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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 It is important to learn how to learn rather stuffing one's head full of all facts and figures that might be outdated.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. This journal attempts to be worthy of these objectives by documenting and sparking a debate on research studies that focused on various functions of management in context of different verticals. Factors influencing Welfare measures in Atomic Power Plants a relationship between HR Practices and organizational Effectiveness. Impact of strategic HRM practices on Emplayee performance, Investors behaviour and Risk, Emotional Intelligence, Women Career progression to corporate Board, Emplayability skills of undergraduate Engineering students, corporate ethics and emplayee comitment, customer perception towards online shopping, effectiveness of induction training program, customer satisfaction towards Aquaguard water purifier, empirical analysis in the marketing intricacies and numbers of social media marketing in purchase decision.

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

Factors influencing welfare measures in Atomic power plants – Analysis

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INTRODUCTION

According to Urwick L.F. "Business houses are made broken in the long run not by market, capital, patents or equipment but by men" the term welfare suggests the state of wellbeing and implies wholesomeness of human being. Arthur James Todd emphasis Labour welfare means anything done for the comfort and improvement, intellectual or social of the employees over and above the wage paid which is not a necessity of the industry. Employee welfare measures increase the productivity of organization and promote healthy industrial relations thereby maintaining industrial peace. The social evils prevalent among the labours such as substance abuse, etc. are reduced to a greater extent by the welfare policies. The labour investigation committee (1946), employee welfare means "anything done for intellection physical moral and economic betterment of the workers, whether by employers, by government or by other agencies, over and above what is laid down by law, or what is normally expected on the part of the contacted benefits for which workers may be bargained.

Brief literature review

Monetary benefits

Monetary employee welfare measures includes pay and allowance , dearness of pay, washing allowance, non-practicing allowance, special allowance, update allowance, transport allowance, travelling allowance, incentives, compensation and benefits.

Dr. Nadeem sohail, Aysha muneer, Yasir Tanveer, Jussain Tariq (2011) in their study focuses retention of employees its benefits and factors that may help to retain the best talent of the organisation, the study proves significant relationship between compensation and working environment. Monetary benefits boost their perception and involvement in their respective jobs.

Pooja misra, Neetirana, Varsha dixit (2012) in an innovative study aims at ascertaining the compensation influence key outcomes like job satisfaction, performance, skill acquisition intent of employees. . The researcher concludes that the financial and non-financial benefits pulls the employees to have job involvement and job satisfaction and true reflection of performance and increase productivity level

Ayesha Yadeen (2013) in an innovative study aimed at ascertain to influence the good compensation system like valid pay, recognition promotional opportunity and meaningful work the finding have shown that the pay and promotion opportunities and meaningful factors of compensation management which direct effect on Job satisfaction.

Monetary welfare measures to attract and motivate the employee and increase the productivity of organisation and promote industrial relations thereby maintain industrial harmony.

Non-Monetary benefits

Non-monetary benefits includes medical facilities, leave, travel concession sponsorship for higher education scheme, membership of professional institutions scheme, children education allowance, reimbursement, cable TV expenditure scheme, recreational facilities.

D.Nageshwar Rao & K.Jyothimai (2012) in an innovative paper directly measures. The employee's attitude regarding the welfare measures provided in coal mines industry. The finding of the study revealed that the perception of employees may increase the employee's involvement in their respective jobs and this may decrease the conflict among the employees and employer.

Mr. Raj Kumar (2014) in an innovative study aimed at ascertaining the influence of motivation towards the enriching assets of the organisation. The morale of the employees is expressed to boost by reducing stress among the employees.The welfare facilities help to motivate and retain employees this ensures employee satisfaction result in increased efficiency.

Mrs. Jebaseelinovaleena (2014) this study is aimed at ascertain the influence of employee's welfare measures on jobs as well as organisation. This study about employee satisfaction of IT cycles towards their safety and welfare measures. The findings of the study revealsthat the employees satisfied withtheir safety and welfare measures provided by the organisation

Organizational performance

An analysis of a company's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed).There is no doubt that now a day attracting and retaining talented employees is a crest priority for any organization because talented employees positively impact on the performance of organizations. Bateman & Strasser (1984) found some reasons for studying the loyalty and include "(a) behaviors, attitudes of employees, (b) employee's job and accountability and (c) performance of employees.

Binoy joseph joseph injodey and RajuVarghese (2009) this paper examine the structure of a welfare state rest on its social security fabric government, employers and trade unions have done a lot to promote the betterment of workers conditions.

Fakhar shahd, Rana Adeel Kquman Ayesha Rashid khan, Larkish shabbier (2012) this article is on defining and measuring of organizational culture and its impact on the organizational performance. An analysis of existing empirical studies and model link with organisation culture and performance. Findings of the study positive association between strong culture and performance improve positive performance of the employees caused for increase in net profit on the organisation

Rajnish Ratna, kriti Khanna (2014) the study analyses the relationship between learning organisation and organisational performance. That the organisation invest more efforts in achieving higher level of organisational performance gain both in financial and non-financial terms. Individual capacity and moving ability motivating them to develop their skill and balance between organisation requirements and

the individual needs which enhance organisation performance efficiently and effectively.

Objectives of the study

1. To identify the welfare measures factors directly related to Atomic power plants in study area.

2. To find the relationship between welfare measures and organisational performance in Atomic power plants.

Hypothesis

1. The factors of welfare measures do not differ significantly.

2. There is no significant relationship between welfare measures and organisational performance.

Methodology

The researcher applied simple random sample method collect 300 respondents from different designation of the employees. They are require to response to the questions pertaining to monetary and non-monetary benefits offered in their organisation.

After the collection of data they are systematically transfer into numerical coding in the data sheet. The researcher uses both univariate and multivariate statistical techniques to relate the independent and dependent variables in the particular linear multiple regression analysis, correlation analysis, analysis of variance and t-test to exactly measures the influence of independent monetary and non-monetary benefits over the organisational performance.

REGRESSION ANALYSIS

Influence of monetary and non-monetary employee welfare measures on organisational performance of Atomic power plants at kalpakkam.

The researcher practically identify the existing monetary and non-monetary welfare measures prevailing in the organisation. The perception of the employees towards this welfare measures are obtained in suitable scale techniques. The application of factors analysis by principle component method identify as well as ranked the welfare measures in order. The existence of unique monetary and non-monetary factors and the respective organisational performance are measured in this research.

The relationship between monetary and non-monetary welfare measures and organisational performance is measured through the following regression analysis.

Influence of monetary welfare measures on organisational performance.

The influence of unique monetary welfare measures on organisational performance is clearly estimated on the following regression analysis.

Impact of monetary benefits of organisational performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.	Standardized Coefficients	t	Sig.
1	.976(a)	.953	.953	.21619756	6079.837	.000(a)	Beta	B	Std. Error
Monetary							.976	-.259	.796
								77.973	.000

From the above table it is found that R=.976, R square =.953, Adjusted R square =.953 with std. error of the estimate =.216 are highly significant it implies the more welfare measures of employees in the Atomic power plants create 97.6% influence over the organisational performance.

F= 6079.837, P=.000 are statistically significant at 5%.Therefore it implies there is deep relationship between independent variable monetary welfare measure and organisational performance of atomic power plants. Beta =.977, t = 77.973,P =.0 are statistically significant at 5% level it implies the monetary welfare measures create 97.7% influence over the performance of the Atomic power plants in particular.

The influence of non-monetary welfare measures on organisational performance.

The influence of unique non-monetary welfare measures on organisational performance is clearly estimated on the following regression analysis.

Impact of non-monetary benefits of organisational performance

Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.	Standardized Coefficients	t	Sig.
1	.994(a)	.989	.989	.10720971	25715.751	.000(a)	Beta	B	Std. Error
Non-monetary								.000	1.000
							.994	160.361	.000

a Predictors: (Constant), Non monetary

from the above table it is found that R = .994, R square = .989, Adjusted R square = .989 with std. error of estimate .107 are highly significant it implies the non-monetary welfare measures of employees in the Atomic power plants create 99.4% influence over the organisational performance.

F = 25715.751, P= 0 are statistically significant at 5 % level. Therefore it implies there is deep relationship between independent variable non-monetary welfare measures of organisational performance of Atomic power plants.

Beta - .994, t = 160.361, p =0 are statistically significant at 5% level. It implies the non-monetary welfare measures create 99% influence over the performance of the Atomic power plants.

The employees shows positive attitude towards the provisions of monetary and non-monetary welfare measures.

The organisational maintaining smooth relationship between employees and organisation.

Findings and conclusion

The researcher finds that the employees are highly satisfied the non –monetary benefits provided by the organization such as medical facilities, leave concession, children education allowances, reimbursement, recreational facilities. Welfare facilities attract and motivate the employees and increase the productivity ofthe organisation.

Finally concluded that the organsiation taking steps to provide more monetary and non monetary benefits to improve the organsiation higher level and given satisfaction to the employees.

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A Relationship between HR practices and Organizational Effectiveness: A Study with Reference to Private Hospitals in Chennai

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INTRODUCTION

The Indian healthcare industry has a progressive growth rate when compared to other counterparts such as pharmaceutical industry and the software industry. The healthcare sector has recorded a growth rate of 15%, with the contribution of the private hospitals of this sector being nearly 60% of patient care. Investments range to bridge the gap in next 10 years from Rs.1,00,000 to Rs.1,40,000 crores. This phenomenal progress of the healthcare industry has given scope for major investments and other corporate restructuring.

Health care is the task of taking preventative or necessary medical treatment to attain human beings well-being. Medical treatment may be done with surgery, the administering of medicine, or through modification in people's style of living. The various healthcare services are delivered through a healthcare system which is constituted by hospitals.

Hospitals are centers of specialized medicine & technology with large multidisciplinary teams, which deliver a whole range of specialized services. Many health institutions are also engaged in bio-medical research and in teaching training health professionals. Hence, hospitals have a key role in health promotion, environmental concern social human resources, and the creation of patient oriented service & management.

According to McKinsey, the Indian health care industry is estimated to witness an annual growth of 23% to reach US$ 75 billion by 2014 and US$ 150 billion by 2017. The industry is expected to add over one million new jobs and the total demand for trained workforce would be around 2.3 million by 2018.The incremental growth of the industry cannot be attributed to the huge outlay of the investments made by the corporate hospitals alone. The administration of the hospitals based on scientific management principles is the reason behind the phenomenal growth. The role of Human Resources Practices and its presence provides for the sustenance of the health care organizations.

HRM

 Several studies have revealed that Human Resource Management [HRM] adopted in health organizations influences the human community. Hence a study of HRM system in the corporate hospitals can elucidate as to how far they adopt the 'known' i.e. theoretical model found in the literatures. According to Decenzo and Robbins (1973)[1], "HRM is concerned with the people dimension in management. Since every organisation is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organisation are essential to achieving organisational objectives. This is true, regardless of the type of organisation – government, business, education, health, recreation, or social action".

ORGANIZATIONAL EFFECTIVENESS

Organisational effectiveness refers to how lucratively organisations achieve their missions. Organisational effectiveness measures are concerned with understanding the unique capabilities that organisations develop to ensure that success. This includes measuring the value of organisational human resources (Jamrog&Overholt, 2004).

LITEREATURE REVIEW

The review of literature of the HR practices throws to light that extensive research has been carried in the line of HR practices. Several management experts have expressed their ideas through publication in journals, research reports, books, etc. In order to avoid duplication of the research topic, the literature was scanned on the following HR functions such as Recruitment, Compensation, Teamwork, Knowledge sharing, Training and Communication.

A research by **MRINALI BABURAO**(2009)was carried tostudy the current HR management scenario in Healthcare organizations andhow HRM Practices are implemented in charitable Trust Hospitals. The research study explored certain dimensions of the HR practices in selective hospitals and focused on four functions i.e.Recruitment, Training and Development and Performance Appraisal. The study further analyzed the satisfaction level of employees which is related to implementation pattern of the above mentioned functions. It was suggested that employees should be managed efficiently and effectively by implementing systematically and scientifically HRM practices.

A research study of selective star hotels in Karnataka to evaluate the HRM practices in the hospitality industry with special emphasis on Hotel Industry was done by **MAHESHA. V and DR. S. B. AKASH**(2011) The study analyzed the effectiveness of HRM practices in transforming the business operations and it contribution in servicing the customers. The study had set one of its hypotheses that compensation is positively correlated with employee's performance. The results indicate a strong positive correlation between compensation and training indicating that compensation is an important factor which is directly correlated with employees' performance.

Sandra G Leggat(2007) in her research demonstrates team work competencies amongst health professionals. The study was based on a team work survey conducted amongst the professional association of Australian Health Service Managers. The competencies for team work identified includes leadership, knowledge of goals, strategies, organizational commitments, respect for others, commitment to work collaboratively and to achieve a quality outcome. The results suggested that the competencies for effective team work showed differences for management and clinical learners as well as differences for male and female respondents.

Mercedes Úbeda-García(2012) examined the relationship between HRM, Training policy, Knowledge Management and business result. The study had empirical evidence of the benefits of training to organizations as in the form of returns generated through productivity increase. The research was conducted on a sample of 62 companies in the Spain representing various sectors. Questions relating to training policy, objectives sought, and nature of training and evaluation of training were raised. Appropriate hypothesis were sent and tested through stepwise regression. Thus the study proved strong evidence that the training policy had a positive impact on the Knowledge Management of the organisation and also

organisation performance.

A study on Aligning incentives and motivations in health care(2007) had analyzed the functions of public funded and private player health systems to evaluate the use of financial incentives linked to specific measures of performance. The authors strongly advocate the use of pay for the performance arrangements and also rely on a variety of incentives to encourage providers to meet organizational objectives. Their approach to overcome employees' compensation problems is that of placing a set of incentives in order to engage their employees. Performance related pay is a policy in which employees are rewarded for the performance and penalty for certain unwanted actions has been suggested in this study.

Janet Guptill(2005) in the study on healthcare has made application of knowledge management principles in the context of hospital as the field of knowledge management could be aptly applied to the health care industry. Janet suggests the use of phrase knowledge transfer for performance improvement to the hospital system client. The Knowledge Training should spark innovation, operational process improvement and enhance patient care. Knowledge Training could be best practice through e-learning, other educational programming tools, leadership development program and other H.R practices that hire, motivate, train and develop the set of skill required for this purposes.

In their study**AmalAltaf and Mohammad Ali Jinnah (2011)** suggested the significant impact of organization culture on organizational effectiveness by using the Hofstede cultural Model. Four most well known variables of Hofstede Cultural Framework were used namely, power distance,collectivism vs. individualism, masculinity vs. femininity, and uncertainty avoidance. The research wasbased on a communitygeneral hospital for determining effectiveness and it was found that only two of the Hofstede Cultural Model was significantly related to organizational effectiveness. The researchers had suggested ways to use Hofstede Cultural Model to   bring about overall effectiveness.

Sang M. Leea, DonHeeLeea∗and Chang-YuilKangb (2012) had conducted a study to shed new insights as to how hospitals can improve their operations through impact of High Performance Work System. The study concluded that salary ranked first as an important factor to improve employees' job satisfaction. The improved employee reaction leads to improved service quality. The paper advocates improving employee reaction to organizational support for their work through compensation. The study focused on effective HRM especially by providing compensation to the employees.

IRFAN YASMIN*et al*(2013) examined the influence of HR practices on internal customer satisfaction and organisational effectiveness. The study was based on primary data collected through questionnaire based survey from 290 Banking Personnel of Pakistan. The various elements of HR Practices such as recruitment and Selection, Training and Development, Performance management, employee participation and compensation were adopted for the study. A theoretical model has been demonstrated establishing strong linkages between the elements of HR with internal customer satisfaction and with organizational effectiveness. The internal customer satisfaction has been assessed with the help of the scale of Chang and Huang (2010).This research apprehends that internal customer satisfaction is one of the drivers of the perceived internal service quality and is related to employee retention.

It became evident that not too many research studies on HR practices and its impact on organizational effectiveness among healthcare organisations from the Metro city of Chennai were available. It may be

interesting to investigate

> The prevailing HR climate in Health care organization.

> The HR practices which are currently practiced in the Corporate Hospitals.

> The management/employees perception of HRM practices such as Recruitment, Compensation, Teamwork, Knowledge sharing, Training, Communication.

> The implication of the HR practices on the organizational effectiveness.

Objectives of the Study

The following are the objectives of the present research study:

1. To study the various elements of HR practices in private hospitals.

2. To analyse the prevailing organizational effectiveness in private hospitals.

3. To find the relationship between HR practices and organizational effectiveness.

Research Hypotheses

The following research hypotheses are framed and evolved for this study:

1. The elements of HR practices in private hospitals do not differ significantly.

2. The elements of organizational effectiveness do not differ significantly.

3. There is no significant relationship between HR practices on organizational effectiveness.

METHODOLOGY

The research was based on Primary data which was collected from the various private hospitals in Chennai city. The city of Chennai has been chosen for the purpose of study because of the following reasons

• The city has become a prominent diagnostic center for various ailments and also a medical hub.

• Medical Tourism is gaining importance because of which more number of foreigners are visiting Chennai.

A well structured questionnaire was used for the purpose of the study which was collected from the employees of leading private hospitals in Chennai city.

Sample Size

Sample selected for the study covers the prominent hospitals in Chennai city. A total of 100 employees such as doctors, nurses and executives from the private hospitals were selected on simple random sampling method.

INFLUENCE OF HR PRACTICES ON ORGANISATIONAL EFFECTIVENESS

In this analysis the researcher considered HR practices in private hospitals as independent variables and organizational effectiveness as dependent variables. The two predominant factors participative approach and organizational loyalty are taken up as dependent factors. The relationship between HR practices and organizational effectiveness is established through linear multiple regression analysis and the results are presented below.

INFLUENCE OF HR PRACTICES ON PARTICIPATIVE APPROACH IN PRIVATE HOSPITALS.

The influence of five HR practices of independent factors on the dependent factor participative approach is measured in the following model summary table

Table 1

Model Summary – participative approach

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533(a)	.284	.279	.43917

From the above table, it is found that R-square value = 0.533, adjusted R-square is 0.279 shows that the independent variables are 53.3% variance over the participative approach a dependent factor. This leads to the further verification of fit of regression out of unique dependent and multiple independent variables.

Table 2

ANOVA- participative approach

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	41.015	4	10.254	53.165	.000(a)
1	Residual	103.184	535	.193		
	Total	144.200	539			

b Dependent Variable: participative approach

From the above table it is found that the F-value 53.165, P-value = 0.000 are statistically significant

at 5 percent level. This implies the regression fit is significant and the HR practices significantly influence the dependent variable participative approach . The individual influence on participative approach is estimated through the following co-efficient table

Table 3

Coefficients – Participative approach

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.860	.169		5.086	.000
	Recruitment	.168	.048	.158	3.542	.000
	communication	.075	.046	.086	1.654	.099
	Team work	.164	.055	.161	2.984	.003
	Knowledge sharing	.269	.045	.263	5.955	.000
	Compensation	.085	.049	.089	1.854	.103

a Dependent Variable: participative approach

From the above table it is found that Recruitment (t=3.542, p=0.000), Teamwork (t=2.984, p=0.003), knowledge sharing (t=5.955, p=0.000) are significant towards participative approach of the employees. Therefore, it can be concluded that Recruitment process in the private hospitals is very important to decide participative interest of the employees. The collective teamwork reveals the collective approach of the employees in serving the patients in private hospitals.

INFLUENCE OF HR PRACTICES ON ORGANISATIONAL LOAYALTY IN PRIVATE HOSPITALS.

The influence of five HR practices On the dependent factor organiational loyalty is measured in the following model summary table

Table 4

Model Summary – Organisational loyalty

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535(a)	.287	.280	.43890

From the above table, it is found that R-square value = 0.535, adjusted R-square is 0.280 shows

that the independent variables are able to create 53.5% variance over the dependent factor organizational loyalty. This leads to the further verification of fit of regression out of unique dependent and multiple independent variables.

Table 5

ANOVA – Organisational loyalty

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	41.334	5	8.267	42.915	.000(a)
1	Residual	102.866	534	.193		
	Total	144.200	539			

From the above table it is found that the F-value 42.915, P-value = 0.000 are statistically significant at 5 percent level. This implies that the regression fit is significant and the HR practices significantly influence the dependent variable organizational loyalty . The individual influence on organizational loyalty is estimated through the following co-efficient table

Table6

Coefficients - Organisational loyalty

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
	(Constant)	.804	.175		4.609	.000
	Recruitment	.144	.051	.135	2.813	.005
	communication	.081	.046	.092	1.760	.079
1	Team work	.149	.056	.146	2.648	.008
	Knowledge sharing	.258	.046	.251	5.595	.000
	Compensation	.060	.047	.060	1.286	.199

a Dependent Variable: organisational loyalty

From the above table it is found that recruitment (t=2.813, p=0.005) teamwork (t=5.595, p=0.000), knowledge sharing (t=5.595, p=0.000) are significant towards organizational loyalty. Therefore, it can be concluded that the recruitment, teamwork and knowledge sharing approaches in private hospitals determine the employee's loyalty towards the organization. These factors extract loyalty from the employees to develop the hospitals.

FINDINGS AND CONCLUSIONS.

. The employees' roles as "individuals" in private hospitals are very crucial for its overall success. Moreover the private hospitals at present operate in a rapidly changing environment where their success depend upon the ability to manage change and to manage patients by providing higher quality of service. Hence it can be concluded that,

The HR practices in Private hospitals aims to improve organizational commitment through the creation of more challenging, satisfying and effective jobs and work environments.

As a process, HR practices calls for efforts to realize this goal through the active involvement of employees throughout the organization as well as make the employees to participate in each step of development. There is a significant impact of HR practices on organizational effectiveness. It is about organizational change usually from a 'control' organization to an 'involvement' organization.

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IMPACT OF STRATEGIC HRM PRACTICES ON EMPLOYEE PERFORMANCE
(A STUDY WITH SPECIAL REFERENCE TO SELECT PRIVATE COMPANIES IN CHENNAI)

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ABSTRACT

Strategic human resource management is the process of linking the human resource function with the strategic objectives of the organization in order to achieve organization goal together elevate employee performance. It is step-by-step plan of action which an organization employs, utilizes or manages, develops, and deploys its human resources in order to attain its defined corporate mission and objectives. Human resource strategy is devised in respect of recruitment, employee deployment, motivation and engagement, and employee retention. Strategic human resource management is to have more advantages to achieve its desired goals in nearing future. The main intention of this paper is to find out the Impact of Strategic HRM Practices on employee performance in select Private companies. A sample of 100 employees of three different companies was taken for the study. The findings of the study showed that the impact of Strategic HRM Practices found more in Training and development, followed by Organizational Culture and Recruitment with regard to Employee Performance.

Key words: SHRM, Impact of SHRM, Employee performance.

INTRODUCTION

Strategic human resource management is "human resource management" carried out in a strategic way. The human resource activities are linked to the achievement of the organization's overall objectives. This is the effective way of organizing the workforce by the adoption of a specific strategy, where employees' performance can help to achieve the planned organizational targets, such as increasing revenue or improving the profit margin. This is the new way of managing human resources as compared to personnel management.

The concept of Strategic Human Resource Management (SHRM) evolved in the 1990s with an increased emphasis on a proactive, integrative and value-driven approach to human resource management (Schuller, 1992).

Human Resources play an important role in Strategic HRM Practices in supporting Organization. Strategic HRM focuses on several issues including the fit between human resource management practices and organizational strategic goals, the integration of human resource management in the organizational strategic management, the involvement of human resource function in senior management teams, the devolvement of human resource practices to line managers and taking of strategic approach to employee selection, compensation, performance appraisal and the value that is added to the organizational performance by HRM. It has also been defined as the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals (Wright and McMahan, 1999). The latter definition highlights the two important dimensions that distinguish SHRM from traditional HRM. It links HR practices with the strategic management process of the firm vertically and horizontally, it emphasizes

that HR practices are integrated and support each other.

The links between SHRM Practices and Employee performance could be explored from different conceptual angles. However, the impact of Strategic HRM Practices on Recruitment, Training and Development, Organizational Culture on Employee Performance has been taken for this study.

REVIEW OF LITERATURE

Syed Akhta. R et al (2008) investigated the best practices approach to examining strategic HRM practices and their influence on company performance. The aiming investigates strategic HRM practices and their impact on firm performance in Chinese firms; the findings of this article support recent assertions by researchers that strategic HRM practices not only are widespread, but also are valued by Chinese organizations.

Green et al (2006) reported that organizations that vertically aligned and horizontally integrated HR function and practices performed better and produced more committed and satisfied HR function employees who exhibited improved individual and employee performance.

Tessember and Soeters (2006) examined how, when and to what extent HR practices affect performance in Eritrea, Africa's youngest and poorest country. They reported that successful implementation of HR practices could enhance individual and civil service organization of Eritrea.

Singh (2004) investigated the relationship between six HRM practices and firm level performance in India. The study found a significant relationship between the two HR practices, namely, training and compensation, and perceived organizational and market performance of firms.

TRAINING & DEVELOPMENT

Training and development refers to the amount of formal training given to employees. Organizations can provide extensive formal training or rely on acquiring skills through selection and socialization. Dr.V.Rama Devi et al (2012) in an article said that Training improves the drive, initiative and quality of work of the employees to be more committed in achieving the goals. T. Rajeswari (2014) in working paper noted that the impact of training and employee satisfaction at public sector organization. Systematic levels of performance increased the employee's skills and Knowledge after training and developing program. AbdusSattarNiazi (2011) in their paper examined a positive relationship between training activities and the organizational performance.

PERFORMANCE APPRAISAL

Performance appraisal is used to evaluate employee performance. The purpose ofPerformance appraisal is to improve goal setting and feedback processes in order that employees can direct, correct and improve their performance. It can be based on the results or behavior. Considerable evidence shows that Jocelyn Mary SeruyaOmusebe et al (2013), in their paper examined that PA had a positive and significant association on customer satisfaction as well as service quality. Further a positive and significant relationship between two variables. Salauodunayo Paul1 et al (2014) describes the fact that a high level of relationship between performance appraisal and productivity in an organization relates to the perception of employees towards the performance appraisal.

COMPENSATION

Compensation or incentive is contingent on performance (e.g., individual or group incentive pay).

AbayomiOlarewajuAdeoye (2014) in a study mentioned that the employees are satisfied and motivated for leadership roles. Basan (2012) in his working paper noted that both the employers and the employees benefit and in general positively and significantly influence the overall corporate performance.

REWARDS

To obtain an intellectually rewarding career with an institution, that has a strong background, that provides good opportunity for putting good and useful ideas in the minds of pupils along with the enhancement of professional skills and personal qualities. PayamGohari et al (2013) in their working paper examined the role of rewarding, affects the staffs behavior and their performance directly. Waruni Ayesha Edirisooriyaa (2014), in an article said that significantly a positive relationship between extrinsic reward, intrinsic reward and employee performance reward, plays a vital role in employee performance in ElectriCo.

RECRUITMENT SELECTION PROCESS

Recruitment is the process of creating huge pool of potential candidates. It attracts the prospective employees and stimulates them to apply for job. The process is generally carried forward by the recruiters. He can be the member or staff of the Organization or can be the employment agency like MAFOI in India.D. Paul Dhinakaran (2013), in an article said that the TNSTC Corporation has good recruitment selection process. Sudhamsetti.Naveen (2014) in a study revealed that selection is done by evaluating the candidate's skills, knowledge and abilities are highly required to the vacancies in selected industries.

TEAM WORK

Teamwork refers to a group of employees created on purpose to carry out a particular job or to solve problems. Lin Qiu et al (2009), in their working paper examined the role of playing a music game in a team that has a positive effect on the performance of collaborative problem-solving and creativity. Niels-Erik Wergin (2003), in his article opined that the teamwork brings about an enhancement of working conditions, and possibly an empowerment. Finally conclude that Teamwork has the potential for both.

OBJECTIVES

The main objective of this article is to focus on the following points.

❖ To identify factor that influences Strategic HRM Practices.

❖ To find out the relationship between Strategic HRM Practices and Employee performance.

