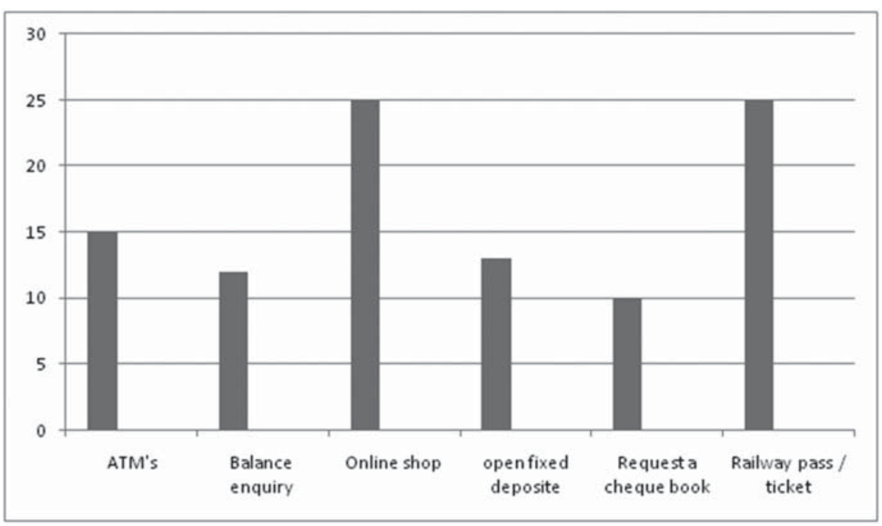
❖ **Are you utilizing E – Banking services offered by Banks?**



Interpretation:

This chart shows that out of 150 banking customers, 81 % customers are utilizing E – Banking services offered by banks and 19 % customers are Not – Utilizing E – Banking services offered by the banks.

❖ **What are the E – Banking services offered by your bank?**

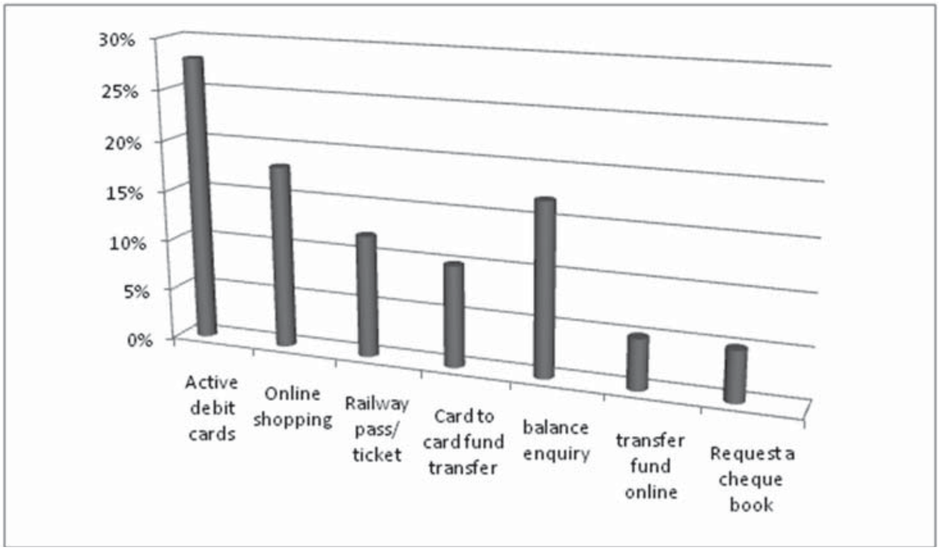


ATM = 15%, Balance Enquiry = 12%, Online Shop = 25%, Open fixed Deposit = 13%, Request a cheque book = 10%, Railway pass/ticket = 25.

Interpretation:

This chart shows that, services offered by banks, out of 150 bank customers (25%) online shop service and railway pass / ticket. And Active debit cards/ ATMs is 15% , Balance enquiry is 12 % .

- ❖ **Which is the Services of E – Banking by your bank that you are utilizing more frequently?**

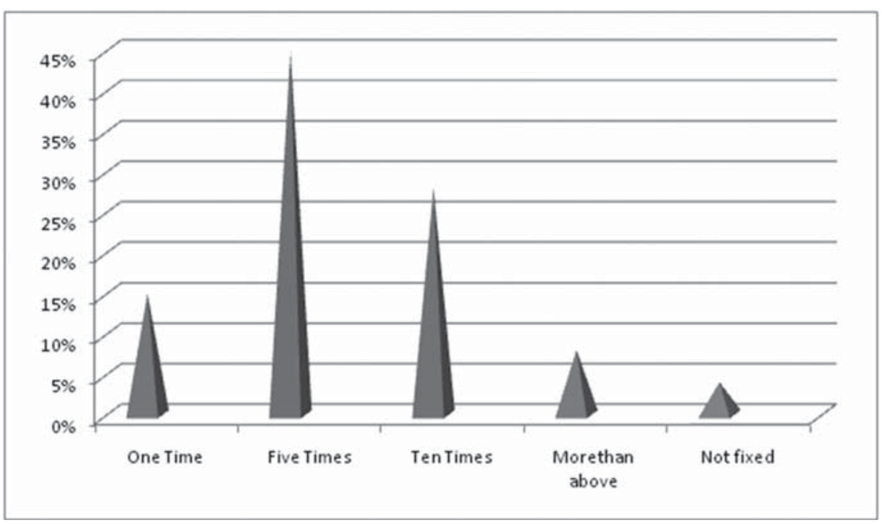


Active debit cards – 28%, Online shopping = 18%, Railway pass/ticket = 12%, Card to card fund transfer – 10 %, Balance enquiry = 17%, Transfer fund online = 5%, Requests cheque book = 5%.

Interpretation:

The above chart shows that, most frequent uses among the services offered by bank. The debit card users is 28 % , and Balance enquiry services users is 17 %. Open fixed deposit and Request a cheque book users is 5 % respectively.

- ❖ **How many times uses in E- Banking services in a month:**

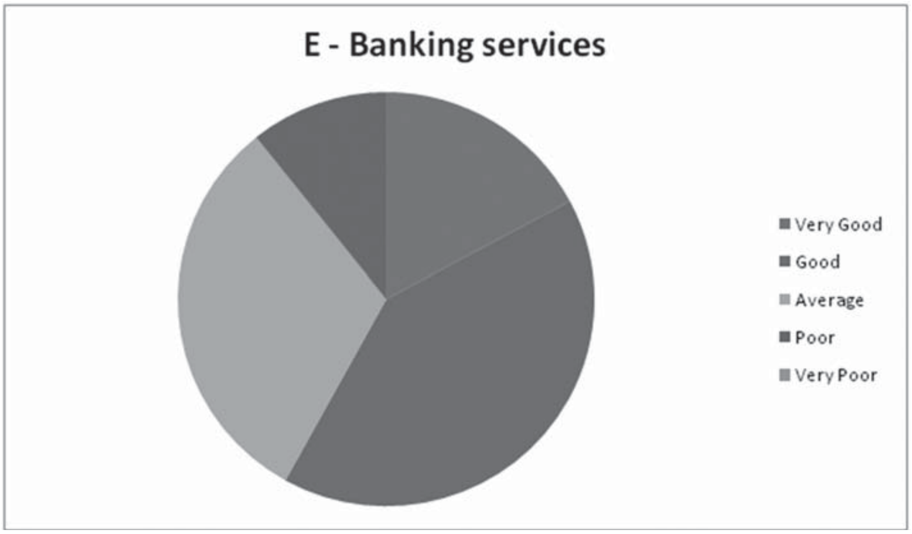


One – Time = 13%, Five times = 43%, Ten times = 25 % , Morethan above 8%, Not fixed = 4 %.

Inference:

The above chart shows that, frequency of uses of banking services in a month period. It clearly says that five times is (43 %) and Ten times is (25%). The least uses is 4 % is ins not fixed category.

- **How is your bank services towards E – Banking:**

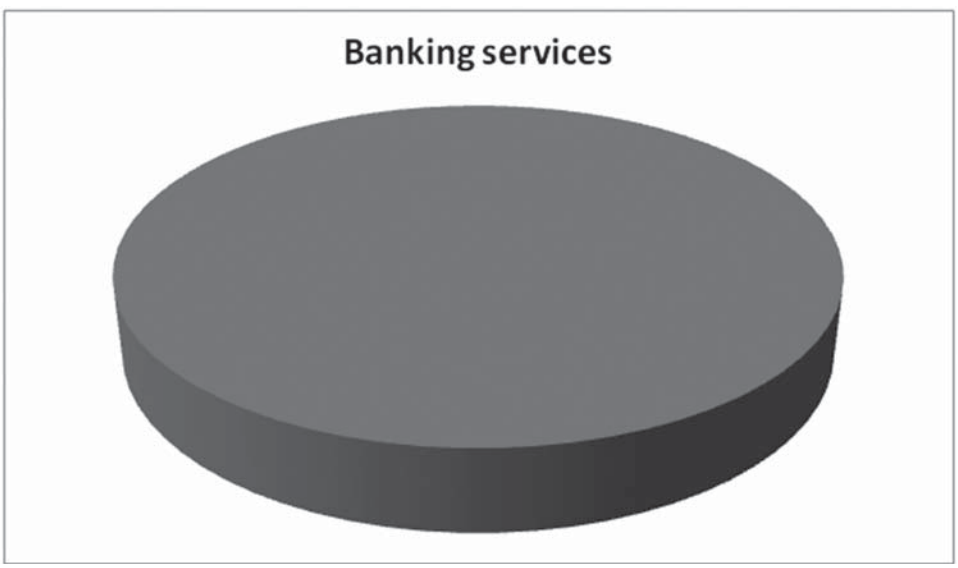


Very good = 16%, Good = 38%, Average = 29 %, Poor = 10%, and Very Poor = 7%.

Inference:

The above chart shows that out of 150 customers 38 % respondents says that E- Banking services of the bank is good, 16 % of the customers are 16 % is very good. 7% of customers says that E- Banking services of the bank is very poor.

- **Performance of E- Banking services in your bank Day by Day: (Increase / Decrease)**

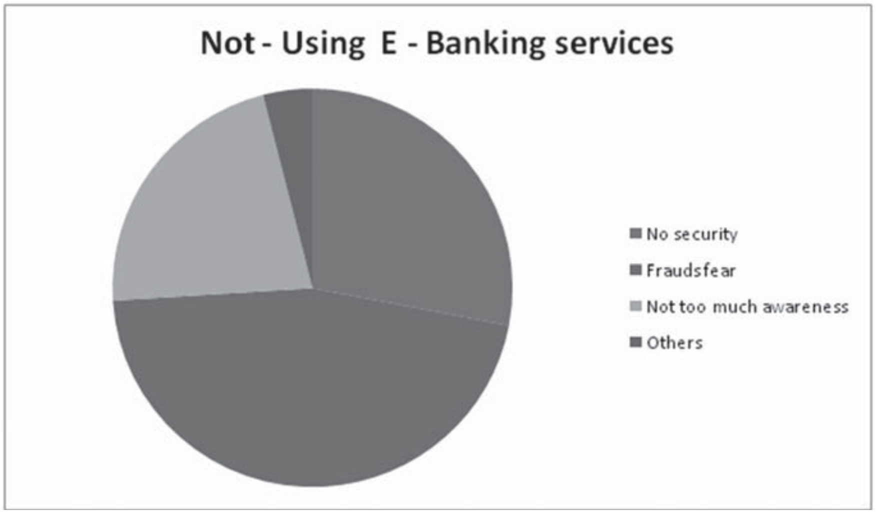


Increases = 100 %, Decreases = 0 %.

Interpretation:

The above chart shows that out of 150 respondents are 100% realised that E- Banking services in bank is increase and 0% customers realised that E – Banking services in bank services.

- ❖ **What are the reasons for not using E – Banking services?**



No Security = 21%, Frauds fear = 28%, Not too Much awareness = 47 % and Others = 4 %.

Interpretation:

This chart shows that out of 150 respondents, 28% frauds fear, 47% not too much awareness not utilising E- banking services , because no awareness programmes regarding E- Banking services in banks.

Major findings of the study:

- ❖ Most of the customers are have account with SBI (38%).
- ❖ Among the respondents of the research 80 % is utilizing the E. Banking services.
- ❖ 28% of the customers are using most frequent services offered by bank.
- ❖ More no. of visits to bank 43% customers out of 150 %.of respondents.
- ❖ 38% of the customers are saying that E- banking services are good.
- ❖ Out of 150 respondents are 100% realised that E- Banking services in bank is increased.
- ❖ Out of 150 respondents, 28% frauds fear, 47% not too much awareness not utilising E- banking services.

Suggestions of the study:

- ❖ The banks are providing very good service with low service fees to their customers.
- ❖ All the banks are offered different E- Banking services to the customers.
- ❖ Most of the banks are providing for their customers.

Limitations of the study:

- The study area is Chennai City only.
- The sample size has taken in only 150 due to time constraints.

