

International Journal of Research and Analytical Reviews

UGC Approved Research Journal

Periodicity - Quarterly



Atman Publishing Academy



International Journal of Research and Analytical Reviews

Atman Publishing Academy

2061-C/2/B, Nr. Adhyatma Vidya Mandir, Sanskar Mandal, Bhavnagar-364002.

Contact : 9427903033 E mail : editorsijrar@gmail.com, ijrar1@gmail.com



International Journal of Research and Analytical Reviews

ijrar.com

© IJRAR - All rights reserved. Reproduction in any form is strictly prohibited.
This work is licenced under Creative Commons International Licence Attribution 4.0 E-version.

Rs. 900

Subscription	1 year	2 years	5 years
Individual	3,000	6,000	15,000
Institutional	4,000	8,000	40,000
Advertisement	1000/Black	3000/colour	Per Page

Send your Paper(s)/Article(s) and Contact us on any one of following

E mail: (1) editorsijrar@gmail.com (2) ijrar1@gmail.com (3) drbjoshi@ijrar.com

Contact No.: +91 9427903033

-
1. Thoughts, language vision and example in published research paper are entirely of author of research paper. It is not necessary that both editor and editorial board are satisfied by the research paper. The responsibility of the matter of research paper/article is entirely of author.
 2. Editing of the IJRAR is processed without any remittance. The selection and publication is done after recommendations of at least two subject expert referees.
 3. In any condition if any National/International University denies accepting the research paper/article published in IJRAR, than it is not the responsibility of Editor, Publisher and Management.
 4. Only the first author is entitle to receive the copies of all co-author.
 5. Before re-use of published research paper in any manner, it is compulsory to take written permission from the Editor – IJRAR, unless it will be assumed as disobedience of copyright rules.
 6. All the legal undertakings related to IJRAR is subject to Bhavnagar Jurisdiction.

Editor

International Journal of Research and Analytical Reviews

Atman Publishing Academy

2061-C/2/B, Nr. Adhyatma Vidya Mandir, Sanskar Mandal, Bhavnagar-364002.

Contact : 9427903033 E mail : editorsijrar@gmail.com, ijrar1@gmail.com

Editor in chief**Dr. R. B. Joshi****Senior Advisory Board**

Dr. H. O. Joshi Retd. Prof. & Head, Department of Education, Saurashtra University, Rajkot, Gujarat.	Dr. Bhavesh Joshi Associate Professor College of Food Processing Technology & Bioenergy, Agricultural University, Anand – 388110, Gujarat	Vasantkumar Pathak Director, Pathak Group of Schools & College, Rajkot.
---	---	---

Editorial Board

Prof. (Dr.) Ami Upadhyay Director, Department of Humanities And Social Sciences, Dr. Babasaheb Ambedkar Uni. A'Bad.	Dr. Awa Shukla Asst. Professor & Director, Social Sciences Dept. Babasaheb Ambedkar Open University, Ahmedabad.	Dr. Dushyant Nimavat Associate Professor Department of English, Gujarat University, Gujarat, India
Dr. A. Heidari Faculty of Chemistry California South University (CSU) Irvine, California, U. S. A.	Dr. Bharat Ramanuj Professor & Head, Department of Education, Saurashtra University, Rajkot.	Dr. Nahla Mohammed Abd El-Aziz Assistant professor - Entomolog Department, Faculty of Science Cairo University, Egypt.
Dr. Manahar Thaker Principal G. H. Sanghavi college of Education, Bhavnagar, Gujarat.	Dr. K. S. Meenakshisundaram Director, C. A. A., Great Lakes Institute of Management, Chennai	Dr. J. D. Dave I/c Principal P.D. Malviya Graduate Teachers' College, Rajkot, Gujarat.
Dr. M. B. Gaijan Associate Professor, Shamaldas Arts College, Bhavnagar.	Dr. A. K. Lodi H.O.D. Faculty of Education, Integral University, Lucknow(UP)	Dr. Trupti Pathak Assistant Vice President(Tech.) Claris life Sciences, Ahmedabad. Gujarat.
Dr. K. Ramadevi Associate Professor Department of Civil Engineering Kumaraguru College of Technology, Coimbatore, Tamilnadu.	Dr. Jayant Vyas Professor & Head, Department of Education, M. K. Bhavnagar University, Bhavnagar	Dr. Dilip D. Bhatt Associate Prof. & Head, Department of English, V. D. K. Arts college, Savarkundla, Gujarat.
K. S. Dave Lecturer J. H. Bhalodia Women's College Rajkot, Gujarat.	Dr. Anil Ambasana Retd. Prof. & Head, Department of Education, Saurashtra University, Rajkot. Gujarat.	Dr. Sandeep R. Sirsat Associate Professor & Head, Department of Computer Science, Shri Shivaji Science & Arts College, Chikhli, Dist: Buldana (M.S.-India)

Review Committee

Editor & Head of Review Committee

Dr. S. Chelliah

Professor & Head,

Dept. of English and Comparative Literature,
Madurai Kamraj University, Madurai-21, **India.**

<p>Mr. Zeeshan Shah Senior Lecturer, Department of Multimedia and Communication, University College of Bahrain, Kingdom of Bahrain.</p>	<p>Dr. Samira Shahbazi Plant Protection & Biotechnology Research Group, Nuclear Agricultural Research School, Nuclear Science & Technology Research Institute (NSTRI), Iran</p>	<p>Dr. Belal Mahmoud Al-Wadi Lecturer, University of Dammam (Saudi Arabia), Founder & Vice President of the Jordanian Society for Business Entrepreneurship (Jordan)</p>
<p>Harish Mahuvakar Associate Professor & Head, Dept. of English, Sir P. P. Institute of Science, Bhavnagar, Gujarat, India.</p>	<p>Dr. Mainu Devi Assistant Professor (Sr. Grade) in Zoology, Diphu Govt. college, Karbi Anglong – Assam India.</p>	<p>Asim Gokhan YETGIN Assistant Professor, Faculty of Engineering, Dumlupinar University, Kutahya, Turkey.</p>
<p>Dr. A. Kusuma Assistant Professor, Department of Social Work, Vikramasimhapuri University, Nellore.(AP)</p>	<p>Prof. Rajeshkumar N. Joshi I/C Dean, Faculty of Arts & Humanities, C. U. Shah University, Gujarat, India.</p>	<p>Sunita. B. Nimavat Assistant Professor of English, N.P.College of Computer & Mgt., Kadi (North Gujarat).</p>
<p>Nahla Mohammed Abdelazez Assistant Professor Faculty of Science, Cairo University, Giza Governorate, Egypt.</p>	<p>Dr. Riyad Awad Associate professor, Structural Engineering, An - Najah National University, Nablus, Palestine.</p>	<p>Dr. Amer A. Taqa Professor Dept. of Dental Basic Science, College of Dentistry, Mosul University, Masul, Iraq.</p>

Contents

Sl. No.	Title	Page No.
1	The Complexity of Formulating Strategy when Industry Boundaries become Fuzzy due to the Disruptive Power of Innovation Suresh Gopalan	1 - 2
2	A Study on benefit and difficulties in usage of Technology in Learning among Students C. Vasanthi, S. Mohana Priyanka and M. Kalyana Sundari	3 - 6
3	A Study on Consumer Buying Behaviour in select organised Retail Stores- Triggering the senses J. Haripriya	7 - 11
4	A Study on Consumer's Perception on the reliability of Social Media towards Branding K.Vijayalakshmi and Dr. D. Ayub Khan Dawood	12 - 16
5	A Study on Digital Content and Learning Technologies in Schools with Special Reference to Schools in Chennai Dr. V. Mary Diana and G. Swathi	17 - 22
6	A Study on how Omni Channel Marketing influences Consumer Purchase Behaviour Annapoorni M and Desi Priya V	23 - 29
7	A Study on Online Shoppers in The Era of Ubiquitous Marketing Annapoorni M and S. Vishnupriya	30 - 35
8	A Study on the Effect of Organizational Commitment on Service Quality among various Customer Contact Employees in Chennai Region S. Muthulaskhmi and J. Shankari	36 - 41
9	A Study on the Effectiveness of Social Media Advertisements among young Working Women in Chennai City Krishnaveni K	42 - 49
10	A Study on variables affecting Customer Behavior in Hypermarkets E. Mahendhiran and Dr. C Panneerselvam	50 - 54
11	Customers' Attitude towards Shopping Environment: An Empirical Investigation to Antecedents of Technology Adaptation with 3D Virtual Reality Shopping Web Store Ratheesh S and Dr. Byram Anand	55 - 60
12	Effectiveness of E-HRM in the Perception of Employees with Special Reference to Chennai City Reji K	61 - 64
13	Impact of Bandwagon Effect in Consumption of Mobile Phones Dr. A. S. Saranya and Aishvarya K	65 - 71

International Journal of Research and Analytical Reviews

14	Impression Management and Career Success Amritha Jessica Samson and Dr. A.S. Saranya	72 - 77
15	Penetration of Digitalization: A Kerala Modal Progress Sivaprasad V	78 - 80
16	Perception on Massive Open Online Course (MOOC) Yamini P, Mahashree R and Vaishnavi S	81 - 85
17	Quality Management - A Tool for Organisational Innovation and Success Dr. N. Venkatramanan and C. Rajeswari	86 - 91
18	Relationship between Usability, Usability Issues, User Experience of Captcha on Attitude towards Captcha Gomathi K	92 - 97
19	Role of Flexible Organisational Culture in Fostering Enterprise wide Innovative Attitude Dr. K. Mythili	98 - 101
20	“The Role of Cost and Management Accountants in Performance and Strategic Management- A key to Innovative Metamorphosis” CMA.Madhavan S.A	102 - 107
21	The Strategic Innovation of Corporate Social Responsibility J. SubaidaBegam and Dr. A. ThahaSahad	108 - 113
22	Financial Innovation: Why the Financial Sector matters to the Real Economy? Sushma Catherine P and Shruthi R	114 - 120
23	Role of Academic Institutions: Novelty in Teaching Methodology to Foster enterprising nature in Students and Technology enabled Education A. Jeevitha and Sushma Sharma	121 - 123
24	Reviving Fear of Missing Out (FOMO) through Social Media- Innovative implementation of an Age Old Technique with a New Dimension Supraja H	124 - 128
25	Innovative forms of Motivation, Communication and Team Work T. Punitha	129 - 131
26	A Study of Innovative Attitude of Entrepreneurs of various industries in the Context to Educational Background Dr. R. Bhagyalakshmi and D. Beena	132 - 138
27	Entrepreneurial Orientation and Strategic Management Practices- A Study with regard to Public Sector Commercial Banks Dr. A. S. Saranya and Dr. T. Usha Priya	139 - 146
28	A Study on the Innovative Approach towards Emotional Intelligence Skills of Employees Working in IT/ITES Sector in Chennai City Majeetha Parveen S.M and Dr. Nirmala Mohan	147 - 150
29	An Emprical Study on Emotional Intelligence and Risk Inherent towards Job Satisfaction of IT Employees with Special Reference to Chennai City Dr. R.Bhagyalakshmi and V. Jayalakshmi	151 - 157

International Journal of Research and Analytical Reviews

- 30 **Innovative Management of Fundamental Value Drivers to enhance the Market Price of the Stock: A Case Study of Indian Automobile Sector** 158 - 165
CMA Sangram Keshari Panda and Prabodha Kumar Hota
- 31 **Motivational Management: The step towards transformation of Employees into Innovative Personnel** 166 - 168
Srinandini H
- 32 **Rethinking on the measures to improve Quality of Higher Education and develop Social Commitment among students in India** 169 - 172
Aswini Varna V.V
- 33 **A Study on Augmented Services offered with Special Reference to Restaurants in Chennai City** 173 - 180
Dr. R.Bhagyalakshmi and M.Priyanka
-



INTERNATIONAL CONFERENCE
on
INNOVATIVE METAMORPHOSIS:
AN ELIXIR FOR ORGANISATIONAL EXCELLENCE
9th & 10th January 2019

Organised By

PG and Research Department Of Commerce
Ethiraj College For Women (Autonomous)

College with Potential for Excellence
Re-Accredited With "A" Grade By Naac
Chennai-600008 Tamil Nadu, India
www.ethirajcollege.edu.in

In Association with

Madras Chamber Of Commerce And Industry (MCCI)

International Journal of Research and Analytical Reviews

PATRON

Tmt. Chandradevi Thanikachalam
Chairperson
Ethiraj College Trust

CHAIRPERSON

Dr. S. Kothai
Principal & Secretary
Ethiraj College for Women

EDITORIAL BOARD

Dr.A.S. Saranya

Associate Professor
Department of Commerce (Aided)
Ethiraj College for Women

Ms. B. Akila Priya

Assistant Professor
Department of Commerce (Self Supporting)
Ethiraj College for Women

Ms. S. Anitha

Assistant Professor
Department of Commerce (Self Supporting)
Ethiraj College for Women

Ms.S. Gayathri

Assistant Professor
Department of Commerce (Aided)
Ethiraj College for Women

Ms. Archana Kamesh

II M.com (Self-Supporting)
Ethiraj College for Women

Ms.Divya S

I M.Com (Self-Supporting)
Ethiraj College for Women

International Journal of Research and Analytical Reviews

CONVENORS

Dr. Panjabi Mala Devidas

Head, Department of Commerce (Aided)
Ethiraj College for Women

Ms. K. Geetha

Head, Department of Commerce (Self Supporting)
Ethiraj College for Women

ORGANISING SECRETARIES

Dr.Sharmila Radhakrishna

Associate Professor
Department of Commerce (Self Supporting)

Ms. T. Sudeshna

Assistant Professor
Department of Commerce (Self Supporting)

TREASURERS

Dr. A.S. Gayathri

Associate Professor
Department of Commerce (Aided)

Ms. Annapoorni M

Associate Professor
Department of Commerce (Aided)

EXECUTIVE MEMBERS

Ms. Kavitha Manikandan

Ms. M. Rajalakshmi

Ms. Anne Princy S

Ms. R. Rajarajeshwari

Ms. Supraja H

Ms. Roshni K.K

Ms. K. Krishnaveni

Ms. Sushma Catherine P

Ms. J. Haripriya

Ms. Nirmala T.K

Ms. Shruthi P

Ms. Abinaya K

TEAM MCCI

Ms. Saraswathi K

Secretary General
Madras Chamber of Commerce and Industry (MCCI)

Mr. S. Sankaranarayanan

Deputy Secretary
Madras Chamber of Commerce and Industry (MCCI)

Ms. Madhumathi C

Deputy Secretary
Madras Chamber of Commerce and Industry (MCCI)

International Journal of Research and Analytical Reviews

ABOUT ETHIRAJ COLLEGE FOR WOMEN (AUTONOMOUS)

Ethiraj College for Women was founded by the illustrious Barrister at Law Thiru V.L Ethiraj in 1948 to empower young women through holistic education. The college is recognized as a "College with Potential for Excellence" and was reaccredited with Grade A by NAAC in 2013. The College has been awarded 38th Rank at the All India level by the National Institution Ranking Framework (NIRF), Ministry of Human Resource Development, Government of India for 2017-18. The College has a dedicated team of 300 faculty members and approximately 7500 students.

ABOUT THE DEPARTMENT

The Department of Commerce (Aided) was established in 1975, to meet the ever-growing demand for the B.Com course from women aspirants. The M.Com course was started in the year 1981. Since then, the department has an exponential rise, being the first among women's colleges in the city of Chennai to be upgraded into a full-fledged Research Department. The first M.Phil. Course commenced in the academic year 1989-90, followed by the Doctoral program in 1994-95. The Department of Commerce (Self-Supporting) was started in June 1981 and has been upgraded to a Post-Graduate department in the year 2016-17. The UG and PG programs assure professional education of immense value by equipping the students with adequate knowledge in various facets of Commerce to enable them to emerge as business leaders.

MADRAS CHAMBER OF COMMERCE AND INDUSTRY (MCCI)

The Madras Chamber of Commerce & Industry (MCCI), established in 1836, is one of the premier industrial promotion organizations in Southern India, currently into its 183rd year of service to trade and industry. It is also one of the five promoter chambers of the Associated Chambers of Commerce & Industry of India (ASSOCHAM), New Delhi. The Madras Chamber has been an integral part of the growth of commerce and industry in the southern region. Almost all leading industries and businesses in Tamil Nadu, family owned enterprises, publicly traded companies, multinational corporations and MSMEs are members of the chamber. A large proportion of industrial investment in Tamil Nadu is accounted for by the members of MCCI. Over the decades, the Chamber has been a responsible and credible voice of trade and industry and has worked closely with the State and Central Government on various issues. Leveraging the knowledge and resource bases of various expert committees, the Madras Chamber plays a formidable role in policy making and advocacy in addition to providing the services such as issue of certificate of origin, visa recommendation letters to member companies, as well as facilitating B2B linkages.

THEME OF THE CONFERENCE

The term innovation, often substituted for invention, has undergone a paradigm shift. Innovation need not mean a totally new product or service, it can just be a novel idea, a unique twist or an interesting strategy. It is an early bird advantage to capitalize on opportunities and strengths of one's strategic position. Business innovation in the past decade has undergone a sea of change at the conceptual level, evolving in tandem with the technology and economy around it, internationally. The theme is highly relevant and intended to spur a chain of thoughts and ideas in young minds while preparing them for a technology driven future. The Conference presents a wide forum of topics for specialists, faculty and students to explore and deliberate on. The Journal covers original Research papers relating to the subthemes which include Entrepreneurial Innovation, Process Innovation, Business model/ Strategic Innovation, Marketing Innovation, People Innovation and Role of Academic Institutions.

OBJECTIVE OF THE CONFERENCE

In an era of cut-throat competition and wafer thin margins, it can only be innovation and entrepreneurship in any form possible that can deliver competitive advantage and market leadership. This Conference aims at inculcating a culture of innovative thinking throughout the institution or organization and would be the long term solution to sustenance, wealth creation and a sublime sense of satisfaction. It also serves as a good forum to strengthen industry academia interface.

The Complexity of Formulating Strategy when Industry Boundaries become Fuzzy due to the Disruptive Power of Innovation

Suresh Gopalan

Professor of Management
Winston-Salem State University,
North Carolina, U. S. State.

1. Introduction

Strategic planning is the lifeblood of any organization. A well conceptualized and executed strategy provides an organization with a competitive advantage relative to competition. Well defined industry boundaries enabled organizations to identify their primary competitors and engage in strategies that adapted to external environmental requirements. This assumption is increasingly being tested in current market conditions in four industries where boundaries have become permeable and fuzzy. This paper describes how innovation (via artificial intelligence, data analytics, and new apps, platforms and software) has “disrupted” strategic planning, formulation, and execution for the automobile, hotel, retail, and health care industry. New competitors with no prior industry knowledge or experience have emerged as serious entrants due to innovation. Strategists have to factor these changing conditions and situations in their quest to frame a viable and long-term strategy for their firms.

The automobile industry’s goal was to build and sell cars operated by drivers. Auto makers honed their skills in areas such as supply-chain activities, achieving economies of scale, compliance with safety and environmental standards, implementing quality initiatives, etc. Google, Apple, Uber and others with bases in IT, data analytics, electronics, software, etc. have entered the automobile industry with the notion that self-driving cars and ride sharing are the ways of the future. Uber plans to share its vast repository of traffic pattern data with city and urban planners that will influence road and highway constructions, new housing subdivisions, and traffic routing among others applications. Increasing urbanization will result in ride-sharing becoming more widespread compared to owning cars. These innovations are likely to reduce the demand for car ownership impacting automobile production. Automakers have to include firms like Uber, Apple, and Google as their partners and or competitors in their strategic planning.

Tourists who traveled to other cities and countries usually stayed in hotels that are part of a chain. Hotels competed on the basis of attributes such as location, luxury, comfort, amenities, affordability, service, spas and restaurants, and brand reputation etc. Airbnb was formed in 2008 and has quickly emerged as a major competitor for the hotel industry. Airbnb is an online platform (it owns no property) that matches people who wish to rent out their houses, apartments, or spare rooms to guests and offers 4 million listings in 191 countries. When accommodation costs were analyzed across eight major cities, Airbnb’s rates were cheaper by an average of \$68. Beyond cost, millennials prefer staying in an Airbnb property as they like to experience a city “the way locals do”. Airbnb hosts quickly respond to changing market conditions and seasonal changes. The hotel industry on the other hand is saddled with fixed costs and is slow to respond to market conditions. Experts estimate that with a 10% increase in Airbnb usage, hotel revenues fall by 2-3%. The hotel industry has to come up with newer strategies to cope with lost revenue not only from lesser room occupancy but also from food and beverage sales that are being spent elsewhere.

The rapid expansion of online technology, smart phones, and banking innovations have boosted online retailing. In 2017, about 1.66 billion people worldwide purchased goods online and global online sales amounted to \$2.3 trillion dollars. In the U.S., Amazon is the market leader in online retailing with 43.5% of the market followed by EBay, Apple, Walmart, Home Depot and Best Buy. The Chinese market is dominated by Alibaba with 58.2% followed by JD.Com and Pinduoduo-Amazon China is a distant 7th with less than 1% of the market share. The Indian market place is dominated by Amazon India, Flipkart, Snapdeal, and ShopClues. In the United States, Amazon’s (which started as an online bookseller) sales volume has been highest in computers, consumer electronics, apparel, accessories, and books-the fastest growing new categories are in food, beverages and toys. This is a wake-up call for grocery stores who woke up to the fact that Amazon acquired Whole Foods, a retail food chain and is currently in the business of selling and delivering grocery staples in both face-to-face and online formats. Many book stores and electronic chains (Borders and Circuit City) went bankrupt as they could not compete with Amazon’s variety and ease of delivery. The

challenge for the brick-and-mortar part of the retail industry is to offer an effective competitive strategy to ward off e-commerce giants who have gained market share and sales across a variety of products at the expense of traditional store retailers.

With respect to health care, the United States has witnessed an increase in consolidation across various stakeholders. In an effort to exert more control over price and achieve cost efficiencies, CVS a pharmaceutical retailer acquired Aetna (an insurance company) for \$69 billion dollars. The motives behind this related diversification were to achieve synergies in technology, data analytics and identify innovative practices to enhance patient health and wellness. The acquisition facilitates the increase in the number of primary care clinics staffed by physician assistants and nurses who are able to offer affordable health care services of a basic nature (shots, sutures, cleaning abrasions, etc.). These primary clinics are owned by pharmaceutical retail giants like CVS who dispense prescriptions and other medical supplies. Such merging of health care activities blurs the distinction between retail pharmaceutical operators who are also health care providers. It is likely that CVS may consider acquiring a hospital system as its next strategic move (with hospitals located across several states) as it seeks to gain control over all key activities in the health care value chain which currently includes being an insurance payer, pharmacy benefit manager and operating a nation-wide retail pharmaceutical store network.

The implications for strategic planning is clear. Strategists have to think beyond traditional industry boundaries and take a broader look at current and potential competitors. Additionally, organizations must build data analytics and predictive analysis resources and capabilities that will assist in the planning, formulation, and execution of strategy. The applications using the internet are rapidly evolving and users expect products and services to be "inter-connected." Successful organizations must combine distinct differentiation features while simultaneously showcasing their value to the consumers

REFERENCES

1. https://cities-today.com/uber-opens-up-data-to-urban-planners/?doing_wp_cron=1543160498.7040269374847412109375 Retrieved November 5, 2018
2. <https://www.theverge.com/2018/4/11/17220408/uber-jump-getaround-masabi-cities-data> Retrieved November 9, 2018
3. <https://techcrunch.com/2018/04/11/uber-gets-into-car-rentals-and-public-transit/> Retrieved November 9, 2018
4. <https://www.businessinsider.com/apple-self-driving-cars-california-tesla-waymo-uber-2018-5>
5. Retrieved November 9, 2018
6. <https://www.theverge.com/2018/3/20/17143708/apple-self-driving-google-waymo-california-uber>
7. Retrieved November 9, 2018
8. <https://www.forbes.com/sites/hbsworkingknowledge/2018/02/27/the-airbnb-effect-cheaper-rooms-for-travelers-less-revenue-for-hotels/#5313790ed672> Retrieved November 7, 2018
9. <https://www.investopedia.com/articles/investing/112414/airbnb-brings-sharing-economy-hotels.asp>
10. Retrieved November 8, 2018
11. <https://www.statista.com/topics/871/online-shopping/> Retrieved November 7, 2018
12. <https://www.cnbc.com/2018/07/12/amazon-to-take-almost-50-percent-of-us-e-commerce-market-by-years-end.html> Retrieved November 7, 2018
13. <https://www.financialexpress.com/archive/in-indias-e-commerce-market-dominated-by-flipkart-amazon-snapdeal-no-discounting-others/1301081/> Retrieved November 6, 2018
14. <https://www.cnbc.com/2018/06/15/a-year-after-amazon-announced-whole-foods-deal-heres-where-we-stand.html> Retrieved November 9, 2018
15. <https://www.nytimes.com/2018/10/10/health/cvs-aetna-merger.html> Retrieved November 8, 2018
16. <https://www.healthleadersmedia.com/strategy/if-cvs-bets-big-urgent-care-hospitals-should-worry> Retrieved November 5, 2018

A Study on Benefit and Difficulties in usage of Technology in Learning among Students

C. Vasanthi¹, S. Mohana Priyanka² and M. Kalyana Sundari³

¹Assistant Professor, Shri Shankarlal Sundarbai Shasun Jain College For Women, T.Nagar, Chennai, India

²Research Scholar, Shri Shankarlal Sundarbai Shasun Jain College For Women, T.Nagar, Chennai, India

³Research Scholar, Shri Shankarlal Sundarbai Shasun Jain College For Women, T.Nagar, Chennai, India

ABSTRACT: *The use of the Internet and other information and communication technologies (ICTs) in higher education locally and globally has been phenomenal. The paper attempts to study the benefits and difficulties faced by students in usage of Technology in education. Descriptive statistics were used to assess the demographic variables of students and to know the frequently used technology in Learning. The Factor analysis and also weighted average also were used in this paper.*

Keywords: *Benefit, Difficulties and most frequently used technology.*

1. Introduction

Information and Communication Technologies (ICT) is fundamental in the promotion and development of growth in Education. Inventions and innovation have led to the increase in tools that are available as educational tools. The tools come in handy in collection of relevant material, storage and dissemination of educational material and improvement of quality of delivery and learning.

Information and Communications Technology (ICT) are a diverse set of technological tools and resources used for creating, storing, managing and communicating information, and to support teaching and learning and research activities. A technology- based learning offers various interesting ways which includes educational videos, stimulation, and storage of data, the usage of databases, mind-mapping, guided discovery, brainstorming, music, World Wide Web (www) that will make the learning process more fulfilling and meaningful. On the other hand, students will benefit from ICT tools where they are not bounded to the limited curriculum and resources, instead hands-on activities in a technology-based course is designed to help them to stimulate their understanding about the subject. The ICT technology changes the learning style by making the complex subject and dry units more clear.

This rapid migration into the digital age calls for the adoption of ICT by higher educational institutions due to its potential effect on educational, social and economic dynamics. The educational benefits of ICTs in teaching and learning are well catalogued. Such benefits include their impact on catalyzing teaching practice thoughts; language acquisition; motivating learners; enhancing students' academic performance.

1.2. STATEMENT OF THE PROBLEM

In today's modern world learning and teaching methods have transformed in a massive way due to advancement in the information technology. The purpose of this study is to examine the students' perception on usage in ICT tools in learning practice. The study attempts to identify the benefits and problems faced while using ICT tools.

1.3.OBJECTIVE OF THE STUDY:

- To find the frequently used tool in education for learning.
- To find the benefits of technology usage in education.
- To find the difficulties in usage of technology in education.

1.4. LIMITATION OF THE STUDY:

- The study is limited to Chennai city
- The study was based on the perception of the students in the current scenario which might change in the future.

2. REVIEW OF LITERATURE

Vigina Carbonilla Gorra and Shyam S Bhati (2016) [1] made a study on "Students Perception on Use of Technology in the Classroom at Higher Education Institution in Philippines" and examined the consequences

of use of technology in classroom by students. They identified that most of the students were accessing social websites like facebook, twitter etc, & playing games, music during the class hours. Thus the author has suggested the management & staffs should take necessary steps to control the students from their deviation in using technology.

Alfred Henry Makura (2014)^[2] has investigated “The Students Perceptions of the Use of ICT in a Higher Education Teaching & Learning Context: The Case Of A South African University” has analyzed the perception of university students regarding ICT availability & the pedagogical practices of academics relating to ICT usage in South Africa University and found that the students are very much benefited in using ICT Technology , Thus the author has recommended the lecturers to work through students assistants in their quest to diversify ICT usage

3. RESEARCH METHODOLOGY:

This chapter deals with the research methodology performed in this paper.

3.1. Research Design:

A descriptive research design was carried out to study the Advantage and difficulties faced in Technology for learning.

3.2. Sampling and sample size:

A sample of 220 students from various colleges and schools were selected by using random sampling method.

3.3. Data Collection and Analysis:

A well structured questionnaire were used to collect the data from sample respondents and likert scale is used to access their opinions and attitude.

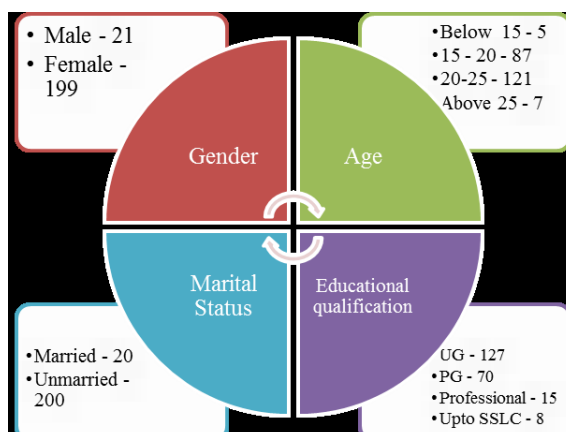
Both Descriptive and Inferential statistical tools were used to analyze the collected data.

4. ANALYSIS & INTERPRETATION:

In this chapter deals with an analysis of the responses received from 220 sample units. The objective of the report is to find out the perception of students on usage and difficulties of technology in learning with reference to Chennai city.

4.0 . Demographic Factors:

The following diagram shows the distribution of the demographic factors of sample respondents.



The above diagram reveals that most of the respondents are female and unmarried. And also it is noted that most of the respondents are belongs to the age group 20 – 25 and are studying UG.

4.1 Frequently Used technology in Learning:

Students were asked to give their response on which technology is most used and preferred in learning. The following table shows the distribution of most preferred and used technology in learning.

Table 4.1.1. Frequently used ICT tools in Learning

ICT Tools	No. of Respondents	Percentage
Google	116	52.5
Google and YouTube	28	12.7
YouTube	24	10.9
Social Media	12	5.4
Others	40	18

It is found from the above table that Majority of the students are used Google for learning and it is followed YouTube and Social media.

4.2. Benefit of Technology usage in Education:

In this section, Factor analysis has been performed to find the usage of Technology in Exam Preparation and Career Planning.

Table 4.1.1 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.857
Bartlett's Test of Sphericity	Approx. Chi-Square	636.530
	Df	55
	Sig.	.000

From the above table, it is found that KMO measure of sampling adequacy is 0.857, Bartlett’s test of Sphericity with approximate Chi-square value is 636.5 is statistically significant at 5% level. This shows that sample size is adequate to group the variable of Technology in Exam Preparation and Career Planning.

Table No. 4.2 Total Variance Explained for Usage of Technology in Exam Preparation and Career Planning

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	2.972	27.014	27.014
2	2.447	22.245	49.259

From the above table it is noted that two components are extracted from out of 11 Components. The first component explains 27.014 % of total variance and second component explains 22.245% of Total variance.

Table 4.1.3 Rotated Component Matrix^a

Rotated Component Matrix ^a		
	Component	
	1	2
It improves the standard in preparation of exam notes		.647
It keeps updating to the competitive world		
It saves time in preparation of notes		.739
It helps to secure high marks in exams		.764
It reduces preparation cost	.525	
It helps to cover up missing classes		.658
It has enhanced career plan	.669	
It helps in implementing theoretical knowledge into practice	.791	
It assists to interact more with your class/staffs	.519	
It supports to think out of the box	.737	
It aids to do multitasking	.682	

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

It is observed that, the ICT tools are mostly used to implement theoretical knowledge into Practical ,it supports to think out of box ,Multitasking and enhance the career plan and followed by exam preparation and marks.

4.2. Difficulties faced by the Students on Usage of Technology in Learning:

The weighted Average method has been performed to find the difficulties faced on usage of technology in learning.

Table 4.2.1 Difficulties Faced on Usage of Technology in Learning

Difficulties	W.A	Rank
language barrier in using technology	3.94	1
often get distracted by using technology	3.90	2
difficult to adapt as compared to chalk and board	3.87	3
practical difficulties in accessing technology	3.82	4

From the Above table, it is inferred that the language is the one of the main difficulty in usage of ICT tools in learning and it is followed by the factor "Often Get Distracted while Using Technology".

5. FINDINGS ,SUGGESTIONS AND CONCLUSION

5.1. FINDINGS

- It is found that that Majority of the students are used Google for learning and it is followed YouTube and Social media.
- It is found that, the ICT tools are mostly used to implement theoretical knowledge into Practical ,it supports students to think out of box ,Multitasking and enhance the career plan and followed by exam preparation and marks.
- it is found that the language is the one of the main difficulty in usage of ICT tools in learning and it is followed by the factor "Often Get Distracted while Using Technology".

5.2. SUGGESTIONS

In this study, it is found that the students were get distracted while using technology for learning. It is suggested that even though ICT tools are more effective in students learning, they have to use the tools in proper way.

5.3. CONCLUSION

From this study , it can be concluded that the frequently used ICT tools are Google and YouTube. And also it is concluded that the technology used to develop the cognitive skills among students which include practical knowledge, multitasking and career plan followed by their exam preparation and marks.

6. REFERENCES

1. https://en.wikibooks.org/wiki/ICT_in_Education/The_Uses_of_ICTs_in_Education
2. www.infodev.org/articles/impact-icts-learning-achievement

A Study on Consumer Buying Behaviour in select Organised Retail Stores- Triggering the Senses

J. Haripriya

Assistant professor
Ethiraj College for women,
Chennai, Tamil Nadu, India.

ABSTRACT: *In the era of innovation and creativity, sensual marketing is the paradigm shift from traditional marketing. Sensory Marketing is based on the idea that one is most likely to form, retain and revisit memory when all five senses are engaged. The study presents an interesting and fascinating area for consumer research and this study will attempt to provide a deeper understanding of the interaction between consumers buying behaviour and in-store stimuli with respect to Sensory marketing activities. It was proved that visual characteristics of an establishment and product may have an influence on customer's behaviour within the retail environment. A display in a shop window and the interior design are the first encounter of a customer with a product or a brand, and therefore, the display should include all the attributes and strengths of the company. When the sensory experience is maximized, the store atmosphere creates a compelling experience that consumers will want to repeat through repeated visits. Therefore, it can be concluded that adequate visual manipulation is important for business and marketing activities.*

Keywords: *Sensory Marketing, Five Senses, Consumer Behaviour, Emotion, Sensory Experience*

1. Introduction

Sensory elements are the latest fashion found in every corporate wardrobe suppressing the four P's of marketing to develop strategic positioning and communication. Surprisingly, only a handful of them are using complete sensory marketing. The question is why? Thus, the formulation of the research problem will be done in respecting the general problem which is "how the Retail industry can use sensory marketing as a promotional advantage?" The new type of emotional branding via sensory marketing has been embraced by the vast majority of companies. They now seek not only to build relationships with their customers but to involve them by appealing to their senses. Sensory Marketing: "The purposeful design and deployment of the interaction between the senses in order to stimulate a consumer's relationship with a brand; and to foster a lasting emotional connection that optimizes purchasing and brand loyalty" (Kahn Consulting, 2007). In order to overwhelm customers beyond mere features and benefits, there is an urgent need to engage customers through a more effective strategy.

REVIEW OF LITERATURE

A study based on senses done by Sonali Banerjee, Sunetra Saha (2012), in their article "Impulse Buying Behaviour in Retail Stores -Triggering the Senses" discovers what triggers impulse buying and how does sensory marketing aid impulse buying behaviour. Impulse buying is defined as an unplanned, on the spot purchase triggered by stimulus. The objective of the study is to evaluate the stimuli that trigger impulse buying and to examine the effect of sensory cues in impulse buying behaviour. It is a descriptive research with a sample size of 100, using random sampling technique. Questionnaires were distributed to the customers going to retail stores in a region of Delhi. The tools used for the study are frequency analysis, rating analysis, chi square, and factor analysis. It was found that "Sight" was the most important in influencing the buying behaviour of consumers

A study based on the senses which influence the decision of the customer is done by M. Grzybowska-Brzezińska, A. Rudzewicz, A. Kowalkowski (2013) in their article "Sensory Marketing And Customers' Decisions on the Food Market", it explores the functions of the recipient senses such as sight, hearing, taste and touch, in fulfilling the purchasing process. The principal focus of this research was to present the influence of the sensory marketing tools on buyers' behaviour on the food market. The sense of hearing was not used when evaluating food products although they indicate music is an important factor in creating the attractive atmosphere of the place. In this research the attempt was made to prove how important the decor is when choosing the retailer. The decor of the shop, and especially light, is the most important factor in the opinion of the majority of the respondents as it creates a friendly atmosphere.

RESEARCH METHODOLOGY

The present study is a descriptive and quantitative study. The data was collected using Questionnaire method. The period of the study was August 2017 to August 2018.

OBJECTIVES OF THE STUDY:

- To find out various stimuli (environment cues) that trigger consumer buying behaviour
- To identify the most effective Sensory cues used in the process of decision-making when purchasing a product in an organised retail store.

SAMPLE DESIGN:

The survey was based on primary data collected through a questionnaire administered to the consumers. A sample of 240 retail customers were surveyed taking 80 sample units with different socioeconomic background from each store format of randomly selected three organised retail stores in Chennai namely Big Bazaar in Express Avenue, Star Bazaar in Ampa Skywalk Mall and Spar in Forum Vijaya Mall. There was a 94% response rate. The sample was selected using Convenience Sampling Technique. The data collected through the questionnaire was tested for reliability using Cronbach Alpha test of reliability. The test was done on SPSS 21.0 software. The Alpha value was 0.802 which implies that the questionnaire was reliable and will yield consistent results across samples and time.

DATA COLLECTION:

The study is based on primary and secondary data. The questionnaire consisted of close-ended questions and was divided into two parts. The first part contained twenty-five self-structured questions which was designed on one dependent variable i.e. consumer behaviour and five independent variables i.e. vision, sound, smell, touch and taste. Each independent variable comprised of five questions designed to measure those variable items such as Layout, Information rate, merchandise evaluation, lighting, colour, signs and symbols etc. Responses were recorded using five-point Likert scale with choice options of strongly disagree=1 to strongly agree=5. The second part contained questions assessing Demographic and personal details like age, gender, educational qualification and other socio-demographic information of the respondents.

TOOLS FOR INTERPRETATION: The analysis was done on SPSS 21.0 software. Various tools used for analysis were Percentage analysis, Reliability analysis, Descriptive statistical Analysis, Chi-square.

ANALYSIS AND INTERPRETATION

Sensory Marketing is based on the idea that one is most likely to form, retain and revisit memory when all five senses are engaged. This part deals with finding the most effective sense among the five senses and the highly preferred factor among each sense separately of vision, sound, smell, taste and touch which is measured using Central Tendency (Mean), Dispersion (standard deviation) and coefficient of variance.

SENSE OF VISION:

Sight or Vision is the capability of the eyes to focus and detect images. Sight contributes to increasing the brand awareness and creating its image by means of visualizations.

TABLE-3.2 SENSE OF VISION

S.NO	FACTORS	MEAN	S.D	C.V%
1.	Layout of the store	4.68	0.68	15
2.	Information Rate	4.66	0.64	14
3.	Merchandise evaluation	4.63	0.71	15
4.	Lighting and Colour	4.81	0.50	10
5.	Signs and symbols	4.59	0.71	15
	OVERALL SCORE	4.67	0.65	13.8

Inference:

The above table shows the Mean, Standard Deviation and coefficient of variation for each item under Sense of Vision, the mean is found to be highest for the Lighting and Colour at 4.81 and a corresponding lowest coefficient of variation of 10%, followed by the 'Layout of the store' with second highest mean of 4.68 and a corresponding coefficient of variation of 15%, finally the 'Signs and symbols' has a lowest mean of 4.59 and a corresponding highest coefficient of variation of 15%. Thus the respondent makes his first impression within 90 seconds on the initial viewing and between 62%-92% of that impression is based on colour alone say studies. Supermarkets preferred bright light to soft light, perhaps, due to the fact that bright light enhanced chances of clear merchandize view Signs and symbols has a lowest mean of 4.59 because people observe that most of the screens are actually placed at the exit of the outlet, so it becomes too late because the purchase has already been made.

SENSE OF SOUND:

Hearing or Audition is the sense of sound perception. Hearing is all about Vibration that travel through the air or another medium and can be heard when they reach a person's ear.

TABLE-3.3SENSE OF SOUND

S.NO	FACTORS	MEAN	S.D	C.V%
1.	Music enhance shopping attitude.	3.73	1.10	30
2.	Type of Background Music	4.41	0.76	17
3.	Customer attention and Revisit	3.58	1.27	36
4.	Money spending and Consumption	3.68	1.12	30
5.	Length of stay	4.12	0.83	20
	OVERALL SCORE	3.90	1.02	26.6

Inference:

The above table shows the Mean, Standard Deviation and coefficient of variation for each item under Sense of Sound, the mean of 'Type of Background Music' is found to be highest at 4.41 and a corresponding lowest coefficient of variation of 17%, followed by the 'Length of stay' with second highest mean of 4.12 and a corresponding coefficient of variation of 20%, finally the factor 'Customer attention and revisit' has a lowest mean of 3.58 and a corresponding highest coefficient of variation of 36%. Thus the results indicate that Soft tones are characteristic of welcoming mood, as the nature of music is neither irritative nor harsh. 'Customer attention and Revisit' has the lowest mean because behaviour of every shopper of retail markets cannot be expected to return again based on the background music played in the supermarkets.

SENSE OF SMELL:

Sense of smell reaches the brain directly and much faster than any other sense. Human organism reacts to these senses promptly and unconsciously..

TABLE-3.4SENSE OF SMELL

S.NO	FACTORS	MEAN	S.D	C.V%
1.	Customer's emotional response	3.34	1.13	34
2.	Evaluation of the Product	3.08	1.19	39
3.	Duration of Stay	3.22	0.98	31
4.	Money spending	3.00	1.13	38
5.	Revisiting the store	3.21	1.12	35
	OVERALL SCORE	3.17	1.11	35.4

Inference:

The above table shows the Mean, Standard Deviation and coefficient of variation for each item under sense of scent, the mean of Customer's emotional response is found to be highest at 3.34 and a corresponding low coefficient of variation of 34%, followed by Duration of stay with second highest mean of 3.22 and a corresponding coefficient of variation of 31%, finally the factor 'Money spending.' has a lowest mean of 3.00 and a corresponding highest coefficient of variation of 38%. Thus the results indicate that the sense of smell

is very close to one's emotions and behaviour and it has great influence on one's behaviour .From the mean scores, 'Duration of stay' is low compared to other scores; this means that the scent in supermarket stores did not influence customers to spend more money in the store.

SENSE OF TOUCH:

Touch is a perception resulting from activation of neural receptors, generally in the skin. Touch is an important factor in customers' perception of products and their quality, especially in case of buying food products when the decision is often based on the physical contact with the product

TABLE-3.5SENSE OF TOUCH

S.NO	FACTORS	MEAN	S.D	C.V %
1.	Customer perception	4.53	0.60	13
2.	Product Evaluation	4.57	0.70	15
3.	Familiarity with the store.	4.50	0.66	15
4.	Comfortable ground (Floor)	4.47	0.72	16
5.	Temperature	4.51	0.68	15
	OVERALL SCORE	4.51	0.67	14.8

Inference:

The above table shows the Mean, Standard Deviation and coefficient of variation for each item under sense of scent, the mean of 'Product Evaluation' is found to be highest at 4.57 and a corresponding lowest coefficient of variation of 15%, followed by 'Customer perception' with second highest mean of 4.53 and corresponding coefficient of variation of 13% finally the 'Comfortable ground (Floor)' has a lowest mean of 4.47 and a corresponding highest coefficient of variation of 16%.Thus the results indicate that Sense of Touch is an important aspect for product evaluation. Customers have a preference for the products in stores they are allowed to touch. This means that if sensory stimuli make customers closer to products, he/she will probably touch it.Comfortable Ground has lowest mean because the people might not purchase a product based on the Floor's texture.

SENSE OF TASTE:

Taste is perceived through taste buds concentrated on the tongue Taste buds recognize four basic tastes: sweetness, saltiness, sourness and bitterness.

TABLE-3.6SENSE OF TASTE

S.NO	FACTORS	MEAN	S.D	C.V %
1.	Trying food offerings	2.50	1.08	43
2.	Impact on the purchase	2.81	1.30	46
3.	Customer Buying Experience.	3.02	1.33	44
4.	Increase in Product consumption	3.12	1.36	47
5.	Purchase renewal	2.80	1.14	41
	OVERALL MEAN	2.85	1.24	44.2

Inference:

The above table shows the mean of 'Increase in Product consumption'is found to be highest at 3.12 with a corresponding coefficient of variation of 47%, followed by 'Customer Buying Experience' with second highest mean of 3.02 with a corresponding coefficient of variation of 44% finally the factor "Trying food offerings' has a lowest mean 2.50 with a corresponding coefficient of variation of 43%. Thus Food offering, in supermarket for example, improve buying experience, and has a real impact on the sales" because customers are coming to buy food more than planned supporting to the results of this study.

TABLE 3.7 MEAN SCORES OF OVERALL SENSES

S.NO	FACTORS	MEAN	S.D	C.V%	RANK
1.	Sense of Vision	4.67	0.65	13.8	1
2.	Sense of Sound	3.90	1.02	26.6	3
3.	Sense of Smell	3.17	1.11	35.4	4
4.	Sense of Touch	4.15	0.67	14.8	2
5.	Sense of Taste	2.85	1.24	44.2	5

Inference:

From the above table it is seen that the overall mean scores of all the senses and is ranked accordingly. Based on the scores Sense of Vision is ranked first with a highest mean at 4.67 and a corresponding lowest coefficient of variation 13.8 which shows that consumers, without access to other information, positively or negatively, are affected by the sight stimuli and in addition to being attracted by them, they show emotional response. Followed by Vision, Sense of Touch is ranked second with an overall mean at 4.15 which shows that respondents show importance to the touch sense. Sound has long been recognized as an important driver of positive effects on mood, preferences and consumer behaviour. The sense of Smell is ranked fourth because the retail market customers did not consider secondary factors like scent in maintaining customer loyalty. Regarding the Sense of Taste it is important to consider the type of sector, if it is a restaurant then the Taste Sense plays a major role in influencing the food provided. So in the retail sector sense of taste has a less impact when compared to the other senses.

CONCLUSION:

The competitive environment and growing expectations of customers force the companies to search for new methods and tools of customers' value creation. The principles and models of traditional marketing became insufficient and they should be completed by new solutions. To attract customers and affect their behaviours, companies can use some experimental solutions proposed by sensory marketing. The study presents an interesting and fascinating area for consumer research and this study will attempt to provide a deeper understanding of the interaction between consumers buying behaviour and in-store stimuli with respect to Sensory marketing activities. It was proved that visual characteristics of an establishment and product may have an influence on customer's behaviour within the retail environment. A display in a shop window and the interior design are the first encounter of a customer with a product or a brand, and therefore, the display should include all the attributes and strengths of the company. Therefore, it can be concluded that adequate visual manipulation is important for business and marketing activities. Sensory marketing influences the buyer's behaviour in the market, making the purchasing process more interesting and creating positive and long-lasting relations between the customer and the product or a customer with a shopping venue.

REFERENCES:

1. Baker J., Parasuramen, A., Grewal D. and Voss G. B., (2002). The influence of multiple store environment cues on perceived merchandise value and patronage Intentions. *Journal of Marketing*, 66(2), 120-141.
2. Sonali Banerjee, Sunetra Saha (2012). "Impulse Buying Behaviour in Retail Stores -Triggering the Senses" *Journal of Marketing Management*, 1(4):102-108 July, 2009
3. M. Grzybowska-Brzezińska, A. Rudzewicz, A. Kowalkowski (2013). "Sensory Marketing And Customers' Decisions on the Food Market" *Journal of Consumer Research*, 22 (3): 305-313

A Study on Consumer's Perception on the Reliability of Social Media towards Branding

K. Vijayalakshmi¹ and Dr. D. Ayub Khan Dawood²

¹Assistant Professor, PG & Research Department of Commerce, Shri SS Shasun Jain College for Women,
Chennai, India

²Associate Professor, PG & Research Department of Commerce, Quaide Milleth College for Men,
Medavakkam, Chennai, India

ABSTRACT: *The Social media has transformed the concept of a brand. They have forced companies to change they create awareness about their products or services. In the present scenario where decisions are strongly affected by the public opinion in the social media, a brand has to be transparent in their approach to the consumers. The study attempts to find out the reliability of social media in selecting their brand. Social media has emerged as a extensive platform where people are free to express their views, opinions, suggestions about the products and services. It gives valuable and reliable inputs to the companies directly from the consumers giving no way to intermediaries. In spite of companies spending crores of money in experimenting various marketing strategies the brands could not diagnose the mindset of the consumers. Social media proves to be the most effective medium for the development and improvisation of the products and services by the companies. Brands used other channels of media in the form of printed ads or commercials. Social media being challenged to be more honest. Consumers trust on the brands supported by social media. The consumers are influenced by the likes and comments given by the people. The study tries to find out the most preferred products among the social media users.*

Keywords: Social Media, Branding, Marketing

1. Introduction

Marketing is an inevitable process of reaching the product to the customer. Today most of the companies are spending lakhs and lakhs of money in creating their marketing strategies and establishing their brands in the minds of the people. Most of the marketers use the contemporary methods of advertising such as print media, audio media, and audio visual media to advertise their products and services. In today's scenario, yet another strong and effective media has emerged during the recent decade – the social media. The social media such as facebook, twitter, instagram, you tube etc., is considered to be an innovative platform in the marketing field. All the contemporary methods of marketing are only one way communication but the social media is a two way communication channel. That is the viewers give instant feedback on the brands advertised through social media. Social media has transformed the concept of a brand. In the present context, where decisions are strongly affected by the public opinion in the social media, a brand has to be transparent in their approach to the consumers. Brands are now much more connected to people and their audiences and they are compelled to offer something which the people really prefer.

Objectives of the Study:

1. To find out the most reliable social media among the consumers in brand selection.
2. To study the most significant factor which induces to trust social media in brand selection among the consumers.
3. To find out the most maximum time spent by the consumers in social media.

Limitation of the study:

The samples considered for the study is limited to Chennai city only. Therefore the results may vary if the same study is conducted using samples from different geographical areas. Since the perception of the respondents may vary according to the lifestyle of the people in various regions.

2. REVIEW OF LITERATURE

Tomi Jokinen 2016 Branding in Social Media and the Impact of Social Media on Brand Image has examined how social media can be used for branding purposes The results indicated that the significance of social

media for branding and its brand image is equivalent to those of traditional media and the differences depended on the targeted segment of consumers.

Nikunj Kumar Jain, 2017, Examined consumer-brand relationship on social media Findings of the study revealed that brand trust partially mediated between the involvement and commitment variables of customer-brand relationships, and brand loyalty and word of mouth. The link between satisfaction variable of customer-brand relationships, and brand loyalty and word of mouth via brand trust was found insignificant.

As'ad, H. Abu-Rumman, 2014, The Impact of Social Media Marketing on Brand Equity: An Empirical Study on Mobile Service Providers in Jordan the results showed that there is a statistically significant impact of the dimensions of social media marketing on the brand equity for the Jordanian mobile service providers and after performing a stepwise regression the results showed that the Accessibility and Credibility affects the brand equity

Syed Zeeshan Zahoor, et al., 2016, Impact of social media marketing on brand equity, study the impact of social media marketing on brand equity and develop a framework for its descriptive understanding. The framework presented various components linking social media marketing and brand equity for conceptual model.

Madhusmita Choudhry, 2016, leveraging branding through social media: a study on marketing professionals Social media helps in enhance brand image of the products for companies, gives millage to top brand products & creates word of mouth for companies.