RESEARCH METHODOLOGY

The study is based on primary data as well as secondary data. Primary data was collected from the employees of 3 different private companies in Chennai with the help of structured questionnaire. The questionnaire consists of three parts, namely demographics details and statements regarding Strategic HRM Practices in Recruitment, Training and development, and Organizational Culture on Employee performance. Convenient sampling technique was used to collect the data. A Total 100 samples were selected for this purpose. Secondary data were collected from various journals and previous research works.

ANALYSIS

Using SPSS17 and appropriate statistical tools like chi-square analysis, frequency and correlation

were usedto validate the Impact of SHRM Practices on Employee performance. The tables for the analysis are given below.

Frequency Table

Respondents		Frequency	Valid percent
Age	Less than 30 yrs	19	18.8%
	31-35 yrs	37	36.6%
	36-40 yrs	40	39.6%
	More than 40 yrs	5	5.0%
	Total	101	100%
Gender	Male	63	62.4%
	Female	38	37.6%
	Total	101	100%
Educational Qualifications	HSC/SLC	2	2.0%
	Diploma	44	43.6%
	U.G	22	21.8%
	P.G	30	29.7%
	Professional	3	3.0%
	Total	101	100%
Annual Income	Less than 1,00,000 Rs	2	2.0%
	2,00,000 – 4,00,000 Rs	68	67.3%
	More than 4,00,000Rs	31	30.7%
	Total	101	100%
Marital Status	Married	97	96.0%
	Single	4	4.0%
	Total	101	100%
Department	Purchase	20	`9.8%
	Sales	26	25.7%
	Quality	1	1.0%
	Accounts	15	14.9%
	Production	9	8.9%
	Admin	30	29.7%
	Total	101	100%
Experience	Less than 5yrs	43	42.6%
	6 – 10 yrs	32	31.7%
	11 – 15 yrs	26	25.7%
	Total	101	100%

Source: Primary data

From the above table it is clear that 39.6% of respondents are in the age group of 36 to 40 years, 36.6% are in the age group of 31 to 35 years, and 18.8% are in the age group of less than 30 years and 5% are in the age group of More than 40 years. From this, it is evident that a majority of the respondents are 36 to 40 years age group. It has been observed that majority 62.4% of respondents are Male and only a minimum 37.6% of respondents are female out of the total respondents.43.6% respondents education qualification are Diploma holders, 29.7% respondents are Postgraduate, 21.8% respondents are Undergraduate only 3% are Professionals and 2% are HSC/SLC. It emphasizes that the majority of respondents are Diploma holders. out of 100 respondents, the annual income of 67.3% fall in the income group between Rs. 2, 00,000 to Rs. 4,00,000, 30.7% fall in the income group of above Rs.4,00,000, 2% fall in the income group of less than Rs. 100,000. Thus it is emphasized that the annual income of a majority of the respondents are in the group between Rs.2, 00,000 to Rs.4, 00,000.96% are married employees and 4% are unmarried employees. It is evidenced that a majority of the respondents are married.29.7% belong to Admin department, 25.7% are in Sales department, 19.8% are in Purchase department, 14.9% are in Accounts department, 8.9% are in Production department, and 1% is in Quality department. It is evident that a majority of the respondents are in Admin department.42.6% of respondents are in the years of service less than 5 years, 31.7% of respondents are having service between 6-10 years, and 25.7% of respondents are in service between 11-15 years.

Chi-Square Table

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	19.857[a]	1	.000		
Continuity Correction[b]	18.107	1	.000		
Likelihood Ratio	20.532	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	19.660	1	.000		
N of Valid Cases	101				

Ho: There is no significant association between Strategic HRM Practices and Employee performance

H1: There is a significant association between Strategic HRM Practices and Employee performance

From the above Chi-square table it can be inferred that the chi-square value is 0.000, which is less than 0.05 at 5% significant level. Hence Alternative hypothesis (H1) is accepted and Null hypothesis (H0) is rejected. Hence it can be concluded that there is a significant association between Strategic HRM Practices and Employee performance.

Table showing the causes that the employees performance to stay in the organization

Correlations Table

		Recruitment	Training and development	Organizational Culture	Employee Performance
Recruitment	Pearson Correlation	1	.050	-.234*	.446**
	Sig. (2-tailed)		.617	.019	.000
	N	101	101	101	101
Training and development	Pearson Correlation	.050	1	.277**	.759**
	Sig. (2-tailed)	.617		.005	.000
	N	101	101	101	101
Organizational Culture	Pearson Correlation	-.234*	.277**	1	.581**
	Sig. (2-tailed)	.019	.005		.000
	N	101	101	101	101
Employee Performance	Pearson Correlation	.446**	.759**	.581**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	101	101	101	101

Source: Primary data

From the above correlation table shown clearly that the Strategic HRM Practices in Training and Development shows the highest value 0.759, followed by Organizational Culture mean value 0.581 and Recruitment mean value 0.446us it can be concluded that the Strategic HRM Practices in Training and Development have a key role in influencing the employee performance at a higher degree.

FINDINGS AND CONCLUSION

The analysis shows a clear picture about the Impact of SHRM Practices and Employee performance. The employees in 3 different private companies gave more or less same opinion about the Impact of SHRM Practices and Employee performance. It motivates, gives flexibility, changes in HR policies and right person for right job, and to retain its valuable employees. The result shows that there is significant association between Strategic HRM Practices and Employee performance and Strategic HRM Practices in Training and development influencing more Employee performance.

Strategic human resource management addresses broad organizational issues relating to changes in structure and culture and Employee performance. The implementation of Strategic HRM practices with in the frame of integrated HR strategies will make a positive impact on results. The SHRM is considered as the most significant resource activating all other resources in private companies which are knowledge driven. The SHRM objectives are accomplished by strengthening the employee's performance, maintaining their motivational level, to maximize their individual potential. SHRM practices initiate creative skills and initiate employees to have loyalty and performance towards their job.

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A RELATIONSHIP BETWEEN INVESTORS BEHAAVIOUR AND RISK INVOLVED IN INVESTMENTS

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INTRODUCTION

Stock Market is the nerve centre of investment sectors in any country. It immense platform to integrate the buyers and sellers to purchase and sell towards Share, Bonds, Debentures etc. Parallely, the investors were rapidly increased, due to the high return of attraction on investment. So they were actively participated in stock market investments.

In Practice, Investors preference to be on the safe side on their investment with good returns. The main attraction for high return in stock market were,

➢ High Return (in case of dividend)

➢ Easy available of Liquid assets

➢ Micro Level Investments in Business activities.

The above said factor which illuminate the investors to maximize their returns. But the investor's has to keep on their mind about the risk perception towards investments.

Risk refers to "the expected return which cannot be predicted" (or) "possibility the actual return may differ from the expected outcome".

SOURCES OF RISK

In General, each and every investor is associated with risk tolerance, while investing in the Stock markets. So therefore, an ample of questions is raised like, (how to invest and were to invest) to the investors towards risk. Before investing in the stock market the investor has to find the various sources of risk factors in the stock markets.

The Source of Risk araise due to the following factors like,

• Lack of awareness in Finance Markets

• Interest rate fluctuation in Stock Markets

• Basic factors like Economic, Social and political cause in the country.

• Lack of security and trustworthy in financial institutions, which impact on high risk towards investment purpose.

The above listed point which highlighted about the source of risk. So every investor has to understand the risk tolerance before investing in the stock market. Based on the demographical factors, the investors accelerate the investment decisions. Here the decision making plays a vital role on this investment process, due to investment are subject to market risk. Subsequently the investors should be very cautious while investing.

RIVEW OF LITERATURE

The researcher is interested to Rivew the previous research works on Risk Perception of Investors with reference to Stock Market Investors, both national and international rivew are in their Chronological Order.

Rajarajan, (2002), in his study it was found that the relationship between demographical factors of the investors, and their risk capacity.

Rajarajan, (2003), this study explains about the portfolio choice of the individual investors. Expected return from a particular investment and risk tolerance had positive /prelationship with the invested investors. Maintaining focus on control is the inverse relationship between choices of the investors.

Bose, Suchistma (2006), It denotes that derivative products helps towards economic aspects like, risk away from the investors. Derivative helps in price fluctuation in stock markets. Parallely it denotes their disadvantage (threat) towards risk in stock market and the overall economical problems.

Gigerenzer (2006), He denotes that, emotion and risk perception may affect behavioral changes in the stock markets.

Sen Shankar Sorn and Gosh Santanu Kumar (2006), here the study deals with the relationship between stock market liquidity and sudden changes in risk factors. It has been identified that, there is a negative relationship between risk and stock market liquidity. The final statement revealed that with regard to turnover, there is no relationship between the liquidity and trading activity.

Zen, (2006), It refers to, small investors and professional investors are mainly depend on getting the information through public disclosure and various channels. This lead to a huge information gap and risk perception is raised in the stock market.

Al-Ajmi (2008) Bahrain, The study explains that decline towards risk tolerance in order to financial commitment towards individual retirement stage.

Ajmi Jy.A. (2008) This study refers to, men are less risk averse than women, less educated investors are less likely to take risk and demographical factor is also important in risk tolerance and also investors are more risk tolerance than the less wealthy investors.

Kabra.et.al (2010), the study undertaken that, the factors influence towards risk tolerance and decision making process on the basis of age and gender of the investors.

Shanmnga Sundaram V (2011), Here the study explains that, perception and but behavior are influenced by psychological and behavioral factors in the stock market. This intends to sudden change in stock

market fluctuations, decline in stock indices and lack of confidence towards investments. Risk denotes a major cause on this context.

GAPS IN LITERATURE

National and International literature pertaining to risk involved in investment did not address the factors causing risk, impact of risk and the effectiveness of risk. Secondly many researchers study the specific demographics directly correlated the risk perception of the investors. But the present study intended to investigate the influence of demographics of all the factors of perception.

OBJECTIVE OF THE STUDY

The Main objective of their research article is to identify the perception of investors towards risk in their investment.

The following objectives are framed for the presence study.

❖ To study the factors directly related to risk in the investment in stock market.
❖ To classify the risk perceptual difference among the stock market investors.
❖ To find the influence of demographical variable on the risk perception of stock market investors.

HYPOTHESIS

❖ The stock market investors do not differ in their perception.
❖ There is no significance influence of demographic variables on the risk perception of stock market investors.

RESEARCH METHODLOGY

A study is based on both Primary and Secondary data. The researcher collected primary data through a structured questionnaire. The questionnaire consists of two parts. In that, the first part completely deals with demographic variables and the second part comprises of statements in likerts 5.scale. The secondary data is collected from websites, articles, news papers and magazine.

The primary data is collected from 200 respondents through convenient sampling method. The collected sample in subject to reliability test through Cronbach Alfa Method. It is found that the reliability co-efficient is above 0.75. It shows the questionnaire is reliable, and 200 responses can be taken as a probability sampling. This paves the way to use Univariate and Multivariate statistical technique. Therefore the researcher used factor analysis, cluster analysis and analysis of variants to analyze the primary data.

ANALYSIS AND INTERPRETATION

THE INVESTEMENT PORTFOLIO PROFILE OF INVESTORS:

The variables of risk employ percentage analysis to determine the various options available to investors. The results are enumerated as follows.

INVESTMENT LEVERAGE OF INVESTORS:

An effort was made to identify if the investors were prepared to invest in a way where they could possibly lose more than the amount they initially invested. This was done basically to identify the extent of leverage exerted by the investors.

TABLE 1

Investment Leverage

Variables	Frequency	Valid Percent
Yes	294	58.8
No	206	41.2
Total	500	100.0

Source: Primary Data

Majority of the investors i.e. 58.8% confirmed that they were willing to take risk by making investment where they could possibly lose more than they invested.

Investment Return Scenarios' preference:

High risk investments sometimes come with higher returns or substantial losses. The return on investment of products is unpredictable most of times. Nevertheless the extent of willingness of investor to make profit/withstand losses can help investors' identify suitable products. The question was designed to introspect the risk taking ability of investor, than to quantify the percentage of profit/loss that an investor is willing to accept.

TABLE .2

Investment Return Scenarios

Variables	Frequency	Valid Percent
Between a loss of 2% and a gain of 13%	162	32.4
Between a loss of 26% and a gain of 46%	91	18.2
Between a loss of 12% and a gain of 28%	87	17.4
Between a loss of 50% and a gain of 100%	160	32.0

Source: Primary Data

Significantly, there were a near-equal number of investors falling under two opposite ends of the investment spectrum. An investor willing to accept a "Loss of 2% and a gain of 13%" is more seen as a conservative investor, as he is concerned more about keeping the losses to the minimum. In the study, 32.4% of the investors were under this category. On the other hand, an investor willing to accept a "Loss of 50% and a gain of 100%" is an aggressive investor as he risks losing even 50% of his investment. In the study, 32% of the investors fell under this category.

Risk reward perspective of Investors:

Risk and reward are often directly proportional, and they are the major driving factor with any investment decisions. It is not uncommon to find an investor with a greater risk appetite and thereby greater reward expectations, as to find an investor with lower risk and lower reward expectation. Both ends exist and this market dynamics determine the success of investment products, to some extent.

TABLE .3

Risk Reward Perspective

Variables	Frequency	Valid Percent
High Risk and greater reward	237	47.4
Low Risk and Moderate Reward	222	44.4
Moderate Risk and Low performance level	226	45.2
No Risk and Low return	255	51.0

Source: Primary Data

Instead of investors identifying and fitting themselves into any of the available Risk-reward combination, it appeared better to allow the investors to rank the risk-reward combination in their order of preference. Nearly 51% of the respondents were towards a portfolio which offered "No Risk and Low return", not to forget the fact that 47.4% of respondents preferred a portfolio with "High Risk and Greater reward".

Investment Portfolio Assets of Investors:

Any portfolio would be a combination of different class of assets each of which could be risky or risk-free. The Risk nature of the assets that constitute the portfolio, could define the nature of investors. The High risk investments could include investments in shares, stocks, equity. The Low risk investments could include Fixed deposits, Postal investment products etc, as the returns are promised and are not market-driven.

The same approach of allowing the investors to rank the risk nature of assets in their order of preference rather than fitting themselves to any of the class was followed here. A significant chunk (54%)

of the investors admitted that they prefer an investment portfolio with 'Most High Risk Investments'.

TABLE 4

Investment Portfolio Assets

Variables	Frequency	Valid Percent
Some High Risk Investment	207	41.4
Most Low Risk Investment	258	51.6
Most High Risk Investment	270	54.0
Some Medium Risk Investment	223	44.4

Source: Primary Data

An almost equal proportion (51.6%) admitted their preference to portfolio consisting of 'Most Low Risk Investments'. This fact confirms that respondents with different set of Risk preferences were participants of this study.

FINDINGS AND CONCLUSIONS

[A] The profile of the overall investment portfolio of investors with regard to risk tolerance is summarized as follows:

➢ Investors leverage was found to be higher. This reveals that investors are more willing to invest in risky assets.

➢ Investors were found to be positive in their risk taking abilities.

➢ Risk and reward are often inversely proportional, and they are the major driving factor with any investment decisions. Investors choose high risk for greater rewards.

➢ Investors ranked the High risk investments as the oft preferred avenue for investing in financial assets. In anticipation of the greater rewards that these assets would fetch, investors tolerate the risk that is inherent in risky assets. This reveals that investors are more willing to invest in risky assets.

[B] Investor's perception on Risk tolerance presents the following results.

➢ The considerations of risk aid investors in making the right decision. The ability to stay in the market even in risky situations develops the risk tolerance capability of investors.

➢ In the select investment portfolio, stock market investors are identified to possess high tolerant capability.

Risk tolerance capability, for the other investors are considerably found to be in low profile. The reason

can be attributed to the fact that these assets are non-speculative in nature. Thereby the risk profile for these assets also remains low.

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FACTORS INFLUENCING EMOTIONAL INTELLIGENCE OF EMPLOYEES IN PRIVATE SECTOR LIFE INSURANCE COMPANY - A STUDY WITH REFERENCE TO THE CHENNAI CITY

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INTRODU CTION

In the ongoing market forces of strict competition. The insurance companies are forced to be competitive must seek way to become more efficient, productive, flexible and innovative under constant pressure to improve results. The traditional ways of gaining competitive advantage have to be supplemented with organization capability i.e., The firm ability to manage people (Ulrich and lake 1990); It is now commonplace for an organization to undergo change(Reich,2000; Roach and Bednar,1997); most are due to some internal or external factor that requires an organizational adaptation of particular importance is the significant change with which an enterprise must cope in order to improve competitive advantage and maximize the gain from the needed change transformation process (Collins,2002; Weber and Weber,2001). Dealing with significant change is ongoing and gaining in importance as stated by Kotter (1998).

The debate over the topics related to Emotional Intelligence of employees has constantly been in discussion, researchers of social science have worked a lot on this topic, so the study is conducted to know the factors influencing Emotional Intelligence of employees in Private sectors in Life Insurance Companies, especially in the areas of Chennai city.

Every organization whether for profit or non-profit working towards to achieve the objectives for its existence. The major goals of a Insurance Companies includes generating maximum policy both effectively and efficiently improve the level of services and enhance its organization. The most desired goal in their regard is to improve the employees performance because is ultimately contributes to the organizational performances. The extent to which this goal can be actualized depends principally on the organization workforce, especially the skilled employees.

Emotional Intelligence is the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately and to use emotional information to guide, thinking and behavior. It is the area of cognitive ability involving traits and social skills that facilitate interpersonal behavior. Intelligence can be broadly defined as the capacity for goal-oriented adaptive behavior; Emotional Intelligence focuses on the aspects of intelligence that governs self knowledge and social adaptation.

LITERATURE REVIEW

When psychologists began research on intelligence, they focused on non-emotional aspects, such as thinking cognition, intellect memory and problem solving (Intelligence Quotient), However there were researchers who recognized early on that, emotional aspects such as feelings moods and non-cognition were equally important (Emotional Quotient), Emotional Intelligence studies have been conducted in the different areas of study domains, where it has been widely accepted as an indispensable force. The purpose of this section is to review those current studies that have yielded significant findings and have

application to this study. The review of literature s being presented under.

ACHIEVEMENT DRIVE

Khokhar and Kush (2009) in their study explained the performance of executives on different levels of emotional intelligence and provided that executives having higher emotional intelligence showed better quality of work performance as compared to their counterparts.

STRESS MANAGEMENT

Mohammad Mohammad, Robab Mausalou (2012) this research is an attempt to deal with the issues and problem such as anxiety which might hinder the process which one can learn language efficiently. The study is based on the correlation analysis; Hence the findings of this study can be helpful for both teachers and learners to control their speech anxiety by developing EI skills in themselves

SELF EXPECTATION AND MOTIVATION

Chiva and Alegre (2008) examined the relationship between emotional intelligence and job satisfactions. Data was collected from blue-collar employee's workers. The results suggested that emotionally intelligent individuals are more likely to experience high levels of job satisfaction

EMOTIONAL SELF AWAREMESS

Anne C.H. Mcqueen (2004) the researcher aims to preset an analysis of the literature on EI and Emotional labor and consider the value of EI. The study revealed that there may be a useful link between EI and Emotional work.

ACCURATE ASSESSMENT

Bhalla and Nauriyal (2004) reported in their study that emotional intelligence is a factor that is potentially useful in understanding and predicting individual performance at work. They further reported that emotional intelligence is extremely important in Indians as they have high affiliations need and emotional intelligence can lead to significant gain in productivity.

CONSCENTIOUSNESS

Chabungban (2005) Proposed that by developing emotional intelligence one can build a bridge between stress and better performance. The effects of stress are costly to both the organization and the employee if left unattended within a given timeframe. Regular administration of emotional intelligence abilities can help employees at workplace to control impulses.

ADAPTABILITY

B.Chandra Mohan Patnaik, Ipseeta Satpathy, Prakash Kuma Oradhan (2010) In an innovative research attended to determine the impact of Emotional Intelligence on performance of managers. The research is based on the primary data and regression analysis is appropriately used to reveal that high EI is necessary for better performance but it cannot be the only requirement for good performance on the job.

SELF REGULATION

Slaski and Cartwright (2002) investigated the relationship between measures of emotional quotient, subjective stress, distress, general health, and morale, quality of working life and management

performance of a group of retail manager. Significant correlations in the expected direction were found.

INTERPERSONAL SKILLS

Dr.Vanathi Vembar and Dr S.K.Nagarajan (2011) the research focuses on determining to observe Emotional Intelligence of the executive affects the levels of organizational stress. The research is based on the correlation, Mean; Standard Deviation analysis which exhibits the low Emotional Intelligence has higher organizational stress.

LEADERSHIP

Laura Guillem & Elizabeth Florent (2011) the research intends to determine the leadership effectiveness by emotional intelligence, the research is based on the primary date and coefficient analysis is used to reveal that leadership development interventions can design in order to reflect the two dies of the coin, taking consideration the importance of both leadership behavior categories.

DEVELOPING ADVANCED WORKFORCE

Hassan JORFI, Saeid JORFI, Sirous Korahi MOGHADAM (2010) this study is undertaken to understand the performance level of managers and employee. The research is based on the primary data, correlation & regression analysis is appropriately used the study revealed that the level of EI & performance level of the mangers & employee is moderate to low these skills are to be developed for achieving higher employee.

CONFLICT MANAGEMENT

Malekar (2005) prepared a matrix of managing human capital from the perspective of emotional intelligence. Job design with an eye on emotional intelligence content of a role is as important as the definition of role, the competencies it requires, and the clean execution of tasks.

TEAMWORK COLLABORATION

Jordan and Troth (2004) examined the utility of emotional intelligence for predicting individual performance, team performance, and conflict resolution styles. In line with expectations, emotional intelligence indicators were positively linked with team performance and were differentially linked to conflict resolution methods.

COMPETITIVE ADVANTAGE

Sjoberg and Littorin (2003) in their study investigated salespersons in a telecommunications company for their perceived risk, emotional intelligence and a number of additional dimensions of work motivation, personality and performance. They concluded that emotional intelligence was related as expected tot other variables, most notably to life work balance (positively), to positive affective tone (positively), and to materialistic values and money obsession (negatively).

EMPATHY

Cumming (2005) explored the relationship between emotional intelligence and workplace performance with a sample of workers. The results of her study suggested that a significant relationship exists between emotional intelligence and workplace performance. In the case of emotional intelligence and demographic factor, no significant relationships were found between gender and emotional

intelligence, age and emotional intelligence, occupational groups and emotional intelligence, neither between education and emotional intelligence.

ORGANIZATIONTIONAL EFFECTIVENESS

NP.Myil swamy and R.Gayathri(2011) The aim of the study is to explore the role of employee engagement is Organizational Effectiveness, The study resulted that the degree of engagement determines people's productivity and their willingness should stay with organization the most important aspect of this research is cost of higher employee engagement will be result in greater Organization Effectiveness this engagement can be driver by improving retention, customer loyalty, productivity safety and ultimately profitability and it was find engaged employees care about their organization and work to contribute towards its success. In present world of economic uncertainty engaging employee is a critical factor to ensure organization effectiveness and productivity.

RESEARCH GAP

From the above review of related literature it is noted that many researchers have conducted study on various aspect of Emotional Intelligence on different sectors. As far as Emotional Intelligence are concerned the authors have focused on issues like achievement drive, stress management, motivation, emotional self awareness, accurate assessment, conscientiousness, adaptability, self regulation, interpersonal skills, leadership, developing advanced workforce, conflict management, teamwork collaboration, competitive advantage and empathy. No research work has been so far conducted to analyses all the above said issues in Insurance sector. Hence the researcher has made an attempt to study the factors influencing emotional intelligence of employees in private sector life insurance Company with reference to the Chennai city.

NEED FOR THE STUDY

It is know people, either at work or in our personal lives, who are really good listeners, No matter what kind of situation we are in they always seem to know just what to sat – and how to say it – so that we are not offended or upset. They are caring and considerate and even if we do not find a solution t our problem, we usually leave feeling more hopeful and optimistic.

It is known people who are master at manage their emotions. They do not get angry in stressful situations. Instead, they have the ability to look at a problem and calmly find a solution. They are excellent decision makers and they know when to trust their intuition. Regardless of their strengths, however, they are usually willing to look at themselves honestly. They take criticism well and they know when to use it to improve their performance. People like this have a high degree of Emotional Intelligence, they know themselves very well, and they are also able to sense the emotional needs of others.

Emotions are internal events that coordinate many psychological subsystems including physical responses, cognitions and conscious awareness. Emotions typically arise in response to a person's changing relationships (Mayer et al, 2000). Emotional awareness brings our inner world into focus. It enables one to strike a mutually healthy balance between one's own needs and the needs o others (Segal, 2000). Emotional Intelligence is a critical component of an individuals' personality and must form part of a research.

OBJECTIVES FOR THE STUDY

1. To identify the factors influencing Emotional Intelligence of the employees in the study domain.

2. To find the influence of personal and organizational profile of employees on factors of Emotional Intelligence.

METHODOLOGY

This study was based on primary data gathered with the help of a questionnaire comprising three sections. The first section contained background (personal) questions, the second section contained statements about the Emotional strategies of Emotional Intelligence and the third section contained statements related to organizational effectiveness. Simple random sampling method is adopted to collect the responses. For data analysis the following tool are used

- Factor analysis

- Analysis of variance

- Structural equation model

The following is the sample size for this research

Sample Selection

S.no	Name of the Company	Population	Circulated	Received	Rejected	Used
1	SBI Life Insurance	730	30	25	13	12
2	Birla Sun life Insurance	13000	28	25	8	17
3	Reliance Life Insurance	100	25	22	7	15
4	ICIC Prudential Life Insurance	1500	22	18	8	10
5	Tata AIG Life Insurance	100	20	15	5	10
6	ING Vysysa Life Insurance	780	20	10	0	10
7	Bajaj Allianz Life Insurance	120	20	18	6	12
8	Max Life Insurance	800	20	16	6	10
9	HDFC Standard Life Insurance	1550	20	15	5	10
10.	Kotak Mahindra Old Mutual Life Insurance	250	20	15	5	10
	Total	18930	225	179	63	116

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ANALYSIS AND DISCUSSION

1. EI influences the employee to be the top performers (.686), EI helps the employee to be promoted from the challenging appraisals(.678), EI helps the employee in setting challenging goals and take calculated risks(.519), EI facilitates co-operation among co-workers(.507), Employees with higher EI contributes better quality of work performance than their counterparts(.4), EI enables the employee to conform and promote the sector standards of conduct even in the adverse situation(-.459)Hence this is known as Achievement Drive of Emotional Intelligence.

2. EI helps the employee to control speech anxiety (.801), EI helps the employee to stay focused even under pressure (.697), EI plays an important role for the employee in preventing the negative health outcomes and depression symptoms (.541), EI of employees helps to control the stressful situation.(.506) hence this is called as Stress Management of Emotional Intelligence.

3. EI helps to operate from hope of success rather than fear of failure (.683), An employee with high EI plays a multi-dimensional role in an organization(.506), EI continually looks for the ways to improve and promote quality(.408), EI is the one of the factor for effective problem solving in work environment(.4) Self Expectations & Motivation of Emotional Intelligence.

4. EI helps the employee to handle the different difficult task at the same time. (.563), EI enables us to express alternative points of view to the problems presented (.491), Self personal competence creativity is the consequence of Emotional awareness (.456), EI enables the employee to play clarity in terms of what to do and how to do (.434), Value of job can be analyzed by EI (.4)hence this is known as Emotional Self Awareness of Emotional Intelligence.

5. Ability based assessment of EI help the employees to perform better (.702), EI helps the employees to be aware of their weakness (.625), EI opens up truthful feedback, new perspective, continuous learning and self development (.558), The work role objectives of EI are quite clear and adequately planned by the employee (.447), EI encourages the employees to obtain and apply new skills and knowledge and provide them with opportunities to grow and excel (.421), Self management of the employee at work place is predicted by EI (-.816) hence this is called as Accurate Assessment of Emotional Intelligence.

6. EI helps the employee to perform their duties smoothly with scope of justification (.776), EI helps to meet commitments and keep promises (.608), EI abilities impulse the employee to face frustration and obstacles (.548), Subjective well being of employee is scored by EI (.466), EI helps the employee to secure from the facts before taking any action (.455) hence this is known as Conscientiousness of Emotional Intelligence.

7. EI believes in making effective working relationship with others (.689), EI helps the employee to adapt to new situations in a positive manner).533), Service quality of employee can be improved by EI skills (.515), EI helps to get ample opportunity to utilize my abilities and experience independently (.4) hence this is called as Adaptability of Emotional Intelligence.