Conclusion:

This research is based on primary data. According to the study, the researcher concludes that the most of the bank customers are aware about all the banking services in Chennai. The banks further have to take necessary steps to educate the customers regarding the new technology and other services offered by the banks. Banks may extend customer meeting time with bank officials and also friendly approach is necessary. E – Banking creates issues for banks and regulations alike. For our part we will continue our work, both national and international, to identify and remove any unnecessary barriers to E - Banking. For their part, banks should have a clear at the effects of e - banking accounts widely disseminated strategy that is driven from the top and takes into account the effects of e- banking, together with an effective process for measuring performance against it take into account the effect that e- provision will have upon their business risk exposures and mange these accordingly. The research article is useful to know the consumer awareness of e-banking system and what types of risk involved in e-banking system.

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A STUDY ON ANALYSIS OF SALES AND MARKETING IN SHRI SHAKTHI BIKES

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ABSTRACT

The term "Sales and Marketing" is used so commonly that it is assumed that they are one and the same by many people - they are not. Our definition for sales is the activity of taking a lead and selling the item desired. Our definition for marketing is the activity of finding out what the market wants to buy. Marketing is not advertising. Marketing is finding out what people want, why they want it and how much they'll spend. Don't confuse marketing with advertising. Sales is sales! It's converting an inquiry or lead into a contract or shipment. Sales is not market research, business development or advertising. "Marketing is the cost effective delivery of sales"

With the new century, people often feel a growing uneasiness about the future. Certainly mainly countries today are suffering from chronic high unemployment, a persistent deficit and deteriorating purchasing power.

Clearly, national economics are undergoing rapid and often wrenching transformation. Two forces underlie the dramatic changes. One is globalization, the explosive growth of global trade and international competition. The other force is technological change. We witnessed remarkable advances in the availability of information and the speed of communication. Companies operate in a Darwinian market place where the principal of natural selection lead to "Survival of the Fittest".

INTRODUCTION

In order to survive organizations need publicity. They need buyers for their products. All this and more can be gained through marketing. Marketing is and orderly and insightful start with researching the marketplace to understand its dynamic. The market users research to identify opportunities. That is, to find individual or groups of people with segmenting the market and choosing those target markets that the company can satisfy in a superior way. All the marketing study information is collected with the help of census and sample survey methods. In this marketing study we had referred marketing mix and advertising and performance of the product.

Marketing management takes place when at least one party to a potential exchange thing about the means of achieving desired responses from other parties. Customers increasingly expect higher quality and services and some organizational. They perceive fewer real product differences and show less brand loyalty. They can obtain extensive product information from the internet and other sources, permitting them to shop more intelligently. They are showing greater price sensitivity in their search for value.

OBJECTIVES OF THE STUDY

- ☞ To analyze the sales and marketing.
- ☞ To analyze the customer preference.
- ☞ To know the full knowledge sales and marketing.

- To suggest various factors to improve sales.
- To estimate the overall satisfaction level of the customer with the product and with the sales

NEED OF THE STUDY

Shri Shakthi Bikes among the largest dealer of TVS in Tamil Nadu. To sustain from the competition evolved in the Motor Bike Companies. So the researcher to conduct the study to identify the product features, which on the purchase decision of TVS. The Survey aims in evaluating the sales and marketing towards shri shakthi bikes.

LIMITATION OF STUDY

- The information given by the respondents may be biased.
- Suggestions given at the end of the report are based on the information collected. This may not be accurate due to the changing perceptions of customers.
- The time span was limited due to which exhaustive study could not be conducted.
- The views of the people are biased therefore it does not reflect true picture.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done systematically. In the research Methodology we study the various steps that are generally adopted by a research in studying the research problem along with the logic behind them.

Data Collection Source

Information was collected through both primary and secondary sources.

Data analysis:-

Analysis was done by simple percentage method. Using tables, Bar-diagrams and Pie-diagrams, analyzed the collected data.

Statistical Tools used:-

Percentage Method:-

Percentage Method is used in making comparisons between two or more series of data. This method is used to describe relationships.

$$\text{\% of Respondents} = \frac{\text{No. of. Respondents}}{\text{Total Respondents}} \times 100$$

Bar Diagram:-

Bars the most common type of diagrams used in practice. A bar is thick line, whose width is shown merely for attention. There are called one dimensional because it is only the length of the bar that matters and not the width when the number of items is large, lines may be drawn instead of bars to economize space.

Pie Charts:-

Pie Charts are very popularly used in practice to show percentage breakdowns.

DATA ANALYSIS & INTERPRETATION OF TVS

TABLE – 1 FACTOR INFLUENCING THE CUSTOMERS TO PURCHASE TVS:-

Attributes	No. Of Respondents	% Of Respondents
Quality	10	40%
Price	05	20%
Service	03	12%
Delivery	01	4%
Repetition/Brand Name	06	24%
Total	25	100%

Inference:-

From the above table we can clear that 40% of Respondents were influenced by Quality, 20% of Respondents were influenced by Price, 12% of Respondents were influenced by Service, 4% of Respondents were influenced by Delivery and 24% of Respondents were influenced by Repetition/Brand name.

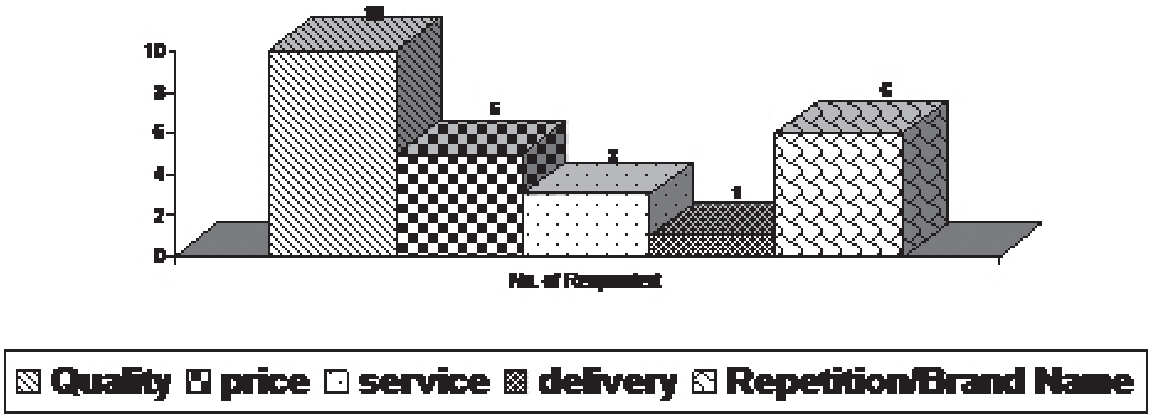


TABLE – 2 SPECIFY THE PERFORMANCE LEVEL OF SHRI SHAKTHI BIKES IN TVS:-

Attributes	No. Of Respondents	% Of Respondents
Excellent	04	16%
Very Good	09	36%
Good	11	44%
Satisfactory	01	04%
Poor	--	--
Total	25	100%

Inference:-

From the above table, 16% of Respondents rated Excellent, 36% of Respondents rated Very Good, 44% of Respondents rated good, 04% of Respondents rated Satisfactory in Performance of Shri Shakthi Bikes.

TABLE – 3 HOW DO YOU RATE THE QUALITY OF ABOVE TVS:-

Attributes	No. Of Respondents	% Of Respondents
Excellent	04	16%
Very Good	09	36%
Good	10	40%
Satisfactory	02	08%
Poor	--	--
Total	25	100%

Inference:-

From the above table, 16% of Respondents rated Excellent, 36% of Respondents rated Very Good, 40% of Respondents rated good, 08% of Respondents rated Satisfactory in Quality of TVS.

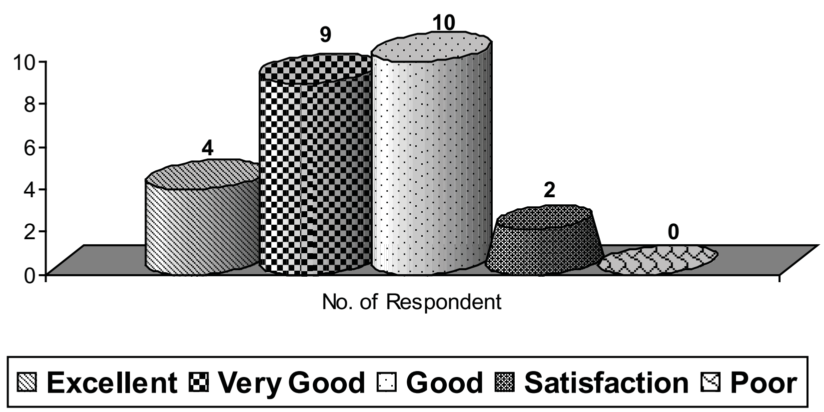


TABLE – 4 CUSTOMER INTEREST IN TVS:-

Attributes	No. Of Respondents	% Of Respondents
Yes	14	56%
No	11	44%
Total	25	100%

Inference:-

From the above table it is clear that 56% of Respondents are interested in TVS and 44% of Respondents are not interested in TVS.

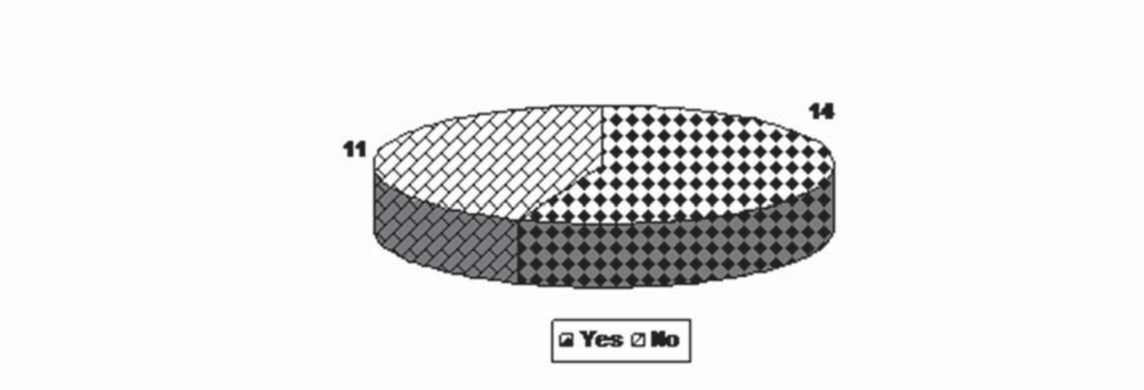
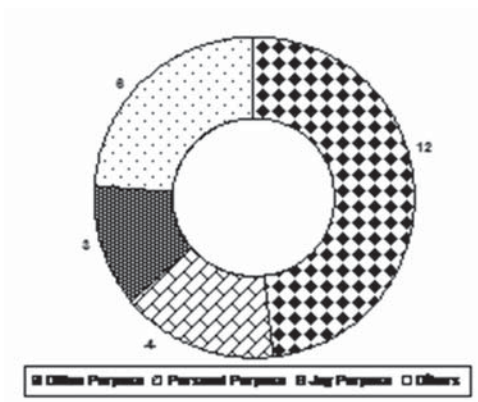


TABLE – 5 FOR WHAT PURPOSE DOES YOU ARE USE YOU'RE BIKE?

Attributes	No. Of Respondents	% Of Respondents
Office Purpose	12	48%
Personal Purpose	04	16%
Joy Purpose	03	12%
Other	06	24%
Total	25	100%

Inference:-

From the above table it is clear that 48% of Respondents are use office purpose, 16% of Respondents are use personal Purpose, 12% of Respondents are use Joy Purpose and 24% of Respondents are use Other Purpose.



FINDING

- 40% of Respondents were influenced by Quality.
- 44% of Respondents rated good in Performance of Shri Shakthi Bikes.
- 40% of Respondents rated good in Quality of TVS.
- 56% of Respondents are interested in TVS.
- 48% of Respondents are use office purpose.

SUGGESTION

- ☞ Increase the awareness of SHRI SHAKTHI BIKES among the prospective customers.
- ☞ Though the after sales service is excellent, it has only 32% of good note, hence I suggest increasing the good level to the maximum by laying the stress on the needed fields.
- ☞ The company is to concentrate more on the features and benefits of the product.
- ☞ Steps should be taken in order to increase the customer’s interest towards TVS.
- ☞ Maintaining the quality of TVS as quality plays a vital role in the process of purchasing product by customers.

CONCLUSION

It is the detailed study of Shri Shakthi Bikes. This article helped me to conclude that the servicing units of shri shakthi bikes products are sales and marketing. TVS is considered to be most full efficient bike on Indian roads. Service & spare parts are available throughout India in local market also. While buying a motor cycle, economy is maintain consideration in form of maintains cost, fuel efficiency.

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A STUDY ON EMPLOYEE ENGAGEMENT THROUGH SAFETY MEASURES OF CHANGE MANAGEMENT IN WORK PLACE FOR KANSAI NEROLAC PAINTS IN KANCHIPURAM DISTRICT

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ABSTRACT

Safety of employees is primarily important at any workplace irrespective of the fact whether it is an office, factory or a construction site. But at the same time, proper protection of the office property is essential. All the employees should be identified by proper photo identity card that is required to be shown as one enters the office premises. The importance of safety at work place can't be over exemplified. It is mostly felt in factories where the laborers are exposed t sustained risk in their daily operations. Adaptation of safety measures not only ensures safety of the life of the workers but also of their family dependents First and foremost all operations should be executed under supervision of factory foreman.