3. RESEARCH METHODOLOGY

The data necessary for the research is obtained from primary source. A structured questionnaire is framed based on the objectives and it is circulated to the respondents through google forms. Sampling is done through random sampling method. 110 responses were obtained out of which 100 responses were considered valid.

4. ANALYSIS AND INTEPRETATIONS

Data analysis and interpretation is considered to be very important step and in the process of research. The data analysis for the present research was done quantitatively with the help both descriptive and inferential statistics.

4.1 TABLE SHOWING THE GENDER OF THE RESPONDENTS

Gender	Frequency	Percent
Male	26	26.3
Female	73	73.7
Total	99	100.0

From the above table it is noted that maximum of 73.7% are female respondents 26.3% of the respondents are male.

4.2 TABLE SHOWING THE AGE CLASS OF THE RESPONDENTS

Age class	Frequency	Percent
0 - 20 years	34	34.3
20 - 40 years	58	58.6
Above 40 years	7	7.1
Total	99	100

From the above table it is noted that maximum respondents belong to the age group of 20 - 40 years, followed by below 20 years.

4.3 TABLE SHOWING THE TIME SPENT IN SOCIAL MEDIA BY THE REpondENTS

Time spent per day	Frequency	Percent
< 1 HOUR	27	27.3
1 - 2 HRS	28	28.3
2 - 3 HRS	22	22.2
MORE THAN 3 HRS	22	22.2
Total	99	100.0

The above table shows the time spent by the respondents in social media. It is noted that maximum of the respondents spent 1 – 2 hours in the social media followed by less than 1 hour.

Factor Analysis:

4.4 TABLE SHOWING KMO AND BARLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.830
Bartlett's Test of Sphericity	Approx. Chi-Square	311.266
	Df	28
	Sig.	.000

From the above table, it is found that KMO measure of sampling adequacy is 0.830, Bartlett's Test of Sphericity with approximate chi-square value 311.266 are statistically significant at 5% level. This shows that the sample size is adequate to group the variables into meaningful factors.

4.5 TABLE SHOWING TOTAL VARIANCE EXPLAINED FOR FACTORS THAT INDUCES TRUST ON SOCIAL MEDIA IN BRAND SELECTION

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.832	47.906	47.906	3.318	41.469	41.469
2	1.497	18.713	66.619	2.012	25.150	66.619
3	.805	10.065	76.684			
4	.482	6.019	82.703			
5	.406	5.077	87.780			
6	.366	4.581	92.361			
7	.317	3.961	96.322			
8	.294	3.678	100.000			

From the above table, 8 variables are reduced to 2 factors with total cumulative variance 66.62%. The first component possess 41.469% as individual variance and the second component possess 25.150% as individual variance. The variable loading in each factor can be obtained from the rotated matrix.

4.6 Rotated Component Matrix^a

Factors Influencing to trust social media for brand selection	Component	
	1	2
Brand Popularity	.688	
Loyalty	.836	
Quality of Product	.876	
Brand Visibility	.830	
Clear Demo on product description	.722	
Affordable Price		.851
Life Time of the product		.710
Exploring New Brands		.802
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

From The above table, component 1 named as the brand reliability and product information shows a maximum percentage of variance (41.469%). Brand reliability, includes quality of product, brand loyalty, brand popularity, and Product information includes brand visibility and clear demo of product description. Component 2 named as cost and brand sustainability shows a variance percentage (25.150%). Cost includes affordable price and brand sustainability includes life time of the product and exploring new brands.

Test Statistics^a

N	99
Chi-Square	126.180
Df	5
Asymp. Sig.	.000

From the above table it is inferred that there is a significant difference among the mean rank of the most frequently used social media among the consumers.

4.7 TABLE SHOWING THE MEAN RANK OF THE MOST RELIABLE SOCIAL MEDIA IN CHOOSING THE BRAND OF PRODUCT

Social Media	Mean Rank	Rank
Facebook	2.36	1
Twitter	3.05	2
Youtube	3.08	3
Instagram	3.24	4
Snapchat	4.34	5
Others	4.92	6

From the above table it is inferred that facebook is the most reliable social media among the consumers in choosing the brand. Twitter is ranked second. Youtube is ranked third.

5. FINDINGS & SUGGESTION

From the study it is found that Brand reliability including quality of product, brand loyalty and brand popularity and product information which includes brand visibility and clear demo of product description are the most influencing factor among the social media consumers which induces brand trust. From the study it is inferred that facebook is the most reliable social media among the consumers in choosing the brand. Twitter is ranked second. Youtube is ranked third.

Maximum of the respondents are female, Maximum of the respondents belong to the age group of 20 -40 years. Maximum of the respondents spend 1 – 2 hours in a day in social media.

6. CONCLUSION

Social media has emerged as a new opportunity for the start ups as well as big companies to popularize their product or services among the consumers. It is also the cheapest form of marketing therefore it gives a wide opportunity to the new entrepreneurs to establish their business. If they are able make their brand reach the consumers in the right sense, they themselves will spread the message to other consumers by viewing the post, liking and sharing the posts. Social media is considered to be an innovative method of marketing because the feedback comes spontaneously from the consumers. This enables the marketers and entrepreneurs to improvise their products and services very quickly. Therefore social media is a boon to the marketing industry.

7. BIBLIOGRAPHY

1. https://www.theseus.fi/bitstream/handle/10024/105658/Jokinen_Tomi.pdf?sequence=1
2. <https://www.emeraldinsight.com/doi/abs/10.1108/MIP-05-2017-0088>
3. https://sibresearch.org/uploads/2/7/9/9/2799227/riber_k14-167_315-326.pdf
4. <http://www.journalcra.com/article/impact-social-media-marketing-brand-equity>
5. <https://buffer.com/library/choosing-social-media-tool>
6. www.researchgate.com
7. <https://www.emeraldinsight.com/>

A Study on Digital Content and Learning Technologies in Schools with special reference to Schools in Chennai

Dr. V. Mary Diana¹ and G. Swathi²

¹Assistant Professor, Department Of Commerce (Honours), .Shri. Shankarlal SundarbaiShasun Jain College for Women, Chennai, India.

²III B.Com, Department Of Commerce (Honours), .Shri. Shankarlal SundarbaiShasun Jain College for Women, Chennai, India.

ABSTRACT: Education is one of the better ways to alleviate Poverty. Productive Education using effective technologies is to support and enhance the experience of learning among students. Average Annual HDI growth in India for the period 1990-2017 is 1.5%. The main Objectives of the Study are (i) To examine the challenges and issues of Technology Enabled Education, (ii) To study the Digital Content and learning technologies in Schools in Chennai, (iii) To analyze the interaction of technology, Learning and Teaching among School Children (iv) To give an analytical approach towards the Impact of Technology based education among School Children in Chennai. Statistical tools like Chi – Square Test, Multiple Regression Analysis, F-test, will be used to test the Hypothesis and to fulfill the Study.

Keywords: Flipped Class, Google Class room, Teaching Methodology

1. Introduction

Education leads to the development of Economy, which enables individual to make decisions with greater freedom that empowers their lives. As Education is holistic technology needs to be functional. Trends in technology will help an individual to develop his intellectual and technical skill. This trend has opened up immense possibilities for creating access to education as Social environment; competitive learning, carrier information and counseling are important parts of an education system. The nature of technology enabled education and training in developing countries offers good opportunities to face this competitive world.

1.1 OBJECTIVES OF THE STUDY

- (i) To examine the challenges and issues of Technology Enabled Education,
- (ii) To study the Digital Content and learning technologies in Schools in Chennai,
- (iii) To analyze the interaction of technology, Learning and Teaching among School Children
- (iv) To give an analytical approach towards the Impact of Technology based education among School Children in Chennai

1.2 METHODOLOGY OF THE STUDY

The study involves both Primary and Secondary Data. The source material for secondary data is collected from Books, Journal, Magazine and Internet. Primary Data is collected by distributing Questionnaire to Public and Private Schools in Chennai. The present study is focused on two aspects (i) Usage of Digital content and Learning Technologies in School (ii) Impact of Technology enabled Education among students. Target group are school children of 10th std from Government and Private Schools. Study is based on Random Sampling. The Sample size is restricted to 200. Study is confined to in and around Chennai.

1.3 HYPOTHESES OF THE STUDY

- (i) There is no association between the awareness level of technology with respect to the schools of the respondents
- (ii) There is no strong influence of Independent Variables (Infra Structure Provided by School, Socio Economic Status of the Student, and Teacher Involvement in Technology Enabled Education) on Dependent Variable Usage of Technology in Education.
- (iii) There is no significant relationship between Satisfaction Level of Teaching Methodology with respect to the Schools. (Government School, Private School)

2 REVIEW OF LITERATURE

Kayalar (2016) asserted that education must now place more importance on students' personalized learning, rather than on teaching and that students can and should benefit from an education combined with modern technology.

Keppler (2014) expanded upon this same view of the necessity of technology in schools by stating that even the, "students desire a technology-rich learning environment, [one] which provides them opportunities to explore, learn, and take responsibility for their progress"

Roworth, (2012) Amid the growing trend of computers in the classroom, various justifications for their use have been made, some of which include increasing students' technological proficiency, improving academic performance, focusing on student-centered activities, allowing for use in and outside of the classroom, promoting collaborative learning, and preparing students for life after their K-12 education William (2002), provided a literature review study on the use of internet based technologies in education concentrating on key issues and existing problem when transferring courses to an electronic environment.

3 CHALLENGES AND ISSUES OF TECHNOLOGY ENABLED EDUCATION

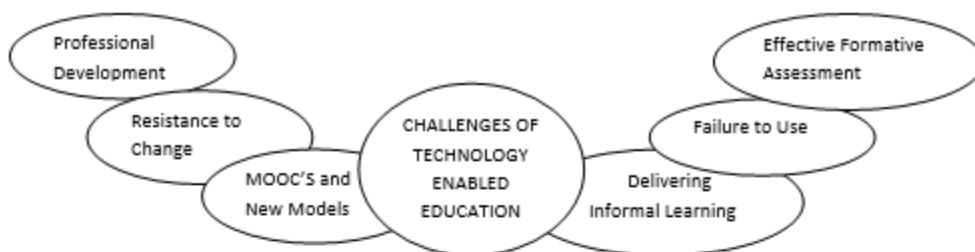
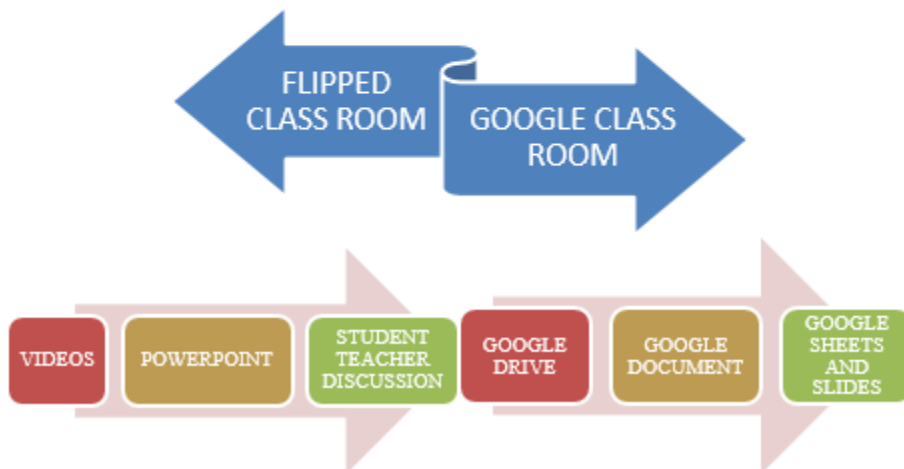


CHART 1.1

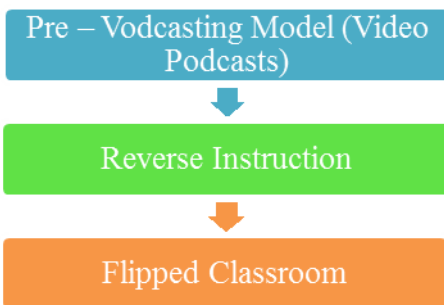
TECHNOLOGY ENABLED EDUCATION



3.1 FLIPPED CLASSROOM

A Flipped classroom is an instructional strategy and a type of blended learning that reverses the traditional learning environment by delivering instructional content outside the classroom. It moves activities, including those that may have traditional learning.

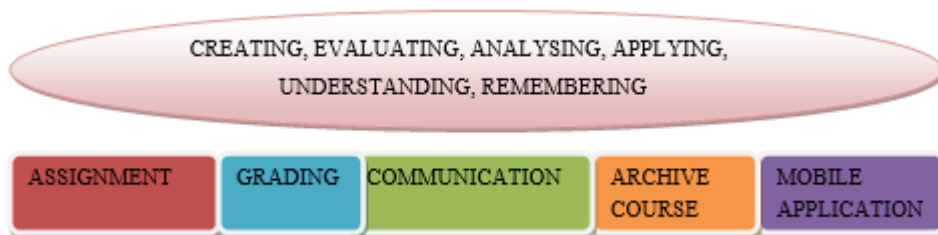
Dan Recaz founded Flipped Classroom in the year 2007.



3.2 GOOGLE CLASSROOM

Google Classroom was announced on May 6, 2014. It was released on August 12, 2014. On August 7,2018 Google announced a classroom, adding a class work section, improving the grading interface, allowing reuse of class work from other classes and adding features for teachers to organize content by syllabus.

3.3 FEATURES OF GOOGLE CLASS ROOM



4.1 ANALYSIS AND DATA INTERPRETATION

4.1.1 Table Showing The Awareness Level Of Technology Enabled Education Among Respondents

School of the Respondents	Awareness level of Technology enabled Education among respondents		Total
	Aware	Not Aware	
Government School	30	70	100
Private Schools	80	20	100
Total	110	90	200

Source: Primary Data

Interpretation: From the above table it is clear that Majority of the students from the Private school are aware of the Technology enabled education. Government Schools should focus on technology so that it will be productive for the students to meet the challenges in this competitive world.

4.1.2 Classification Of Teaching Methodology Preferred By The Students

School of the Respondents	Mention the teaching methodology you prefer		Total
	Traditional Learning	Technology Enabled Learning	
Government School	85	15	100
Private Schools	61	39	100
Total	146	54	200

Source: Primary Data

Interpretation: Majority of the children from both the schools still prefer Traditional teaching than Technology enabled education. This is because of their regular practice of Traditional teaching. Schools

should concentrate and focus on Technology based education which will enhance their intellectual Knowledge.

4.2 APPLICATIONS OF STATISTICAL TOOLS

Chi-Square, Multiple Regression and Friedman Test are used to test the hypotheses and to fulfill the Objectives of the study.

HYPOTHESIS I

COMPARISON OF AWARENESS LEVEL WITH THE SCHOOLS OF THE STUDENTS USING CHISQUARE

H₀ : There is no association between the awareness level of technology with respect to the schools of the respondents.

H₁ : There an association between the awareness level of technology with respect to the schools of the respondents.

Table 4.2.1 Chi-Square Test

Awareness Level with Schools of the students	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	50.505 ^a	1	.000
Likelihood Ratio	53.002	1	.000
Linear-by-Linear Association	50.253	1	.000
N of Valid Cases	200		

Source: Computed Data

Interpretation: Test result indicates that the calculated Pearson Chi-square value is statistically significant at 5 per cent level and thus the null hypothesis is rejected. This suggests that the level of awareness of the Students regarding Technology enabled education varies significantly according to their School.

HYPOTHESIS II

MULTIPLE REGRESSION

$$Y = \beta_1 X + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu_i$$

Y = Usage of Technology, X₂ = Infra Structure Provided by the School, X₃ = Teachers Involvement in Technology based Education, X₄ = Socio Economic Status of the Students . Test of normality is used to test the normal distribution of the variables, only if the variables are normally distributed, the model will fit. To test the normality the researcher has used Statistics of Kolmogorov and Shapirov.

Ho: Independent variables are not normally distributed

H1:Independent variables are normally distributed

Table 4.2.2 Test Of Normality

	Kolmogorov - Smirnov			Shapiro - Wilk		
	Statistics	Df	Sig	Statistics	df	Sig
Independent Variables	.924	200	.000	.800	200	.000

Source: Computed Data

Since the value is significant at 5 per cent significance level, null hypothesis is rejected, hence the independent variables are normally distributed

Table 4.2.3 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 ^a	.797	.790	.771

a. Predictors: (Constant), , Infra structure provided, Involvement of Teacher, Socio Economic Status of the child,

b. Dependent Variable: Usage of technology,

Source: Computed Data

An important property of R^2 is that it is a non decreasing function of the number of explanatory variables or regressor present in the model, unless the added variable is perfectly collinear with the other regressor; as the number of regressor increases, R^2 almost invariably increase and never decreases.

Table 4.2.4 Anova^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	115.230	3	38.410	64.608	.000 ^b
	Residual	116.525	196	.595		
	Total	231.755	199			

a. Dependent Variable: Usage of Tecnology,

b. Predictors: (Constant), Infra Structure Provided, Involvement of Teacher, Socio economic Status,

Source: Computed Data

Since F test is significant at 5 per cent significance level, it is understood that Predictors of the sample respondents has an influence on the Usage of Technology in Education

Table 4.2.5 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.377	.251		-1.503	.134
	Infra Structure Provided	.695	.053	.691	13.137	.000
	Involvement of Teacher	.053	.051	-.054	-1.037	.301
	Socio economic Status of the respondent	.043	.054	-.042	-.780	.436

A. Dependent Variable: Usage of Technology,

Source: Computed Data

Hence model is significant at 5% , the β value of Infra structure provided by the schools (.695), Involvement of the Teacher (0.53) Socio economic Status of the respondents (.043) were greater than the table value since the calculated value is greater than the table value the so null hypothesis is rejected alternative hypothesis accepted. The results indicated that all the independent variables have strong influence on dependent variables at 5 per cent significance. The Infrastructure provided by the School would facilitate the students to make use of it enhance their academic performance.

HYPOTHESIS III

COMPARISON OF SATISFACTION LEVEL OF TEACHING METHODOLGY WITH SCHOOLS USING ANOVA

H_0 : There is no significant relationship between the Satisfaction level of teaching methodology with respect to the schools of the respondents.

H_1 : There is significant relationship between the Satisfaction level of teaching methodology with respect to the schools of the respondents

Table 4.2.6 Anova Table

School of the Respondents	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.490	3	1.830	8.059	.000
Within Groups	44.510	196	.227		
Total	50.000	199			

Source: Computed Data

Interpretation: Since F test is significant at 5 per cent significance level, it is proved that There is significant relationship between the Satisfaction level of teaching methodology with respect to the schools of the respondents

FRIEDMEN TEST FOR RANKING THE SATISFACTION LEVEL IN TEACHING METHODOLOGY

Table 4.2.7 Descriptive Statistics

	N	Mean	Std. Deviation	Ranks	
Satisfaction Level on Lecture with Text book	200	1.59	1.009	Satisfactory Variables	Mean Rank
Satisfaction on Talk and Board	200	4.12	.970	Satisfaction Level on Lecture with Text book	1.71
Satisfaction on Chalk and Board	200	4.13	1.299	Satisfaction on Talk and Board	3.93
Satisfaction on Flipped Class	200	2.67	1.346	Satisfaction on Chalk and Board	4.11
Satisfaction on Google Class room	200	2.19	1.014	Satisfaction on Flipped Class	2.82
				Satisfaction on Google Class room	2.44

Source: Computed Data

Interpretation:

Friedman test predicts that Students are more satisfied with Chalk and Board with Mean rank (4.11), then Talk and Board with Mean Rank (3.93), Flipped Class (2.82), Google Class room with Mean Rank (2.44) and Last rank for Lecture with Text Book. The reason behind it is they are not much aware of Technology enabled education, it is not in regular practice, Infra structure of the school is not technologically equipped and finally the School of the Children influence the Technological enabled education

5. CONCLUSION:

Today, it is evident that rate of Information technology is growing almost in every part of our Life. Technological progress is the extent of quality and holistic education. The digital resource development should be turned into Quality certified programmes. The government of India uses the technological resources to make Higher education accessible to all the deserving students. It has launched National Mission on Education through Information and Communication Technology (NMEICT) IN 2009 to provide opportunity for all the teachers and experts to group their knowledge for the benefit of every individual. This Mission acts as a balance between content generation and research in critical areas relating to imparting of education and connectivity for integrating our knowledge. It is the schools where children should be educated technologically which turn will be extended in Colleges.

6 SUGGESTIONS OF THE STUDY

1. Awareness level of Technology enabled education should be created among Students, especially in Government Schools
2. Regularity in Flipped and Google Classroom should be implemented in Schools
3. Involvement of Teacher in educating the students with enhancement of technology is required.

REFERENCES

1. Sell RG, Cornelius-White J, ChangC-W, McLean A, Roworth WR. A meta synthesis of reserach on 1:1 technology initiatives in K-12 education. Missouri State University, Institute for School Improvement. Springfield, MO: Ozarks Educational Research Initiative, 2012.
2. Keppler M, Weiler SC, Maas D. Focused ubiquity: A purposeful approach to providing students with laptops. Educational Technology & Society. 2014; 17(4):278-288.
3. www.technologyenablededucationinschools.com

A Study on how Omni Channel Marketing influences Consumer Purchase Behaviour

Annapoorni M¹ and Desi Priya V²

¹Associate Professor, Department of Commerce, Ethiraj College for Women, Chennai, India.

²Research Scholar, Department of Commerce, Ethiraj College for Women, Chennai, India.

ABSTRACT: *The concept of Omni-channel is the latest shift in retail, driven by new technological advancements and changes in consumer behavior. Omni-channel marketing is a multi-channel approach to sales that seeks to provide customers with a seamless shopping experience, whether they are shopping online from a desktop or mobile device, by telephone, or in a brick-and-mortar store. Consumer purchase path has become increasingly fragmented, as consumers now shop across various online and offline channels to complete a single transaction. This study focuses on how consumers prefer between online and offline channel for purchase and the customer values that leads to customer satisfaction. The objective of the study is to examine shopping habits of the respondents, to examine customer preferences with respect to traditional and online stores, to analyze consumer value dimensions, to analyze the relationship between consumer value dimension and customer satisfaction and to analyze the cause and effect relationship between consumer value dimension and customer satisfaction. This study uses both primary and secondary data to collect the information about Omni-channel purchase behavior of consumers. A structured questionnaire focusing on the customer preference, consumer value dimensions frequency of purchase of both online and offline channels are used.*

Keywords: *Omni-channel, multi-channel, customer preferences, consumer purchase behavior, seamless shopping experience and consumer value dimensions.*

1. Introduction

The world of retailing is shifting from multi-channel to Omni-channel because it is increasingly important to manage customers the right way across different channels. Multi-channel retailing mainly focuses on different channel but Omni-channel focuses mainly on the consumer-brand interaction. The retailing industry is currently facing largest transformation since the emergence of the Internet. The technology is continuing to move forward, the self-indulgent motives associated with shopping only in brick and mortar stores or the online retail marketplace have started to converge. This convergence has caused the traditional customer-buying model to move from linear and discrete to non-linear and continuous. Convenience and accessibility are more personalized to the individual rather than specific to online or brick and mortar consumption. As in-store and online technologies are being unified, channel integration is key to a smooth and seamless consumer experience. Modern consumers are becoming increasingly fastidious; they want to be able to shop anywhere, at any time and from the location of their choice. They demand personalized shopping journeys to suit their needs as they move around and across numerous channels in the online and offline paths. Consumers and retailers are going through a tough and complex situation driven by technology. Now the shopping journey is across multitude of channels from stores to connected devices, everything and all interconnected. Consumers now are more technology savvy and price conscious, on one hand, most consumers own high-end mobile gadgets and on the other hand, they use a lot of online and offline channels which allow them to shop everywhere and anytime. Consumer in-store and online experiences complimented by technology across the entire purchase route. Tablets and smartphones are becoming universal tools for shopping, as it is easier for consumers to access information, compare prices and make purchases in-store or online.

REVIEW OF LITERATURE

Rosa Arnone (2017) conducted a study on The Omni-channel Marketplace: A look at Modern Consumers. The findings of the study were i) no significant difference between online and brick-and-mortar purchases, ii) age was negatively correlated with online and brick-and-mortar purchases and iii) no significant difference between satisfaction level in purchasing online and traditional store. Dilip Lalwani (2016) conducted a study on Young Consumer Online and Offline Channel Purchase Behavior. The findings of the study were young consumer's preferred online channels for information search, offline channels for product acquisition and circular motion for purchase journey. In addition, value dimensions plays an important role in motivating the young consumers in deciding the channel during their purchase journey. August Ejnarsson

(2016) conducted a study on Omni-channel development within the Swedish Fashion Retail Industry. The findings of the study were the overall Omni-channel development is still in the early stages, the retailers are keen to transform but the journey is complex and time consuming. Also regarding the attitudes of the Swedish Retailers towards Omni-channel retailing when it comes to business transformation, organizational influence and adoption of data and analytics, majority of retailers have positive attitude towards all the three areas because if they have to survive in the market they have to adapt to all the technologies, channel integration and consumer purchase behavior. Anna Savisaari (2016) conducted a study on Supply Chain Effects in Creation of Omni-channel Customer Experience in Grocery Retail. The findings of the study was Omni-channel grocery retail had a relatively small share in the market both globally and in the Finnish market. However, grocery retailers were increasingly investing in Omni-channel business and they are generating more revenue to the retailers. Lea Margarethe Brandhofer and Antonia Leonie Reinauer (2016) conducted a study on The Formation of Customer Experience through Offline-Online Channel Integration: A study on Customer Experience in a New Physical Retail Format. The findings of the study were customer value both offline and online channels but they still use them separately and independently from each other. Customers appreciate restructuring the physical stores through the integration of the online channel. Therefore, it clearly shows that customers have high interest in channel integration approach. In addition, the offline-online channel integration is the future of retailing.

NEED FOR THE STUDY

The purpose of the study is to understand the consumer preferences for online and offline channels and to examine consumer online and traditional channel purchase behavior for their shopping purpose.

OBJECTIVES OF THE STUDY

- To examine shopping habits of the respondents.
- To examine customer preferences with respect to traditional and online store.
- To analyze consumer value dimensions.
- To analyze the relationship between consumer value dimensions and customer satisfaction.
- To analyze the cause and effect relationship between consumer value dimension and customer satisfaction.

RESEARCH METHODOLOGY

A structured questionnaire used to collect primary data. Sample size consist of 50 respondents based on convenience sampling technique.

LIMITATIONS

This study has a number of limitations. Sample size is limited. Geographical area covered for this study is limited.

ANALYSIS AND INTERPRETATION

Table 1: Demographic Profile

S.No.	Gender	Percentage	S.No.	Age	Percentage
1.	Male	24	1.	15 - 25	78
2.	Female	76	2.	25 - 35	22
			3.	35 - 45	Nil
			4.	45 - 55	Nil
			5.	Above 55	Nil
S.No.	Educational qualification	Percentage	S.No.	Occupation	Percentage
1.	SSLC	Nil	1.	Private sector	54
2.	HSC	Nil	2.	Public sector	2
3.	Diploma	Nil	3.	Self employed	2
4.	Undergraduate	38	4.	Student	34
5.	Postgraduate	60	5.	Others	8

6.	Professionals	22			
7.	Others				
S.No.	Family size	Percentage	S.No.	Monthly income	Percentage
1.	3 members	12	1.	>rs.25000	34
2.	4 members	68	2.	Rs.25000 – 50000	40
3.	5 members	18	3.	Rs.50000 – 75000	20
4.	6 members	2	4.	Rs.75000 – 100000	2
5.	7 members	Nil	5.	<rs.100000	4

The above table 1 shows that 76% of the respondents are female, 78% of them fall under the age group of 15-25, 60% of the respondents are postgraduates, 54% of them are working in private sector, 68% of them belong to the family size of 4 members and 40% of them having a monthly income of Rs.25,000-Rs.50,000.

Table 2:Shopping Habits

S.No.	Mode of purchase	Percentage	S.No.	Shopping Habit	Percentage
1.	Store	52	1.	Research and buy in traditional store	30
2.	Computer	6	2.	Research online but buy in traditional store	40
3.	Mobile devices	42	3.	Research in traditional store but buy online	8
			4.	Research and buy in online store	22

The above table shows that majority of the respondents go to store for shopping (52%) and they research products online but buy in a traditional store (40%).

Table 3:Frequency of Purchase Both In-Store and Online Store

Products	Traditional stores (Percentage)					Online (Percentage)				
	Daily	Weekly	Monthly	Quarterly 3 months	Never	Daily	Weekly	Monthly	Quarterly 3 months	Never
Books & Magazines	8	6	12	28	46	0	2	8	26	64
Music & Videos	6	0	14	12	68	4	2	10	14	70
Electronics	0	2	16	58	24	0	2	16	58	24
Clothing	0	8	48	40	4	2	2	22	38	36
Footwear	10	4	32	54	0	4	2	12	34	48
Eatables	28	46	14	10	2	6	10	6	12	66
Grocery	18	44	28	8	2	2	6	8	10	74
Medicines	6	14	40	32	8	2	6	6	6	80
Other Products	6	18	32	30	14	2	6	24	22	46

The above table shows the frequency of purchases made by customer in both traditional store and online store for various products.

With respect to Traditional stores, respondents have stated that 46% of them never purchase books and magazines, 68% of them never purchase music and videos,58% of them quarterly purchase electronics, 48%

of them monthly purchase clothing, 54% of them quarterly purchase footwear, 46% of them weekly purchase eatables, 44% of them weekly purchase grocery, 40% of them monthly purchase medicines and 32% of them monthly purchase other products.

With respect to Online stores, respondents have stated that 64% of them never purchase books and magazines, 70% of them never purchase music and videos, 58% of them quarterly purchase electronics, 38% of them quarterly purchase clothing, 48% of them never purchase footwear, 66% of them never purchase eatables, 74% of them never purchase grocery, 80% of them never purchase medicines and 46% of them never purchase other products.

Table 4:Customer Preferences – Traditional Stores

S.No.	Statements	Mean	SD
1.	I enjoy going to traditional stores and shopping around	3.96	0.90
2.	I like interacting with sales people	2.96	1.16
3.	I have an idea of what I want before I go shopping to traditional stores	3.82	0.87
4.	There are specific stores that I prefer (loyal)	3.94	0.84
5.	I look for discounts when I shop in traditional stores	3.88	0.96
6.	I prefer to try things on when I go shopping offline	4.02	0.94
7.	I buy in a traditional store because I trust the seller	3.74	0.88
8.	I buy in a traditional store because I can check the quality of the product	4.44	0.67
9.	I don't mind visiting traditional stores even though it is time consuming	3.92	0.99
10.	I buy in traditional stores so I can get better deals and offers	3.72	0.78

The above table shows the ten statements about customer preferences towards traditional stores of which, I buy in a traditional store because I can check the quality of the product has the highest weighted mean (4.44), followed by I prefer to try things on when I go shopping offline (4.02) and I enjoy going to traditional stores and shopping around (3.96).

Table 5:Customer Preferences – Online Stores

S.No.	Statements	Mean	SD
1.	I shop in websites that are easy to navigate	3.92	0.85
2.	I shop for specific products online	3.98	0.89
3.	I know what products I am looking for before I shop online	4.06	0.84
4.	I am a brand loyal consumer	3.54	0.89
5.	I look for discounts when I shop online	4.36	0.83
6.	I expect the products to suit my needs	4.42	0.57
7.	I buy online because it is time saving	3.74	1.01
8.	Shopping online offers better prices than shopping in traditional stores	3.64	1.05
9.	I buy online only when I am sure about the product quality	4.10	0.71
10.	I buy online when I trust the seller	3.78	0.79

The above table shows the ten statements about consumer preferences towards online stores of which, I expect the products to suit my needs with the highest weighted mean (4.42), followed by I look for discounts when I shop online (4.36) and I buy online only when I am sure about the product quality (4.10).

Table 6:Consumer Value Dimensions

Table 6.1: Economic Value

S.No.	Statements	Mean	SD
1.	I can get loyalty points, special offers and discounts while shopping in traditional stores	3.48	0.99
2.	I do not need to wait for delivery as I can acquire the product immediately	3.96	0.97
3.	I can exchange or return the product easily	3.82	1.08
4.	My friends and relatives use the same traditional store and recommend it	3.62	0.95

The above table shows four statements about economic value of which, I do not need to wait for delivery as I can acquire the product immediately has the highest weighted mean 3.96

Table 6.2: Technical Value

S. No.	Statements	Mean	SD
1.	I can get product advice and relevant information from the sales staff	3.40	0.93
2.	It is easy to follow instructions on the website	3.62	0.99

The above table shows two statements about technical value of which, It is easy to follow instructions on the website has the highest weighted mean 3.62

Table 6.3: Service Value

S.No.	Statements	Mean	SD
1.	It is easy to find and compare products and their prices online	4.02	0.84
2.	It clearly indicates if the product is available online	3.98	0.89
3.	It is clear what the delivery options are and what they cost	3.90	0.99
4.	It is important to be able to read reviews, customer recommendations and ask for more information	4.06	1.04

The above table shows four statements about service value of which, It is important to be able to read reviews, customer recommendations and ask for more information has the highest weighted mean 4.06.

Table 6.4: Social Value

S.No.	Statements	Mean	SD
1.	I should be able to compare and buy the products at the lowest price	4.02	0.96
2.	I should be able to purchase at my convenience	4.20	0.86
3.	The risk involved in purchase transaction should be minimum	4.06	0.93
4.	The seller should not charge me any additional money for product deliveries	4.22	0.91
5.	I should be able to interact with other buyers on social media	3.34	1.00

The above table shows five statements about social value of which, The seller should not charge me any additional money for product deliveries has the highest weighted mean 4.22.

Table 7:Correlation Between EV, TV, SV, SV and CS

S.No.	Factors	'r' value
1.	Economic Value	0.641**
2.	Technical Value	0.510**
3.	Service Value	0.740**
4.	Social Value	0.679**

Note: **-significant at 0.01 level (2 tailed)

The above Table shows that there exists a positive relationship between Economic Value, Technical Value, Service Value and Social Value with Customer Satisfaction at 1%level of significance. Out of the above four factors, Service Value (r-value = 0.740) is highly correlated with Customer Satisfaction, followed by SV (r=0.679), EV (r=0.641) and TV (r=0.510).

The cause and effect relationship between economic value, technical value, service value, social value and customer satisfaction are depicted in Table: 8 as given below,

**Table 8: REGRESSION TABLE
Model Summary**

Model	R	R - square	Adjusted R square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square change	F-change	df 1	df 2	Sig. F	
1	0.821	0.674	0.645	0.41835	0.674	23.241	4	45	0.000	1.904

- a. Predictors: (constant), SV, EV, SV, TV
 b. Dependent variable: Customer Satisfaction

Co-efficient

Model	Unstandardized coefficients		Standardized coefficient	t	sig
	B	Std. Error	Beta		
1 (constant)	.761	.344		2.211	.032
EV	.360	.116	.386	3.110	.003
TV	-.441	.147	-.468	-2.998	.004
SV	.487	.127	.576	3.824	.000
SV	.323	.136	.351	2.379	.022

- a. Dependent Variable: CS

The adjusted R square is 0.674 which indicates the amount of variance explained in this study for which The regression equation is $CS = 0.761 + 0.360 EV - 0.441 TV + 0.487 SV + 0.323 SV$. The above table shows that out of the four variables namely, economic value, technical value, service value and social value it revealed that the most important variable is service value (0.487) which has a significant impact on customer satisfaction. The next important factor is Economic Value (0.360), Social Value (0.323) which has also emerged a significant at 1% level whereas Technical Value (-0.441) has least impact on consumer satisfaction.

CONCLUSION

The aim of the study is to examine the shopping habits of the respondents, to examine customer preferences with respect to traditional and online stores, to analyze consumer value dimensions, to analyze the relationship between consumer value dimension and customer satisfaction and to analyze the cause and effect relationship between consumer value dimensions and customer satisfaction. The result shows that with respect to shopping habits of the respondents, they generally prefer to go to a store for purchase. Majority of the respondent's research products online but buy in a traditional store this shows the online and offline channel integration of the customers. With respect to frequency of purchase, majority of respondents still prefer traditional stores to purchase their requirements either weekly, monthly or quarterly. However, they use online stores to make quarterly purchase of electronics and clothing. Majority of the respondents prefer traditional stores because they can check the quality of the product. In addition, they prefer online stores to purchase because they expect the products to suit their needs. Consumer value dimensions plays a motivating role in consumer purchase behavior. Economic value, Technical value, Social value and Service value were the four values examined. Then with respect to relationship between consumer value dimension and customer satisfaction, of the four consumer values, service value is highly correlated with customer satisfaction because it is important for the consumers to read the review, customer recommendation and ask for more information. Then the cause and effect relationship between consumer value dimension and customer satisfaction reveals that service value has an impact on customer satisfaction. On the whole, the study reveals that consumers are still in the early stage of Omni-channel marketing so more research have to be done to contribute to the development of Omni-channel.

REFERENCES

1. Anna Savisaari. "Supply Chain Effects in Creation of Omni-channel Customer Experience in Grocery Retail", 2016.
2. August Ejnarsson. "Omni-channel development within the Swedish Fashion Retail Industry", 2016.

3. Dilip Lalwani. "Young Consumer Online and Offline Channel Purchase Behaviour", 2016.
4. Lea Margarethe Brandhofer and Antonia Leonie Reinauer. "The Formation of Customer Experience through Offline-Online Channel Integration: A study on Customer Experience in a New Physical Retail Format", 2016.
5. Rosa Arnone. "The Omni-channel Marketplace: A look at Modern Consumers", 2017.

A Study on Online Shoppers in The Era of Ubiquitous Marketing

Annapoorni M¹ and S. Vishnupriya²

¹Associate Professor, Department of Commerce, Ethiraj College for Women, Chennai, India

²Research Scholar, Department of Commerce, Ethiraj College for Women, Chennai, India

ABSTRACT: Internet is a new communicating and interactive medium, the adoption of the Internet in the field of marketing has influenced the consumers' buying behavior. Online shopping is the process where consumers purchase through the internet. Consumers are convenient using online shopping because of its certain characteristics such as 24/7 accessibility and availability of various products. Nowadays consumers prefer online marketing than traditional marketing because it is less time-consuming, requires no effort and easy to access. The frequency of the usage of these online shopping sites has been increasing day by day. These factors influence the consumers to be more biased towards online shopping. The attitude towards online shopping sites depends upon the consumer's perception. Three main attributes are discussed in this study: namely, advertisement, brand, and buying. The study aims to analyze the attitude, frequency of usage, and factors influencing the online buying behavior of the consumers.

Keywords: Online shopping, Consumer behavior, Frequency and attributes.

1. Introduction

Ubiquitous means present everywhere. These days the marketers want their products or services to be identified everywhere by their consumers. With the arrival of smartphone technology, it has become easier for the marketers to reach the consumers. Online marketing is one vast area to make ubiquitous marketing possible. Thus, online shopping sites enable the consumers to purchase products or services through the internet at anytime, from anywhere around the world. People are found using the internet very frequently in the recent years and it has become easy to access the internet with the invention of smart phones. Thus, business organizations have been shifted from the traditional methods of selling goods to electronic methods. The rapid growth of online shopping in India has been increasing over the last decade.

2. REVIEW OF LITERATURE

Nemat (2011) in his study explains that Business to Consumer (B2C) is a process where business provides goods or services to the consumers. This type of online shopping which is applicable to any organization that allows the consumers to purchase their products through the internet for their own use. Donal Rogan (2007) in his study explains that the relationship between consumer buying behavior and marketing strategies. These strategies are increasing the profitability and frequency of buyer's behavior through online shopping. Kotler and Armstrong (2007) has reviewed that online shopping has been growing very fast because of many advantages associated with buying through the internet because of lower transaction and cost comparison towards other types of shopping. Online shopping consumers can buy faster, number of alternatives and can order any products from the lowest price to the highest price.

3. NEED FOR THE STUDY

The principal purpose of this study is to develop a research framework that marketers need to know the consumers' behavior towards online shopping sites. The study further examines the awareness, usage pattern and various attributes of factors influencing online buying decision of consumers.

4. OBJECTIVES OF THE STUDY

1. To examine the awareness of the respondents towards online shopping sites.
2. To examine the usage pattern of the respondents towards online shopping sites.
3. To analyze advertisement, brand and shopping attributes which influence online buying decision of the respondents.
4. To examine the nature of relationship between the attributes (advertisements, brand and shopping) and online buying decision.
5. To examine the cause effect relationship between the attributes (advertisements, brand and shopping) and online buying decision.

5. RESEARCH METHODOLOGY

The sample size is fifty. Simple random sampling technique is used to collect data from the respondents through a structured questionnaire. The data collected was interpreted and analyzed statistically. The statistical tools used were percentage, weighted mean, correlation and regression.

6. LIMITATION OF THE STUDY

1. The survey was restricted to 50 samples.
2. The perception of the respondents may vary with time.

7. ANALYSIS AND INTERPRETATION**Table No 1: Demographic Information of The Respondents**

S.No.	Age	Percentage	S.No.	Education	Percentage
1	Upto 25	64	1	Diploma/12 th std	6
2	25-35	24	2	Graduate	18
3	35-45	6	3	Post graduate	60
4	Above 45	6	4	professional	16
S.NO.	Occupation	Percentage	S.No.	Monthly Income	Percentage
1	Student	50	1	Upto 20,000	22
2	Business	2	2	20,001-40,000	42
3	Employee	30	3	40,001-60,000	22
4	Professional	18	4	Above 60,000	14
S.NO.	Gender	Percentage	S.No.	Marital Status	Percentage
1	Male	18	1	Married	11
2	Female	82	2	Unmarried	56

From the above table it is inferred that majority (64%) of the respondents are upto the 25 years of age, (60%) of the respondents are post graduates, (50%) of the respondents are students, (42%) of the respondents have monthly income between Rs 20,001 and 40,000, (82%) of the respondents are female and (56%) of the respondents are unmarried.

Table No 2: Usage Pattern of The Respondents

S.No.	Internet Services	Percentage
1	Less than 1 year	24
2	1-10 years	64
3	More than 10 years	12
S.No.	Place of Access	Percentage
1	Home	54
2	Workplace	26
3	College	18
4	Others (specify)	2
S.No.	Visited OSS	Percentage
1	Yes	84
2	No	16
S.No.	Frequency of Visiting OSS	Percentage
1	Very often	24
2	Often	32
3	Sometimes	36
4	Rarely	6
5	Never	2
S.No.	Time Spent	Percentage

1	Less than 1 hour	64
2	1-5 hours	30
3	Above 5 hours	6
S.No.	Frequency of Buying	Percentage
1	Once in a month	24
2	2 – 3 months	18
3	4 – 5 months	20
4	5 – 6 months	28
5	once in 6 months	10
S.No.	Modes Of Payment	Percentage
1	Credit/Debit card	32
2	Net banking	12
3	Cash on delivery	56

From the above table it is inferred that majority (64%) of the respondents use internet service from 1 to 10 years, majority (54%) of the respondents access internet at home, majority (84%) of the respondents have visited online shopping sites, majority (36%) of the respondents sometimes visit online shopping sites, majority (64%) of the respondents spend less than 1 hour in online shopping sites, majority (28%) of the respondents buy products at the intervals of 5 to 6 months and majority (56%) of the respondents prefer cash on delivery.

Table No 3: Preferential Products

S.No.	Statements	Rank
1	Electronic gadgets	II
2	Clothes	III
3	Household appliances	I
4	Beauty and health	IV
5	Books	V

From the above table it is inferred that the respondents rank household appliances (I) as the most preferential products, followed by the electronic gadgets (II), clothes (III) and beauty and health (IV). The respondent have ranked books (V) as the least preferential products.

Table No 4: Awareness of The Respondents Towards OSS

S.No.	Statements	Mean	S.D.
1	OSS are very useful	4.08	0.695
2	OSS can be adapted to meet a variety of needs.	4.12	0.593
3	OSS is trustworthy.	3.24	0.916
4	The information provided by OSS is accurate.	3.14	0.857
5	The information from OSS is always up to date.	3.58	0.835
6	I find OSS easy to access/buy products.	3.84	0.865
7	I use OSS to learn more about other people in my classes/works.	3.16	1.075

The above table depicts that all the seven statements which measures customers awareness towards online shopping sites having the highest weighted mean (4.12) which indicates online shopping sites can be adapted to meet variety of need, followed by the weighted mean (4.08) indicating that online shopping sites are useful, the weighted mean (3.84) indicates online shopping sites are easy to access and buy the products, the weighted mean (3.58) indicates that information from online shopping sites is always up to date and the least weighted mean score (3.14) indicated that information provided by online shopping site is accurate.

Table No 5:Factors Influencing Online Buying Decision

S.No.	Statements	Mean	S.D.
1	Transaction security	3.54	0.838
2	Price and quality of products	3.84	0.791
3	Convenient and time saving	4.20	0.728
4	24/7 shopping accessibility	4.38	0.602
5	Promotions and advertisements	3.94	0.739
6	Easy comparison of price and quality of products	4.10	0.707
7	Availability of variety of products	4.22	0.840
8	Reviews available for the product	3.98	0.769
9	Sufficient information about products	3.90	0.789
10	On time delivery of products	3.62	1.085
11	Guarantees and Warrantees	3.34	1.135

The above table depicts that all the eleven statements which measures consumers' online buying decision having the highest weighted mean (4.38) indicates 24/7 shopping accessibility, followed by the weighted mean (4.22) indicates availability of variety of products, the weighted mean (4.10) indicates easy comparison of price and quality of products, the weighted mean (3.98, 3.94, 3.90 and 3.84) indicates reviews available for the product, promotion and advertisements, sufficient amount of information about the product and price and quality of the product and the least weighted mean score (3.34) which indicates guarantees and warrantees.

Table No 6:Advertisement Attributes

S.No.	Statements	Mean	S.D.
1	I pay attention to advertisements shown in OSS.	3.30	0.909
2	Advertisements in OSS are reliable.	3.24	0.796
3	Advertisements in OSS are honest.	3.10	0.953
4	Advertisements in OSS inform me about the latest products and information available in the market.	3.50	0.735
5	Advertisements in OSS are more interesting than media.	3.24	0.870
6	Advertisements in OSS are confusing.	2.80	0.989
7	Advertisements in OSS are irritating.	3.08	0.965

The above table shows that all the seven statements which measures customer's advertisement attributes towards online shopping having the highest weighted mean (3.50) which indicates the advertisements in online sites inform the consumers about the latest products and information available in the market, followed by the weighted mean (3.30) indicating that they give importance to the advertisements which are shown in the online sites, the weighted mean (3.24) which indicates both the advertisements shown in OSS are reliable and are more interesting than media and the least weighted mean score (2.80) indicates that the advertisements shown in OSS are irritating.

Table No 7:Brand Attributes

S.No.	Statements	Mean	S.D.
1	I easily recognize brands in OSS.	3.70	0.814
2	Several characteristics of brands instantly come to my mind when I see it in OSS.	3.58	0.859
3	Brands that are sold through OSS are reliable.	3.46	0.838
4	I trust the brands that are sold through OSS.	3.46	0.930
5	Brands that I have seen in OSS are attractive.	3.68	0.978

The above table depicts that all the 5 statements which measures consumers brand attributes towards online shopping sites having the highest weighted mean (3.70) which indicates that the consumers can easily identify the brands in online shopping sites, followed by the weighted mean (3.68) which indicates the brands that they have seen in online sites are attractive and the least weighted mean (3.46) which indicates both that the brands are sold through online sites are reliable and they trust the brands that are sold through online shopping sites.

Table No 8:Shopping Attributes

S.No.	Statements	Mean	S.D.
1	Shopping in OSS is easy for me.	3.94	0.956
2	It is not difficult to do shopping in OSS.	4.06	0.711
3	Shopping in OSS is useful to me.	3.86	0.880
4	Shopping in OSS makes my life easier.	3.66	0.960
5	I find shopping in OSS enjoyable.	3.62	0.966
6	I find shopping in OSS interesting.	3.50	0.994
7	I feel safe using credit/debit cards to make purchases on OSS.	3.02	1.133
8	I feel safe only by using 'cash on delivery' method to make payments.	3.78	1.055
9	It is possible for me to buy a product in OSS in future.	3.64	0.875
10	The probability that I would consider buying product in OSS is high.	3.32	1.038
11	I purchase the product through OSS if the price of the product is comparatively high.	2.40	0.989

From the above table it is inferred that all the eleven statements which measures the consumers shopping attributes towards online shopping sites having the highest weighted mean (4.06) which indicates that the consumers do not face that much difficulty to do shopping on online sites, followed by the weighted mean (3.94) which indicates that shopping through online sites are easy for them, weighted mean (3.86) indicates shopping through online sites are useful to the consumers and the least weighted mean score (2.40) which indicated that consumers do not purchase the product through online shopping sites if the price of the product is comparatively high.

The correlation between online buying decision and the attributes studied are given in the table below.

Table No 9:Correlation Between Advertisement, Brand and Shopping Attributes

S.No.	Factors	"r" Value
1	Advertisement attribute	0.169**
2	Brand attribute	0.579**
3	Shopping attribute	0.584**

Note: ** - significant at the 0.01 level (2 tailed)

The above Table depicts that there is a strong relationship between advertisement attribute, brand attribute and shopping attribute. Out of the above three factors, shopping attribute (r value = 0.584) is highly correlated with the online buying decision, followed by Brand attribute (r value = 0.579) and Advertisement attribute (r value = 0.169).

The cause and effect relationship between the Advertisement Attribute, Brand Attribute and Shopping Attribute are depicted in Table No: 10 as given below.

**Table No 10:Regression Table
Model summary**

Model	R	R - square	Adjusted R square	Std. Error of the estimate	Change statistics					
					R square change	F change	df1	df2	Sig. F change	Durbin Watson
1	.676*	.458	.422	.40070	.458	12.938	3	46	.000	1.708

- a. Dependent Variable: Online_Buying_Decision
- b. Predictors: (constant), Shopping_Attributes, Advertisement_Attributes, Brand_Attributes

Coefficients

Model	Unstandardized coefficients		Standardized coefficients	t	sig.
	B	Std. Error	Beta		
1 (constant)	2.516	.538		4.679	.000
Advertisement_Attributes	-.361	.190	-.246	-1.897	.064
Brand_Attributes	.344	.113	.459	3.038	.004
Shopping_Attributes	.373	.132	.400	2.838	.007

a) Dependent Variable: Online_Buying_Decision

The adjusted R square is 0.458 which indicates the amount of variance is explained in this study for which, the regression equation is $BI = 2.516 + -0.361AA + 0.344BA + 0.373SA$

The above Table depicts that out of three variables namely Advertisement Attribute, Brand Attribute and Shopping Attribute and it was revealed that shopping attribute (0.373) which has a significant on online buying decisions. The next x factor is Advertisement Attribute (-.361) and Brand attributes(.344).

8. CONCLUSION

The study concludes that the customers are aware of online shopping sites and they also frequently use online shopping sites to purchase products and to avail their services. The correlation analysis revealed that the factors such as advertisement, brand and shopping influence online buying decision.

9. REFERENCES

1. Nemat. "Taking a look at different types of e-commerce", 2011.
2. Donal Rogan and FH Joanneum Graz. "International consumer behavior", 2007.
3. Kotler P, Armstrong G. "Principals of marketing", 2007.
4. Kanupriya. "A study of behavior of consumer towards online shopping", 2016.

A Study on the Effect of Organizational Commitment on Service Quality among various Customer Contact Employees in Chennai Region

S. Muthulaskhmi¹ and J. Shankari²

¹Assistant Professor, Dept. of BM & MM, A.M. Jain College, Chennai, India

²Assistant Professor, Dept. of BM & MM, A.M. Jain College, Chennai, India

ABSTRACT: Service quality is the value of work delivered by an individual, team or organization. This can include the quality of task completion, interactions and deliverables. Service quality is a common consideration in managing the performance of programs, projects, vendors and individuals. As we all have many resources and technologies around us still we struggle to get quality products and services in our own country. In my point of view, it is because of the poor job commitment and dedication of work deliverers (Professionals as well as Job holders). Committed employees give a big contribution to organizations because they perform and behave on achieving both organization and self goals. Furthermore, workers who are committed to their organization are happy to be members of it, they believe in and feel good about the organization and what it stands for, and intend to do what is good for the organization and society. The main objective of this research paper is to investigate the relation of dimensions of organizational commitment and service quality among various Customer Contact employees in Chennai region. About 50 questionnaires were collected from various Customer Contact employees working in retail industry in Chennai region. The various job holders selected for this research includes service as well as product oriented people. Multiple Regressions analysis was used to know the results and it is found that Affective, Normative Commitment positively related with service quality and Continuance commitment has no effect on service quality. This paper also suggests the ways to improve job commitment in order to deliver good quality of work. The findings are analyzed and discussed and conclusions are drawn at the end of the paper.