8. High emotional quotient fetches the employee to perform better in the management process (.798), EI helps the employee to give due weight age to the concerns and ideas of others and

encourages such practices (.637), EI enables the employee to keep their priorities clear (498), EI is supported by improved quality life and better health of the employee (.4) hence this is called as Self Regulation of Emotional Intelligence.

9. Organizational regulation can be easily enhanced to the employee by EI(.654), Job related strain of the employee can be overcome by the EI (.591), Training of EI in the workplace helps the employee to achieve the goal of organization easily (.569), Emotional competence helps employee to resolve the organizational problems (.529), Employees low EI exhibits the higher organizational stress (.454), EI plays a vital role at the time of selection, promotion, transfer etc. (.4), Employee's can easily balance the work and family through EI (.4) Hence this is known as Interpersonal Skills of Emotional Intelligence.

10. EI is a tool for a leader to judge the performance of employee (.720), EI enables the employee to maintain a higher level of character and professional attitude (.607), EI predicts a better way to better way to adopt the leadership quality(.545), Vast development of technology shows the importance of EI (.509), EI plays a pivotal role among the employee at the time of decision making (.4) hence this is called as Leadership of Emotional Intelligence.

11. Employee with EI performs better and shows good organizational citizenship behavior and EI enables to build rapport among employees and maintain personal friendship with work associates (.691), At the time of employee performance appraisal, the appraiser will fix EI also as one of the scales (.544), Higher goal and performance level of the employee is possible with the help of EI (.507) hence this is known as Developing Advanced Workforce of Emotional Intelligence.

12. Employee's EI plays an important role to execute the given task admirably (.797), EI helps the employee to address conflict situation with patience (.771), Use of EI skills in the workplace effectively resolves the conflicts (.606), Employees with high EI are able to balance its work and family conflict (.534) hence this is called as Conflict Management of Emotional Intelligence.

13. EI helps the employees to improve model team qualities like respect helpfulness and cooperation (.773), EI draws all members in to active and enthusiastic participation (.612), EI enables the employee to establish mutually satisfying relationships and relate well with other (.562), EI navigates the employee to attain higher profits by that easy to achieve the organizational goals (.477), EI helps the employee to contribute their work and effort to group performance to meet agreed objective (.408), EI helps the employee to have better human relations (.4) hence this is known as Teamwork Collaboration of Emotional Intelligence.

14. The higher an employee EI, the better the climate in the workplace (.546), Emotional response helps the employee to reveal the attitudinal behavior (.465), EI helps to understand the forces that shape views and actions of clients, customers or competitors (.432), EI helps the employee to recognize the need for change and remove barriers (.4) hence this is called as Competitive Advantage of Emotional Intelligence.

15. The happiest employee is the one who adopts EI in his career (.654), It enables the employee to face the unethical actins of others (.609) hence this is known as Empathy of Emotional Intelligence.

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	3.775	.058		65.188	.000
	REGR factor score 1 for analysis 1	.042	.058	.060	.727	.469
	REGR factor score 2 for analysis 1	.072	.058	.102	1.234	.221
	REGR factor score 3 for analysis 1	-.041	.058	-.058	-.702	.485
	REGR factor score 4 for analysis 1	.302	.058	.428	5.191	.000
	REGR factor score 5 for analysis 1	.194	.058	.275	3.335	.001
	REGR factor score 6 for analysis 1	.130	.058	.184	2.231	.028
	REGR factor score 7 for analysis 1	.162	.058	.229	2.780	.007
	REGR factor score 8 for analysis 1	.027	.058	.038	.465	.643
	REGR factor score 9 for analysis 1	.076	.058	.108	1.307	.195
	REGR factor score 10 for analysis 1	.096	.058	.136	1.649	.103
	REGR factor score 11 for analysis 1	.053	.058	.075	.905	.368
	REGR factor score 12 for analysis 1	.028	.058	.040	.485	.629
	REGR factor score 13 for analysis 1	-.020	.058	-.029	-.349	.728
	REGR factor score 14 for analysis 1	.046	.058	.066	.797	.427
	REGR factor score 15 for analysis 1	.060	.058	.086	1.039	.302

a Dependent Variable: OE

SM (B = .428, t = 5.191, p = .000) – Emotional Self Awareness

SM (B = .275, t = 3.335, p = .001) – Accurate Assessment of Emotional Intelligence

SM (B = .184, t = 2.231, p = .028) – Conscientiousness of Emotional Intelligence

SM (B = .275, t = 3.335, p = .001) - Adaptability of Emotional Intelligence

FINDING & CONCLUSIONS

The study revealed that EI of employees in private Life Insurance companies play a pre dominant role in work environment, After analyzing the results, it can be said that the

EI skills play a important role in employees Achievement drive to be the top performers, Stress management skills of EI helps the employee to control the speech anxiety, negative health outcomes and depression symptoms, Self Expectation & Motivation skills of EI play a multi-dimensional role in an organization, Self Awareness and Interpersonal Skills among employees are strongly correlated for getting more opportunities, Accurate assessment and conscientiousness skills helps the employee to make a effective working relationship, self regulation and leadership quality of employee in the private life insurance sector fetches better management process by that attaining a greater authority, Developing Advanced workforce skills enables the employee to perform better organizational citizenship behavior and maintain personal friendship with work associated, Employee's play a admire task to resolve the conflicts by their conflict management skills of EI, Teamwork Collaboration of EI skills draw all employee to contribute their work to attain agreed objectives, The higher an employee EI forces to shape views and action of competitive advantage, by having Empathy skill of EI enables the employee to face the unethical actions, among these 15 factors, Emotional self awareness, Accurate assessment, conscientiousness(taking great care) and adaptability are the 4 significant factors creating good impact on Organizational effectiveness.

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Women Career Progression to Corporate Board Rooms – The Indian Scenario

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Introduction

The growing emphasis on diversity inclusion with special focus on gender inclusivity has gained momentum in Indian corporate companies over the last several years. However the career progression seems to be limited to middle level and senior level management and has not really translated into these women professionals finding a place in the corporate boards in any significant way. While there have been voluntary initiatives in select quarters particularly in IT and Banking sector, there has not been any proactive measures to recognize and accept these professionals at the highest levels of board room inclusion.

The SEBI mandate vide their letter dated 21- August – 2014, directed listed companies in BSE & NSE to have atleast one women director from 01-October-2014 and hinted at possible penalties for non compliance on or before 31st – March – 2015. However more than one –third of the top thirty companies in BSE have not complied with this mandate until recently. In the first week of April 2015 SEBI suggested the imposition of a penalty of Rs.50, 000/- for non compliant companies and a final decision on this issue is to be taken shortly.

This paper seeks to analyse the career progression of women professionals to Indian corporate boards and understand the causes for the slow progress of the same. It also seeks to analyse the causes for such non inclusivity in terms of gender and make suggestions for fostering speedy growth to usher in greater level of gender inclusion in Indian corporate boards. It also seeks to understand the limitations that hamper a faster rate of career progression for the women folk and explain the social environmental reasons for the same. Finally it attempts to put forward a set of recommendations which would result in a quantum increase in the number of women professionals making it to the highest levels of corporate decision making bodies.

Rationale for the Study:

In the context of the current scenario the increasing emphasis on gender inclusivity at the highest levels of corporate hierarchy, is a reality considering the fact that India is still far behind, compare to the best especially the USA and Europe. While USA accounts for atleast 21% of women professionals occupying board positions either as independent directors or on account of in-house executive promotions, followed by about 19% in Eastern Europe & around 18% in Western Europe, the percentage is dismally low in India at 5.1%.The proactive initiatives seem to come mostly from public and private sector banks as well as from IT & ITES companies. On the other hand it is significantly lower or almost absent in manufacturing, automobiles, telecommunications and many other sectors. A study conducted by indianboards.com, a joint initiative between Prime Database and

National Stock Exchange (NSE), as many as 966 of the 1,456 companies listed on NSE or two-thirds,

do not have a woman director on their board currently. with this background it becomes imperative to understand as to why there is a general reluctance to promote women's career progression into corporate board rooms. Moreover it would been useful to see the case and effect relationship between gender inclusivity and in lower and middle level managements and what causes a pipe line leak when it comes to further elevation into corporate board rooms. Such understanding may prove helpful in suggesting measures to overcome the bottlenecks and ensure a faster rate of inclusivity. As in all cases ends may justify the means in this issue as well.

Objectives of this study

The following are the major objectives of the study.

1. To understand the current scenario of women career progression into corporate board rooms in India.

2. To analyse the existing practices in nominating women professionals as directors in companies.

3. To analyse the causes for the lag in women professionals being elevated to corporate board rooms.

4. To suggest measures to improve gender inclusivity and career progression of women to the highest level of corporate hierarchy.

Methodology

The study is exploratory in nature and is based entirely on authenticated and published secondary data. No statistical tools have been used except tables as there has been no primary data collection for this purpose. The entire analysis and the inferences have been drawn out of studies and special reports conducted by indiaboards.com a joint initiative with prime database and NSEinfo.com.

Limitations

1. The study is based purely on secondary data and is hence limited by information available upto the third week of April.

2. No statistical tools, parametric or non parametric, have been used for want of primary data.

3. The study is limited by the currency of data since upto date information is not available for all 1,456 listed companies in terms of no. of women directors as a proportion to total no. of directors.

Review related literature

It is essential to have a good grasp of earlier studies in this matter of women career progression & gender inclusivity for a thorough understanding of the issues involved & also analyse the scope for further studies in this area based on identified research gaps. Hence a brief but suitable review of the available

literature in this area is undertaken in this section.

Rachel Suff and Dianah Worman, OBE CIPD Advisers in their study titled Gender Diversity in the boardroom: reach for the top point out that while Almost half (49%) of surveyed organizations monitor the gender profile of their workforce at all levels including senior and board roles. However, over a quarter (28%) does not monitor the gender profile of their workforce at all and a further 6% monitor more junior levels but do not monitor gender diversity in their boardrooms.

Chapter in Women in Leadership and Management: A European Perspective, edited by Dr Duncan McTavish and Dr Karen Miller, Glasgow Caledonian University, Edward Elgar Publishing Ltd, 2006 Opening The Boardroom Doors To Women Directors Val Singh & Susan Vinnicombe

This chapter has highlighted the history of women directors' progress into the top boardrooms of UK companies, identifying some progress in terms of women nonexecutive directors but stagnation in terms of women executive directors over a period of fifteen years. The Rt. Hon. Patricia Hewitt, Secretary of State for Trade and Industry and also Minister for Women in 2004, commented: "If we are serious about creating a modern economy, recognising diversity and utilising the skills of everyone, there is still much more to do."

Nora Bensahel, David Barno, Katherine Kidder, and Kelley Sayler Battlefields and Boardrooms Women's Leadership in the Military and the Private Sector In the coming years and decades, women will have expanding opportunities to serve at the most senior levels of the public and private sectors. The ever-growing numbers of female university graduates combined with the still underutilized pool of female talent available for the workforce suggest that this century will be one of monumental growth for women's leadership and participation in all domains.

George Desvaux, Sandrine Devillard Hoellinger, Pascal Baumgarten point out that the area for consideration relates to models of family balance. The traditional social pressures on men to be breadwinners are not so strong in the younger generation, which has greater freedom of choice and a more balanced distribution of roles within the household. Nevertheless some work remains "Women's work" for which women are totally responsible and face all related constraints. For example, motherhood makes mothers vital to the well-being of their babies and, as we have shown, this limits their career choices and prospects. Men enjoy greater freedom. In seeking to create a balance in the work environment, should we not also encourage and enable a different, more equal balance at home?

Birgit G.O. Andrag WHITE PAPER Female Executive Career in Corporate South Africa This paper argues that women enhance diversity in boardrooms; they contribute a different set of competencies to strategic decision-making. In combination with reported increased financial performance when Female Leaders contribute to board decisions, do SA organizations need any more motivation to increase female directors in their boardrooms? This reflective research process furthermore surfaced three questions for future research. Firstly, why do organizations lose their female intellectual capital and where is this talent disappearing to? Secondly, further research questions relate to how women could be assisted in dedicated career planning to create their own desirable existence of which their integrated career paths and working experiences will be part of? Thirdly, Old boy Clubs, who reinforce the existing corporate culture, are crutinized for the way they exclude certain individuals. How could this inter-reflective socialized environment be redesigned to contribute to organizational meaning?Gita Patel, FCA June 2013

Gender Differences in Leadership Styles and the Impact within Corporate Boards This section covers recommendations for corporations and senior level management as well as women's affair ministers and policy makers. In order to meet targets on female representation and leadership, (1) Embrace career flexibility, (2) increase men's awareness, (3) become transparent about gender, (4) increase awareness about boardroom dynamics, (5) and create programs for networking, mentoring and sponsoring.

Caroline Followell White Paper – 2014 Key challenges to creating gender balance at all levels of the organization The scholarship essays provide significant, and often personal insight, into the challenges women face in securing gender balance at all levels of organizations; from unconscious bias with gender inequality ingrained in culture and organizational processes to the lack of self-confidence and lack of influential role models, mentors or sponsors.

The above review of literature brings out several dimensions to the issue of women career progression to boardrooms. They analyse various causes that hamper women career progression and suggest various remedial measures for overcoming the same. However most of these papers analyse the issues in the west and do not bring out the issue of mandatory norms for diversity inclusion and women professionals making it to the highest levels of decision making. This paper evaluates the current performance (or the lack of it) of Indian companies in terms of gender inclusivity in corporate board rooms also it highlights some features very peculiar to India that also act as impediments to a more desirable and inclusive board rooms in India.

Indian Scenario at a glance

At the start of the study in March 2014, 11 out of 30 companies that make up the BSE30 did not have even a single women director. Companies such as Reliance industries, TCS, ONGC and L&T share this dubious distinction. The government controlled Navaratna companies are no exception to this rule with BHEL among the defaulters. Multinational companies operating in India such as HUL &Sun Pharma were also guilty of being non – compliant. Significantly 966 companies out of 1,456 listed entities in NSE (forming two thirds of the total number) did not have a single women director at the time of the issue of the mandate. On an aggregate basis, there are a total of 9,009 persons occupying a total of 11,596 directorships in

NSE-listed companies. Of these, only 597 positions are held by women, just 5.1 per cent. This does not favorably compare with global practices particularly developed countries in the west.

SEBI extended the deadline for compliance by 6 months from (1st –October - 2014) to (31st – March -2015) and categorically stated in mid march that there would be no further extension and hinted that the possibility of a penalty. There were speculations that the penalty may be very stiff with fobes putting it at as high as $4 million. Even in mid march there were atleast 451 companies out of 1,456 listed ones that did not have even a single women director. In spite of repeated remainders from the business magazines and dailies and warnings and the subsequent scramble, 180 out of the 1,456 companies listed on the National Stock Exchange have not yet appointed a woman director as of April 1, 2015.

It is interesting to note that from SEBI stipulation since February 2014, a total of 829 companies have appointed women. And of the newly-minted women directors, 733 are first-time appointees to the board of a listed company, and a total of 109 are from promoter groups. However it is a minor consolation to note that 43 listed companies already had one or more women directors in their board even prior to

the stipulation. The maximum number of women directors in an Indian company stands at four, and three companies share that distinction: Apollo Hospitals Enterprise Limited., where the four daughters of founder and chairman Dr. Prathap Reddy hold board positions !!, Indraprastha Medical Corp. also part of the Apollo Hospitals group and Monte Carlo Fashions, a fashion house that went public in December.

The above data for compliance or non compliance does not include 20 companies whose paid-up capital is less than $1.6 million and net worth is less than $4 million. Another seven in the small enterprises segment are also exempt from this requirement.

Findings, Suggestions & Conclusion

The general despair among women that it's a man's world and there is really no level playing field when it comes to comparison of performances is amply evident from the foregoing evaluation of available data. The following are some of the findings of the study

➢ Only 2.95% of the listed companies were proactive in promoting gender diversity, even if to limited extent, even before it was mandated for the first time in Feb 2014.

➢ A dismal 0.27% of companies only had four women as directors even if they came from either the promoters close relatives or from their nearest kin

➢ Only two women, Renu Sud Karnad & Ireena Gopal Vittal out of a total of 597 women directors hold multiple directorship positions with 9 & 7 respectively as of today. When reduced to a percentage is stands at a heartbreaking 0.34%.

➢ Out of the total available positions (11,596) 72% are occupied by men with multiple memberships in corporate boards while the women come as an also-ran with just about 5.14%.

➢ As on date 12.36% of the companies which is almost 1/8th of the total listed companies have not bothered to appoint even a single women director.

A cursory glance at these percentages are enough to show how the women have not even started the race with men when it comes to reaching the highest levels of corporate authority Like adding insult to injury, the reasons put forward for non compliance among other things, is dearth of available quality. What performance indicators were used to arrive at this conclusion is anybody's guess? The so called initiatives for women empowerment and gender inclusivity probably stops at a 1/3rd reservation at the time of entry and only squeamishly followed when it comes to further promotions and higher elevations. It is also conveniently explained that the women have a greater role to play in handling the twin responsibilities of work pressure and household commitments and often or unable to take the stress. It is more like telling a girl that she is not biologically suited to either run a race or take part in any significant sport event without considering all glaring examples of success were ever the opportunities are well utilized.

The following suggestions are made to overcome the current problem of gender non inclusivity at the highest levels of corporate organizational structure.

➢ Sincere attempt should be made to improve gender inclusivity at the entry level or in the lower and middle level management in all sectors without exceptions. For example

while the industry average for IT sector is 22%, Infosys is already on top with more than 34% a the same example can be followed by other companies in the IT sector as well as other sectors.

➢ Young Indian women should be encouraged to participate in leadership initiatives very early in their career by making atleast two such participations mandatory each year.

➢ Career breaks caused by marriages and consequent mother hood should be properly planned with sound and suitable career counseling by granting sabbatical or extended maternity leave facilities. While IT and banking companies have a sound policy in these matters other sectors still lack behind in these areas.

➢ Working from home should become a compelling reality even if for atleast 2 or 3 days in a week to seal their leaking pipeline in women career progression.

➢ Mentoring women professionals from very early stages of the career may a go a long way in preparing them for future responsibilities and elevation. These mentees of today will become the mentors tomorrow and the culture is likely to spread among a larger number for a better future society.

In the late 90's and the early part of this millennium, there was a lot of clamoring about taking India to the world. This has been done in the last fifteen years and the world seems to grudgingly like what we have taken. It is now time to bring the world to India as we are more likely to become the emerging global accommodators all the positives such as the young population forming a major cohort of the staggering 1.3billion, plenty of talent pool available and a domestically consumption driven and investment driven economy, all point two a robust era of economic growth and sustainability. However when the world comes to India because it is upbeat about the prospects in India, we should have a inclusive workforce as well as inclusive corporate leadership to handle such tremendous economic boom. This is the time to prove to the world that Indian women can compare and compete with their counter parts from the developed economy with equal vigor and versatility.

The discussion can be aptly summarized in the words of Professor Boris Groysberg, Harvard Business School, thus "There is a big difference between diversity and inclusiveness. Diversity is about counting the numbers. Inclusiveness is about making the numbers count. Whether it is about individuals or companies or countries, the conversation has to shift from talking about whether diversity affects performance to talking about the conditions under which you'd expect diversity to have a positive effect on performance".

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ANALYSIS OF EMPLOYABILITY SKILLS OF UNDERGRADUATE ENGINEERING STUDENTS IN VIEW OF EMPLOYERS PERSPECTIVES

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ABSTRACT:

The employability issue is most demanded one in this world. In one corner employers are demanding the right skills to meet the ever-changing needs of today's global economy and this has become something of a war city. In the other corner is the learning and skills sector, which is working hard to help develop a better skilled workforce. The Objective of this research was to develop a clearer understanding of the skills employers expect from young people coming into the workforce to hold. Unemployment among 18-24 years old remains a key issue. The researcher wants to come out in this study about the employers' expectations from the young people coming into the workforce. The researcher has analyzed about the employers demand for a better skilled workforce.

Key words: unemployment, employability, workforce.

INTRODUCTION:

The major issue in employment is employability skills which plays a major role for the young graduates. Today one third of adults do not hold the equivalent of a basic school-leaving qualification. Almost majority of the adults are not functionally literate. School, colleges must provide effective opportunities to further development of employability skills. This places further emphasis on the need for clarity in defining which skills are necessary and using this to inform how, where and when these skills are best developed. When students realize that they are unlocked from the academics they need the right skills, attributes and knowledge to successfully secure their job. And also in parallel with the academics, students should aim to develop key skills that will help them in their future career. The skills which students have planned to develop will reflect their own abilities, personality ad interests, as these will aide in their choice of career.

When we look in the area of Chennai there are more than 100 engineering colleges located in and around but whereas the campus placement opportunity is only for less number of students getting placed, then what about the remaining students position where they get employable. Its only because of the employability gap, that is identified in this paper with the help of some of the recruiter from various companies and their view is analyzed with the help of structured questionnaire and concluded. Survey is conducted among the 103 undergraduate engineering students In Chennai and with the help of statistical tools result is given.

Enhancing employability. Ensuring Success.

Employability skills are the skills that have been developed inside and outside the colleges that is transfered to the workplace. Many students already have the employability skills companies are looking for but they don't realize it that it is highly needed for their career. Employability skills can be listed as

key behaviors, competencies, soft skills, transferrable skills, personal skills, generic skills and basic skills these skills are considered to be employability skills. Usually the employers looks for Can you do the job? Are you motivated? Do you fit with the organization?

EMPLOYABILITY

The following details shows about the Graduate Employability and Employment of Graduates

Employability of graduate are Cognitive skills, career management skills and enterprising attitudes and also when we look for the employment of graduates which includes Fostering professional networks, engaging employers in the curriculum and also includes with developing employers knowledge of the university.

What to do when the students are in education:

Undergraduate engineering students should be well packed with the updated technology, it is not the matter of being well known about the subject matter and also they should be smart enough with the following internal and external development.

1. **Get Actively involved in school life:**

   The best thing you can do at school to make yourself attractive to employers is to enjoy your time. Employers will look at your academics and also students with proactive and get involved in sport, volunteering etc.,

2. **Develop personal skills:** Students should be well developed in skills like communication, organizational and other similar skills.

3. **Find out about the careers:** Choosing a career involves with the finding out the possible for you to do, and one should know about his career and the skills and the abilities

4. **Research careers:** This is known to be very valuable for the students where they can use various web sites and media helps them gain more employable

5. **updated CV:** Always the added value in the resume is to have new things like certifications and

achievements.

SWOT ANALYSIS:

SWOT analysis is very much useful for identifying the areas for development and one can analyze their strengths and weaknesses as well as the opportunities and threats that they face. SWOT helps to focus on the strengths, and minimize the weaknesses and take the greatest possible advantage of opportunities available to the students.

The following information will deploy how students can use this analysis in a better manner in identifying their strength, weakness, opportunities and threats.

SWOT ANALYSIS:

STRENGTHS I communicate well within in a team. I am completely committed to my studies.	**WEAKNESSES** Presenting makes me feel and very nervous. I focus too much on the detail and sometimes this effects how I manage my time.
OPPORTUNITIES Doing a presentation as part of an assignment. This will help to start to build students confidence public speaking. Apply for a part time job. This will help develop my customer service skills	**THREATS** Stronger candidates applying for the job

The outcome that students want from the SWOT analysis:

STRENGTHS What strength students should consider making stronger to further enhance the ability to pursue the goals	**WEAKNESSES** What weaknesses students need to improve on, or manage, so that they don't impede the goal setting
OPPORTUNITIES Students should identify what opportunities are best for them to pursue, and also what internal strengths they can use to enhance their pursuit of these opportunities	**THREATS** The threats that students need to eliminate or minimize Internal strengths that the students can use to overcome these threats.

SWOT analysis helps the students to evaluate themselves about the skills which they required for the position, and simultaneously they have to think whether they have these skills or not, and the way to

develop the skills that are required by the corporate, and what they have to do in the future to develop the skills, it is important to absorb, if the students chooses that this is their career then they can start to research how they can be involved themselves.

Statement of the problem:

The problem identified is analysis of employability skills of undergraduate engineering students in view of employers' perspectives.

Need of the Study:

Employability skills are very significant for the students' employability. The development of employability skills was seen as a continuous in learning and it's highly important in getting job. Employability analysis is essential and it is required for the upcoming graduates.

OBJECTIVES:

The following are the objectives

1. To identify the employability skills required for the undergraduate engineering students

2. To know about the employability gap.

3. To identify the factors considered when recruiting graduates by the employers.

4. To find out the level to which graduates are equipped with employability skills.

REVIEW OF RELATED LITERATURE:

1. Definitions of employability skills range from a vague notion of having something to do with preparing for a fist job, through to very precise lists of specific skills, and on to employability being seen as a learning process. The range of different definitions and the contexts in which they are used ultimately lead to confusion.

2. precision consultancy has studied about the Graduate Employability skills which is prepared for the Business, Industry and Higher education collaboration council August 2011, , This project was initiated by the Business, Industry and Higher Education Collaboration Council (BIHECC) to review: a) How universities currently develop and integrate employability skills into their programs of study b) How universities teach employability skills c) How universities currently assess students' employability skills d) How graduate employability skills might be assessed and reported upon. The project, undertaken between March and June 2007, has consulted a range of stakeholders including representatives of universities, business and industry to review current activities and to identify best practice for integrating, developing, assessing and reporting on employability skills nationally and internationally. Consultations with these stakeholders have focused on graduates from degree programs across all disciplines of undergraduate higher education.

3. Ruth Bridgstock (31 March 2009) has analyzed about The graduate attributes we've overlooked: enhancing graduate employability through career management skills. He describes about about the t recent shifts in education and labor market policy have resulted in universities being placed under increasing pressure to produce employable graduates. And also he has contributed about the context of rapidly changing information and knowledge – intensive economy, employability involves for more than possession of the generic skills listed by graduate employers as attractive. Rather, for optimal economic and social outcomes, graduates must be able to proactively navigate the world of work and self-manage the career building process.

4. Mantz Yorke & peter studied and published in Taylor & Francis Volume 12, Issue 2, 2007, 5th June 2008, Evidence informed pedagogy and the enhancement of student's employability. He contributed about the practice should be based on evidence. This article takes an area of contemporary political interest, enhancing student employability and illustrates the point with two examples of the use of survey methods for pedagogical purposes.

5. Simon Cassidy (2006) Vol.48 Iss; 7, PP.508 – 517, has studied about "Developing employability skills: peer assessment in higher education", he has focused mainly on the assessment of students attitudes towards both being assessed by and assessing other students work. Data were gathered from a sample of undergraduate students. The result was suggested that, whilst students would accept peer assessment as an element of their course, it's should be adopted as regular practice on undergraduate programmes to equip students with a complete range of employment.