INTRODUCTION

Every employee should be made educated of the necessary steps to be adopted in case there is an emergency. In other words, occupational health and safety encompasses the social, mental and physical well-being of workers that is the “whole person”. Successful occupational health and safety practice requires the collaboration and participation of both employers and workers in health and safety programmes, and involves the consideration of issues relating to occupational medicine, industrial hygiene, toxicology, education, engineering safety, ergonomics, psychology, etc. Work-related accidents or diseases are very costly and can have many serious direct and indirect effects on the lives of workers and their families. For workers some of the direct costs of an injury or illness are:

- ✓ the pain and suffering of the injury or illness;
- ✓ the loss of income;
- ✓ the possible loss of a job;
- ✓ health-care costs.
- ✓ It has been estimated that the indirect costs of an accident or illness can be four to ten times greater than the direct costs, or even more.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVES

- ✓ To appraise the Existing safety system in “Kansai Nerolac Paints Ltd”
- ✓ To suggest the measures to company to improve the safety system at the work place.

SECONDARY OBJECTIVES

- ✓ To know the worker’s satisfaction and involvement towards health and safety
- ✓ To analyze the management commitment towards safety to the employee.

- ✓ To create safety awareness and improve safety precautions at the work place.

SCOPE OF THE STUDY

- ✓ This study helps to increase the safety awareness among the workers.
- ✓ This study helps to improve the quality of the safety equipments
- ✓ Hence the scope of the research was limited to the Perungudi Branch of Kansai Nerolac Paints Company.

NEED FOR THE STUDY

- ✓ To Know about the importance of safety in the work place
- ✓ Safety measures in the industries
- ✓ workplace hazards are controlled - at the source whenever possible;
- ✓ Records of any exposure are maintained for many years;

LIMITATIONS OF THE STUDY

- ✓ The study is conducted and concluded considering the prevailing conditions, which may subjected to change in future
- ✓ The participation of the respondents in providing the information was found difficult, as they were quite busy with their schedules.

RESEARCH METHODOLOGY

- ➢ **Type of Research**

  Research design is the specification of methods and procedures for acquiring the information needed to structure and to solve the problem. It acts as a framework for a study that guides the collection and analysis of data.

- ➢ **Research design**:

  Adopted for this study is Descriptive Research because it deals with description of the state of affairs, as it exists at present. Since the research involves finding out the relationship among the workers of nerolac paints.

- ➢ **Source of data**

  Primary data and Secondary data

- ➢ **Type of Sampling**

  The sampling method suitable for this article is convenience sampling. In the convenience sampling, the data will be collected as per the convenience of the sampling unit and as per the convenience of the researcher.

- ➢ **Sampling Unit**

  Individual workers of Nerolac production plant

- **Population size**

  Population size is 250 per plant.

- **Sample size**

  Sample size was restricted to 100 units.

- **Data Analysis Tools**

Tools used for the analysis are as follows

1. Percentage analysis
2. Statistical analysis like chi-square test and Rank correlation.

DATA ANALYSIS & INTERPRETATION

TABLE NO: 1 AGE WISE CLASSIFICATION

Age Group	No.of Respondents	Percentage
< 30 years	21	21%
30 – 40 years	29	29%
41 – 50 years	24	24%
> 50 years	20	20%

Total: 100 100%

Interpretation:

It was evident from the above data that majority of the respondents are between the age group of between 30-40.

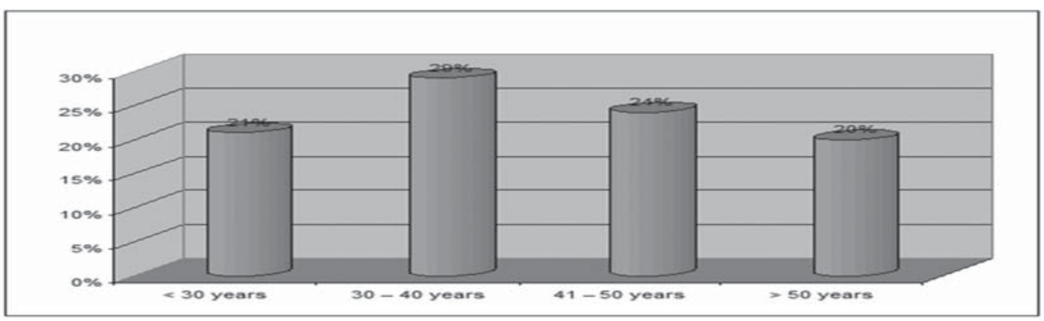


TABLE NO: 2 EXPERIENCE WISE CLASSIFICATIONS

Experience	No.of Respondents	Percentage
< 2 years	11	11%
2 – 5 years	21	21%
6 -9 years	37	37%
> 10years	31	31%

Total: 100 100%

Interpretation:

Majority of the respondents that is 37% are above 10 years experience and 37% are having 6 –9 years and

21% are having 2 - 5 years experience and only 11% have only less than 2year experience.

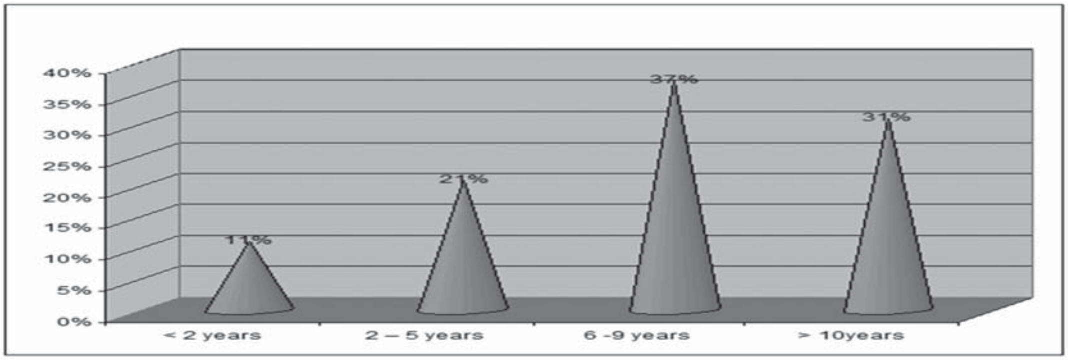


TABLE NO: 3 LITERACY WISE CLASSIFICATIONS

Status	No.of Respondents	Percentage
< 8th class	22	22%
X classs	36	36%
+ 2	26	26%
G and above	16	16%

Total: 100 100%

Interpretation:

It was found from the survey that there was a variety of the educational background of the plant workers and staff. Majority of the respondents that is 36% are X classs.

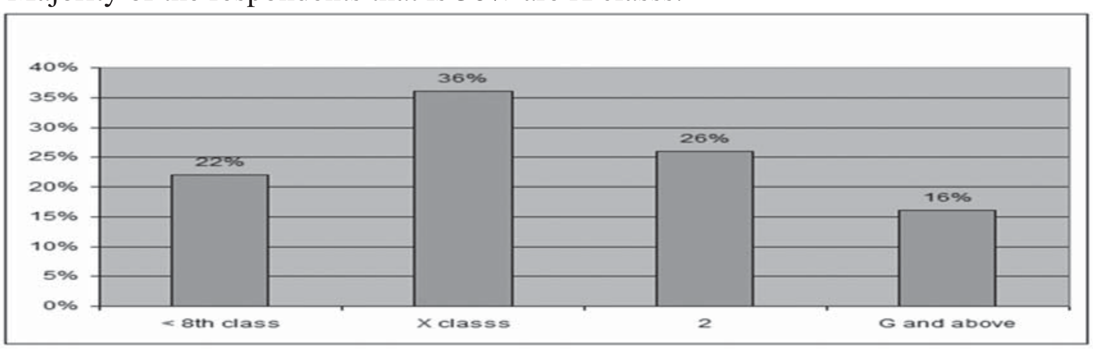


TABLE NO: 4 OPINION ON WORK ENVIRONMENT

Envi Factors	VERY GOOD		GOOD		AVERAGE		POOR		VERY POOR	
	NOR	%	NOR	%	NOR	%	NOR	%	NOR	%
Temperature / Humidity	25	25	24	24	33	33	15	15	3	3
Proper lighting	31	31	42	42	21	21	3	3	3	3
Ventilation	39	39	30	30	23	23	3	3	5	5
Air Circulation	35	35	44	44	16	16	3	3	2	2
Free moving space	37	37	51	51	5	5	5	5	2	2
Well arranged inventory	28	28	25	25	22	22	13	13	12	12
Well organized process	28	28	45	45	22	22	3	3	2	2

Interpretation:

It is evident from the above data that majority of the respondents feel good about Temperature / Humidity, Proper lighting, Ventilation, Air Circulation and Free moving space but a considerable number of employees are not satisfied with arrangement of and inventory ll organization of the work process.

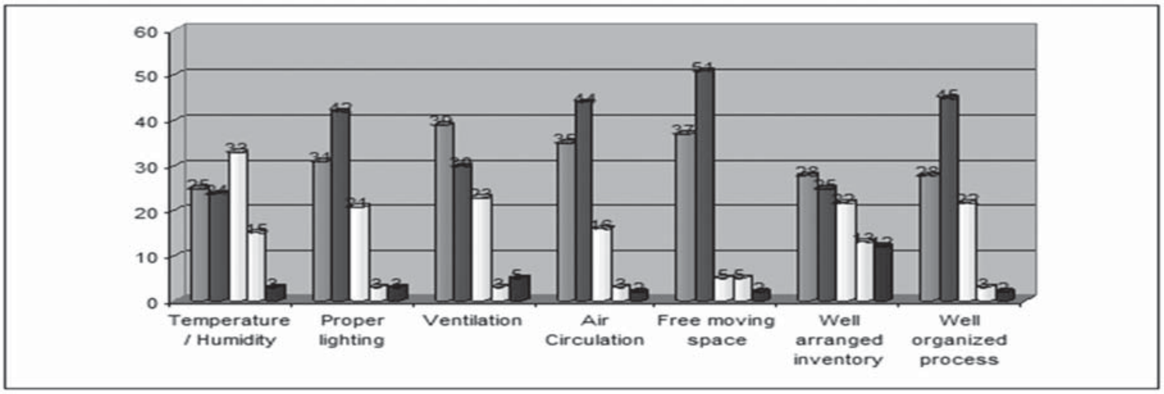
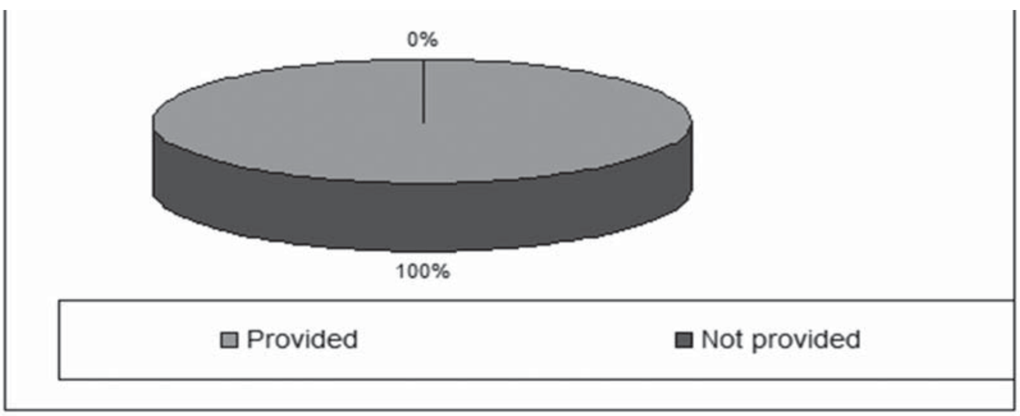


TABLE NO: 5 PROVISIONS OF SAFETY TRAINING PROGRAMS

Status	No.of Respondents	Percentage
Provided	100	100%
Not provided	0	0%
Total:	100	100%

Interpretation:

It was evident from the above table that all the respondents agrees that the company provides safety training programs. But they are not happy about the frequency of the training programs.



STATISTICAL ANALYSIS

1. RANK CORRELATION FOR THE TRAINING EFFECTIVNESS

Null Hypothesis Ho: There is no difference between opinions of the workers based on their literacy level about the understanding the safety measures training programs conducted by the company

Alternative Hypothesis H1: There is significant difference between opinions of the workers based on their literacy level about the understanding the safety measures training programs conducted by the company

CORRELATION TABLE

Training Factors	**Ranks given by workers who are more literate(above +2 & Graduates) Xi**	**Ranks given by workers who are less literate (below +2) Yi**	**di = (Xi – Yi)**	**di²**
Training Content	5	7	-2	4
Training language	1	1	0	0
Demonstrations	7	5	2	4
Simulation exercises	4	3	1	1
Personal training	3	5	-2	4
Trainer's knowledge	2	2	0	0
Training methods	6	6	0	0

$\Sigma di^2 = 13$

$$\text{Rank correlation} = 1 - \frac{6\Sigma di^2}{N(n^2 - 1)}$$

$= 1 - -6 (13) / 7 (49 - 1)$

$= 1 – 0.232143$

$= 0.767857$

Interpretation:

The rank correlation value is high and positive.