Keywords: Work Quality, Commitment, Performance, Competitive advantage, Customer Satisfaction.

1. Introduction

Service quality is the fundamental theme of this research, so it is important to identify its meaning, the benefits are associated and its importance to measure service quality. There has been broad literature available on service quality and its measurement in various private and public sectors across the globe. Most of the literature is available on either banking, airlines, hotels and restaurant sectors. But in my research paper through light on fast food industry located at Kancheepuram region. Customer satisfaction, service quality and loyalty are most important factors in today's global economic downturn for retention, profitability and productivity of the business as a whole. Service quality contribution is the most important factor to investigate the outcome of the customer expected and perceived service attributes of any business, particularly for food industry. The Indian food and grocery market is the world's sixth largest, with retail contributing 70% of the sales. The Indian fast food processing industry accounts for 32% of the country's total food market. The study therefore seeks to determine the effect of job commitment on service quality.

Research objectives

- To find out the relationship between job commitment and service quality.
- To find out the reasons for poor service quality.
- To provide suggestions to improve customer satisfaction.

HYPOTHESIS

In order to achieve the primary objective the following hypothesis were framed and tested:

1) Hypothesis One

H₀: Affective commitment has no impact on service quality.

H₁: Affective commitment has impact on service quality.

2) Hypothesis Two

H₀: Continuance commitment has no significant impact on service quality.

H₁: Continuance commitment has a significant impact on service quality.

3) Hypothesis Three

H₀: Normative commitment has no significant impact on service quality.

H₁: Normative commitment has a significant impact on service quality.

Literature Review

Conceptual framework

• **Organizational Commitment**

The concept of commitment in the workplace is still one of the most challenging and researched concepts in the fields of Management, Organizational Behaviour, and Human Resource Management. The following are the definitions of the term Organizational Commitment:

Hall, Schneider & Nygren (1970) defined Organizational Commitment as the “process by which the goals of the organizations and those of the individual become increasingly integrated and congruent”^[1].

Sheldon (1971) defined organizational commitment as “an attitude or an orientation towards the organizations, which links or attracts the identity of the person to the organizations”^[2].

Porter, Steers, Mowday & Boulian (1974), defined organizational commitment as “the strength of an individual’s identification with and involvement in a particular organization”. They characterized it by three psychological factors: desire to remain in an organization, willingness to exert considerable efforts on its behalf and belief in and acceptance of its goals and values hold^[3].

Meyer and Allen (1984) initially viewed organisational commitment as two dimensional namely, Affective and Continuance. Affective Commitment is “positive feelings of identification with, attachment to and involvement in the work organisation”, Continuance Commitment as “the extent which employees feel committed to their organisation by virtue of the costs that they feel are associated with leaving”. After further research, Allen and Meyer (1990) added a third dimension and defined it as Normative Commitment as “the employee’s feelings of obligation to remain with the organisation”. Consequently, the concept organisational commitment is described as a tri-dimensional concept, characterised by the Affective, Continuance and Normative dimensions^[4]. Meyer and Allen's (1991) three-component model of commitment has three different components that correspond with different psychological states.

Affective Commitment - Affection for Your Job

Affection for the job occurs when the employee feels a strong emotional attachment to their organization, and to the work that they do and subsequently the employees can identify the organization's goals and values.

Continuance Commitment - Fear of Loss

This type of Commitment occurs when the employees weigh up the pros and cons of leaving the organization. They may feel that they need to stay at the company, because the loss they would experience by leaving it is greater than the benefit they expect that they might gain in new role.

Normative Commitment - Sense of Obligation to Stay

This type of commitment occurs when the employee feels a sense of obligation to their organization, even if they are unhappy in their role, or even if they want to pursue better opportunities. The employee may feel that they should stay with the organization, because it is the right thing to do. This obligation can also result from the employee upbringing.

• **Service Quality**

One of the most important contributions in the field of service quality is by **Parasuraman et al. (1998)**,) his study proves that the companies need to use the technology for gathering data for customer demand and improve service quality if they want to be competitive. They also said that for a better-quality service, it is necessary to understand and take action as per the customer’s expectation.^[5]

Wisniewski (2001, p.380) explained service quality is a "concept that has arouse as an considerable topic and debate in the research because of the difficulties in both defining it and measuring it with no overall consequences emerging on either".^[6]

According to Sidin et al. (2001) service quality is the understanding of the customers, and meet their needs accordingly by managing service and delivery to satisfy customers.^[7]

According to Caruana (2002) service quality is the comparison between what the customers expect and the perception of the service they received. It is how a customer receives the service at the end of the final shopping in the store. The perception of service quality has both positive and negative effects on the shopping attitude of the consumers. The service quality is the evaluation of what was expected and what

was experienced, by considering the image of an organization. The theory of service quality, customer satisfaction and service loyalty are linked to each other.^[8]

According to Nath and Zheng (2004) service quality is the measurement of an organization serves their customers and the outcome or the expectations of the perceived service.^[9]

According to Haq and Muhammad (2012) one of the main elements of customer service quality is customer satisfaction and their aim to buy. It is also one of the considerable strategic weapons for an organisation with developing need to facilitate the service quality. Service quality is also considered as an intermediary aspect in evaluating previous and current perception. In retail industries service quality is one of the most important factor to achieve the organisation goals, which out which organisation may not be able to succeed in today global economy as well as competitive. That is why some organisation asks customers at the till point to fill online questionnaire of the service they receive during their shopping at the store.^[10]

Methodology

The study is focused on the effect of organizational commitment on service quality and also attempts to identify the impact on customer satisfaction. The study is limited to customer contact employees of various retail industries at kancheepuram district, Chennai. The study was carried through the three components of organizational commitment, hypothesis were developed and test in order to determine the effect of each of them on overall service quality of the customer contact employees. Multiple regressions were employed to test each of the hypotheses. It is a statistical technique that can be used to analyze the relationship between single dependent (criterion) variable and several independent (predictor) variables. It is the study of how dependent variable is related to two or more independent variables. It was used to determine the predictor variables of Organizational Commitment.

The questionnaire developed for the study consists of 35 items covering profile of the sample, organizational commitment, and service quality and customer satisfaction. The legitimacy of the instrument was tested using Content validity method. It was found to be reliable and Cronbach alpha was 0.84. The questionnaire was found to be complete and understandable and hence no modifications were made in the final questionnaire.

Method of sampling

Convenient sampling method was employed. A total of 60 copies of questionnaire were administered and distributed to all the identified customer contact employees of the fast food industries in Kancheepuram district, Chennai. However, only 50 copies of the questionnaire were found complete and useable for the study.

DATA ANALYSIS AND FINDINGS

Profile of the sample

Table 1

Age	Fast food industry		Gender		
	Nos	%		Nos.	%
21-30	27	24.8	Male	32	21.9
31-40	23	35.2	Female	18	78.1
Total	50	100%	Total	50	100

Table 2

Marital Status			Experience		
	Nos.	%	Exp. In yrs	Nos.	%
Single	16	9.5	3-5 years	15	
Married	24	72.4	6-7 years	16	
Others	10	19	8-9 years	19	
Total	50	100	Total	50	

Table 3

Education Qual.			Income			Working Hours Per Day			
	Nos.	%	Slry/Month	Nos	%	Workhours/day	Nos	%	
UG	27	48.6	10,000-20,000	28	56	8-10	13	89.5	
PG	10	41.9	21,000-30,000	12	24	10-12	26	10.5	
Professionals	13	9.5	31,000-40,000	10	20	12-14	11	0	
Total	50	100	Total	50	100	Total	50	100	

Hypotheses Testing

• **Hypothesis One:**

H₀ : Affective commitment has no Impact on service quality.

H₁: Affective commitment has Impact on service quality.

Table 4: Showing the Impact of commitment components on service quality
Summary

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
1	.205(a)	.042	-.02	.56654

- Predictors :(constant) Affective Commitment

Anova (B)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.760	3	.329	.607	.562(a)
	Residual	13.172	31	.365		
	Total	13.933	34			

b) Dependent Variable: Service Quality

Interpretation of the result

From the data shown above, the decision is to accept the alternative hypothesis (H1) and reject the null hypothesis (Ho). The result above discovered that the extent to which the discrepancy in service quality can be explained by the affective commitment is five percent (0.55) at 0.562 significant levels. The significant level is elevated than 0.05(5% confidence level). The suggestion is that affective commitment has an impact on service quality.

2) Hypothesis Two

H₀: Continuance commitment has no significant Impact on service quality.

H₁: Continuance commitment has a significant Impact on service quality.

Table 5: Showing the effect of Continuance commitment on service quality
Model summary

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
	.384(a)	.168	.039	.54721

- Predictor: (Constant): Continuance Commitment

Anova (B)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.668	5	.444	1.142	.258(a)
	Residual	11.264	28	.341		
	Total	16.601	33			

- Dependent Variable: Service Quality

Interpretation of the result

From the data shown above, the decision is to reject the alternative hypothesis (H1) and accept the null hypothesis (H0). The outcome above discovered that the extent to which the discrepancy in service quality can be explained by continuance commitment is 16.8 percent (0.168) at 0.258 significant levels. The significant level is elevated than 0.05. The suggestion is that the continuance commitment has no significant impact on service quality.

3) Hypothesis Three

H₀: Normative commitment has no significant Impact on service quality.

H₁: Normative commitment has a significant Impact on service quality.

**Table 6: Showing the Effect of Normative Commitment on Service Quality
Model Summary**

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
1	.506(a)	.292	.206	.48972

- *Predictor(Constant): Normative Commitment*

Anova (B)

MODEL		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.637	4	.927	2.975	0.012(a)
	Residual	9.295	29	.273		
	Total	13.932	33			

- *Dependent Variable: Service Quality*

INTERPRETATION OF RESULT

From the data shown above, the decision is to accept the alternative hypothesis (H1) and reject the null hypothesis (H0). The end result above discovered that the extent to which the discrepancy in service quality can be explained by normative commitment is about 33 percent (0.262) at 0.012 significant levels. The significant level is less than 0.05. The implication is that normative commitment has a significant impact on service quality.

DISCUSSION AND SUGESSTIONS

The objectives of this study were to investigate the relations of organizational commitment dimensions and service quality. All hypotheses were tested. Continuance Commitment has no effect on service quality. The study recommends considering the pre identification needs of the customer expectations for better customer retention. On the other hand employees are also need to be taken care with respect to job design, recruitment, training, rewards, performance management, career development, employability, and job security, which ultimately results in affective commitment. If an employee is affectively committed with his job, the quality of service delivered by them eventually increased. Policy makers from the prevalent industry can use the result of this study to design the industry related policies for committed and non-committed employees of Fast food industry

CONCLUSION

The results of the information collected and test from the research findings, it can thereby be accomplished that, the reason of carrying out this study was considered to approach the managerial roles to satisfy the customer-contact employee who straightforwardly control customer satisfaction. The result of our research involve considerate the importance of organizational commitment as a determinant of service quality. Allen Meyer three-component model of commitment, depict the multi dimensionality of the commitment insight, in relation to service quality additional supports the case that not all components of commitment are positively significantly and related to service quality. Also, the study states that commitment plays a vital

role in providing good service quality, so that it is the duty of the organization to satisfy its employee's needs in order to with stand in the industry. The study provides directions to service managers in designing internal marketing strategies for these sets of employees such that the desirable component of commitment could be inculcated to enhance service quality.

REFERENCES

1. Hall, Schneider, Nygren. "What Impacts their organizational commitment?" A journal of Faculty of North Carolina State University, 1970.
2. Sheldon investigating the perception of Organizational Commitment in private universities in Pakistan, *emeraldsights*, 21(3).
3. Porter, Steers, Mowday, Boulian. The Role of the Psychological Capital on Quality of Work Life And organization performance , *interdisciplinary journal of contemporary research in business*, 1974, 4(2).
4. Meyer JP, Allen NJ, Smith CA. "Commitment to organisations and occupations: extension and test of a three component conceptualisation", *Journal of Applied Psychology*. 1993; 78(4):538-51.26
5. VA, Parasuraman A, Berry LL. *Delivering Quality Service*, Free Press, New York, NY, 21 Benkhoff, B. (1997), "Disentangling organizational commitment: the dangers of the OCQ for research policy", *Personnel Review*. 1990; 26(2):14-31. 22
6. Wisniewski. "A causal model to evaluate the relationships among supervision, role stress, organizational commitment and internal service quality", *The European Journal of Marketing*. 2001, 380; 29(2):23-42.19
7. Sidin *et al.* "Quality perceptions in the financial services sector: the potential impact of internal marketing", *International Journal of Service Industry Management*. 2001; 17(5):5-31.20
8. Caruana A, Ramaseshan B, Ewing MT. "Does a market orientation affect organizational commitment?", in Harrison, J.Nicholls, M>D (Eds0 *Innovation - New Products Processes and techniques "When do customer contact employees satisfy customers?"*, *Journal of Service Research*. 1997; 3(1):18-34.23
9. Mathieu JE, Zajac DM. "A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment", *Psychological Bulletin*, Vol. 108 No.2, pp.171-94. 24 Hartline, M., Ferrell, O.C. (1993), "Service quality implementation: the effects of organizational socialization and managerial actions on customer contact", *Marketing Science Institute working paper*, 1990, 93-122.
10. Haq, Muhammad. A winning paradigm for quality of work and business performance. *HumanResource envelopment Qualrterly*. 2012; 9(3):211-226.
11. www.ibef.org / Indian food processing industry.
12. Ogunnaike, Olaleke. Assessing the effect of organizational commitment on service quality; a study of customer-contact employee department of business studies, college of business and social sciences, covenant university, ota , pmb 1023, ogunstate, Nigeria.

A study on the Effectiveness of Social Media Advertisements among young Working Women in Chennai City

Krishnaveni K

Assistant Professor
Department of Commerce,
Ethiraj College for Women, Chennai, India

ABSTRACT: *Social media attracts the youngsters to connect with their friends and relatives anywhere and anytime. Utilizing this opportunity the marketers are targeting the consumers through social media advertising. Facebook, twitter, instagram and linkedin are few popular social media sites among the people. With the technological advancement and mobile phones many people are using social media networks. This paper aims to study about the usage of social media by the young working women in Chennai city. This paper also aims to under the impact of the social media advertising in the buyer behavior and their effectiveness among the respondents. To achieve this objective a study has been conducted and data has been collected from 100 working women from different areas of Chennai city. The finding shows that the most the people facebook and instagram and facebook advertisements have a great impact on the respondents.*

Keywords: *Social Media, Social Media Advertisements, Social networking sites, impact and effectiveness.*

1. Introduction

In the last few decades, advertising has become one of the very essential aspects of marketing. There are different medium like radios, Television, newspaper and magazines through which advertisement are made. In the recent years the online advertisements become very popular amount the consumers.

Social media is playing a significant role in different aspects of our lives. It supports many sectors like advertisements, trading, marketing etc. With the growing innovation in the technology connecting / reaching different people through social media become easier. Taking advantage of this the marketers are using social media as a platform to market their products. Through social networking sites like facebook, twitter, instagram and linkedin the consumers are persuaded to buy the products online. Social media advertisements also help in revenue generations. India ranks in the fourth position among various countries in revenue generation through social media advertising. Consumers today are utilizing these social media advertisements effectively for their online purchase. Women being the backbone of house hold management have been chosen for the study. An attempt has been made to find out the usage of the social media and the impact and effectiveness of the social media advertising among the young working women's buyer behaviour.

Review of Literature:

In its early days advertising was present in print media like newspapers, magazines and after that on other support such as television and radio. Internet enabled advertising to move to another channel with much more possibilities to influence and persuade customers. It is projected that the online advertising industry will grow three times faster than advertising in any other media Social networks are used as a marketing tool for many different purposes.

According to the study conducted by Nick Hajli on "A Study on the impact of social media on consumers", social media increase the level of trust in consumers and indirectly encourage intention to buy through social networking sites. Social media empower participants to generate content through online communities, reviews and recommendations.

Advertisement can change the behavior of the consumer's and are very helpful in creating and shifting the consumer's buying behavior that is a very positive sign for the advertising and marketing companies. This is evident from the conclusion given by Dr. Abdul Ghafoor Awan and et. all in their study on "Effects of Advertisement on Consumer's Buying Behaviour with References to FMCGs in Southern Punjab-Pakistan".

The study on "The Role of Social Media Advertising In Consumer Buying Behavior" by Adnan Veysel Ertemel and Ahmad Ammoura has highlighted the impact of social media advertising as paid social media marketing tool in consumer buying behavior regarding to the five steps need recognition model for companies working

in fashion retail industry in Istanbul city, which step has the strongest relation with social media advertising and which has no relation at all regarding to the changes in the consumer's demographic factors.

Objectives of the Study

- To Study the usage of social media.
- To study the impact and effectiveness of social media advertising.

Research Methodology

- An empirical study was conducted based on the survey method.
- The scope of this study is confined to the female respondents with respect to Chennai City in the age of 20 years to 35 years.
- The primary data was collected through a structured questionnaire and secondary data was obtained from relevant books, journals and websites.
- The sample size of this study is 100 using convenience non-probability sampling.

Hypothesis

- **Association between impact of social media advertising and Education**

H₀₁ : There is no association between impact of Social media advertising and Education

H₁₁: There is an association between impact of Social media advertising and Education

- **Association between impact of Social media advertising and Income**

H₀₂ : There is no association between impact of Social media advertising and Income

H₁₂: There is an association between impact of Social media advertising and Income

- **Association between Effectiveness of Social media advertising and Education**

H₀₃ : There is no association between effectiveness of Social media advertising and Education

H₁₃: There is an association between effectiveness of Social media advertising and Education

- **Association between Effectiveness of Social media advertising and Income**

H₀₄ : There is no association between effectiveness of Social media advertising and Education

H₁₄: There is an association between effectiveness of Social media advertising and Education

- Female respondents aged above 18 years and 35 years in different employment status and income level were chosen.
- With the help of SPSS Package, analyses were done. To find out Association between Impact and effectiveness of social media advertisements and select demographic variables, ANOVA was used. The Hypothesis was tested at 5% level of significance. In order to provide better clarity weighted mean and percentages were used wherever necessary.
- The limitations of any behavioral and attitudinal study are present in this study too. This study is confined only to females in Chennai City. Any limitations applicable to the questionnaire are likely to be found in this study too.

Analysis and Interpretation

1. Demographic Information

Table 1: Demographic Details of the Respondents

Education		
	No. of respondents	Percentage
UG	54	54.0
PG	43	43.0
Non-graduates	3	3.0
Total	100	100.0
Annual Income (per month)		
up to 15000	26	26.0
15001 – 30000	37	37.0

30001 – 45000	20	20.0
45001 – 60000	8	8.0
more than 60000	9	9.0
Total	100	100.0
Occupation		
Business	10	10.0
government sector	7	7.0
Private	75	75.0
Self-employed Professionals	8	8.0
Total	100	100.0

2. Usage of Internet:

Table 2: Usage of Internet

	Frequency	Percent
Almost Everyday	94	94.0
4-5 days/week	2	2.0
2-3 days a week	2	2.0
Once a week	2	2.0
Total	100	100.0

From the above table it can be observed that 94% of the respondents access the internet every day as the internet becomes one of the vital part of life.

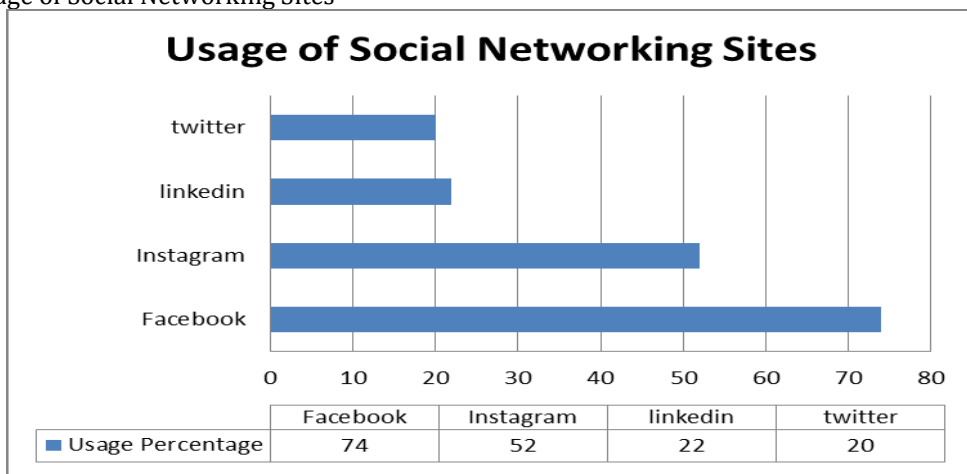
3. Usage of Social Media:

Table 3: Usage of Social Media

	Frequency	Percent
Almost Everyday	72	72.0
4-5 days/week	10	10.0
2-3 days a week	5	5.0
Once a week	4	4.0
Rarely	9	9.0
Total	100	100.0

The above table shows that 72% of the respondents use Social Media on daily basis and 10% use it almost 5 days a week.

Chart 1: Usage of Social Networking Sites



From the above chart it is evident that 74% of the respondents use facebook and 52% of the respondents use Instagram.

4. Time Spent on Social Net Working Sites

Table 4: Percentage of Time Spent on Social Networking Sites

Time Spent	Facebook	Twitter	Linkedin	Instagram
More than 2 hours	7.0	2.0	1.0	24.0
2 hours	4.0	0.0	1.0	5.0
1 hour	18.0	7.0	3.0	10.0
30 min	11.0	1.0	10.0	14.0
15 min	60.0	90.0	85.0	47.0
Total	100.0	100.0	100.0	100.0

The above table shows that most of the respondents use the social networking sites for 15 minutes a day. 60% of face book users, 90% of twitter users and 85% of linkedin users spend 15 minutes a day. 24% of the instagram users spend 2 hours a day in access instagram.

Table 5: Amount of Time Spent

Amount of Time Spent	Frequency	Percent
increased	45	45.0
nearly the same	25	25.0
decreased	30	30.0
Total	100	100.0

From the above table it can be observed that 45% of the respondents spend more time in accessing the social networking site as compared to the previous years. 25% of the respondents spend the same amount of time.

5. Social Media Advertising and buyer behavior

Table 6: Purchase of Products through Social Media Advertising

	Frequency	Percent
YES	80	80.0
NO	20	20.0
Total	100	100.0

It is evident from the above table that 80% of the respondents purchase products though social media advertising.

6. Effectiveness of Social Media Advertisements

Table 7: Reach of Social Media Advertising

	Favorite site	Useful Site	Preference	User Friendly	strike
Facebook	56	46	46	55	54
Instagram	38	28	40	39	38
LinkedIn	5	21	6	3	4
Twitter	1	5	8	3	4
	100	100	100	100	100

From the above table it can be seen that the most effective social media is facebook. 56% of the respondents like facebook, 46% of the respondents feel that facebook is the useful site, 46% of the respondents preferred to use the facebook. 55% of the respondents mentioned facebook as the user friendly site.

Table 8: Targeting the Audience – Social media Advertisements

	Wt. Mean	Rank
Face book	6.14	2
Twitter	4.9	3
Linkedin	4.79	4
Instagram	6.56	1

From the above table it can be observed that the advertisements on instagram (6.56) and face book (6.14) target the audience effectively as the respondents use facebook and instagram on daily basis.

7. Impact of Social Media Advertising

Table 9: Impact of Social Media Advertising

	Feelings towards advertisements displayed	Appealing advertisements	Memorable advertisements	Attractive advertisements	Most trusted advertising
Facebook	57.0	52.0	61.0	51.0	52.0
Instagram	36.0	35.0	32.0	45.0	41.0
Twitter	3.0	8.0	4.0	3.0	3.0
Linkedin	4.0	5.0	3.0	1.0	4.0
Total	100.0	100.0	100.0	100.0	100.0

As the usage of the face book is high from the above table it can be observed that the facebook advertisements have a great impact on the respondents. 57% of the respondents have positive reaction towards face book advertisements. 52% of the respondents feel that the face book advertisements are more appealing. The respondents also feel that the face book advertisements are more memorable and attractive. 52% of the respondents believe that advertisements displayed in face book are more trusted ones.

Table 10: Satisfaction – Social Media advertising

	Frequency	Percent
Highly dissatisfied	1	1.0
Dissatisfied	3	3.0
Neither	22	22.0
Satisfied	65	65.0
Highly satisfied	9	9.0
Total	100	100.0

From the above table it can be noted that 74% of the respondents are satisfied with the social media advertising.

8. Association between Education and impact of social media advertising**Table 11:** Association between Education and impact of social media advertising

		Sum of Squares	df	Mean Square	F	Sig.
On which social networking site do you have positive reactions/feelings towards advertisements displayed on it?	Between Groups	2.758	2	1.379	2.568	.082
	Within Groups	52.082	97	.537		
	Total	54.840	99			
On which social network sites the advertisements displayed appeal you?	Between Groups	1.696	2	.848	1.232	.296
	Within Groups	66.744	97	.688		
	Total	68.440	99			
On which social networking sites the visuals and slogans of the advertisements displayed are memorable?	Between Groups	1.052	2	.526	1.022	.364
	Within Groups	49.938	97	.515		
	Total	50.990	99			
On which social network site do you find the product advertisement displayed attractive?	Between Groups	.735	2	.368	.988	.376
	Within Groups	36.105	97	.372		
	Total	36.840	99			
On which social network sites do you trust the advertisements displayed?	Between Groups	.779	2	.390	.708	.495
	Within Groups	53.411	97	.551		
	Total	54.190	99			

From the above table it can be observed that there is no association between education and the impact of social media advertising as women use social media irrespective of their educational qualification.

9. Association between Income and impact of social media advertising**Table 12:** Association between Income and impact of social media advertising

		Sum of Squares	df	Mean Square	F	Sig.
On which social networking site do you have positive reactions/feelings towards advertisements displayed on it?	Between Groups	2.758	2	1.379	2.568	.082
	Within Groups	52.082	97	.537		
	Total	54.840	99			
On which social network sites the advertisements displayed appeal you?	Between Groups	1.696	2	.848	1.232	.296
	Within Groups	66.744	97	.688		
	Total	68.440	99			
On which social networking sites the visuals and slogans of the advertisements displayed are memorable?	Between Groups	1.052	2	.526	1.022	.364
	Within Groups	49.938	97	.515		
	Total	50.990	99			
On which social network site do you find the product advertisement displayed attractive?	Between Groups	.735	2	.368	.988	.376
	Within Groups	36.105	97	.372		
	Total	36.840	99			
On which social network sites do you trust the advertisements displayed?	Between Groups	.779	2	.390	.708	.495
	Within Groups	53.411	97	.551		
	Total	54.190	99			

From the above table it can be seen that there is no association between income and the impact of the social media advertising among women respondents as the promotion is uniform.

10. Association between Education and Effectiveness of social media advertising

Table 13: Association between Education and Effectiveness of social media advertising

		Sum of Squares	df	Mean Square	F	Sig.
Which site do you like the most?	Between Groups	.304	2	.152	.261	.770
	Within Groups	56.446	97	.582		
	Total	56.750	99			
Which site is the most useful?	Between Groups	5.316	2	2.658	1.988	.142
	Within Groups	129.674	97	1.337		
	Total	134.990	99			
Which site do you prefer to use?	Between Groups	.372	2	.186	.255	.776
	Within Groups	70.868	97	.731		
	Total	71.240	99			
Which site is the most user-friendly?	Between Groups	.096	2	.048	.095	.909
	Within Groups	48.744	97	.503		
	Total	48.840	99			
Which site strikes you the most?	Between Groups	.221	2	.110	.191	.827
	Within Groups	56.139	97	.579		
	Total	56.360	99			

From the above table it can be seen that there is no association between education and effectiveness of social media advertising. The social media advertisements are very effectively reaching the people irrespective of their educational qualification. Consumers have more awareness with regard to the products irrespective of their educational qualification because of the peer groups' healthy interaction about the availability of the products.

11. Association between Income and Effectiveness of social media advertising.

Table 14: Association between Income and Effectiveness of social media advertising

		Sum of Squares	df	Mean Square	F	Sig.
Which site do you like the most?	Between Groups	.427	4	.107	.180	.948
	Within Groups	56.323	95	.593		
	Total	56.750	99			
Which site is the most useful?	Between Groups	2.363	4	0.591	0.423	.792
	Within Groups	132.627	95	1.396		
	Total	134.990	99			
Which site do you prefer to use?	Between Groups	3.632	4	.908	1.276	.285
	Within Groups	67.608	95	.712		
	Total	71.240	99			
Which site is the most user-friendly?	Between Groups	1.364	4	.341	.682	.606
	Within Groups	47.476	95	.500		
	Total	48.840	99			
Which site strikes you the most?	Between Groups	2.024	4	.506	.884	.476
	Within Groups	54.336	95	.572		
	Total	56.360	99			

From the above table it can be seen that there is no association between income and effectiveness of social media advertising.

Findings

- 94% of the respondents access the internet every day.
- 72% of the respondents use Social Media on daily basis and 10% use it almost 5 days a week
- 74% of the respondents use facebook and 52% of the respondents use Instagram
- 60% of facebook users, 90% of twitter users and 85% of linkedin users spend 15 minutes a day. 24% of the instagram users spend 2 hours a day in access instagram
- 45% of the respondents spend more time in accessing the social networking site as compared to the previous years.
- 80% of the respondents purchase products through social media advertising.
- 56% of the respondents like facebook, 46% of the respondents feel that facebook is the useful site, 46% of the respondents preferred to use the facebook. 55% of the respondents mentioned facebook as the user friendly site.
- Advertisements on instagram (6.56) and facebook (6.14) target the audience effectively.
- The facebook advertisements have a great impact on the respondents
- 74% of the respondents are satisfied with the social media advertising
- There is no association between education and the impact of social media advertising.
- There is no association between Income and the impact of social media advertising
- There is no association between education and the effectiveness of social media advertising.
- There is no association between income and the effectiveness of social media advertising

Conclusion

After the launch of Jio in India with unlimited free internet, the usage of internet and social media has significantly increased. Most of the respondents use facebook through which they are able to connect with the peer ones'. They spend a sizable amount of time in the social networking sites every day. The social media advertisements are persuading the customers to buy the products online as the respondents were working women and have less time for shopping. The social media advertisements have a great impact on the respondents and they feel that the advertisements through facebook and instagram are targeting the audience effectively.

References

1. <https://www.statista.com/outlook/220/119/social-media-advertising/india>
2. Hajli, Nick. "A Study on the impact of social media on consumers", International Journal of Market Research. 5/6(3).
3. Dr. Abdul Ghafoor Awan *et al.* "Effects of Advertisement on Consumer's Buying Behaviour with References to FMCGs in Southern Punjab-Pakistan", Journal of Marketing and Consumer Research, ISSN 2422-8451 An International Peer-reviewed Journal, 2016, 19.
4. Ertemel, Adnan Veysel, Ammoura, Ahmad "The Role of Social Media Advertising In Consumer Buying Behavior" International Journal of Commerce and Finance, 2016; 2(1):81-89.
5. Harshini CS. "Influence of Social Media Ads On Consumer's Purchase Intention", International Journal of Current Engineering And Scientific Research (IJCESR), 2394-0697, 2015, 2(10).
6. Wright, Elizabeth *et al.*, "The Lasting Effects Of Social Media Trends On Advertising", Journal of Business & Economics Research – November, 2010, 8(11).

A Study on Variables affecting Customer Behaviour in Hypermarkets

E. Mahendhiran¹ and Dr. C Panneerselvam²

¹Research Scholar (Part Time), Department of Commerce, Univeristy of Madras, Chennai, India.

²Assistant Professor & Research Supervisor, Pachayappa's College, Chennai, India.

ABSTRACT: *In order to improve the retail customer shopping experience in hypermarkets during weekends is a doorstep to improve the performance of retail stores. The present research focused on hypermarket shoppers to measure the customer shopping experiences in various dimensions of customer shopping experiences by establishing a research framework based on 295 user responses. Various statistical tests such as ANOVA, Factor analysis and multiple regression have been applied to validate the proposed research framework. The paper is an initiative to discuss the various dimensions of customer shopping experience with respect to Chennai city. The research findings showed that the customer shopping experiences are unpredictable and are positively influenced by enjoyment, emotional attachment, comfort, uniqueness, and impulsiveness dimensions of customer shopping experiences. Therefore, this study would help hypermarket retailers to focus on these constructs, which are considered as an important dimension of the customer shopping experience, and would help the retailers in gaining a competitive advantage, attracting new customers, and to hold their profitable customers by enhancing customer shopping experiences in the current retail scenario.*

Keywords: *Customer, customer shopping experience, hypermarket, retail, retailers (PDF) Shopping Experience of Hypermarket Shoppers on Weekends.*

1. Introduction

Retail is India's largest industry, accounting for over 10% of the country's GDP and around 8% of the employment. The Indian retail market is estimate to exceed US\$ 750 billion by 2015, presenting a strong potential for foreign retailers planning to enter India. India ranks 5 th on global retail development index, is considered the second fastest growing economy in the world and ranks amongst the top 10 FDI destinations in the world. The environment for hypermarket growth in India is conducive. A huge opportunity exists in India, especially in the urban and semi-rural areas. A. Hypermarkets Indian hypermarket industry is more vibrant than ever, with major industry players vying for their share in the retail segment. The size and share of Indian hypermarket is expected to increase in the coming years, given the strong macro-economic performance, favourable consumption pattern due to growing personal disposable income, rapid development of Tier II and III cities, availability of quality retail space and recent entry of big industrial houses into retailing with focus on large store formats. Actually, the British colonial government introduced the idea of Supermarkets to facilitate its officers with access of all household goods under one roof. This led to the development of super-supermarket or modern supermarket or Hypermarket. Hypermarkets in India house varied shops selling different types of essential commodities along with luxury items. These Hypermarkets are mainly concentrated in urban areas only. Hypermarkets operating in India typically have a heterogeneous mixture of large and small individual retailers. Most of these hypermarkets sell private labels and products manufactured by domestic and international companies. Hypermarkets of India offer products with different price bands to cater to the needs of different segments of society. People prefer to shop from hypermarkets not only to buy goods but also for experience, window shopping and recreation. Big Bazaar is one of the most established hypermarkets in India with 133 stores all over India. It is a subsidiary of the Future Group lead by Kishore Biyani. Big Bazaar caters to every need of the family and where Big Bazaar scores over other stores is its value for money proposition for the Indian customers. Big Bazaar's USP is to give customers the "Best products at the best prices". Big Bazaar is increasingly opening its doors to different product categories like apparel and general merchandise including home furnishings, utensils, crockery, and cutlery and sports goods. Big Bazaar has various value added services like buying goods over the phone and through the internet, where the delivery in seven days is guaranteed with free shipping. The hypermarket targets higher and upper middle class customers. It also specifically targets working women and home makers who are the primary decision makers.

II. LITERATURE REVIEW

Consumer behaviour is the scientific study of the processes consumers use to select, secure, use and dispose of products and services that satisfy their needs. Knowledge of consumer behaviour directly affects marketing strategy. This is because of the marketing concept, i. e., the idea that firms exist to satisfy

customer needs. Firms can satisfy those needs only to the extent that they understand their customers. For this reason, marketing strategies must incorporate knowledge of consumer behaviour into every facet of a strategic marketing plan. In the past 25 years, consumers worldwide have become more educated, discriminating, and gained more purchasing power. Simultaneously, retail forms have proliferated rather than diminished, and a complex set of consumption options are available. Jones concluded that consumers have changed and that the most notable change is in their patronage of food retail outlets other than supermarkets. Popkowski found that there are different segments of shoppers and different retail formats serve these different segments of shoppers. In present study, researcher tries to focus specifically on hypermarkets as emerging retail format in India.

III. RESEARCH DESIGN

To examine the factors influencing purchase behaviour at Big Bazaar, the study was conducted through quantitative phase. Researchers used descriptive research design. The study is survey based with sample size of 100 respondents. Respondents are regular customers of hypermarkets and grocery retail outlets. The research instrument used is the questionnaire with closed ended questions, designed to resolve the purpose of the research. The data for the questionnaire is collected from the respondents by face to face interview.

IV. DATA ANALYSIS

The factor analysis was done on twenty eight variables and each variable represents certain factor behind store operations of hypermarket. The following are the results showing the KMO and Barlett's test and summary of factor analysis showing the Eigen values, percentage of variance of each extracted factor and variables within each factor and their respective factor loadings. The KMO value is .521 and Barlett's test shows that the factor analysis is significant as the P- value is less than 0.05. Thus there is enough proof that the factor analysis is significant.

Table 1: KMO and Bartlett's Test For Big Bazaar

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.521
Bartlett's Test of Sphericity	Approx. Chi-Square	496.148
	df	378
	Sig.	.000

**TABLE 2
ROTATED COMPONENT MATRIX**

Component

	1	2	3	4	5	6	7	8	9	10	11
Big Bazaar:1 Stock out occurs rarely	.204	.203	-.018	.021	-.529	-.062	-.341	-.342	-.070	.330	.072
Big Bazaar:2 Loyalty cards are offered	.077	.362	.476	-.251	.092	-.109	.169	-.361	.004	-.046	-.053
Big Bazaar:3 Sales men have clear knowledge on product description:	.326	.269	-.203	.311	-.008	.374	-.167	-.371	-.087	.034	.140
Big Bazaar:4 ATM facility available	.079	.359	.029	.426	.298	-.165	.058	.001	.195	.180	-.202
Big Bazaar:5 Product guarantee	.567	.013	-.169	-.244	-.199	.018	.371	-.035	.271	.010	-.156
Big Bazaar:6 Easily identify the price of products	.110	-.466	-.195	.584	-.065	.099	.100	.065	.003	-.123	-.315
Big Bazaar:7 After sale service	.017	-.246	-.105	.258	.373	-.026	-.136	.055	.498	.250	.282
Big Bazaar:8 Waiting time at payment point is less	-.088	.449	-.133	.285	.400	.064	.158	-.204	-.127	-.177	-.063
Big Bazaar:10 Easiness on finding the products	.063	.181	-.645	-.196	.146	.153	-.161	.170	-.258	.117	.043
Big Bazaar:11 Employee friendliness	.230	.378	-.131	-.384	-.219	-.099	.001	.221	.301	.164	-.152
Big Bazaar:12 Location of store is convenient	.091	.232	.278	.457	-.298	.272	.100	.206	.139	.065	.130
Big Bazaar:13 Variety of products available	.220	.323	-.005	.323	-.353	-.136	.259	.289	-.109	-.240	.206
Big Bazaar:14 Provides innovative services	.538	-.095	.230	-.076	.367	.006	.142	-.265	-.147	-.132	.143
Big Bazaar:15 Reliability	.458	-.334	-.183	.033	-.239	-.032	-.120	-.120	.433	-.026	.052
Big Bazaar:16 Product labelling	.551	-.211	-.063	-.022	.220	-.373	-.065	.150	-.124	-.290	-.049
Big Bazaar:17 Wide range of choices in price	.182	-.279	.053	.075	.152	.305	.236	.039	-.327	.561	.239
Big Bazaar:18 Quality comparability of products	.636	.188	.107	.209	-.141	-.386	-.113	-.083	-.062	.050	-.136
Big Bazaar:19 Secure payments	.300	.313	.133	-.044	-.049	.037	-.121	.546	-.109	-.076	.400
Big Bazaar:20 Prices are affordable	.632	-.177	.013	-.107	.139	.024	.263	.061	.137	.223	-.015
Big Bazaar:22 Information Privacy	-.189	-.161	.344	.063	-.275	.135	.530	-.151	.093	-.091	.226
Big Bazaar:23 Provides Non defective goods	.540	.087	-.328	.150	.012	.137	.006	-.247	-.003	-.176	.111
Big Bazaar:24 Contract terms are good	.083	.423	-.072	-.133	.421	.157	.268	.195	.254	.099	-.067
Big Bazaar:25 Trustworthy staff	-.083	.254	.318	.039	.015	.562	-.312	-.017	.263	-.077	-.259
Big Bazaar:26 Repair problems are solved	.391	-.101	.421	-.308	.188	.060	-.319	-.086	.069	-.095	.255
Big Bazaar:27 Offers good discounts	.252	-.031	.133	-.160	-.140	.112	.170	.049	-.345	.292	-.383
Big Bazaar:28 Beneficial offers	.579	-.045	.134	.066	.027	.339	-.151	.174	-.201	-.124	-.175
Big Bazaar:29 Special events are conducted	.128	-.256	.478	.096	.095	.147	-.212	.271	-.002	-.011	-.223
Big Bazaar:30 Provides Non defective goods	.028	-.116	-.304	-.367	-.139	.546	.126	-.023	.076	-.314	.003

Table 3: Factor Loading of Variables

Factor (%Variance)	Factor Interpretation	Loading	Variables included in the factor
F1	Product Oriented	0.636	Quality comparability of products
		0.567	Product guarantee
		0.551	Product labeling
		0.538	Provides innovative services
		0.505	Repair problems are solved
		0.458	Reliability
F2	Affordability & Availability	0.548	Prices are affordable
		0.449	Waiting time at payment point is less
		0.323	Variety of products available
F3	Convenience	-0.645	Easiness on finding the products
		0.589	Provides Non defective goods
		0.457	Location of store is convenient
		0.46	Loyalty cards are offered
F4	Easiness	0.584	Easily identify the price of products
		0.426	ATM facility available
		-0.384	Employee friendliness
F5	Contract terms	0.654	Contract terms are good
		-0.52	Stock out occurs rarely
F6	Quality Products	0.771	High quality products
F7	Secure Information	0.742	Information Privacy
F8	Innovative offers	0.737	Trustworthy staff
		0.596	Special events are conducted
		0.476	Beneficial offers
F9	After sale service	0.498	After sale service
F10	Different price ranges	0.561	Wide range of choices in price
F11	Security and discounts	0.540	Offers good discounts
		0.400	Secure payments

The factor analysis was done on twenty eight variables and each variable represents certain factors behind purchase behaviour of consumers at hypermarket.

Component 1: Product oriented component

It includes mainly product oriented factors; Quality comparability of products (0.636), Product guarantee (0.567), Product labelling (0.551), Repair problems are solved (0.505), Provides innovative services (0.538).

Component 2: Affordability and Availability

This component includes three factors of which Prices are affordable (0.548) is the only factor which has a loading of greater than 0.50.

Component 3: Convenience

This component consists of 4 factors out of which two are above 0.50; Easiness on finding the products (-0.645) and Provides Non defective goods (0.589) which are negatively related.

Component 4: Easiness

This component includes 3 factors out of which only one loading has value greater than 0.50 which is easily identify the price of products(0.584).

Component 5: Contract terms

This component includes 2 factors out of which only one loading has value greater than 0.50 i.e. Contract terms are good (0.654).

Component 6: Quality Products

This Component has only one factor i.e. High quality products with factor loading 0.771

Component 7: Secure Information

This Component has only one factor which is Information Privacy (0.742)

Component 8: Innovative Offers

This component includes 3 factors in which there are two factors whose loadings are greater than 0.50. Trustworthy staff (0.737) and Special events are conducted (0.596).

Component 9: After sale service

There is only one variable in this component i.e. after sale service and its loading is 0.498.

Component 10: Different Price ranges

This component has only one variable which is Wide range of choices in price (0.561)

Component 11: Security and discounts

This component has two factors in which one factor is above 0.50 i.e. Offers good discounts (0.540).

V. CONCLUSION

Shopping in India has witnessed a revolution with the change in the consumer buying behaviour and the whole format of shopping also altering. To influence consumer behavior of consumers Modern organized retailers innovated & added different attributes in their formats. The research findings confirms that major reasons for customers purchasing in hypermarkets are, firstly, these are the one stop shopping solutions for the needs and secondly, availability of product range. The important factors influencing the purchase from Big Bazaar are High quality products, Information Privacy, Trustworthy staff and Easiness on finding the products. Since Big Bazaar is a leader in providing the wide range of quality products and maintains many product lines, the layout of store is designed in such a way that customers feel ease in finding the required products. Respondents also believe that Staff and security information are important factors.

VI. IMPLICATION FOR FUTURE WORK

There might be some other reasons that influence the behaviour of customers; the research is restricted to some aspects only. The effectiveness of the factors behind behaviour can be studied in the future research. The research can be carried forward with more sample size and with more number of factors with diversified demographics.

VII. REFERENCES

1. Anderson RC, Fell D, Smith RL, Hansen EN, Gomon S. Current Consumer behaviour research in forest products; *Forest Products Journal*. 2005; 55(1):21-27.
2. Winer RS. *Marketing Management*, Prentice Hall, Upper Saddle River, NJ, 2000.
3. Solomon M. *Consumer Behaviour: Buying, Having, And Being*. 5th ed. Prentice Hall. Upper Saddle River, NJ, 2002.
4. Berry LL. Relationship marketing of services-growing interest, emerging perspectives. *Journal of the Academy of Marketing Science*. 1995; 23(4):236-245.
5. Jones Michael A, *et al*. The Product Specific Nature of Impulse Buying Tendency, *Journal of Business Research*. 2003; 56:505-511.
6. PTL, Popkowski Leszczyc, *et al*. *Journal of Retailing*. 2004; 80:85-99.

Customers' Attitude towards Shopping Environment: An Empirical Investigation to Antecedents of Technology adaptation with 3D Virtual Reality Shopping Web Store

Ratheesh S¹ and Dr. Byram Anand²

¹Senior Research Fellow, Department of Management, Pondicherry University, U.T of Pondicherry, India.

²Assistant Professor, Department of Management, Pondicherry University, U.T of Pondicherry, India

ABSTRACT: *Nowadays, the world we are living in, invariably progressing with innovative technology approaches. The significance of online shopping has raised the retailer's attention to focus on this area. The making of a website environment plays a vital role in online shopping and customers are more interested to visit and shop from well designed web stores. A novel technology application that creates textures of real store shopping experience will generate a rapid momentum in e-retailing sector. In this study we examine the determinant of antecedents to customer's attitude towards shopping in 3D virtual store environment and we explore conception framework that derived by combining established theories, the Users and Gratification Theory and Technology Acceptance Model. This proposed conceptual model helps in framing strategies for crafting a store atmosphere that gives unique shopping experience. This approach offers a distinctive vision into workable marketing strategies to online merchants for developing customer professed virtual reality and superficial emotional online shopping environment. We proposed this conceptual model that provides an understanding on customer attitude towards virtual 3D shopping environment. We offers an outline to forthcoming 3D virtual retail store applications that ultimately give an encouraging impact on customer satisfaction level and purchase intentions.*

Keywords: *Online Shopping; 3D Virtual Reality Web Store; Consumer Behaviour*

1. Introduction

The initiative of making innovative digital business model as 3D virtual web stores that making an environment of interactivity and usefulness. Findings of this empirical study are dependable for understanding online customer behavior. In rapidly up-and-coming research scenario, this study combines constructs of two established models, by proposing and testing a combined model of interrelated constructs for building a novel technological platform. To an emerging online market situation proposing a composite model of antecedents of attitudes towards web store platforms and technology acceptance model constructs for hedonic behavioral intentions offers actionable frameworks for new business model development and strategy formulation. This paper provides an outline in developing the conceptual model by literature review and by addressing the research question to establishing the determinants of attitude towards 3D virtual store environment.

Past studies conducted in traditional bricks and mortar environment that used for an ecological psychology structure for expressing the cues in the store environment that may influences customer emotions in turn can affect their shopping behaviour. The motivational cues such as music, aroma or colour can be manipulate by the marketers increasing the customers' arousal and pleasure that in turn lead to influencing behaviour (Dailey (2004), (Russell and Mehrabian, 1974) and Eroglu 2003) confirmed that such kind of web store environment may be useful to influence consumer behaviour. Audio, visual graphics, product presentation and colour with high resolution and 3D displays are more appealing that creates exceptional stimuli. The cognitive aspects of satisfaction are evidence that can be incorporate emotions as a better predictor of shopping behaviour. While shopping through online web stores the level of customer interactivity can be used as the better predictor of Web sites effectiveness. Gauging of such attitude helps the web developers to create an environment that is unique and more interactive and appealing. The 3D virtual web sites that provide more touch and feel experience to customers while shopping. The customers experience in virtual 3D web store may be a medium of entertainment that giving information and feel ease in use on navigation that create usefulness in such virtual environment. Empirical evidence provides the scope of making such online store environment that creates customer base.

2. Literature Review and Constructs Development

The Uses and Gratification Theory proposed by Katz (1959) and further studies done by Katz, Gurevitch and Blumler (1974) proves that the people choose any media according to their personal desires and they know

which kind of media can gratify their needs. The Uses and Gratification theory has various fundamental constructs. From the literature, we adopted the most significant and robust dimension Entertainment and Interactivity of Uses and Gratification theory. (Chen and Wells 1999, Eighmey 1997, Rubin 1994, Herzog 1944, Korgaonkar and Wolin 1999 Eighmey and McCord 1998, Plummer 1971) having significant impact to attitude towards the web environment. The Uses and Gratification theory assumes that customers are action oriented and chooses the most appropriate means that accomplish their gratifications (McQuail, Blumler, & Brown, 1972; Katz 1974). Online shoppers, with purposeful intentions seeking specific information about products and requires interactive media (McQuail, 1972) rather than passively navigating through the web environment. TAM provides the constructs of usefulness and in predicting attitudes towards a new technology the ease of use construct used (Davis, 1989) both from the Theory of Reasoned Action.

2.1 Entertainment

The entertainment construct referring to the scope to web environment having fun and enjoyment to the web users (Eighmey and McCord 1998). The Uses & Gratification theory has established the importance of entertainment that in its facility to accomplish the online shopper's needs for leisure, hedonistic pleasure, emotional satisfaction or visual enjoyment (Mc Quail 1983). Studies provide the high degree significance to the construct entertainment that determines maximum involvement to direct to motivate the customers to use the environment frequently. The stimuli music, colour or aroma can be manipulate by website providers to increase customers' pleasure and arousal, which leads to more approach behaviour (Mehrabian and Russell, 1974). Visual graphics, product presentation at high level of resolution, audio, video, colour and 3D display are the regular stimuli (Dailey (2004) and Eroglu).

Hence it is hypothesed that

H1: Entertainment has a positive effect on Attitude towards 3D virtual web store.

2.2 Interactivity.

The construct Interactivity refers the process such as exchange of information. (Rafaeli and LaRose 1993; Rafaeli 1988, 1990; Zack 1993). The interactivity can be explained as the informative feature of the online web store that the facility to provide required information to be made readily available to consumers. Coupey and Cook (1998). The quantity of information available in a web environment has the chance to prospective to result for more knowledgeable consumers, that enables the customers to make better quality decisions that create the shopping experience results in better satisfaction with purchases they make. This construct's assess the amount of information provided by an online web shopping environment that may affect consumer purchase behaviour, hence the study variable from the literature can be use to study the effect of information availability on customer purchase decision making in virtual three dimensional web store settings. (Malhotra, 1982; Jacoby 1974) (Lee and Lee, 2004). The information available upon the quantity of information provided on product or brand basis (Wilkie, 1974). The quantity of information is defined in this study as the descriptions and other attribute provided on a product stacked in an online web shopping environment. The online shopping environment is supportive in providing much more information than offline environments (Coupey and Cook 1998). Better informational base helps the consumers to make more informed decisions that make them to increase their satisfaction in online shopping process (Glazer, 1991). The amount of information available makes more interactivity that influences consumers interact with an online shopping environment.

Therefore it is hypothesized

H2: Interactivity has a positive effect on attitude towards 3D virtual store.

2.3 Ease of use

Ease of use can be defined as the level to which the user believe that using an information technology environment as comfortable in handling (Davis, 1989). The Ease of use is considered as an significant measurement of information technology based service from the customer perception. Normally customers of online shopping concerned about the effort requisite to use complicated online shopping environment (Dabholkar, 1996). The e-tailing website should allow constructive and convincing customer experience (Jonsson and Schenkman 2000, Novak 2000). In a user friendly virtual store environment makes customers experience enjoyable and easy to use. Such web platforms allows easy online shopping with appealing attributes dedicated to quickly and easy navigation for searching shoppers to the required product information (Huizingh, 2000). Such virtual web store platforms are critical for searching and collecting

information. User friendly and less stressful effective online web environment is also needed for enjoyable shopping experience (Liao and Cheung, 2001). In this study, the construct ease of use measuring the customers' confidence in the ease of knowledge and using the proposed 3D virtual web environment.