DATA ANALYSIS

Figure - 1

Important factors considered when recruiting graduates which is expected from employers:
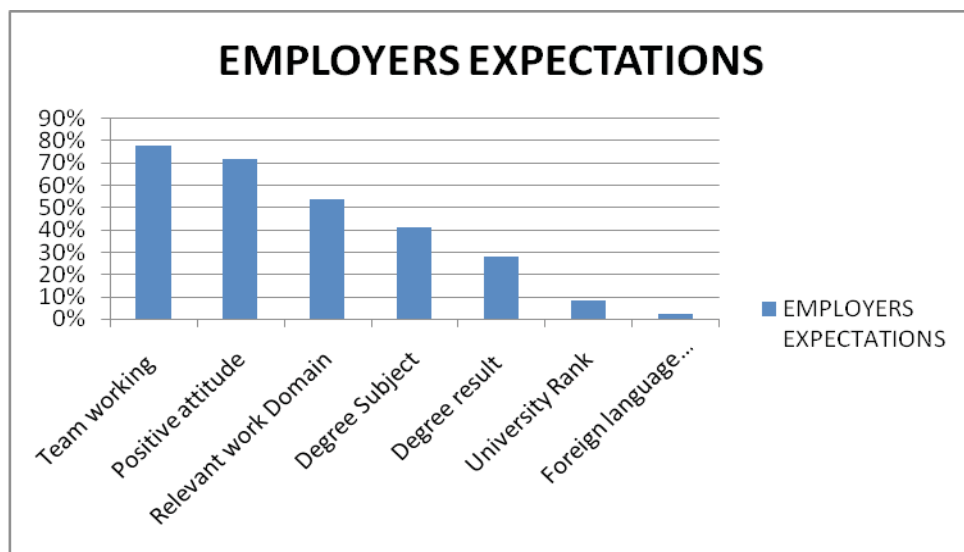
The above figure shows about the factors considered when recruiting graduates which is expected from employers, it is found the majority of 78% of the employers expects employability skills from the engineering students in terms of team working, problem solving, 72% of the value for positive attitude,

54% of weightage is for relevant work experience and industrial placement, only about 41% is for degree subject and the remaining 8% is for university.
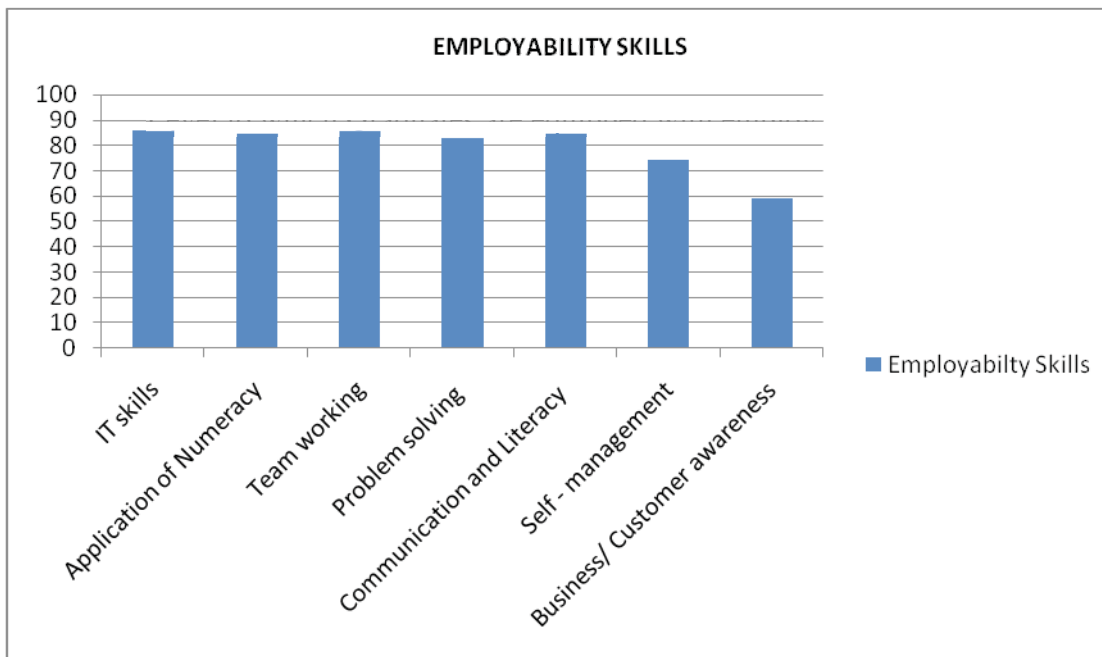
The above figure shows about the level to which the graduates are equipped with employability skills. It is identified that majority of 86% of the students says IT skills are very important for employability, 85% of the respondents responses for application of numeracy, 83% fr problem solving, 74% of the students prefer they are well equipped with self management and 59% expresses about business talents.

Table – 1

ANOVA

The following table shows about the association between the variables

Source of Variance	Sum of Squares	Degree of Freedom	Mean	F – Value
Between Variables	5,450.4	6	908.3	
Within Variables	21,892	29	754.8	F = 1.20

The table value F (6, 29) at 5% level of significance is 2.43. The calculated value F is smaller than table value. The null hypothesis is accepted. We therefore conclude that the all the variables are associated with each other.

Conclusion:

The great challenges is to make employable all the graduate students in the academic, in this perspectives the curriculum mapping is a foundation stone for employability skills which needs to be supported by quality delivery and assessment strategies to ensure that students should develop as per the employer expectations and the skills to meet the competetition. Developing employability skills is a continuum,

students learn them through their academic work, community, social connections and life experiences. Developing students employability skills require teaching staff with suitable skills resources and awareness of current industry practice. Students employability skills will also be strengthened where students have asses to relevant work experience through quality work integrated learning programmes and cooperative learning programs. Every students have to apply SWOT analysis for understanding their level which help to identify their gap and fulfill with the necessary inputs.

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An Empirical Relationship Between Corporate Ethics And Employee Commitment In IT Companies

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Introduction

"Nothing is superior to man" _ Vedvyas in Mahabharatha

"Man power" or "human resource" may be thought of as the "total knowledge, skills, creative abilities, talents and aptitudes of an organization's work force. Of all the "Ms" in management (i.e., the management of materials, machines, methods, money, motive power), the most important is "M" for men or human resources. In a fiercely competitive global market acquiring human talent has emerged as a difficult task, which is the key to competitive success. In a country like India, where human resources are abundantly available the information technology industry has utilized to the maximum possible extent.

In the era of globalization, where business is extremely competitive, high ethical standards are even more important as they serve as 'the differentiator' to win over newer markets. Only corporate with ethics and integrity will survive the competition. In fact, corporate has higher responsibility to demonstrate ethics and influence the larger society to become more ethical. (R.V. Badi & N.V. Badi 2010) Ethics relate to the conduct of human behavior which constitutes what is right and wrong and work place ethics ensures the accountability and responsibility of the entire organization. For the smooth flow the corporate has to implement codes of conduct as a guideline to be followed, for the employees.

Employees (i.e) the human resource are considered as the biggest asset of the organization. More over committed employees contribute productively for the success of the organization as well as for their individual growth. (**Tibor R. Machan, James E. Chesher 2002**) Employee commitment will result in better performance and less turnover of the employees. Now a day's no organization can perform at high level unless each employee is committed towards the objectives of the organization. High commitment result with high morale and vice versa. A corporate with high ethical standards may have higher level of committed employees.

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to the organization. Employee commitment is the individual's psychological attachment or loyalty towards the organization. The commitment of an employee depends on the level of job satisfaction, monetary rewards, social status, position, working environment and other individual factors like age, tenure, sex and education. An employee who is positively committed towards an organization strongly identifies the goals and objectives of the organization and desires to remain a part of the organization. It can be costly if employees are not committed in their jobs, and if they lack the motivation to exercise their full potentials.

Commitment is the complex and continuous task where it requires the employers to resolutely find ways to enhance or mend the psychological work life of the employees (Michael O' Malley). Commitment on the positive aspect is an essential ingredient to achieve the success in the market place. Employee

commitment pulls the employees fullest attention and makes them emotionally attached towards their job and organization. Employee commitment on the negative aspect makes the committed employees less concerned about developing knowledge and skills that keep them less marketable outside if the organization is changed or ceased to exist (Meyer and Allen).

Review of literature

Andre Nijihof, Stephen Cludts, OlaffFisscher, AlbertusLaan (2010), Betsy Stevens (2009), specifies that implementation of codes of conduct is essential for the smooth flow of the corporate. Every corporate should implement the ethical codes and if communicated effectively, then it ensures a strong ethical climate. It helps the employees to follow the codes and maintain corporate social responsibility.

Asma Altaf, Imran HaiderNaqvi (2013) concluded that by having committed employees, an organization can achieve loyalty, less turnover, job burnout positive word of mouth and high productivity which ultimately enhances the overall organizational performance. The results portrayed that employee commitment and team efficacy were positively correlated.Hasan M. Aleassa, Ziad M. Zurigat (2014) focuses on the unethical behavior and whistle blowing among the peer group. The top level management should effectively implement and communicate the codes in order to achieve the success.

Jeannette Van Dyk, Melinde Coetzee (2012) discusses that committed employees would be participative, creative and innovative. Employees' who lack in commitment may seek alternative positions. The results also show that older employees become more attitudinally committed to organizations than young ones do.

Khyzer Bin Dost M, Dr. Zulfiqar Ahmed, NomanShafi, Wasim Abbas Shaheen (2011), Michelle M. Ramim (2011) stresses that high level of employee commitment results in outstanding performance of the corporate. Factors like employees retention, less commitment, employee turnover, productivity, tendency to leave the job, and core behavior positively relate towards employee commitment. When the employee's recognize the codes that have a positive impact on the ethical decisions.

Muhammad Asif Khan (2012) confirms that employees' commitment, firms' performance and customers' satisfaction are important indicators of ethical behavior. The prevalence of ethics in the corporates promotes collaboration, participation, innovations, improves processes and enhances better relationship among the employees. The study concludes that corporate ethical values positively and significantly affect commitment.

Neal M. Ashkanasy, Sarah Falkus, Victor J. Callan (2000) discusses that the ethics of individuals aggregate to influence the ethics of the organization. The ethical attitudes, values and propensities influence the commitment of the employees. Proper communication of ethical codes and strong ethical climate also influence employee commitment.

Samuel H. Miller (1960) says that ethics is a part of reality. An ethical employee sees the codes, respects it, discloses it, and fulfills it. But he does not import it, like a foreign flavor for a domestic product. In reality ethics is built at every level of the organization.

The study by Syaiful Ali, Peter Green, Michael Parent (2009), stresses that ethic or culture

compliance of IT influences the overall effectiveness of IT governance. The findings mainly points out the lack of communication among the employees. They also suggest the measures like communication in various forms right from top management should flow to all the levels of management in order to implement the codes of ethics.

Research gap

Undoubtedly it is confirmed that corporate with high ethical norms can be successful in the market. Whether committed employees are there in these corporate to still increase the performance of the corporate?

Objectives of the study

- ❖ To study the level of existence of ethics in the IT companies.
- ❖ To know the commitment level of employees in the study domain.
- ❖ To analyze the relationship between the corporate ethics and employee commitment.
- ❖ To identify the impact of ethics on employee commitment.

Hypothesis

There is no significant relationship between corporate ethics and employee commitment.

Research Methodology

The study is based on primary data, collected through mailed questionnaire from IT industry.

Study Area

The Survey is conducted in IT (Software) Companies located in and around Chennai city. Chennai hosts a number of IT companies making the study realistic and meaningful. The city consists of Software giants, medium and small software units as well.

Chennai is referred to as the major IT hub of South Asia. As IT companies have entered the economic arena, their high level of pay has raised the economic standing of young and educated professionals. Chennai, being the metropolitan city, truly represents employees belonging to various strata of the society.

Sampling size and design

The multi stage random sampling method is applied to collect the primary data. This sampling method is justified as follows: The whole IT industry is downsized into Software industry in the first stage of sampling. The second stage is preceded with technical employees working in the Software industry. After these two stages, the random sampling method is applied to obtain the responses from the employees. Hence, the multi stage random sampling method is justified to collect the samples from the Software companies.

LIMITATIONS OF THE STUDY

1) The study is based on multistage random sampling, through mailed questionnaire. Therefore whomever it has reached, they filled the questionnaire.

2) The study is restricted to private sector IT companies only. If a study is conducted with the inclusion of other private companies and public sector, the results may be quite different.

3) The respondents view differs in interpreting scale items and thus may adversely affect the accuracy of the data.

4) Due to the sensitivity of the topic, organizations and the employees are reluctant to participate in studies of this type.

ANALYSIS & INTERPRETATION

From the analysis, the factors like transparency, codes of conduct, optimistic support, fairness, control, equality, integrity, trust and employees skill has been identified for corporate ethics that has influence over employee commitment.

Influence of Corporate ethics on Employee commitment

1. Influence of corporate ethics on positive commitment of the employees

R	R Square	Adjusted R Square	F Value	Sig	Beta	t Value	Sig
.659	.434	.424	44.679	.000		.000	1.000
					.121	3.669	.000
					.108	3.281	.001
					.105	3.187	.002
					.194	5.889	.000
					.075	2.290	.022
					.297	9.053	.000
					.504	15.332	.000
					.093	2.828	.005
					.055	1.666	.096

From the above table it is found out that R= .659, R square =.434, Adjusted R square = .424, F = 44.679, p = .000, transparency (Beta = .121, t = 3.669, p = .000), Codes of conduct (Beta = .108, t = 3.281, p = .001), optimistic support (Beta = .105, t = 3.187, p = .002), Fairness (Beta = .194, t = 5.889, p = .000), control (Beta = -.075, t = -2.290, p = .022), equality (Beta = .297, t =9.053, p = .000), integrity (Beta = .504, t = 15.332, p = .000), trust (Beta = .093, t = 2.828, p = .005), employees skill (Beta = .055, t = 1.666, p = .096) are statistically significant at 5% level.

2. Influence of corporate ethics on active commitment of the employees

R	R Square	Adjusted R Square	F Value	Sig	Beta	t Value	Sig
.836	.700	.695	135.666	.000		.000	1.000
					.170	7.119	.000
					.625	26.103	.000
					.094	3.923	.000
					.155	6.491	.000
					.414	17.307	.000
					.252	10.511	.000
					.040	1.692	.091
					.021	.891	.374
					.101	4.218	.000

From the above table it is clear that R= .836, R square =.700, Adjusted R square = .695, F = 135.666, p = .000, transparency (Beta = .170, t = 7.119, p = .000), Codes of conduct (Beta = .625, t = 26.103, p = .000), optimistic support (Beta = .094, t = 3.923, p = .000), Fairness (Beta = .-.155, t = -6.491, p = .000), control (Beta =.414, t = 17.307 , p = .000), equality (Beta = .252, t =10.511, p = .000), integrity (Beta = -.040, t = -1.692, p = .091), trust (Beta = -.021, t = -.891, p = .374), employees skill (Beta = -.101, t = -4.218, p = .000) are statistically significant at 5% level.

3. Influence of corporate ethics on Continuous commitment of the employees

R	R Square	Adjusted R Square	F Value	Sig	Beta	t Value	Sig
.628	.395	.384	37.949	.000		.000	1.000
					.056	1.660	.098
					.085	2.496	.013
					.519	15.276	.000
					.217	6.372	.000
					.106	3.120	.002
					.107	3.140	.002
					.097	2.847	.005
					.067	1.986	.048
					.176	5.192	.000

From the above table it is evident that R= .628, R square =.395, Adjusted R square = .384, F = 37.949, p = .000, transparency (Beta = .056, t = 1.660, p = .098), Codes of conduct (Beta = .085, t = 2.496, p = .013), optimistic support (Beta = .519, t = 15.276, p = .000), Fairness (Beta = .217, t = 6.372, p = .000), control (Beta =.106, t = 3.120 , p = .002), equality (Beta = -.107, t =-3.140, p = .002), integrity (Beta = .097, t = 2.847, p = .005), trust (Beta = .067, t = 1.986, p = .048), employees skill (Beta = .176, t = 5.192, p = .000) are statistically significant at 5% level.

4. Influence of corporate ethics on value commitment of the employees

R	R Square	Adjusted R Square	F Value	Sig	Beta	t Value	Sig
.435	.189	.175	13.597	.000		.000	1.000
					.116	2.952	.003
					.192	4.894	.000
					.165	4.196	.000
					.080	2.041	.042
					.013	.318	.751
					.274	6.966	.000
					.066	1.667	.096
					.050	1.259	.209
					.152	3.865	.000

From the above table it is evident that R= .435, R square =.189, Adjusted R square = .175, F = 13.597, p = .000, transparency (Beta = .116, t = 2.952, p = .003), Codes of conduct (Beta = -.192, t = -4.894, p = .000), optimistic support (Beta = .165, t = 4.196, p = .000), Fairness (Beta = .080, t = 2.041, p = .042), control (Beta =.013, t =.318 , p = .751), equality (Beta = ,274, t =6.966, p = .000), integrity (Beta = -.066, t = -1.667, p = .000), trust (Beta = .050, t = 1.259, p = .209), employees skill (Beta = .152, t = 3.865, p = .000) are statistically significant at 5% level.

5. Influence of corporate ethics on normative commitment of the employees

R	R Square	Adjusted R Square	F Value	Sig	Beta	t Value	Sig
.718	.515	.507	61.875	.000		.000	1.000
					.108	3.555	.000
					.133	4.385	.000
					.270	8.870	.000
					.247	8.113	.000
					.360	11.840	.000
					.006	.213	.832
					.327	10.740	.000
					.176	-5.785	.000
					.291	-9.564	.000

From the above table it is clear that R= .718, R square =.515, Adjusted R square = .507, F = 61.875, p = .000, transparency (Beta = .108, t = -3.555, p = .000), Codes of conduct (Beta = -.133, t = -4.385, p = .000), optimistic support (Beta = -.270, t = -8.870, p = .000), Fairness (Beta = .247, t = 8.113, p = .000), control (Beta =.360, t =11.840 , p = .000), equality (Beta = .006, t = .213, p = .832), integrity (Beta = .327, t = 10.740, p = .000), trust (Beta = -.176, t = -5.785, p = .000), employees skill (Beta = -.291, t = -9.564, p = .000) are statistically significant at 5% level.

FINDINGS OF THE STUDY

➤ The positive commitment of the employees can be maximized by the transparency of the organization and their well-defined codes of conduct; in particular the corporate ethics factors like optimistic support, fairness and control are very vital in motivating the employees to attain optimistic approach towards the organization. The employees in the corporate sector expect equality among them, integrity in work environment, trust and employees skills enhances their positive commitment towards the job.

➤ The active commitment of the employees enhances a genuine relationship with the organization that is brought out with the factors like equality, fairness, integrity and control. The other dominant factors like trust and optimistic support creates a sort of uniqueness and commitment in the organizational climate. The employees feel equally treated, and given equal opportunity in all the issues of the organization which leads to active commitment of the employees.

➤ Commitment is not a single process, rather a continuous process. The rotation of the corporate seeks continuous commitment from the part of employees. Transparency on the part of corporate by implementing codes of conduct, maintaining fairness, equality and integrity all these factors promote continuous commitment among employees. Continuous commitment on the other hand even increases employees' individual skill and influences optimistic approach.

➤ The core factors such as transparency, maintaining trust on the employees, extending fairness, positive control and promoting equality acts as a dominant spectator in enhancing the values commitment. The value implemented in the form of codes of conduct automatically brings diplomatic nature and inculcates commitment among the employees.

➤ The normative commitment of the employees can be maximized from the corporate side with the factors like transparency, equality, fairness, optimistic approach, and trust. In general when an organization supports for an employee's individualistic growth, in return the employees also shows the higher level of normative commitment towards the organization.

CONCLUSION

In the fast moving era of globalization, running business ethically has become the tough task. In addition getting the committed employees becomes the challenging task and need of the hour. Both ethics and commitment are inseparable, when codes of conduct are implemented and whistle blowing is encouraged, it leads the employees in the right direction. The major factors of corporate ethics like transparency, equality, fairness, trust and integrity enhances commitment among the employees.

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Customer Perception towards online shopping in Chennai city

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Introduction

The Internet is one of the massive tool to do research and new information technology equipment that has brought anextreme change in the life of people. It has become a main part of modern life across the world. It has offered so many benefits such large information, convenience, time saving; cost benefits, international brands, etc. The growth of internet usage has lead to e-commerce. Organizations need to devise strategies with the focus on changes in modern life. Hence there is a need to focus on examining website factors and types of online buyers based on their frequency of purchase.Mohd Layaq Aahamad Dr. Shaikh Mohd Zafar (2013). Online shopping or e-shopping is a form of electronic commerce, which allows consumers to directly buy goods or services from a seller over the Internet using a web browser. Michael Aldrich is the man who invented online shopping in 1979. With the increasing internet literacy, the prospect of online marketing is increasing in India. Alternative names of online shopping are: e-web-store, e-shop, e-store, Internet shop, web-shop, web-store, online store, online storefront and virtual store. Khushboo Makwana Khushboo Dattani Himanshu Badlani (2014). Internet also plays a vital role in the shopping. Various varieties of product are found on varied companies are available in the internet shop. We can buy or sell things without directly meeting the clients. Because the internet is constantly changing and new products are being introduced, updating is immediate. Internetworking refers to the new products that meet the challenge of creating and administering the internet work.   Mr. P.Jayakumar Dr. S. Arul kumar (2013)

CONSUMER PERCEPTION

Consumer perception applies the concept of sensory perception to marketing and advertising. Just as sense perception relates to how humans perceive and process sensory stimuli through their five senses, consumer perception pertains to how individuals form opinions about companies and the merchandise they offer through the purchases they make. Merchants apply consumer perception theory to determine how their customers perceive them. They also use consumer perception theory to develop marketing and advertising strategies intended to retain current customers -- and attract new ones. Dr.M.Rajesh;G. Purushothaman (2013).

Consumer Satisfaction

Consumer satisfaction is the focus of the investigation in only three articles. It can be defined as the extent to which consumers. Perceptions of the online shopping experience confirm their expected value. These expected value influence their attitudes and intentions to shop at a certain Internet store, and consequently their decision-making processes and online purchasing behavior. If strong belief is met, customers achieve a high degree of satisfaction, which influences their online shopping attitudes, intentions, decisions, and purchasing activity positively. (Alka Kumawat'J.K.Tandon (2014)

Review of Literature

Shefali kumar (2000) found the four powerful factors of customers repurchase intention, namely attitude, perceived behavioral control, behavioral intention and subjective norms. The study concluded with an examination of the product categories and services that have a potential to be retailed online successfully.

Dhruv Grewal,David.M. Hardesty, Gopalkrishnan .R.iyer(2004) According to this research,the authors predicted the three important factors of online buyer identification and purchase timing on consumers' perceptions namely trust, price fairness and repurchase intention. The results also indicate that the size of the price difference has a significant effect on trust, fairness, and willingness to buy.

Ainsworth. Anthony Bailey (2005) says that these Results indicated that consumers, generally, are aware of the existence of product review websites and there is moderate usage of, and varied uses for, these types of websites.

Throsten posselt,Eitan gerstner(2005) This research influence the two factors of consumer intention and e-satisfaction ,namely customer satisfaction & service ending and customer satisfaction &order effects. Because of this recency effect(buyers give more weight to e-service they receive later than to e-service received earlier) e-tailers are advised to put a strong emphasis on post-sale service.

Enrique .p. becerva (2006) in this e-tail study the authors' selected three important factors of customers repurchase intention, namely product category trust, brand trust and vendor trust. The Findings suggest that Internet vendors will benefit from carrying trusted brands and from increasing consumer trust towards the Internet as a shopping channel.

Mohamed khalifa, Vanessa liu (2007) In this research the authors selected the five factors of customers repurchase intention,namely perceived usefulness, satisfaction, onlineshoppinghabit, onlineshoppingexperience and repurchase intention. The results of a survey study involving 122 online customers provide strong support for this research model.

Jachun joo (2007) says that The findings here suggested that the service level of customer value was significantly lower than customer expectation, and customer value factors positively affect the repurchase intentions.

Charles dennis,Alesia morgan,len tiuwright,Chanakajayawardhena(2010) The findings have practical implications in that social e-shopping can be a valuable strategy for e-retailers wanting to gain competitive advantage and to positively increase the e-shopping behaviour intentions of young women.

OBJECTIVES

1. To study the customer perception on online shopping preferences and satisfaction

2. To identify the various buying attributes of online consumers

METHODOLOGY

This Research design is clearly and simply the framework or plan for a study that guides the collection and analysis of the data from Chennai city. The research design indicates the methods of research,i.e. the method of collecting information and the method of sampling Techniques. The Sample size of the study that is selected from the sampling unit. Total estimated sample size is 510 respondents from Chennai city. The data collected through questionnaires have been tabulated. By using the statistical tools, the datathe respondents involved in this research study were selected from the Chennai with the condition of having had experience in online shopping.Primary data were collected using the Questionnaire. A survey was by the researcher by meeting the respondents in their respective places. The respondents' response to each question was carefully noted in the Questionnaire. The secondary data that include an academic literature review and the analysis of quality online news confined, which deal with the current issues on online behavior. Data were analyzed using SPSS and by percentage analysis.

ANALYSIS AND DISCUSSION

In this section the researcher clearly presents the customer perception towards online shopping, reasons for buying the product through online and method of purchasing the online products.

Simple percentage analysis is used for described perception of consumers.

Table. 1 What is the reason for not buying product online?

Options	Yes	No	Total
1. I prefer to touch and feel the product at the shop before buying it	13 (2.5%)	497 (97.5%)	510 (100%)
2. Online shopping is not safe	5 (1%)	505 (99%)	510 (100%)
3. I find the process to be complex	8 (1.6%)	502 (98.4%)	510 (100%)
4. Slower bandwidth speed	3 (.6%)	507 (99.4%)	510(100%)
5. It takes too long to download pages	5 (1%)	505 (99%)	510 (100%)
6. It is expensive	3(.6%)	507 (99.4%)	510 (100%)
7. Encountering links that do not work	0	510 (100%)	510(100%)
8. Disturbance due to online advertisement	3 (.6%)	507 (99.4%)	510 (100%)
9. Others(please specify)	0	510(100%)	510 (100%)

Source: Primary Data

Out of 510 respondents 13 respondents are having thorough information about I prefer to touch and feel the product at the shop before buying it. This is followed by 5 respondents are having online shopping is not safe,8 respondents are having the problem about I find the process to be complex, 3 respondents are having problem about using online shopping is slower bandwidth speed, 5 respondents are purchasing online it takes too long to download pages problem, 3 respondents result are online shopping is expensive, 510 respondents are don't have this problem namely, encountering links that do not work. 3 respondents are having problem about using online to purchase a product due to disturbance of online advertisement.

Table .2 why do you shop online?

Options	Yes	No	Total
1. You can purchase at any moment of the day	245 (48%)	265 (52%)	510 (100%)
2. It is easier to purchase	258 (50.6%)	249 (48.8%)	507
3. To avoid the shopping crowds	225 (44.1%)	285 (55.9%)	510 (100%)
4. Online shopping gives me less shopping stress	161 (31.6%)	349 (68.4 %)	510 (100 %)
5. Web shops offer a large range of products	198 (38.8%)	312 (61.2 %)	510 (100 %)
6. Speedy Transactions	133 (26.1%)	377 (73.9%)	510 (100 %)
7. Save time	294 (57.6%)	216 (42.4%)	510 (100 %)
8. It is cheaper when compare to direct purchase	189 (37.1 %)	321 (62.9 %)	510 (100 %)
9. Confidentiality of personal information	54 (10.6%)	456 (89.4 %)	510 (100 %)
10. Reliable product quality	54 (10.6%)	456 (89.4 %)	510 (100 %)
11. Any time shopping	274 (53.7%)	236 (46.3%)	510 (100 %)
12. Security of financial transactions	81 (15.9%)	429 (84.1%)	510 (100 %)
13. Availability of Product Review	168 (32.9%)	342 (67.1 %)	510 (100 %)
14. Latest product availability	192 (37.6 %)	318 (62.4 %)	510 (100 %)
15. Availability of Home delivery	307 (60.2 %)	203 (39.8%)	510 (100 %)
16. Discounts & offer	236 (46.3%)	274 (53.7 %)	510 (100 %)
17. Others (please specify)…………………	35 (6.9%)	472 (92.5%)	507

Source: Primary Data

Among participants in this study, 48 percent participants have online purchasing at any movement of the day, 50.6 percent participants have online purchasing is easier to purchase, 44.1 percent participants have online purchasing to avoid shopping crowds , 31.6 percent participants have online shopping gives me less shopping stress, 38.8 percent participants have online purchasing at web shops offer large range of products , 26.1 percent participants have online purchasing transaction is very speed, 57.6 percent participants have online purchasing is save time, 37.1 percent participants have online purchasing is cheaper when compare to direct purchase, 10.6 percent participants have online purchasing is maintain confidentiality of personal information, 10.6 percent participants have online purchasing product quality is reliable, 53.7 percent people have online purchasing at any time for shopping, 15.9 percent participants have online purchasing give more security of financial transaction, 32.9 percent participants have online purchasing product review is available to easy to purchase, 37.6 percent participants have online purchasing products are latest product only available, 60.2 percent participants have online purchasing companies is available of home delivery, 46.3 percent participants have online purchasing firms are given more discount and offer and 6.9 percent participants have online purchasing give some other benefit.

Table 3. How do you know about online shopping?