Hence Null hypothesis is rejected. Alternative hypothesis is accepted.

Conclusion:

There is significant difference between opinions of the workers based on their literacy level about the understanding the safety measures training programs conducted by the company

2. CHI SQUARE TEST FOR IMPACT OF LITERACY LEVEL OF THE WORKERS VS SAFETY AWARENESS

Null Hypothesis Ho: There is no impact of literacy level of the workers in understanding the safety awareness programs conducted by the company

Alternative Hypothesis H1: There is a significant impact of literacy level of the workers in understanding the safety awareness programs conducted by the company

CROSS TABULATION FOR LITERACY LEVEL OF THE WORKERS AND SAFETY AWARENESS

status	Complete awareness	Partial awareness	Not At all	Total
< 8th class	6	13	3	22
X classs	12	15	9	36
+ 2	12	5	9	26
G and above	12	2	2	16
Total	42	35	23	100

Chi Square table

Observed O	Expected E	O-E	$(O-E)^2$	$(O-E)^2/E$
6	9.24	-3.24	10.4976	1.136104
12	15.12	-3.12	9.7344	0.64381
12	10.92	1.08	1.1664	0.106813
12	6.72	5.28	27.8784	4.148571
13	7.7	5.3	28.09	3.648052
15	12.6	2.4	5.76	0.457143
5	9.1	-4.1	16.81	1.847253
2	5.6	-3.6	12.96	2.314286
3	5.06	-2.06	4.2436	0.838656
9	8.28	0.72	0.5184	0.062609
9	5.98	3.02	9.1204	1.525151
2	3.68	-1.68	2.8224	0.766957

Calculated Chi square value: 17.495

Inference:

For (3-1)(4-1) = 6 degrees of freedom at 5% significance level

chi square Table value is 12.59

Calculated value > Table value

Hence Ho is rejected. H1 is accepted.

Conclusion:

Hence there is a significant impact of literacy level of the workers in understanding the safety awareness programs conducted by the company

FINDINGS

1. Majority of the respondents that is 29% are 30-40 years experience.
2. Majority of the respondents 37% are having 6 –9 years.
3. Majority of the respondents that is 36% are X classs.
4. All the respondents agrees that the company provides safety training programs

SUGGSION AND RECOMMENDATIONS

- ✓ Company should provide sufficient number of Safety tools to all the employees.
- ✓ It is better to increase the durations of the training program
- ✓ To improve the environments and infrastructure of training class for employees

CONCLUSION

The Kansai Nerolac paint manufacturing plant is highly accident-prone zone, since it is dealing with the chemicals. The company is providing safety measures training programs, but still the workers are not confident in facing the unexpected situations. The company wants to know the awareness and expectations of the workers towards safety measures.

It is better to increase the durations of the training program, to improve the environments and infrastructure of training class for employees, to improve the satisfactions level of the employees various training programs should be conducted, Making employees to attend more training programs. Management should explain the usefulness of training programs and The Company should more focus on conducting more Safety Measures training, were suggested to the company. The company can consider the above said recommendations to increase the safety awareness among the workers and can enhance the safer environment in the company.

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A STUDY ON EMPLOYEE ENGAGEMENT THROUGH T&D IN SELECTED INDUSTRIAL PVT LTD

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ABSTRACT

Human resources are the most valuable and unique assets of an organization. The successful management of an organization's human resources is an exciting, dynamic and challenging task, especially at a time when the world has become a global village and economies are in a state of flux. The scarcity of talented resources and the growing expectations of the modern day worker have further increased the complexity of the human resource function. Even though specific human resource functions/ activities are the responsibility of the human resource department, the actual management of human resources is the responsibility of all the managers in an organization.

It is therefore necessary for all managers to understand and give due importance to the different human resources policies and activities in the organization. Human resources management outlines the importance of HRM and its different functions in an organization. It examines the various HR processes that are concerned with attracting, managing, motivating and developing employees for the benefit of the organization.

INTRODUCTION

Training can be introduced simply as a process of assisting a person for enhancing his efficiency and effectiveness to a particular work area by getting more knowledge and practices. Also training is important to establish specific skills, abilities and knowledge to an employee. For an organization, training and development are important as well as organizational growth, because the organizational growth and profit are also dependent on the training. But the training is not a core of organizational development. It is a function of the organizational development.

Training is different form education; particularly formal education. The education is concerned mainly with enhancement of knowledge, but the aims of training are increasing knowledge while changing attitudes and competences in good manner. Basically the education is formulated within the framework and to syllabus, but the training is not formed in to the frame and as well as syllabus. It may differ from one employee to another, one group to another, even the group in the same class. The reason for that can be mentioned as difference of attitudes and skills from one person to another. Even the situation is that, after good training programme, all different type skilled one group of employees can get in to similar capacity, similar skilled group. That is an advantage of the trainings.

OBJECTIVES OF STUDY

PRIMARY OBJECTIVES:

- ☞ To study on employee‘s level TRAINING AND DEVELOPMENT in Doss Industrial.

SECONDARY OBJECTIVES:

- ☞ To find attributes taken into consideration for buying decisions of Doss industries by the buyer,
- ☞ To find out the product details.

- To find possible future requirements of industries.
- Position of sales product.

The following research objectives have been defined:

- Describe the development of the PSAM in terms of its achievement of Funder's objectives,
- Describe the development and implementation of the performance management system.
- Analyze the development and implementation of the performance management system.
- Assess potential areas for future development of the PSAM's performance management system
- These objectives and the main purpose of the research will be addressed in doss industries

SCOPE OF THE STUDY

The survey was conducted in Gundy at Chennai and the surrounding using methods. The study will not be applicable to the areas.

This study focuses on fresh certified organic fruit and vegetables (both temperate and tropical). For some countries where other organic products (e.g. processed and frozen vegetables) are of significant importance, short sections on these products are included.

Market analysis has been carried out in the following developed markets: Austria, Belgium, Denmark, France, Germany, Italy, Japan, the Netherlands, Sweden, Switzerland, the United Kingdom and the United States of America. Case studies on the (potential) organic export sector in developing countries include:

LIMITATIONS OF THE STUDY

- This survey was conducted under certain limitations hand. These limitations are as follows.
- A limited number of retail outlets were interviewed for retailer service of company.
- A limited number of 50 people were interviewed for consumer behaviors on glass brand.
- The limited period posed as a major constraint in working.
- Some respondents refused to make time to be interviewed and subconsciously answered some specific question.

RESEARCH METHODOLOGY

RESEARCH DESIGN:

A research design helps to define the problem, method of data collections and analysis, time requirement for the product and to estimate the expense to be incurred. It is purely and simply the framework or plan for a study that guides data collection.

SAMPLE DESIGN:

Sampling is an integral part of the data collection process as it is not feasible to secure the data from each and every employee in Doss Industrial Pvt Ltd.

DATA COLLECTION:

Primary Data:

Primary data was collected through personal interview from the target respondents to meet the information needed for the study.

Secondary Data:

Secondary data has been collected from relevant data from the HR manager, newspapers, journals, Internet and word of mouth.

SAMPLING PROCEDURES:

50 samples have been collected among 77 employees. Sampling method, which has been adopted, is convenience sampling.

STATISTICAL TOOL:

The Collected data has been subjected to analysis to using an appropriate tool like percentage, T-test and Chi-Square test.

DATA ANALYSIS & INTERPRETATION

TABLE -1 AGE PREPARE TO WORK

One-Sample Test

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
EMPPER	4.725	2	.042	33.3333	2.9767	63.6900
NOOFEMP	4.725	2	.042	16.6667	1.4883	31.8450

Inference:

About the table research details to the age prepare to the workers It is seen that 44% having to the workers age 21-30 of the respondent And low level age prepare to the workers 20% of the respondent

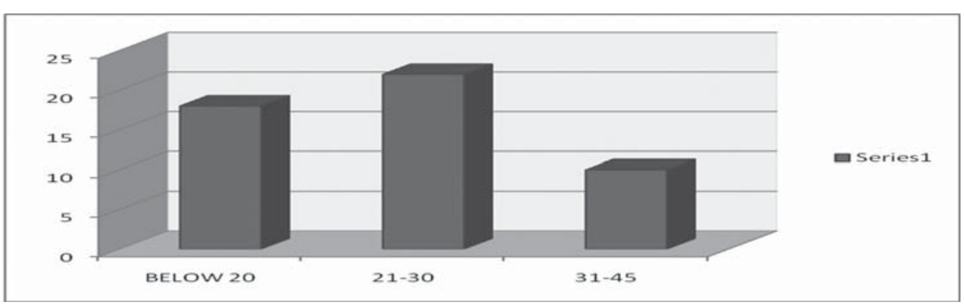


TABLE -2 WHO WILL BE APPOINTED MORE

STATUS	NO.OF.RESPONDENT	PERSENT
MALE	45	90%
FEMALE	5	10
TOTAL	50	100

One-way

ANOVA

EMPPER

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3200.000	1	3200.000	.	.
Within Groups	.000	0	.		
Total	3200.000	1			

Inference:

About the table research details to who will be appointed more It is seen that 90% of them having male status appointed to the job, From the low level status appointed to the work of the respondent 10% female.

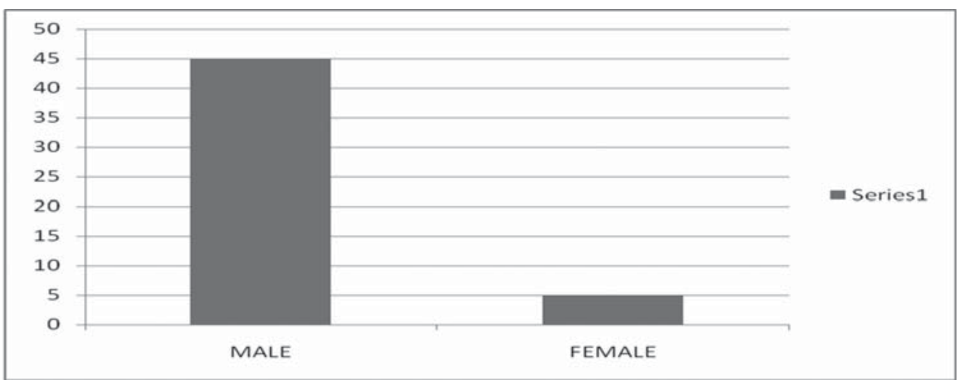


TABLE -3 THE WORKERS SALARY OF THE RESPONDENT

SALARY	NO.OF.RESPONDENT	PERSENT
BELOW 2000	5	10%
2000-3000	10	20%
5000 ABOVE	35	70%
TOTAL	50	100%

Inference:

About the table research details to the workers salary of the respondent It is seen that 70%haveing to the workers get the salary 5000above And 10% of the workers get of them had below 2000,

NPar Tests

Chi-Square Test

Frequencies

EMPPER

	Observed N	Expected N	Residual
10.00	1	1.0	.0
20.00	1	1.0	.0
70.00	1	1.0	.0
Total	3		

NOOFEMP

	Observed N	Expected N	Residual
5.00	1	1.0	.0
10.00	1	1.0	.0
35.00	1	1.0	.0
Total	3		

Test Statistics

	EMPPER	NOOFEMP
Chi-Square[a]	.000	.000
df	2	2
Asymp. Sig.	1.000	1.000

a. 3 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 1.0.