Therefore, H3 is proposed:

H3. Ease of Use has a positive effect on attitude toward the 3D virtual store environment.

2.4 Usefulness

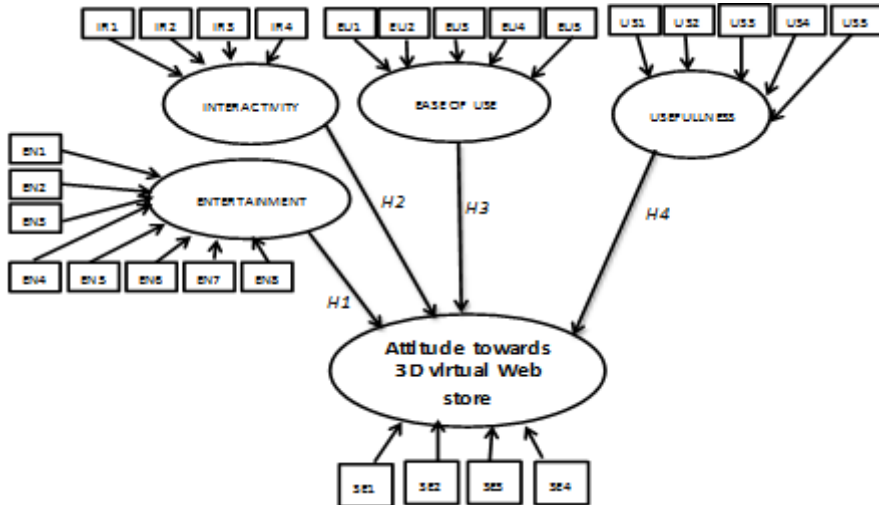
The usefulness measures the level to which users believe that using an innovative technology environment that improves their usage action (Davis, 1989). This can be considered as a determinant of probable shopper's opinion to that particular technology environment. This estimation depicts the potential user attitude towards an innovation that contributing significance change over for an alternative ways of technological environment (Agarwal and Prasad, 1999). This construct from TAM, the usefulness measures the customer interaction based on 3D virtual web store environment denotes the exertion requisite to learn to use such environment for shopping.

Therefore, H4 is hypothesized as

H4. Usefulness positively affects on attitude toward the 3D virtual store environment.

3. Proposed Research Model

3.1 Figure.1



4. Methodology

An online survey questionnaire was developed to examine the attitude towards innovative shopping in virtual 3D online websites environment. The questionnaire made by the help of online survey tool Typeform which enabled to add video demonstration for giving awareness of 3D virtual store environment. This helped the respondents to get an idea about the concept of 3D virtual store. The constructs were evidently measured using 5point scale range from 1 to 5 (strongly agree to strongly disagree). 20 items used to calculate the four latent constructs, Entertainment (EN), Interactivity (IR), Usefulness (US), Ease of use (EU). The online survey administered to online shoppers who are selected randomly from a pool of online purchasers. Data collected from respondents who are using online shopping sites for their purchase. The selection of sample based on the criteria that respondents must have knowledge in using web sites for their shopping and usage of such online shopping websites is frequent. The purposeful sampling methodology adopted as the respondents had enough experience with the online shopping web sites. A mail containing the online survey link mailed to more than 1000 respondents through their e-mail Ids and was requested to take part in the survey. On clicking the link provided in the mail, survey questionnaire will open up and respondent can participate to survey. First the respondents were asked to watch the video demonstration of 3D virtual web environment. The respondents were also asked to give the names of some shopping sites and

products that they used to shop. In a total of 375 completed questionnaires 282 has taken for analysis to validate the measurement and structural model.

5. Results

The sample had 183 males and 99 females and most of the respondents between the age group of 26-34 years. Structural equation modeling was employed to confirm the causal relations between the latent constructs and testing the hypotheses of this study. First, conducted an exploratory factor analysis with principle axis factoring for all constructs that helped to delete items that poorly performed.(Table -1 summarises the items taken after deleting items that are poor performed due to weak or cross loading). Subsequently, Confirmatory factor analysis has done to test discriminant validity and convergent validity of every constructs.

Table No1: Exploratory Factor Analysis Results

CONSTRUCTS	INDICATORS	Factor			
		1	2	3	4
Entertainment	EN2	0.897			
	EN5	0.788			
	EN1	0.761			
Ease Of Use	EU4		0.863		
	EU2		0.847		
	EU5		0.796		
Interactivity	IR2			0.813	
	IR3			0.783	
	IR4			0.758	
	IR5			0.764	
Usefulness	US3				0.867
	US4				0.814
	US2				0.783
Eigen values		3.913	1.937	1.767	1.359
Percentage of variance explained		27.951	13.834	12.621	9.705
Cumulative percentage		27.951	41.785	54.406	64.111
Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 5 iterations.					

Cronbach’s α considered as principle criteria for analysis of reliability. The result indicates that all construct having Cronbach’s above 0.7 signifying high reliability (Table 2).

Table No 2

Constructs	No of Item	Mean	Cronbach’s α	Composite Reliability	AVE
Entertainment	3	2.22	0.842	0.86	0.67
Interactivity	4	2.62	0.853	0.86	0.60
Ease Of Use	3	2.51	0.839	0.87	0.70
Usefulness	3	2.52	0.809	0.86	0.66

The Fornell and Larcker (1981) proposed a method that we used to test the discriminant validity. Results from the calculation in this study verified the test criterion of discriminant validity. For the convergent validity test, the estimates of variance extracted are tested. All of the average variances extracted for the four constructs examined were above the standard value and the level 0.5 signifying that indicators successfully represent the latent variables and showing convergent validity. Afterwards tested the chi-square values and the overall goodness of fit. The adjusted GFI (0.847) and goodness-of-fit index GFI (0.853) of this results

shows values greater than 0.8. As per Jöreskog and Sörbom's (1988) adjusted GFI and GFI ranged between 0.8 and 0.9 significant, hence it's acceptable. The residual estimate RMSEA found to be 0.065 that fulfilled the test criterion of less than 0.08. The CFI value 0.91 and the IFI value 0.92 are in considerable level to meet the determination criterion of a value greater than 0.9. After the analysis the results obtained indicates that the proposed model was significantly within the acceptable value range and it is consistent for structural relations model analysis. In this study we independently explained the causal relations between every constructs. Results shows that the values obtained are significant and supported the entire hypothesis. The analysis given that entertainment, interactivity, eases of use, and usefulness having direct influences to attitude towards virtual web store. For H1 standardised coefficient shows the estimate of 0.56 and p value less than 0.001, H2 standardised coefficient is 0.38 and p less than 0.001 then for H3 standardised coefficients shows value of 0.30 and p value less than 0.001 and for the hypothesis H4 standardised coefficients is 0.57 and p value less than 0.001. All path coefficients of antecedents of attitude towards 3D virtual web store are significant and supported respective hypothesizes. So the findings support the proposed model.

This consistency of constructs in this study suggests that further investigation in different settings gives exceptional results.

6. CONCLUSION AND MANAGERIAL IMPLICATIONS

This study, proposing a model with constructs combined from Uses and Gratifications theory (McGuire 1974; Herzog 1944; Eighmey 1997) and TAM, attempted to investigate the empirical evidences of attitude towards innovative virtual shopping environment. Based on the study the enjoyment and interactivity in innovative virtual online shopping web store, consumer shows influencing shopping experience. Ease of use and usefulness of innovative three dimensional web store platform, consumers feels exceptional shopping experience. Same as in offline stores there is touch and feel effects creates more satisfaction to purchase from such virtual stores than normal shopping websites. Particularly, satisfaction and unique shopping experience leads as the consequences of repurchase intention. As enjoyment, interactivity, usefulness and ease of use are the antecedents of attitude towards the 3D online virtual store the consequences can be satisfaction and repurchase intention. The results indicated Internet users who recognize the unique idea of visualization and interactivity in 3D virtual store websites as entertaining and enlightening. In general customers like such kind of innovations for their online shopping environment. This shows a positive attitude towards the 3D virtual store. This finding of the study offers an innovative digital business model of creating three dimensional virtual store environments. The electronic marketers should go beyond from normal business models with two dimensional store platforms to creating a potential satisfied users and repeated purchasers. Ultimately, repurchase intention shows loyalty and consumer satisfaction to such virtual web stores are the major factors to success of e-business. The present study contributed to the literature by combining interrelated established model variables as antecedents by using the SEM method. This study can be extending the scope of investigating the consequences empirically. Future research works are inviting to authenticate the finding of the study in different sample settings.

7. REFERENCES

1. Agarwal R, Karahanna E. Time flies when you're having fun: cognitive absorption and beliefs about information technology usage. *MIS Quarterly*. 2000; 24(4):665-694.
2. Accard J, Davidson AR. A comparison of two models of social behavior: Results of a survey sample. *Sociometry*. 1975; 38:497-517.
3. Ariely D. Controlling the information flow: effects on consumers' decision making and preferences. *Journal of Consumer Research*. 2000; 27(2):233-249.
4. Blanca Hernandez Julio JimenezM.José Martín. "Adoption vs acceptance of e-commerce: two different decisions", *European Journal of Marketing*. 2009; 43(9/10):1232-1245.
5. Charles Dennis Bill Merrilees Chanaka Jayawardhena Len Tiu Wright. "E-consumer behaviour", *European Journal of Marketing*. 2009; 43(9/10):1121-1139.
6. Chanaka Jayawardhena Len Tiu Wright. "An empirical investigation into e-shopping excitement: antecedents and effects", *European Journal of Marketing*. 2009; 43:1171-1187.
7. Chen PY, Hitt LM. "Measuring switching costs and the determinants of customers retention in internet-enabled businesses: a study of the online brokerage industry", *Information Systems Research*. 2002; 13(3):255-76.

8. Chen SY, Magoulas GD, Dimakopoulos D. A flexible interface design for web directories to accommodate different cognitive styles. *J.Am. Soc. Inf. Sci. Technol.* 2005; 56(1):70-83.
9. Davis FD. Perceived usefulness, perceived-ease-of-use and user acceptance of information technology. *MIS Quart.* 1989; 13:319-40.
10. Eroglu SA, Machleit KA, Davis LM. "Atmospheric qualities of online retailing: a conceptual model and implications", *Journal of Business Research.* 2001; 54:177-84.
11. Field JM, Heim GR, Sinha KK. "Managing quality in the e-service system: development and application of a process model", *Production and Operations Management.* 2004; 13(4):291-306.
12. Fornell C, Larcker DF. Evaluating structural equation models with unobservable variables and measurement error. *J. Market. Res.* 1981; 18(1):39-50.
13. Hui-Fei Lin, Chi-Hua Chen. Combining the Technology Acceptance Model and Uses and Gratifications Theory to examine the usage behavior of an Augmented Reality Tour-sharing Application, *Symmetry* 2017; 9:113. doi:10.3390/sym9070113
14. Jacoby J, Szybillo GJ, Berning CK. "Time and consumer behavior: an interdisciplinary overview", *Journal of Consumer Research.* 1976; 2:320-39.
15. Koenig-Lewis N, Palmer. "Experiential values over time – a comparison of measures of satisfaction and emotion," *Journal of Marketing Management.* 2008; 24(1-2):69-85.
16. Long-Chuan Lu Hsiu-Hua Chang Shih-Ting Yu. "Online shoppers' perceptions of e-retailers' ethics, cultural orientation, and loyalty", *Internet Research.* 2013; 23(1):47-68.
17. Moon JY, Kim YK. Extending the TAM for a World-Wide-Web context. *Information & Management.* 2001; 38:217-230.
18. Mcguire, William J. Psychological Motives and Communication Gratification, in *The Uses of Mass Communications*, Jay G. Blumler and Elihu Katz, eds., Beverly Hills, 1974.
19. Oliveira P, Roth AV, Gilland W. Achieving competitive capabilities in e-service. *Technological Forecasting and Social Change*, 69, 721-39. Parasuraman, A., Rajat Gera, (2011), "Modelling e-service quality and its consequences in India: an SEM approach", *Journal of Research in Interactive Marketing.* 2002; 5(2/3):203-225.
20. Sejin Ha Leslie Stoel. "Online apparel retailing: roles of e-shopping quality and experiential e-shopping motives", *Journal of Service Management.* 2012; 23(2):197-215.
21. Sejin Ha, Leslie Stoel. Consumer e-shopping acceptance: Antecedents in a technology acceptance model *Journal of Business Research*, 2009, 565-571.
22. Wakefield KL, Baker J. "Excitement at the mall: determinants and effects on shopping response", *Journal of Retailing.* 1998; 74(4):515-31.
23. Ziqi Liao Xiping Shi. "Consumer perceptions of internet-based e-retailing: an empirical research in Hong Kong", *Journal of Services Marketing.* 2009; 23(1):24-30.

Effectiveness of E-HRM in the Perception of Employees with Special reference to Chennai City

Reji K

Assistant Professor
GSS Jain College for Women,
Chennai, India.

ABSTRACT:HRM – Human Resource Management is the art of making the human capabilities and potentialities into effective and productive one and that will enhance the level of aspiration, mission and vision of organization as well as human personnel. All strategies, policies and practices are framed, developed and implemented according to the needs and requirements for people of today. Information Technology enabled services in HRM makes the Human Resource Activities faster and advanced one. Now a day's almost all the employers' fulfilling their man power requirement through online sources since it is timeless and costless activity. Companies open their own online Portal to serve this purpose effectively. E-Recruitment is the most innovative one in E-HRM in which online interview, online test etc are being done appropriately. There are three main levels in it. They are (1). Operational Level (2). Relational Level and (3). Transformational Level. Information technology is being used in all these levels to enable the functions of HR services. It provides lot of advantages for both job seekers and recruiters of today's need. The aim of this paper is to study the usage and effectiveness of E-HRM as an innovative practice in corporate sectors in Chennai City. It also intends to motivate the organizations to incorporate innovations in HRM. Corporate sectors finding their job easy way by applying global technologies and maximize their income level and minimize the level of expenses.

Keywords:E-HRM, E-Mail Integration, HRM Portal, Talent Management etc.

1. Introduction

HRM is the art science and techniques of effective and efficient utilization of human powers towards the wealth and well beings. Virtual organization is a new form of organization that emerged in 1990. It is also known as network organization, modular organization or digital organization . Simply stated, a virtual organization is a network of corporations made possible by, what is known as Information and Communication Technology (ICT) which is flexible and is created to meet the dynamics of the market. In other words, the virtual organization is a social network in which all the horizontal and vertical boundaries are removed. In this sense, virtual organization is boundaryless organization. It consists of individuals working out of physically dispersed work places, or even individuals working out of mobile devices and not tied to any particular workplace. In the virtual organization, ICT coordinates the activities and combines the skills of workers and resources in order to achieve the common goal. The network of relationship permits contracting, manufacturing, distribution, marketing and other business function. A small group of managers oversee directly any activities that are done in-house. They coordinate and control external relations with the help of computer network links. Nike, Reebok, Puma, Dell Computers, Hindustan Lever are some of the companies which are working virtually. Thus, a virtual organization is loose web of individuals, capital and technologies which operate without time and space constraints. It operates without a fixed structure and its boundaries keep on changing.

REVIEW OF LITERATURE

Stefan Strohmeier (Human Resource management review 17(1) 19-37, 2007) conducted study on E-HRM and concluded that the current empirical work on E-HRM and discusses some implication for future research.

Janet H Masler, Sandra L fisher conducted study on Evidence based review of E-HRM and strategic human resource management (Pg 18-36, 2013) and made a report on that theoretical and empirical research in this area is still at an early stage.

Dr.K.Nagendrababu, Girisha M.C (IOSR Journal of Business Management, Volume 20 Issue March 2018) conducted study on E-HRM practices in IT industry and concluded that job seekers are much influenced by the design and contents of the company websites which indicates the proper E-HRM practice of the IT companies.

Paul Poisat and Michelle R Mey conducted study on “Electronic Human Resource Management : enhancing or entrancing”. It is referred by the SA Journal of Human Resource Management volume 15, dt 25.07.2017. They suggested that the implementation of E-HRM will lead to improve organizational productivity.

NEED FOR THE STUDY

Globalisation brought enormous changes and advancements all over the world. The requirement of human resource is also been channelized in association with global need. The present study is motivated to encourage the organizations to incorporate E-HRM practices and make use of its components to shine across the world.

STATEMENT OF THE PROBLEM

As E-HRM is an innovative tool which makes the people to work with more digitalized environment and it is important to know how far they comfortable and satisfied on advanced technology.

OBJECTIVES

To study the interactive effect of E-HRM

To know the accessibility of E-HRM practices by people in Chennai.

HYPOTHESIS

There is no significant difference in perception of employees and the researcher hence Null Hypothesis accepted.

RESEARCH METHODOLOGY

The study is based on primary data collected from 100 respondents working in different corporate sectors and secondary data gathered from books and relevant publications. A questionnaire contains 20 questions issued to each and every respondent and data were collected. The questions were open ended and yes or no type. The collected data are scheduled and tabulated as under :

Table 1:Agewise Classification

SI No	Age	No. of Respondents	Percentage %
1	20-30	28	28
2	30-40	36	36
3	40-50	22	22
4	>50	14	14
Total		100	100

Table 2:This tabulation has been made on the basis of responses made against the questions.

SI No	Statement	Positive Responses	Negative Responses	Total %
1.	Availability of E-HRM practices	95	5	100
2.	Provides better platform to Job hunters	95	5	100
3.	Computer monitoring activities considered necessary	85	15	100
4.	Cost reduction an element in E-HRM	65	35	100
5.	Attracts & help job hoppers	90	10	100
6.	Maximum utilization of human resource	70	30	100
7.	Sustainable for over a period of time	75	25	100
8.	Quantum of paper work - less	70	30	100
9.	Employees performance being appraised	80	20	100
10.	Helpful for routine work	75	25	100
11.	Good in maintaining records	100	-	100
12.	Face to Face interaction is possible	45	55	100

13.	It improves accuracy	80	20	100
14.	Dependable always	70	30	100
15.	Accessible to all	60	40	100
16.	Websites are designed to satisfy employer and employee	65	35	100
17.	Satisfied with web based testing	65	35	100
18.	Leads to total quality of the organization	80	20	100
19.	Employee skill & knowledge enriched	90	10	100
20.	Providing proper guidance without bias	85	15	100

RESULTS AND DISCUSSION

This study exposes the effectiveness of E-HRM practices with reference to the data supplied by respondents working in various organizations around the Chennai City.

Out of 100 respondent employees, 95 are working in companies availed their E-HRM practices. It also proved that the better platform offered by the companies to their employees and other job hunters. Computer monitored activities are highly effective and cost reduction technique also been implemented. Almost all the job hoppers are attracted and helped by E-HRM practices. Utilization of human resources is 70% and it shows that the remaining 30% of human resource must be utilized for planned activities and it requires programming. The reliability and sustainability of E-HRM activities is good. Probability of paper work also been reduced. Employees are achieved by performance and day to day activities are carried out gently. Record keeping is highly effective and one to one interaction is very much reduced to 45%. There is very much improvement in accuracy level and not dependable at all time, accessibility also is at an average level. The companies pay attention on designing their website to make the people aware about their own company. Web based testing also enabled as E-Service and it encourage the people to get into with enthusiasm and energy. Employees are developed with the help of E-HRM tools and it provides proper guidance whenever they require. E-HRM enhances the total quality of the organization as well.

FINDINGS

- E-HRM services are highly appreciable
- It is an innovative tool
- It grows up the overall development of organization
- It increases the speed and efficiency of employees

RECOMMENDATIONS

It is recommended that each and every organization must implement the practices of E-HRM. Through this study it is observed that the employees must be motivated towards globalization. The system must be standardized with qualified and efficient person.

CONCLUSION

With technological progress, the nature of jobs and skills requirement are changing. Multitasking and multiskilling are becoming necessary. Computerised Information Systems are simplifying administrative work. Artificial Intelligence in HR processes plays a critical role in managing talent and people and can power talent decisions effectively. Using technology helps take quicker and objective decisions but it cannot replace common sense or replace human intervention.

LIMITATIONS

The results and findings observed from the study is limited to the respondents of 100 employees working in various organization.

SCOPE FOR FUTURE RESEARCH

This study is made on the requirement of present generation. It emphasizes the qualitative as well as quantitative effects of E-HRM. The findings of this study definitely guide the scholars who may enroll in the same field of research.

REFERENCE

1. Book – Human Resource Management by Dr.C.B.Gupta – Sultan Chand & Sons – Educational Publishers – New Delhi.
2. The impact of E-HRM on organizational performance: evidence from selective service sectors of Bangladesh – MD.Sajjad Hosain - Intenational journal of HRM (IJHRM) ISSN(P):2319-4936; ISSN(E)2004; 6(3):2319-4944
3. The role of E-HRM in contemporary HRM – Lima and Maolin Ye
4. Dr.K.Nagendrababu, Girisha M.C (IOSR Journal of Business Management, Volume 20 Issue March 2018) - study on E-HRM practices in IT industry
5. Janet H Masler, Sandra L fisher. Study on Evidence based review of E-HRM and strategic human resource management. 2013;18-36.
6. Paul Poisat, Michelle R Mey. Study on “Electronic Human Resource Management : enhancing or entrancing”. It is referred by the SA Journal of Human Resource Management, 2017, 15.

Impact of Bandwagon effect in Consumption of Mobile Phones

Dr. A. S. Saranya¹ and Aishvarya K²

¹Associate Professor, Department of Commerce (Aided), Ethiraj College for Women, Chennai, India.

²Research Scholar, Department of Commerce (Aided), Ethiraj College for Women, Chennai, India.

ABSTRACT: *The bandwagon effect is a kind of herd mentality and it is a psychological term which refers to those people who do something just because others are also doing it. The bandwagon effect is used to create popularity for a product which is already or is about to be introduced into the market. It is most commonly seen in politics and consumer behavior especially while buying mobile phones. So the present study examines the various factors that affect bandwagon consumption behavior, namely, 'Consumers need for uniqueness'- which refers to those people who want to be unique and different from others during the purchase and usage of a product, secondly, 'Status Consumption'- which refers to the process of buying a particular product just because it has a status or it increases the status, thirdly, 'Susceptibility to normative influence'-which refers to the process whereby the consumers will alter their choices when the purchase decisions are being observed by others. In today's world there is high competition among mobile phone companies wherein Bandwagon effect plays a very prominent role for survival in the market place.*

Objectives of the study:

1. To examine the factors affecting bandwagon consumption behavior of mobile phones.
2. To analyze the nature of relationship between the factors affecting bandwagon consumption behavior (consumer need for uniqueness, status consumption and susceptibility to normative influence and Bandwagon consumption behavior).
3. To analyze the cause effect relationship between bandwagon consumption behavior, and its factors (consumer need for uniqueness, status consumption and susceptibility to normative influence).

Research methodology:

The sample size for the present study is 70 with data to be collected by conducting an online survey having questions measured on a five point Likert's Scale ranging from 'Strongly agree' to 'Strongly disagree'. The statistical tools proposed to be used are Percentage, Weighted Mean, Correlation and Regression.

Keywords: Bandwagon consumption, Consumer need for uniqueness, Status consumption, Susceptibility to normative influence.

1. Introduction

The term bandwagon effect refers to the behavior of a consumer who follows a trend which is created by the need or want of the mass populous. When the public is influenced by a product or service, it attracts new and potential consumers to desire that same product / service. The bandwagon effect is used to create popularity for a product among the population which is already or is about to be introduced into the market. It is a kind of human emotion where, people think "if everyone has one, then I too want one," by making a certain product seem desirable by all. There are several goals that bandwagon effect has in marketing. It increases the popularity of a product, which in turn increases the rate of return from sales and also increases the demand for the product as it is consumed at a faster rate, When the bandwagon effect is executed successfully it increases the demand for the product which leads to shortage of products resulting in increased manufacturing activities, creation of additional employment and profitability opportunities and increased competition in the business. So in order to compete in the market it is the responsibility of the companies to be aware of their competitive products and also about the various upgradation that has been made according to the changes in the consumer's tastes and preferences. In today's world there has been vast development in technology, wherein mobile phones provisionally considered a luxury product, it has now become a very important necessity of daily life. The rapid growth of mobile phone users has led to high competition among the different companies, trying to develop an additional competitive edge and unique elements which influences the consumers to buy their brand. Among the various factors which influence the customers purchase decision, Bandwagon effect plays a very important role especially with respect to mobile phones.

2. REVIEW OF LITERATURE

A study conducted by Divya. M .Va (2018) has revealed that no significant difference can be found in the bandwagon consumption behaviour with respect to gender, marital status, economic status and monthly family income, A study conducted by Zanele Mdlekeza (2014) revealed that his model confined the presence of bandwagon luxury motor vehicle consumption among the market segments. It was also found that the bandwagon consumption behavior occurs in spite of self concept. Need for uniqueness, status consumption and susceptibility to normative influence were confirmed as antecedents to bandwagon consumption, A study conducted by Minas Kastanakis and George Balabanis (2012) revealed that Bandwagon behavior is mostly influenced by inter-dependence managers, snob behavior is influenced by independence manager and Veblin behavior is influenced by inter-dependance manager. A study conducted by Shayan Shaikh, Aneela Malik, M.S. Akram, Ronika Chakrabarti, (2017) revealed that the relationship between individuals' interdependent/independent orientation and bandwagon luxury brand consumption is partially/fully mediated by their personality traits. A study conducted by Melike Altintas, Kenneth A. Heischmidt (2015) revealed that there exists a mild difference between genders in self-identity motives and luxury consumption

3. NEED FOR THE STUDY

Due to vast development in technology and cost effectiveness everyone have started using mobile phones starting from school children to senior citizens. Thus mobile phone market is a huge one wherein bandwagon consumption behavior plays an important role. So in this context the present study examines the various factors affecting bandwagon consumption behavior and also the relationship that exists between bandwagon consumption behavior and its antecedents namely, consumers need for uniqueness, status consumption, and susceptibility to normative influence.

4. OBJECTIVE OF THE STUDY

1. To examine the factors affecting bandwagon consumption behavior of mobile phones.
2. To analyze the nature of relationship between the factors affecting bandwagon consumption behavior (consumer need for uniqueness, status consumption and susceptibility to normative influence and Bandwagon consumption behavior).
3. To analyze the cause effect relationship between bandwagon consumption behavior, and its factors (consumer need for uniqueness, status consumption and susceptibility to normative influence).

5. RESEARCH METHODOLOGY

The sample size for the present study is 70 selected using purposive sampling technique. Data has been collected by conducting an online survey having questions measured on a five point Likert's scale ranging from 'Strongly agree' to 'Strongly disagree'. The statistical tools used for the study are Percentages, Weighted Mean, Correlation and Regression.

6. LIMITATIONS OF THE STUDY

1. The present study is conducted only among Students, Employees and Professionals in Chennai
2. The sample size is small and so the findings may not be generalized to the entire population

7. DATA ANALYSIS AND INTERPRETATION

The demographic profile of the respondents is given in Table 1 below.

Table 1:Demographic Profile

S.No.	Age (years)	Percentage	S.No.	Marital Status	Percentage
1.	18-25	50	1.	Married	27
2.	25-35	37	2.	Widower	0
3.	35-45	3	3.	Divorced	1
4.	45-55	6	4.	Single	72
5.	Above 55	4			
S.No	Monthly Income	Percentage	S.No.	Educational qualification	Percentage
1.	Less than Rs.20,000	37	1.	Higher secondary	0
2.	Rs.20001-Rs.40000	27	2.	Diploma	1

3.	Rs.40001-Rs.60000	16	3.	Undergraduate degree	44
4.	Rs.60001-Rs.80000	6	4..	Post graduate degree	40
5.	Rs.80001-Rs.1,00,000	7	5.	Professional degree	10
6.	Above Rs.1,00,000	7	6.	Others	5
S.No.	Occupation	Percentage	S.No.	Gender	Percentage
1.	Govt. Employee	0	1.	Male	56
2.	Pvt. Employee	41	2.	Female	44
3.	Professional	9			
4.	Self employed	14			
5.	Student	27			
6.	Others	9			

The above Table depicts that majority of the respondents are Male (56%), Under Graduates (44%), in the age group of 18-25 years (50%), and unmarried (72%), private employees (41%) with a monthly income of less than Rs.20,000 (37%)

The mobile brands owned by the respondents are depicted in Table 2 shown below.

Table No 2: Mobile Brand Owned

S.No.	Mobile Brands	Percentage
1.	Apple	17
2.	Blackberry	1
3.	Google pixel	0
4.	One plus	9
5.	Vivo	6
6.	Oppo	14
7.	Xiaomi	13
8.	Huawei	3
9.	Lenova	7
10.	Motorola	10
11.	Samsung	17
12.	Real me	3
13.	Others	0

The above Table depicts that majority of the respondents own Apple and Samsung mobile brand (17%) each, followed by Oppo (14%), Xiaomi (13%), Motorola (10%), One plus (9%), Lenova (7%), Vivo (6%), Huawei and Real me (3%) each. Only (1%) of the respondents use Black berry and none of the respondents use Google pixel or any other brand (0%).

The respondent's intention to buy mobile brand in the next 5 years is depicted in Table 3,

Table No 3: Mobile Brand Intended to Buy in the Next Five Years.

S.No.	Mobile Brands	Percentage
1.	Apple	34
2.	Blackberry	6
3.	Google pixel	4
4.	One plus	20
5.	Vivo	2
6.	Oppo	13
7.	Xiaomi	6
8.	Huawei	3
9.	Lenova	1
10.	Motorola	1
11.	Samsung	4
12.	Real me	6
13.	Others	0

The above Table depicts that majority of the respondents have an intention to buy Apple brand in the next five years (34%) and it also includes those respondents who already own Apple brand and intend to buy advanced versions of the same, followed by One plus (20%), Oppo (13%), Black berry, Xiaomi and Real me (6%) each, Google pixel and Samsung (4%) each, Huawei (3%), Vivo (2%), Lenova and Motorola (1%) each. The Table also states that the respondents do not have the intention to buy any other brand other than the brands that are specified.

The various factors (consumers need for uniqueness, status consumption, susceptibility to normative influence) that affect the bandwagon consumption behavior of mobile phones are depicted in Table nos. 4, 5, 6 and 7 as given below.

Table No 4: Consumers Need For Uniqueness

S.No.	Statements	Mean	S.D.
1.	I collect unusual products as a way of telling people I'm different	3.03	1.08
2.	I actively seek to be unique by buying a special mobile brand	3.01	1.30
3.	The mobile brand that I like the best is the one that expresses my individuality	2.96	1.35
4.	I have often broken the rules of my social group regarding what to buy or own	3.16	1.20
5.	I have often gone against the understood rules of my social group regarding when and how certain mobile brands are to be properly used.	3.04	1.08
6.	I enjoy challenging the normal taste of people I know, by buying something they wouldn't seem to accept	3.01	1.10
7.	If someone hinted that I had been dressing inappropriately for a social situation, I would continue dressing in the same manner	2.63	1.17
8.	When a mobile brand I like becomes extremely popular, I lose interest in them	2.67	1.21
9.	When a mobile brand I own becomes popular among the general population, I begin using it less	2.53	1.14
10.	I often try to avoid mobile brands that I know are bought by the general population	2.71	1.12
11.	The more common a mobile brand is among the general population, the less interested I am in buying it	2.80	1.19

The above Table depicts all the statements that measures the consumer need for uniqueness. The findings reveal that the respondents have disagreed to six statements out of eleven statements (statement number 3, 7, 8, 9, 10 & 11). The respondents have disagreed to the statement that the mobile brand which they buy expresses their individuality (weighted mean=2.96) also when a mobile brand they like becomes extremely popular and are bought by the general population then they are less interested in buying them (weighted mean=2.80), try to avoid buying them (weighted mean=2.71), lose interest in them (weighted mean=2.67), and begin using it less (weighted mean=2.53). However the respondents have agreed to the statement that they have often broken (weighted mean= 3.16) and gone against the understood rules of their social group (weighted mean=3.04) regarding which mobile brand to buy and how it should be used. They enjoy challenging the normal taste of people they know by buying something they wouldn't accept (weighted mean=3.01). They usually collect unusual products (weighted mean=3.03) and prefer to buy a mobile brand to show that they are unique and different from others. Thus the respondents need for uniqueness has been moderately proved.

Table No 5:Status Consumption

S.No.	STATEMENTS	MEAN	S.D.
1	I would buy a mobile brand just because it has a status	2.34	1.21
2	I am interested in new mobile brand with status	2.49	1.32
3	I would pay more for a mobile brand if it had status	2.23	1.18
4	The status of a mobile brand is irrelevant to me (negatively worded)	3.24	1.28
5	A mobile brand is more valuable to me if it raises my status when I purchase it.	2.39	1.22

The above Table depicts all the statements which measure the desire for status of the consumers. The findings reveal that the respondents have disagreed to all the above statements. Indicating that they do not attach any status to the mobile brand owned by them. They disagreed to the statement that a mobile brand is more valuable to them if it has status (weighted mean=2.39). The respondents are not interested to buy a mobile brand with status (weighted mean=2.49), not ready to pay more (weighted mean=2.23) or buy a new brand just because it increases the status (weighted mean=2.34). They have agreed to the statement that the status of the mobile brand is irrelevant to them (weighted mean=3.24). Thus the result shows that consumers buy a mobile phone according to their needs and expectations and not because they attach a status symbol to the brand.

Table No 6: Susceptibility To Normative Influence

S.No.	Statements	Mean	S.D.
1.	When buying a mobile phone, I generally purchase those brands that I think others will approve of	2.51	1.30
2.	If other people can see me using a mobile phone, I often purchase the brand they expect me to buy.	2.43	1.26
3.	I achieve a sense of belonging by purchasing the same mobile brands that others purchase	2.33	1.11
4.	If I want to be like someone, I often try to buy the same mobile brands that they buy.	2.20	1.22
5.	I like to know what mobile brands make good impressions on others	2.66	1.32
6.	I rarely purchase the latest fashion styles until I am sure my friends approve of them	2.67	1.28
7.	It is important that others like the mobile brand I buy.	2.81	1.21

The above Table depicts all the statements that measure the susceptibility to normative influence of consumers. The findings reveal that the respondents have disagreed to all the statements given above. The respondents feel that it is not important for them to buy a mobile brand that creates a good impression (weighted mean=2.66) and liked by others (weighted mean=2.81). They also do not feel it is important to purchase a latest fashion style mobile brand which they think will be approved by their friends (weighted mean=2.67) and others (weighted mean=2.51), the respondents also do not purchase those brands that others expect them to buy (weighted mean=2.43) or try to achieve a sense of belonging by purchasing the same brand that others purchase (weighted mean=2.33). Thus the result shows that the consumers' choice of consumption is not altered by the purchase decision of others.

Table No 7: Bandwagon Consumption Behaviour

S.No	Statements	Mean	S.D.
1.	I will buy a popular and currently very fashionable mobile brand that everyone would approve of	2.63	1.35
2.	I will buy a mobile brand used by many celebrities	2.20	1.15
3.	I would buy a mobile brand that is chosen by many people as a symbol of success	2.59	1.28
4.	I prefer buying luxury mobile brands that are already used by people I appreciate and admire	2.24	1.17
5.	I love to have the same things that well known people have	2.46	1.13

The above Table depicts all the statements that measure bandwagon consumption behavior of consumers while buying mobile phones. The findings reveal that the respondents have disagreed to all the statements that is given above. The respondents have disagreed to the statement that they will buy a popular and currently fashionable mobile brand that everyone will approve of (weighted mean=2.63), or chosen by many people as a symbol of success (weighted mean=2.59) they do not prefer to have the same things that well known people (weighted mean=2.46), celebrities (weighted mean=2.20) or people whom they appreciate and admire have (weighted mean=2.24). Thus it shows that the consumers do not exhibit bandwagon consumption behavior while buying mobile phones.

The analysis of whether the 'consumers need for uniqueness', 'status consumption' and 'susceptibility to normative influence' are positively or negatively related to bandwagon consumption behavior are depicted in Table no. 8 given below.

Table No 8:Correlation Between CNFU, SC, SNI and BWCB

S.No.	Factors	'r' value
1.	Consumer need for uniqueness	0.579**
2.	Status consumption	0.815**
3.	Susceptibility to normative influence	0.877**

Note: ** - significant at the 0.01 level (2 tailed)

The above Table depicts that there exist a strong positive relationship between Consumers Need for Uniqueness, Status Consumption, Susceptibility to Normative Influence with Bandwagon Consumption Behavior at 1% level of significance. Out of the above three factors, Susceptibility to normative influence (r value= 0.877) is highly correlated with bandwagon consumption behavior, followed by Status Consumption (r value= 0.815) and Consumers Need for Uniqueness (r value= 0.579).

The cause and effect relationship between consumer need for uniqueness, status consumption, susceptibility to normative influence and bandwagon consumption behavior are depicted in Table no.9, as given below.

**Table No9:Regression Table
Model Summary**

Model	R	R-square	Adjusted R square	Std. Error of the Estimate	Change Statistics				
					R Square change	F-Change	df1	df2	Sig. F change
1	.891*	.794	.785	.48530	.794	84.946	3	66	.000

a. Predictors: (Constant), SNI, CNFU, SC

b. Dependant variable: BWCB

Coefficients

Model		Unstandardized coefficients		Standardized coefficient	t	Sig
		B	Std. Error	Beta		
1	(constant)	.066	.209		.318	.752
	CNFU	-.049	.096	-.039	-.506	.615
	SC	.336	.119	.303	2.822	.006
	SNI	.672	.105	.650	6.417	.000

a. Dependant variable: BWCB

The adjusted R square is 0.794 which indicates the amount of variance explained in this study for which the regression equation is $BI = 0.066 + -0.049 \text{ CNFU} + 0.336 \text{ SC} + 0.672 \text{ SNI}$.

The above Table depicts that out of the three variables namely, consumer need for uniqueness, status consumption and susceptibility to normative influence it was revealed that the most important variable is susceptibility to normative influence (0.672) which has a significant impact on bandwagon consumption behavior with respect to mobile phones. The next important factor is Status Consumption (0.336) which has

also emerged as significant at 1% level. Whereas Consumers need for uniqueness (-0.049) has least impact on bandwagon consumption behavior with respect to mobile phones.

8. CONCLUSION

The aim of this study is to examine the various factors affecting bandwagon consumption behavior of mobile phones,, namely, consumer need for uniqueness, status consumption and susceptibility to normative influence, and to test whether all the above factors are positively or negatively related to bandwagon consumption behavior and also to know the cause and effect relationship between these factors and bandwagon consumption behavior. The results of correlation indicated that there is positive relationship between consumer need for uniqueness, status consumption, and susceptibility to normative influence with bandwagon consumption behavior with respect to mobile phones. The regression results reveal that among these three factors, susceptibility to normative influence is considered to be the most important factor which has a strong impact on bandwagon consumption behavior with respect to mobile phones.

9. REFERENCES

1. Azcentral-<https://yourbusiness.azcentral.com/bandwagon-effect-marketing-4791.html>
2. Divya M Va. "A study on bandwagon consumption behaviour among mobile phone consumers in rural Kerala" *International Journal of Academic Research and Development*. 2018; 3(2):1138-1144
3. Investopedia - <https://www.investopedia.com/terms/b/bandwagon-effect.asp>
4. Melike Altintas, Kenneth A. Heischmidt. "Gender differences in self-identity motives for luxury consumption" *Journal of Behavioral Studies in Business*, 2015, 10.
5. Minas Kastanakis, George Balabanis. "Bandwagon, Snob and Veblen Effects in Luxury Consumption", in *Advances in Consumer Research*, 2011, 38.
6. Shayan Shaikh, Aneela Malik, MS Akram, Ronika Chakrabarti. "Do luxury brands successfully entice consumers? The role of bandwagon effect", *International Marketing Review*. 2017; 34(4):498-513.
7. Zanele Mdlekeza. "The presence and antecedents to bandwagon consumption behavior among the South African Black middle class in the context of luxury motor vehicles", 2014.

Impression Management and Career Success

Amritha Jessica Samson¹ and Dr. A.S. Saranya²

¹Research Scholar, Department of Commerce (Aided), Ethiraj College for Women, Chennai, India.

²Associate Professor, Department of Commerce (Aided), Ethiraj College for Women, Chennai, India.

ABSTRACT: *Impression Management refers to the tactics adopted by individuals to influence the way people around them perceive them. Such tactics are adopted because most individuals, by human nature, strive to be accepted by others and therefore they try to portray themselves in a particular manner. Most individuals knowingly or unknowingly adopt such Impression Management tactics that include boasting about one's own achievements, as well as letting others know that they are powerful.*

For this study, Jones and Pittman's Taxonomy of Impression Management was used. The five Impression Management Tactics according to their classification are: Self-Promotion, Ingratiation, Exemplification, Intimidation and Supplication. Such Impression Management tactics play an important role in one's workplace and career. Impression Management was measured on Bolino and Turnley's Impression Management Scale and Career Success was measured on Greenhaus, Parasuraman and Wormley's Career Satisfaction scale.

The objectives of the study were i) To examine the factors of Impression Management and ii) To find the relationship between Impression Management and Career Success. A standardized questionnaire using a 5-point Likert scale ranging from "Strongly Agree" to "Strongly Disagree" was used for the study. The sample size was 50 employees of IT companies. The respondents were selected using purposive sampling technique. The statistical tools used for analysis were Weighted Mean and Correlation.

Keywords: *Impression Management, perception, influence, workplace, Career success.*

1. Introduction

Impression Management refers to the tactics adopted by individuals to influence the way people around them perceive them. Such tactics are adopted because most individuals, by human nature, strive to be accepted by others and therefore try to portray themselves in a particular manner. This is also called Self-presentation. In order to present themselves in a way that they want others to see them, most individuals adopt Impression Management tactics that include boasting about one's own achievements, as well as letting others know that they are powerful.

Impression Management (IM) Tactics

The five Impression Management Tactics according to Jones and Pittman's taxonomy is as follows:

1. Self-Promotion

This tactic is used by individuals who want to show others their competence by highlighting their own achievements and abilities. They do this to let people know that they are valuable to the organisation or society.

2. Ingratiation

Ingratiation is used by individuals to get others to like them and have a favourable opinion of them. This can be seen in the form of doing favours for the other person or flattering them with words.

3. Exemplification

This tactic is used to influence others into believing that the person is dedicated and is willing to go beyond his call of duty. Such a tactic can be seen in employees who show up early to work and try to appear busy even when there is not a lot of work.

4. Intimidation

Intimidation is used by people to show that they have the authority to punish the other person if they do not behave appropriately. Such behaviour may not only be seen with the top management but also with the middle or lower level management employees who wish to portray themselves as powerful people.

5. Supplication

Such a tactic is used to get help from others by showing their own weaknesses or shortcomings. Such people pretend to know less than they actually do so that others come forward to help them.

Individuals tend to use one or more of these tactics for different people based on the particular situation.

Career Success

Career Success is viewed by individuals differently, each according to how he or she defines success. The two main perspectives of Career Success are i) Objective Career Success (indicated by income and the number or promotions etc.) and ii) Subjective Career Success (evaluated by the individual himself based on how much he enjoys what he does and his work-life balance etc. In this study Subjective Career Success is measured.

Review of Literature

Sebnem Aslan, SukruAntlToyggar and DemetAkarcayUlutas (2015) published a paper titled the 'The Role of Personal and Social Factors at Impression Management's impact on Career success'. The aim of the study was to examine the impact of personal and social factors like Emotional Quotient (EQ), Self-respect and Social Comparison on Impression management's impact on Subjective Career success. The sample comprised of 330 health care workers from 6 major hospitals in Konya, Turkey. Bolino and Turnley's (1999) scale was used to measure Impression Management, Greenhaus, Parasuram and Wormley's (1990) scale for Subjective Career success, Wong and Law's (2002) scale for Emotional Quotient, Rosenberg's (1973) Self-esteem scale to measure Self-esteem and Gibbons and Buunk (1999) Social Comparison scale. The statistical tools used were Mean and Standard Deviation. The results showed that the impact of Impression Management on Subjective Career success was through Social Comparison and that Self-esteem and EQ were insignificant variables. Health care workers were found to have low subjective and objective career successes.

Dr.RajeshwariGwal (2015) conducted a study and published a paper titled the 'Tactics of Impression Management: Relative Success on Workplace Relationship'. The objectives of the study were to identify a common tactic and a particular behaviour that the employees engaged in. A sample of 35 Academicians from various Academic Institutions in Indore was selected for the study and the Impression Management tactics used by them in their workplace were analyzed. Convenience Sampling technique was used for this study. Bolino and Turnley's scale (1999), based on the classification given by Jones and Pittman (1982), was used to measure Impression management tactics. The Statistical tool used for analysis was Mean. It was found that the most commonly used tactic was Ingratiation followed by Self-promotion.

Need for the study

People in all walks of life knowingly or unknowingly practice Impression Management. The purpose of the study was to investigate the various tactics that people use to influence the way others perceive them in the workplace. Impression Management is used widely in organizations to build a good rapport with colleagues. This in turn plays an important role in the individual's growth in the organisation and his career success and there arises the need for the study.

Objectives

1. To examine the factors of Impression Management.
2. To find the relationship between Impression Management and Career Success.

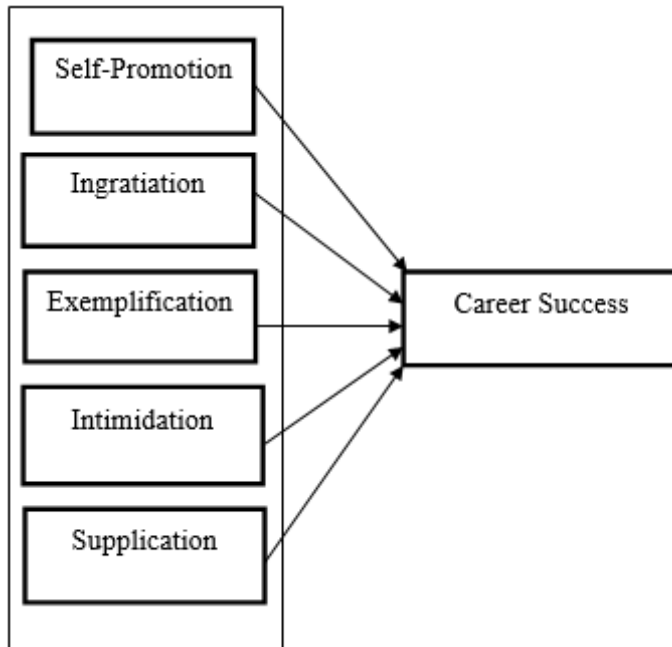
Research Methodology

A standardized questionnaire using a 5-point Likert scale ranging from "Strongly Agree" to "Strongly Disagree" was used for the study. The sample size was 50 employees of IT companies. The respondents were selected using purposive sampling technique. The statistical tools used for analysis were Mean and Correlation.

Limitations of the study

The study is limited only to the employees of IT companies. Employees with less than 5 years of experience in the company were also taken for the study and hence may not have a clear idea of their career success.

Impression Management



(Fig No.1) Impression Management Model

Analysis and Interpretation

Demographic Profile – Percentage Analysis

The data was collected from 50 employees working in IT companies. 66% of the respondents were Female and 34% of them were Male. 82% respondents were single and 18% were married. Out of the 50 respondents 52% had completed their Undergraduate degree while 48% had done their Postgraduate degree as well. 48% of the respondents were less than 25 years old, 42% were of the age group 25-35 years and 10% between 35-45 years. 16% of the respondents had a monthly income of less than Rs. 25,000, 50% earned between Rs.25,000-Rs.45,000 a month, 8% between Rs.45,000-Rs.65,000, 8% between Rs. 65,000-Rs.85,000 and 18% earned a monthly income of over Rs. 85,000. 70% of the respondents had upto 5 years of experience, 16% had between 5-10 years, 10% had between 10-15 years, 2% between 15-20 years and 2% had more than 20 years of experience.

Table No 1: Self-Promotion – Weighted Mean

S.No.	Statements	Mean	S.D.
1	I talk proudly about my experience or education.	3.06	1.168
2	I make people aware of my talents or qualifications.	3.14	1.195
3	I let others know that I am valuable to the organization.	2.96	1.195
4	I make people aware of my accomplishments.	2.82	1.063
		2.99	

From the above table it is inferred that the respondents agree that they make others aware about their talents and qualifications since the Weighted Mean Score is **3.14**. They also feel proud talking about their experience or education (**3.06**) and highlight them in front of others.

Table No 2:Ingratiation- Weighted Mean

S.No	Statements	Mean	S.D.
1	I compliment my colleagues so that they will see me as likable.	2.86	1.340
2	I take an interest in my colleagues' personal lives to show them that I am friendly.	2.52	1.374
3	I praise my colleagues for their accomplishments so that they will consider me a nice person.	2.62	1.354
4	I do personal favours for my colleagues to show them that I am friendly.	2.28	1.262
		2.57	

From the above table it is inferred that the respondents do not do personal favours for their co-workers to come across as a friendly person as the Weighted Mean is only **2.28**.The respondents also disagree that they compliment their colleagues to get them to like them. **(2.86)**

Table No 3:Exemplification - Weighted Mean

S.No.	Statements	Mean	S.D.
1	I stay at work late so that people will know I am hard working.	2.00	1.294
2	I try to appear busy, even at times when there is not much work.	1.90	1.093
3	I arrive at work early to look dedicated.	1.82	1.101
4	I come to the office at night or on weekends to show that I am dedicated.	1.66	1.042
		1.84	

The respondents disagree that they stay late at work so that others will think they are hardworking(2.00)They strongly disagreed that they try to appear busy when there is less work (1.90) and also responded that they do not arrive at their workplace early to show their dedication. **(1.82)** Very few responded that they go to officeat night or on weekends to show that they are dedicated **(1.66)**

Table No 4:Intimidation - Weighted Mean

S.No	Statements	Mean	S.D.
1	I threaten co-workers when it will help me get my job done.	1.38	0.805
2	I let others know I can make things difficult for them if they push me too far.	1.74	1.139
3	I deal forcefully with colleagues when they interfere with my ability to get my job done.	1.98	1.059
4	I deal strongly with co-workers who interfere in my business.	2.28	1.144
5	I use force to get colleagues to behave appropriately.	1.60	0.969
		1.79	

The above table shows that the respondents disagree that they deal strongly with colleagues who hinder their business (2.28)or forcefully,when their colleagues come in the way of their ability to get their job done. (1.98)Threatening co-workers in orderto get the job done appears to be something that is not followed by most employees (1.38).

Table No 5:Supplication - Weighted Mean

S.No.	Statements	Mean	S.D.
1	I act like I know less than I do so that people will help me out.	1.66	0.872
2	I try to gain help or sympathy from people by appearing needy in some areas.	1.58	0.950
3	I pretend not to understand something to gain someone's help.	1.54	0.885
4	I act like I need assistance so that people will help me out.	1.54	0.908
5	I pretend to know less than I do so that I can avoid an unpleasant task.	1.62	0.878
		1.58	

From the above table it is inferred that the respondents strongly disagree that they act and pretend like they don't know much so that others come forward to help them (**1.66**) or by trying to avoid having to do an unpleasant task (1.62).

Table No 6: Career Success – Weighted Mean

S.No.	Statements	Mean	S.D.
1	I am satisfied with the success I have achieved in my career.	3.44	1.128
2	I am satisfied with the progress I have made towards meeting my overall career goals.	3.42	1.126
3	I am satisfied with the progress I have made towards meeting my goals for income.	3.46	1.092
4	I am satisfied with the progress I have made towards meeting my goals for advancement.	3.46	1.110
5	I am satisfied with the progress I have made towards meeting my goals for the development of new skills.	3.52	1.015
		3.46	

The above table depicts that the respondents are very much satisfied with their progress in meeting their goals for the development of any new skills (**3.52**). They are also satisfied with the progress that they have made in meeting the goals for their advancement and income (**3.46**). The respondents are also satisfied with the success they have achieved so far in their career (**3.44**) and also in meeting their overall career goals (3.42).

Table No 7: Factors of Impression Management and Career Success - Correlation

S.No.	Factors	r value
1	Self-Promotion	0.981**
2	Ingratiation	0.962**
3	Exemplification	0.957**
4	Intimidation	0.859**
5	Supplication	0.780**

Note: ** significant at 1% level

The above table depicts that there exists a strong positive relationship between the five factors of Impression Management and Career Success, significant at 1% level. The Self-promotion factor is strongly correlated ($r = 0.981$) followed by Ingratiation (0.962). Out of the five factors, Supplication has a lesser r value (0.780) compared to the other factors of Impression Management.