Options	Yes	No	Total
1. Google Search	250 (49%)	257 (50.4%)	507
2. Advertisement	221 (43.3%)	289 (56.7%)	510 (100%)
3. Word Of Mouth	74 (14.5%)	436 (85.5%)	510 (100%)
4. Others	27 (5.3%)	483 (94.7%)	510 (100%)

Source: Primary Data

With online shopping people come to know by Google search 49% people out of 510 respondents. In another side of search by knowing online shopping through advertisement by 43.3% of people were using. By Word Of Mouth (WOM) 14.5% people were searching online shopping in 510 respondents. In 510 respondents only few people were selected others to search online shopping by 5.3 % people.

Table .4 which medium do you prefer for online shopping?

Options	Yes	No	Total
1. PC	250 (49%)	260 (51 %)	510 (100 %)
2. Tablet	61 (12 %)	449 (88 %)	510 (100 %)
3. I Pad	42 (8.2 %)	468 (91.8%)	510 (100%)
4. Mobile phone	178 (34.9%)	332 (65.1 %)	510 (100 %)
5. Others	22 (4.3 %)	488 (95.7 %)	510 (100 %)

Source: Primary Data

There are 250 (49%) of the respondents are preferring to use a personal computer (PC) for online shopping. Followed by 61 (12%) of the respondents are preferring to use Tablet for online shopping, 42 (8.2%) of the respondents is preferred to use I Pad for online shopping, 178 (34.9%) of the respondents are preferring to use mobile phone for online shopping and 22(4.3%) of the respondents are preferring to use another medium (laptop) for online shopping.

Table.5 how do you pay for online shopping?

Options	Yes	No	Total
1. Credit card	147 (28.8%)	363 (71.2%)	510(100%)
2. Debit card	116 (22.7%)	394 (77.3%)	510 (100%)
3. Net Banking	113 (22.2%)	397(77.8%)	510 (100%)
4. Cash On Delivery (COD)	255 (50%)	255 (50%)	510 (100%)
5. Others		510(100%)	510 (100%)

Source: Primary Data

Above table reveals that some of respondents' i.e. 28.8% use a Credit card as their mode of payment during their shopping. This is followed by 22.7 % Respondents use Debit card as their mode of payment, 22.2 % of the respondents' use Net banking as their mode of payment, which half of the respondents' i.e. 50 % use Cash on Delivery (COD) as their maximum mode of payment and respondents don't use any other mode of payment during their shopping.

FINDINGS

1. The percentage analysis reveals that the number of male respondents (respondents who are 18- 30 years of age know the 58.2%) is more than the female respondents (63.9%) in expressing their views about online shopping.

2. Education plays an important role in identifying the customer perception among the online Products. It is found that 45.3% of the respondents are possessing Bachelors Degree education. In this study, occupation is also one among factor to know the consumer perception;Employees (58%) are the maximum respondents.

3. With regard of online websites visited by the respondents,Flipcart.com stands firstin our research and Most of the consumers preferred to purchase electronics goods in online.

4. Around 50 per cent of respondents selected cash on delivery methodfor online payment and maxmimum no of respondents come to know about online shopping through Google search.

CONCLUSION

Online shopping is becoming very popular day-by-day with then increase in the usage of the WORLD WIDE WEB known as www. Understanding the consumer's feeling towards online, shopping, making improvement in the factors that influence consumers to shop online and working on factors that affect consumers to shop online will help marketers to gain the competitive edge over others. From the above data analysis, it can be concluded that consumer buys goods from the online shopping website on the basis of factors like offers and discounts, variety of product available, free home delivery, website user friendly and The hypothesis framed for the project Consumer Perception towards the Online Shopping was Online shopping is beneficial for the consumer. The overall results prove that the respondentshave perceived online shopping in a positive manner. This clearly justifies the project growth of online shopping. The results can also be used by various organizations to identify their target customer segments.Findings and conclusions were drawn and are presented at the end of the research report. At present, the consumer is shopping online not only through laptop and PCs, but also by using mobile phones. It is concluded from this research finding most of the consumers' opinion, Thebehaviour of the consumer towards internet shopping in Chennai cities and the consumers is more aware of Internet shopping.

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FACTORS INFLUENCING TQM PRACTICES IN MANUFACTURING SECTOR – A STUDY WITH REFERENCE TO CHENNAI

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ABSTRACT

The purpose of the study is to analyse the critical success factors for implementation of TQM. The study has made an empirical approach and has referred to the related literature to identify the prominent CSF necessary for successful implementation of TQM. It has chosen the following CSF(viz) Top management commitment, Training & Development, Customer Focus, Supplier Focus,

Employee involvement, Continous improvement or Kaizen, Process Management, Vision & plan statement, Reward & Recognition, Product Design. For the purpose of the study the CSF are classified in to Structural critical factors of Excellence and Foundation critical factors of excellence.

Keywords: TQM, critical success factors.

INTRODUCTION

Quality is a degree of excellence, a distinguishing attribute. It is the degree to which a product lives up to its performance, endurance, maintainability and other attributes that a customer expects to receive from purchasing a product.(Oxford Advanced Learner's Dictionary) In order to ensure quality one must instill the TQM concept. Thus it covers every process, every job, every resource, every output, every process, every time and every place. Total Quality Management (TQM) is a comprehensive and structured approach to organizational management that seeks to improve the quality of products and services through ongoing refinements in response to continuous feedback. TQM requirements may be defined separately for a particular organization or may be in adherence to established standards, such as the International Organization for Standardization's ISO 9000 series. TQM can be applied to any type of organization; it originated in the manufacturing sector and has since been adapted for use in almost every type of organization.(Business Analytics Glossary).

According to American Society for Quality control(ASQC), "TQM is a management approach

to long – term success through customer satisfaction. It is based on participation of all members of an organization to improve processes, products, services, and the culture they work in. TQM benefits all organization members and society. The method for implementing this approach are found in the teachings of such quality leaders as Philip B. Crosby, W. Edwards Deming, Armand V. Feigenbaum,

Kaoru Ishikawa & J.M.Juran"

TQM began in Japan and has spread to other parts of the world. It involves entirely new way of thinking about and dealing with quality that encompasses the entire organization. It has gained popularity with different names (Viz)Six Sigma, Leadership through Quality, Perfect Design quality and Total

quality Control but popularly referred to as TQM. Connor (1997) identified the core proposition of TQM as maximizing the quality of organizational goods and services. He identified five principle approaches to the concept of quality in contemporary usage:

1) The TQM element approach, in which organizations use specific methods or tools such as quality teams and statistical process control—typically in the absence of an overall plan or commitment to TQM philosophy.

2) The Guru approach, in which organizations follow the teachings of one of the leading quality thinkers—Deming's fourteen points, for example, and begin work on implementing them in their own organization.

3) The organizational exemplar approach, in which members of an organization benchmark other organizations that are known for their success with quality.

4) The Japanese total quality approach, in which organizations examine and attempt to implement strategies and techniques used by highly successful Japanese industrialists.

5) The prize criteria approach, in which organizations use the evaluation criteria for the Deming Prize (Japan) or the Baldrige Award (USA) to identify areas for improvement.

LITERATURE REVIEW:

The following reviews support the critical success factors chosen for the study

(1)TOP MANAGEMENT COMMITMENT/ LEADERSHIP

Isaiah & Ugboro(2000) found that top mgt leadership roles are essential to employee empowerment and it cannot happen without active top mgt involvement, since empowerment involves power/ role sharing. If employees are sufficiently empowered it could lead to better customer satisfaction

(2)TRAINING AND DEVELOPMENT

Deepak Mittal(2013) in his study stated that it is related to the availability of training programs to employees. Training programs include the statistical improvement techniques, quality related matters & teamwork. Further the education for subcontractors and suppliers are covered.

(3)CUSTOMER FOCUS:

The ultimate objective of TQM is to satisfy & delight the customers. It is important therefore to implement strategies to determine customer needs & requirements to monitor the level of customer satisfactions and to respond to their concerns. **MaGloria V. Talavera(2005)**

(4)SUPPLIER FOCUS:

The concept of supplier focus is one of the TQM practices, which says the linkage of both the supplier and organization is must. TQM promotes the whole – hearted customer & supplier focus to the organizational quality objectives. **Vijayagiri Bikshapathi(2011)**

(5)EMPLOYEE INVOLVEMENT:

   Faisal Talib & etal.,(2011) concluded that managers should introduce and develop employee involvement practices in their organization by delegating authority & empowering employees through which an organization can build a quality improvement program that will have a positive influence on business performance.

(6)CONTINOUS IMPROVEMENT/ KAIZEN:

   "small firms should focus and commit more to continous improvement of the product, process or service than large firms" **Esin Sadikoglu(2008)**

(7)PROCESS MANAGEMENT:

   Shivkumar B. Burli & etal(2012) stated that small improvements in processes must be encouraged & teams must be formed to address the shortcomings in processes.

(8)VISION & PLAN STATEMENT:

   Abdalla Alsaidi(2014) in his study concluded that Libyan companies lack a detailed plan explaining the measures that should be taken for TQM to be successfully implemented. Weak & improper vision & plan statement are barriers to successful adoption/implementation of TQM in Libyan oil Co., to address mechanical problems & oil leakages.

(9)REWARD & RECOGNITION:

   Muhammad Madi Bin & etal., (2012) viewed that reward and recognition has great impact on performance since it helps management to focus their firms resources on right priorities.

(10)PRODUCT DESIGN:

   Md Fauzi Bin Ahmad & Shari Mohd Yusof (2010), stated that product design is the least implemented criterion by non-Japanese companies. The product design has to be given serious consideration to reduce the chance of high reject rates. Products should be designed & evaluated by mass production to achieve customer satisfaction.

OBJECTIVES TO THE STUDY:

 (1) To identify the predominant factors influencing TQM in manufacturing sector.

 (2) To classify employees perception & the association of organizational variables.

METHODOLOGY TO THE STUDY:

 The study used both analytical and descriptive type of methodology and has used both primary and secondary data.

Sampling Size and Design

The primary data needed for the study was collected through survey method. Survey was conducted using well formulated Questionnaire. Multi Stage Random Sampling was applied for generating data. 100 Samples were systematically chosen to carry out the study.

Questionnaire Design

The primary data were collected through questionnaire survey. The respondents were asked to give their opinion relating to critical success factors.

Scaling Technique in the Questionnaire

The questionnaire comprised of both optional type and Statements in Likert's 5 point scale. The responses of these sections were obtained from the employees of IT companies in the 5 point scale, which ranged as follows:5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree.

Secondary Data

The Secondary data were collected from Journals, Magazines, Publications, Books, Articles, Research Papers, Websites, Company Publications.

Data analysis

The Primary data collected were analysed using the SPSS (Statistical Package for Social Sciences) computer packages.

ANALYSIS & DISCUSSION

After reviewing the National & International literature the researcher identified 30 variables pertaining to TQM practices in manufacturing sector. In order to identify the predominant factor influencing TQM practices the researcher applied Factor analysis by principal component method and reduced them in to predominant factor in the following way.

KMO Bartlett's test: From the above table it is found that KMO measure of sampling adequacy is 0.783, Bartlett's test of sphericity with approximate chi-square(x^2)value 3746.616, p=0.000 are statistically significant @ 5% level. This indicates the 30 variables of TQM practices are

normally distributed & suitable for the data reduction process. The individual variances for all these 30 variables are presented in the following Communalities table.

Communalities

	Initial	Extraction
P1	1.000	.702
P2	1.000	.536
P3	1.000	.604
P4	1.000	.647
P5	1.000	.528
P6	1.000	.629
P7	1.000	.728
P8	1.000	.579
P9	1.000	.702
P10	1.000	.688
P11	1.000	.670
P12	1.000	.632
P13	1.000	.678
P14	1.000	.588
P15	1.000	.569
P16	1.000	.662
P17	1.000	.767
P18	1.000	.600
P19	1.000	.691
P20	1.000	.570
P21	1.000	.533
P22	1.000	.594
P23	1.000	.643
P24	1.000	.564
P25	1.000	.750
P26	1.000	.656
P27	1.000	.497
P28	1.000	.542
P29	1.000	.573
P30	1.000	.600

From the above table, it is found that the 30 variables have their variance range between 0.497 to 0.767. This implies the 30 variables have a range of variances between 49.7% to 76.7%. This leads to the data reduction process & formation of factors as shown in the total variance table

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.448	18.160	18.160	3.002	10.006	10.006
2	2.847	9.489	27.649	2.897	9.656	19.662
3	1.735	5.783	33.431	1.917	6.390	26.052
4	1.625	5.415	38.846	1.858	6.193	32.245
5	1.424	4.746	43.592	1.788	5.961	38.206
6	1.286	4.287	47.879	1.636	5.454	43.660
7	1.155	3.851	51.730	1.592	5.307	48.967
8	1.123	3.744	55.474	1.470	4.901	53.868
9	1.093	3.644	59.118	1.311	4.368	58.237
10	.986	3.287	62.405	1.251	4.169	62.405
11	.967	3.224	65.630			
12	.870	2.901	68.531			
13	.797	2.658	71.188			
14	.753	2.509	73.697			
15	.728	2.428	76.125			
16	.691	2.302	78.427			
17	.674	2.247	80.674			
18	.603	2.012	82.686			
19	.570	1.900	84.586			
20	.560	1.867	86.453			
21	.534	1.780	88.233			
22	.499	1.663	89.896			
23	.479	1.597	91.492			
24	.466	1.555	93.047			
25	.410	1.366	94.413			
26	.364	1.213	95.626			
27	.357	1.192	96.818			
28	.340	1.132	97.950			
29	.314	1.048	98.998			
30	.301	1.002	100.000			

From the above table it is found that the 30 variables are reduced in to 10 predominant factors with total variance of 62.405%. Individually the 10 factors have their variance 10.006%, 9.656%, 6.390%, 6.193%, 5.961%, 5.454%, 5.307%, 4.901%, 4.368% & 4.169%. This implies all the 10 factors out of 30 variables are highly significant. The variable loadings of all the 10 factors are presented in the following descriptions.

VARIABLE LOADINGS

All the 10 factors consist of 3 variables each in their variable loadings.

No of factors	Componentin the variable loading table	Name of the factor
Factor 1 consist of 3 variables		
(1)Top management leadership creates employee empowerment	0.846	The factor is termed as
(2)Knowledge sharing and role analysis is monitored by the top management	0.800	**LEADERSHIP**
(3)Top management also focuses on customer satisfaction	0.794	
Factor 2 consist of 3 variables		
(1)employee development will happen on the basis of training programs available.	0.764	
(2)Training programs for employees include statistical improvement techniques & educating of Quality related matters	0.760	**TRAINING & DEVELOPMENT**
(3)Organisations should consider training as long term investments for the development of employees	0.759	
Factor 3 consist of 3 variables		
(1)The implementation of strategies according to the needs & requirements of customers is done through customer focus	0.723	
(2)customer focus and their satisfaction is a key driving force for the organization to improve its performance	0.704	**C U S T O M E R FOCUS/ SATISFACTION**
(3)Monitoring the level of customer satisfaction and responding to their needs is an important element of customer focus	0.703	
Factor 4 consist of 3 variables		
(1)Focus towards the supplier will help the organization to attain the quality objectives	0.698	
(2)Supplier focus helps to bridge the gap between supplier and the organisation	0.685	**S U P P L I E R FOCUS**

(3)satisfaction of customers is promoted by TQM with the help of supplier focus	0.681	
Factor 5 consist of 3 variables		
(1)Employee involvement in the organisation happens through delegation of authority	0.667	**EMPLOYEE INVOLVEMENT/ EMPOWERMENT**
(2)Employee empowerment & involvement helps in building quality improvement programs	0.657	
(3)Business performance is influenced by EI	0.656	
Factor 6 consist of 3 variables		
(1)Organisations should consider continous improvement as the perpetual TQM factor	0.655	**CONTINOUS IMPROVEMENT/ KAIZEN**
(2)small firms should focus on continous improvement of product/process compared to large firms	0.637	
(3)Organisational Performance is enhanced through continous improvement	0.632	
Factor 7 consist of 3 variables		
(1)statistical techniques are used to monitor the production process	0.625	**PROCESS MGT**
(2)process mgt include final review & checking	0.590	
(3)Improvement in processes is done through teams to address shortcomings	0.587	
Factor 8 consist of 3 variables		
(1)vision & plan statement should include a detailed plan for TQM implementation	0.579	**VISION & PLAN STATEMENT**
(2)Elimination of barriers & improper plan is possible through vision & plan	0.564	
(3)Quality goals are formulated by top mgt with the help of vision statements	0.554	
Factor 9 consist of 3 variables		
(1) Reward & Recognition helps the mgt to allot the resources on right priorities	0.518	**REWARD & RECOGNITION**
(2) R&R acts as a tool to motivate employees for achieving excellence in performance	0.477	
(3)Employee involvement is attained through R & R	0.476	
Factor 10 consist of 3 variables		
(1)Product design has to be prioritized to reduce defects	0.466	

(2)Products should be designed & evaluated to achieve customer satisfaction	0.461	**P R O D U C T DESIGN**
(3)product design is related to quality improvement	0.455	

HYPOTHESES TO THE STUDY:

(1)The factors of TQM practices do not differ significantly.

Since the 30 variables are reduced in to 10 predominant factors with individual variances the first factor is rejected @ 5% level & concluded that the factors of TQM practices differ significantly.

(2)Employees do not differ in their perception towards TQM practices.

All these 10 factors are perceived by the 100 employees considered for this research with a very wide variance of 62.405%. This shows that all the employees differ in their perception towards TQM practices. Therefore the above hypotheses is rejected.

FINDINGS & CONCLUSION

The study depending on the 30 variables loaded has chosen the highest variable loading among each of the variables and has ranked the factors as follows.

Top management commitment/

Leadership(0.846),   - Rank I

Training & development(0.764) - Rank II

Customer Focus(0.723)   -Rank III

Supplier Focus(0.698)   -Rank IV

Employee Involvement(0.667)   -Rank V

Continous Improvement(0.655)   -Rank VI

Process Management(0.625)   -Rank VII

Vision/Plan statement(0.579)   -Rank VIII

Reward & Recognition(0.518)   -Rank IX

Product Design(0.466) -Rank X

From the above ranking it is ascertained that top mgt commitment as a TQM factor is ranked first and is also considered as a core factor to carry out the other organizational objectives. Similarly, product design in the last ranking shows that the organizations irrespective of their size should concentrate on efficient product design which is considered as important function for manufacturing organization.

The research from the literature reviewed has identified the factors both on the basis of structural critical factors of excellence/ soft factors which is based on people like customer focus, leadership, supplier focus and employee involvement. Whereas foundation critical factors of excellence/

hard factors is based on tools and techniques which includes product design, process mgt

The research has made the following conclusions

(1)Top management commitment is the core factor of Total Quality Management which helps to execute the quality objectives of the organization. It is the responsibility of top management by formulating the vision statement to avoid the shortcomings/barriers in the planning process

(2)The influence of human resources is necessary for attainment of quality objectives which happens through training & development, employee involvement, reward & recognition. If reward & recognition, employee involvement is done properly then customer satisfaction is attained through customer focus.

(3)The manufacturing organizations whether small/large size should concentrate on product/manufacturing process so as to bring out quality perpetually.

(4)All the factors highlighted in the study helps in effective implementation of TQM.

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The role of Personality on perceived diversity climate among employees in organisation

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Abstract

As an aftermath of globalisation, organisations are compelled to seek resources from anywhere in the world which ensures profitability and excellence in whatever business they do. As a result the human resources of the organisations are becoming more and more diverse. Organisations, to manage this diverse workforce is churning out strategies to keep the employees happy and grounded within the organisation. This study tries to view the perception of diversity climate by the employees from an individual's perspective. Employees are unique, and hence their perception differs. This study analyses the influence of an individual's personality – five factor model of personality (FFM) on perceived diversity climate of employees in organisation. Data is collected across various sectors in Chennai from employees to understand their perceived diversity climate.

Keywords: perceived diversity climate, diversity management, personality, five factor model of personality (FFM), Big five

The world being a global village, People are forced to get along with others who are different. In several organisations, workforce diversity is emerging to be a major problem. The need off the hour for today's organisations is to recognise and manage workforce diversity effectively (Triandris, 2003)

Diversity in workplace today is not only based on age, gender and race. It also includes racial minorities, ethnic minorities, persons with physical challenges, Person of non-traditional sexual orientation, language and other groups. It can also include characteristics such as geographical habitation, parental status and marital status and other groups. Definition of diversity is varied and depends on the context and type of organisation in which it is related to.**Conceptual perspectives of perceived diversity climate:**

Diversity refers to differences in individuals on any attribute or feature that may lead to the *perception* that one person is different from another (Mannix& Neale, 2005; Williams & O'Reilly, 1998). Harris and Moran (1999) further widened the dimensions of diversity and included other characteristics not identified by Deresky (1994). These factors include physical appearance, cultural heritage, personal background, functional experience, mental and physical challenges, family responsibilities, military experience, educational background, style preferences, thinking patterns, political backgrounds, city, state or region of residence, I.Q. level, smoking preference, weight, height, non-traditional jobs, and white and blue collar etc.

DIVERSITY IN INDIA

India is a large country and comprises 29 states and 6 union territories. India, linguistically speaking, it has a variety of languages, dialects, and cultures. The cultural diversity is the hallmark of Indian society; very few other countries in the world might be as diverse as India. The population comprises six main

religious groups: Hindus (83.2 percent), Muslims (11 percent), Sikhs (2 percent), Christians (2 percent), Jains and Buddhists (less than 1 percent). Amongst Hindus there are over 4000 castes. The country has 179 languages and 544 dialects. The constitution of India recognises sixteen languages including Hindi and English the two official languages. India has one of the largest English speaking populations in the Asia -Pacific region (Budhwar, 2003).

Through Part III titled "The Fundamental Rights" the Constitution of India confers certain basic rights on all citizens. In the context of diversity issues, the relevant fundamental rights include: the right to equality (Article 14); prohibition of discrimination on grounds of religion, race, caste, sex or place of birth (Article 15); equality of opportunity in matters of public employment (Article 16); and abolition of untouchability (Article 17).

Workforce Diversity in India

- India occupies 2.4% of the total area of the world but supports over 15% of the world's population.

- Although **Hinduism is the popular religion** comprising 83% of the population, India is also home to one of the largest population of Muslims (over 120 million) in the world

- India has the **world's largest number of professionally qualified women** & has more working women than any other country in the world across skill-levels, from the surgeon to the airline pilot to bus conductors & menial labourers.

- In India there are approximately **450 ethno-linguistic people** but over 2,300 ethnic people groups, when caste, religion and cultural factors are considered.

- India's population **bulges in the prime working-age group** (15-59) with about 35% of its population in that group, and this is expected to peak to 64% around 2020.

PERCEIVED DIVERSITY CLIMATE

Recent research suggests that to improve organizational performance and inclusiveness, organizational diversity climates must change as workforce becomes more diverse (McKay et al. 2007, 2008). A diversity climate can be created by practices, procedures and rewards in the organization (Schneider, Gunnarson, Niles-Jolly, 1994) and it can be evaluated in three dimensions, namely, in terms of individual, group and organizational factors (Cox, 1993; Bean et al., 2001)

Diversity climate is defined as ''employee behaviors and attitudes that are grounded in perceptions of the organizational context related to women and minorities.'' (Mor Barak et al. 1998). (Cox 1994) Cox's model of the diversity climate recognizes the interplay between the individual and the organizational situation in which that individual is embedded. Dimensions of the diversity climate include diversity in the employee work force, extent to which diverse input is valued in decision making, hiring, and promoting employees regardless of their ethnicity, providing feedback fairly without consideration of an employee's ethnicity, provision of assignments based on skills and abilities of employees, and elimination of discrimination and bias (Cox 1994; Mor Barak et al. 1998). In their review of organizational and psychological climate,

(James et al. 2008) point out that psychological climate perceptions ''assess the significance and meaning of work environments to individuals'' in terms of how beneficial or detrimental the conditions are to the employee whereas organizational climate refers to commonly shared individual perceptions of the work environment.

(Mor Barak et al. 1998) proposed that individuals develop perceptions about the organization's stance on diversity as well as their own views pertaining to the value of diversity in firms. Prior evidence indicates that diversity climate perceptions vary based on one's racial group membership (Kossek&Zonia, 1993).

(Hicks-Clarke and Iles 2000) found that diversity climate perceptions affect employees' work outcomes including organizational commitment and job satisfaction. According to (Cox's 1994) theoretical interactional model of cultural diversity (IMCD), diversity climate impacts organizational effectiveness both directly and through its effects on individual level outcomes. Diversity Climate influences affective reactions, such as how employees feel about their job and employer, and includes variables such as job/career satisfaction, job involvement, and organizational identification. In response to this change in demographic, public and private entities alike have realized that in order to remain competitive for available talent, it is a business imperative to develop and foster an inclusive environment, known as a diversity climate. A positive diversity climate is one, which (Schneider, Gunnarson, & Niles-Jolly, 1994) embraces different ideas and perspectives, practices fairness and equity in organizational policies and procedures, and values and utilizes unique knowledge and experience (Cox, 1993; Hicks-Clarke & Iles, 2000; Kossek&Zonia, 1993; McKay, et al, 2007).

Diverse workforce is important component of any organizational climate of any organization. In other words, it can influence the organizational climate to a major extent. As studies indicate in Indian context, perception about organizational climate is significantly related with employee satisfaction (Indrasen 1981; Srivastava and Pratap 1984; Singh 1988; Aileni and Prasad 1995). It can be clearly assumed that diversity climate, being an important component of overall climate, will have significant bearing towards employee satisfaction

CHARACTERISTICS OF DIVERSITY CLIMATE

(Garcia and Hoelscher 2010) reviewed the literature and found that four divergent themes are widely acknowledged when defining diversity climate. These include:

- Perception of degree of between-group conflict and acceptance of others,

- Level of institutional commitment to diversity (e.g., promotion of personal and emotional safety, promotion of increased demographic representation of individuals from minority populations),

- Fairness (e.g., acculturation processes, lack of institutional bias), and

- A generalized atmosphere of respect (e.g., personal attitudes and reduction of prejudices).

Statement of the problem

Diversity at workplace is an accepted entity and organisations at all levels are designing and implementing policies and strategies to manage the ever diverse workforce. Research on diversity management is

an emerging area and studies all over the world have been undertaken only from the 90's. Review of literature reveals that research has been done on perceived diversity climate as an independent variable and antecedents or organisational outcomes of perceived diversity climate has been found. Very few studies are done to understand the factors contributing (precedents) of perceived diversity climate which this study proposes to find out. One major issue that the organisation needs to understand is that organizations are made up of individuals that hold beliefs, values and perspectives that influence their perceptions and acceptance of the organization's diversity programs and policies. To facilitate a corporate environment that supports diversity programs organisations should focus on individual and his ability to reconcile his individual factors with organisational programs and policies. By examining the impact of five factor model of personality as precursor of individual perception, it enables organisation to identify specific factors contributing to perception of diversity climate in organisations.

Scope of the study

Over the last decade organisations have extensively introduced diversity programs and policies to promote a more open and accessible environment for individuals. This study takes the first step in understanding five factors of personality that contribute to the way individuals perceive diversity climate in organizations. By examining individual dimensions of personality characteristic on perceived diversity climate, it is hoped that a more comprehensive approach to diversity management will be discovered. The study will be useful to Human resource managers, Top management, organisational counsellors and employees.

Research Questions:

1. Is there a relationship between an individual's level of personality structure and his or her perception of diversity climate

   α. Is there a relationship between an individual's level of extroversion and his or her perception of diversity climate

   β. Is there a relationship between an individual's level of agreeableness (the ability to be sympathetic, warm and compassionate about others) and his or her perception of diversity climate

   χ. Is there a relationship between an individual's level of conscientiousness (the capacity to be deliberate, achievement striving, and self discipline) and his or her perception of diversity climate

   δ. Is there a relationship between an individual's level of neuroticism (the frequency and intensity of feeling fear and anger) and his or her perception of diversity climate

   ε. Is there a relationship between an individual's level of intellect / imagination (the ability to think of different possibilities and to empathize with others in other circumstances) and his or her perception of diversity climate

Objectives of the study:

The aim of this research study is to assess the influence of five factor model of personality on perceived

diversity climate among employees in Chennai, India. Various objectives of this research study are as follows:

1. To know about demographic variables pertaining to the respondents of the research study.

2. To find out the difference or variation among selected demographic variables with respect to perceived diversity climate and its dimensions among the respondents of the research study.