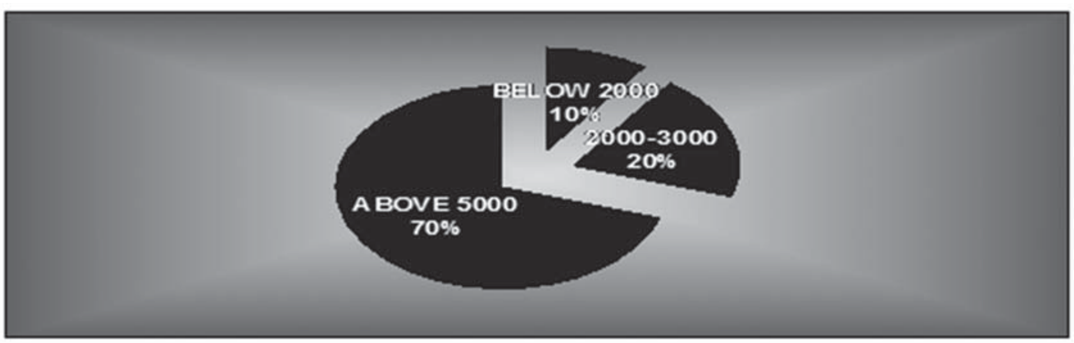


TABLE -4 PROFESSTION OF THE RESPONDENT

USER	NO OF RESPONDENT	PERCENTAGE
BUSINES	10	20%
GOVT EMP.	5	10%
STUDENT	35	70%
TOTAL	50	100%

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
EMPPER	3	33.3333	32.14550	18.55921
NOOFEMP	3	16.6667	16.07275	9.27961

One-Sample Test

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
EMPPER	1.796	2	.214	33.3333	-46.5205	113.1872
NOOFEMP	1.796	2	.214	16.6667	-23.2603	56.5936

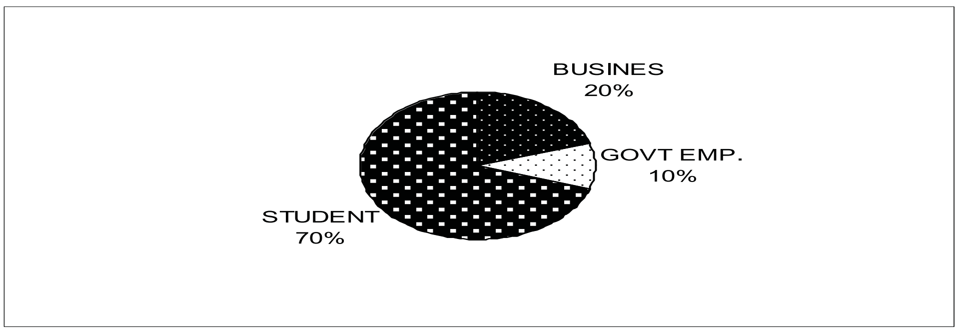


TABLE -5 PRODUCT OPINION ON CUSTOMER

OPINION	NO.OF RESPONDENT	PERSENT
GOOD	15	30%
POOR	12	24%
AVERAGE	23	46%
TOTAL	50	100%

I

One-way

ANOVA

EMPPER

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	258.667	2	129.333	.	.
Within Groups	.000	0	.		
Total	258.667	2			

Inference:

About the table research the details to doss product opinion on the customers of the respondent It is seen that 46% of them having average of the respondent The remaining 24% of them had poor opinion, 30% of the respondent is good.

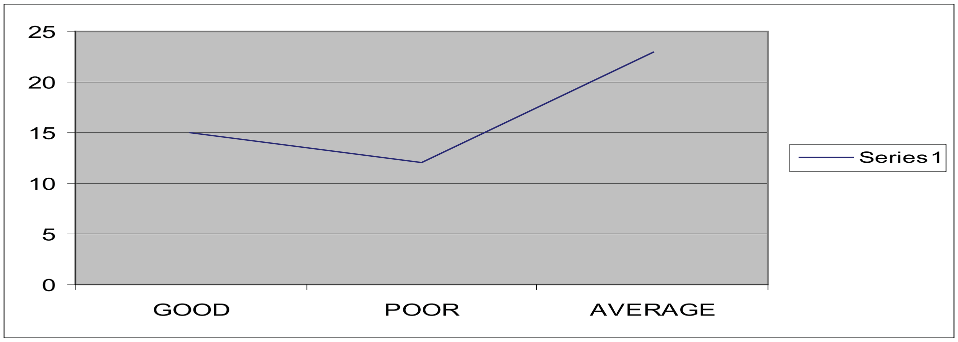


TABLE – 6 MORE PRODUCT PREPARE OF THE RESPONDENT

ITEMS	NO.OF.RESPONDENT	PERSENT
TESTING TUBE	23	52%
CULTUTE TUBE	13	26%
FLASK	11	22%
TOTAL	50	100%

Inference:

L About the table research the details to doss product most prepare of the respondent. It is seen that 52% of them most quantity prepare to testing tube

The remaining 22% of them had low level prepare to flask.

NPar Tests

Chi-Square Test

Frequencies

EMPPER

	Observed N	Expected N	Residual
22.00	1	1.0	.0
26.00	1	1.0	.0
52.00	1	1.0	.0
Total	3		

NOOFEMP

	Observed N	Expected N	Residual
11.00	1	1.0	.0
13.00	1	1.0	.0
23.00	1	1.0	.0
Total	3		

Test Statistics

	EMPPER	NOOFEMP
Chi-Squarea	.000	.000
df	2	2
Asymp. Sig.	1.000	1.000

a. 3 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 1.0.

TABLE -7 OPINION ABOUT GLASS ADVERTISING

OPINION	NO.OF RESPONDENT	PERSENT
GOOD	21	42%
AVERAGE	17	34%
POOR	13	24%
TOTAL	50	100%

Inference:

About the table researches the details to opinion about glass advertising of the respondent. It is seen that 42% of them having good opinion about the glass works advertising 24% had to poor opinion about the advertising.

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
EMPPER	3	33.3333	9.01850	5.20683
NOOFEMP	3	17.0000	4.00000	2.30940

One-Sample Test

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
EMPPER	6.402	2	.024	33.3333	10.9301	55.7365
NOOFEMP	7.361	2	.018	17.0000	7.0634	26.9366

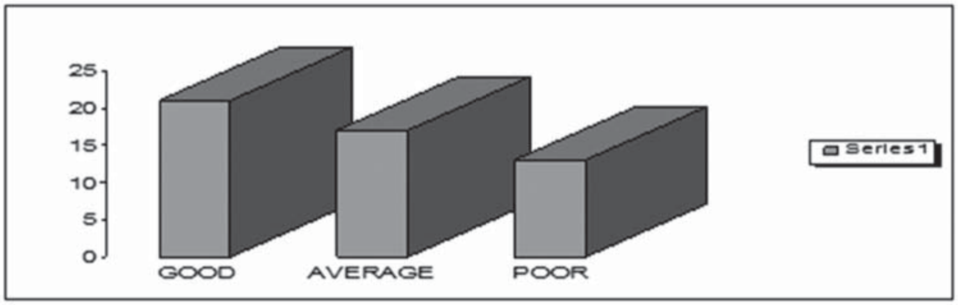


TABLE -8 MOST ADVISES OF THE RESONDENT PRODUCT

USERS	NO.OF RESPONDENT	PERSENT
MASTER	11	22%
ADVERTISMENT	24	48%
RETAILER	15	30%
TOTAL	50	100%

One-way

ANOVA

EMPPER

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	354.667	2	177.333	.	.
Within Groups	.000	0	.		
Total	354.667	2			

Inference:

About the table research the details to most advice buy the product of the respondent. It is seen that 48% advertisement is high level product buying the main reasons. 22% had to masters' advice of the respondent.

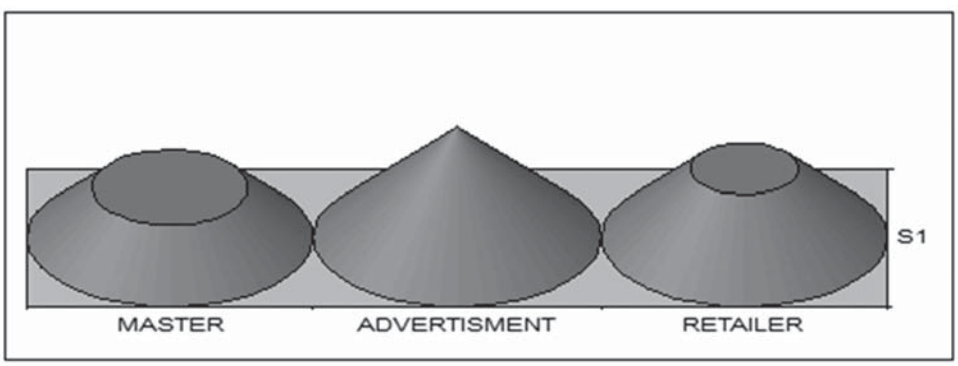


TABLE -9 MEDIA AWARENESS OF THE RESPONDENT PRODUCT

MEDIA	NO.OF RESPONDENT	PERSENT
TELEVISION	26	52%
NEWES PAPER	16	32%
MAGAZINE	8	16%
TOTAL	50	100%

Inference:

About the tables research the details to media awareness of the product respondent.

It is seen that 53% advertisement is high level product buying the main reasons.

the 16% of them had magazine of the respondent to product advertisement.

NPar Tests

Chi-Square Test

Frequencies

EMPPER

	Observed N	Expected N	Residual
16.00	1	1.0	.0
32.00	1	1.0	.0
52.00	1	1.0	.0
Total	3		

NOOFEMP

	Observed N	Expected N	Residual
8.00	1	1.5	-.5
26.00	2	1.5	.5
Total	3		

Test Statistics

	EMPPER	NOOFEMP
Chi-Square[a,b]	.000	.333
df	2	1
Asymp. Sig.	1.000	.564

a. 3 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 1.0.

b. 2 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 1.5.

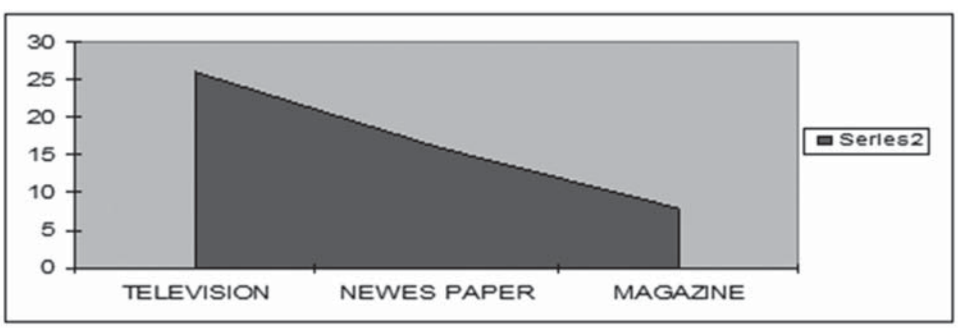


TABLE -10 PUBLIC ACCEPT THE DOSS PRODUCT OF THE RESPONDENT

OPINION	NO.OF RESPONDENT	PERSENT
YES	34	68%
NO	16	32%
TOTAL	50	100

Inference:

About the table research details to public accept to doss product of the respondent. It is seen that 68% of them having suggestion is accepted to the company. from the low level status opinion 32%not accept to the company.

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
EMPPER	2	50.0000	25.45584	18.00000
NOOFEMP	2	25.0000	12.72792	9.00000

One-Sample Test

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
EMPPER	2.778	1	.220	50.0000	-178.7117	278.7117
NOOFEMP	2.778	1	.220	25.0000	-89.3558	139.3558

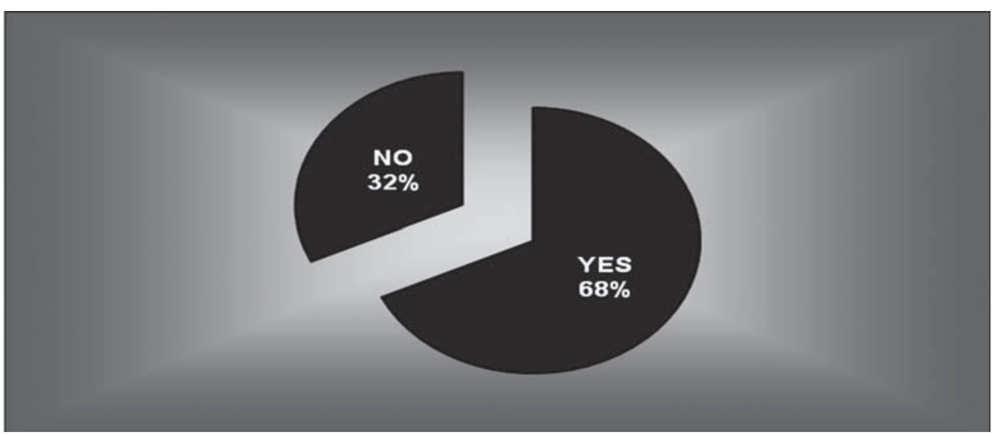


TABLE-11 SINCE OF THE CONSUMING OF THE RESPONDENT

YEARS	NO.OF RESPONDENT	PERSENT
PAST-3	18	36%
2 - 3	20	40%
MORE 5YEARS	12	24%
TOTAL	50	100%

. **Inference:**

About the table research the details to since of the consuming of the respondent
It is seen that 40% of the respondent have relationship with doss industries.

The 24% of them had 5-years of the respondent

One-way

ANOVA

EMPPER

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	138.667	2	69.333	.	.
Within Groups	.000	0	.		
Total	138.667	2			

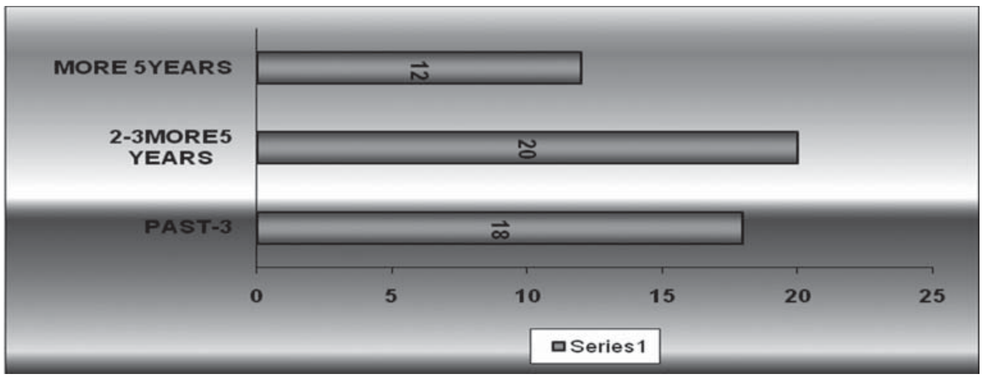


TABLE -12 COLLEGE OF THE RESPONDENT

COLLEGE	NO.OF RESPONDENT	PERSENT
ANNAMALAI UNIVER	14	28%
SRM ENGG	20	40%
ALAGAPPA UNIVER	16	32%
TOTAL	50	100%

Inference:

About the table research the details to colleges of the respondent It is seen that 40% of the respondent have relationship with doss industries to SRM Engg College.