Conclusion

From the above study it is clearly understood that the Impression Management tactic used the most by the respondents is Self-promotion followed by Ingratiation. This means that the respondents were of the opinion that highlighting their achievements and praising their colleagues play an important role in the success of their career. Individuals generally like to show themselves in a positive light. The impressions created by them are important and have lasting effects on their relationship with their colleagues. Therefore, it is essential for one to create a good impression on those around him, when he cares about how others perceive him.

References

1. Bolino, Turnley. "Counter normative impression management, likeability, and performance ratings: the use of intimidation in an organizational setting" *Journal of Organizational Behaviour*, 2003, 24(2).
2. Goffman E. *The Presentation of Self in Everyday Life*, Garden City, NY, Doubleday, 1959.
3. Greenhaus JH, Parasuraman S, Wormley WM. Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of Management Journal*. 1990; 33:64-86. doi:10.2307/256352
4. Mark C, Bolino, William H. Turnley, *Measuring Impression Management in Organisations*.
5. Leary MR, Kowalsky VE, RM. "Impression Management: A Literature Review and Two-Component Model", *Psychological Bulletin*. 1990; 107(1):34-37.
6. Linda Lippe. "The role of Career identity", 2011.
7. Rosenfeld P, Giacalone RA, Riordan CA. *Impression management in organizations*. New York: Routledge, 1995, 50-60.

Penetration of Digitalization: A Kerala Modal Progress

Sivaprasad V

Research Scholar

Department of Public Administration and Policy,

Central University of Kerala,

Kerala, india

ABSTRACT: Kerala economic growth model is a widely acclaimed path for development in the world academic arena. The emergence of computer and internet created a vacuum between employment and idea of growth which is resolved through different ideological implication. The state of Kerala has established a developmental model towards the digitalization where every single citizen has a role and can take an initiative towards the success. The paper is examining the key implications of the root level programs and its progress in the last two decades.

Keywords: Digital Kerala, Service Delivery, e-Governance and Kerala Model

1. Introduction

The Kerala model development is different from the conventional development thinking which claims that high standard of living can be achieved through the high GDP growth rates. Kerala has achieved high standard of living, high literacy rate, high life expectancy, low infant mortality and low birth rate, by the creating commendable social infrastructure conditions for living achieved through the states moderate per capita income. The idea was triggered in 1975 by K N Raj and later it is highlighted through the works of Amarthya Sen.

The digitalization and internet revolution in India was first established and gained popularity in the state of Kerala from 1990's. The socio-cultural-economic growth strengthened the infiltration of internet and digital usage in state. More than 90% literacy rate, 48% of the state is urbanized more than 30% women workforce created a situation for the development and evaluation internet or digital oriented society.

DIGITALIZATION:EVOLUTION IN KERALA

The establishment of KELTRON (Kerala Electronic Development Corporation) was the foundation stone in Information Technology and IT infrastructure in the state (Manoj and Sudeep 2008:117). The establishment of Software Technology Park in Trivandrum during the 1990's in the onset of liberalization in the country. The IT policy in 1998 transformed the Personal computer usage, internet reachability and E-governance in the state. Establishment of FRIENDS and Akshya Kendras energized the E-governance programme of the government and Info Park, Techno Park, Cyber Park and Smart City programmes opened the new window to the digital world in Kerala. The 1999 established Kerala State IT Mission is the nodal agency of IT Department for e-Governance, IT infrastructure development and IT enabled services and also responsible for according technical advice to the Government of Kerala. In the recent years (2016-2017) Kerala government started to work towards an "Omni-channel experience" of all its e-Governance services through state portal, mobile applications, Akshaya / CSCs and through Integrated Citizen call centers. The objective is to setup and operationalize an effective Single Window for services supported by the core infrastructure and systems, which enable crisscross relationship in the digital world.

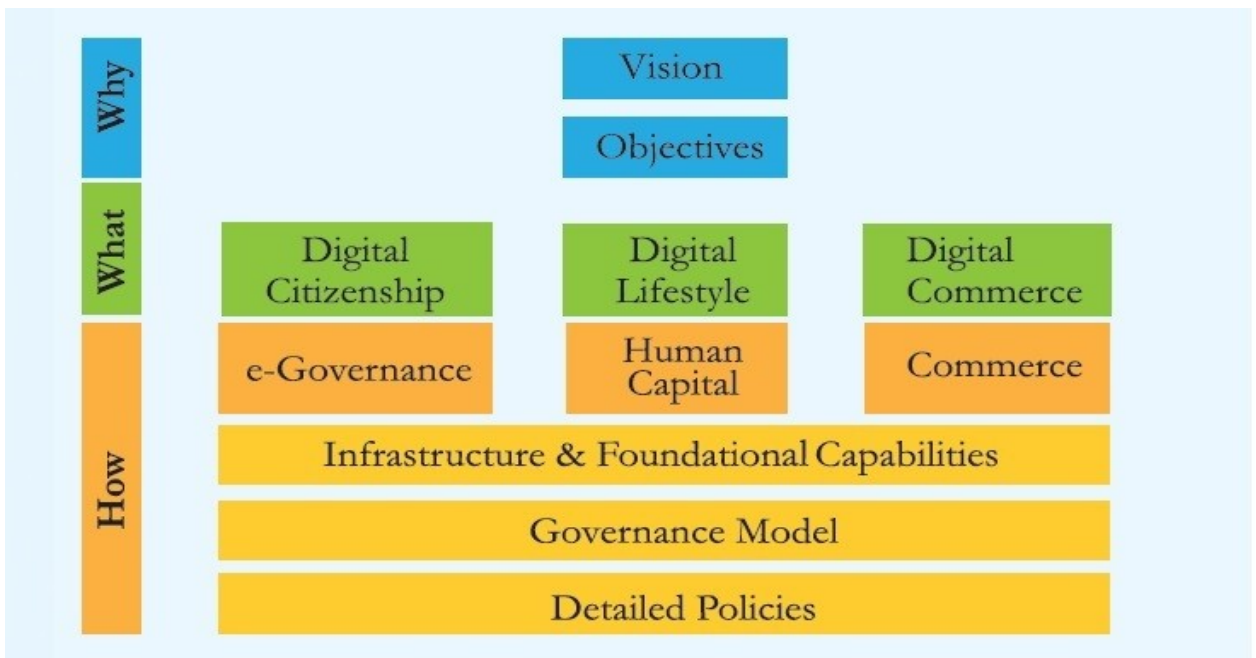
DIGITAL KERALA

Literacy rate in Kerala is more than 90% which creating a pressure in the government to move towards a fast, reliable and transparent government service delivery facilities. Kerala has 37% Internet penetration according to reports, 98% of connected rural users' men; 79% from the city report, 2016. Kerala has the highest mobile penetration with more than 30 million connections for a population of 33 million, with a rapid increase in the usage of smart phones. More than 20% of houses are connected to Internet through broadband; Kerala is the first state to complete National Optic Fiber Network Project (Digital India Initiative) which provides high-speed Internet to every Grama Panchayaths and remote villages, adding to this Mobile internet connects another 15% houses. Wi-Fi facility in the grama panchyath level enlarges the reachability of the internet in the rural areas. Kerala Government is providing e-services through more than

600 e-governance applications covering all government departments and ensuring its availability on mobile phones also.

The information Technology policy 2017 is to make use of the digital technology for the overall development of the State and to ensure quick and efficient delivery of all essential services. Educated people, moderate standard of living etc. are all facilitating factors for the new age digitalization of the society. The infrastructure development, human resource development and overall economic development will open up large opportunities for the meaningful use of Information Technology and make these initiatives effectively comprehensive (Image 1). More than 90% of Keralite have been enrolled in the Aadhaar card programme is the path way to the implementation of Digital Identity for the citizen centric programme in the state.

The establishment of Kerala digital society is a gradual development through the holistic development approach has been supported by four pillars of the digital programme. i) AkshayaProject ii) IT@School project iii) digital infrastructure availability and iv) State Data Centre & allied applications are the four pillars of the development.



Digital Policy Outline of Kerala 2017

(Image 1)

KERALA MODEL DIGITALIZATION

In 2017 State government of Kerala declared Internet as a basic human right and become the first state in India to declare. The move is based on the United Nations recommendation to make internet as a fundamental right in every country. It is necessary to move towards a cashless economy and promote e-governance and digitization and for the inclusive socio economic development Internet is absolutely essential. The move would make access to internet services the right of every citizen and provide easy access to government and non-government services through computer and mobile phone. More than 36% of people regular using internet and 60% people are part of the internet network in the state through the various government programme. The subsidized internet facility is the counter to the net neutrality and protecting the fundamental right to access the internet. AkshayaKendras, e-District and e-Office citizen Portal are the decentralized e-governance mechanism in the state where everyone getting the government services without any hazards.

More than 23,000 out sourced AkshayaKendras are the village level government to citizen link. The gap in the digital services in Kerala is dissolving through the service simplification and centralization. FRIENDS was the

first and most successful e-governance programme implemented in Kerala as a single-window facility where citizens can make government related transactions with ease and comfort and without delay.

E-District project is to provide government services to citizens through Common Service Centers which are easily accessible. It utilizes backend computerization to e-enable the delivery of services and seamless delivery of services to public by automation, integration and incorporating Business process Re-Engineering where ever required.

E-Office services providing in different secretariat departments, collectorates and directorates for an efficient services delivery. eOffice is a web application enabling the Government to automate the entire work flow of file processing starting from Tapal creation, File Creation, File processing and issuing orders from the file. Citizen will get the information regarding File Status, Search View facility for published Government orders through this website. Online requests can be submitted to different Government department through this website.

The Kerala State Wide Area Network and Kerala FiberOptic Network provides the basic connectivity from village level to state secretariat. State Information Infrastructure helping the hardware related issues. The novel programme in Kerala is establishing regional server rooms for a strong data management and space management. The decentralized server system can meet the regional demand and land acquisition problems in the state.

The different level of service is making the government more accessible to citizen and more transparent governance. People centric governance demands high involvement from the citizens' side and fast service delivery from the government angle, which make citizen more involvement in the developmental programme. Combination of different service in different level makes the e-governance a successful and inclusive implementation.

CONCLUSION

The use of electronic and technical methods in governance is becoming very common and developing in a very fast speed. The problem in the transformation is the exclusion of citizen due their low level involvement in the progress. Kerala government came with novel idea for the inclusive development makes everyone equally involving the changes. Access to internet is a fundamental right of the citizen where the unbroken network creates a strong and efficient government and society. Kerala state creating a model to the country how to make use of computer and internet for the benefit of people without disturbing the existing social and economic mechanism and that's how Kerala moving towards 'Navakealam' (New Kerala).

REFERENCE

1. <https://kerala.gov.in/census2011>
2. http://spb.kerala.gov.in/EconomicReview2016/web/chapter01_02.php
3. <https://www.indiatoday.in/technology/news/story/kerala-first-indian-state-declare-internet-basic-human-right-966265-2017-03-18>
4. <https://www.thehindu.com/news/national/kerala/kerala/article17401919.ece>
5. <https://www.independent.co.uk/news/world/asia/kerala-free-wifi-india-state-citizens-basic-human-right-internet-a7631461.html>
6. <https://kerala.gov.in/eservices>
7. <https://edistrict.kerala.gov.in/>
8. <http://eoffice.kerala.gov.in/EofficePortal/aboutus.action>
9. <http://www.digitalkerala.in/about/>
10. <http://itmission.kerala.gov.in/it-policy/docs/IT-Sub-policy-2017-English.pdf>
11. <http://omnichannel.me/what-is-omnichannel/>
12. https://egov.eletsonline.com/wp-content/uploads/2015/08/Digital-Kerala_V0.5-MOD.pdf

JOURNALS

1. Bagga RK, Kenneth Keniston, Rohit Raj Mathur. The State, IT and Development. New Delhi: Sage, 2005.
2. Kalam Abdul APJ. "A Vision of Citizen-Centric E-Governance for India." In The State, IT and Development, edited by R. K. Bagga, Kenneth Keniston, and Rohit Raj Mathur, 1-7. New Delhi: Sage, 2005.
3. Sharma SK, Gupta JND. Building Blocks of an E-government – A Framework, Journal of Electronic Commerce in Organizations, 2003.

Perception on Massive Open Online Course (MOOC)

Yamini P¹, Mahashree R² and Vaishnavi S³

¹ Assistant Professor, B.COM A & F, Ethiraj College for Women, Chennai, India.

² Assistant Professor, B.COM A & F, Ethiraj College for Women, Chennai, India.

³ Assistant Professor, B.COM A & F, Ethiraj College for Women, Chennai, India.

ABSTRACT: *Technology has changed the way we teach and learn. Recently, the world has witnessed the tremendous impact of technology in education. Many universities in the world offer free and open courses over the Internet. Such course is enrolled by massive participants. This new concept of offering an online course is called Massive Open Online Course (MOOC). MOOC are open online course that use information technology to enhance learning experience and attract various people from the entire world. The purpose of this study is to find out awareness about MOOC, how it is useful for education purpose and satisfaction towards online course, perception of people regarding MOOC, who is using MOOC either students or working people. For this purpose we collected data from 50 samples. The respondents are aware about MOOC and they feel that is more useful with regard to preparing for future and satisfying curiosity. All are satisfied with MOOC.*

Keywords: MOOC, online learning, satisfaction, perception of people.

1. Introduction

Technology helps in democratization of education by facilitating everyone to access knowledge. It has enhanced learning to grow rapidly. MOOC is one example of how technology is transforming and enhancing education these days. MOOC – Massive open Online Course was introduced in the year 2008 and emerged as popular mode of online distance education in 2012. MOOC has free registration, open for all and does not require any pre-requisites. There are two types of MOOCs: cMOOC is student centric emphasis learning through social networking and knowledge co-creation. xMOOC is instructor centric course that content is delivered through video lecture or reading material. Under MOOC the feedback is given through quizzes. The course consist of pre-recorded videos lectures, which is done by the subject experts from top universities. The courses offered under MOOC are Coursera, edX, Swayam, NPTEL, UGC, NCERT, NIOS etc.

The 4 Characteristics Of MOOCs

1. Using Web Formats

MOOCs heavily rely on different web formats. Consequently, the large majority of courses consist of pre-recorded videos that are streamed by users. To create content tools like YouTube or Vimeo are commonly used. Streamed videos are meant to simulate the presence of the trainer. MOOCs can also use live-streams to create a virtual classroom environment. Occasionally, teachers also organize live sessions with their students using tools like Hangouts or Ustream. This is a unique opportunity for students to get in touch with the trainer directly and ask questions. MOOCs also offer meetups and in-person get together. Meetups are generally organized by MOOC participants who want to meet up with other course participants in their area. They are an opportunity to discuss course topics but also work on group projects.

2. Collaborative Learning

In MOOC everything possible is done to recreate the in-class experience, including the use of collaborative tools. Rather than a vertical distribution of knowledge, MOOCs allow for the emergence of learning communities where the input of each participant enriches the course. Social Q&A Forums, Facebook groups, meetups, or peer corrections are used to encourage and develop collaboration.

3. Assessing Knowledge

In addition to content designed to convey knowledge, MOOCs offer tools to assess the transfer and retention of this knowledge. These modules help make courses more dynamic and interactive and generally take the form of multiple-choice exams, programmed tests, or essay questions that are corrected automatically, by teachers or by classmates. Additionally, MOOCs can offer certificates to those who have completed the course.

4. Time Limits

The final characteristic of MOOCs is the notion of time limitations. MOOCs have specified start and end dates. Course content (documents, videos, exercises, etc.) is delivered sequentially, each week. For the learner, coursework is spread over time. Temporally structuring course content helps make it seem like a series of mini events and allows for the creation of an efficient communication strategy including teasers, email updates, etc. It is also an effective means to ensure that the MOOC mimics a traditional attended course with weekly classes.

REVIEW OF LITERATURE

ManojKumar Nagasampige, Gayathri Devi Subbaiah and KavithaNagasampige have conducted a research on MOOCs in Indian University Education system: A study on awareness and motivation among students and teachers of Indian Universities. A qualitative study was employed by the authors and semi-structured in-depth interviews were conducted with students and teaching professionals in Indian University located in tire-1 and tire-2 cities for the purpose of the study. They calculated MOOC awareness among students and teachers using Microsoft Excel statistical function. The study revealed that awareness on MOOCs is very high among PG students than Graduate students of University colleges. Participant's motivation to join MOOCs falls under three Categories – fulfilling current needs, Preparing for future, satisfying curiosity. They have concluded that MOOCs have been successful in meeting the learning goals of the learners and complement their learning in the Universities.

Shaheen Altaf Shaikh conducted a research on student teacher awareness on Massive open online courses. The purpose of this study was to study the awareness of B.Ed. student teacher awareness towards MOOCs. Primary data has been collected through questionnaire from B.Ed. student teacher for the purpose of the study. It was concluded that the necessary preconditions for the use of MOOCs such as familiarity and the use of Computer, Smartphones, Internet and Internet Facilities was there among the student teachers; but the awareness to the basic information about MOOCs was very poor among the Student teachers. The author has recommended that, a MOOCs awareness drive is required in order to remove the misconceptions about MOOCs thus motivating students towards MOOCs and in turn increasing the use of MOOCs.

Meltem Huri Baturay conducted study on An overview of the world of MOOCs in the year. The paper examines about MOOCs from various dimensions: pedagogical and technological implementations around the world and its research focus. Author has concluded that MOOCs are one of the most prominent trends in higher education in recent years. The author also indicates that MOOCs as the latest trend in the field of distance education which require a significant need of research studies on MOOCs.

Jyoti chauhan conducted a study on an overview of MOOC's in India. In this paper, author has analyzed the theoretical and technical background of online course offering platforms. And also the paper provides a comparative analysis of the platforms for the analysis, a tool named "SIMILARWEBPRO" was used. Paper examines the feature and challenges removed by the online platform launched by the ministry of human resource development (MHRD), government of India, to bind online and offline education together.

Timothy C. Johnston has written an article on Massive Open Online Courses Compared to Mainstream Online University Courses. In this paper author has compared MOOC's to MOUCs from the dimensions of Course enrollment; Openness; Price; Content media; Discussion forums; Assessment; and Instructor contact. In this paper author mentioned that MOOC's from Coursera- an online platform gives free access to online video lectures from prestigious universities. Author has concluded that MOOC's industry is growing rapidly, fueled by students interested in free higher-education learning but it's growth may be slowed down if universities resist to recognizing academic credits based on MOOC's.

NaganathanVenkatesan has conducted an Analysis on Massive open online courses: opportunities and challenges towards 21st century online Education. The purpose of this study is to analyse the opportunities and challenges that MOOCs is facing presently and how the future is going to be; and to review the implications on Higher education system of India and Singapore over the MOOC model. Primary data has been collected from 200 respondents through structured questionnaire for the purpose of the study. It was concluded that MOOCs are still in the experimental phase and it should be more diversified according to the individual learning needs. The author has left the decision to the learners to decide whether to take up traditional learning system or MOOCs because it depends on the individual person and his/her perception about what they wanted to do in their education career. In this paper the author has given an in-depth analysis that can be used as reference for selecting MOOCs course before planning to take up.

OBJECTIVES OF THE STUDY

- 1.To find the factors influencing the perception of MOOC.
- 2.To find out relationship between the factors and perception of MOOC.
- 3.To examine whether there exist any significant difference between demographics and Perception of MOOC.

RESEARCH METHODOLOGY

This is an empirical study based on survey method. Primary data was collected through structured questionnaire which consisted of closed ended questions measured on five point Likert Scale. It was divided into three parts. Part A consist of preference of MOOC; Part B consist of factors influencing Perception of MOOC and Part C consist of Demographic profile of the respondents. The target sample was 50 respondents. Purposive sampling method was adopted to get the questionnaire. The tools used were Percentage, Mean, Correlation, ANOVA and t-test.

ANALYSIS AND INTERPRETATION:**DEMOGRAPHIC PROFILE**

	PERSONAL INFORMATION OF THE RESPONDENTS		PERCENTAGE
1.	GENDER	Male	36%
		Female	64%
2.	AGE (Years)	17 - 19	4%
		19 - 21	36%
		21 - 23	30%
		23 - 25	14%
		Above 25	16%
3.	EDUCATIONAL QUALIFICATION	Bachelor Degree	22%
		Master Degree	60%
		Professional	18%
4.	OCCUPATION	Student	52%
		Employed	32%
		Professional	16%
5.	FAMILY MONTHLY INCOME	Less Than Rs. 20000	44%
		Rs.20000-Rs.40000	24%
		Rs.40000-Rs.60000	14%
		Rs.60000-Rs.80000	8%
		Above Rs. 80000	10%

INFERENCE

From the above table it is found out that the gender profile shows that male comprises of 36% and female comprises of 64% of the total sample. 4% belong to the age group of 17 - 19, while 36% belong to 19 - 21, 30% belong to 21 - 23, 14% belong to 23-25, 16% belong to above 25.

With respect to educational qualification 22% of the respondents have bachelor degree and 60% are master's degree 18% are professionals. while 52% of the respondents are students, 32% are employed, 16% are professionals.

With respect to family income 44% have below Rs.20000, 24% of the respondents are between Rs.20000 - Rs.40000, 14% are between Rs.40000 - Rs.60000, 8% are between Rs.60000 - Rs.80000 and 10% have monthly income of above Rs.80000.

Factors influence the Perception of MOOC

Factors	Mean
Perceived Usefulness	4.4
Perceived Ease of Use	4.25

Instructional Design and delivery	4.18
Online Programme	4.10
Satisfaction	4.06
Perception	3.97

From the above table it can be inferred that all the factors influencing the perception of MOOC have a weighted mean score between 3.5 and 4.5 indicating that respondents agree that all these dimensions are important for MOOC. The respondents gave first importance to instructional design and delivery (4.05) with good course material, Visual and textual activity and the course content is appropriate and up-to-date. The second most important factor is perceived ease of use (4.04) that is using MOOC is simple and it makes us more skillful. The next factor is Satisfaction (4.30), the respondents are satisfied with the course as they gain more knowledge; it is interesting and improves skills. The factor online programme as a mean of 4.02, the respondents feel that its convenient than regular class and it runs smoothly and efficiently. The respondent gave less importance to perceived usefulness with a mean of 3.96, they feel that MOOC helps in long run and it improves the learning process.

Relationship Between Factors Influencing MOOC and Perception of MOOC

S.No	Dimension	R Value	Significance(2 tailed)	Result
1	Perceived usefulness	0.611**	0.000	Significant
2	Perceived ease of use	0.557**	0.000	Significant
3	Satisfaction	0.435**	0.002	Significant
4	Instructional design and delivery	0.356*	0.011	Significant
5	Online programme	0.463**	0.001	Significant

As shown in the table, the correlation matrix indicated that Perception of MOOC was highly and positively correlated with its factors, Perceived usefulness, Perceived ease of use, Instructional Design and delivery, Online programme, satisfaction. There was highly significant Positive relationship between perception and perceived usefulness ($r=0.611$, $P<0.05$); as the respondents felt that it helps them in long run and improves their learning process. Positive relationship between perception and perceived ease of use ($r=0.557$, $P<0.05$); Satisfaction ($r=0.463$, $P<0.05$); instructional design and delivery($r=0.435$, $P<0.05$) and online programme($r=0.356$, $P<0.05$).

Therefore all the factors have positive relationship with the perception of MOOC at 1% Level of significance and 5% Level of significance.

DEMOGRAPHIC AND PERCEPTION OF MOOC

Occupation

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7.763	10	.776	1.621	.139
Within Groups	17.717	37	.479		
Total	25.479	47			

One way analysis of variance was conducted to evaluate null hypotheses. P value is 0.139 [$P>0.05$] which means we accept null hypothesis. There is no significant difference between occupation and perception of MOOC.

AGE

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	22.243	10	2.224	2.030	.056
Within Groups	42.737	39	1.096		
Total	64.980	49			

One way analysis of variance was conducted to evaluate null hypotheses. The P value is 0.056 [$P > 0.05$] which means we accept null hypothesis. There is no significant difference between age group and perception of MOOC.

INCOME

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	23.883	10	2.388	1.437	.201
Within Groups	64.837	39	1.662		
Total	88.720	49			

One way analysis of variance was conducted to evaluate null hypotheses. The P value is 0.201 [$P > 0.05$] which means we accept null hypothesis. There is no significant difference among the income and perception of MOOC.

QUALIFICATION

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7.831	10	.783	2.526	.019
Within Groups	12.089	39	.310		
Total	19.920	49			

One way analysis of variance was conducted to evaluate null hypotheses. From the above table it is inferred that F value is not significant @ 5% Level of significance ($P = 0.019$, $P < 0.005$) we reject the null hypothesis. That is there is a significant difference among the perception of MOOC and qualification.

GENDER

	Gender	N	Mean	Std. Deviation	T	Sig. (2-tailed)
perception	Male	18	3.5000	.68599	1.669	.102
	Female	32	3.1875	.60575	1.611	.117

The independent sample test was conducted to evaluate null hypotheses. The $P = 0.102$ ($p > 0.05$) it is greater than 0.05 which means that we accept null hypothesis. There is no significant difference between gender and perception of MOOC.

PERCEPTION OF MOOC

80% of the respondents prefer online courses and 20% does not prefer online courses. Among the respondents 34% of the people prefer MOOC due to flexible timing, 30% to update knowledge, 20% say they prefer MOOC as it is free of cost and 16% prefer MOOC as there is no prerequisite required.

COMPLETION OF COURSE

60% of respondents have completed the course while 40% of the respondents did not complete the course due to their time imbalance and few are interested in learning and not to take up the exams.

CONCLUSION

Massive Open Online course is a recent development of distance education. It offers free online courses for people who register it and learn through the videos which is uploaded by the subject experts. The respondents felt MOOC is good and simple. They prefer online courses rather than traditional courses, due to time flexibility and to update the knowledge. 60% of the respondents have completed the course. The factor Instructional design and delivery was considered as important because respondents feel that the course material, content, visual and textual videos are good and the content is up-to-date. All the respondents are satisfied with the MOOC as they felt that the content is good and they learn through videos which makes learning easier and interesting. All the factors have positive relationship with perception of MOOC, the factor

Perceived usefulness, perceived ease of use was highly correlated with perception. The respondents are satisfied and are willing to do more online courses as they feel it will help them in long run. MOOC has become more popular and all category of people do online course irrespective of age, qualification and occupation.

REFERENCE

1. Jatin V Dhanani, NileshChavda, Nirav Patel, KirtidaTandel. A study on Awareness and utilization of MOOC and video series as continuous learning tools for faculties.
2. Jyoti Chauhan. A study on an overview of MOOCs in India
3. ManojKumarNagasampige, Gayathri Devi Subbaiah, Kavitha Nagasampige. A study on awareness and motivation among students and teachers of Indian Universities
4. Meltem Huri Baturay. An overview of the world of MOOCs
5. NaganathanVenkatesan. Analysis on MOOC: opportunities and challenges towards 21st century online Education.
6. SaijingZheng, Mary Beth Rosson, Patrick C Shih, John M Carroll. A study on understanding student motivation, Behaviour and Perceptions in MOOCs
7. ShaheenAltaf Shaikh. Student Teacher awareness on Massive open online courses.
8. Timothy Johnston C. Massive Open Online Courses Compared to Mainstream Online University Courses

WEBSITE

www.Google scholar.com

www.Wikipedia.com

www.Investopedia.com

Quality Management - A Tool for Organisational Innovation and Success

Dr. N. Venkatramanan¹ and C. Rajeswari²

¹ Principal and Associate Professor, A.M. Jain College, Chennai

² Assistant Professor, Department of Commerce, A. M. Jain College, Chennai

Key Words: Innovation is one of the key factors of success for any business organisation. In an atmosphere of cut throat competition a company needs to come out with innovative ideas, techniques and methodologies in order to sustain. A company can adopt innovation in various aspects in the areas of manufacturing, marketing, manpower sourcing, strategic alliance etc. Quality management is a one of the profound dimensions of innovation. Through successful manufacturing and distribution of quality products and servicing a company can accumulate huge market share and withstand competition. Quality products or services either primary or augmented connote those that meet all the requirements that delight a customer which in turn can be capitalized. Quality doesn't always relate to stocks alone. A company can practise and assure quality in all the functional areas of business. This paper predominantly descriptive in nature attempts to give a clear and concrete view of what quality is in business sense, what are the ways and means of practising it and how it serves to be an effective tool of innovation adding competitive advantage and facilitating business success. Also the paper provides few examples of business organisations or entrepreneurs who have achieved success patronising quality.

Keywords: Quality, Innovation,

INTRODUCTION

Human wants are unlimited in general, be it essential or esteemed. As we people grow and modernise day by day, our needs and preferences also increase. The primary object of business community is to capitalize these customers' needs and wants. In order to attract and retain them amidst stiff competition the market come out with innumerable products, services, value additions and differentiations every day. Whereas despite all a prudent customer would expect a quality product out of his pocket. A product or service is said to be qualified if it is capable of satisfying customers and that it not only meets their expectation but also exceeds it. The term Quality denotes **a mark of excellence or the state of being free from defectives. It is the capability of a product or service or any other component to satisfy the purpose to the core for which it is intended to possessing all the required attributes. In other words, it is the measure of conformance to established standards or specifications.**

This is a basic norm and it is also enforced and scrutinised through several enactments. Common standards of quality in India include ISI, ISO, AGMARK and many others meant for various categories of products or services. These are direct measures of assuring quality by business firms in their goods or services, from customer usage perspective. But the phrase quality is not always or only related to quality products or services. Quality is a pervasive phenomenon protruding into various fields or stages of business at 360 degree level demanding attention from all levels of organisation. Also this quality assurance by firms has neither hard and fast rules or definitions nor it an accident. It is the end result of ever ending trials and innovations. A firm which is one its path of quality assurance is sure to come out with new inventions or innovations in some way or other. This paper studies quality in various business dimensions and how it serves as an effective tool of business innovation.

REVIEW OF LITERATURE:

The theoretical foundation for quality was laid by Dr. Deming, the father of Quality Management through his 14 principles of Quality management which are as follows

- Consistent drive to improve products and services.
- Adopt the new philosophy.
- Avoid dependence on inspection alone to embrace quality.
- Cease the practice of awarding business on price alone; rather, reduce total cost by working with a single supplier.
- Constantly improve and forever every process for planning, production and service.
- Institute On the job training

- Adopt and institute leadership.
- Drive out fear.
- Remove the barriers between staff areas.
- Avoid slogans, exhortations and targets for the workforce.
- Eliminate numerical quotas for the man force and numerical goals for management.
- Remove those barriers that deter people of pride of workmanship, and stop the annual rating or merit system.
- Institute a rapid program of education and self-improvement for all.
- Put everybody in the company on the track of transformation.

These 14 points are set of Business Management practices that revolutionized the Japanese Industries post world war II.

The impact of TQM practices on operational performance has been studied in in the article “The relationship between total quality management practices and operational performance” by DannySamson and MileTerziovski published in the Journal of Operations Management (Volume 17, Issue 4, June 1999, Pages 393-409). A sample of 1200 Australian and New Zealand manufacturing companies were taken for the study. The constructs for the study include leadership, people management, customer focus, executive commitment, employee empowerment, open culture etc. The results held that not all the TQM factors influence performance. In tandem with TQM the behavioural factors also influence the operational performance as established in the study.

Deming’s 14 principles form the base of quality management. These have a profound practical implication in the industries across the globe but the theoretical articulation and formalisation was quite lagging. To frame and articulate a theory of Quality Management based on these principles was attempted by John C. Anderson, Manus Rungtusanatham and Roger G. Schroeder in their paper titled “A theory of Quality Management underlying the Deming management method” published in the Academy of Management Review (Vol 19 No.3). The theory is based on Deming’s writing, literature and results from a Delphi panel on the concept.

Quality has been often studied in the dimension of product quality, defect rate, rework cost etc. A different dimension for quality from the aspect of leadership, employee training, employee empowerment, supplier management and other related aspects has been studied in an article titled “An Instrument for Measuring the Critical Factors of Quality Management” by Jayant V. Saraph P. George Benson Roger G. Schroeder published in the Journal of Decision Sciences (Vol 20, issue 4, Dec 1989). They summarised in total 8 critical factors of quality management covering various crucial areas of organisation.

In order to know the main determinants of successful innovation and its impact on profitability and competitive advantage, a study has been conducted by Anthony Read in the article Determinants of Successful organisational innovation: A review of current research published in the Journal of Management Practice. Two Australian firms were taken for study apart from review of several literature works. The study revealed the following results. Innovation is determined by various organisational factors. The three common factors include top management support, customer orientation and sound communication network.

OBJECTIVES OF THE STUDY:

- ❖ The study is intended to describe in short of what quality is in business aspect and to know few ways of exercising and enhancing quality standards in various functional areas of business.
- ❖ The paper also purports to discuss how quality would render itself to be an effective tool of business innovation adding competitive advantage accruing equity to the firm.

RESEARCH METHODOLOGY:

The study is descriptive and conceptual in nature with information (secondary data) sourced predominantly from website. The study has no specific timeline. The concepts discussed and suggestions made in this paper are not absolute and are subjected to practical business constraints.

QUALITY AND INNOVATION

As we have already said quality doesn't always mean a good product or service alone. Quality finds its scope in structuring the organisation, strategic planning, personnel resourcing, manufacturing, marketing and servicing the customers. The feasibility of all these components plays a crucial role in determining the extent of quality assurance and management by firms. Every single move of the firm meant to improve or elevate from existing level in any aspect is an initiative towards quality assurance as ultimately it is intended for betterment of the customers. And in this process of constant and continuous betterment, new ideas evolve, inventions and innovation takes place. At last it is rather difficult to say whether quality breeds innovation or innovation breeds quality. Both are intertwined essentials of success. At the same time it is not so easy to adopt such customized system of business management facilitating changes all throughout the year in all the phases.

QUALITY IS BUSINESS

Primarily, the organisational structure, its climate and culture should be flexible and congenial enough adopting changes and encouraging new ideas, suggestions from all the levels. As much as possible open door policy could be implemented without disrupting much the basic structure. A **sound organisational democracy and transformational, participative leadership attitude** could facilitate this well. **A matrix type organisation with effective quality circles or committees of both intra and extra organisational** can be established. Scope must be there for accumulating feedback from various parties, reviews and reformations. Vestibule centres are recommended for test implementing the innovations from quality committees. Appropriate documentation of each and every process, procedure, initiatives, ideas are also essential. All these are not possible unless accompanied with a flexible budget and risk taking attitude from the entrepreneur.

The case of **Perfect Machine Tools** can be cited here. PMT, manufacturers and exporters of: nut, bolt, screw, rivets, wire nails, barbed wire, chain link fence making machinery & plants and various kinds of wire product machines. The company achieved success through quality leadership. The following were their guiding principles

- ❖ Product Quality is what is perfect from customers' view point
- ❖ Customer must be satisfied irrespective of the cost to the company
- ❖ Train and empower employees. They must be provided an environment for innovation and personal development
- ❖ A CEO must have clarity in thought, purpose, urge for perfection, and honour in his work

Next key component crucial to our concern is the human factor. The HR department is popularly called the happier department of the organisation. The human resource of an organisation, as the only live resource is a potpourri of physical exertion, intellectual base, emotions and other attributes. All these significantly contribute to the organisation in some way or other. Moreover, **inventions and innovations are the brain child of these employees**. Quality in work performed, service rendered are all attributable predominantly to these human resources. Apart from their intelligent quotient, their emotional quotient also plays a decisive role especially in the service sector. It is with the firms how best they tap these resources decide the success. In order to foster it the organisation must have **active policies and programmes that converge between the organisational requirements and employee potentials resulting in improved performance**. Quality and diligence in resourcing them is primary. Mere appointing well qualified or capable staff is not suffice. The organisation must possess the ability to trap their potentials and utilize it to the best of the organisation. The firms should frame sound HR policies enabling right job for the right person and right pay. Beyond good pay there are certain things that soothe an employee. **Motivation** is one such determinant which could be in various forms. Their every attempt either trivial or significant needs to be addressed and appreciated by the management. **The company should focus on employee training and development rather rating their rating and awarding as quoted by Edward Deming**. The people should find scope for qualitative progression in the career. **Employee empowerment and other democratic schemes** do provide for such. And then **a patriarchal approach insisting job security ensuring job security and well being of the employees is required to keep the employees contented**. A good organisational structure will enable its people to have sound interpersonal relationship, a definite for self development in tandem with organisational development. Many organisations have tasted success diligently and prudently harnessing this live resource.

Infosys Limited, an Indian multinational corporation that provides business consulting, information technology and outsourcing services is one such company with a remark of quality in terms of Manpower resourcing and development.

The TQM principles at Infosys are summarised below

- ❖ Scout the best with all required skills of communication, leadership, technical etc
- ❖ Create an environment for continuous training and development
- ❖ Check for various skills and abilities
- ❖ Promote leadership and employee empowerment.
- ❖ Check on labour turnover and keep them as satisfied as possible.

Yet another crucial task of any business is marketing of their products or services. It is the effectiveness of marketing determines the success. Marketing is no mere promotion or sales with numerical standards or targets. The real marketing starts with the consumers. A firm should design products for their customers rather creating customers for the products as ironically said in Better Mousetrap Fallacy by American poet Ralph Waldo Emerson. "Build a better mousetrap, and the world will beat a path to your door." **Businesses that have succeeded with such customer orientation include Instant foods and supplies, consumer home appliances, Android mobiles, hire taxi and many others.** In this path of customer orientation, there begins continuous research and analysis of consumer behaviour, taste and preferences, changing cultures and comes out with innovative means of satisfying needs and wants. All cultural adaptations and transformations are results of the consumer centric approach. Marketing is a blend of multiple critical tasks. It includes appropriate branding, labelling, channelizing, content design and validation.

The Hindustan Lever Limited, India's one of the leading supplier of FMCG including detergents, soap, shampoo, deodorant, toothpaste, and other personal care items, and cosmetics. It is one of the firms with best and quality marketing practices.

The Marketing insights of the company include

- ❖ Thorough research of consumer behaviour, their needs, tastes and preferences
- ❖ Validations of each and every step in marketing with cross functional teams
- ❖ Prediction of competitors' move and counter action
- ❖ Maintenance of track record of sales, post sales behaviour and customer grievances
- ❖ Prudent selection of appropriate medium, content, tools for advertising and record of post advertising effects.

The above list is not exhaustive. There are several functions or areas in a business crucial to its success where quality is inevitable. Below is the list of few Indian firms with remarkable TQM practices in various business aspects

Dimension of Quality	Organisation	Nature of business
Quality as Infrastructure	Mukand	Stainless steel production company
Quality as Systems	Modi Xerox Ltd	Casting of metals
Quality as Manufacturing	Ranbaxy Laboratories Limited	an Indian pharmaceutical company
Quality as After Sales Service	Thermax	Engineering company involved in energy and environment)
Quality as Service	HDFC	Indian banking and financial services company

THE DEMING PRIZE:

In the honour of **W. Edward Deming, the pioneer of Quality movement in Japanese companies** who has contributed greatly to the TQM establishment in Japan, Deming prize is awarded to Japanese firms with sound and effective TQM practices. Later on the award covered even non Japanese firms.

It was awarded to both individuals as well as organisation in honour of their contribution to the TQM base. Firms won Deming Prize for the year 2018 and earlier are as below

Winners in 2018	Earlier few Indian winners
Aiphone Co., Ltd. (Japan)	Sanden Vikas (India) Limited (2011)
Indus Towers Limited (India)	Tata Steel Limited (2008)
OTICS Corporation (Japan)	Krishna Maruti Limited, Seat Division (2005)
Ocean's King Lighting Science & Technology Co., Ltd. (China)	Rane Engine Valves Limited (2005)
PT Komatsu Indonesia (Indonesia)	Rane TRW Steering Systems Limited, Steering Gear Division (2005)
JSW Steel Limited, Vijayanagar Works (India)	Mahindra and Mahindra Limited, Farm Equipment Sector (2003)
Sundram Fasteners Limited (India)	
Toyota Housing Corporation (Japan)	
Rane NSK Steering Systems Private Limited (India)	

CONCLUSION

A firm to be successful in this competitive era needs to be **consumer oriented, proactive and also a cost cutter**. To be unique in the market it has to be innovative in all the aspects. A **synergy of sound planning, strategic implementation, financial strength and good organisational culture would enable it**. There is a growing need for overall quality in the business which opens the door to the path of innovation and success. Quality is not a one-dimensional monotonous task to be achieved in a day or two. It pervades all throughout the firm. All the members of the organisation right from top executive to a lay man must contribute to it. It must be laid in the structural foundation of the organisation and must go in tandem with all other activities. It is undeniable that practising quality and innovation comes with a cost. Initially it may be cumbersome galloping huge money. But as it proceeds, a firm with quality as its vision and mission will bag the customer loyalty and capitalises it and will surely success in the long run.

Reference

1. Crossan MM, Apaydin M. A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of Management Studies*. 2010; 47(6):1154–1191.
2. Pareek. *Understanding Organisational Behaviour*, 2nd edition, Oxford University Press, ISBN 13:978-0-19-569086-6, 2007, 651-672.

Relationship between Usability, Usability Issues, User Experience of Captcha on Attitude towards Captcha

Gomathi. K

Research Scholar
Department of Commerce-Aided,
Ethiraj College for Women, Autonomous,
Chennai, India.

ABSTRACT: CAPTCHA is an acronym that stands for Completely Automated Public Turing Test to tell that Computers and Humans are Apart. It is a computer program that distinguishes human from malicious automated program. CAPTCHA aims to prevent the abuse of online services from malicious attacks such as spammers and hackers. It is a test that's easy for humans to solve but difficult for computers to do. Internet users have experienced different types of CAPTCHA tests in websites but the most common test the users would have solved in their day to day online transaction is Text based CAPTCHA. The main objective of this study attempts to analyse the usability, usability issues and user experiences about CAPTCHA and to examine the respondent's attitude towards CAPTCHA. A standardized questionnaire was used to analyse the internet user's experience of CAPTCHA tests and their different opinions about CAPTCHA tests. 100 respondents were selected using random sampling technique to participate in the study.

Keywords: CAPTCHA, internet users, user experience, attitudes

1. Introduction

The term 'CAPTCHA' was developed in the year 1997 at Carnegie Mellon University by engineers. Many Malicious programs access Websites illegally. One of the main issues of cyber security deals to identify whether the person accessing the website is a person or malicious automated program called as 'Robot'. CAPTCHA was introduced to prevent the abuse of robots in websites and to protect the internet user's day to day online transaction services.

The most common CAPTCHA test works like the internet user have to identify the letters in the text box and have to decode it within a prescribed time limit and then, have to proceed with the further transactions. This test helps to identify that the user is a real person and not machine input. Initially this program was widely successful.

CAPTCHA also plays a major role in the field of banking sector, audit firms, and railway enquiry sites such as booking tickets, checking PNR status and for online payments through websites. Since CAPTCHA prevents websites from robots it gained a high priority among internet users. The internet users frequently solve CAPTCHA while booking movie tickets, logging into Google, Gmail and also in AMAZON. So, therefore in a day almost 99% of people, who use internet, have experienced CAPTCHA and with frequent use people feel easier to solve the challenges.

REVIEW OF LITERATURE

A study was conducted by Gafni and Idan Nagar (2016) on Impact of CAPTCHA on user experience with and without learning disabilities. CAPTCHA was one of the most common tests to identify whether the person trying to access the website is a human or a robot. The objective of this study was to analyse how different types of CAPTCHA affect user experience with and without learning disabilities. Mean and standard deviation tools were used for the study. Another study was conducted by Gerardo Reynaga and Sonia Chiasson (2013) on the usability of CAPTCHAs on smartphones. This paper aimed to identify opportunities and guide improvements for CAPTCHAs on smartphones. Results of the study revealed that there was user satisfaction problem on CAPTCHA schemes. Participants preferred schemes that involved quick, simple challenges with little distortion. Another study was conducted by Dr. Chatpong Tangmanee (2013) on attitudes towards CAPTCHA. The main objective of the study was to analyse whether users have better understanding and awareness of CAPTCHA and to examine respondent's attitude towards CAPTCHA. Another study was conducted by Jeff Yan and Ahmad Salah EI Ahmad (2008) on usability of CAPTCHAs. This paper discusses usability issues that should be considered and addressed in the design of CAPTCHAs. This

paper aims to understand what kind of issues should be addressed under this framework of CAPTCHA design to improve its usability.

NEED FOR THE STUDY

The need for the study is to protect online services, websites registrations, E-mail addresses from spammers and hackers. Websites should create more of user friendly CAPTCHAs so that the respondents find it easier to solve the challenges.

OBJECTIVE OF THE STUDY

The objective of the study is

- a) To analyse the usability, usability issues and user experiences of CAPTCHA
- b) To examine respondents’s attitude towards CAPTCHA
- c) To examine the relationship between the variables of usability, usability issues, user experience of CAPTCHA on Attitude towards CAPTCHA.

RESEARCH METHODOLOGY

The data was collected through questionnaire consisting of 100 respondents based on purposive sampling technique. The statistical tools used are percentage, mean, standard deviation, coefficient of variations,Skewness, Kurtosis and correlation.

Reliability Test

Cronbach's Alpha	N of Items
.786	40

The sample collected has been first checked for the reliability using Cronbach’s reliability test with SPSS software for this study. The above table shows the value of Cronbach’s alpha is 0.786. As the value is more than 0.7 it is implied that the questionnaire was reliable.

LIMITATION OF THE STUDY

- 1. The application of the result is restricted to this study.
- 2. Since the size of the sample is small the results cannot be generalised to the entire population.

ANALYSIS AND INTERPRETATION

1. DEMOGRAPHIC PROFILE OF RESPONDENTS

Variable	Description	Frequency	Percentage
AGE(YEARS)	21-30	75	75%
	31-40	14	14%
	41-50	9	9%
	51-60	2	2%
GENDER	Male	34	34%
	Female	66	66%
MARITAL STATUS	Single	57	57%
	Married	37	37%
	Unmarried	6	6%
QUALIFICATION	Diploma	5	5%
	Under graduate	60	60%
	Post graduate and above	35	35%
OCCUPATION	Students	29	29%
	Government	6	6%
	Private	60	60%
	Others	5	5%

The survey was based on primary data collected through a questionnaire administered to the respondents. From the above data it is found that 75% of respondents are between the age group of 21-30years, 14% of the respondents are between the age group of 31-40while 9% of respondents are between 41-50and 2% fall between the age group of 51-60years. It is also found that 66% of the respondents are femaleand 34% of respondents are male. The table also shows that 57% of repondents are single,37% of respondents are married and 6% are unmarried. With respect to qualification,60% of the respondents are graduates and remaining 40% are post graduates and diploma holders. With respect to occupationthe highest percentage of respondents (60%) areworking in private sector followed by students and government sector and others with 29% 6% and 5% respectively.

2. USABILITY OF CAPTCHA

S.NO.	Statements	Mean	S.D
1.	Visually comfortable	3.83	0.876
2.	Easy to efficient to recognise input	3.66	0.806
3.	Appropriate for wide application	3.71	0.742
4.	With Frequent use it gets easier	3.85	0.957
5.	Position will be positive	3.45	0.988
6.	Remember to solve challenges	3.71	0.890
	OVERALL SCORE	3.701	0.497

From the above table it is inferred that the mean and standard deviation for each item under usability of CAPTCHA. The mean is found to be the highest for 'with frequent use it gets easier' at 3.85 this means that respondents feel that with frequent use it gets easier in solving CAPTCHA test, followed by it 'is visually comfortable' at 3.83, which means that the respondents feel that it is very easier for them to decode CAPTCHA finally 'position will be positive' with the low mean of 3.45 means respondents feel that their position will be positive if they repeat that test.

3. ISSUES IN USING CAPTCHA

S.NO.	Statements	Mean	S.D
1.	Understanding	3.31	1.160
2.	Unable to operate	3.46	1.217
3.	Will not perform actions	3.07	1.224
4.	Avoid working	2.78	1.210
5.	Images are difficult to identity	3.34	1.199
6.	Difficult for low vision people	3.75	1.028
7.	Tricky and many attempts have to be made	3.31	1.060
8.	CAPTCHA unnecessary in websites	3.25	1.113
9.	Takes time to do it	2.93	1.148
10.	Difficult and Unclear	2.78	1.124
	OVERALL SCORE	3.198	0.599

The above table shows the mean and standard deviation for each item under issues in using CAPTCHA. The respondents strongly feel that using CAPTCHA is difficult for people with low vision, as it has a highest mean value of 3.75. They also feel that the CAPTCHA makes them unable to operate and has a mean value of 3.46. The respondents feel the CAPTCHA is difficult and unclear, with the mean of 2.78.

4. USER EXPERIENCE OF CAPTCHA

S.NO.	Statements	Mean	S.D
1.	Feeling protected while using CAPTCHA	3.91	0.922
2.	spending too much time	3.11	1.081

3.	User friendly	3.73	0.930
4.	Something more comfortable instead of this test	3.36	1.049
5.	Easy to solve the challenges	3.69	0.917
6.	Websites would be more secure with CAPTCHA	3.82	0.978
7.	Nice test	3.7	0.979
8.	Easy and clear	3.72	1.005
9.	Takes short time to do it.	3.8	0.963
	OVERALL SCORE	3.648	0.546

The above table shows the mean and standard deviation for each item under user experience of CAPTCHA. The mean is found to be highest for “feeling protected while using CAPTCHA” at 3.91 this means respondents feel protected while using CAPTCHA in websites. Followed by ‘websites would be more secure with CAPTCHA’ with the mean 3.82 this means that since CAPTCHA prevents from spammers and hackers respondents feel website will be secure with CAPTCHA finally ‘takes short time to do it’ with the mean of 3.8 this means it is a simple test to prove that we are real person using the websites so therefore it takes very short time to do it.

5. ATTITUDES TOWARDS CAPTCHA

S.NO.	Statements	Mean	S.D
1.	CAPTCHA method to others	3.56	1.057
2.	CAPTCHA is effective	3.72	0.899
3.	Confidence in CAPTCHA	3.44	0.998
4.	Decoding CAPTCHA	3.38	1.042
5.	Website creditability	3.56	0.946
6.	Comfortable working with websites	3.55	0.946
7.	Method suitable for smartphones	3.39	1.246
8.	Copyrighted content	3.72	0.943
9.	Background colour	4.05	0.925
10.	Appealing to solve challenges	3.71	0.987
11.	Use of colour in CAPTCHA	3.81	0.917
12.	Incorporate CAPTCHA	3.53	0.979
13.	Other better ways	3.43	0.956
14.	Made easier for low vision people	3.82	0.950
15.	Websites have capable CAPTCHAs	3.77	0.874
	OVERALL SCORE	3.628	0.420

The above table shows the mean and standard deviation of each item under attitude towards CAPTCHA. The respondents feel that the ‘background colour’ in the text based CAPTCHA is important and the mean is found to be highest of 4.05 Followed by ‘CAPTCHA should be made easier for low vision people’ with the mean of 3.82 this means that respondents feel that CAPTCHA test should be easy to interpret by people with low vision. Finally ‘use of colour in CAPTCHA’ with the mean of 3.81 this means that use of colour can have an impact on its usability.

6. CORRELATION TEST BETWEEN USABILITY, USABILITY ISSUES, USER EXPERIENCE OF CAPTCHA ON ATTITUDE TOWARDS CAPTCHA

S.NO.	Factor	'r' value
1.	Usability of CAPTCHA	0.378**
2.	ISSUES IN USING CAPTCHA	0.037**
3.	USER EXPERIENCE OF CAPTCHA	0.650**

From the above table it is inferred that various factors are related to attitude towards CAPTCHA (usability, usability issues and user experience) at 1% level of significance. Out of the above three factors

User experience(r value=0.650) is more highly correlated with attitude towards CAPTCHA. The reason behind this is the respondents feel that they are protected by malicious attacks like spammers and hackers in websites. Since CAPTCHA protects from these attacks it has a positive attitude towards respondents. Followed by usability of CAPTCHA(r value=0.378) and issues in using CAPTCHA (r value=0.037)

7. SUMMARY TABLE

S.NO.	Factors	Mean	S.D	C.V
1	USABILITY OF CAPTCHA	3.70	0.497	13.43%
2	ISSUES IN USING CAPTCHA	3.198	0.599	18.7%
3	USER EXPERIENCE OF CAPTCHA	3.648	0.546	14.96%
4	ATTITUDE TOWARDS CAPTCHA	3.628	0.420	11.57%

From the above table it is inferred that most of the respondents have experienced CAPTCHA. So therefore all the factors concluded that CAPTCHA is important in websites to prevent the attack from malicious automated program. So in order to protect respondents from malicious attacks like spams and hacks CAPTCHA is mandatory for websites.