3. To assess the relationship between emotional intelligence, five factor model of personality, ethnic identity and perceived diversity climate and its dimensions among the respondents of the research study.

Hypothesis of the study

$H_0 1$: There is no significant influence of extroversion (a dimension of five factor model of personality) on employees perceived diversity climate and its dimensions in organisation

$H_0 2$: There is no significant influence of agreeableness (a dimension of five factor model of personality) on employees perceived diversity climate and its dimensions in organisation

$H_0 3$: There is no significant influence of conscientiousness (a dimension of five factor model of personality) on employees perceived diversity climate and its dimension in organisation

$H_0 4$: There is no significant influence of neuroticism (a dimension of five factor model of personality) on employees perceived diversity climate and its dimension in organisation

$H_0 5$: There is no significant influence of intellect / imagination (a dimension of five factor model of personality) on employees perceived diversity climate in organisation

Methodology

Descriptive and analytical research method was adopted for the study. Four sectors were Several studies about the implementation of the TQM in various countries are reviewed, and then a survey was conducted among the TVS manufacturing organizations in Chennai using a questionnaire as the survey instrument. The researcher used both descriptive and analytical research methods in the survey. The questionnaire was checked for reliability and validity by experts and practitioners. Four organizations participated in the survey.

Sampling size and design

The researcher has chosen employeesas the subject from organisations of various sectors located in Chennai City. Convenience sampling Method is used in the study to select the sample. The researcher considered three sectors such as IT/ITES, Manufacturing and service sector. 225 completed questionnaires are used for the present study.

Scaling Technique in the Questionnaire

The questionnaire comprises both optional type and Statements in *Likert's 5point scale*. The responses of these sections are obtained from the employees oforganisations comprising of IT / ITES, Manufacturing and service sector which includes hospitals, hospitality, banks, retail outlets, insurance companies etc

5 *– Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree*

Analysis of data

The primary data collected from the employees of companies in Chennai are analyzed by using the following statistical tools using the SPSS (Statistical Package for Social Sciences) computer packages. Anova, Correlation and regression are used to analyse the data of the study.

Karlpearson's co-efficient of correlation is brought into the context toexplore the relationship among the factors of TQM on Individual and Organizational Efficiencies. Regression analysis is usedl to find out the influence f personality and its dimensions on perceived diversity climate

Review of literature

Empirical research on perceived diversity climate

Kossek and Zonia (1993) explored the effects of organizational and group characteristics on employee perceptions of diversity climate, which indicates the value placed by employees on efforts to promote diversity in an organization and their attitudes toward the beneficiaries of these efforts. Diversity climates were assessed as employee perceptions of the relationship between organizational excellence and the recruitment and retention of women and minorities, their qualifications and performance, and their access to resources and rewards in comparison to others. Using a sample of faculty and academic staff at a university with a demonstrated commitment to diversity, the authors found for support the proposed dimensions of diversity climate, which emerged to explain 66% of the variance. More importantly, the results of Kossek and Zonia's (1993) study highlight workforce composition and equality as components of employees' diversity climate perceptions

Hicks-Clarke and Iles (2000) studied diversity climates within the retail industry and the UK national health service (NHS) and the factors of diversity climate that impact on managerial career and organizational attitudes and perceptions. The findings show the impact of climate perceptions on individual career and organizational attitudes and perceptions, such as commitment, job satisfaction, satisfaction with supervisor, career commitment, career satisfaction.

Hankins (2005) in his doctoral dissertation investigated the relationship between perceived organizational support, job satisfaction, and perceived sexual orientation diversity acceptance. He found that individuals reporting high diversity acceptance environments also reported higher levels of perceived organizational support and higher levels of job satisfaction

Studies undertaken on diversity climate have revealed that a healthy organizational diversity mostly has a positive effect on individual and organizational variables. Buttner et al. (2010) conducted a survey of 182 professionals of color and found that diversity climate affects organizational commitment and turnover intentions

In one study by Kundu (2003), primary data based on 1,083 observations was analyzed to examine the reactions and perceptions of male and female employees across categories about workforce diversity status in Indian organizations. Results indicated the prevalence of gender and category (racial) discrimination in Indian organizations. Male employees rated female employees less qualified, less competent, and less

productive than female rated themselves. General category employees perceived that minority and socially disadvantaged employees were less competent and productive. Further, each category of employees believed themselves to be more important than others. Females from all the categories valued diversity more highly than males. Females from the general category and both males and females from minority, disabled, and socially disadvantaged categories placed higher value on employees' efforts to promote diversity compared with general category males. In other words we can say the diversity climate of the organization will be perceived as unhealthy, if the workforce diversity is not managed appropriately

In Gaze″s (2003) study of 328 hospital employees of an overseas US Navy Medical Treatment Facility (MTF), minorities such as Hispanic, Black, Asian workers reported that management does not practice what it preaches than did whites.

Similarly, in Soni″s (2000) study of 160 supervisory and 350 non-supervisory employees of the U.S. Environmental Protection Agency, women and minorities reported that not enough has been done by the agency to promote and address various diversity issues than did whites and men.

Evidence also suggests that older workers are more likely to experience discrimination in access to training & development, to be denied promotions, to be refused employment, and to be selected for redundancy than are their younger counterparts (Drake Consulting Group 1999).

A study in 2010 at Switzerland by Florian Kunze, Stephan A. Boehm and Heike Bruch, deals with the emergence of perceived age discrimination climate on the company level and its performance consequences. The study investigated (a) the effect of organizational-level age diversity on collective perceptions of age discrimination climate that (b) in turn should influence the collective affective commitment of employees, which is (c) an important trigger for overall company performance. In a large-scale study that included 128 companies, a total of 8,651 employees provided data on their perceptions of age discrimination and affective commitment on the company level. The findings demonstrated that age diversity was found to be related to the emergence of an age discrimination climate in companies, which negatively impacts overall firm performance through the mediation of affective commitment. These results established perceived age discrimination as a decisive mediator in the age diversity/performance link.

In a study on differing perceptions of diversity climate by students of colour and white by Susan R Rankin and Robert D Reason in the year 2005, they used Campus climate assessment instrument among 7347 students from 10 campuses. The findings showed that students of colour perceived the climate as more racist and less accepting than did white students even though white students recognised racial harassment at similar rates as students of colour.

In a study by Dr Melek V Tuz, and Dr Murat Gumus in 2005 among 360 employees in Turkey, they aimed to identify perceptions of diversity and the diversity climate within business organizations. It examined the general perception of diversity within one culture in which various sub-cultures exist. The results show significant differences among investigated groups. Higher education level, managerial role, and experience abroad lead to a higher positive perception of diversity. Amongst others, culture and language are two prominent diversity factors.

Quionna S. Caldwell, Dan Mack, C. Douglas Johnson and Michael D. Biderman studied in 2001 on 202

Afro-American women the relationship of job satisfaction, affective commitment, and intent to leave to perceived organizational fairness on perceived diversity climate. Satisfaction and commitment were positively related to organizational fairness and inclusion. Intent to leave was negatively related to both. Personal value for diversity moderated the relationships of organizational commitment and intent to leave to both organizational fairness and organizational inclusion such that these relationships were stronger among those employees with higher value for diversity.

An empirical test of diversity climate dimensionality and relative effects on employee of colour outcomes was studied by Holly E. Buttner, Kevin B. Lowe and Lenora Billings-Harris in 2012 among 154 professionals of colour in U.S. Results indicated that the diversity scales each predicted unique variance in employee outcomes and that the climate dimensions interactively influenced professional of colour organizational commitment and turnover intentions. We also found that the diversity climate dimension, as measured by the Mor Barak scale, mediated between diversity promise fulfilment and the outcomes. Finally, we found complete mediated moderation between the interaction of the two climate measures and turnover intentions by organizational commitment.

Hotel managers' perceived diversity climate and job satisfaction with the mediating effects of role ambiguity and conflict was focused by Juan M. Madera, Mary Dawson and Jack A. Neal in 2013 among 130 lodging and housing managers in Texas. The study examined the effect of hotel managers' perceived diversity climate on three outcomes: role ambiguity, role conflict, and job satisfaction. The results showed that managers who perceived a positive diversity climate reported less role ambiguity and role conflict, but more job satisfaction. Role ambiguity and role conflict mediated the relationship between perceived diversity climate and job satisfaction.

Role of Psychological Contract on Employees' Perception of Diversity Climate was studied by Surendra Kumar Sia and Gopa Bhardwaj in 2009 among 207 employees at lower and middle management level of two public sector units of Orissa. The findings indicate that, employees' expectations regarding their role and task as well as organizational culture have significant contribution towards organizational fairness and organizational inclusiveness. It is also inferred that, both the contracts – psychological contracts on role and task as well as culture are significant contributors of perceived diversity climate. But, psychological contract on power did not contribute significantly either to organizational fairness or to organizational inclusiveness.

In 2013 SaumyaGoyal and Dr.SangyaShrivastava focused on the Perception of organizational Diversity climate: a study of Indian IT professionals. The study assesses overall organizational diversity climate of Indian Information Technology sector and examines how it differs across various diversity dimensions (employee groups) viz. gender, age group, career stage, marital status, parental status, and disability. A questionnaire on organizational diversity climate was completed by 500 IT professionals from across the country and data was analyzed using descriptive statistics, t –test, and one-way ANOVA. Results revealed that organizational diversity climate perception varied significantly among various employee groups such as (gender, age group, career stage, marital status, and parental status). However, no difference in perception was found on the basis of disability.

Shruti Chauhan in her dissertation study on Perceived Diversity Climate in relation to Organizational Acculturation, Agreeableness and Previous Acquaintance with Various Social Groups conducted a survey among 350 employees in Punjab, India in 2011. Employees from both groups (Punjabis and

non-Punjabis) perceived diversity climate in their organizations to be positive when, either they had a preference for integration or assimilation strategy; or they had agreeable personalities; or in case they had any favourable previous acquaintance with various social groups. Whereas, their perceptions were negative when, they had a preference for separation strategy, were of less agreeable nature or had less and unfavourable contact with different social groups in the past.

In the study of Valuing Diversity: An Examination of Diversity Climate, Work Attitudes, and Employee Racioethnicities was done by Jessica Menassa in 2007, It was proposed that the degree of perceived organizational support would mediate the relationships between diversity climate and employees' work attitudes (i.e., job satisfaction, affective commitment and normative commitment). Furthermore, employees' racioethnicities were hypothesized to moderate the relationships between diversity climate and work attitudes.

Employees (N = 311) in organizations in Canada completed a self-report survey regarding their perceptions on the organization's diversity climate and organizational support, and their levels of job satisfaction and organizational commitment. Regression analyses revealed that diversity climate is positively related to job satisfaction, affective and normative commitment, and that perceived organizational support mediates the relationship between diversity climate and these employee attitudes. Contrary to what had been hypothesized, diversity climate is negatively associated with continuance commitment. Furthermore, racioethnicity generally did not moderate the relations between diversity climate and work attitudes.

In a dissertation by Luis Ponjuan in 2005 on "Understanding work lives of faculty of colour – Job satisfaction, Perception of climate and intention to leave," it dwells on the relationship between Job satisfaction, perception of climate of fairness for faculty of colour and their intention to leave. The sample comprised of 17600 faculty from 819 institutions in U.S. The findings show that faculty of colour and female gender perceive that the institutional climate is not fair. Differences in job satisfaction existed in faculty – ethnic, racial group and female faculty. There is an increase in intention to leave among faculty of colour than the white faculty.

Personality: In addition to the recognition of the importance of valuing diversity, there has been a growing interest in personality and personality-related concepts in the workplace (e.g., Judge & Bono, 2001). The decade of the 1990s saw a major increase in the number of studies investigating how personality relates to a variety of workplace outcomes (e.g., Mount & Barrick, 1998) and the use of personality as a selection tool in diverse settings cross-culturally (e.g., Robertson & Kinder, 1993) and for expatriate selection purposes (e.g., Ones &Viswesvaran, 1999). The increased interest in understanding the personality of employees in organisations and the organisation's increased value and importance for diversity provides a vital reason for the study to be undertaken. Moreover, Chen and Hooijberg (2000) argue that diversity research should include personality variables. Thus, given the importance of personality-related variables and the need to appreciate and value diversity or differences in general, the primary purpose of this study is to examine how personality traits relate to perception towards diversity climate.

In contemporary personality psychology, *personality* is viewed as a construct that underlies individual differences in customary thoughts, feelings, and behaviours (Smith &Shoda, 2009). The aim of this construct is to pinpoint the aspects that make us who we really are in the sense of identifying us and setting us apart from other personsVarious authors (Brand, 1984; Digman, 1990; Goldberg, 1981; Hogan, 1983; John, 1989) have contributed to the effort to organize the various five-factor solutions into a

single acceptable framework. With regards to this study the following five dimensions along with the competencies comprising them are:

Extroversion - Consist of social adaptability, assertiveness, sociability, ambition, and positive emotionality

Agreeableness - Composed of likeability, sociability, conformity, nurturance, caring, emotional support and altruism.

Conscientiousness - Will to achieve, dependability, prudence, task interest, and self-control.

Neuroticism - Consist of emotional control, anxiety, affect, and adjustability.

Intellect and imagination- creative, original and imaginative

This study tries to examine the five-factor model (FFM) of personality, various clusters and competencies, and therefore behaviours, that can lead to positive perceptions of diversity climate in organisations.

DATA ANALYSIS

Type of Industry:

The sample of respondents were drawn from 3 sectors to get an overall perspective of the entire workforce namely IT/ ITES, Manufacturing and service sector. The sample from IT/ ITES sector comprised of 38.7%, Manufacturing sector 26.1% and service sector comprising of health, banking and insurance industry comprising of 35.2%. Overall the sample were more or less equally distributed among the working population of the population

Correlation of personality and its dimensions with respect to Perceived diversity climate and its dimensions

Bivariate correlation test is used in this research study to test the relationship between: (a) Personality and its dimensions such as extroversion, agreeableness, neuroticism, conscientiousness and intellect / imagination with respect to perceived diversity climate and its dimensions such as Organizational fairness, Organizational Inclusion, Perceived diversity value and personal comfort with diversity among the respondents of the research study.

Null hypothesis pertaining to relationship between personality and its dimensions with respect to perceived diversity climate and its dimensions among the respondents of the research study is as follows:

$H_0 3(a)$ There is no significant relationship between personality and its dimensions with respect to perceived diversity climate and its dimensions among the respondents of the research study.

Table. Results of correlation of personality and its dimensions with respect to perceived diversity climate and its dimensions among the respondents of the research study

Variables	Perceived diversity climate	Organizational fairness	Organizational inclusion	Perceived diversity value	Personal comfort
Personality	r =0.266** p =0.000	r =0.156** p =0.000	r =0.223** p =0.000	r =0.270** p =0.000	r = 0.074 p =0.091
Extroversion	r =0.258** p =0.000	r =0.164** p =0.000	r =0.184** p =0.000	r =0.209** p =0.000	r= 0.103* p =0.018
Agreeableness	r =0.167** p =0.000	r =0.160** p =0.000	r =0.108* p =0.013	r =0.110* p =0.012	r =0.073 p =0.093
Neuroticism	r =0.198** p =0.000	r =0.152** p =0.000	r =0.136** p =0.002	r =0.143** p =0.001	r =0.107* p =0.014
Conscientiousness	r =0.267** p =0.000	r =0.238** p =0.000	r =0.203** p =0.000	r =0.159** p =0.000	r =0.075 p =0.086
Intellect / imagination	r =0.044 p =0.316	r = -0.113** p =0.009	r =0.122** p =0.005	r =0.254** p =0.000	r= - 0.071 p =0.104

** Significant at 1% level (p < 0.010)

From the table it is inferred that personality has no relationship with personal comfort with diversity a dimension of perceived diversity climate. Also it is found that personality has a positive relationship with all other dimensions of perceived diversity climate such as organizational fairness, Organisational inclusion, perceived diversity value and personal comfort with diversity at 1% level of significance

The dimensions of personality such as extroversion, agreeableness, neuroticism, conscientiousness has a positive relationship with dimensions of perceived diversity climate such as organizational fairness, organizational inclusion and perceived diversity value. The dimension agreeableness and conscientiousness seem to have no relationship with dimension personal comfort with diversity. The dimension intelligence/ intellect has a positive relationship with organizational inclusion and personal diversity value. It has a negative relationship with organizational fairness. It has no relationship with personal comfort with diversity and the overall variable perceived diversity climate

Regression:

Table 4.23: Multiple regression analysis assessing the influence of five factor model (FFM) of

personality, emotional intelligence and ethnic identity on perceived diversity climate among the respondents of the research Study

Model	R^2	B	S.E.	β	t - value	Tolerance	VIF
Constant	0.257	1.777	.138	-	12.875**	-	-
Extroversion		0.097	0.032	0.0.141	3.011**	0.654	1.530
Agreeableness	**Adjusted R^2**	0.007	0.036	0.010	0.197	0.615	1.627
Neuroticiam		0.008	0.033	0.012	0.252	0.592	1.689
Conscientiousness		0.150	0.035	0.211	4.258**	0.583	1.714
Intellect/ imagination		0.190	0.020	0.386	9.590**	0.983	1.017
	0.250						

* Significant at 5% level (p < 0.050). **Significant at 1% level (p < 0.010)

B = Unstandardized beta.

S.E. = Standard error.

β = Standardized beta.

VIF = Variance influence factor.

Dependent variable (Constant): perceived diversity climate.

Table 4.23 presents the results of regression analysis assessing the influence of five factor model (FFM) of personality, emotional intelligence on perceived diversity climate among the respondents of the research study. The regression model's coefficient of determination (R^2) is 0.251 and adjusted R^2 is 0.247.

Neter, Wasserman and Kutner (1989) state "A maximum variance influence factor value in excess of 10 is often taken as an indication that multi-collinearity may be unduly influencing the least square estimates." Hair, Anderson, Tatham and Black (1995) suggest that variance influence factor value of less than 10 is indicative of inconsequential collinearity. Variance influence factor for five factor model (FFM) of personality is 1.167. Variance influence factor for emotional intelligence is 2.008. Variance influence factor for ethnic identity is 1.137. Multi - collinearity issues are not found in the model as variance influence factor of five factor moel (FFM) of personality, emotional intelligence and ethnic identity is within the limit as per the guidelines mentioned above.

It is evident from the above table (Table 4.23) that five factor model of personality construct (β = 0.302, p < 0.050) has positive influence on perceived diversity climate among the respondents of the research study. The dimensions of personality such as extroversion, conscientiousness and intellect / imagination has a positive influence on the perceived diversity climate of employees. It is also found that dimensions such as agreeableness and neuroticism does not have any influence on perceived diversity climate.

Suggestions.

The human resource team should attract the right kind of people with a good emotional intelligence and personality traits as per the requirements of the organization. Tests on personality and emotional intelligence should be a part of the screening process

Continuous monitoring of the employees must be undertaken and based on the results training program must be planned.

The top management must lead the activities related to diversity issues from the front to build trust among the diverse workforce

Organizational policy and strategies related to diversity should be made transparent and grievance redressal mechanism be made aware to all employees

Conclusion:

This study brings to light the effect of an individual's personality on their perception especially on sensitive issues of organisation such as diversity and its climate. Organisations and the HR team should take note of this impact and utilise the personality of individuals in organisations for their mutual benefit. It should also understand employee's personality to provide training needs accordingly and recruit the right kind of employees by testing their personality and the organisation's needs.

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A Study on the Effectiveness of Induction Training Program Process in CAPGEMINI.S.A

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Abstract

Induction training is a form of introduction for new starters in order to enable them to do their work in a new profession or job role within a business.

Training can be systematic or unsystematic training. Induction training is systematic training. The systematic model supplements natural learning with a systematic intervention that relates to the organizations objectives.

The motive behind this study is to understand the effectiveness of induction training program on employees of Capgemini.S.A. Chennai.

The training cannot be measured directly but the change in attitude and behavior that occurs is a result of induction training program. By studying and analyzing the response of employees regarding induction training, we can make scientific conclusions, which is the core idea of the study.

Introduction

Training provided to new employees by the employer in order to assist in adjustment to their new job tasks and to help them become familiar with their new work environment and the people working around them. This type of training will also outline the basic overview of the business and its services as well as the new employee's role in the environment.

Training can be systematic or unsystematic training. Induction training is systematic training. The systematic model supplements natural learning with a systematic intervention that relates to the organisations objectives. The features of induction training include:

- Training is part of the organisations overall planning process and is in line with its goals

- The organisation has a training strategy which informs the approach to employee development

- Skills are planned for and addressed systematically through formal training

- There is a continuous cycle of training analysis, activity and evaluation

Induction training provides employees with a smooth entry into the organisation by providing them with the information they require to get started.[3] The goals of induction training are in line with those of the wider induction process. These goals are to:

- Create a positive atmosphere

- Address any new job concerns

- Increase comfort level and feeling of belonging

- Increase knowledge of the organisation and its procedures and policies

- Share organisational values

- Share job specific information.

STATEMENT OF RESEARCH PROBLEM

Induction training is a form of introduction for new starters in order to enable them to do their work in a new profession or job role within a business.

Training can be systematic or unsystematic training. Induction training is systematic training. The systematic model supplements natural learning with a systematic intervention that relates to the organizations objectives.

The motive behind this study is to understand the effectiveness of induction training program on employees of Capgemini.S.A. Chennai.

The training cannot be measured directly but the change in attitude and behavior that occurs is a result of induction training program. By studying and analyzing the response of employees regarding induction training, we can make scientific conclusions, which is the core idea of the study.

OBJECTIVES OF THE STUDY

The main objective of the study is to evaluate the effectiveness of training programs in Capgemini.

NEED FOR THE STUDY

It is process of bringing/ introducing/ familiarizing a new recruit into the organization. This program familiarizes the new employee about the culture, accepted practices and performance standards of the organization.

Induction training is very essential for any company because it helps an individual/new recruit to grow within a company and motivates him/her. It inculcates in the employee, more confidence to progress.

It is during induction that a new recruit gets to know about the organization's employment philosophy, physical work environment, employee's rights, employee's responsibilities, organization, culture and values along with key business processes.

A new entrant should culturally fit in an organization. Interaction at this stage shapes an individual's disposition and outlook for work and motivation levels. The Importance of induction cannot be

underestimated.

SIGNIFICANCE OF THE STUDY

- This research is conducted to know the level of knowledge and skills imparted into the employees.

- This will help the management to know the efficiency of their induction program as well as the satisfaction level of employees and thus take necessary managerial decisions.

- The inferences made out of the analyses can help the employer and the employee to contribute for better induction training programs further.

- Induction program should succeed by making the employee feel that he/she is a part of the organization. This study will give light in the designing of better induction training programs aiming solely at the desired results.

SCOPE OF THE STUDY

The study and analyze the effectiveness of induction training activities at Capgemini and it depends on the responses obtained from the employees with the aid of a structured questionnaire.

The study is based on the data collected specifically from the employee in the supervisor and staff cadre and are analyzed both qualitatively and quantitatively with various statistical tools. Based on the interpretations of these analyses the finding are made and suitable suggestions and recommendations can be given.

This study express the options, expectations and needs of the employees regarding the induction training and developmental activities, which acts as a guideline for the management to take appropriate steps in maintaining and also in the improvement of the future training and developmental programs. This work also explores and analyzes the

critical features of the training and brings out the current level of satisfaction among the employees in terms of the quality, duration , infrastructural facilities along with many such factors.

Thus, the study aims to evaluate the overall effectiveness of the training and developmental activities based on the response from the employees and concurrently the mean and ways to improve the same for the long term benefit of the organization.

Induction training is a form of introduction for new starters in order to enable them to do their work in a new profession or job role within a business or establishment. Training provided to new employees by the employer in order to assist in adjustment to their new job tasks and to help them become familiar with their new work environment and the people working around them.

A new entrant joins an organisation as a stranger to his co-workers, job and organisation. This causes the initial anxiety for the new entrant. It culminates at times to surprise resignation by the new employee. Hence, arrangements need to be made to make the integration of the new employee into the organisation

as smooth and as free of anxiety as possible. Induction helps do so.

Induction is welcoming a new employee to the organisation. In other words, it is a well orchestrated event to socialize the new entrant with the people and the work environment in a particular organization.

According to Michael Armstrong "Induction is the process of receiving and welcoming an employee when he first joins a company and giving him basic information he needs to settle down quickly and happily and start work".

B.P. Billimoria defined induction as "a technique by which a new employee is rehabilitated into the changed surroundings and introduced to the practices, policies and purposes of the organisation." In short, induction is, therefore, the process of welcoming, indoctrination and socialisation of new employee to his/her job and organisation.

Contents of induction programme:

The induction programme may be informal or formal. These are discussed one by one.

Informal Induction:

This is an unplanned induction programme. This may be simply an introduction to the new entrant about the job and organisation. Such type of induction programme is generally carried out by the medium and small-scale units. Usually, informal induction programme needs to be brief- lasting for one hour or so.

Informal induction programme itself may be in the following two versions:

(i) Supervisory System:

In this system, the immediate job supervisor conducts the induction programme for the new entrant. The supervisor briefs the new comer about the job, the department, introduces to the colleagues, and takes him round the sections/divisions which are related to his job.

(ii) Buddy or sponsor system:

In the 'Buddy System', the immediate supervisor assigns the responsibility of induction of the new entrant to an old employee. The old employee acts as friend, philosopher and guide to the new comer. In order to introduce the new comer to the job and the organisation, the guide, i.e., the old employee arranges meetings with other persons and departments and also supplies him with relevant documents/literature regarding rules, regulations and other details of the organisation.

Formal Induction:

Formal induction is a planned programme carried out to integrate the new entrant into the organisation. This is usually carried out by the large size organisation. A comprehensive induction programme is carefully designed to introduce the new entrant to all about his job, colleagues and organisation.

Accordingly, the contents of the formal induction programme cover the aspects ranging from the mission,

vision, rules and regulations of the organisation to job related particulars like salary, benefits, service conditions, safety and welfare measures, etc.

A formal induction programme, thus, includes the following contents:

1. Brief history of the organisation.

2. Organisational mission, vision, objectives and philosophies.

3. Policies and procedures of the organisation.

4. Rules and regulation of the organisation.

5. Organisational structure and authority relationship.

6. Terms and conditions of job including remuneration, working hours, holidays, promotional avenues, etc.

7. Welfare measures like subsidised canteen, transport, health and recreation facilities, etc.

8. Safety measures.

All the contents of the induction programme are arranged into the three phases which are discussed subsequently. Formal induction programme is carried out by the HR specialists through leaflets, lectures, seminars and conduct tours for a couple of days/weeks. The induction may spread over periods of time ranging from a few days to a few weeks even months.

The induction programme consists generally of the following:

1. Introduction to the Company:

As a first step in the programme, new entrants in batches of not more than 15 are told about the Founder and the history of the Company's development, its organisations and functions, its various products and its personnel policies. The Safety Officer of the Safety & Accident Prevention Services gives a talk on safety and demonstrates the correct use of various safety appliances.

2. Briefing on conditions of service:

The salient features of the Works Standing Orders, Gratuity and Provident Fund rules, medical, housing, and educational and welfare facilities, etc., are explained. A brief talk is also given in respect of wages, overtime, bonus and other remunerations. The rules regarding seniority, leave, acting and promoting procedures, etc., too, are covered by the talk.

3. Introduction to the Officers of the Department and Visit to the Works Location and Environment:

After the new entrants are educated on the subjects indicated above at the Employment Bureau, they are

sent to the department concerned where they are introduced to the supervisors in charge of the various sections and the Personnel Officer. They are then taken to the place of work and shown various important places such as the Check Houses, Watch Houses, Rest Rooms, Toilet, etc.

4. Introduction on the Job:

The new entrants are given a brief description of the jobs they are supposed to perform, of the location of their work and the way to approach the jobs. Breakdown signals, fire alarm and other safety precautions are explained. In addition, the method of recording attendance is also indicated to them.

5. Phases of induction programme:

A carefully designed induction programme consists of the following three phases:

1. General Induction

2. Specific Induction

3. Follow-up Induction

Company profile

Cap Gemini S.A. is a French multinational corporation headquartered in Paris, France. It provides IT services and is one of the world's largest consulting, outsourcing and professional services companies with almost 145,000 employees in over 40 countries. It was founded in 1967 by Serge Kampf, the current vice-chairman, in Grenoble, France. Paul Hermelin, the chairman and CEO of the Capgemini group has led the company since his appointment in December 2001.