28% of them had annamalai university of the respondent

NPar Tests
Chi-Square Test

Frequencies

EMPPER

	Observed N	Expected N	Residual
28.00	1	1.0	.0
32.00	1	1.0	.0
40.00	1	1.0	.0
Total	3		

NOOFEMP

	Observed N	Expected N	Residual
14.00	1	1.0	.0
16.00	1	1.0	.0
20.00	1	1.0	.0
Total	3		

Test Statistics

	EMPPER	NOOFEMP
Chi-Square[a]	.000	.000
df	2	2
Asymp. Sig.	1.000	1.000

a. 3 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 1.0.

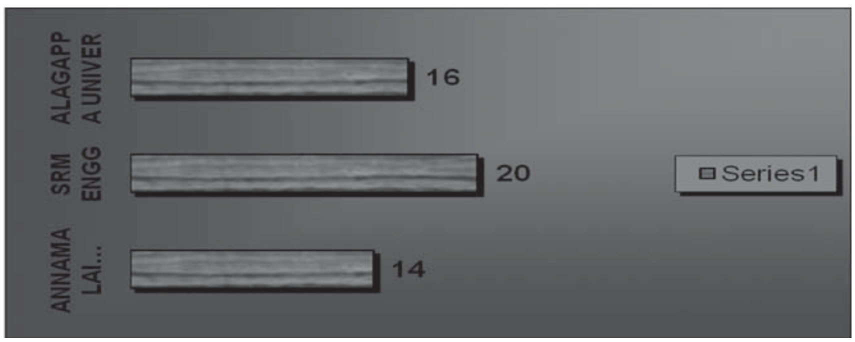


TABLE -13 GLASS PRODUCT SUGGESTION OF THE RESPONDENT

SUGGESTION	NO.OF RESPONDENT	PERSENT
QUALITY	27	54%
PIRCE	12	24%
AVAILABLITY	11	22%
TOTAL	50	100%

Inference:

About the table researches the details to glass product suggestion of the respondent. It is seen that 27% of the respondent have quality suggestion about the suggestion respondents 22% of them had availability of the respondent

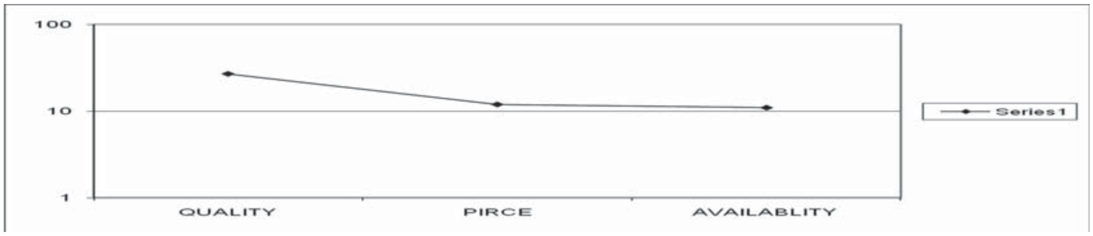
T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
EMPPER	3	33.3333	17.92577	10.34945
NOOFEMP	3	16.6667	8.96289	5.17472

One-Sample Test

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
EMPPER	3.221	2	.084	33.3333	-11.1968	77.8634
NOOFEMP	3.221	2	.084	16.6667	-5.5984	38.9317



FINDINGS:

1. From the analysis of the questionnaire it has been found that 52.00 % of the respondents prefer Glasses to Testing tube.
2. Majority the age prepare to work age 21-30 44% of the respondent.
3. It has been found that 36. % of the respondents started consuming Glasses works form past 3 year.
4. Form the analysis it as been found that 68%> of respondents customer accept to doss product.
5. Most respondents as much as 48% purchase on their own accord their purchasing decision is not affected by advertisement.
6. Television is the main media that influences the brand Awareness of the respondents it has been found that 52% of the respondents become aware of the brand though television , followed by news papers , 32%, magazines 16%
7. The consumers 30% have rated Glass as good. But 24%respondents rate it as just average.
8. Doss workers salary level of 5000 above 70% of the respondent.
9. Doss glass product on customer opinion avg 46% of respondents, but 30% has opinion it as being good.
10. The analysis has shown that the advertisement of the company.
11. Good - 42% Average - 34% Poor -240%
12. The most level product buying the college 40% SRM Engg College
13. The doss product suggestion most opinion is quality of 54%

SUGGESTION

- The company may offer to low price their sales the product to colleges.
- They may also advertise in local newspaper to create more awareness.
- They may also service the product to the customer [4]s at the time of purchase.
- They may also provide after sales service to customer.

CONCLUSION

The doss industries have been in the Guindy road for the more 30 years. The doss industries have established their position in the field. But with the new competitors coming in the race, Doss Industries has to revive their customer's satisfaction and live in the race their company. The company concentrates mainly on their satisfaction with the customer, Companies. The company quality and policies as the main profit of the company.

REFERENCES

Marketing Management -	**Philip Kotler**
Fundamental of Marketing -	**Williams J.Stanaton**
Consumer Behavior -	**Leon G Schiffman**
Price Awareness' -	**Marsheel**

FACTORS INFLUENCING ORGANISATIONAL CULTURE IN THE CHEMICAL INDUSTRY IN CHENNAI

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ABSTRACT

This study investigates the various factors that influences the organizational culture in the chemical industry. This study summarizes and analyzes the national and international literature of organisational culture.The objective is to study the factors responsible for organisational culture and to measure the influence of personal and organisational variables on employees perception towards organisational culture.In this study, primary data is collected through a structured questionnaire consist of organisational culture variables in likert's 5 point scale which ranges from strongly agree to strongly disagree.The researcher circulated the questionnaire to the top five chemical companies in and around Chennai.The researcher applied exploratory factor analysis on the variables of organizational culture.

INTRODUCTION

Organisational culture refers to the beliefs and assumptions which organisational members share about their organization – its mission,its core values,major strategies and so on(schein 1985).culture is often considered to be the shared meanings which organisational members develop,along with their understanding of the values espoused by the organization,as articulated for instance in its mission statement and the basic assumptions about reality held in common (Brown,1995).Schein's theoretical model of organisational culture is an example of a structural approach,as it attempts to describe the properties of an organization's culture and the interrelationships between these elements.

The apparently simply notion of culture is in reality a complex one,culture of an organization is based on different perspectives.An alternative perspective is the functional approach, which focuses more on how organizations operate rather than on their structural properties. Another example of the functional approach to organisational culture is research conducted in Australia by kabanoff and colleagues. If an organization follows the principle of equality,rewards would be distributed to all members equally, Equity, on the other hand, entails an unequal distribution of rewards. Adoption of an equity or equality approach to reward distribution would be a reflection of the beliefs and values of the organization about what is important and how it should treat its members.

In addition to the conceptual models of organisational culture there are various typologies of culture that might occur, in other words, what types of culture might be observed in different companies and firms. Typology of organisational culture outlined by robbins and associates (Robbins et al.,1998).containing four culture 'types':Academy,Club,Baseball and Fortress.Another interesting typology of organisational cultures is that proposed by Quinn and McGrath(1985).They also suggested four generic cultural types: the rational culture known as the market culture,the ideological culture(adhocracy).the hierarchical culture(hierarchy) and finally the consensual culture(clan).The key differentiating feature between these four cultures is how individuals (or groups) within the organization interact with each other.

The defining element of an organisational culture lies in the social interactions and exchanges betweenmembers.The above typologies can be useful for classifying different types of organizations and to provide metaphors for how different organisations function.It is also important to consider how organisational cultures are created,developed and maintained, as well as how they can change .There are many potential influences on the development of an organisation's culture based on a gradual shift in organisational priorities.Typically, incremental change in organisational culture occurs when the firm or company is performing reasonably well but there is a need for fine – tuning of its goals and activities.On the other hand,revolutionary culture change may be sudden and dramatic and necessary when there has been adramatic decline in the organisation's performance and effectiveness.Such change may entail an overhaul of cultural norms and the value systemof the organization,a major revamp of its systems,and perhaps new leadership.Numerous factors have been suggested as affecting culture maintenance.The first major process is communication.

Trice and Beyer(1984) outlined the ways in which organizations communicate their culture to their employees.The organisation's mission statement represents a formal mechanism of conveying its major values,but it is also important to use more informal transmission processes.The second maintenance process socialization is closely related to the first maintenance process.Socialisation is an ongoing and continuous process that is not restricted to newcomers.Although other organizations do not always utilize such obvious mechanisms to socialize their employees,they nevertheless engage in socialization to consolidate their core values.

LITERATURE REVIEW

The adhocracy culture enables knowledge conversion and enhances corporate performance than clan and hierarchy cultures.Organisational culture and transformational leadership style seems to result in more innovative and dynamic practices in public sector organizations.There were mixed relationships between national culture dimensions and the passive leadership style.The effectiveness of strategies to change organisational culture should be evaluated.Comparatively academic people from well-developed cultural organization are open to change which is based on innovation and technology than non well-developed cultural organizations.Organisational culture and leadership styles are important organisational antecedents of job satisfaction and commitment.Organisational factors and leader attributes influences the motivation,commitment and job satisfaction of employees. Perceptions of organisational culture is influenced by gender and educational background.Innovative culture has no relationship with job satisfaction and commitment because in chemical sector they are working in pre-define manners. Organisational culture is dominated by hierarchy culture and market culture in medium and large size organizations.

(Shu-Mei Tseng, 2010) in his research pointed out that the correlation between organisational culture and knowledge conversion on corporate performance. The analyses indicate that an adhocracy culture enables knowledge conversion and enhances corporate performance more than clan and hierarchy culture. (Kwasi dartey – baah et.al 2011) identfied that leadership and organisational culture play a very important role in the performance of public sector organizations and in particularly the transformational style of leadership seems to result in more innovative and dynamic practices in public sector organizations. (Alireza Nazarian and peter Atkinson, 2013) examined the relationship between national culture and leadership style in Private Sector organizations. The results indicate that all the dimensions of national culture have a significant relationship with transformational and transactional leadership styles whereas there were mixed relationships between national culture dimensions and the passive leadership style. (Elena Parmelliand Gerd flodgren,2011)assessed the impact of interventions aimed at changing organisational culture , but one evaluated the impact on work- related and personal outcomes while the other measured clinical outcomes to improve healthcare performance . current available evidence does not identify any effective strategies to change organisational culture.The effectiveness of strategies to change organisational culture should be evaluated using appropriate robust designs.

(Hasan Ali yucel, 2014) analysed the role of organisational culture on the development of innovation and technology- based projects(ITBP) at the higher education from the perspective of researchers. Semi-structured interviews were conducted and interpretative phenomenological analysis(IPA) was used in this study. Academic people from well-developed cultural organizations are open to change which is based on innovation and technology when compared to the academic people from non well-developed cultural organization.(Peter Lok,John Crawford ,2003)explained that organisational culture and leadership styles are important organisational antecedents of job satisfaction and commitment.The national culture can produce statistically significant moderating effects on the impact of certain demographic,leadership and organisational culture variables on job satisfaction and commitment.(Nico Martins and Melinde Coetzee,2007) revealed the important contributions to the expanding body of knowledge that focuses on the evaluation of organisational factors and leader attributes that influence the motivation,commitment and satisfaction of employees in south African organizations.

(Dimitrios Belias and Athanasios Koustelios ,2013)explored the ways gender and educational background influences perceptions of organisational culture in greek banking institutions.It was revealed, that there was a significant difference between the organizations‘ culture and the culture preferred by the female participants,While the difference was smaller when the participants' educational level was taken in to account. (HumaAbid Alvi,Mehmood Hanif,et.al.2014) investigated the three types of organisational culture and the impact on job satisfaction and employee commitment in chemical sector of Karachi. supportve and bureaucratic culture have significant effect on employee commitment and job satisfaction,whereas innovative culture does not have any relationship with employee commitment and job satisfaction (Alireza Nazarian,Peter Atkinson and Lyn Greaves,2014) observed that there is a relationship between national culture and organisational culture for medium and large size organizations. In the case of medium size organizations,the organisational culture is dominated by hierarchy culture followed by market culture,whereas in the case of large size organizations they are dominated by market culture followed by hierarchy.