8. TABLE SHOWING NORMAL DISTRIBUTIONS VARIABLES

S.NO.		Usability of Captcha	Issues in Using Captcha	User Experience of Captcha	Attitude Towards Captcha
1.	SKEWNESS	.147	-.495	-.454	.260
2.	KURTOSIS	-.189	.384	.453	.716

Skewness is nothing but a measure of the symmetry in a distribution. If the Skewness is less than -1 or greater than 1, the distribution is highly Skewed and if Skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately Skewed as the values in the table are for usability of CAPTCHA (.147), issues in using CAPTCHA (-.495), user Experience (-.454) and Attitude towards CAPTCHA (.260) . So therefore the distribution is moderately skewed.

Kurtosis refers to the pointedness of a peak in the distribution curve or the degree of peakedness in the frequency distribution indices for acceptable limits of -2 and +2 in order to prove it is normally distributed as the values in the table are for usability of CAPTCHA (-.189), Issues in using CAPTCHA (.384), User Experience (.453), and Attitude towards CAPTCHA (.716) the values are acceptable. So therefore both Skewness and kurtosis are normally distributed.

9. AREAS WHERE CAPTCHA IS USED

S.NO.	Factor	Frequency	Percentage
1	Online transaction services	72	72%
2	E-mail	14	14%
3	Social Network	14	14%

From the above table the respondents had to tick the areas where they have used CAPTCHA. Of which 72% of respondents have used CAPTCHA in their day to day online transactions, followed by 14% of the respondents have used CAPTCHA through E-mail and remaining 14% of respondents have used CAPTCHA through frequent use of social network.

10. TIME SPENT ON SOCIAL NETWORK

S.NO.	Factor	Frequency	Percentage
1	1-2hours	41	41%
2	2-3hours	19	19%
3	3-4hours	16	16%
4	Above 4hours	24	24%

The above table shows how frequently the respondents spent time on social network among these 41% of the respondents spent time on social network for 1-2hours followed by 24% of respondents spent time on social network for more than 4hours. Remaining 19% respondents spent time on social network for 2-3hours and 16% from 3-4hours.

CONCLUSION

The study concluded that CAPTCHA in this modern era is mandatory in websites. Internet users feel that with frequent use of CAPTCHA it becomes very easy to solve the challenges. As the respondents experience CAPTCHA on their day to day online transactions they feel much protected and comfortable experiencing the test.

To prevent online services, websites, logging into e-mail CAPTCHA is necessary since the respondents use it frequently they feel CAPTCHA is effective method to prevent from malicious automated program. Future research can be concentrated on implementing CAPTCHA method that needs to be made easier for low vision people as they find CAPTCHAs difficult to decode.

REFERENCES

1. Attitudes towards CAPTCHA, The Journal of Global Business Management, 2013, 9(2). Special Edition.
2. Gafni R, Nagar I. CAPTCHA: Impact on user experience of users with learning disabilities. Interdisciplinary Journal of e-Skills and Life Long Learning. 2016; 12:207-223.
3. Fidas C, Voyiatzis A, Avouris N. On the necessity of user-friendly CAPTCHA. In Proceedings of the SIGCHI Conference on Human Factors in Computing Systems, 2011, 2623-2626.
4. The Usability of Captchas on Smartphones. Gerardo Reynaga and Sonia Chiasson School of Computer Science, Carleton University, Ottawa, 2013.
5. Yan J, El Ahmad, AS. Usability of CAP-TCHAs or usability issues in CAPTCHA design. In Proceedings of the 4th Symposium on Usable Privacy and Security, Pittsburgh, PA, 2008, 44-52. ACM, New York.

Role of Flexible Organisational Culture in Fostering Enterprise wide Innovative Attitude

Dr. K. Mythili

Head and Associate Professor
Department of Accounting and Finance,
Ethiraj College for Women,
Chennai, India.

ABSTRACT: Every organisation has its own distinct Organisational Culture that is fundamental for the identity of employees and the image of the organisation. It is well known that Organisational Culture is an important determinant for guiding employees' behaviour, since the human resources are influenced by the culture in which they are in. Organisational Culture is a pattern of basic assumptions that are taught to new personnel as the correct way to perceive, think and act on a day to day basis. This study mainly aims to:

- Describe the concept of Organisational Culture.
- Discuss the necessity of flexible Organisational Culture in the development of innovative attitude among the human resources.
- Identify the process of changing the Organisational Culture.

One of the important characteristics of Organisational Culture is the innovation and risk taking - the degree to which employees are encouraged to be innovative to take risks. A flexible Organisational Culture can lead to the continuous innovative attitude of knowledgeable employees to cope with changes. To develop the innovative attitude, the employees should amply demonstrate a certain degree of flexibility in terms of thinking, approach and outlook. A positive culture change emphasises building on employee strengths, rewards individual vitality and growth.

Keywords: Human Resources, Organisational Culture, Flexibility, Innovative Attitude

1. Introduction

Today's organisational environment has become a rapidly changing, globally competitive and quality oriented environment due to the current trends of globalisation and technical advancements. The empowerment of creative and innovative human resources provides the competitive key for the betterment of employees, organisational enhancement and the development of the society. The value addition to the organisations by its employees highlights their importance towards the overall development of individuals and as well as the organisations. Since organisations are different and the ways things work also are not always the same in different organisations. This insight has led to the use of the concept of "Organisational Culture". It is well known that Organisational Culture is an important determinant for guiding employees' behaviour, since the human resources are influenced by the culture in which they are in. Every organisation has its own distinct Organisational Culture that is fundamental for the identity of employees and the image of the organisation. The business world is moving around on the three guiding forces - globalisation, liberalisation and modernisation. A Flexible Organisational Culture is the need of the hour for developing an innovative attitude among the human resources for rapid technological development, change of management, style of functioning and performance of manpower to keep in pace with the above trend.

OBJECTIVES OF THE STUDY

This study mainly aims to:

- Describe the concept of Organisational Culture.
- Discuss the necessity of flexible Organisational Culture in the development of innovative attitude among the human resources.
- Identify the process of changing the Organisational Culture.

METHODOLOGY

This study is based on the secondary data collected from various books, journals and articles.

Organisational Culture – A conceptual framework

Early in 1960s, as a result of large American Conglomerate- all businesses were classified as big business and all other businesses should grow big as soon as possible producing mass products for mass markets (Chandler 1962). Later in 1970s, the Japanese culture was much suited for industrial production (Morgan, 1986 and Jaffee, 2009). According to researchers, Peter and Waterman successful companies possessed certain characteristics such as a basis for action, close to the customer, autonomy and entrepreneurship, productivity through people, value driven, simple form, etc. Edgar Schein defines Organisational Culture as “a pattern of basic assumptions – invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valuable and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to these problems”.

Fred Luthans considers Organisational Culture as a pattern of basic assumptions that are taught to new personnel as the correct way to perceive, think and act on a day to day basis. Organisational Culture could be a dominant culture or a sub culture. Dominant culture is a set of core values shared by a majority of the organisation’s members. For example, at Hewlett Packard, most of the employees share a concern for innovativeness, product quality and responsiveness to customer needs. Sub culture is a set of values shared by a small minority, of the organisation’s members. They are a result of problems or experiences that are shared by members of a department or a unit.

The three important characters of Organisational Cultures as explained by authors Angelo Kinicki and Robert Kreitner are:

- Organisational Culture is passed on to new employees through the process of socialization.
- Organisational Culture influences our behaviour at work.
- Organisational Culture operates at different levels.

Stephen P. Robins is of the view of that one of the important characteristics of Organisational Culture is the innovation and risk taking- the degree to which employees are encouraged to be innovative to take risks.

The various steps involved in the development of Organisational Culture are – the founder conceives the idea of the new enterprise, he brings key people to create a group that shares a common vision with the founder and all within this core group believe the idea of the founder, the core group begins to create the organisation by raising funds, obtaining patents, buildings, etc. and finally at this point other people are brought into the organisation and the history begins to be built. Dr. Oluwafemi postulates that Organisational Culture forms a collective identity that helps its members associate themselves with the organisation’s practices, and feel themselves a part of its success. He also suggests that understanding and knowing the culture of the organisation can help managers to understand how to manage the intensity and commitments of the employees to its core values and culture.

Why the Organisational Culture should be flexible? - An overview

The major changes taking place currently in the business world are: free movement of capital, easy availability of technology, free information flow, globalisation and emphasis on quality and business are becoming service- oriented. All these changes have the direct impact on the functioning of the organisations. A flexible Organisational Culture can lead to the continuous innovative attitude of knowledgeable employees to cope with changes. When information about the people in organisation is known i.e., what they think, what they believe in, what expectations they have and so on we have a better understanding about an organisation. In the case of Scandinavian Airlines, 2007, when the CEO of the organisation wanted to change the organisational culture, he wanted to do that by changing belief systems, values etc., in the company. It was not about investing in new technologies or marketing, etc., but it was about making employees think differently.

Adapting to the company’s culture is an important aspect in fostering innovative attitude i.e., making oneself become accustomed to diverse facets of company culture like communication models, hierarchy, dress code if any, work room and most importantly, operational and performance means of the superior and colleagues. Sometimes, it becomes necessary for an organisation to determine that its culture has to be changed. For example, the current environmental context undergoes drastic changes and either the organisation must adapt to these new conditions, or it may not be able to survive. Therefore, today the organisations must have

a culture that learns and anticipates change. The eight important relevant values to be kept in mind while changing the organisational culture are openness, trust, proactivity, autonomy, collaboration and experimentation. Innovation and change is decided by the factors such as who initiates change, how change and innovations are perceived and how change is implemented, which are critical in establishing the Organisational Culture.

The process of changing Organisational Culture:

Whenever the organisation's environment is undergoing rapid change, the shared values are no longer relevant as the entrenched culture may not be appropriate. Earlier, the key factors for consideration for mergers and acquisitions are financial advantages and product synergy and in recent years, the cultural compatibility has become the primary concern. When an organisation's survival is under a threat, members of the organisation respond to the efforts made to change the culture. Flexibility could be adopted in the observed behavioural regularities, norms i.e., the standards of behaviour, guidelines on work, the rules related to the organisation and its dominant values.

A thorough analysis to be made to understand the problems faced by the management and the employees. The effective communication and conceptualising method will help to understand the management and its employees in a better way so as to propose proper actions. The key factor to be kept in mind is that the change process should be continuous. To develop the innovative attitude, the employees should amply demonstrate a certain degree of flexibility in terms of thinking, approach and outlook. Such aspects of culture like the language, stories, rites, rituals and sagas can be modified by the management. The changes can be in the lessons to be drawn from common stories, can interpret situations in new ways and can adjust the meanings attached to important corporate events. They can also create new rites and rituals and the long run benefits of such change would be great. Some of the barriers that can be faced while moving to a new culture are: entrenched skills, staff relationships, roles and structures that work together to reinforce traditional cultural patterns.

The following steps and management actions may lead to change over time, in spite of the resistance to change the Organisational Culture:

- Assess the current culture, set realistic goals, recruit outside personnel with industry experience to interact with the organisational personnel, make changes from top to bottom, so that message is consistently delivered to all, include employees in the culture change process whenever the changes are made in rules and processes. Remove all that remind the previous culture, move quickly to build new culture and stay the course.
- Such management actions like initiating new stories and rituals, selecting and promoting employees to espouse the new values, changing the reward system to support new values may lead to change the organisational culture.

CONCLUSION

The role of Human Resources in the current period is sure to grow in scope and importance. The key to this growth is how well the employees can be helped to make better contributions to their organisations. It is through their contribution, that an organisation prospers and as well as the individuals and the society. The positive attempts made by the management to understand the employees and assist them in developing their perceptions of their work by changing the Organisational Culture is of utmost importance. In some cases, the organisations find that they must change their culture to remain competitive and survive in the environment. A dynamic climate is created through the cumulative efforts of the management, technology and initiatives from the employees themselves. Working together towards a change facilitates the creation of new ethos. An employee who encounters flexible organisational culture will think about doing a good job and will believe that others would support his success. Also, such personnel feel more comfortable collaborating with customers. A positive culture change emphasises building on employee strengths, rewards individual vitality and growth. To conclude, when organisations attempt to change, they must be careful not to abandon their roots and also their core and distinctive competencies.

REFERENCES:

1. Anguelo Kinicki, Robert Kreitner. Organizational Behaviour, 4th edition, McGraw-Hill/Irwin, ISBN 13-978-0-07-338141-1, 2009, 36-47.

2. David Mcguire, Kenneth Molbjerg, Jorgenson. Human Resources Development, Theory and Practice, SAGE publication India Limited, 2011, 1-11.
3. DursonBingol, IrgeSener, Emin Cevik. The Effect of Organisational Culture on Organisational Image and Identity: Evidence from a pharmaceutical company-Elsevier Ltd- Procedia – Social and Behavioural Sciences. 2013; 99:222-229.
4. Fred Luthans. Organisational Behaviour- McGraw Hill – International Edition ISBN – 007-124768-9, 2005, 109-120.
5. Gary Dessler. Human Resources Management – 7th edition, Prentice Hall of India Pvt Ltd, New Delhi, 2011, 17-19.
6. HRM Review. The Icfai University Press, February, 2009. www.iupindia.org
7. John. R. Schermerhorn, Jr. James, G. Hunt, Richard N. Osborn. Organisational Behaviour, Tenth Edition,- Wiley India, ISBN-978-81-265-2421-1, 2008, 364-380.
8. Naga Raju Battu. Human Resources Development, APH Publishing Corporation, New Delhi, 2007, 1-24.
9. Oluwafemi Emmanuel. Understanding Organisational Culture and Organisational Performance : Are they two sides of the same coin?-Journal of Management Research ISSN 1941-899X, 2017.
10. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra. Organisational Behaviour, Prentice Hall – Pearson ISBN 978-81-317-6093-2, 2012, 506-527.
11. Udai Pareek. Understanding Organisational Behaviour, 2nd edition, Oxford University Press, ISBN 13:978-0-19-569086-6, 2007, 651-672.
12. Uma Sekharan. Organisational Behaviour, Text and Cases, Tata McGraw – Hill Publishing Co. Ltd., New Delhi. ISBN 0-07-058190-8, 2004, 280-282.
13. William B. Werth, Jr, Keith Davis. HR and Personnel Management, 5th edition, Tata McGraw Hill, 2010.

The Role of Cost and Management Accountants in Performance and Strategic Management- A key to Innovative Metamorphosis

CMA. Madhavan S. A

Research scholar
University of Madras,
Chennai, India.

ABSTRACT: Modern world is characterized by quality driven, value added, eco friendly, volatility and cost sensitive products and services that cater to the requirements of customers and business houses today. As change is the order of the day, every enterprise make attempts to satisfy their stakeholders by creating value in terms of innovation, strategic decisions, etc. The term Innovation encompasses creativity, imagination, research, New ideas, design, improvements, problem solving and Analysis. Metamorphosis stands for stages of growth required for transformation. Innovative metamorphosis aims to bring changes in the existing pattern by new ideas, strategy, thought process & unique technique resulting in overall organizational excellence. The Institute of Cost and Management Accountants is established with the objective of bringing the best professionals referred as "Cost & Management Accountants". It empowers the CMAs in terms of knowledge, skills and attitude so as to bring the world class professionals to apply innovative ideas or practices in their profession by unique curriculum, advanced study programmes, industry institution interface, collaborative programmes, Cost convention/workshops/webinars, professional development programmes for updating, etc., CMAs perform key services such as project appraisal, business valuation, Financial analysis, performance management, strategic management for competitive advantage, Model Building, Business Integration, TQM, CSR, Supply Chain Innovation, etc. to deliver competitive advantage and market leadership. This article aims to identify and highlight the important conceptual shift of CMA that strengthen their role in industry and business organizations and emerging trends in management accounting profession that adds more value and performance excellence for organization.

Keywords: Innovation – Metamorphosis - Strategy - Performance - Optimization

1. Introduction

Making organizations ready to contend is the motivation behind Strategic Management. Strategic Plans include distinguishing benchmarks, realigning resources and positioning the resources for deployment of goods and services. Strategic Management requires a promise to vital arranging, which speaks to an association's capacity to set both short-and long term objectives, at that point deciding the choices and activities that should be taken to achieve those objectives to identify necessary processes, resource allocation and to support their core competencies. Performance management is a continuous process of identifying, measuring and developing performance in organizations by linking each individual's performance and objectives to the organization's overall mission and goals. Performance management focuses mainly on the achievement of results. Enterprise performance management refers to the amalgamation of various methods such as strategy maps, balanced scorecards, performance measures, Activity -based budgeting, lean management, and customer relationship management to attain the top level team's strategy, develop control, and increase financial profits through enhanced decisions.

The success of each and every organization depends upon a skilled, dedicated and committed workforce. It also depends on the quality of information made available to the management. All such attributes are possessed by the CMAs. CMAs can work in any situation and suggest the right kind of costing systems. In some of the Companies CMAs are occupying the position of Chairman & Managing Director, Director (Finance), Board of Directors, Chief Financial Officer (CFO), Chief Internal Auditor, General Manager and other senior positions. The activities of Cost and Management Accountants include development of new product costing, operations research, business driver matrices, sales management score carding, and product profitability analysis apart from reporting to organization's finance departments. Thus it has dual accountability to both finance and business team. Benchmarking and assessment of competitiveness for different industries requires cost data. Competition Commission has been continuously seeking cost data for many sectors. Cost information plays a critical role in transfer pricing, predatory pricing, fixation of margin of dumping for the purpose of levying anti-dumping duty, free trade agreement, consumer protection,

revival of sick companies and corporate governance. CMAs are professionally competent enough to frame effective strategies for risk assessment, risk evaluation, risk treatment and risk reporting.

This article discuss the role of CMAs in Strategic and Performance Management that forms a key part of innovative ideas or strategy to excel the organization towards Market leadership and Competitive advantage.

REVIEW OF LITERATURE

Charles Tilley, May 2017, IFAC Professional Accountants in Business Committee Chair, on topic “Developing a future ready profession” stated that the impact of both technology and the changing risk environment is effecting the future profile of accountants in business. They will continue to carry out core roles, including stewardship, control, and strategic direction. But they face a fast-changing environment driven by digital disruption and emerging risks and opportunities. He highlighted the necessary traits such as visionary leadership, adaptability, Innovativeness and effective communication for a successful Management Professional.

CMA Dr.Bhabatosh Banerjee and CMA Dr.Debaprosanna Nandy, June 2017, In the Journal of “The Management Accountant” issue, presented a research paper on “The role of Institute of Cost and Management Accountants In developing Cost and Management Accounting profession in india”, to identify the whether the professional body of members developed by the Institute are equipped well enough to discharge their functions in the context of needs of the economy, to study the role of CMA in “Make in india” & “Skill India” programmes, etc.

Gary Cokins, April 2016 in “EDPACS the EDP audit, control and security newsletter” , pointed out 7 major trends in Management Accounting for competitive advantage and strategic leadership out of which Enterprise performance management, Predictive accounting, Business Analytics, managing Information technology plays a major role in transforming the profession of Management Accountants towards excellence of organizational operations.

Partha Sarathi Senapati & Mr. Jiban kumar Parida, MAY 2015,in Zenith International Journal of Multidisciplinary Research, on the topic “Sustainability: a case study of Tata consultancy services ltd.” tries to study the changing trends in IT sectors and the efforts made by the IT companies to achieve sustainability with a case study of TCS ltd. The three pillars of corporate sustainability initiatives of TCS such as sustainable operations, corporate social responsibility and solution for its customers are recognized for achieving sustainable growth and resulted in improved Triple Bottom Line.

OBJECTIVES OF THE STUDY

- To study the effect of Indian Companies Act 2013 on the scope of Cost and Management Accountants by identifying the emerging opportunities in the profession of CMA.
- To understand the Industry academia interface/collaboration for effective Curriculum and extra curriculum factors for meeting the challenges in the profession.
- To analyze the role of Cost and Management Accountants serving in various capacities with respect to existing area of services and emerging scope of profession.

HYPOTHESIS OF STUDY

Ho (A) : There is no significant association between the Provisions of companies Act2013 and the emerging opportunities for CMA professionals.

Ho (B) : There is no relationship between present level of curriculum and co curriculum standards and present status of CMA in strategic performance management.

Ho (C): The present level of Management positions and current area of expertise of CMA are not related to the Scope of Strategic management operations of an enterprise.

RESEARCH METHODOLOGY

The research is applied and analytical in nature to study the relationship between various attributes such as Provisions of companies Act, present occupational level of CMA, Level of Management they represent, Curriculum/Co-curriculum factors, existing field of operations of CMA and the scope and sustainability of CMA profession.

Method of collection of data:

Primary data is collected from the Cost& Management accountant either in person or through mailed questionnaire depending on the availability of respondent s time.

S.No	Type of Members	Count
1	Practicing	54
2	Employment	38
3	Business	10
	Total	102

Data Analysis and Interpretations

Hypothesis Ho (1): There is no significant association between the Provisions of companies Act2013, Occupational status and the emerging opportunities for CMA professionals.

Regression Analysis

Table 1:Variables Entered/Removed^b

Model		Variables Entered	Variables Removed	Method
dimension0	1	Present occupational status Provisions of Companies Act	.	Enter

a. All requested variables entered.

b. Dependent Variable: Scope of CMA

Table 2:Model Summary

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0	1	.238 ^a	.057	.038	6.599

a. Predictors: (Constant), Present status, Provisions of Companies_Act

Table 3:ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	259.102	2	129.551	2.975	.036 ^a
	Residual	4311.692	99	43.552		
	Total	4570.794	101			

a. Predictors: (Constant), Present_status, Provisions_of_Companies_Act

b. Dependent Variable: Scope_of_CMA

Table 4: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	37.509	2.291		16.370	.000
	Provisions of Companies_Act	1.358	.649	.205	2.093	.039
	Occupational_status	.860	.762	.110	1.129	.026

a. Dependent Variable: Scope_of_CMA

INFERENCE

The analysis made on the parameters involved from the above Table 1 -4, revealed that the scope of CMA is significantly associated with the provisions of companies Act 2013 and the occupational position of CMA as the p value is less than .05.

$$\text{Scope of CMA} = 37.509 + 1.358 * \text{Provisions of Companies Act} + .860 * \text{Occupational status}$$

HYPOTHESIS Ho (B1) : There is no relationship between present level of curriculum and co curriculum standards and Scope of CMA in strategic performance management.

Table 5:ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Curriculum_Factors	Between Groups	974.019	21	46.382	6.497	.000
	Within Groups	571.157	80	7.139		
	Total	1545.176	101			
Extra_Curriculum_Factors	Between Groups	1017.710	21	48.462	5.044	.000
	Within Groups	759.062	79	9.608		
	Total	1776.772	100			

INFERENCE

From the above Table 5, it is inferred that standards of curriculum and Extra curriculum factors are well significant to the scope of CMA profession and existing area of expertise.

Ho (C): The present level of Management positions and current area of expertise of CMA are not related to the Scope of Strategic management operations of an enterprise.

Level of CMA and Emerging Areas of Profession – 1.GST Audit

Table 6

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.710 ^a	12	.035
Likelihood Ratio	27.287	12	.007
Linear-by-Linear Association	5.574	1	.018
N of Valid Cases	102		

a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .04.

Level of CMA and Emerging Areas of Profession – 2.CSR Reporting

Table 7

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	27.983 ^a	12	.006
Likelihood Ratio	31.289	12	.002
Linear-by-Linear Association	3.068	1	.080
N of Valid Cases	102		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .25.

Level of CMA and Emerging Areas of Profession – 3.Strategic Cost Mgmt

Table 8

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.896 ^a	12	.047
Likelihood Ratio	16.679	12	.162
Linear-by-Linear Association	1.343	1	.247
N of Valid Cases	102		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .10.

Level of CMA and Emerging Areas of Profession – 4.Environmental Audit

Table 9

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	25.700 ^a	12	.012
Likelihood Ratio	25.832	12	.011
Linear-by-Linear Association	2.002	1	.157
N of Valid Cases	102		

a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .20

Level of CMA and Emerging Areas of Profession - 5. Integrated Reporting

Table 10

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.642 ^a	12	.036
Likelihood Ratio	23.255	12	.026
Linear-by-Linear Association	9.249	1	.002
N of Valid Cases	102		

Level of CMA and Emerging Areas of Profession – 6.Alternate Dispute Resolution

Table 11

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	49.946 ^a	12	.000
Likelihood Ratio	39.010	12	.000
Linear-by-Linear Association	6.550	1	.010
N of Valid Cases	102		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .16.

Level of CMA and Emerging Areas of Profession – 7. Business Valuation

Table 12

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.424 ^a	6	.025
Likelihood Ratio	13.946	6	.030
Linear-by-Linear Association	1.380	1	.240
N of Valid Cases	102		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .49.

INFERENCE

From the above Table 6 to 12, it is observed that there exists a strong significance between the Level of Management CMA represent and the Strategic side of business management such as GST Audit, Corporate Social Responsibility Reporting, Strategic cost Management, Integrated Reporting, Alternate Dispute resolution and Valuation of Business, as the p value is less than 0.05.

FINDINGS AND SUGGESTIONS

The following are the research finding based on notable observations:

- The recent provisions made in the Companies Act 2013 has widened the scope of Cost and Management Accountant profession by bringing much opportunities in the area of Business Analytics, Insolvency and Bankruptcy Procedures, Concurrent Audit, Foreign Trade related certifications, Corporate Social Responsibility (CSR) Audit, Integrated Reporting, Financial Assets Valuation, etc.,
- The Institute of Cost and Management Accountants made significant improvements in framing the syllabus to include Management decision making oriented subjects and Operations related areas to enhance the level of knowledge required for meeting the challenges of industry.
- CMAs from different levels of Management endeavor their best to adopt innovative ideas or process for organisational excellence in terms of resource allocation and utilisation.

The following are the suggestions:

- CMAs need a shift in their mindset to perform modern management audits and services apart from conventional areas of expertise such as Cost Audit, Stock Audit, Statutory filing, etc.
- More professional development programmes are required to cater the emerging requirements of business and industry.

CONCLUSION

From the above analysis it is strongly felt that the CMAs are engaged actively in transforming the business through exploring various opportunities to keep pace with merging global trends such as Enterprise Performance Management, Business Analytics, predictive accounting, strategic cost management, etc. that paves the way for organizational excellence. Their role is certainly expanding from cost accountant to Management Accountants encompassing the different levels of Managerial positions and contributing to value added services for sustainable development of organizations. The institute of CMA takes qualitative steps for enhancement of CMA profession by effective industry institution collaboration and skill development oriented programs.

LIMITATIONS OF THE STUDY

The study is limited to select samples distributed in chennai city and members of Institute of Cost and Management Accountants only. Further research can be made to cover members of CIMA and IMA in practice and employment.

REFERENCES

1. From the researchers desk in the journal "The Management Accountant" on the "Role of CMAs In Competition Act: Key Driver of Competitiveness", 2018.
2. the Journal of "The Management Accountant" June 2017 issue, CMA Dr.Bhabatosh Banerjee and CMA Dr.Debaprosanna Nandy on "The role of Institute of Cost and Management Accountants In developing Cost and Management Accounting profession in india"
3. Charles Tilley, IFAC Professional Accountants in Business Committee Chair, on topic "Developing a future ready profession", 2017.
4. Partha sarathi senapati; Mr. Jiban kumar parida in ZENITH International Journal of Multidisciplinary Research, MAY on the topic "Sustainability: a case study of tata consultancy services ltd, 2015.
5. K.R. Sharma. Accounting Education in South Asia, Mittal Publishing Company, 2004.
6. D.Bhoral. Commerce Education in india, Deep & Deep publications, 1997.
7. Simeon s. Simon. Be, MBA, (Phd) and Shiny George, MBA in **International Journal of Marketing and Technology** April 2002 on the topic : a balanced score card study on performance management system with special reference to keltron - a case study approach

The Strategic Innovation of Corporate Social Responsibility

J. SubaidaBegam¹ and Dr. A. ThahaSahad²

¹Assistant Professor, Department of Economics, Justice Basheer Ahamed Sayeed College for Women, Chennai, India.

²Guide and Supervisor, Assistant Professor, Department of Economics (FN Session), Presidency Collage, Chennai, India

ABSTRACT: Innovations is the process of putting new ideas into action. The ideas have little value until they are converted into new products, services, or processes. Invention is creation of something new which results new knowledge. Innovation, therefore, is the transformation of creative ideas or resources into useful applications which results new products, services or processes. Thus Ethical issues are inevitable in innovation. Business enterprises employ resources that are not for their exclusive use; and the impact of their work-both positive and negative, is felt across the various spectrums of society. The social dimensions of business ethics cannot be overlooked because many problems arise from the relationship of business to the broader society. Ethical considerations are important for managers to caring attitude towards self and others. An European union has defined corporate social responsibility: "CSR is a concept whereby companies integrate social and environmental concern in their business operations and in their interaction with their stakeholders on a voluntary basis." The aim of social responsibility is to create higher and higher standards of living, while preserving the profitability of the corporation for its stakeholders, both within and outside the corporation. To demonstrate good business citizenship, firms can report compliance with a number of CSR standards. Social audit is an audit on the social responsibility activities. Audits are done in many situations.

Keywords: Innovation - Corporate social responsibility (CSR) - ethics.

1. Introduction

Innovation is the process of doing new things. Innovations may also be repetition of the same idea but at different places and settings. An innovator is different from an inventor. While the inventor sees the possibility of new relationship between aspects of existing world, an innovator (business man) makes the relationships. In respect business innovations may be in the area of new product; new methods of production; opening of new markets; new source of supply of raw-material and creation of new type of industry and enterprises.

Innovations is the process of putting new ideas into action. The ideas have little value until they are converted into new products, services, or processes. Invention is creation of something new which results new knowledge. Innovation, therefore, is the transformation of creative ideas or resources into useful applications which results new products, services or processes. Innovation requires behaviour which is socially desirable even if not legally binding. Thus Ethical issues are inevitable in innovation.

The role of Business in society

Business is a vital organ of the society, catering to its ever-growing needs. Similarly business has certain expectations on society, the society also has a right to expect business to behave in responsible manner and to assume certain social obligations. Business enterprises employ resources that are not for their exclusive use; and the impact of their work-both positive and negative, is felt across the various spectrums of society. When business uses society's resources to make profits and depends on it for its functioning, it is the responsibility of the same business to give back to the society something to enhance the latter's welfare. The affected society may or may not be directly connected to the company's field of activities, e.g., it can be the local community or the society at large.

Index of Industrial production (Cumulative indices April – November) sector-wise

Items	2012-13	2016-17	2017-18*
Mining	91.8	95.5	98.4
Manufacturing	102.6	119.3	123.0
Electric	103.9	143.1	150.5
General	101.1	117.8	121.6

*Provisional source: Annual Report 2017-18.

Business Ethics

The study of behaviour and morals in a business situation is Business ethics. Modern society is an industrial society in which Ethical issues are inevitable in business. Business ethics may be defined as a set of moral standards which people owning and managing business are expected to follow. According to W.H. Shaw, "Business ethics is the study of what constitutes right or wrong, good or bad human conduct in a business context." Ethical standards may change over time and differ from culture to culture.

The main elements of business ethics are values, rights and duties.

1. Values are the moral beliefs held by an individual, an organisation and a society.
2. Rights are the claims of the individual or organisation.
3. Duties are the obligations of a person or an organisation.

Importance of Ethics in Business

The social dimensions of business ethics cannot be overlooked because many problems arise from the relationship of business to the broader society. Ethical considerations are important for managers due to the following reasons:

1. For every individual job is the centre of life so job gives values and happy.
2. Business values become the values of the society as a whole.
3. The real motivating factors are the moral and social considerations which must be taken care by business executive.
4. When an organisation fails to behave in accordance with the social expectations, it may lose not only its image and market share but its very right to exist.
5. A manager is expected to serve as a trustee of various social groups. As the trustee, he must observe the ethical values of the society.

SOCIAL RESPONSIBILITY

Social responsibility refers to the actions that corporates are obliged to take to improve the welfare of the society. Social responsibility is also done in totally diverse areas, the idea is that business are obliged to take actions, which protect and improve the welfare of a society as a whole, along with their own interest. The relationship between creativity, innovation and implementation is a tool to start Corporate Social Responsibility of Opportunity exploitation, Creative ideas, Cre-innovative sphere, Innovation, Implementation, Opportunity exploitation, Starting a business, Growing the business. The social responsibility of business assumes the form of a keen social sensitivity, social orientation and social perspective.

ECONOMIC PERSPECTIVE

The corporate sectors provide vast employment to the society by starting new industry they are becoming inspiration for others to start similar industry there by avoiding unemployment problem and generating interest in entrepreneurship. Industries contributing to the economic growth through better national income as wealth of the people increases which is shown in below table.

Annual Survey of Industries in India (Factory Section) 2013-2014

(Value in 'Ten Million, others in number)

Items	India
Number of factories	2,24,576
Invested Capital	33,84,555
Number of workers	1,04,44,404
Total persons engaged	1,35,38,114
Wages to workers	1,26,496
Total Output (value in Ten Million)	65,55,251

Source : Annual Survey of Industries 2013-14.

The above table shows the economic prospective of corporate sectors working i.e., 2,24,576 number of factories in India, their invested capital as Rs. 33,84,555 of money with 1,04,44,404 number of workers, manufactured 65,55,251 ten million tonnes of total output, with wages of Rs. 1,26,496 in 2013-14.

Elements of Social Responsibility

- Recognition and acceptance of the consequences of each action and decision one undertakes.
- Caring attitude towards self and others .
- Sense of control and competence.
- Recognition and acceptance of individual and cultural diversity.
- The ability to be open to new idea, experiences and people.
- Understanding of the importance of volunteering in social and community activities.
- Ability to engage in experimentation with various adult roles.
- Development of leadership, communication, and social skills.

Innovation Process and Corporate social Responsibility

The success of innovation also depends on translation of creative idea into a useful application like

1. Analytical planning : Analytical planning in innovation helps to identify the product design, Market strategy and financial need.
2. Organizing resources : Innovation process helps to obtain materials, technology, human resources, and capital which is required for business.
3. Implementation : The applicability of innovation process based on the implementation of ideas to accomplish the organization, product design manufacturing services.
4. Commercial application : Innovation helps to consider the value of customers, rewards for employees, revenues for investors, satisfaction for founders.

Growth of sales, profits & capacity utilisation for the corporate sector (%)

Items	2016-2017				2017-2018	
	Q1	Q2	Q3	Q4	Q1	Q2
Sales	-1.0	3.7	4.9	10.2	8.9	9.5
Profits	28.8	27.5	57.5	22.2	-33.6	-4.0
Capacity Utilisation	71.7	72.0	71.0	74.6	71.2	-

Q1,Q2,Q3,Q4 - Quarterly estimates.

Source: Economic Survey 2017-18.

The above table shows sales, profits and capacity utilisation of corporate sector for 2016-2018. The sales, profits and capacity utilisation is more in the year 2016-17 as 10.2%,22.2% and 74.6% respectively, compared to 2017-18 as 9.5% of sales, -4.0 of profits and capacity utilisation is not available.

Corporate Social Responsibility or CSR

The innovative relationship between business and society has become an important part of the business environment which is known as Corporate Social Responsibility. Holme and Watts(2005: 20) have defined CSR as , “ a continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.” CSR as it is often referred to , and can be defined in many ways and from various perspectives-

1. The responsibility to profitability serve the employees, society and customers in an ethical and lawful manner.
2. An organisation’s obligation to maximise its positive impact and minimise its negative impact on the society.
3. The concept that business should be actively concerned with the welfare of society at large.
4. A business’s collective code of ethical behaviour towards the environment, its customers, its employees and its investors.
5. Ethical obligations to customers, employees and the general community.

The Strategic Innovation of Corporate Social Responsibility

An European union has defined corporate social responsibility: "CSR is a concept whereby companies integrate social and environmental concern in their business operations and in their interaction with their stakeholders on a voluntary basis." The aim of social responsibility is to create higher and higher standards of living, while preserving the profitability of the corporation for its stakeholders, both within and outside the corporation.

Stakeholders inside the company

1. **Human Resource Management:** Corporate deals with the responsibility of work place-related issues such as salaries, timely disbursement of wages, administration of benefits, issues related to working hours, and quality of work.
2. **Health and safety at work:** The responsibility of employer to provide health and safety when workers are exposed to hazardous materials or dangerous working conditions.
3. **Adaptation to Change:** The company or employer may be expected to help train its employees to meet the new challenges faced due to this onslaught of technology.
4. **Environmental Impact and Natural Resources:** Corporate have to be particularly careful while using shared resources. For example, many factories may be using water from a river that is also the source of water for a nearby village or town. The factory should not dispose its industrial waste into the very same river, which is compounding the problem.

Stakeholders inside the company

1. **Local Community:** The company may be expected to be part of the localeconomy by providing jobs, consuming local products and services, and contributing to local taxes, civic amenities in case of several industrial townships.
2. **Business Partners, Suppliers and Consumers:** The corporate is expected to be fair and honest in its dealings with suppliers and consumers. It is also expected to promote an honourable code of conduct amongst its business partners and suppliers.
3. **Human Rights:** The company's record on human rights is very important for its positive public image. Corporate world would avoid supporting an administration that has a past history of human rights abuses,
4. **Global Environmental concerns:**Corporate can take steps to protect natural environment like Prevent air pollution, water pollution engage in production which can cause it. Recycling garbage after doing source segregation.

Also hospitals and educational institutions do not do CSR when they treat patients or impart education, respectively, as that is their basic duty and the reason for their existence.

CSR is a dynamic concept

CSR is a dynamic concept, it has evolved through the interaction between business, government and society – and is still evolving! In today's globalised economy, the conceptual evolution has been particularly rapid. Globalisation entails a new kind of relationship – a new balance between business, government and society. The relative position of business has been strengthened, mostly at the expense of the government, and a global civil society with transnational actors has begun to emerge

CSR Standards

To demonstrate good business citizenship, firms can report compliance with a number of CSR standards, which could include the following:

- Accountability's AA1000 standard
- Global Reporting Initiative's Sustainability Reporting Guidelines
- Verite's Monitoring Guidelines
- Social Accountability international's SA8000 standard
- The ISO 14000 environment management standard

CSR in India

The Indian business scenario presents a varied type of CSR focus. There are companies who definitely allocate time and financial resources towards CSR activities year after year, Whereas, there are others who

totally ignore this aspect. The surprising thing is that the focus is not related to the financial strength and ability of the corporate.

Recently, in the last five years, the trend has changed dramatically. There are more and more companies scrambling to contribute to the society through substantial CSR measures. The Annual Report of most joint stock companies is posting considerable and commendable contributions that the companies have made towards helping the society through various initiatives. Top ranked companies like Reliance Industries, ITC, L&T, Dr. Reddy's, etc, have made significant contributions in the field. Not only private sectors, but also public sector giants like BPCL, ONGC, etc., are contributing in a big way towards the upliftment of the society. The Business community has been instrumental in setting up hundreds of hospital, eye clinics, dispensaries, libraries, temples, institutes for the deaf, dumb, blind, etc. Most of the enterprises extend their helpful hand and provide welfare measures for victims of floods, earthquake, droughts and other natural calamities.

Some companies care for their immediate neighbourhood and provide counselling, family planning advice, vaccination camps, free education for children and adults, clean drinking water facilities, etc. Sometimes companies perform these CSR activities jointly with the central or state governments. Both may fund it jointly or individually. In this context, it can be mentioned that Non-government Organisation (NGOs) are emerging in a big way to support welfare activities on their own and on behalf of corporates. In cases where companies have the intention, but not the skill, expertise and time to devote to CSR, they outsource the activity to an NGO by funding it and giving general directions. The work is carried out by the NGO and an intermediate and a final report is given on the results and performance.

Auditing/Monitoring

An audit refers to 'a check' to see that all the processes have been carried out correctly and to analyse the benefits that have accrued for the actions taken. Social audit is an audit on the social responsibility activities. Audits are done in many situations. Under this audit the accounts may be yearly or quarterly or otherwise are checked and verified. The same principle can be applied to understand social audit. The benefits of social audit are

1. To plan the social responsibility activities in a professional way.
2. To avoid wasteful expenditure.
3. To enable effective utilisation of the allotted fund.
4. To have a check on money laundering as the funds involved are large.
5. To provide a platform to review the activities undertaken in the previous year so that they can plan better for the future.

Strategic Corporate behaviour Rewards

Researchers have well established that the socially responsible behaviour of business organisation rewards all – be the shareholders, consumers or society as a whole. In fact, socially responsible conduct of business is much aligned with moral altruism. To envision and develop a keen social conscience, to perform selfless acts, and to place the interest of others before that of one's own form "moral altruism" the corporate behaviour rewards encourages corporate social responsibility.

Conclusion

Business has social obligations. Business values help to persuade business men to discharge their social obligations. Business firms follow ethical norms to fulfil their responsibilities to different sections of society. The net effect is to enhance the quality of life in the broadest possible way. The business is required to think in terms of a whole social system rather than the narrow interest of single organizations, groups or people.

References

1. Dafna Kariv. "Entrepreneurship An international introduction", Routledge Taylor & Francis group, London and New York, 2011.
2. Prof. Sathish Taneja, Dr. S.L. Gupta. "Entrepreneur Development New Venture creation", Galgotia Publishing Company, New Delhi, 2002.
3. David H. Holt. "Entrepreneurship New Venture Creation", Prentice-Hall of India private limited, New Delhi, 1998.

4. Robert D. Hisrich, Ph.d, Mathew J. Manimala, Fellow (IIMA), Michael P. Peters, Ph.d, Dean A. Shepherd, Ph.d. "Entrepreneurship Eighth Edition", McGraw Hill Education (India) Private limited, New Delhi, 2013.
5. Rajeev Roy. "Entrepreneurship second Edition", Oxford University Press, New Delhi, 2012.
6. R. Prema. "Entrepreneurship Development", Pallavi Pathippagam S. India Pvt Ltd. Erode, 2008.
7. Dr. Namita Gopal. "Business Environment Second Edition", Tata McGraw-Hill publishing company Limited, New Delhi, 2009.
8. Dr. S.S. Khanka. "Entrepreneurial Development", S. Chand & Company Pvt. Ltd, New Delhi, 2013.
9. CB Gupta. "Business Environment", Sultan Chand & sons, New Delhi, 2017.
10. Government of India, Ministry of Finance, "Economic Survey", New Delhi. 2017-2018; II(8):123.
11. Government of India, Ministry of Statistics and Programme Implementation, "Annual Report 2017-18", New Delhi. [http:// www.mospi.gov.in](http://www.mospi.gov.in)
12. Government of India, Ministry of Statistics and Programme Implementation, "Annual Survey of Industries", New Delhi. [http:// www.mospi.gov.in](http://www.mospi.gov.in)

Financial Innovation: Why the Financial Sector Matters to The Real Economy?

Sushma Catherine P¹ and Shruthi R²

¹Assistant Professor, Ethiraj College for Women, Chennai, India.

²Assistant Professor, Ethiraj College for Women, Chennai, India.

ABSTRACT: *The financial world is at the cusp of enormous change that renders the future both exciting and murky. Financial innovation in the form of new financial services, technologies and instruments mobilise financial surpluses from ultimate savers thereby raising the rate of economic growth. Financial innovations also help in financial inclusion in developing countries. The 50% of population in India live below the international poverty line. There are certain financial products provided by the financial markets to financially excluded people, which help in their financial inclusion. This paper aims to study the recent financial innovations and their role in economic growth and financial inclusion in India.*

Keywords: *Financial Innovation, Financial Inclusion, Micro Finance*

1. Introduction

Financial innovation can be defined as the act of creating and then popularising new financial instruments as well as new financial technologies, institutions and markets. It includes institutional, product and process innovation. Institutional innovations relate to the creation of new types of financial firms such as specialist credit card firms like MBNA, discount broking firms, etc. Product innovation relates to new products such as derivatives, securitised assets, foreign currency mortgages and so on. Process innovations relate to new ways of doing financial business including online banking, phone banking and new ways of implementing information technology.

Financial innovation is an important research topic in modern economics. Markets and organizations produce various new products and services in order to satisfy the investors demand. It is the unanticipated improvement in the array of financial products and instruments that are stimulated by unexpected change in customer needs and preferences, tax policy, technology and regulatory impulses (Bhattacharyya & Nanda, 2000). The developments in the financial sector have not only led to the increase in the number of financial institutions, but also the development in level of sophistication with new payment systems and asset alternatives to holding money. Developments in payment systems have started to create close substitutes for hard currency, thus affecting a core part of banking.

The quest for profit forces companies, households and economic agents to look for new and improved products, services, processes and forms or structures of companies that will decrease their production costs and will satisfy their customers' demand. Sometimes this quest is made through official Research & Development (R&D) programs or sectors of a company. Other times, it is a hazardous result of control processes or of the trial and mistake method. Today, more than ever before, innovation, enterprise and intellectual assets drive economic growth and increase standards of living. Hence Innovation is instrumental in creating new jobs, providing higher incomes, offering investment opportunities, solving social problems, curing disease, safeguarding the environment, protecting our security and transparency in organization and governments.

Financial Innovation and Economic Growth

Economic growth is the increase in the inflation-adjusted market value of the goods and services produced by an economy over time. It is conventionally measured as the percent rate of increase in real gross domestic product. The "rate of economic growth" refers to the geometric annual rate of growth in GDP between the first and the last year over a period of time. This growth rate is the trend in the average level of GDP over the period, which ignores the fluctuations in the GDP around this trend.

Financial innovation has been both praised as the engine of growth of society and castigated for being the source of the weakness of the economy (Levine, 2000). The rising importance of the financial sector in modern economies, as well as the rapid rate of innovation in this sector, has generated a research interest in financial innovation.

The impact of financial innovation on economic growth in developing countries has not been pursued extensively, despite it being an integral part of financial development. Research studies on financial innovation in developing countries have, so far focused mainly on welfare issues. Financial innovation has transformed and restructured banking services globally, and its impact on economies is becoming increasingly noteworthy.

Theoretical relation between financial innovation and economic growth has been argued to be positive but remain unclear. Financial development and innovation and economic growth are thus clearly related, and this relationship has occupied the minds of economists from Smith to Schumpeter and the direction of causality have remained unresolved in both theory and empirics.

FINANCIAL INNOVATION AND FINANCIAL INCLUSION

Financial inclusion leads to availability of financial services to low income groups of society and to financially excluded sections. The growing financial system in developing countries aimed at including new consumers to the financial system through financial inclusion programs. Financial inclusion enables banks to channelize the savings of the unserved population of the country and offers new business avenues for lending to this group. Though India may boast of 7-8 percent GDP growth, it still has 50 percent of the population living below the international poverty line.

The emergence of technology in financial services is providing a promising vehicle of tackling this phenomenon by closing the gap between unbanked, under-banked and developed societies, opening the door to the global digital economy. This ultimately will bring a long-term societal transformational change for the financially excluded and underserved.

This paper will review the impact of financial innovation on economic growth in India and whether increased financial innovation can lead to financial inclusion in India.

REVIEW OF LITERATURE

Aghion (2005) and Arcand (2012) found that financial innovation is associated with higher levels of economic growth. Their results, however, point again to the double-sided nature of financial innovation, bringing opportunities but containing risks, which calls for appropriate regulatory policies.

Antony and Antony (2012) looked at the relationship and Granger causality between financial innovations and economic growth in Ghana, for the period 1963 to 2009. The results showed that financial innovation has short run positive effect on economic growth.

Avais (2014) reviewed in his paper the impact of innovative financial products on financial inclusion of poor people. The author studied whether innovative financial product can play a vital role in socio-economic change in the rural society and able to remove poverty in rural areas. The study concluded that there is a substantial gap between demand and supply of financial services to poor according to their need and accessibility.

Sharma (2011) examined the role and effect of financial innovation on rural and agricultural prosperity and suggesting the ways to improve the same. The study found that innovations related to micro finance are growing in rural India.

LIMITATIONS OF THE STUDY

- 1) The study covered a period between 2011 to 2018, a period where technology innovation was blooming in India. A large period such as 20 years might bring out a different picture.
- 2) The study considered only few variables of financial innovation. There are other financial innovation variables that may have taken place within the study period and may have influenced the study.

RESEARCH OBJECTIVES:

1. To analyse the effect of financial innovation on economic growth and its impact in India
2. To study the recent financial innovations and their role in financial inclusion in India

RESEARCH METHODOLOGY

The study sought to collect and analyse consolidated data on India's economic performance and key financial data. In order to study the first objective, the economic growth is measured with GDP and GDP statistics are obtained from Reserve Bank of India. The financial variables taken for the study are volume of NEFT transactions, mobile banking transaction volumes and volume of RTGS transactions. For evaluating

the second objective on financial inclusion, financial innovations in providing financial services such as Automated Teller Machines, POS terminals, Plastic money and Microfinance are taken for the analysis. Secondary data is obtained from reports published by the Reserve Bank of India; which is also the regulator of the banking sector. A study period of 8 years (2010 to 2017) is considered. A hypothesis is framed. The statistical tools used for the study are Correlation analysis and Regression analysis.

HYPOTHESIS

The hypothesis of the study is:

Ho: Volume of mobile transactions, RTGS transfers & NEFT transfers do not have a positive impact on the economic growth.

H1: Volume of mobile transactions, RTGS transfers & NEFT transfers have a positive impact on the economic growth.

ANALYSIS AND FINDINGS

OBJECTIVE 1: FINANCIAL INNOVATION AND ECONOMIC GROWTH

Correlation Analysis

A partial correlation analysis using Karl Pearson correlation coefficient is performed. A positive coefficient indicates a positive relationship in the variables, meaning that changes in the variables move together. An increase in one variable would therefore result in an increase in the other variable and vice versa. A negative coefficient indicates a negative relationship between the variables correlated, in which case an increase in one variable would result in a decrease in the other variable and vice versa. The Table below indicates the correlation coefficient between Gross Domestic Product and other variables.

Table 1: Correlation between GDP, Mobile transactions, NEFT and RTGS

Particulars	GDP	NEFT	RTGS	Mobile Transcations
GDP	1	0.51682228	0.501846224	-0.26972781
NEFT	0.51682228	1	0.944185853	-0.48081137
RTGS	0.50184622	0.94418585	1	-0.28651939
Mobile Transcations	-0.2697278	-0.4808114	-0.28651939	1

GDP is positively correlated with NEFT as well as RTGS annual turnover values and negative correlated to volume of mobile transactions.

The correlation between Gross Domestic Product and NEFT is positive with a value of 0.516. This shows that NEFT transactions have a positive impact on GDP.

The correlation between Gross Domestic Product and RTGS is strong (.501) indicating that there is a positive linear association between GDP and RTGS. This indicates that it has a positive relationship with economic growth.

The correlation between Gross Domestic Product and volume of mobile transactions (-0.269) is a negatively correlated. This implies that as one variable increases the other decreases.

These findings indicate that the three independent variables have some relative linear association with GDP hence can be used in the study.

REGRESSION ANALYSIS

A regression analysis between the dependent variable and the independent variables is performed - independent variables being volume of mobile transactions, NEFT and RTGS transactions. The dependent variable is Gross Domestic Product.

The table below indicates that the r-squared for the model is 0.762, which indicates that the independent variables can be used to explain about 76% of the variation in the economy. This reveals that the regression model has a strong explanatory power as only about 25% of variation in economic growth is not explained by the model.

Table 2:Regression Statistics

Particulars	R Std.	R Square	Adjusted R Square	Error of the Estimate
Value	0.873283	0.762624	0.446122	31659335

a. Independent variable: Volume of RTGS , Volume of NEFT , Mobile Transactions.

b. Dependent variable: GDP

Analysis Of Variances

Results in the table below give the analysis of variances in the regression model. These results imply that the model has a f value of 2.409 which is significant at 5% level of significance. As the f value is more than the significant value, the null hypothesis is rejected. This further indicates that the independent variables used (volume of RTGS transfers, NEFT transfers and volume of mobile transactions) are statistically significant in predicting economic growth.