Capgemini's regional operations include North and South America, Northern Europe & Asia Pacific and Central & Southern Europe. Services are delivered through four disciplines; Consulting, Technology, Outsourcing and Local Professional Services. The latter is delivered through Sogeti, a wholly owned subsidiary.

Capgemini ConsultingCapgemini Consulting is Capgemini's management consulting business. Currently employing around 4000 employees, Capgemini Consulting is one of Europe's biggest management consulting companies.

RESEARCH METHODOLOGY

Research methodology is a collective term for the structured process of conducting research. The research methodology is concerned with the how the research is conducted. This is called the study design and typically involves research conducted using questionnaires, interviews, observation and/or experiments.

PREMISES OF THE STUDY

The study was conducted in the office premises of the organization.

POPULATION

Employees of capgemini who have joined the organization recently.

SAMPLE SIZE

50 employees of capgemini, karapakkam, Chennai.

DATA COLLECTION (sources of data)

After identifying and defining the research problem and determining specific information required solving the problem the task is to look for the type and source of data which may yield the desired result.

RESEARCH DESIGN

The objective of this study is to find out the effectiveness of induction training program on employees, which is qualitative; hence descriptive research was adopted design to carry out the research work. A well structured **questionnaire** consisting of a series of questions was used to collect information from respondents. SPSS was used to analyze the data.

Analysis:

Hypothesis I:

Null hypothesis: H_0= There is no significant relationship between the gender and satisfaction on training program provided.

Alternate hypothesis: H_1= There is significant relationship between the gender satisfaction on training program provided.

Case Processing Summary

Option	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
	50	100.0%	0	.0%	50	100.0%

Crosstabulation

Option		Type of training preferred by respondents		Total
		individual	group	
Gender of the respondent	male	19	14	33
	female	10	7	17
Total		29	21	50

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.007[a]	1	.933		
Continuity Correction[b]	.000	1	1.000		
Likelihood Ratio	.007	1	.932		
Fisher's Exact Test				1.000	.588
Linear-by-Linear Association	.007	1	.933		
N of Valid Cases	50				

Interpretation: From the above table it is found that Pearson Chi-Square value P=0.007 and the significant value is 0.588 which is greater than 0.05.

Therefore, null hypothesis: H_0 is accepted.

Conclusion: There is no significant relationship between the gender and type of training program preferred by the employees.

Hypothesis II:

Null hypothesis: H_0= There is no significant relationship between the ability of trainer and effectiveness of induction training program.

Alternate hypothesis: H_1= There is significant relationship between the ability of trainer and effectiveness of induction training program.

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Respondents response regarding the ability of trainer[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Respondents response on effectiveness of induction training program

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.356[a]	.127	.109	.70058

a. Predictors: (Constant), Respondents response regarding the ability of trainer

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.						
1	Regression	3.421	1	3.421	6.970	.011[a]						
	Residual	23.559	48	.491								
	Total	26.980	49									

a. Predictors: (Constant), Respondents response regarding the ability of trainer

b. Dependent Variable: Respondents response on effectiveness of induction training program

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.541	.207		7.452	.000
	Respondents response regarding the ability of trainer	.279	.106	.356	2.640	.011

a. Dependent Variable: Respondents response on effectiveness of induction training program

Interpretation: The effect of the ability of trainer is represented by the common regression equation $y=a+bx$.

The F value is 6.970 and significant value is 0.11 which is greater than 0.05.

Therefore, null hypothesis: H_0 is accepted.

Conclusion: There is no significant relationship between the ability of trainer and effectiveness of induction training program.

Suggestions

✤ Majority of employees feel that training should be more effective, therefore collecting feedback and suggestions from the employees and making necessary changes in the programme will improve the efficacy of the induction training program.

✤ The training records must be maintained, preserved properly and updated timely.

✤ Proper care should be taken while selecting the trainers.

✤ Trainers must be given continuous feedback and the training should be performed as a planned activity.

✧ New, different and expert trainers should be invited so that the maximum impact can be got from the induction training programmes.

✧ Co–ordination and interaction of the employees of all levels must be encouraged to locate new talents among employees. Individual care should be given as much as possible in case of practical sessions.

Conclusion

Capgemini.S.A is performing its role up to the mark and the trainees enjoy the induction training imparted to them especially the game sessions and role play.

The Induction training programme meets the objectives like:

o   To familiarize the new employees with the job, people, work-place, work environment and the organisation.

o   Assisting the employees to acquire skills, knowledge and attitude for performing the given job in their organization.

o   To reduce the cultural shock faced in the new organisation.

It becomes quite clear that there is no other alternative or short cut to increase work force than recruiting new employees. Induction Training when used in a planned and purposeful manner can be an extremely effective management tool as it will establish good communication between you and/or the supervisor and your new employee from the very beginning, it will be easier for the new entrant to integrate into the workplace and it will increase the knowledge and skills of new entrants and thereby increasing the productivity and wealth of the organization..

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A STUDY ON CUSTOMER SATISFACTION TOWARDS AQUAGUARD WATER PURIFIER PRODUCTS IN CHENNAI

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INTRODUCTION

Customer Satisfaction is a measure of how organisation's total product performs in relation to a set of customer requirements. It is a person's feelings of pleasure and disappointment resulting from comparing a product's perceived performance and expectations. If the performance matches the expectations, the customer is satisfied and the performance exceeds expectations, the customer is highly satisfied or delighted. The degree to which there is a match between the customer expectation of the product and the actual performance determines the satisfaction of customers. The success of any product in the market mainly depends upon the satisfaction levels of the customer. Attracting customer is tough, retaining them is almost very difficult and losing them is disastrous. Therefore every business has to meet successfully, the needs of the customers to satisfy them.

CUSTOMER SATISFACTION - CONCEPT

According to Howard, John.A and Jagadish N, Sheth (1969), Customer Satisfaction refers to "the study of both expectations at the time of purchase and reaction at sometime thereafter". In view of Oliver, R.L (1980), Customer satisfaction is "the feeling (or) attitude of customer towards a product(or) service after it has been used and is generally described as the full meetings of one expectations". Fornell (1992) conducted a cross-industry study in Sweden to conclude that customer satisfaction is basically a function of pre-purchase expectations of customer and post purchase performance perceived by customers.

In the words of Anderson.W and Donald (1994), Customer satisfaction is "an antecedent of increased market share, profitability, positive word of mouth and customer retention". In the view of Goode.M (1996), Customer satisfaction simply constitute a mental stage in the minds of the consumers, where expectations regarding a service or product performance are fulfilled. Abubaker.et.al., (2001) defines that satisfaction is basically a post purchase evaluation by consumers of their overall experience of the services. It is an effective reaction of the consumers when their designs and expectations have been either met or exceeded in the course of experiencing the services.

Hence, the customer is an important person visiting the premises of all business and the purpose of business is to attract and retain them by satisfying their expectations.

STATEMENT OF THE PROBLEM

The competitors in the markets recognize that measuring customer satisfaction is a key to success. Only by doing so, they can hold on to the customers they have and understand how to attract better new customer. The customer satisfaction is critical strategic weapon that can bring increased market share and profit. The availability of multiple choices influenced the consumers to choose their favourite product in the market. It is important to recognise why and how individuals make their consumption decisions

and prefer to purchase Aquaguard water purifier brand which is a product of Eureka Forbes, even though there are number of different other brands available in the market. An attempt is made in this study to know the customer awareness and factors influencing the level of satisfaction with regard to the various features of Aquaguard Water Purifier Products.

OBJECTIVES

1. To study the sources of information and customer awareness of Aquaguard water purifier product.

2. To examine and analyse the factors influencing the customer satisfaction and their level of satisfaction derived there on.

3. To study the problems faced by the customers in using this product and to make suitable suggestions based on the study.

HYPOTHESIS

1. There is no association between Sources of information and Gender.

2. There is no significant difference between the Level of Satisfaction of respondents and the various features of the products.

DATA COLLECTION

The study is based on both primary and secondary data. The Primary data were collected from respondents through a Structured Questionnaire. The Secondary data were collected from related Books, Magazines, Journals and research articles and Dissertations.

SAMPLING TECHNIQUE

The method used to select the samples in the study area was Convenient Random Sampling techniques.

SAMPLE SIZE

The Sample size consists of 110 customers in Chennai.

STATISTICAL TOOLS USED

For Statistical analysis and interpretation of the collected Primary data, the tools used are as follow:

1. Descriptive Statistics – Percentage Analysis.

2. Inferential Statistics – (a). One way Chi-square Test

(b). Two way Chi-square Test

ANALYSIS AND INTERPRETATION

It deals with the analysis and Interpretation of the Primary data collected from the respondents by using the above statistical tools and techniques to prove the hypothesis framed for this study.

Table:1 Gender of the Respondent

Sl.No	Gender	No. of Respondents	Percentage (%)
1	Male	65	59.09
2	Female	45	40.91
	TOTAL	**110**	**100.00**

Source: Primary Data

The above table illustrates the distribution of respondents on the basis of gender towards customer satisfaction of Aquaguard water purifier products. It is observed that out of 110 respondents, 65 are male which is 59.09% and remaining 45 are female which forms 40.91% of the sample respondents. It is evident that in the sample surveyed, majority of respondents are male.

Table:2 Monthly Income Status of Respondents

Sl. No	Monthly Income	No. of Respondents	Percentage (%)
1	Below Rs. 15,000	8	7.27
2	Rs. 15,001 to Rs. 30,000	25	22.73
3	Rs. 30,001 to Rs. 50,000	35	31.82
4	Rs. 50,001 and Above	42	38.18
	Total	**110**	**100.00**

Source: Primary Data

The Above table discloses the monthly income of the respondents. It is found that the respondents are bifuricated into four income level status. Out of 110 respondents, there are 38.18% of the respondents in the sample whose monthly income is above Rs. 50,001, 31.82% belongs to Rs.30,001 and Rs.50,000, 22.73% belongs to the income bracket of Rs. 15,001 and Rs.30,000 and the remaining 7.27% belongs to less than Rs.15,000. It is known that the respondents earning a monthly income of more than Rs.50,001 are the major buyers (38.18%) of Aquaguard water purifier products.

Table: 3- Respondents opinion about the sources of

Information and Awareness of the product.

Sl. No.	Sources	No. of Respondents	Percentage (%)
1	Through Advertisement	24	21.82
2	Through Friends and Relatives	28	25.45
3	Through Trade fair and exhibition	25	22.73
4	Through service staff and sales man	21	19.09
5	Others	12	10.91
	TOTAL	110	100.00

Source: Primary Data

The above table represents the sources of information and awareness of the respondents about the product. It is inferred that 21.82% of the respondents have come to know about the brand through Advertisement, 25.45% through Friends and Relatives, 22.73% through Trade fair and Exhibition, 19.09% through Service staff and salesman and the remaining 10.91% through other sources. It is highlighted that Friends and Relatives are the main sources of information for the majority of the respondents (25.45%).

TESTING OF HYPOTHESIS – I

TWO- WAY CHI-SQUARE TEST

Null Hypothesis (H_0): There is no association between sources of information and

Gender.

Alternative Hypothesis (H_1): There is an association between sources of information and

Sl. No	Sources of Information	Gender		Total
		Male	Female	
1	Through Advertisement	14	10	24
2	Through Friends and Relatives	13	15	28
3	Through Trade Fair and Exhibition	15	10	25
4	Through Services staff and Salesman	15	6	21
5	Others	8	4	12
	Total	65	45	110

Gender.

Test Statistic	Chi-Square Value	d.f	Exact sig (2 – Sided)
Pearson χ^2	3.47	4	0.025

Interpretation:

Since "P" value is less than 0.05, the Null Hypothesis (H_0) is rejected. Hence, it is concluded that there are statistically association between source of information and gender.

Table: 4 Association between Sources of Information and Gender

Sl. No	Sources of Information	Gender Male	Female	Total
1	Through Advertisement	14 (21.54%)	10 (22.22%)	24
2	Through Friends and Relatives	13 (20.00%)	15 (33.33%)	28
3	Through Trade Fair and Exhibition	15 (23.08%)	10 (22.22%)	25
4	Through Services staff and Sales	15 (23.08%)	6 (13.34%)	21
5	Others	8 (12.30%)	4 (8.89%)	12
	Total	**65** (100%)	**45** (100%)	**110**

Source: Primary Data

Interpretation

It is observed from the above the table that the majority of Female respondent (33.33%) are aware of the product through Friends and Relatives, followed by 22.22% each through Advertisement and Trade Fair and Exhibition respectively, where as the majority of Male respondents (23.08%) are aware of the product each through Trade Fair and Exhibition and Service staff and Salesman respectively, followed by 21.54% through Advertisement.

TESTING OF HYPOTHESIS – II

ONE- WAY CHI-SQUARE TEST (GOODNESS OF FIT)

Null Hypothesis (H_0):   There is no significant difference between the level of

satisfaction of Respondents and the various features

of the products.

Alternative Hypothesis (H_1)   :There is significant difference between the level of satisfaction

of Respondents and the various features of the product.

Sl. No	Attributes/Features	Test Statistic		
		Chi-square	d.f	Sig.
1	Availability	26.09	4	0.00
2	Quality	31.10	4	0.00
3	Price	11.50	4	0.00
4	Tank Capacity/Size	96.50	4	0.00
5	Colour and Design	8.30	4	0.00
6	Durability	169.00	4	0.00
7	In-built features and attributes	43.20	4	0.00
8	Attractive models	38.30	4	0.00
9	Healthy and Hygienic attributes	178.90	4	0.00

Interpretation

Since "P" value is less than 0.05, the Null Hypothesis (H_0) is rejected. Hence, there are significant differences between the level of satisfaction of respondents and the various features of the products.

Sl. No	Factors of Satisfaction	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
1	Availability	34	30	23	20	3	110
		30.91%	27.27%	20.91%	18.18%	2.73%	100%
2	Quality	48	28	17	12	5	110
		43.64%	25.45%	15.45%	10.91%	4.55%	100%
3	Price	19	16	14	30	31	110
		17.27%	14.55%	12.73%	27.27%	28.18%	100%
4	Tank Capacity/Size	51	30	7	17	5	110
		46.36%	27.27%	6.36%	15.46%	4.55%	100%
5	Colours and Design	39	50	-	12	9	110
		35.45%	45.45%	-	10.92%	8.18%	100%
6	Durability	75	20	-	10	5	110
		68.18%	18.18%	-	9.09%	4.55%	100%
7	After Sales Service	17	18	-	30	45	110
		15.45%	16.36%	-	27.27%	40.92%	100%
8	Cost of Annual Maintenance Contract	2	10	4	24	70	110
		1.81%	9.09%	3.64%	21.82%	63.64%	100%
9	Brand Image	32	28	21	20	9	110
		29.09%	25.46%	19.09%	18.18%	8.18%	100%
10	In built features	42	35	10	15	8	110
		38.18%	31.82%	9.09%	13.64%	7.27%	100%

11	Attractive Models	31	30	14	22	13	110
		28.18%	27.27%	12.73%	20.00%	11.82%	100%
12	Healthy and Hygienic attributes	72	34	-	4	-	110
		65.45%	30.91%	-	3.64%	-	100%

Table: 5 Respondents opinion about the level of satisfaction among the various factors

Interpretation:

The study has considered twelve factors as the satisfaction criteria. The above factor revealed that 18.18%, 10.91%, 27.27%, 15.46%, 10.92%, 9.09%, 27.27%, 21.82%, 18.18%, 13.64%, 20% and 3.64% of the respondents were dissatisfied with the factors of availability of the Product, Quality, Price, Tank Capacity, Colour And Design, Durability, After Sales Services, Cost of Annual Maintenance Contracts, Brand Image, In-Built Features, Attractive Models And Healthy And Hygienic Attributes respectively where as 27.27%, 25.45%, 14.55%, 27.27%, 45.45%, 18.18%, 16.36%, 9.09%, 25.46%, 31.82%, 27.27%, and 30.91% of the respondents were satisfied with the above mentioned factors respectively.

It is seen that 2.73%, 4.55%, 28.18%, 4.55%, 8.18%, 4.55%, 40.92%, 63.64%, 8.18%, 7.27%, 11.82% and Zero percentage of the respondents were Highly Dissatisfied and 30.91%, 43.64%, 17.27%, 46.36%, 35.45%, 68.18%, 15.45%, 1.81%, 29.09%, 38.18%, 28.18% and 65.45% of the respondents were highly satisfied with the above 12 factors respectively.

It is also found that 20.91%, 15.45%, 12.73%, 6.36%, 3.64%, 19.09%, 9.09% and 12.73% of the respondents were neutral i.e., neither Satisfied nor Dissatisfied with the factors of Availability, Quality, Price, Capacity, Cost Of AMC, Brand Image, In-Built Features And Attractive Models respectively.

Table: 6 Problems faced by Respondents in using the Product

Sl. No	Problems	No. of Respondents	Percentage
1	Poor after sales services	25	22.73%
2	High cost of Services after Warrantee period	15	13.63%
3	High Maintenance cost	11	10.00%
4	Non-Availability of Spares at right time	14	12.73%
5	High cost of Annual Maintenance Contract	27	24.55%
6	Low Resale value/Low value at the time of exchange offer	18	16.36%
	Total	**110**	**100.00%**

The above table highlights the problems faced by the respondents using the product. 22.73% of the respondents feel that they have Poor after Sales service problem, 13.63% consider high Cost of Service after Warrantee period as their problem, 10% feel that the problem is due to high Maintenance Cost, 12.73% feel that the problems is due to Non-Availability of spares, 24.55% find that Cost of Annual Maintenance Contract is high and 16.36% opine that the Resale value of the product or the value at the time of exchange offer is low.

FINDINGS

1.The study reveals that out of total respondents, 59.09% are Male and 40.91% are Female. It is evident that in the sample surveyed, majority of the respondents are Male.

2.It is known that the respondents earnings monthly income of more than Rs.50,001 are the major buyers (38.18%) of Aquaguard water Purifier product.

3.It is highlighted that Friends and Relatives are the main sources of information for the majority of the respondents (25.45%) with regard to awareness of the product.

4.It is found that there are statistically association between sources of information and Gender.

5. It is observed that the majority of the Female respondents (33.33%) are aware of the product through Friends and Relatives where as majority of Male respondents (23.08%) are aware of the product each from the sources of Trade Fair and Exhibition & Service staff and salesman respectively.

6.It is proved that there are statistically significant difference in the satisfaction level among the different features of the product.

7. It is observed that majority of the respondents (68.18%) are highly satisfied with features of Durability, followed by 65.45% with Healthy and Hygienic attributes, 46.36% with Tank Capacity, 43.64% with quality, 38.18% with In-Built features, 35.45% with Colour and Design and 30.91% with the Availability of the product.

8. It is found that majority of the respondents (63.64%) are highly dissatisfied with the features of Cost of Annual Maintenance Contract, followed by 40.92% with after Sales services, 28.18% with price, 11..82% with Attractive Models and 8.18% with Brand Image of the product.

9.It is revealed that the majority of the respondents (24.55%) faces the problem of High cost of Annual Maintenance Contract, followed by 22.73% with Poor after sales services,, 16.36% with Low resale value/Low value at the time of Exchange after, 13.63% with high cost of services after warrantee period, 12.73% with Non-Availability of spares at right time and 10% with high Maintenance cost.

SUGGESTION

The following suggestions are made to solve the problem of the customer as the basis of the finding of the study

1.The company manufacturing the Aquaguard water purifier products should reduce the cost of AMC, after the warrantee period is over.

2.It should concentrate on after Sales Services to attract more customer.

3.Special Exchange offer should be provided by the company at attractive rates.

4.The service should be done at reasonable cost possible after the warrantee period.

5.It should see that spares parts is made available at all times.

CONCLUSION

During the project work, it was an opportunity for the researcher to gain information about the customers of Aquaguard water purifier product. It is concluded that majority of the customer are satisfied about the product and the product have wider market potential. The Aquaguard water purifier is one of the best products available in the present date competitive market. So, it is necessary to maintain the quality of the product to its excellence and the quality should not be scarified for the price. The success of any business lies in the satisfaction of its customers. Hence, the company should take more steps to satisfy needs of customer and ensure betters sales for a longer period of time.

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AN EMPRICAL ANALYTICS ON THE MARKETING INTRICACIES AND NUANCES OF SOCIAL MEDIA MARKETING IN PURCHASE DECISION

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ABSTRACT:Social media marketing is inevitably a success in the marketing arena as Internet technology is changing our society and economy. As consumer Internet usage becomes prevalent, it is essential for business to adapt social media marketing as a key node in their business. There is no business in today's world without social media in its marketing mix. The Tech savvy people started adapting the new trend and spreading it to others through their valuable feedback. This paper concentrates on identifying the customers buying behavior and the extent to which social media helps them in making the buying decision and also investigate the potential of social networking sites (SNSs) to be utilized as an effective marketing tool in engaging consumers. The study has been confined to Chennai & software professionals as this area has greater internet penetration and plenty of social Network Sites users. First part of the questionnaire contains information regarding demographics and usage pattern of social media of the respondent. Second part has series of close-ended indirect questions which are based on impact of social media in making consumer buy a product and expectation from such media. Various statistical tests have been applied to support the research hypothesis. The objective of this research is to investigate the potential of social networking sites (SNSs), identifying the intricacies and nuances of social media marketing and factors influencing consumers in their purchase decision.

KEYWORDS: Social media marketing, marketing strategy, SNS, Social Media, Tech savvy, Pull and Push strategy

1. INTRODUCTION

Marketing organically through social media is all about relationships, trust and building reputation as a business, one cares about the customers and the experience they have with the products/services. In the over populated market one need to stand out by adapting the optimistic social media marketing which is already trying to keep the men and women intact with each other on items which they like. Like any other relationship, creating online reputation is going to take time and effort.

Business has found a radical shift in conducting and interacting with people during this techno era. The introduction of personal computers, the Internet, and e-commerce have had a tremendous impact on how businesses operate and market their products. The introduction of social media technology is accelerating and we can expect it to have a greater impact on businesses now and into the future. As new technologies become available, businesses that learn to use new technologies gain great benefits. Some of the best-known examples include technology-driven companies such as Microsoft, eBay, Amazon and Google. In a short span of time, social media has become one of the most loved mediums for the Indian youth's today. There is a common misconception that social media and social networking sites (SNS) are two synonymous terms.

As mentioned by Polanyi and Nonaka(1994), knowledge exists in two forms: Tacit and Explicit. However, as the knowledge in different forms, it may affect the effectiveness of knowledge transfer. In social media

such as blogs, it is ideal to transfer explicit knowledge as it is codified in physical forms (as information) and knowledge flow occurred when someone commented on the piece of information. On the other hand, tacit knowledge transfer which usually resides in people's mind has more challenges when it comes to knowledge transfer. It is believed that this type of knowledge will be able to transferred better with the increase in social proximity (social interactions) and geographical proximity (face-to-face meeting) (2009).

Although all these social media marketing platforms are still in their nascent stages, the only thing that is really new about any of them is in terms of the structure by which people connected and shared with each other, which made it infinitely more user-friendly and thereby, more accessible to a wider audience the "netiquette" remained largely unchanged. If one is going to believe the old axiom, "*time is money*" then social media marketing is going to take a huge investment because it needs time to create trust among customers.

In an age of social media, brands cannot ignore the voice of the people. The challenge, however, is building consumer engagement and making them loyal to the brand. Though, demography also becomes an important factor affecting the purchase decision. At a leisure pace social media is taking efforts to influence the purchase decision of the customer.

People are social by nature and collect or share information that is important to them. Social Media Marketing is about understanding how technology is making it easier for people to connect socially with their social networks and how your business can profit from that understanding. More and more of your customers, whether for personal use, business-to-consumer or business-to-business reasons use social media in every aspect of their daily life.

Consumers today want to be more informed about products before they make the purchase. Most importantly, social networks are extremely capable of informing and influencing purchase decisions, as many users now trust their peer opinions more than the marketing strategists. Customers now have the power to talk back at the brand and broadcast their opinions of the brand. Therefore, marketers have no choice but to treat them differently and with greater respect. Customer is more tech savvy and they rely on the information that is available electronically. It even more simplifies the effort of the consumers in making purchase by providing the creamy information of the products

2. LITERATURE REIVIEW

Several related studies have been conducted by other researchers previously as this is one of the popular research topics in recent years. In this section, we will conduct a literature review of the related work. The literature review is divided into four sections: Consumer Purchasing Decision Process, Social media, social networking sites and The Impact of Social Media on Consumer.

Consumer Purchasing Decision Process

According to Kotler & Amstrong(2001) customers go through five stage of purchasing decision process when making a purchase decision.

Figure 1: Consumer Purchasing Decision Process

The first stage is known as Need Recognition. The need derived from an existing problem (for example, when you are hungry, you need food) or attracted by some marketing stimulus (for example, when you pass by The Coffee Beans, you are attracted by the aroma of the coffee and you realized that you need a nice coffee).

The second stage is information search. In this stage, customers who are interested to solve their need's issue will decide how much information is needed by searching around.

Research has also suggested that customers believe information that comes from personal sources (from friends, acquaintances, family and co-workers) rather than commercial sources (from advertisement, sales people).

The next stage in the consumer purchasing decision process is the evaluation of alternatives where customers evaluate all the information gathered in the previous stage. The information gathered can be information, not just from one product, but multiple products. Tanner & Raymond (2011) suggested that the level of involvement is an important determinant towards the extent of evaluation.

Social Media

Social media consist of a group of Internet applications that enable individual to create and generate their content (2010) .Different authors have studied their use by audiences defined by gender (2007), ethnicity (2007), or religion

There are different types of social media, for example, social blogs, social network sites, social bookmarking, virtual social world and content communities. According to Kaplan and Haenlein[2010], there are six types of social media. Collaborative projects such as Wikipedia where people contribute the content to the public; Blog and microblogs such as Wordpress where people write about things that they want to express; Content communities such as YouTube where people contribute videos to the public and allow them to comment; Social networking sites such as Facebook where people update themselves on the medium to inform their friends; Social gaming world such as WarCraft where people from different part of the world play together; Virtual social world such as Second Life where people socialize in the virtual world and trade virtual property with another.

The Impact of Social Media on Consumers

An effective relationship is necessary for transferring knowledge because it indicates the efficiency and success of knowledge transferring (2007).Existing studies have indicated that there is a connection between social interaction and framing of consumer's opinion [2002]. As mention before, consumers rely on personal sources such as "recommendation by friends" [2009] to make purchases.

Consumers focus more on who is the person who send the message and the most important criteria for persuading listeners is the sender's credibility(2004)Credibility is valuable especially for consumers who has no knowledge about the product, and one of the "inside information" that he can get is from people who has the knowledge.

In June 2009, Dell announced that $3 million of sales were made from Twitter and by December 2009. The sales revenue doubled, achieving a total of $6.5 million (2012). In addition, 23.1 million of the population will use social media as a source of learning about a new product. Research conducted by Mirza (2008) has also indicated that same analysis.

3. RESEARCH GAPS

Social networking is fairly new, so it's a great advantage to leap at the opportunity to attain prominence in the social media marketing. Here, the credibility helps social media to affect the consumer purchasing decision process. Social media marketing plays a focused pitch on the right list (prospects) and understands what consumer wants, in order to engage them with relevant information that will get them to buy products at their own convenience.

4. SCOPE OF THE STUDY

The scope of the study has been limited to social media marketing only. The study has been confined to Chennai & software professionals as this area has greater internet penetration and plenty of social Network Sites users.

5. OBJECTIVE OF STUDY

1. To identify the consumer buying behavior

2. To examine the extent to which social media helps consumers in buying decision making

3. To study consumer expectation from Social media

4. To investigate the potential of social networking sites(SNSs) to be utilized as an effective marketing tool in engaging customer

5. To suggest mechanisms to improvise expectation and performance of social media marketing

6.ANALYSIS AND INTERPRETATION

In this section the researcher completely presents the socio economic profile and demographic back ground of the customers pertaining to social media marketing. After reviewing national and international literature the researcher identified age, gender, profession and income play a vital role in analyzing customers buying behavioral aspects the following table indicates the complete demographic details of the respondents.