GAPS IN THE LITERATURE

After reviewing national and international literature regarding organisational culture the researcher identified two predominant gaps namely enumeration of specific factors responsible for organisational culture in chemical industry and the influence of personal and organisational variables of the employees on their perception towards existing organisational culture.This leads to the following objectives of the research.

Objectives of the study

1.To study the factors responsible for organisational culture.

2.To measure the influence of personal and organisational variables on employees perception towards organisational culture.

Hypothesis

1.There is no significant difference among the factors of organisational culture.

2.There is no significant influence of personal and organisational variables over organisational culture.

Research Methodology

The study is based on both primary and secondary data.The primary data is collected through a structured questionnaire consist of organisational culture variables in likert's 5 point scale which ranges from strongly agree to strongly disagree.The researcher circulated the questionnaire to the top five chemical companies in and around Chennai.Infact,the researcher circulated 250 questionnaires and able to obtain only 175 filledin responses through convenient sampling method.The sample size justification is done through significant variance obtained in factor analysis.

Data Analysis

The researcher exploited both univariate and multivariate statistical techniques.The researcher used factor analysis, one-way analysis of variance and linear multiple regression analysis.

Analysis and Discussion.

The researcher applied exploratory factor analysis on the variables of organizational cultureand derived the following results**.**

Table: 1 KMO and Bartlett's Test for Organizational culture

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.813
Bartlett's Test of Sphericity	Approx. Chi-Square	1110.425
	Df	91
	Sig.	.000

Source: Computed data

From the above table it is formed that Kaiser – Mayer – Olkin measure of sampling adequacy is .813, Bartlett's test of sphericity and Chi-Square value is 1110.425 are statistically significant. This shows that the Organizational culture obtained from 500 samples is significantly explaining the data reduction process through Factor analysis. The following table gives the number of factors deduced into 4 predominant factors.

Table: 2 KMO and Bartlett's Test for Organizational culture & Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.625	25.895	25.895	3.625	25.895	25.895	2.346	16.754	16.754
2	1.346	9.618	35.512	1.346	9.618	35.512	1.995	14.251	31.005
3	1.090	7.783	43.295	1.090	7.783	43.295	1.656	11.826	42.830
4	1.018	7.270	50.565	1.018	7.270	50.565	1.083	7.735	50.565
5	.929	6.636	57.201						
6	.886	6.331	63.532						
7	.865	6.177	69.709						
8	.746	5.331	75.040						
9	.704	5.028	80.068						
10	.666	4.757	84.825						

11	.646	4.611	89.436							
12	.527	3.763	93.199							
13	.479	3.425	96.624							
14	.473	3.376	100.000							

Extraction Method: Principal Component Analysis.

Source : Computed data

From the table 2 it is found that the four Eigen values 2.346, 1.995, 1.656 and 1.083 along with individual variances 16.754, 14.251, 11.826 and 7.735. The total variance explained by the 14 variables of perceptions about leadership is 50.565 which are statistically significant. The four factors deduced so far are loaded with certain number of variables as shown in the following table.

Table: 3 KMO and Bartlett's Test for Organizational culture & Rotated Component Matrix(a)

	Component			
	1	2	3	4
OC 7	.696			
OC 3	.612			
OC 5	.591			
OC 6	.574			
OC 8	.538			
OC 2	.486			
OC 13		.731		
OC 12		.681		
OC 11		.586		
OC 10		.548		
OC 1			.679	
OC 14			.605	
OC 4			.480	
OC 9				.914

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
A Rotation converged in 9 iterations.

Source : Computed data

From the table 3 it is found that the first factor consist of 4 variables namely

Organization aims at acquiring growth and new resources(.696)
The company is well equipped to meet new challenges (.612)
Employees are willing to take risk(.591)
The company is dynamic and entrepreneurial in nature(.574)

Therefore the first factor is named as ***'Innovative Culture'*.**

The second factor consist of 4 variables namely

Goal accomplishment is emphasized in our organizations (.731)
Production orientation is shared among all the employees (.681)
Competitive actions achievement and measurable goals are indispensable(.586)
Employees are personally involved in the development (.548)

Therefore the second factor named ***'competitive culture'***

The third factor consist of 4 variables namely

Management policies are aimed at smooth running of the company. (.679)
The company is well formalized and structured (.605)
Coordinators, organizers and administrators follow procedures to govern the employees smoothly (.480)
Permanence and stability is always prevailing in the organizations (.475)

I enjoy being the member of the leadership (.679)
LS is an effective tool of Total Employee Involvement (.605)
My experience with the leadership have not been unpleasant and frustrating (.480)

Therefore the third factor named ***'Bureaucratic culture'***

The fourth factor consist of four variable namely

Planned human resource system is found in the organization (.914)
High cohesion and morality are realized by the management (.818)
Members advice is taken for implementation (.741)
Potentiality of the employees is used properly. (.654)

Therefore the fourth factor named ***'Community culture'***

FINDINGS AND CONCLUSION

The culture in Chemical Industry optimistically perceived the goals of the organization. They clearly ascertained competitive culture is the primary aim of all the organization to remove flaws and negations in the work environment they meticulously identified the innovative culture methods pertaining to actual work assignments and nature of job in the organization. The powerful motivation is exerted as the consequences of culture by dragging the employees towards sustained and unstinted involvement in raising the organizational efficiency and profitability.

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LIFE STYLE DIMENSION OF ADOLESCENTS CONSUMERS – A STUDY WITH REFERNCE TO CHENNAI CITY

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INTRODUCTION:

The key branches of management are Financial, Marketing, human resource, strategic, Production, operations, service and information technology. In these the Marketing plays a vital role for raising the economic level of the Business.

Consumers searching for purchasing, using, evaluating, and disposing of products services and ideas that they expect will satisfy their needs. According to Prof. C.G. Walter and Prof. G.W. Paul, marketing is "The process whereby individuals decide whether, what, when, where, how and from whom to purchase goods and services". Consumer or Customer behavior is the psychological, social and physical behavior of potential customers as they become aware of evaluate, purchase, consume and tell others about the products or services. There are various factors which influence consumer behavior such as social and cultural influences, specific social influence and social class reference groups etc.(Sandeep Mishra *et.al., 2014).*

A decision is the selection of an action from two or more alternative choices. Consumer decision is to purchase the goods from the available alternative choice is known as consumer purchase decision. The participants in the buying decisions may be classified as the initiator, influencer, decider, buyer and users. The marketing people should initiate the participants in the purchase decision to make the purchases of the product at different marketing strategies.

There are two factors mainly influencing the consumer for decision making: Risk aversion and innovativeness. Risk aversion is a measure of how much consumers need to be certain and sure of what they are purchasing. The second variable innovativeness is a global measure which captures the degree to which consumers are willing to take chances and experiment with new ways of doing things. (Vani *et.al.,* 2010)

Consumer decision-making styles, like lifestyles are prominent areas of interest in consumer behavior studies. The eight decision making style dimensions were perfectionism/high quality consciousness, brand consciousness, novelty and fashion consciousness, price value consciousness, recreational and hedonistic shopping consciousness impulse/careless shoppers, confused by over-choice shopper and habitual and brand store loyal shoppers.

REVIEW OF LITERATURE

Orsay (1997) indicates four Major dimension among consumers of the western Nations such as Fashion, leadership, community concern and health consciousness exist as major life style dimensions in Turkish consumers. It also found that less ethnocentric Turkish consumers are more fashion conscious and leadership oriented and more ethnocentric are family concerned and community oriented.

Martine *et al.,* (2004) reviewed the Irish convenience food consumers and found that ready meals and take away meals were more associated with restaurant and pub meals. General food related life style issues were more important in the purchase of take away meals.

Jayasree , 2011. Found that there was a significant association between the lifestyle of the consumers and brand of products used by them. It also indicates the life style characteristics have great impact on the purchase behaviour.

Pandey and Mithilesh, 2013. Investigated the preference of the consumers upon specific brands. Today consumers look, think, prefer and buy the product according to their life style. It is found that price, place, attributes, advertisement, favourite programmes attributed preferred by the consumers are the factors responsible for changing the life style of the consumers.

Long-Yi Lin and Hsing-Yu Shih, 2012. Found that the achievement interaction of life style have a significant positive influence on purchase decision. Personal value has a significant positive effect in the influence of the interaction of life style and achievement on purchase decision.

Weining Liu *et al.,* (2012) investigated three customer groups each with different life style characteristics, product quality perceptions and purchase intentions in the gray market in China promoting after sales services. It is concluded that valuable source of information for developing effective strategies is essential to retain existing customers and attract new one.

Anandarajan and Arunadevi, 2016. Investigated the consumers who have chosen products, services and activities over other because they are associated with a certain life style. The tested hypothesis stated that relationship exists between the various factors affecting consumer and their preferences, perception for brand extension using a non western sample method.

Cheng Wei Chung and Jiun-Jia Hsu, 2012. Stated that five life style groups have significant difference between shopping behavior, individual, social economic background and willingness for repurchasing.

Patrick, 2002. Stated that values aesthetic life style and life vision lead to very faced and meaningful lifestyle typologies.

There is a significant difference between individuals life styles and their behaviors as consumers of tourism on leisure Journeys. **(Ana M Gonzalez and Laurentino Bello. 2002.)**

OBJECTIVES

1. To study the different lifestyle dimension of adolescent consumers in study area
2. To Construct and empirical model for validating the lifestyle dimension

HYPOTHESIS

There is no significant different among the factors of lifestyle dimension of adolescent consumers

METHODOLOGY

This study is based on both primary and secondary data.

The primary data is collected through the structured questionnaire. The structured questionnaire consists of variables pertaining to lifestyle behavior and attitude of adolescent consumer. The preliminary investigation is done through pilot study followed by main study. during the pilot study stage the researcher identified the reliability of questionnaire through "Cronbache Alpha" method. It is found that the value obtained is 0.85 which is above the bench mark value of 0.75 which proved high reliability of variables in the questionnaire.

DATA COLLECTION

The Researcher received 100 response for pilot study stage and 200 response for the main study stage. the Researcher obtained the response from all the 12 zonal of Chennai city through convenience sampling method.

DATA ANALYSIS

The Researcher applied both the exploratory and confirmatory factor analysis. To identify the dimension of life style of adolescent consumer. Besides that the research application KMO and Burtlett's Test of sphericity to check the normal distribution of variable of lifestyle dimension of adolescent consumer.

ANALYSIS AND DISCUSSION

FACTOR OF LIFE STYLE PERCEPTIONS OF CONSUMERS

The present research deals with 45 variables of life style perceptions of durable consumers in Chennai. The respondents expressed their perceptions in Likert's 5 point scale. In order to reduce the 45 variables into predominant factors, factor analysis by principal component method is applied and the following results are obtained. The reduction is expressed in the form of KMO (Kaiser-Meyer-Olkin) measure of sampling adequacy and Bartlett's test of Sphericity along with Communalities. It also creates an output of number of factors extracted and their respective variable loadings.

Table 1

KMO and Bartlett's Test-for life style segmentations

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Bartlett's Test of Sphericity	Approx. Chi-Square	2126.836
	df	78
	Sig.	.000

From the above table KMO and Bartlett's Test it is found that the sampling adequacy value 0.856 and the Chi-Square value for Bartlett's Test of Sphericity 2126.836 are statistically significant at 5% level. The existence of 10 factors and their individual variances are given below. This implies that the 45 variables of life style perceptions are adequate in explaining its concept and the sampling distribution is also normal to explain the characteristic features of durable consumers.

The following table presents the extraction of 10 factors and their individual variances.

Table 2

Factors and their individual variances

Lifestyle characteristic	Individual Variance
Frivolous time	25.983
Gregarious approach	17.440
Meticulous approach	11.375
Peculiarity	10.344
Domestic approach	8.966
Go-getters	7.945
Product characteristics	7.012
Purchase materialisation	6.123
Quality conscious	5.047
Perceived notions	4.999

The 10 factors derived through principal component method act as a basis to segment the consumers of durable products into heterogeneous groups. In this context K-means cluster analysis is applied on the 10 extracted factors and the following results are obtained.

RELIABILITY OF CLUSTERS

Reliability is the measure of consistency of a scale, item or instrument. The cluster classification must be subjected to a reliability test and its stability across the samples has to be validated. Canonical discriminant analysis was applied to find out the reliability of the cluster classification. The results are given in Table 3.

Table 3

Result of the canonical Discriminant analysis

Function	Eigen value	% of Variance	Cumulative %	Canonical Correlation
1	1.371(a)	63.3	63.3	0.760
2	0.795(a)	36.7	100.0	0.665

Source: Computed data

From the Table 3 it is clear that the two discriminant functions of the clusters possess high canonical correlation. The statistical significance of the canonical correlation is expressed in the form of Wilk's Lambda and chi-square value in the Table 4.

Table 4

Wilks' Lambda

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 2	0.235	1018.763	20	0.000
2	0.557	411.410	9	0.000

Source : Computed data

From the table 4 it is clear that the clusters identified through cluster analysis are unique and have significant differences among them.