Table 3: Analysis of Variances in the Regression Model

Model	Sum of squares	Df	Mean Square	F	Sig
Regression	9.66	4	2.415	2.409543	0.247952
Residual	3.00	3	1.002		
Total	1.266	7			

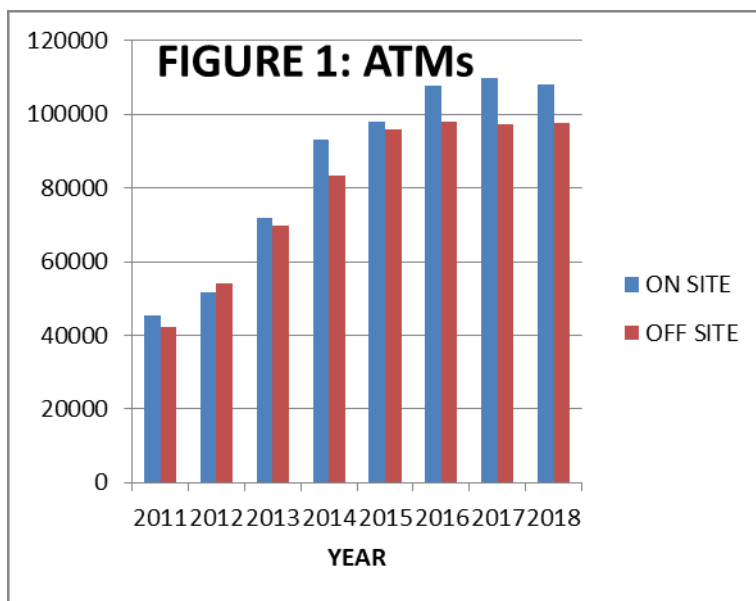
a. Dependent Variable: GDP

b. Independent Variables: NEFT, RTGS, Mobile System.

OBJECTIVE 2: FINANCIAL INNOVATION AND FINANCIAL INCLUSION

Financial sector boosts with new ideas and changes every day. Four breakthrough innovations in the financial sector are considered to study the extent of financial inclusion in India.

AUTOMATED TELLER MACHINE



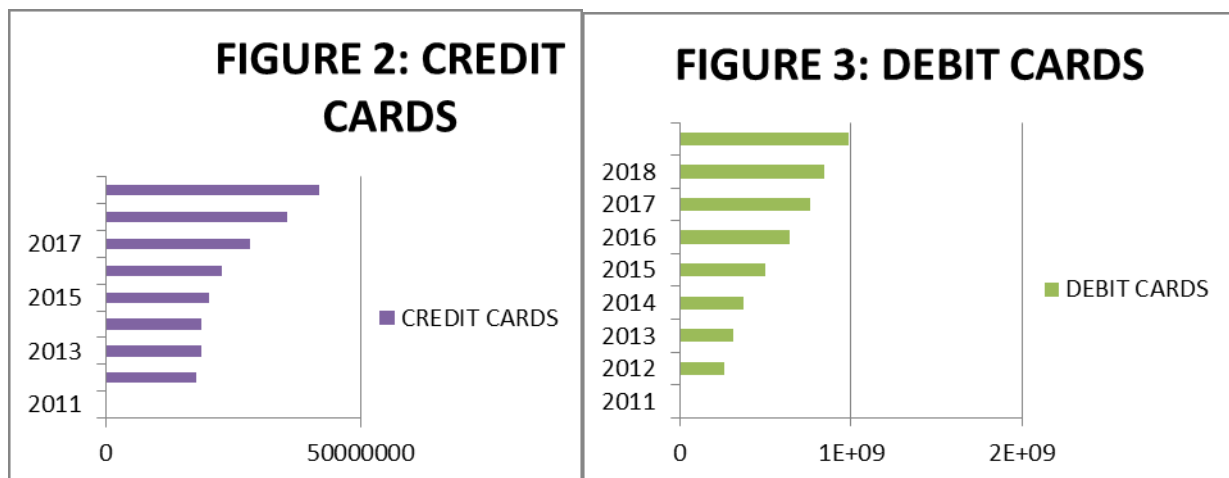
An automated teller machine (ATM) is an electronic telecommunications device that enables customers of financial institutions to perform financial transactions, such as cash withdrawals, deposits, transfer funds, or obtaining account information, at any time and without the need for direct interaction with bank staff. It has heralded a world where cash and technology have been brought together. It has changed the

relationship with cash, credit and risk. ATMs are a pioneer in the financial inclusion process in India. The adjacent figure shows the number of onsite and offsite ATMs for a period of eight years. From the figure it can be seen that the number of ATMs in India – both on site and off site are increasing steadily. This has enabled the financially excluded population to avail the banking services conveniently.

PLASTIC MONEY

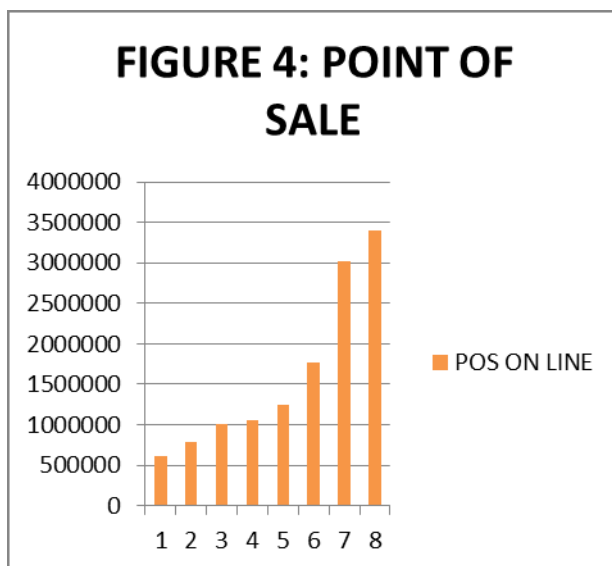
A debit card is a plastic payment card that can be used instead of cash when making purchases. It is similar to a credit card, but unlike a credit card, the money comes directly from the user's bank account when performing a transaction.

A credit card is a payment card issued to users to enable the cardholder to pay a merchant for goods and services based on the cardholder's promise to the card issuer to pay them for the amounts so paid plus the other agreed charges.



The figures 2 and 3 show the volume of credit cards and debit cards for eight years respectively. It can be seen that the volume of cards are escalating incessantly. This implies that prepaid cards are a path to financial inclusion. They are also a great option for the millions of people who would otherwise lack access to financial services altogether.

POINT OF SALE



A point-of-sale (POS) transaction is what takes place between a merchant and a customer when a product or service is purchased, commonly using a point of sale system to complete the transaction. India has 15 million merchants and a little over 1.2 million terminals, which is a large gap to be filled. The government announced last year that it aims to increase the POS footprint to 500,000 in 2 years. Figure 4 shows a continuous increase in its number throughout the years. This indicates that POS terminals are an essential part of the financial inclusion drive and is finding a lot of takers.

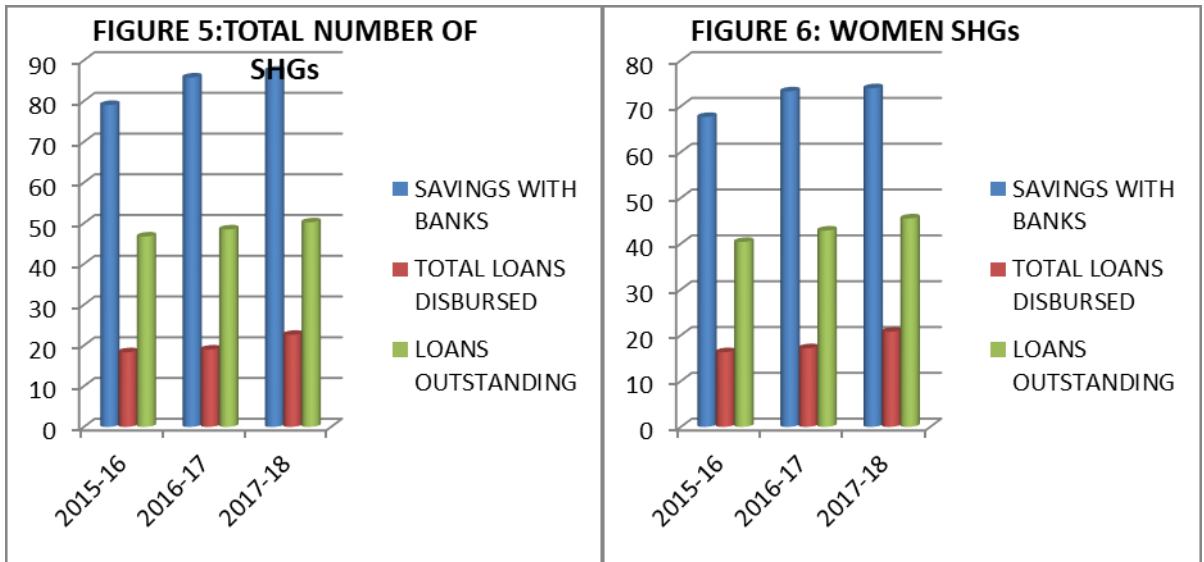
MICROFINANCE

Microfinance helps in providing various financial facilities to low income households, economically weaker sections, small and marginal farmers and women, (in rural, semi urban areas), and small enterprises lacking access to banking and related services. The beginning of the micro finance movement in India could be traced to the self-help group (SHG) - bank linkage program (SBLP) started as a pilot project in 1992 by National Bank for Agricultural and Rural Development (NABARD).

Micro finance in India operates through two channels:

- ☑ SHGs- Bank Linkage Program (SBLP),
- ☑ Micro Finance Institutions (MFIs).

There are many societies, companies, trusts and bodies corporate, banks including commercial banks RRBs and co-operative banks, primary agricultural credit societies, SHGs linked to banks and MFIs that include NBFCs, and such other institutions which are engaged in providing microfinance services to the poor households as a complementary to the banking system.



The above two figures show the number of Self Help Groups with savings account in India, total loans disbursed to them and loans outstanding by them for the years 2015-16, 2016-17 and 2017-18. It can be seen that number of SHGs and the amount of loan is on the increasing trend for the three years. This implies that through SHGs, the banking system is able to bring more people under its purview.

CONCLUSION

The study is undertaken to analyse the impact of financial innovation on the economic growth in India. The correlation analysis revealed that the volume of RTGS and NEFT transactions have a positive impact on GDP. From this it evident that financial innovation in payment systems results in improved economic growth. The impact of mobile transaction on GDP is negatively correlated. This could be because of the increased Digital frauds in mobile banking transactions.

F value is the mean-square value for that source of variation to the residual mean square. If the null hypothesis is true, the F ratio is likely to be close to 1.0. If the null hypothesis is not true, the F ratio is likely to be greater than 1.0.

As the F value is 2.4 at 5% level of significance the null hypothesis is rejected. This implies that the volume of NEFT, RTGS and Mobile transactions have a positive impact on the economic growth of the country

Financial inclusion is globally considered as a critical indicator of development and well-being of society. RBI has adopted a bank-led model for achieving financial inclusion in India and removed all regulatory bottle necks in achieving greater financial inclusion in the country.

By increasing digital financial services availability to under banked people, they can be connected to the global marketplace. The increase in POS terminals, debit cards, credit cards and Self Help Groups, combined with mobile payment systems and more new age payment mechanisms can help to develop sustainable models and may well make the financial inclusion dream true sooner than expected.

REFERENCES

1. Antony P, Antony A. Financial Innovations and Economic Growth in Ghana: Evidence from Autoregressive Distributive Lags (ARDL) and Granger Causality Approaches.
2. Bamoriya PS, Singh P. Mobile Banking India: Barriers in Adoption and Service Preferences, Integral Review. A Journal of Management. 2012; 5(1):1-7.
3. Chou, Yuan K. Modelling Financial Innovation and Economic Growth. CEMA Working Papers 560, China Economics and Management Academy, Central University of Finance and Economics, 2007.
4. Mohan, Rakesh. "Innovation and Growth: Role of the Financial Sector", Bharti Annual Lecture by Dr. Rakesh Mohan, Deputy Governor, Reserve Bank of India at a function organized by Entrepreneurship Development Institute of India at Ahmedabad. 2008.
5. Karen E Dynan, Douglas W Elmendorf, Daniel E Sichel. "Can Financial Innovation Help to Explain the Reduced Volatility of Economic Activity?" Journal of Monetary Economics, 2005.
6. Sharma K. Innovations in Rural Financial Products and Services. International Journal Of Engineering And Management Sciences I.J.E.M.S. 2011; 2(1):35-37. ISSN 2229 – 600
7. Singh K, Pandey US, Gupta P. Technological innovation in Indian banking sector- use of IT products. International Journal of Management and Strategy (IJMS), 2011,II(II).
8. Reserve Bank of India, Report on Currency and Finance, 2006-08.
9. <https://www.rbi.org.in/Scripts/PublicationReportDetails.aspx>
10. <https://www.nabard.org/english/home.aspx>
11. <http://www.pmjdy.gov.in/account-statistics-country>.
12. <https://www.nabard.org/uploads/>
13. <https://www.gfmag.com/magazine/june-2017/toward-financial-utopia>

Role of Academic Institutions: Novelty in Teaching Methodology to Foster Enterprising Nature in Students and Technology Enabled Education

A. Jeevitha¹ and Sushma Sharma²

¹ Assistant Professor, Guru Shree Shantivijay Jain College for Women, Vepery, Madras University, Chennai, India.

² Assistant Professor, Guru Shree Shantivijay Jain College for Women, Vepery, Madras University, Chennai, India.

ABSTRACT: *The aim of this study is to identify the innovative ideas and various strategies in teaching methodology in order to stimulate entrepreneurial skills in students, strengthening their actions through effective training programme, includes: teaching- learning techniques, interactive sessions, practical oriented approach. This study also aimed to introduce technology enabled education using different aids and support includes ICT (Information and communication technology) innovation in education ,digital learning making the content more contextualized and customized, Augmented reality, Gamification ,collaboration with social learning and many more. Exploratory and descriptive study seeks to make it more reliable & well grounded. We describe how this entrepreneurial curriculum not only help the students to connect themselves with their passion but also helping the economy to develop new businesses by indulging them to participate in business games conducted in colleges.*

Keywords: *Digital learning, Augmented reality, Gamification, Social learning, entrepreneur curriculum.*

1. Introduction

Entrepreneurship education has gained more importance in recent years. It is education through which learners acquire a broad set of skills, knowledge and competencies and their applicability in social and commercial activity. Entrepreneurship refers to individual's ability to turn ideas into action. It includes creativity, innovation and risk-taking which act as a tool to plan and manage projects in order to achieve objectives. To achieve this easily and smoothly technology teaching aids plays a important role to enhance the delivery of information and its practical implementation. It also helps in promoting the digital culture. It aimed to introduce suitable, contemporary and practical methods of teaching entrepreneurs and its acceptability. Imparting entrepreneurial education in students at college level will help them to develop the entrepreneurial talent. Educating student doesn't only mean enabling them to start a business but also making them more innovative, imaginative, proactive, intellectually and functionally directed towards goals is the most important thing in all walks of life.

OBJECTIVES

- To encourage creativity, innovation and self employment in students.
- To make students aware about improving specific business skills, knowledge and attitude.
- To know, how the technology teaching aids will improve the students knowledge and its practical implications.

NEED FOR THE STUDY

This study is very important to aid the students to nurtures their personal growth and development which will serve them in all walks of life as well as to come up with new business ideas and develop their own ventures. It aims to clarify the importance of entrepreneurial education, how it can be practically implemented with the help of new technologies and methods, mainly its relevant to society.

REVIEW OF LITERATURE

Chinmony Goswami (2014) has studied role of technology in Indian education. This research papers discussed about comparing traditional teaching methods with modern technological aids. Further the research point out there are various classroom technologies are used like wireless class room, microphones, mobile devices, online media. Online study tools, digital games. It was concluded that technology enables the students to understand latest concepts, ideas and also develop their presentation and analytical skills.

Gregor jagodic, valerijidermol (2015) had analysis the topic ICT tools for the development of entrepreneurial competencies. This study specifies that how the ICT education system will improve the students become self-employed. So that the researchers used some common ICT tools, whereby most of the teachers and counselors are used this ICT tools to develop entrepreneurial competencies and many young students get more chance to start new ventures. They conclude that, if the education is not technology oriented then our young generation will suffer more and real employment is impossible.

Montrieux.H et.al (2015) this paper investigates teachers and students perception using tablet devices for teaching and learning process. A focus group study was conducted with teachers and students, thereby the teachers divided into innovative teachers and instrumental teachers. Through the study it was found the use of technology impact both teaching and learning. The result shows policymakers should support and implement technology in education.

Technology watch report(2012) An article described about standards for technology enabled learning, the report says ICT is a recognized means of satisfying the ever growing thirst for knowledge, and lifelong learning. Whereas the other tech tools like frontline SMS, moodle, piazza and interactive white boards. This report conclude that education and training help pave the way to a successful and production future.

ENTREPRENEURIAL DEVELOPMENT PROGRAMME AT COLLEGE LEVEL

- ❖ To develop the course content and curriculum of the programme, considering the determinant of entrepreneurial growth.
- ❖ To stimulate students mind towards innovation through effective programmes.
- ❖ To strengthen the entrepreneurial skills and quality and make them opportunity oriented.
- ❖ To develop their interest, enthusiasm in entrepreneurship.
- ❖ To improve their decision making power, problem solving, team management skills.

ROLE OF ICT IN EDP

- ❖ It helps in giving good and wide exposure in concerned subject.
- ❖ Easy to manage learning environment
- ❖ ICT to support, enhance and optimize the delivery of information. So that delivery of information is smoother and easier.
- ❖ ICT has a significant and positive impact on student's achievement.
- ❖ Students can easily access course material through remote devices.
- ❖ E-book, digital library, online digital repositories for lectures are also available to students to upgrade their knowledge.
- ❖ Employing the flipped classroom concept, focus group interview are also make them to think very innovative.
- ❖ Making use of handheld computers, tablet computers, audio players, projector devices, and also rising number of massive open online courses to improve their entrepreneurial skills.

TEACHING - LEARNING TECHNIQUES:

Infusing entrepreneurship into education and strengthening the students actions through effective training programme includes:

DIRECT TEACHING LEARNING TECHNIQUES	INTERACTIVE SESSIONS	PRACTICAL ORIENTED METHODS
<ul style="list-style-type: none"> •Explicit teaching techniques through •Seminars and presentations •Guided practice •Inviting guest-entrepreneurs •Teaching through videos and recording •Mentoring through artificial setup and small unit •Specified skill training programme •Modelling 	<ul style="list-style-type: none"> •Active learning through public speaking •Group discussion •Team management games •Bilateral transfer of learning •Problem based learning by solving open ended problem •Learning from mistakes. 	<ul style="list-style-type: none"> •Role playing games through fictional business ventures in classroom • Site visiting programmes •Participate more entrepreneurship programme •Give insights into scientific techniques •Discussing case studies and industry projects.

NATIONAL AWARD FOR TEACHERS USING ICT FOR INNOVATION IN EDUCATION

It is the good credit to all the teachers who are working in schools, colleges. In every schools and colleges we have to promote and improve the digital culture and motivate the students through innovative use of ICT and make them to face all the challenges in near future. As teachers we are also connected with ICT related techniques and always upgrade ourselves to give more knowledge to students community. If we are directing the students towards innovative path the government encourages the teachers to give national award and motivate them to innovative use of ICT in teaching- learning.

RECOMMENDATION

- ❖ Establishing a progressive learning will help the students extensive growth and developments gradually.
- ❖ Learning by 'CREATING VALUE' for other people through new offerings, new ways of workings.
- ❖ Practice students activities that trigger entrepreneurial competencies.
- ❖ Brainstorming to generate lots of ideas.

CONCLUSION

This study has many methods to develop passion, joy, motivation for extensive learning among students to make them aware of different opportunities available and converting them into successful business ventures with regards to societal development. To make student more practical oriented and to develop their specific skills, knowledge in greater heights, ICT (Information and Communication Technology) plays a significant role for students achievement. So that countries like ours will attain the growth towards higher quality education and in future majority of the students will be able to start their own ventures with courage and make our country proud.

REFERENCES

1. Chinmony Goswami. Role of technology in Indian education, IPEDR, 2014; 79:2
2. Gregor jagodic, valerijidermol. " ICT tools for the development of entrepreneurial competencies", International school for social and business studies, 2015.
3. Montrieux H, Vanderline R, schellens T. Teaching and learning with mobile technology: A Qualitative Explorative study about the Introduction of Tablet devices in secondary education, 2015.
4. <https://doi.org/10.1371/journal.pone.0144008>
5. ICT-T Technology watch report (2012)- standards for technology enabled learning.
6. www.oecd.org
7. Books and articles.

Reviving Fear of Missing Out (FOMO) through Social Media- Innovative implementation of an Age Old Technique with a New Dimension

Supraja H

Assistant Professor

Department of Commerce, Ethiraj College for Women,
Chennai, India.

ABSTRACT: *FOMO is the Fear of Missing Out anything that is new in the market or region. This age old concept has been revived by social media marketers by giving it a new dimension. Using it on mass media has been profoundly effective on consumers. But it is the digital era and consumers have started trying to catch up with newer updates and preferences. Thus FOMO comes into play on Social media posts of brands/businesses which want to expand customer base and establish brand presence. This empirical paper reviews the impact of FOMO as an effective marketing strategy and statistically determines the impact of Demographic variables on FOMO on social media. It was found that consumers considered factors like Updation and Fear of Isolation very crucial in influencing their FOMO on social media. It is recommended that inducing a healthy FOMO will cause consumers to be more inclined towards the particular brand in question. It also tends to create a healthy relationship between the brands and consumers.*

Keywords: *Fear of Missing Out; Social media; FOMO marketing; Impact of FOMO*

1. Introduction

Fear of Missing Out is the age old characteristic of consumers which has grown together along with the phenomenal growth of consumption and marketing activities. The Quotes like “Don’t Miss It”, “Stay Tuned” and “Never Miss out an Opportunity” have been the inducers of consumer engagement from time immemorial. Majority of Consumers always like to be informed about any updations in the products they use. Peer Pressure is one of the most strongest influencers that causes consumers to never want to miss out anything or any information that is new in the market. This FOMO is being continued in this Digital Era too. Reviving FOMO from being confined to print media or mass media to achieve greater consumer base and brand presence is the need of the hour.

REVIEW OF LITERATURE

Dodgson (2018) claims that although people tend to feel FOMO on even hearing from friends about incidents they missed or events they were not able to go. But social media has even more significant impact on the extent of FOMO experienced by people since it has a visual impact.

Abel (2016) states that consumer decision making is influenced a lot by FOMO on social media. People who feel more Fear of Missing Out are prone to frequently checking their social network accounts to update themselves and make sure that they have not missed out anything trending. This check due to FOMO has found to be profoundly higher in Individuals using Facebook, Twitter and Instagram compared to other Social networks.

Fisher (2018) opines that encouraging User generated content or creating a limited period offer on social media would prove beneficial in using FOMO as an effective marketing strategy which in turn would help brands/businesses in building healthy relationships with their online followers/consumers.

Johansson (2018) states that FOMO in social media among consumers causes Fear of isolation. It causes the survival instincts of consumers to work and induces them to update themselves on tings trending on social media.

AN OVERVIEW

Sharon Hurley(2018) quotes that “FOMO marketing is messaging that triggers your audience’s innate fear of missing out in order to make them more likely to take action”. Tapping the potential of FOMO might prove to be a competitive advantage for brands over other competitive brands and even over other entertainment social media communities. The importance lies in figuring out the extent of eagerness of consumers that would help brands to launch newer advertisements or marketing campaigns.

FOMO marketing has found to be particularly influential on millennials. (AdEspresso, 2016). Millennials are the Generation born between 1984 and 2004. A recent survey by EventBrite.com has revealed that around 69% of the millennial generation tend to develop Fear of Missing Out if they are in a situation of not able to attend any event they have looked forward to (Taylor,2014).But it does not mean that FOMO affects only the younger generation. Every human being tends to beget FOMO when he starts to feel that he may become outdated or isolated.

The contemporary emphasis of brands today is how to embed the psychological strategy of FOMO in their day to day promotional activities. With the rising social media phenomenon it is increasingly difficult to make consumers stay engaged with a particular web page. This is where FOMO takes over. Cassinelli (2018) has suggested to the social media marketers to Create Urgency in the minds of their consumers and to encourage more User Generated Content which has by far been really effective in using FOMO as a marketing strategy.

Figure 1



Source: <https://optimmonster.com/fomo-marketing-examples-to-boost-sales/>

Figure 1 is an example of how the seller boosts consumers to buy before the stocks are sold out.

Figure 2



Source: *Ibid*

Figure 2 makes consumers think that they missing out on time to avail an excellent opportunity. These are just a few instances of how brands use FOMO as a marketing strategy.

The latest technique is the promotion of UGC i.e. User Generated Content. Encouraging regular customers to post their experiences with their product will encourage potential consumers to buy or atleast visit the brand page.

One of the most effective FOMO creation strategies would be to showcase the buyer statistics i.e who is currently buying what on their website. This would lead the other consumers to buy or atleast interested in their product as the buyer statistics increase in real time. The ultimate idea behind this is that no active consumer on social media would like to miss out anything cool which their peers are experiencing. (Hughes, 2018).

People are more addicted to watching Original series online. They tend to watch it regularly as they do not want to miss out interpreting jokes or memes online relating to a particular series. This psychological phenomenon has proved to be a powerful weapon for brands to market their goods through influencing and trending advertisements online. (Vecvagre, 2018).

RESEARCH OBJECTIVES

- To theoretically review the usage of FOMO in Social Media Marketing
- To determine the Impact of Demographic variables such as Age, Gender, Income and Educational Qualification on FOMO in social media

RESEARCH METHODOLOGY

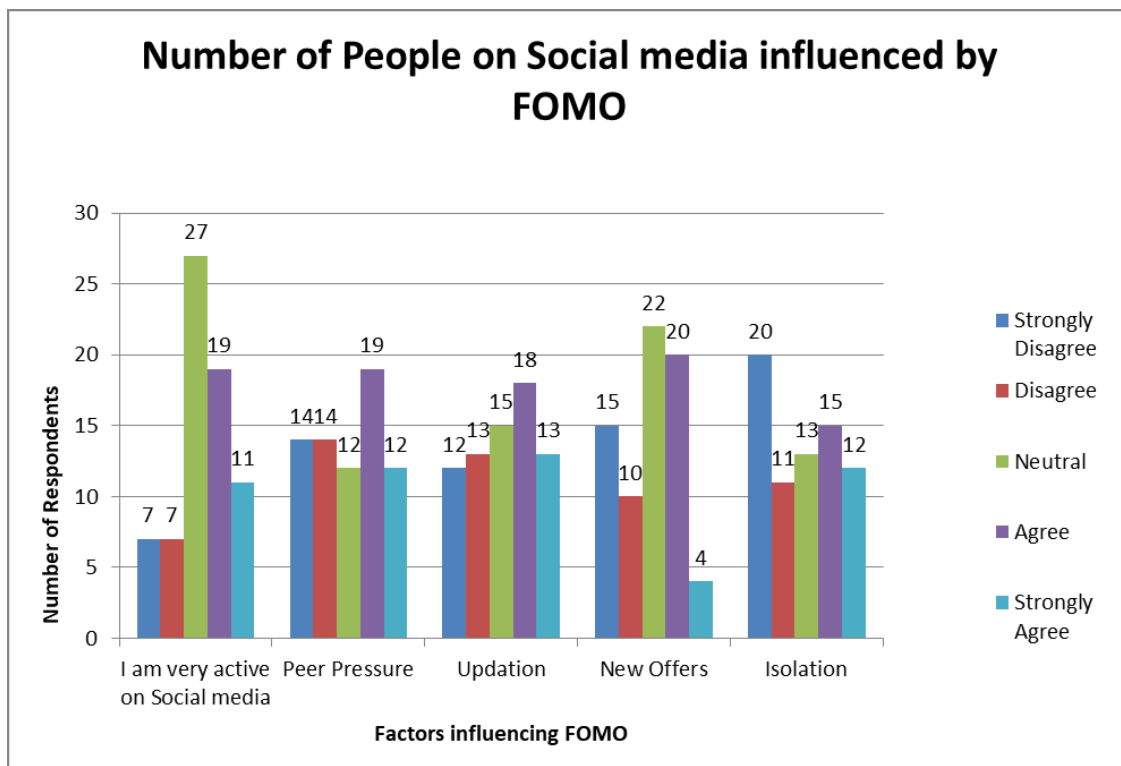
This paper follows Empirical research design as primary data has been collected through structured questionnaire from 59 respondents and the association between variables is determined by using Regression analysis. Convenience sampling has been used.

DATA ANALYSIS AND INTERPRETATION

DESCRIPTIVE STATISTICS

The following Chart represents the number of respondents who are influenced by FOMO on Social media. They express their thoughts as to how they feel when they miss out something on social media.

Chart No.1



INTERPRETATION

There are 5 important factors that influence the Fear of Missing out anything trending on Social media.

1.Active Usage of Social Media: 11 strongly agree that they are active on social media. 19 agree that they are active. 27 are neutral and are undecided to state whether they are active or not . 7 disagree stating that they are not that much active. 7 Strongly disagree stating they are never active on social media.

2. Peer Pressure on the respondents that others experience new things that makes them think not miss anything on social media: 12 strongly agree that they experience FOMO because of peer pressure. 19 agree that they are somewhat affected by peer pressure. 13 feel undecided as to the effect of peer pressure

on their FOMO. 14 disagree that they are not affected that much by peer pressure to make them feel missing out trends on social media. 14 strongly disagree stating that they are never affected by peer pressure in experiencing FOMO.

3. Updation of knowledge that is crucially essential in this digital era: 13 strongly agree that updation of trends on social media is necessary without which they feel they experience FOMO. 18 agree that they regard updation somewhat important. 15 feel undecided in agreeing that updation influences them. 13 disagree that updation influences them. 13 strongly disagree stating that they do not worry about updation while experiencing FOMO.

4. New Offers by favourite brands which no consumer would want to miss out: 4 strongly agree that they never want to miss out new offers: 20 agree that they are somewhat influenced by launch of new offers. 22 feel undecided that about the influence of new offers on their FOMO. 10 disagree stating that they are not influenced by launch of new offers. 16 strongly disagree that they are totally not worried about launch of new offers on social media.

5. No knowledge in a particular concept or brand may lead to Isolation, as the respondents will not be able to take part in a conversation: 12 strongly agree that they are worried of isolation when they miss out anything trending on social media. 18 agree that fear of isolation influences their FOMO. 17 feel undecided to state whether isolation influences their FOMO. 14 disagree stating that fear of isolation does not influence their FOMO. 11 strongly disagree stating that fear of isolation does not influence their FOMO.

INFERENCE STATISTICS

H₀: There is no impact of Gender, Age group, Educational Qualification and Annual Income on the factors influencing FOMO in using Social media.

H₁: There is an impact of Gender, Age group, Educational Qualification and Annual Income on the factors influencing FOMO in using Social media.

Multiple Regression has been calculated in order to know the impact of demographic variables on factors influencing FOMO.

Table No.1

Particulars	Values
R Square	0.674732157
Adjusted R Square	0.638808456
Standard Error	6.390297272

INTERPRETATION

Table No.1 explains that 67% of variations in Demographic variables represents any variations of the same amount in the factors influencing FOMO. Thus Demographic variables have an influence on factors influencing FOMO.

Table No.2

Particulars	Degrees of freedom	Sum of Squares	Mean Squares	F-Value	Significance F
Regression	4	4659.025542	1164.756386	28.52285	0.000
Residual	55	2245.974458	40.83589923		
Total	59	6905			

INTERPRETATION

Table No.2 shows that there is a highly significant impact of demographic variables on the factors influencing FOMO on social media (Sig. F=0.000). Thus demographics like Age, Gender, Education and Income have a highly significant impact on the factors that influence the Fear of Missing anything trending on Social media.

Table No.3

Particulars	Standardized Coefficients	Standard Error	t - Value	P-value
Gender	4.860024173	2.169962315	2.239681371	0.029174
Age	-1.896235779	3.149129976	-0.602145924	0.549551
Education	2.044316144	1.20299525	1.699355126	0.094902
Income	0.588605066	0.880063158	0.668821392	0.506407

INTERPRETATION

Table No.3 shows that Gender(p value=0.02) and Education (p value=0.09) have a significant impact on the factors influencing FOMO in social media. Gender (Coeff. Value=4.86) has the upper hand in influencing FOMO than Education level (Coeff. Value=2.04).

FINDINGS

- Of all the above factors influencing FOMO in social media, updation is considered to be the most influencing one, since 13 people have strongly agreed among all other factors, that it is necessary to update oneself on social media in order to reduce FOMO.
- Females tend to experience FOMO on social media more. As Education level goes higher, FOMO on social media increases.

RECOMMENDATIONS

FOMO can be used as an effective marketing strategy based upon the target audience selected. User generated content can be encouraged more as it is found to effective by several studies.(Cassinelli, 2018).Since Updation is considered to be influencing FOMO more potential consumers should be encouraged by brands to view more notifications regularly by way of using trending affairs on their social media posts.

CONCLUSION

Though FOMO on social media has found to be an effective marketing strategy to increase customer base and have brand presence, care should be taken that brands do not cause a negative impact on the FOMO of consumers by posting erratic or abrupt messages online indicating they have missed a chance which might be a negative psychic phenomenon. Inducing a healthy FOMO will help brands thrive longer on social media.

REFERENCES

1. Johansson A. 2018. relevance.com. Retrieved December 19, 2018, from [www.relevance.com: https://www.relevance.com/fomo-marketing-in-the-age-of-social-media/](http://www.relevance.com/fomo-marketing-in-the-age-of-social-media/)
2. Fisher A. 2018. How to use Fear of Missing out to your advantage on social media. Retrieved December 19, 2018, from [www.fobes.com: https://www.forbes.com/sites/theyec/2018/08/13/how-to-use-fear-of-missing-out-to-your-advantage-on-social-media/#1a073dc83008](http://www.forbes.com/sites/theyec/2018/08/13/how-to-use-fear-of-missing-out-to-your-advantage-on-social-media/#1a073dc83008)
3. Hurley S. 2018. 16 clever FOMO marketing examples to boost your sales. Retrieved December 19, 2018, from [www.optinmonster.com: https://optinmonster.com/fomo-marketing-examples-to-boost-sales/](http://optinmonster.com/fomo-marketing-examples-to-boost-sales/)
4. Dodgson L. 2018. Here's what really going on inyour brain when you experience 'FOMO'-the fear of missing out. Retrieved December 19, 2018, from [www.businessinsider.com: https://www.businessinsider.in/Heres-whats-really-going-on-in-your-brain-when-you-experience-FOMO-the-fear-of-missing-out/articleshow/63895409.cms](http://www.businessinsider.in/Heres-whats-really-going-on-in-your-brain-when-you-experience-FOMO-the-fear-of-missing-out/articleshow/63895409.cms)
5. Abel JP, Buff C, Burr S. Social Media and the Fear of Missing Out: Scale Development and Assessment. Journal of Business & Economics Research (JBER). 2016; 14(1):33-44. <https://doi.org/10.19030/jber.v14i1.9554>
6. AdEspresso. 2016. How to use FOMO Marketing on Social media.Retrieved December 19, 2018, from [www.adpresso.com: https://adespresso.com/blog/use-fomo-marketing-social-media/](http://adespresso.com/blog/use-fomo-marketing-social-media/)
7. Taylor K. 2014. The 'FOMO Epidemic' and Why It Matters to Millennial-Hungry Businesses. Retrieved December 19, 2018, from [www.entrepreneur.com: https://www.entrepreneur.com/article/237566](http://www.entrepreneur.com/article/237566)

Innovative forms of Motivation, Communication and Team Work

T. Punitha

Research Scholar
Guru Nanak College, Velachery,
Chennai, India.

ABSTRACT: *Organization success is functioning under the factors of innovative forms of motivation, communication and teamwork. The way of effective communication with the employees brings success to their teamwork. The objective of the paper is to find out the innovative forms of motivation, communication and teamwork within the organizations. This study mainly focused on innovative communication, because if the employees feel communicative forms of management are innovative then it can lead to motivation and teamwork, this may increase employee's satisfaction and success in the work place. This study was focused on the reviews and analysis of the research upon the objectives of the paper. It also enumerates the result of the study that the innovative communication, motivation and teamwork bring success to many organizations.*

Keywords: *Organization, Employees, Motivation, Communication, Teamwork.*

1. Introduction

It's very challenging to survey in innovative business world. In competitive and challenging business world factors like men, material, machine should be stable for the purpose of achieving their goal. Communication is not that of word it's energy to the employees in the organization. It's not so easy to run an organization without the employees, without the proper communication motivation and teamwork among the employees don't bring effective business management. Human plays an important role among the factors, because an employee shows their skills and knowledge in bringing highest productivity in their organization. It's very challenging to the business economy to be active in innovative world. Innovative communication boosts and motivates the current employees and the fresher's. Managers should follow innovative skill among the employees for the purpose of carrying their business to success.

The aim of the study is to find out the innovative communication, motivation, teamwork in organization. This study indicates the human resources factor because if the employees in the organization are guided in the proper way then the organization can achieve their profitability and success in the competitive world, through the effective management. If employees in the organization feels that the managers communication are more motivate to their work and effect then they show their spirit of work to their organization.

REVIEW OF LITERATURE

Review of the related literature is one of the first steps in research process. It consists of summary of finding of research carried out in the past on same directly and indirectly related topics. It guides the researcher to avoid duplication and provides useful suggestion for future research for given topic.

Kirti Rajhans(2012) the objective of the study mainly focuses on effective communication. Which brings existing performance of employees and motivate them for better performance, effective communication practice have become more important in all the organization. Through the effective communication, the manager in the organization motivates employees for perform better and team spirit, this is very essential for the smooth functioning of the organization.

Xin jiang(2010) the objective of the study is to explore how to motivate people working in team, the objective is based on team training voluntarily formed teams, team based leadership and communication system.

Ann Gilley, Jerry W. Gilley, S. McMillar(2009) the objective of the study is to analyze the organization changes, (ie) Motivation, communication and leadership effectiveness in the organization. Their main objective is to investigate whether manager effectively implementing changes in their organization. Through this study it has clearly resulted that "My manager effectively implementing changes and my manager appropriately communicates with employees" by the respondents. It conducts that the potential to increase market competitiveness and growth is within the control of an organizational leadership.

Harris and Nelson (2008) in modern world, communication is very important to the organization, communication brings relationship among the individual and groups. The organization can fundamentally

survey among the business economy only by understanding “business communication”. The organizations are enacted through “intensely social and communication process”.

Jones et al. (2004) communication helps to achieve the organization goals with the help of individual and groups and it's vital in socialization, decision making, and problem solving and change management process.

Innovative Communication Focused on Motivation and Teamwork

In today's business world all industries should find out the innovative way to survive in digital economy.

According to Klecha & Co., “Business leaders believe two out of five of the top-ranked companies in their industries won't exist in the next five years, making innovation a matter of survival.”

There is a survey that 70% of business is preparing to get into the innovative world, but through these efforts only 30% of business is getting successful.

Innovative communication is trending in all over the industries for the purpose of achieving their goal in digital world, which brings innovative motivation, teamwork among the employees. In general communication means, face to face conversation between the managers and employees or in other way through mail, circular, reports the communication plays a role. But in innovative world communication plays a vital role among the business. Innovative communication are helpful in sharing ideas and information everywhere, everyone and every group of people, it's possible in the way of many software, apps, and fast internet. Fast reaching of information makes the employees to work towards the goal and also develop a great teamwork among them.

Four Ways of Innovative Communication, Which Brings Motivation and Teamwork in Work Place

The four ways of innovative communication are as follows

1.) BUILD YOUR COMPANY CULTURE

Personal and authentic of innovative communication build relationship with their employees; many companies are interested in forming of innovative communication in their organization. Through the effective communication the leadership will be developed, it will increase transparency of the company with employees. The fresher's in the organization are should be carried through the innovative communication system, this helps the manager to build the company culture in perfect manner.

2.) BRING YOUR EMPLOYEES CLOSER

Innovative communication with the employees brings closer. Innovative communication helps to motivate the employees in the work place and build teamwork among them this brings success to the organization. Employees are motivated through promotions, new hire and departure; this helps the management to bring success in their goal.

3.) EVERYONE INFORMED WHEREVER THEY ARE

Information is shared among the workers in an innovative form, with the help of different devices. Immediate transfer of information is possible through the mobile devices as faster as possible with everyone. In innovative world, innovative communication like face book, whatsapp etc., the ideas and decision are passing as faster as. This develops more relationship with manager and workers.

4.) DRIVE STANDARD COMMUNICATION

Industries main aim is to achieve their goal, this not possible without the communication with employees. In innovative world the innovative communication helps them to travel through their success. In organization the ideas and information are shared in innovative way through the help of software, and apps with the help of laptops and mobile devices. This helps to share the information in standard manner as possible as faster with everyone in every place, with the latest technology the organization achieving their goal as faster.

CONCLUSION

It is clear that innovative communication plays a vital role in business world. It helps the employees to motivate and develop their work place. And it takes our business into the modern technology. Communication helps to develop team work, trust, better relationship and productivity. Communication brings innovative ideas and information, this help to take right decision in a problematic situation by the management and carry toward organization success.

REFERENCES

1. David Conrad. "workplace communication problems, 2014, 5(4).
2. Fapohunda, Tinuke, M." Effective team building in workplace" International journal of education and research. 2013, 1(4).
3. Neelam Saraswat, Shilpi Khandelwal."Impact of team building". 2015; 6(3):89-87.
4. Quratud-Ain manzoor. "Impact of employees motivation on organization" European journal vol.3 no.3
5. Xin Jiang. "key components of communication" international journal of business and management, 2010, 5(10).
6. Zareen Husain. "Effective communication brings successful organization changes", 2013, 3(2).

A Study of Innovative Attitude of Entrepreneurs of various Industries in the context to Educational background

Dr. R. Bhagyalakshmi¹ and D. Beena²

¹Assistant Professor, PG & Research, Department of Commerce, Govt. Arts College, Nandana, Chennai, India

²Research Scholar, Department of Commerce, Govt. Arts College, Nandana, Chennai, India.

ABSTRACT: *The latest lifestyle or recent trends are the result of innovative efforts undertaken by entrepreneurs. It is the thirst of entrepreneurs that gives birth to a new product. To survive in economy innovations are essentials. Many entrepreneurs do not innovate but imitate and even though they earn handsome. Innovative attitudes may not be the property carrying by every entrepreneur. Not only but it might be the result of a multifold factors. So a research is conducted in Chennai region of Tamilnadu state. A sample of 200 entrepreneurs of various 7 prominent industries of Chennai have been selected and compared on the grounds of innovation. The study compares innovative attitude of entrepreneurs based on their educational qualifications. The results revealed that no significant difference is noticed among the various entrepreneurs of various industries based on innovation. They differed significantly while compared on the grounds of educational qualifications.*

Keywords: *Innovation, Entrepreneurship, Tamilnadu, Attributes, Educational qualifications*

1. Introduction

Entrepreneurs can change the world. The latest lifestyle or recent trends are the result of innovative efforts undertaken by entrepreneurs. An innovation is a change in market or society. It produces a greater yield for the user, greater wealth-producing capacity for society, higher value or greater satisfaction¹. Any invention is first born in the minds of entrepreneurs. The society gets the benefits at a lateral stage. The journey of converting a seed of thought into a utilitarian product in the hands of the end users is as painful as delivering a baby. Entrepreneur truly plays role of a parent who holds the finger of a new child-the product, right from the conception till it becomes mature in the market. One of the major reasons of survival of any economy is entrepreneurial thirst to invent something new. This will increase the strength of the firm in competition. On observing minutely it can be noticed that many entrepreneurs are not ready to innovate but eager to imitate. They follow the trend setters and even though earn handsome. Crossan and Apaydin (2010) point out in their recent review of organizational innovation that only a small percentage of articles have been written on the individual or team level². This has motivated the researcher to undertake a research on innovative attitude of contemporary entrepreneurs. The research is undertaken in Chennai region of Tamilnadu state. More than 200 entrepreneurs of 7 prominent industries of Saurashtra have been selected. The entrepreneurs are compared on the grounds of innovative attitude. Interesting results are found.

Review of Literature

A research undertaken by Darren Lee Ross and Benjamin Mitchell in year 2007 on *Doing Business in Torres Traits: A Study of the Relationship between Culture and the Nature of the Indigenous Entrepreneur*³. The study focuses on the relationship between culture and entrepreneurship in the Torres Strait Islands. Similar to other countries with a low per capita Gross Domestic Product (GDP), aggregate evidence suggests that entrepreneurial activity is commonplace among the indigenous community.

A Paper Presented in IPAA 2009 International Public Affairs Conference by David B. Audretsch and Nancy S. Meyer on *Religion, Culture and Entrepreneurship in India*⁴. The research in India analyzes the effects of religion and culture on an individual's choice to engage in entrepreneurial activities. Hinduism and its lingering caste system seems to engender a focus on casual labor for individuals under its religious influence, while Muslim and Christian populations are more likely to start their own small enterprises. These findings indicate the need for innovative social programs and policies to mitigate the effects of religious perceptions in order to foster entrepreneur-led economic growth.

A research conducted by Martin Andersson and Borje Johansson in June 2008 on *Innovation Ideas and Regional Characteristics: Product Innovations and Export Entrepreneurship by Firms in Swedish Regions*⁵. This paper focuses upon the ways in which characteristics of regions in regards to knowledge sources, communication opportunities, and absorptive capacity influence the development of innovation ideas among existing and potential entrepreneurs.

An article published in the Journal of International Entrepreneurship in October 2008 on *Entrepreneurial characteristics in Switzerland and the UK: A comparative study of techno-entrepreneurs*⁶, the researchers were KayhanTajeddini&Stephen L. Mueller.For this study, a comparative analysis of high-tech entrepreneurs in Switzerland and the UK was undertaken to determine the extent to which they differ in terms of entrepreneurial characteristics. Findings reveal that some entrepreneurial characteristics such as autonomy, propensity for risk, and locus of control are higher among UK techno-entrepreneurs while other characteristics such as achievement need, tolerance for ambiguity, innovativeness, and confidence are higher among Swiss techno-entrepreneurs.

Objectives

The objectives of the research can be stated as follows:

1. To study the Innovative attitudes of entrepreneurs belong to various industries.
2. To study the relationship Innovative attitudes of entrepreneurs and their educational qualifications.

Hypothesis

Based on the objectives the hypothesis can be stated as follows:

1. There is no significant difference in the attribute innovation of entrepreneurs of the various industries.
2. There is no significant difference in the attribute innovation of entrepreneurs of various educational qualifications.

Sample Size

For the purpose of study a sample of more than 200 entrepreneurs is selected from total 7 industries. The method of selection was simple random sampling. The industries and sample size were Brass Industry- 29, Cotton Industry- 37, Ceramic Industry - 42, Casting Industry - 28, Imitation Jewellers Industry- 37, Bearing Industry- 17 and Engine Industry- 19.

Tools and Techniques

Questionnaire was prepared to collect the data. For the purpose of analysis ANOVA technique was applied at 5% level of significance.

Innovative Attitude of Entrepreneurs

As per the title, it is a descriptive study of entrepreneurs' attribute. The identity of an entrepreneur is a bundle of attributes what makes him different from the other factors of production. From the literature review it has been noticed that various researches have taken place regarding attributes of entrepreneurs which includes commonly certain attributes like Ambitious, Tolerance of Ambiguity, Bearing risk and uncertainty, Stick ability etc., which are normally found almost in every entrepreneur irrespective of the type of their industry. So the researcher has decided to conduct a research on the attribute Innovation on which the research is not done in Saurashtra region of Gujarat state.

Innovation is the ability to think independently and creatively. Innovation is defined as adding something new to an existing product or process.All innovation begins with creative ideas.Innovation is the implantation of creative inspiration⁷.It is a quality of being new and different in a good and appealing way. Possessing Innovative attribute is a rare virtue. All may not possess it. There are many businessmen who just imitate and don't create but innovation is something being first in any area. Sometimes it is also seen that entrepreneurs prefer to be original. They want to take initiative in any particular area even though it's costlier.

Type of Study

This study focuses on an attribute Innovation of entrepreneurs. The major purpose of the research is description of the state of affairs as it exists at present⁸. So, this study will be of a Descriptive - Analytical type.

Scope - Limitations

The data collection was made in the Chennai region of Tamilnadu state. So the conclusions are applicable in that region only. The research is focusing only on the attribute Innovation. Any other side of entrepreneurship is not considered.

Data analysis

1) Innovative attitude and various industries

To study the relationship between entrepreneurs of various industries and innovation the data analysis can be undertaken as follows.

H₀: There is no significant difference in the attribute innovation of entrepreneurs of the various industries.

Table No 1: Table showing Descriptive Analysis of Means of Attribute 'Innovation' Industry-wise

Industry	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Brass	29		
Cotton	37	10.2162	2.47358	.40665	9.3915	11.0410	6.00	16.00
Ceramic	42	9.5952	2.35879	.36397	8.8602	10.3303	5.00	15.00
Casting	28	10.5714	3.08435	.58289	9.3754	11.7674	4.00	17.00
Imitation Jewellers	37	10.5405	2.37574	.39057	9.7484	11.3327	4.00	15.00
Bearing	17	9.7059	2.49411	.60491	8.4235	10.9882	5.00	16.00
Engine	19	9.1579	3.53181	.81025	7.4556	10.8602	2.00	15.00
Total	209	10.1292	2.67603	.18510	9.7643	10.4941	2.00	18.00

If one looks at the descriptive chart it is found that in context the attribute 'Innovation', the highest mean value (10.7241) is found in Brass industry. Means the entrepreneurs of Brass industry are the most Innovative. While the least mean value is found in Engine. Means entrepreneurs of Engine industry are least Innovative among these 7. If it is compared every industry mean with the aggregate, one can notice that 3 industries' mean value is below the average and 4 industries show above average. The highest range 13 is found in Brass industry, Casting and Engine Industry. The least value of standard deviation is 0.36397 with the Ceramic industry.

**Graph No. 1
Mean Values**

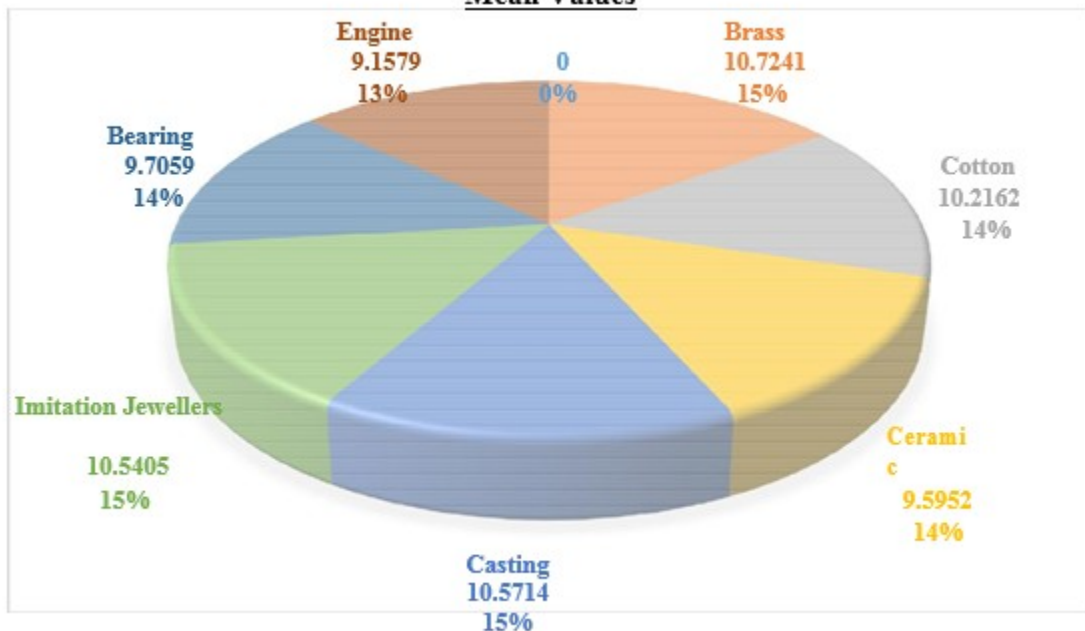


Table No 2:A Table showing One Way Analysis of Variances (ANOVA)

	Sum of Squares	Degree of Freedom	Mean Square	F	Sig.
Between Groups	55.227	6	9.205	1.296	.260
Within Groups	1434.284	202	7.100		
Total	1489.512	208			

On studying the ANOVA chart it can be observed that the F value is 1.296 which are comparatively less significant at the 5 percent level of significance and it says that there is no significant difference in the attribute 'Innovation' of entrepreneurs of various industries. So the null hypothesis is accepted and the alternative hypothesis is rejected.