Table

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
20-30	100	4.5300	.71711	.07171
31-40	100	4.3600	.65935	.06594
41-50	100	4.0700	.83188	.08319
51-60	100	4.2200	.82364	.08236
>60	100	3.8600	1.11934	.11193

One-Sample Test

	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
	Lower	Upper	Lower	Upper	Lower	Upper
<200000	21.336	99	.000	1.53000	1.3877	1.6723
20000-30000	20.626	99	.000	1.36000	1.2292	1.4908
30000-40000	12.862	99	.000	1.07000	.9049	1.2351
40000-50000	14.812	99	.000	1.22000	1.0566	1.3834
>50000	7.683	99	.000	.86000	.6379	1.0821

From the above table it is found that the sample unit is represented by the customers in the age groups from 20-30 and above 60%.the percentage analysis revealed the sample unit is dominated by the customers in the age group 20-30(45%). It is followed by the age group 31-40 and 41-50 and so on.

In the case of gender male customers are found maximum in the sample unit(60%)

Influence of demographic variables on their frequency of purchase online

The influence of demographic variables on the frequency of purchase of products in online shopping is

measured through the analysis of variance .the results of analysis of variance for all the demographic variables are clearly presented in the following table.

ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
Apparel	Between Groups	9.537	4	2.384	5.474	.001
	Within Groups	41.373	95	.436		
	Total	50.910	99			
Electronics	Between Groups	4.698	4	1.175	2.910	.026
	Within Groups	38.342	95	.404		
	Total	43.040	99			
Books	Between Groups	16.258	4	4.065	7.390	.000
	Within Groups	52.252	95	.550		
	Total	68.510	99			
Stationary	Between Groups	8.891	4	2.223	3.624	.009
	Within Groups	58.269	95	.613		
	Total	67.160	99			
Kids item	Between Groups	32.277	4	8.069	8.354	.000
	Within Groups	91.763	95	.966		
	Total	124.040	99			

From the above table it is found that age of the respondents found to have influence over their purchase of apparel(F=2.414,P=.046), electronics(F=2.073 , P= .003) and kids item(F=3.014 , P= .000) are statistically significant at 5% level. THEREFORE IT CAN BE CONCLUDED THAT AGE OF THE RESPONDENTS HAS HIGH INFLUENCE OVER THEIR PURCHASE IN ONLINE .In particular it is found that the respondents in the age group 20-30 always purchase apparels(mean=4.01), electronics (mean= 4.20) and kids item (mean = 3.93)

Association between demographic variables and their purpose of using social media platform

The researcher considered age, gender, profession and income and its respective association with purpose of using social media platform, criteria for choosing social networking .In this section also the researcher subsequently uses analysis of variance for all the criteria credibility, quality, timesaving, economical ,convenience and offers.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Credibility	Between Groups	6.520	4	1.630	3.488	.011
	Within Groups	44.390	95	.467		
	Total	50.910	99			
Quality	Between Groups	2.479	4	.620	1.452	.223
	Within Groups	40.561	95	.427		
	Total	43.040	99			
Timesaving	Between Groups	10.756	4	2.689	4.423	.003
	Within Groups	57.754	95	.608		
	Total	68.510	99			
Economical	Between Groups	3.783	4	.946	1.418	.234
	Within Groups	63.377	95	.667		
	Total	67.160	99			
Convenience	Between Groups	16.707	4	4.177	3.697	.008
	Within Groups	107.333	95	1.130		
	Total	124.040	99			

From the above table it is found that age and income of the respondents found to have influence over credibility ,quality and convenience .this shows that the respondents in the different age group as well as income group have different perception towards credibility of the social networking site, quality and convenience .In particular the higher income respondents above 50,000 find this social media networking sites are highly convenient for them with good credibility and quality of the products

7.CONCLUSION

 After the rigorous statistical analysis it can be concluded that there is a significant association between gender ,age and other demographic factors and facitlity of purchasing online.Infact age is very vital in the frequent purchase through the social media information.After reviewing national and international literature the researcher analogously obtain the result that income of customers decide their perception towards the purchase of quality products through social media marketing.

Therefore it can be profoundly stated that social media marketing is the latest and most important shift in managing and optimizing customer experiences through a miraculous marketing strategy.

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MARKETING OF SELF- HELP GROUPS PRODUCTS IN KANCHEEPURAM DISTRICT OF TAMILNADU

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INTRODUCTION

Self-help groups called mutual help or mutual aid groups are composed of peers who share a similar mental, emotional, or physical problem, or who are interested in a focal issue, such as education or parenting. Historically, people banded together to improve their chances for survival by pooling their social and economic resources; however, contemporary groups are more likely to organize around a theme or problem. Both men and women constitute the main strength of economic development of a nation. Women form an important segment of the labour force and the economic role played by them, is vial and integrated. The degree of integration of women in economic development is always an indicator of women's economic independence and social status. The government is, therefore, making planned efforts to inculcate the spirit of enterprising among women through many incentives and development programmes. These efforts are expected to widen the field with many more women taking up entrepreneurship. Self Help Group (SHG) is a group of people having a common goal of socio-economic sustainable development, who discuss their problems and resolve them through appropriate participatory decision making. It is a group whose members use savings, credit and social involvement as instruments of empowerment.

IMPORTANCE OF THE STUDY

In this context is equally important to note the role played by several Non Governmental organizations and government agencies in promoting the women self help groups, helping them in organizing awareness, training, skill up gradation, provision of linkages with banks and institutions for requirements of credit and other support services. The Self help groups programme provides adequate scope for the rural households, especially women, to help in developing their self confidence and social behavior through a series of trainings and groups meetings organized by the agencies like NGO's banks and governments.

It is felt that the disparity and gender bias can be minimized, if not totally eliminated with the success of Self Help Groups in the third world countries. The success of the system of Self Help Groups in China and Bangladesh has opened up opportunities in India as well the main problem, which their Self Help Groups encounter is the acceptance of their products by the consumers. Hence, the present study focuses its attention on consumer preference for the products of these groups. The Self Help Groups can sustain their market only if they understand the awareness or attitude of their customers. Hence the present study is undertaken to analyse the marketing of Self Help Groups products in Kancheepuram district of Tamilnadu.

REVIEW OF LITERATURE AND RESEARCH GAP

This research has reviewed 65 studies, which include 56 Indian and 24 foreign journals. The previous discussion of the literature identified significant gap that will be explored in the thesis. Most of

the studies under review have concentrated on the general aspect of entrepreneurship and entrepreneurial development. In the previous studies, the researchers have not attempted to picture entrepreneurship skills in terms of personality traits incorporating psychological variables and enterprise involvement among entrepreneurs. The present study covered group activity, impact of SHGs in the social status development (before and after joining SHGs), particulars about savings / loan / asserts owned, business activities of SHG's, marketing activities(marketing of SHG's product, creative marketing activities and evaluation of marketing mix) and problems faced by the SHGs members. But no study on marketing of Self Help Groups products in Kancheepuram district of Tamilnadu has made an attempt to fill the gap by undertaking such a kind of analysis.

Gandhi, K. and Udayakumari, N. (2013) highlighted "Marketing Strategies of Women Self Help Groups". Self help groups (SHGs) are now engaging in business activities. They lack in marketing as for the first time they are engaging in business. If they are adequately trained with marketing knowledge, they can excel and in turn take our economy a global leader in this current situation of globalization. The NGOs who have formed the SHGs, The banks who financed the groups and the Government agencies nurturing them must join hands in train the SHG members in business and marketing activities and make them play globally.

Krishnaveni V and Haridas, R. (2013) this paper is focused on the "SHGs and its Marketing Problems". Women constitute nearly half of the rural population in India and play a vital role in Rural Economy. It is necessary for programmes specially targeted for a woman has been emphasized. As a result of the poverty alleviation scheme, such Integrated Rural Development Programme (IRDP), Training of Rural Youth for Self-employment (TRYSEM) and Development of Women and Children in Rural Areas (DWCRA) has been initiated. Self Help Groups are voluntary associations for the poor who come together to improve their socio-economic conditions.

. **Alexander, S and Selvaraj, R, "(2014)** highlighted **"**Marketing Strategies of Self Help groups Products, SHGs have become a significant factor to bring the rural masses into the main stream of National Life. It helps to reduction of poverty. The capacity building of micro-enterprises of Self Help Groups do not have market development strategies and they face a lot of difficulties in positioning their products in the market, relating to other competitor products and markets. The operation of the Self Help of Group itself is localized this means there is limitation in terms of geo graphical coverage. Self Help Group members who generally lack level of literacy, technical competence, market intelligence and entrepreneurial spirit face a lot of difficulties in carrying out the micro-enterprise ventures successfully.

STATEMENT OF THE PROBLEM

Marketing the finished product is the most challenging task to the members of the SHGs. In most cases, the middlemen are involved to sell the products of the SHGs, as no such facilities for marketing and guidance are available to the SHGs. Exhibition of products made by SHGs are conducted in all districts frequently. These exhibitions create a meeting ground where different groups share their experiences on marketing the product and some members even learn skills from members of other groups.

The most acute problem is the lack of time to participate in all the activities of all SHGs. This can be stated because the index value for it is significant here there were less number of people who were monitoring the SHGs thus all the activities of all the SHGs could not be monitored by less people. This is followed by timely availability of financial help. The order of these constraints in the descending order is

as follows number of support for starting a new activity, Problem in marketing the products produced by the SHGs, Political interference, High Rate of interest, Lack of adequate training and skill development facilities, Inadequate information on the present scenario of SHGs, Less number of genuine borrowers and Non cooperation from the SHGs.

To know the marketing practices followed by the Self Help Groups and analyse the problems associated with marketing (problems in the groups, marketing problems, personal problems and other problem) this study has been undertaken with the objective of offering suitable solutions to solve the problem in the marketing of Self Help Group products in Kancheepuram district of Tamilnadu. In this context, the following questions arise:

1. To what extent the savings and loans are utilized by SHGs in doing the business and giving loan to members of the group?

2. What are the marketing practices which are used by the SHGs for selling their products?

3. What are the problems encountered marketing activities by the SHGs while doing the business?

4. How could problems of SHGs be solved?

OBJECTIVES OF THE STUDY

The specific objectives of the study are:

1. To access the marketing of Self Help Groups to promote sale of their products in Kancheepuram district.

2. To analyse the factors influencing the members perception towards self–help groups in Kancheepuram district.

3. To impact of self-help groups in the social status development regarding before and after joining self-help groups in Kancheepuram district.

4. To identify the problems encountered marketing activities by the self-help group's members in Kancheepuram district.

5. To offer suitable suggestions for the remedial measures of self-help groups in Kancheepuram district..

METHODOLOGY

Designing a suitable methodology and selecting the analytical tools are important for a meaningful analysis of any research problem. It includes sample design, period of study, and collection of data and statistical tools for analysis.

Collection of Data

Both primary and secondary data have been used for the present study. For primary data, a reconnaissance survey was made from the selected respondents to get acquainted with the factors behind to start enterprise, problems and the like. On the basis of the information gathered, a well designed

pre-tested interview schedule was drafted and used in the field survey to collect primary data. Before undertaking the main survey, a tentative interview schedule was prepared and administrated to 53 SHGs members in order to test the validity of the interview schedule. It facilitated the removal of the 'no-response' and unwarranted questions and then the modified final schedule were prepared on this basis.

The selected SHGs members were contacted in person and the objectives of the study were clearly explained to them and their cooperation was ensured. The details regarding the general characteristics of the sample members, their families, income, savings and the like relating to the overall objectives of the study were collected from the sample respondents through the direct personal interview schedule method.

The secondary data were collected form published and unpublished reports, handbooks, records action plan and pamphlets of director of Industries and commerce, Chennai and District Industries centre, Kancheepuram district.

Sampling Design

For the purpose of collecting primary data, the block wise list of SHG members were obtained from the Project Officer, District Rural Development of Women Ltd., (TNCDW) and Non-Governmental Organizations functioning in Kancheepuram district of Tamilnadu. Keeping in view of the objectives of the study, the researcher has identified with the help of the persons concerned (leaders of SHGs members), women engaged in running micro enterprises, for selecting the sample. A total of 534 women SHGs were randomly selected from the SHGs functioning under NGOs and Mahilar Thittam Schemes by using simple sample method. Then, the members of the SHGs running micro enterprises were selected from the list by adopting Stratified random sampling method.

Table 1
Distribution of Selection of Sample

S.No.	Name of the Block	Total SHGs	Selection of SHGs 1%	Selection of Sample (3 each from SHGs members)
1	Acharapakkam	941	9	27
2	Chithanmur	999	10	30
3	Kancheepuram	2288	23	69
4	Kattankolathur	1585	16	48
5	Kundrathur	1368	14	42
6	Lathur	1187	12	36
7	Maduranthagam	996	10	30
8	Sriperumbudur	1242	12	36
9	Thomasmount	1921	19	57
10	Thirukazhukundram	996	10	30
11	Thiruporur	1439	14	42
12	Uthiramerur	1262	13	39
13	Walajibad	1551	16	48
	Total	**17775**	**178**	**534**

Source. District Rural Development of Women Ltd., (TNCDW) and Non-Governmental Organizations (NGO) – Kancheepuram

STATISTICAL TOOLS FOR ANALYSIS

The following statistical techniques had been applied depending on the nature of data collected from the respondents, Percentage analysis, descriptive analysis (mean, standard deviation and co-efficient of variation); Independent samples T-test, ANOVA, correlation and factor analysis. The reliability and validity analysis of the data in this study was analysed using Statistical Package for Social Sciences (SPSS v 20.0). For analyzing the data collected during the investigation, the following statistical values were used, based on the nature of data and relevance of its application.

SCOPE OF THE STUDY

The study of this nature would help to understand to what extend the programme of the government as well as non governmental agencies helped the women self help groups to improve their income, consumption, standard of living moreover, it helps to understand to what extend the movement generated employment and other activities in self help groups. Further, the study would help to understand the problems faced by the self-help groups to get loans from the financial institutions and in their repayment of loans.

OPERATIONAL DEFINITIONS

A Self-Help Group (SHG) is a registered or unregistered group of micro entrepreneurs having homogenous social and economic back ground, voluntarily coming together to save regular small sums of money, mutually agreeing to contribute to a common fund and to meet their emergency needs on the basis of mutual help.

Marketing Activities by SHGs

The marketing activities of the SHGs are far below the new standards set by globalization. They only engage in direct marketing. They market their products only locally. They don t think of mass production and massive marketing globally. The packing of the finished products do not attract the mass as other manufactured products do. The SHGs don t even engage in advertising their products. They don t like to market their products to unknown persons. They target only known people, relatives and other SHG members as their customers. They don t try to market their products through the nearby shops.

Production Activities by SHGs

SHG members create a large number of products, some of which compete with branded/market-established products in terms of quality. Some products are agarbathi, candles, scented candles, pickles, soaps, handmade paper, paper mesh articles, toys, handicrafts, wood carvings, wooden furniture, etc. Some groups near the towns also engage in production of readymade idly dosa dough mix, readymade variety rice mix etc. Even some groups engage in agriculture, sericulture, prawn rearing and pond fish rearing. However, there is a lack in advertising these products, which can be considered as an essential part for effective marketing. The SHGs are far behind in marketing activities. They are to be educated in marketing activities.

PERIOD OF THE STUDY

The field survey was conducted from September 2014 to March 2015 for the collection of primary data. The reference period of the survey was 2011-2015.

LIMITATIONS OF THE STUDY

1. The researcher approached SHGs members from the Kancheepuram district and it is limited to 534 respondents due to time limitations. It may be another limitation of the study. The study is applicable only to Kancheepuram district of Tamilnadu. Hence, one cannot infer generalization from this study.

2. Only women SHGs have been taken for the study though a number of men SHGs also exist.

3. Only those SHGs which are doing business on behalf of all SHG members have been considered for the study. The businesses run by the individual members of SHGs are excluded from the scope of the study.

4. As the study based on the primary data collected through interview method, the reliability depends on the true response of the SHG members. However, adequate care has been taken to elicit true response through cross checks.

SUMMARY OF MAJOR FINDINGS

The following are the major findings of the study:.

Self Help Groups Activity

1. As majority of respondents (290) have 3-4 years experience the opinion expressed by them will be worth for the study.

2. Majority of the SHG members joined through their friends and relatives which shows 41.20 per cent and 23.97 per cent of the members joined through their family members. From the study that 16.10 per cent of the sample respondents motivated by group leaders to join the SHG and 9.74 per cent of them self interested to join the group. Among the sample respondents only 8.99 per cent of the members are joined through the NGO and others shows no percentage.

3. Most of the respondents' role in the SHG is members which show 90.26 per cent and 7.12 per cent of sample respondents are representatives and only 2.62 per cent of them animators. The analysis reveals that only limited respondents are in the position of animators and representatives because they are controlled and guides the members in the SHGs.

4. Out of total 428 (89.17 per cent) respondents is having own pump sets for their cultivation and rest of them only 52 respondents (10.83 per cent) are not having own pump sets for their cultivation.

5. Majority of the sample respondents give their opinion that meetings are held monthly once which is 256 (58.72 per cent) and out of the total 127 (29.13 per cent) respondents accepts that meetings

conducting weekly once. Among the sample only 53 (12.16 per cent) respondents agreed that meetings are held fortnightly.

6. Result shows 72.10 per cent and 12.36 per cent of the members give their opinion that they are attending occasionally. Among the sample members 8.99 per cent of them are not interested to attend the meetings and only 6.55 per cent of the members are attending rarely.

7. Majority of the sample members agreed that they are given warning which shows 356 (66.67 per cent) and 167 (31.27) respondents agreed that they are not taken any action for not attending the meetings. Only 11 (2.06 per cent) respondents accept their opinion that they are giving penalty for not attending the meetings.

8. 92.88 per cent and rest of them are accepted that they are not in co-operative and social minded which shows 7.12 per cent.

9. 55.41 per cent and 34.83 per cent of members are attended such trainings. It clearly shows that they are not aware about entrepreneurship training. Governments and NGO should take steps to giving such type of training to the SHG members.

10. Most of the sample respondents are attended in the training of Training on manufacturing of catering pickles and pepped which constitutes 39.25 per cent of the total and followed by 2.15 per cent of the sample respondents attended Training on skill development which shows the least percentage of the above analysis.

11. 431(80.71 per cent) and rest of them only 103 (10.83 per cent) respondents are not expended their earnings. In the analysis 446 (83.52 per cent) respondents accept that they are expended their earnings to household expenses in the after joining and only 88 (16.848 per cent) respondents not expended their earnings to such expense.

12. 474 (88.76 per cent) and 60 (11.24 per cent) respondents not utilized their earnings. In after joining of the sample members shows 461 (86.33 per cent) and remaining 73 (13.67 per cent) respondents not utilized.

13. 74.16 per cent and remaining 28.84 per cent of the sample members are not using to such expenses. After joining of the members' utilization indicates 82.02 per cent and not utilization shows 17.98 per cent.

14. 90.82 per cent and remaining 9.18 per cent of them agreed that they are saved their earnings. In after joining of the members shows regarding savings 84.64 per cent and only 15.36 per cent are not interested to save their earnings.

15. SHG shows 82.79 and remaining 17.21 per cent only use their earnings to others. Further the members of SHG use their earnings at after joining shows 85.96 per cent and only 14.04 per cent of them using earnings to others.

16. Majority of sample employers agreed that their economic status has improved after joining the SHGs which shows 405 (75.84 per cent) and remaining of the total which is 129 (24.16 per cent) respondents economic status has not improved.

17. 204 (50.37 per cent) and rest of them 201 (49.93 per cent) respondents are not renovated their house.

18. Majority of the respondents not interested to purchase the livestock after joining the SHGs indicates 278 (68.64 per cent) and only 127 respondents are willing to purchase the livestock.

19. Majority of the respondents agreed that their economic status has improved after joining the SHGs that reveals 356 (59.01 per cent) respondents are constructed toilets and 166 (40.99 per cent) of them are not constructed their toilets.

20. Most of the sample respondents are interested to purchase the consumer durables that shows 218 (53.83 per cent) and 187 (46.17 per cent) respondents are not purchased consumer durables.

21. Purchase of two wheeler for family after joining the SHGs are indicate 209 (50.37 per cent) respondents are not interested to buy it and remaining of them 196 (48.40 per cent) only purchase the two wheeler.

22. 128 (31.60 per cent) and 277 (68.40 per cent) respondents do not agree that they are not invested any money in the husband's business.

23. 68.54 per cent and only 168 (5.42 per cent) respondents are not earned extra income through the SHGs.

24. 73.97 per cent and rest of them having account which shows 26.03 per cent. The above table clearly indicates that most of the members are not have any savings account. Most of the sample members having savings account in the commercial banks.

25. Heir products under the cost plus which occupies 60.49 per cent and 23.78 per cent of the members accept that they fix the market price. Only 15.73 per cent of them fix the price under the discretion of the buyer.

26. Marketing of their products which reveal 62.92 per cent and 19.10 per cent of them selling their products through the NGO/Government. It is found that 13.48 per cent of them marketing their products directly to the customer in shop and only 4.49 per cent of the SHGs sell their products through the middleman.

27. 60.86 per cent and remaining 39.14 per cent of the sample members are not getting any support from the family. If support has received from the family they may work well and facilitate to earn more profit of the group.

28. 66.48 per cent and rest of them only 33.52 per cent of sample respondents are not take any sales promotion measures.

29. 43.71 and 31.52 per cent of them giving price discount to the consumers. Out of the study 15.38 per cent and 9.39 per cent of the SHGs gives additional product at free and prizes given by lottery method respectively.

30. Most sample respondents used rented carries which states 48.50 per cent. Out of the total 27.34 per cent of sample SHGs are used Government and private buses and 24.16 per cent of them used own vehicle carrying the products.

31. Highest percentage of 53.18 and 29.78 per cent of the SHGs gives their opinion that their products having seasonal demand. Only 17.04 per cent of them have high demand.

32. 73.41 per cent and rest of them only 26.59 per cent of sample SHGs are not participate any these kind of sales.

33. 44.90 per cent followed by 28.57 per cent of the sample SHGs opinion that exhibition are useful for future proceedings. Among the total 24.49 per cent of them can get ideas about change to exhibit our products and only 2.04 per cent of them give their opinion that they do not get any experience about the sale of the products.

34. 91.38 per cent and rest of them 8.62 per cent only not facing any problems in the marketing of the products.

35. 422 (79.03 per cent) sample respondents are agreed that problems are existing among the members and remaining 112 (20.97 per cent) respondents only not existing any problems among the members.

36. The majority of the respondents agreed that they are taking necessary step to solve the problems which is 88.39 per cent and remaining 11.61are not interested to take steps to the solve the problems.

Reason for Joining SHGs

1. Reason for joining SHGs to initiate group activities first rank the mean value=8.16 and standard deviation value = 2.475 followed by to improve the earning capacity last and eleventh rank, the mean value=3.96 and standard deviation value = 2.382.

2. Specific self help group activities are shows that the respondents are high with to monitoring the group. The mean score are also indicates highest score for monitoring the group (3.89), followed by participation in problem solving (2.51) are least importance among the respondents.

Testing of Hypotheses

1. The calculated t-value (8.493) is significant. Hence, the stated hypothesis is rejected. Therefore, urban respondents have highly involved on specific self help group activities than the rural respondents in Kancheepuram district.

2. Opinions on specific self help group activities on the basis of age groups. The calculated F-value (2.373) is not significant. Hence, the stated hypothesis is accepted. Therefore, between groups have highly involved on specific self help group activities than the within groups.

3. Specific self help group activities on the basis of educational status. The calculated F-value (9.554)

is significant. Hence, the stated hypothesis is rejected. Therefore, educational status towards SSLC groups has highly involved on specific self help group activities.

4. Opinions on specific self help group activities on the basis of educational status. The calculated F-value (9.593) is significant. Hence, the stated hypothesis is rejected. Therefore, Up to Rs. 10,000 income groups have highly involved on specific self help group activities.

5. The calculated F-value (13.342) is significant. Hence, the stated hypothesis is rejected. Therefore, married respondents have highly involved on specific self help group activities than the unmarried groups.

Problems faced by the SHGs Members

1. Problems in the groups faced by the members are shows that the respondents are high with to interference of husbands. The mean score are also indicates highest score for interference of husbands (3.64), followed by caste and religion (3.19) are least importance among the respondents.

2. Marketing problems faced by the members are shows that the respondents are high with to exploitation by middlemen. The mean score are also indicates highest score for exploitation by middlemen (3.69), followed by Credit Sales (3.19) are least importance among the respondents.

3. Personal problems faced by the members are shows that the respondents are high with to limited time to take up dual role. The mean score are also indicates highest score for limited time to take up dual role (3.83), followed by lack of experience (3.52) are least importance among the respondents.

4. Other problems faced by the members are shows that the respondents are high with to lack of training and skills. The mean score are also indicates highest score for lack of training and skills (3.61), followed by lack of support from government (2.96) are least importance among the respondents.

SUGGESTIONS AND RECOMMENDATIONS

Based on the findings, the following suggestions and recommendations are made for the improvement of marketing of self help groups products in Kancheepuram district of Tamilnadu:

1. As more users of products are rural consumers, the marketers must try to target the rural consumers.

2. Marketers should focus their efforts to increase the level of consumer satisfaction through initiating modifications in product related issues like quality, price, and design and brand image.

3. The Government should provide permanent space for retail outlet in each village to sell the product of SHGs regularly in order to compete with branded product. The registration should be made compulsory for all SHGs for identifying its place of registration and business.

4. The Government should allocate a separate premise to each and every SHG to run their official business on routine manner in order to separate family from work spot for reducing their stress.

5. Marketing centers may be provided within the village to ensure better selling of products. Quality control of product also is needed. There should be more budgetary allocation on market development in order to provide an effective platform for marketing of SHG products.

6. The SHG members should be inculcated the feeling of collective development, social harmony and active role in development process and governance. The members should be mentally prepared for starting income generating activities and their sustainability.

7. SHGs faced the problem of inadequate loan amount. Loan amount is one of the basic components to start an activity and also women can be financially sound when loan amount is given sufficiently. Loan amount should be increased to the extent that they can take up an income generating activity. There is need an allocation of large amount for generation of employment.

8. The SHGs faced the problem of administrating the affairs of its business. It is suggested that suitable administrative training to all the members of the SHGs should be given or at least the administrators and representatives of the groups may be given administrative training initially, the same may be given to the other member gradually.

9. Over all there is perceptible change socially, economically, politically, psychologically and culturally of women in the rural areas after they joined SGHs.

10. Village, almost all the respondents were aware of the SHG schemes through mass media like radio, newspaper, television are present in the through their community coordinator only. Thus interpersonal communication channels are important for development of rural.

11. Internet and other sources of information should be used together for information on market demand and trends, So that goods produced can sell at profitable price.

12. Grassroots problems and women's problems in rural areas must be honestly telecast for rural development.

13. Continuing education programme can be conducted for illiterate members.

14. Majority of the members depend on the local markets to exhibit their products. Only a few groups who have contact with state level offers, will be get the opportunity to access markets outside.

15. The market area should be increased at least to the state level. Lack of advertisement is one of the major reasons for poor marketing. Government can take steps to propagate the SHG products through its own media free of cost or with a little cost.

16. The government may take steps to provide permanent stall for the SHG products in every district.

17. The governments also can conduct such trade fairs exclusively for SHG products and provide market for the products. If they can fetch foreign orders it will also be useful to be overcome balance of pay deficits.

CONCLUSION

Thus, it is concluded that the Skill up gradation on aspects like marketing strategies should be constantly updated through proper networking facilities. The training on marketing and information technologies would determine the success of SHGs members. Government wants to help these groups during initial period of the business to overcome the teething problems and provides support and training ultimately to function independently as a successful business venture. The most acute problem is the lack of time to participate in all the activities of all the SHGs. This can be stated because the index value for it is significant here there were less number of people who were monitoring the SHGs thus all the activities of all the SHGs could not be monitored by less people. This is followed by timely availability of financial help. The order of these constraints in the descending order is as follows number of support for starting a new activity, Problem in marketing the products produced by the SHGs, Political interference, High Rate of interest, Lack of adequate training and skill development facilities, Inadequate information on the present scenario of SHGs, Less number of genuine borrowers and Non- cooperation from the SHGs.