RELIABILITY OF THE VARIABLES

The most important step in cluster analysis is the identification of the variables. It is crucial because inclusion of even one or two irrelevant variables may distort an otherwise useful cluster solution. The reliability of the variables can be achieved by the analysis of variance. Table 5 shows the results of analysis of variance showing the significance of variables used for the clustering.

Table 5

Significance of variables

Variables	Wilks' Lambda	F	df1	df2	Sig
Frivolous time	0.833	70.951	2	708	0.000
Gregarious approach	0.659	183.300	2	708	0.000

Meticulous approach	0.770	105.448	2	708	0.000
Peculiarity	0.813	81.364	2	708	0.000
Domestic approach	0.812	82.116	2	708	0.000
Go-getters	0.817	79.331	2	708	0.000
Product characteristics	0.894	22.196	2	708	0.000
Purchase materialisation	0.641	197.849	2	708	0.000
Quality conscious	0.780	99.579	2	708	0.000
Perceived notions	0.984	5.663	2	708	0.004

Source: Computed data

The group statistics clearly reveals that the above 10 variables identified can be used to interpret the unique characteristics of the clusters and hence can be used for the extraction of findings.

FINDINGS AND CONCLUSION

People from the same subculture, social class, and occupation lead quite different lifestyles. A lifestyle is a person's pattern of living in the world as expressed in activities, interests, and opinions. Lifestyle portrays the "whole person" interacting with his or her environment. Marketers search for relationships between their durable products and lifestyle groups.

The study revealed that Lifestyle characteristics have a great impact on the purchase behaviour of the clusters. In a consumption environment, a person chooses a product or a brand, which seems to possess a maximum possibility of the definition or elaboration of his life style identity. Alternatively, a person makes a choice in a consumption environment in order to define or actualize his life style, identify it through the products or brands chosen. It can be assumed that the individual's consumption behaviour can be predicted from an understanding of how he represents his world to himself, if the details of his life style system are known.

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IMPACT OF STRATEGIC HRM PRACTICES ON ORGANISATIONAL COMMITMENT-A STUDY WITH REFERENCE TO MANUFACTURING COMPANIES IN AND AROUND CHENNAI

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INTRODUCTION:

Organizations today have increasingly become aware of the importance of strategic human resource management (SHRM). The field of strategic HRM is still evolving and there is little agreement among scholars regarding an acceptable definition. Broadly speaking, SHRM is about systematically linking people with the organization, more specifically; it is about the integration of HRM strategies into corporate strategies.

Strategic human resource management is the pattern of planned human resources deployments and activities intended to enable an organization to achieve its goals. According to Truss and Gratton, "Strategic human resource management is the linking of human resource management with strategic goals and objectives in order to improve business performance and develop organizational cultures that faster innovation and flexibility".

Strategic human resource management (SHRM) represents a relatively new transformation in the field of human resource management. SHRM is concerned with the role human resource management systems play in firm performance, particularly focusing on the alignment of human resources as a means of gaining competitive advantage. Organizations are becoming aware that successful human resource policies and practices may increase performance in different areas such as productivity, quality and financial performance (Esra Nemli Caliskan, 2010).

The success of an organization depends upon several factors but the most crucial factor that affects the organization performance is its employee. In any organization HRM practices focuses on optimal utilization and management of their human resource effectively in order to achieve maximum output. Managing people is concerned with deciding approaches and strategies to find alternatives of how to achieve organization goals (Vikram Jeet and Sayeeduzzafar, 2014).

As organization battle to get the most from their existing people in an environment characterized by skill shortages, the role of human resource management is fostering employee attachment and commitment is paramount. If strategic human resource management is to tip the balance towards being perceived as a business partner, it appears that a consolidated approach towards identifying those human resource practices which foster and support attachment to the organization is key (Janet Chew, Antonia Girardi and Leland Entrekin, 2005).

REVIEW OF LITERATURE:

Janet Chew, Antonia Girardi and Leland Entrekin (2005) reports on the conditional nature of the relationship between organizational and human resource practices, and commitment. The findings of the study have implications for human resource academics and practioners. The study gave a way in promoting high performance strategic human resource management practices which focus on selection, remuneration and recognition strategies as means of improving commitment to the organization.

Esra Nemli Caliskan (2010) analyses the casual linkage between HR and organizational performance will enable the HR managers to design programmes that will bring forth better operational results to attain higher organizational performance. The focus of the HR management is to understand organizational performance processes and design HR practices that influence process and outcome variables.

Cheng Ling Tan and Aizzat Mohd Nasurdin (2011) in his study showed that HRM practices have a significant positive impact on organizational innovation and also the knowledge management effectiveness has a mediation effect on relationship between HRM practices and organizational innovation. He concluded the one of the five HRM practices, namely training was found to have both direct and indirect effect on all three dimensions of organizational innovation.

Sola Fajana, Oluwakemi Owoyemi, Tunde Elegbede and Mariam Gbajumo-sheriff (2011) examined that both the management and the Nigerian government should strive to make coherent HR policies that fit closely with overall business strategy. HRM practices in Nigeria has not been fully developed and there is the urgent need to employ the services of HR professionals, consultants and researchers to help shape and develop new directional focus that will ensure an efficient and effective human resource practice in Nigeria.

Esther Wangithi Waiganjo et al. (2012) concluded the contribution that SHRM may make to an organizations performance and effectiveness is closely linked to the changes in different business environment including macro and micro contexts, thus the bundling of these practices with the competitive strategy of the firm.

Mansoor Hussain and Mushtaq Ahmad (2012) in his study found that HRM is an area that continues to evoke a lot of debate and body of work in HRM is relatively small, and most of the questions are sorely in need of further attention. Criterion measures of HRM have not fully evolved, therefore it cannot be utilized to compare organizations and evaluate the effects of HR practices.

Bader Yousef Obeidat et al. (2014) in his study concluded that human resource management practices have no direct relationship with knowledge management process and he said that HRM practices have a positive relationship with knowledge management process on a condition of having organizational commitment as a mediating variable.

Vikram Jeet and Sayeeduzzafar (2014) made an attempt to examine and analyze the impact of human resource management practices on job satisfaction of manufacturing banking employees. He estimated regression model identified that the HRM practices like training, performance appraisal, team work and compensation has significant impact on job satisfaction.

Hafsa shaukat, Namrah Ashraf and Shahzad Ghafoor (2015) evaluated the links between systems of high performance work practices and firm performance. It emerges that though the people factor has always been important, its importance will grow in the future. It became imperative to modify various routine activities and mould them to serve the employees development.

Nongmaithem Robindro Singh and Biniam Kassa (2016) in his study found that human resource practices, recruitment and selection, training and development, performance appraisal and compensation have a significant relationship with university performance.

OBJECTIVES OF THE STUDY:

1. To study the factors responsible for Strategic Human Resource Management (SHRM) practices in manufacturing companies.

2. To identify the factors responsible for organizational commitment in the study area.
3. To measure the influence of SHRM practices on organizational commitment factors.

HYPOTHESIS:

There is no significant impact of SHRM practices on organizational commitment.

METHODOLOGY:

A study is completely based on primary data obtained from the employee of manufacturing companies in and around Chennai. The responses are elucidated through a research instrument with two parts. The first part of the research instrument consists of statement of SHRM in likerts 5 point scale. The second part also comprises likerts 5 point scale statements regarding commitment of employees.

SAMPLE SELECTION:

The researcher considered top 5 manufacturing companies distributed over Chennai, Tiruvallur and Kanchipuram district within the framework of in and around Chennai. The researcher circulated 25 questionnaires each in all the 5 companies and able to obtain only 210 responses through convenience sampling method.

DATA ANALYSIS:

After obtaining 210 responses from the employee in 3 different level management's namely top level, Middle level and operational level. The research scrutinized the responses and entered the data through the numerical coding methods. The pilot study is conducted with 75 responses and found the high reliability through cronebach alpha coefficient value 0.899. This show that all the statements used by the researcher for SHRM and organizational commitment are highly reliable with the above bench mark value of 0.75.

After the pilot study and reliability check the researcher analyzed and validated the data through confirmatory factor analysis and structural equation model, Besides these application the researcher also applied linear multiple regression analysis to sharply estimate the impact of SHRM practices over organizational commitment.

ANALYSIS AND DISCUSSION:

INFLUENCE OF SHRM PRACTICES ON BUSINESS PERFORMANCE

The factor analysis the principle component method identify several factors of for recruitment, selection and induction, training and development, performance appraisal, salary, rewards and recognition, transfer, promotion and career planning, work environment and employee benefit practices.

These factors are considered as independent variables. The two predominant factors of impact of SHRM, namely Efficiency Increase and Customer Focus are considered as dependent variables.

INFLUENCE OF RECRUITMENT AND SELECTION FACTORS ON EFFICIENCY INCREASE.

The two factors of recruitment and selection namely, Training Methods and Trainer Competency and their influence over efficiency increase of the organisation is measured through the following regression analysis.

Table No.1

MODEL SUMMARY FOR TRAINING METHODS AND TRAINING COMPETENCY.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.444(a)	.197	.194	.89772670

a). Predictors: (Constant), REF2, REF1

From the above table, it is found that R=.444, R Square= .194 are significant this implies the independent variables Training Methods and Trainer Competency create 19.7% variance over the efficiency increase of the organisation.

This presides to the verification of cumulative regression fit for the independent and dependent variables.

Table No.2

ANOVA (b) TABLE FOR TRAINING METHODS AND TRAINING COMPETENCY.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	108.554	2	54.277	67.348	.000(a)
Residual	442.446	537	.806		
Total	551.000	539			

a). Predictors: (Constant), REF2, REF1

b). Dependent Variable: IMPF1

From the above table, it is found that F= 67.348,P= .000 are statistically significant at 5% level. This shows that the regression fit is significant and perfect.

The independent variables Recruitment and Selection are well related to efficiency increase of the organisation. The individual influence of the independent variables is estimated in the following co-efficient table.

Table No.3

COEFFICIENTS (A) TABLE FOR TRAINING METHODS AND TRAINER COMPETENCY

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std.Error	Beta	B	Std.Error
Constant	1.20E-016	.038		.000	1.000
Training Methods	.411	.038	.411	10.476	.000
Trainer Competency	.168	.038	.168	4.384	.000

a). Dependent Variable: IMPF1

IMPF1: Efficiency Increase.

From the above table, it represents that Training Methods adopted by a manufacturing s company (Beta = .411, t= 10.746, p = .000 are statistically significant at 5% level. Similarly it's followed by trainer competency (Beta = .168, t = 4.384, p = .000) is also significant at 5% level.

Therefore, it can be concluded that Training Methods adopted by the manufacturing organisation does a significant role in increasing the efficiency of the organisation. Trainer Competency also gives its significant contribution for the employees to increase the efficiency and the productivity of the organisation.

(B)INFLUENCE OF TRAINING AND DEVELOPMENT FACTORS.

The two factors of Training and Development, namely Training Objectives and Competitive Training and their influence over the efficiency increase of the organisation is measured through the following regression analysis.

Table No.4

MODEL SUMMARY OF TRAINING OBJECTIVES AND COMPETITIVE TRAINING.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.367(a)	.135	.132	.93180709

a). Predictors: (Constant), TRF2, TRF1

From the above table it ascertains that R=.367, R Square= .132 are significant this implies the independent variables Training Objectives and Competitive Training create 13.5% variance over the efficiency increase of the organisation.

This leads to the verification of cumulative regression fit for the independent and dependent variables.

Table No.5

ANOVA (b) FOR TRAINING OBJECTIVES AND COMPETITIVE TRAINING.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	74.323	2	37.161	42.800	.000(a)
Residual	476.677	537	.868		
Total	551.000	539			

a). Predictors: (Constant), TRF2, TRF1

b) Dependent Variable: IMPF1

From the above table, it indicates that F= 42.800, P= .000 are statistically significant at the 5% level. This shows that the regression fits his significant and perfect.

The independent variables Training and Development are well related to the efficiency increase of the organisation. The individual influence of the independent variables is estimated in the following co-efficient table.

Table No.6

COEFFICIENTS (A) TABLE FOR TRAINING OBJECTIVES AND COMPETITIVE TRAINING.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std.Error	Beta	B	Std.Error
Constant	1.09E-016	.040		.000	1.000
Training Objectives	.358	.040	.358	9.013	.000
Competitive Training	.083	.040	.083	2.090	.037

a). Dependent Variable: IMPF1

From the above table it is found that Training Objectives adopted by a manufacturing s company (Beta = .358, t= 9.013, p = .000 are statistically significant at 5% level. Similarly, it's followed by Competitive Training (Beta = .083, t = 2.090, p = .000) is also significant at the 5% level.

FINDINGS AND CONCLUSION:

To sum up that Training Objectives adopted by the manufacturing organisation plays a significant role in increasing the efficiency of the organisation. Competitive Training also gives its significant contribution for the employees to increase the efficiency and the productivity of the organisation. The responsibility of the SHRM department of the organisation is Career planning and development ensures that goals of individual and organizations should be in synergy. It implies the individual should be aware of their capabilities and opportunities in the organization, the employee chooses to develop themselves in a direction that improves their chances of being able to handle new responsibilities.

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