2) Innovation and Educational qualifications

To study the relationship between Innovative attitudes of entrepreneurs in context to their educational qualifications, the analysis can be undertaken as follows.

H₀: There is no significant difference in the attribute innovation of entrepreneurs of various educational qualifications.

Table No 3: Table showing Descriptive Analysis of Means of Attribute 'Innovation' Educational Qualification-wise

Educational Qualifications	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
SSC	56	10.3750	2.39365	.31986	9.7340	11.0160	4.00	17.00
HSC	55	10.1273	2.96307	.39954	9.3262	10.9283	2.00	18.00
Graduate	58	10.1897	2.55093	.33495	9.5189	10.8604	5.00	16.00
Post Graduate	20	8.5000	3.12039	.69774	7.0396	9.9604	4.00	15.00
Diploma	7	10.4286	2.99205	1.13089	7.6614	13.1958	5.00	15.00
Uneducated	12	11.4167	.90034	.25990	10.8446	11.9887	10.00	13.00
Total	208	10.1394	2.67838	.18571	9.7733	10.5056	2.00	18.00

In the above descriptive chart the first column is for the various educational qualifications of entrepreneurs. From the above information one can study that there is not even a single entrepreneur has done the doctorate, while least no is with diploma holders and 12 are uneducated. On studying the mean column one can observe that the highest value of entrepreneurial attribute 'Innovation' is from uneducated class and the lowest is from the highest educated post graduated entrepreneurs. The overall average of means is 10.1394. Out of all six classes of education, 2 are less than the overall average of entrepreneurial attribute value and the remaining 4 are more than average. One notable conclusion can be derived is that there negative relationship between entrepreneurial **Innovation** and educational qualifications. Up to graduation level there is no significant difference but at PG level it differs significantly and slopes negatively on the other hand the highest value of entrepreneurial **Innovation** is found in the group of HSC passed entrepreneurs. If we study the range, it is found the lowest among uneducated entrepreneurs 3 (13-10) and so as with its standard deviation. On the contrary the highest range 16(18-2) is found in the HSC passed entrepreneurs and highest standard deviation is with post graduate entrepreneurs

Graph No. 2
Mean Value s

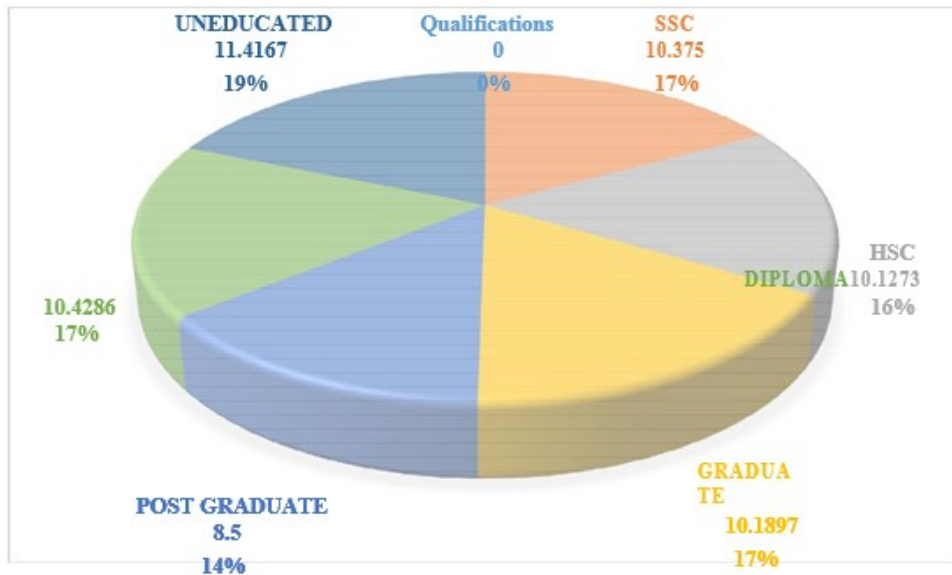


Table No 4: A Table showing One Way Analysis of Variances

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	77.178	5	15.436	2.215	.054
Within Groups	1407.779	202	6.969		
Total	1484.957	207			

On studying the ANOVA chart it can be observed that the F value is 2.215 which are the highly significant at the 5 percent level of significance and it says that there is significant difference in the attribute 'Innovation' of entrepreneurs of various industries having various educational qualifications.

Table No 5:A Table Showing Post Hoc Analysis– Tukey HSD Innovation and Qualifications

Multiple Comparisons						
Dependent Variable: InnovationTukeyHSD						
(I) Qualification	(J) Qualification	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
SSC	2.00	.24773	.50116	.996	-1.1943	1.6897
	3.00	.18534	.49458	.999	-1.2377	1.6084
	4.00	1.87500	.68768	.074	-.1037	3.8537
	6.00	-.05357	1.05832	1.000	-3.0987	2.9915
	7.00	-1.04167	.83977	.816	-3.4579	1.3746
HSC	1.00	-.24773	.50116	.996	-1.6897	1.1943
	3.00	-.06238	.49686	1.000	-1.4920	1.3672
	4.00	1.62727	.68933	.175	-.3561	3.6107
	6.00	-.30130	1.05939	1.000	-3.3495	2.7469
	7.00	-1.28939	.84112	.643	-3.7095	1.1307
Graduate	1.00	-.18534	.49458	.999	-1.6084	1.2377
	2.00	.06238	.49686	1.000	-1.3672	1.4920

	4.00	1.68966	.68456	.139	-.2800	3.6593
	6.00	-.23892	1.05629	1.000	-3.2782	2.8003
	7.00	-1.22701	.83721	.687	-3.6359	1.1819
Post Graduate	1.00	-1.87500	.68768	.074	-3.8537	.1037
	2.00	-1.62727	.68933	.175	-3.6107	.3561
	3.00	-1.68966	.68456	.139	-3.6593	.2800
	6.00	-1.92857	1.15934	.558	-5.2643	1.4072
	7.00	-2.91667*	.96396	.033	-5.6903	-.1431
Diploma	1.00	.05357	1.05832	1.000	-2.9915	3.0987
	2.00	.30130	1.05939	1.000	-2.7469	3.3495
	3.00	.23892	1.05629	1.000	-2.8003	3.2782
	4.00	1.92857	1.15934	.558	-1.4072	5.2643
	7.00	-.98810	1.25553	.969	-4.6006	2.6244
Uneducated	1.00	1.04167	.83977	.816	-1.3746	3.4579
	2.00	1.28939	.84112	.643	-1.1307	3.7095
	3.00	1.22701	.83721	.687	-1.1819	3.6359
	4.00	2.91667*	.96396	.033	.1431	5.6903
	6.00	.98810	1.25553	.969	-2.6244	4.6006

*. The mean difference is significant at the 0.05 level.

In the multiple comparisons we compare the means among various levels of qualifications. Firstly if we compare SSC passed entrepreneurs' attribute '**Innovation**' with the others, we can observe that there is no significant difference with the entrepreneurs who are HSC passed. Similar results can be seen with Graduate, Post Graduate, Diploma holders and uneducated entrepreneurs. Similarly the chart gives similar conclusions on comparing HSC passed entrepreneurial attribute '**Innovation**' with the others that there is no significant difference in the levels of **Innovative attitude**. Just like that with graduate entrepreneurs. But on comparing **Innovative attitude** of post graduate entrepreneurs with the others it differs significantly with the uneducated entrepreneurs. The **Innovation** level is found more among uneducated entrepreneurs. The reverse trend we find on comparing uneducated entrepreneurs with the postgraduate entrepreneurs. Here we found that postgraduate entrepreneurs are found less **Innovative**. So we can conclude that there is negative relationship between qualification and **Innovation**. The null hypothesis is rejected and the alternative hypothesis is accepted.

Conclusions and Findings

In context to various industries, no significant difference is noticed. Every industry entrepreneurs are almost equally innovative. On the basis of their educational qualifications, they differ significantly. If they are broadly divided then least educated (Up to SSC or HSC passed) and highly educated (At least graduate and post graduate) they differ significantly. Least educated showed significantly more innovative attribute as compared to highly educated entrepreneurs. A negative relationship is observed between educational qualifications and innovation. It suggests to develop such an educational system that can develop innovative attitude among the entrepreneurs as highly educated are least innovative. It suggests that inventions are born in adverse innovation in education system.

References

1. http://www.untagsmd.ac.id/files/Perpustakaan_Digital_1/ENTREPRENEURSHIP%20Innovation%20and%20entrepreneurship.PDF
2. Crossan MM, Apaydin M. A multi-dimensional framework of organizational innovation: A systematic review of the literature. *Journal of Management Studies*. 2010; 47(6):1154-1191.
3. Darren Lee Ross and Benjamin Mitchell, *Journal of Developmental Entrepreneurship*. 2007; 12(2):199-216, an article on "Doing Business in Torres Traits: A Study of the Relationship between Culture and the Nature of the Indigenous Entrepreneurs".
4. David B. Audretsch and Nancy S. Meyer. A paper of IPAA 2009 International Public Affairs Conference on "Religion, Culture and Entrepreneurship in India".

5. Martin Andersson and Borje Johansson, the journal Growth and Change, Blackwell Publishing, 2008; 39(2):193–224. an article on “Innovation Ideas and Regional Characteristics: Product Innovations and Export Entrepreneurship by Firms in Swedish Regions”
6. KayhanTajeddini&Stephen L. Mueller, the journal of International Entrepreneurship online: 18October 2008 on“Entrepreneurial characteristics in Switzerland and the UK: A comparative study of techno-entrepreneurs”
7. Dr. Friday O. Okpara,Journal of Asia Entrepreneurship and Sustainability, Volume III, Issue 2, September 2007, “The Value Of Creativity AndInnovation In Entrepreneurship”. <http://www.asiaentrepreneurshipjournal.com/AJESIII2Okpara.pdf>
8. Kothari CR, Research Methodology Methods and Techniques, New Age International Publication,Delhi,2008.

Entrepreneurial Orientation and Strategic Management Practices- A Study with regard to Public Sector Commercial Banks

Dr. A.S. Saranya¹ and Dr. T. Usha Priya²

¹Associate Professor & Research Supervisor, Post Graduate & Research, Department of Commerce, Ethiraj College for Women, Chennai, India.

²Research Scholar, Post Graduate & Research, Department of Commerce, Ethiraj College for Women, Chennai, India.

ABSTRACT: *Entrepreneurial orientation and strategic management practices are combined in a empirical research investigating the influence of strategic management practices on entrepreneurial orientation of commercial banks. Understanding this relationship has progressively become crucial in today's competitive global environment where commercial banks, regardless of size, age and location are facing incessant and dynamic change and the banks must continually innovate to remain competitive. The results of the study provide support for the positive impact that different strategic management practices have on entrepreneurial orientation of commercial banks. The results show that there is a practical consideration for managers of commercial banks to leverage the strategic management practices so that the bank's position on the conservative entrepreneurial continuum is increased by its propensity to be innovative, proactive and willing to take risks.*

Keywords: *Entrepreneurial orientation, Scanning intensity, Locus of planning, Financial control etc*

1. Introduction

Entrepreneurship research has been expanding its boundaries by exploring and developing explanations and predictions of entrepreneurship phenomena in terms of events like venture creation, innovations and entrepreneurial organizations. In this regard, many authors have highlighted that established corporates must adopt entrepreneurial strategies as a tool to revitalize the existing organizations and making them more innovative. One such innovative practice followed by most of the companies is corporate entrepreneurial orientation (Antoncic and Hisrich 2003).

Entrepreneurial orientation by the companies has generated considerable attention in research due to its importance to corporate vitality and generation of wealth in today's global context. Corporate entrepreneurial orientation facilitates the companies' effort to exploit its current advantages, opportunities and competencies required to pursue them successfully. This also contributes to the evolution of corporate strategy by building new opportunities that enable recreation foster strategic change and increases company's performance. Overall, corporate entrepreneurship has become a flourishing research field since it is widely advocated as a means of organizational innovation and has many advantages both at individual and organizational level.

The development of entrepreneurial activities within organizations has been investigated in different contexts in various countries. These studies identify different aspects like individual issues, corporate related factors and environmental factors at different levels of analysis that can have influence on corporate entrepreneurship. The present study focuses on strategic management practices and entrepreneurial orientation of commercial banks.

The main objective of this study is to examine the relationship between entrepreneurial orientation and strategic management practices in Public Sector Commercial Banks. The specific objectives are outlined as follows:

- To determine the relationship between scanning intensity and entrepreneurial orientation of public sector commercial banks.
- To determine the relationship between planning flexibility and entrepreneurial orientation of public sector commercial banks.
- To determine the relationship between locus of planning and entrepreneurial orientation of public sector commercial banks.
- To determine the relationship between financial control and entrepreneurial orientation of public sector commercial banks.

Review of Literature

Schumpeter's writings focused primarily on the activities of the individual entrepreneur but in many occasions entrepreneurship is arguably a corporate level phenomena (Covin and Slevin, 1991a, 1991b; Miller, 1983; Stevenson and Jarillo, 1990). A recent study of the role of entrepreneurship in formulating Intel Corporation's strategy suggested that entrepreneurial activities were the outcome of the interaction of individuals and groups within the companies (Burgelman, 1991). The end result of these and similar observations has been the conceptualization of entrepreneurship as a corporate level phenomenon (Burgelman, 1983; Covin and Slevin, 1988, 1991a; Miller, 1983; Zahra, 1991, 1993)."

Entrepreneurial Orientation

Entrepreneurial orientation is a key concept that refers to the processes, practices and decision making styles of organizations that act entrepreneurially. Entrepreneurial orientation focuses on ways in which companies could create new opportunities that generate new revenue streams and value for shareholders (Narayanan et al 2009). The concept of entrepreneurial orientation has evolved over the last decades and several definitions have been quoted. Guth and Ginsberg 1990 explained that entrepreneurial orientation of corporate summarizes two phenomena, new creation within organizations and transformation of ongoing organizations through strategic renewal. Sharma and Chrisman 1999 stated that 'the process whereby an individual or group of individuals, in association with existing organizations, create a new organization or instigate innovation within that organization'

In the last few years, research on entrepreneurial orientation of companies has increased significantly. However some authors consider that there are some aspects that need to be understood clearly (Hornsby et al , 2009). Kuratko and Audrich, 2013 stated that, 'the theoretical and empirical knowledge about the domain of entrepreneurial orientation and entrepreneurial behavior on which it is based are key issues that need better understanding'. Moreover some of the articles focus on specific area of corporate entrepreneurship phenomenon and do not provide a global perspective on the literature in field.

Hence, this study will be a valuable contribution to the existing body of knowledge since company's ability to enhance the entrepreneurial behavior is very much determined by its compatibility of its management practices with its entrepreneurial orientation.

Strategic Management Practices

Among the management practices that facilitate entrepreneurial behavior of companies are their strategic management practices. Although there are different dimensions of strategic management practices , only four dimensions namely, scanning intensity, planning flexibility, locus of planning and financial controls are used in this study that are discussed below.

Scanning Intensity

Scanning refers to the managerial activity of learning about events and trends in the organization's environment (Hambrick, 1981). The philosophical roots of the scanning concept date back to the ancient Greeks, who believed that success in combat was dependent upon adequate intelligence for the purpose of making good tactical and strategic decisions (Box, 1991).

In Today's context, scanning is very important to managers of companies because it provides with information about trends and active events in their relevant environments, which help them to identify opportunities (Bluedorn *et al.*, 1994). A high level of environmental scanning is congruent with the entrepreneurial process (Miller 1983).

Scanning facilitates the risk taking and proactiveness dimensions of entrepreneurial behavior. As a means of partial uncertainty absorption , scanning may lower the perception of risk associated with potential entrepreneurial venture, increasing the possibility that the company will engage in innovative venture. Entrepreneurial managers may also realize that scanning is their bridge to remain competitive.

Planning Flexibility

Planning Flexibility refers to the capacity of a firm's strategic plan to change environmental opportunities that may emerge. The notion of planning flexibility was first suggested by Kulkalis 1989 to investigate how environmental and firm characteristics affect the design of strategic planning systems. Kulkallis theorized that firms in complex environmental settings maximize performance by adopting suitable planning systems.

A concentrated effort in the direction of planning flexibility facilitates a high level of corporate entrepreneurship intensity for various reasons. First, flexible planning system, coupled with intensive environmental scanning allows a firm's strategic plan remain and permits entrepreneurial activities to be planned rather than to take place in ad hoc manner outside the parameters of a strategic plan.

Locus of Planning

Locus of planning refers to the depth of employee involvement in a firm's strategic planning activities. Organization can be characterized as having either a shallow or a deep locus of planning. A deep locus of planning denotes a high level of employee involvement in the planning process, including employee from virtually all hierarchical level within the firm. Conversely, a shallow locus of planning denotes a fairly exclusive planning process, typically involving only the top manager of a firm. There are several reasons to believe that a deep locus of planning facilitates a high level of corporate entrepreneurship intensity. First, a high level of employee involvement planning brings the people 'closest to the customers' into the planning process. The second reason that a deep locus of planning facilitates the entrepreneurial process is that it maximizes the diversity of viewpoint that a firm consider in formulating its strategic plan.

Control Attributes

The purpose of a control system is to make sure that companies meet predetermined goals and objectives (Lorange, Morton and Ghoshal 1986). In the context of this study, this means that the control system of entrepreneurial orientation must stimulate innovation, proactiveness and risk taking. One control attribute used in this study is Financial Control.

Financial controls are probably the common form of performance measurement across all organizations. Theoretically, financial control attributes measure business performance in terms of objective indicators such as return on assets, return on investment etc. Financial controls are congruent with the distinctive competencies of most conservative firms. Financial control is clear and unambiguous, which introduces a high degree of discipline into the control process. Financial control also provides an opportunity for the managers involved to agree on objective performance standards before the performance evaluation.

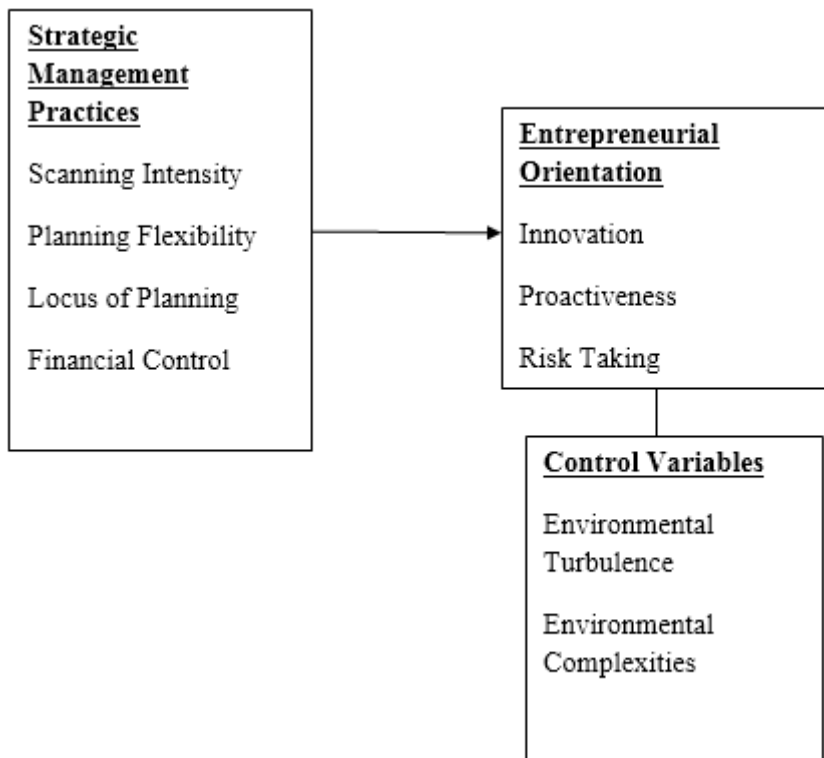
Based on the literature review, the following hypotheses have been formulated to determine the relationship between strategic management practices and entrepreneurial orientation of commercial banks.

- Hypothesis 1: There exists a positive relationship between scanning intensity and entrepreneurial orientation of public sector commercial banks.
- Hypothesis 2: There exists a positive relationship between planning flexibility and entrepreneurial orientation of public sector commercial banks.
- Hypothesis 3: There exists a positive relationship between locus of planning and entrepreneurial orientation of public sector commercial banks.
- Hypothesis 4: There exists a positive relationship between financial control and entrepreneurial orientation of public sector commercial banks.

Limitations of the Study

Analysis is confined to the study of four specific strategic management practices only. Obviously, strategic management is a much boarder multidimensional construct, and other dimensions of the strategic management process may influence a bank's entrepreneurial behavior. In addition, the study was limited to only public sector commercial banks in Chennai.

Conceptual Model indicating the influence of strategic management practices and control variables on entrepreneurial orientation



Methodology

Nature of the Study

This is an empirical study based on the survey method.

Sources of Data

The secondary data was obtained from books, journals, and statistical reports maintained by the commercial banks and websites. The primary data on the varied aspects of strategic management practices and entrepreneurial orientation were obtained through a structured and a comprehensive questionnaire.

Method of Data Collection

The questionnaire method was adopted to collect the data and the questionnaire was personally distributed to 125 managers in select commercial banks in Chennai. The questionnaire was collected back after seven days giving them sufficient time so as to enable them to devote more time in giving the accurate information. The wordings in the questionnaire were made simple and easy in order to give them clarity in questions. The questionnaire contained questions placed on a five point likert scale eliciting information about the strategic management practices and entrepreneurial orientation.

Target Population

The population for this study consists of, middle management, top management and executives of select commercial banks in the city of Chennai.

Validity of the Questionnaire

In order to ensure appropriateness of the research instruments used in the present study, the instruments were tested for content validity and construct validity. The reliability of the questionnaire used in this research was assessed through the use of Cronbach's Alpha. Cronbach's Alpha measures the internal consistency of the instrument, which refers to the degree to which the measuring instrument items are homogenous and reflect identical underlying constructs (Cooper and Schindler, 2006). Bryman and Bell

(2007) state that Cronbach's Alpha is a commonly used test of internal reliability, which essentially calculates the average of all possible split-half reliability coefficients.

The research instruments used were tested for content validity and construct validity in order to ensure correctness of its use in the present study. The reliability index ascertained by the Cronbach alpha method for the questionnaire as is as follows:

Table 1:Cronbach's Alpha

Strategic Management Practices	Cronbach's Alpha
Scanning Intensity	0.82
Planning Flexibility	0.73
Locus of planning	0.81
Financial Control	0.78
Entrepreneurial Orientation	0.84

Measures

Entrepreneurial Orientation

A five item scale was used to measure the level of entrepreneurial orientation in commercial banks (alpha = 0.84). The scale was developed and validated by Covin & Slevin (1986) based on previous scale developed work by Khandwalla (1977) and Miller and Friesen (1982). The scale contains items that measure a firm's tendency toward innovation, risk-taking and proactiveness, which are the sub dimensions of entrepreneurial orientation (Miller, 1983).

Scanning Intensity

A 12 item scale was used in this study to measure scanning incentive (Alpha = 0.82). In this study, scanning was conceptualized as the extent of effort dedicated toward environmental scanning process. A separate six items scale measured each of those sub dimensions of scanning. The first set of six items was modified version of Miller and Friesen's (1982) effort dedicated towards scanning scale. The second set of items measured scanning comprehensiveness. These items were used to assess how the commercial banks scan elements of the task and societal environments.

Planning Flexibility

A nine item scale was used to measure planning flexibility (alpha=0.80). This scale was used to assess the commercial banks can change their strategic plans to adjust for each of nine theoretically relevant environmental contingencies. The mean score on the scale, average across the nine items was used to assess the level of planning flexibility of public sector commercial banks.

Locus of Planning

A four item scale was used to measure locus of planning (alpha =0.81). This scale was used to measure the extent to which employee from different hierarchical levels is involved in the strategic planning process of commercial banks. The following hierarchical levels in a firm were included: Middle Management, Top Management and Executive level Management. The scale items, including goal formulation, strategy implementation and evaluation and control represent the basic steps in the strategic management process (Hofer, 1979). Locus of planning was determined by averaging the scores for middle management, top management and executives.

Financial Control

A three-item scale developed by Hitt *et al.* (1996) was modified and used to measure financial controls (alpha = 0.77). For each scale the mean score, calculated as the average of the three items, assessed the banks emphasis on the financial control.

Control Variables

Two control variables environmental turbulence and environmental complexities of the external environment were also used in the study. A nine item scale to measure environmental turbulence (alpha=0.76) based on similar turbulence scale made use of by Naman and Slevin (1993), Miller and Friesen (1982),

and Khandwalla (1977), was used. Similarly, A five-item scale was used to measure environment complexity (alpha=0.73).

Data analysis and Hypothesis test results

Data analysis

The mean, standard deviation, Pearson product moment correlation for the variables included in the study are shown in Table 2.

Table 2: Pearson Product - Moment Correlation Matrix including corporate entrepreneurial orientation, dimensions of strategic management and control variables.

Variables	Mean	S.D	1	2	3	4	5	6	7	8	9
Entrepreneurial Orientation	4.40	1.05	(0.87)								
Scanning Intensity	4.92	0.84	0.15*	(0.82)							
Planning Flexibility	4.70	0.83	0.34**	0.11	(0.08)						
Locus of Planning	4.19	0.95	0.18*	0.48**	0.25**	0.30**	(0.89)				
Financial Controls	5.34	1.04	0.04	0.32**	0.10	0.24**	0.18	0.33**	(0.77)		
Environmental Turbulence	3.86	0.80	0.09	0.12	-0.12	0.11	0.10	-0.12	-0.07	0.67	
Environmental Complexity	3.70	1.10	0.11	0.11	-0.06	0.13	0.10	-0.07	0.01	0.25	0.73

p, 0.10; **p*, 0.05; ***p*, 0.01

Correlation matrix shows statistically significant correlation in the direction expected between entrepreneurial orientation and three of the four dimension of strategic management practices included in the study. Entrepreneurial orientation correlated positively with scanning intensity ($p < 0.05$), planning flexibility ($p < 0.01$), locus of planning ($p < 0.05$), but there was no significant correlation between entrepreneurial orientation and financial controls.

To test hypotheses, hierarchical regression analysis was used in the study. For each hypothesis, this approach allowed to regress entrepreneurial orientation against a set of control variables and then add the respective dimension of strategic management practices into the equation and test whether the incremental change in R^2 resulting from the addition of the strategic management variable was statistically significant (Pedhazur, 1982).

The control variables included were environmental turbulence and environmental complexity. Previous studies have found that environmental turbulence (Naman and Slevin 1993) and environmental complexity (Zahra, 1991) are positively related to entrepreneurial orientation.

For each hypothesis, separate hierarchical regression was done which is shown in Table 3. Each hierarchical regression involved two steps. In step one, entrepreneurial orientation intensity has been regressed on the control variables and in step two, entrepreneurial orientation has been regressed on the control variables and the dimensions of strategic management practices associated with the hypothesis.

Table 3: Results of the hypothesis tests using hierarchical regression

Variables Regressed against Entrepreneurial Orientation		Hypothesis 1 Scanning Intensity	Hypothesis 2 Planning Flexibility	Hypothesis 3 Locus of Planning	Hypothesis 4 Financial Controls
Control Variables					
Environmental Turbulence	0.05	0.01	0.11	0	0.07
Environmental Complexity	0.16 ⁺	0.15 ⁺	0.12	0.13	0.19*
Strategic Management Dimensions					
Environmental Scanning		0.21*			
Planning Flexibility			0.32***		

Locus of Planning				0.26**	
Financial Controls					0.16
F-Ratio	2.03 ⁺	2.55*	3.98***	2.52*	2.54*
R2	0.08	0.12	0.17	0.12	0.12
F-Ratio testing the Δ in R ² between the full and partial model		4.95*	12.78***	5.89*	5.00*

⁺p<0.10; *p<0.05; **p<0.01; ***p<0.001

The F-ratio which tests the change in R² between the full and partial models assesses the significance of each of the dimensions of strategic management beyond the contribution of the control variables. Regression coefficients shown are standardized coefficients.

Hypothesis 1 was supported (p<0.05). There is a positive relationship between scanning intensity and entrepreneurial orientation of public sector commercial banks. This shows that environmental scanning is very important factor to be considered by the managers to understand the trends and plan their activities to suit the customer requirements.

There is also a positive relationship between planning flexibility and entrepreneurial orientation of public sector commercial banks and hence hypothesis 2 also was accepted. This depicts that planning flexibility is a prerequisite for managers to develop methods and procedures to increase the intensity of entrepreneurial orientation.

Hypothesis 3 was supported, demonstrating a positive relationship between locus of planning and entrepreneurial orientation intensity of public sector commercial banks (P<0.01). Literature reports that deep locus of planning accredited for facilitating opportunity recognition, identification and deployment of firm's resources to take advantage of opportunities as they emerge in the environment (Hornsby et al 2012).

Hypothesis 4 postulated a negative relationship between an emphasis on financial controls and entrepreneurial orientation of public sector commercial banks.

Discussion and Conclusion

The results of the study suggest that the entrepreneurial orientation of managers in commercial banks is influenced by the nature of its strategic management practices. The results show a strong relationship between planning flexibility and entrepreneurial orientation of managers in commercial banks. This shows that planning flexibility enables the ease with which the managers can change their strategic plan in response to environmental changes. The positive relationship between locus of planning and entrepreneurial orientation indicated that a high level of employee involvement in planning that facilitates entrepreneurial behavior in public sector commercial banks. This result is supportive of the general notion that employee participation at all levels in an essential key to the entrepreneurial process (e.g., Burgelman, 1984). The result is also consistent with Sathe's (1998) observation that if entrepreneurship is to flourish in an organization, lower-level manager needs to be free to identify and pursue promising opportunities. In conclusion, the compelling theme that emerges from this study is that a bank's strategic management practices influence its entrepreneurial orientation.

REFERENCES

1. Antoncic, B, Hisrich RD. Clarifying the intrapreneurship concept. *J. Small Bus. Entrep. Dev.* 2003; 101:7-24.
2. Burgelman RA. 'Strategy making as a social learning process: The case of internal corporate venturing', *Interfaces*. 1988;18:74-85.
3. Bluedorn AC, Johnson RA, Cartwright DK, Barringer BR. 'The interface and convergence of the strategic management and organizational environment domains', *Journal of Management*. 1994; 20:201-262.
4. Box T. 'Performance predictors for entrepreneurial manufacturing', unpublished doctoral dissertation, Oklahoma State University, 1991.
5. Burgelman RA. 'Intraorganizational ecology of strategy making and organizational adaptation: Theory and field research', *Organization Science*. 1991;2:239-262.
6. Covin JG, Slevin DP. 'The influence of organizational structure on the utility of an entrepreneurial top management style', *Journal of Management Studies*. 1988;25:217-234.

7. Covin JG, Slevin DP. 'Strategic management of small firms in hostile and benign environments', *Strategic Management Journal*. 1989; **10**(1):75-87.
8. Covin JG, Slevin DP. 'A conceptual model of entrepreneurship as firm behavior', *Entrepreneurship Theory and Practice*. 1991a; **16**:7-25.
9. Guth W, Ginsberg A. 'Guest editor's introduction: Corporate entrepreneurship', *Strategic Management Journal*, Summer Special Issue. 1990; **11**: 5-15.
10. Hambrick DC. 'Specialization of environmental scanning activities among upper level executives', *Journal of Management Studies*. 1981; **18**:299-320.
11. Hussey D. *The Innovative Challenge*. Wiley, New York, 1997.
12. Khandwalla PN. *The Design of Organisations*. New York: Harcourt Brace Jovanovich, 1977.
13. Kukulis S. 'The relationship among firm characteristics and design of strategic planning systems in large organizations', *Journal of Management*. 1989; **15**:565-579
14. Kuratko D, Audretsch D. Strategic entrepreneurship: exploring different perspectives of an emerging concept. *Entrep. Theor. Prac.* 2009; 33:1-17.
15. Lorange P, Morton M, Ghoshal S. *Strategic Control Systems*. West, St. Paul, MN, 1986.
16. Miller D, Friesen P. 'Innovation in conservative and entrepreneurial firms: Two models of strategic momentum', *Strategic Management Journal*, 1982; **3**(1):1-25.
17. Miller D, Friesen P. 'Strategic-making and environment: The third link', *Strategic Management Journal*, 1983; **4**(3):221-235.
18. Murray JA. 'A concept of entrepreneurial strategy', *Strategic Management Journal*, 1984; **5**(1):1-13.
19. Naman J, Slevin D. 'Entrepreneurship and the concept of fit: A model and empirical tests', *Strategic Management Journal*. 1993; **14**(2):137-153.
20. Pedhazur E. *Multiple Regression in Behavioral Research*. Holt, Rinehart & Winston, Fort Worth, TX, 1982.
21. Stevenson HH, Jarillo JC. 'A paradigm of entrepreneurship: Entrepreneurship management', *Strategic Management Journal*, Summer Special Issue. 1990; **11**:17-27.
22. Zahra SA. 'Environment, corporate entrepreneurship, and financial performance: A taxonomic approach', *Journal of Business Venturing*. 1993; **8**:319-340.
23. Hornsby JS, Kuratko DF, SA Zahra. Middle managers' perception of the internal environment for corporate entrepreneurship: assessing a measurement scale, *J. Bus. Vent*, 2002, 173-253.

A Study on the Innovative approach towards Emotional Intelligence skills of Employees working in IT/ITES sector in Chennai City

Majeetha Parveen S.M¹ and Dr. Nirmala Mohan²

¹Ph. D Full-time Research Scholar, Department of Commerce, Shift – II, Madras Christian College, Chennai, India.

²Associate Professor and Head, Madras Christian College, Chennai, India.

ABSTRACT: Emotional Intelligence refers to person's ability to be self-aware of feelings, to manage emotions, to motivate oneself, to express empathy and to handle relationships with others. The topic of emotional intelligence has spawned a great deal of interest among researchers and managers, as evidenced by the countless number of books and research studies published on the topic. Though not conclusive, research findings are increasingly showing that people high in emotional intelligence are more successful in certain ways on the job. Creativity and innovation often hinge upon the ability to evaluate and solve complex problems, requiring both rational and emotional skills.

This research paper aims at identifying the application of emotional intelligence skills in enhancing innovation of the working force. The dimensions of emotional intelligence are self-awareness, self-regulation, social awareness and social skills.

Keywords: emotional intelligence, innovation, creativity, social skills, self-awareness, self-regulation

1. Introduction

Emotional Intelligence

Emotional intelligence involves a combination of competencies which allow a person to be aware of, to understand, and to be in control of their own emotions, to recognize and understand the emotions of others, and to use this knowledge to foster their success and the success of others. One definition of emotional intelligence is "the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically."

Emotional Intelligence is the ability to identify, use, understand, and manage emotions in an effective and positive way. A high emotional intelligence helps individuals to communicate better, reduce their anxiety and stress, defuse conflicts, improve relationships, empathize with others, and effectively overcome life's challenges. This skill or capacity of emotional intelligence is important for living well in general, of course, and also for individual creative expression, and for nurturing business success and innovation.

Ways to improve emotional intelligence

➤ Opening the door

Emotions are like visitors that knock on the door on any given day and leave once they have gotten what they have come for. Emotional development starts by opening the door and allowing those emotions in. Part of coping with distress involves allowing the emotions entry instead of ignoring the knock on the door.

➤ Releasing all judgements

This is where our societal norms come into play and interfere with our healthy development of emotional intelligence. All emotions are equally important. Because they are equally important and vital to each person, they are neither better nor worse emotions. Society emphasizes happiness and discourages any anger or sad emotions.

Unfortunately, this causes an imbalance in each person and contributes to distress. All emotions should be focused on equally as experiencing all emotions equally contribute to a balanced psyche.

➤ Emotional insight

Emotional insight is each individual's unique experience of every emotion throughout his or her life. It's like a library of memories that begins at birth. Part of developing emotional insight consists of recognizing what events trigger certain emotions and why. It consists of recognizing what emotions visits the most, what

emotion have the most difficulty experiencing, and what emotions are encouraged and discouraged in your nuclear family and culture.

➤ **Disentangling emotions**

Emotions are so complex that they get enmeshed with other emotions, other people, and cognitions. The feeling of love can get enmeshed with feelings of disappointment. Most commonly, feelings of sadness manifest themselves as anger. An individual who masters this skill is able to not be affected by the emotions of others and can separate emotions from each other and from cognitions.

➤ **Practising compassion**

Emotions are complex. They are not easy to balance and can be tough to experience. Be compassionate towards oneself and others when emotions are at play.

➤ **Closing the doors**

This is probably one of the trickier parts of emotional intelligence and can shed some light on how an individual comes to develop mental illness, such as depression. If a person begin by ignoring the emotion, it becomes more difficult to find peace with the emotion once that person has allowed it in. This is why it is important to start from the beginning. It is also important to remember that just because an emotion knocks on the door, doesn't mean a person need to act on it. Allow oneself to listen to what the emotion is teaching about oneself. Closing the door to anger, contempt, and sadness is difficult so it is important to realize when oneself could use some outside help.

➤ **Connecting the dots**

Developing emotional intelligence is an active intervention that requires constant attention but gets stronger with practice. In connecting the dots, a person begins by opening the door to visiting the emotion, releasing all judgments of that emotion, understanding personal experience of that emotion, developing compassion for oneself and others, and closing the door to that emotion.

Innovation and Emotions

KH Kim, a professor of Creativity and Innovation at the College of William & Mary, comments in her article *The Creativity Crisis in America!*:

“Innovators experience deep emotions, are sensitive to the environment, and are emotionally expressive. Emotions affect creativity often more than cognitive or other rational factors and are found in all creative endeavours including science and arts.”

OBJECTIVES OF THE STUDY

- To analyse the significant difference among emotional intelligence skills.
- To suggest measures to manage emotional intelligence innovatively.

REVIEW OF LITERATURE

- **James D Hess (2014)** examined that organizations and individuals may benefit from the development and utilization of behaviours attributed to emotional intelligence. The author has identified practical approaches to the application of emotional intelligence skills to the complexity of the innovation process.

HYPOTHESIS

H₀₁: There is no significant difference among emotional intelligence skills.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. The scope of research methodology is wider than that of research methods.

Sampling Techniques

The Convenient Sampling method was used for collecting data from the respondents.

Sample Units

In this study, Employees working in various IT/ITeS companies in Chennai were targeted for collecting data. The companies include TCS, Infosys, Wipro, HCL, Cap Gemini, CTS, SourceHOV, Mphasis and HP etc.

Sample Size

The Sample Size of the study was 100 respondents.

Statistical Techniques used

- Paired Sample t-test.

Limitations of the study

- Data had to be collected within a short time.
- The sample size was limited to 100 respondents.
- The respondents may behave or give opinions differently at different times because of their psychological temperament. This may affect the research study.

Data Analysis and Interpretation

H₀₁: There is no significant difference among emotional intelligence skills.

	Mean	SD	t-value	p-value
Self-awareness	36.33	5.133		
Self-regulation	34.43	5.648	4.773	0.001
Self-motivation	35.05	5.691	3.115	0.002
Social awareness	37.55	5.826	2.919	0.004
Social skills	36.35	5.474	0.053	0.958
Self-regulation	34.43	5.648		
Self-awareness	36.33	5.133	4.773	0.001
Self-motivation	35.05	5.691	1.650	0.102
Social awareness	37.55	5.826	6.642	0.001
Social skills	36.35	5.474	4.908	0.001
Self-motivation	35.05	5.691		
Self-awareness	36.33	5.133	3.115	0.002
Self-regulation	34.43	5.648	1.650	0.102
Social awareness	37.55	5.826	6.576	0.001
Social skills	36.35	5.474	3.115	0.001
Social awareness	37.55	5.826		
Self-awareness	36.33	5.133	2.919	0.004
Self-regulation	34.43	5.648	6.642	0.001
Self-motivation	35.05	5.691	6.576	0.001
Social skills	36.35	5.474	3.915	0.001
Social skills	36.35	5.474		
Self-awareness	36.33	5.133	0.053	0.958
Self-regulation	34.43	5.648	4.908	0.001
Self-motivation	35.05	5.691	3.115	0.001
Social awareness	37.55	5.826	3.915	0.001

Source: Primary data

INFERENCE

The above table shows the significant difference among the emotional intelligence skills such as self-awareness, self-regulation, self-motivation, social awareness and social skills. There is a significant difference among emotional intelligence skills, since the p values are less than 0.05 except for self-awareness and social skills, self-regulation and self-motivation has no significant different since their p values are more than 0.05. This is because self-awareness and social skills are complimentary. People with self-awareness can recognize one's emotions and their effects. They have a guiding awareness of their values and goals

likewise socially skilled people are good at persuasion, deal with difficult issues straight forwardly, guide the performance of others while holding them accountable. When a person is self-aware it will also help in the process of being socially skilled. On the same lines, self-regulation and self-motivation are inter dependent. Self-regulated people manage disruptive emotions and impulses; maintain standards of honesty and integrity, flexible in handling change. Self-motivated people strive to improve or meet a standard of excellence, result-oriented, learn how to improve their performance. Hence, when a person is self-regulated, it paves way for self-motivation.

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS

- There is a significant difference among emotional intelligence skills, except for self-awareness and social skills and self-regulation and self-motivation.

SUGGESTIONS

- People working should be trained to handle the emotions rather than ignoring it.
- Various emotional awareness programmes should be organised by the superiors and management.
- Be open to candid feedback, new perspectives, continuous learning and self-development.
- Able to show a sense of humour and perspective about themselves.
- Think clearly and stay focussed under pressure.

CONCLUSION

This study concludes that there is a significant difference among emotional intelligence skills but it is found that there is no significant difference among self-awareness, social skills, self-regulation and self-motivation. This shows that each skill of emotional intelligence is unique but still there is a common link among the skills which will help to improve the emotional characteristic of each individual.

References

Books

1. Prof. Lallan Prasad and A. M. Banerjee; *Managing Human Resources: Text, Perspectives and Challenges*, 5th edition, Sterling Publishers Private Limited, New Delhi, 2012, 93-102.
2. H. John Bernadin, *Human Resource Management: An Experiential Approach*, 4th edition, The McGraw Hill Companies, 173.

Journals

1. James D Hess. *Enhancing Innovation Processes through the Application of Emotional Intelligence Skills*, *Review of Public Administration and Management*. 2014; 2(1):1-7.

Websites

1. www.cornerstone.edu
2. www.google.com
3. www.wikipedia.com
4. www.statistics help for students.com
5. www.bookboon.com
6. www.eiconsortium.org
7. www.psycentral.com

An Empirical Study on Emotional Intelligence and Risk Inherent towards Job Satisfaction of IT Employees with special reference to Chennai City

Dr. R.Bhagyalakshmi¹ and V. Jayalakshmi²

¹Assistant Professor, PG & Research Department of Commerce, Government Arts College for Men, Nandanam, Chennai, India.

²Research scholar, Government Arts College for Men, Nandanam, Chennai, India.

ABSTRACT: Chennai one of the major cities in India, and notable companies sited here including software, Automobile and Construction. The City is hub of information technology, many youths moving to Bangalore and Chennai for IT job opportunities, and the city itself has many prominent IT Companies, most of them are branches of international and domestic companies. The Development centers of software companies found in Chennai city, and the business is around 14% of total exports of software of India. Chennai is the second largest exports of IT related services. The 'Tidel Park' here is one of the largest IT Park, Chennai is the largest base for some notable companies.

Keywords: Emotional Intelligence, Job satisfaction, Job performance.

1. Introduction

Definitions of Emotional Intelligence

According to Daniel Goleman (1995). "The capacity for recognizing our own feelings and those of others, for motivating our-selves, and for managing emotions well in our-selves and in our relationships."

According to Daniel Goleman (1995). "Emotional Intelligence is a master aptitude, a capacity that profoundly affects all other abilities."

According to John D. Mayer and Peter Salovey (1995); "Emotional Intelligence may be defined as the capacity to reason with emotion in four areas: to perceive emotion, to integrate it in thought, to understand it and to manage it."

Emotional intelligence, sometimes referred to as EQ, refers to a person's ability to recognize, understand, manage, and reason with emotions. It is a critical ability when it comes to interpersonal communication—a hot topic not only in psychology but in the business world. The term itself was coined by psychologists in the 1990s, but its use quickly spread into other areas including business, education, and popular culture.

Psychologists Peter Salovey and John D. Mayer, two of the leading researchers on the topic, define emotional intelligence as the ability to recognize and understand emotions in oneself and others. This ability also involves utilizing this emotional understanding to make decisions, solve problems, and communicate with others.

In the past, emotions and intelligence were often viewed as being in opposition of one another. In recent decades, however, researchers exploring emotion psychology have become increasingly interested in cognition and affect. This area explores how cognitive processes and emotions interact and influence the ways that people think. Consider how emotions and moods such as happiness, anger, fear, and sadness influence how people behave and make decisions.

Some of the reasons why emotional intelligence can be the key to workplace success:

- Emotional intelligence can lead to better business decisions
- Emotionally intelligent employees are more likely to keep their cool under pressure
- Those with high EQ are better at resolving conflicts
- Emotionally intelligent leaders tend to have greater empathy
- Employees with high EQs are more likely to listen, reflect, and respond to constructive criticism

Emotional intelligence is widely recognized as a valuable skill, and it is also one that researchers believe can be improved with training and practice. While emotional skills may come naturally to some people, there are things that anyone can do to help improve their ability to understand and reason with emotions. This can be

particularly helpful in the workplace, where relationships and business decisions often rely on interpersonal understanding, teamwork, and communication.

Emotional Intelligence and Job Satisfaction

According to Goleman (1998), individuals that present a high level of Emotional Intelligence (EI) tend to experience more positive moods and emotions in contrast to those with a lower overall EI. This means that the latter usually translate their feelings to disappointment, anger and in fulfillment and by this way their total satisfaction is reduced. It is assumed that if total satisfaction at the work site is low then employees will not give their extreme best which will definitely affect the kind of service rendered to the customer.

Models of Emotional Intelligence

Two types of emotional intelligence models are available in the existing literature:

1. Ability model, which focuses on the mental abilities to define emotional intelligence and
2. Mixed models, which seek to define emotional intelligence as a mixture of abilities and some personality traits and characteristics.

1. Ability Model of Emotional Intelligence

This model of emotional intelligence (Mayer and Salovey, 1997) emphasis on the cognitive components of emotional intelligence and conceptualizes emotional intelligence in terms of potential for intellectual and emotional growth (Schutte, Malouff, Hall, Haggerty, Cooper, Golden and Dorheim, 1998). Four sets of mental abilities ranging from basic to more complex psychological process were proposed in this model. The first set, 'Perception, appraisal and expression of emotions' allows an individual to identify and express emotions in self and others. The second is 'assimilating emotion in thought' It allows an individual to use emotions and to facilitate thinking and to recognize respective consequences of different emotional responses and to justify the appropriate one. The third set 'understanding and analyzing emotions' concerns with the ability to understand, label and acknowledge emotions and to use emotional knowledge. The fourth set is 'reflective regulation of emotion' which deals with the ability to manage and adjust the emotional response to support the situational requirement (Mayer and Salovey, 1997).

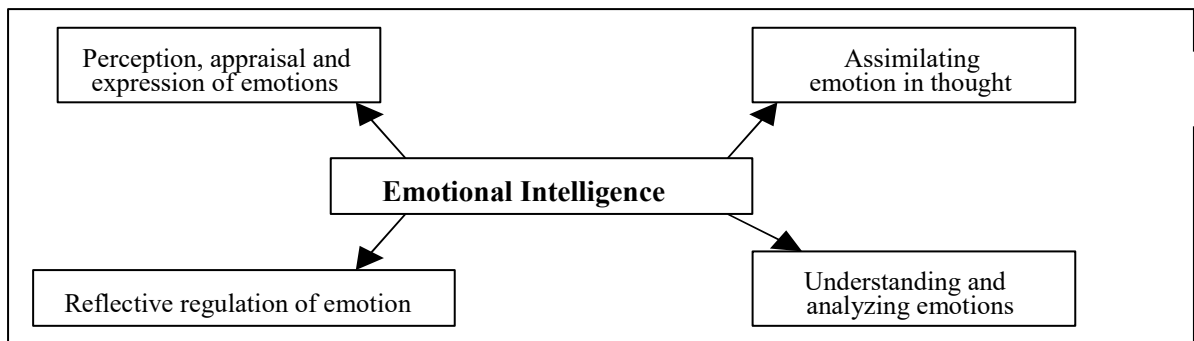


Fig – 1.4 - Ability Model of Emotional Intelligence (Mayer and Salovey, 1997)

Source - Emotional Intelligence myth or reality. By - Bhattacharya and Sengupta

2. Mixed Model of Emotional Intelligence

Unlike the ability model, mixed models include non-ability traits such as motivation, optimism, interpersonal skill, stress management in conceptualizing emotional intelligence. The various types of mixed models are explained below.

Bar-On's (1997) model of emotional intelligence is one of the most well known mixed models. This model was fundamentally based on the personality characteristics. Five broad areas of emotional intelligence were proposed in this model: intrapersonal skills (such as emotional selfawareness, assertiveness, self regard, and self-actualization); inter-personal skills (such as social responsibilities, empathy); adaptability (such as problem solving, reality testing and flexibility); stress management (such as, stress tolerance and impulse control) and general mood (such as happiness and optimism).

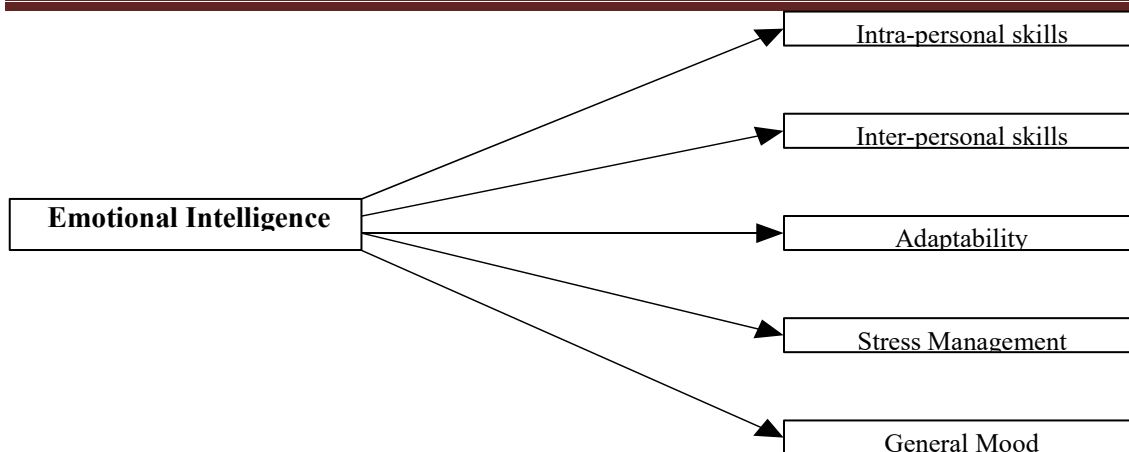


Fig - 1- Bar-On's (1997) Model of Emotional Intelligence

Source - Emotional Intelligence myth or reality. By - Bhattacharya and Sengupta

Statement of the problem:

With all the above mentioned concerns regarding job satisfaction this study focuses on whether employees with better emotional intelligence will have better job satisfaction. The concept of emotional intelligence is a term that captures a broad collection of individual skills and dispositions, usually referred to as soft skills or inter and intra-personal skills, that are outside the traditional areas of specific knowledge, general intelligence, and technical or professional skills. Emotions are an intrinsic part of our biological makeup, and every morning they march into the office with us and influence our behavior. On some level, we've always known that the ability to understand, monitor, manage and capitalize on our emotions can help us make better decisions, cope with setbacks and interact with others more effectively. Given the benefits that one can derive of having better emotional intelligence competencies IT organizations should invest sufficiently in developing the emotional intelligence competencies of their employees. This will not only help improve employee's performance but will also have a positive impact on organizational performance.

Objectives of the Study

The objective of the current study is to examine the relationship between emotional intelligence and job satisfaction among the women employees working in a Chennai City IT.

1. To identify the various types of emotions experienced by the IT employees in their organization in Chennai.
2. To find out the level of risk inherent in job satisfaction on an IT employee's career.

Hypothesis of the study

There is no significant emotions experienced by the IT employees in their organization in Chennai.

There is no significant impact on level of risk inherent in job satisfaction on an IT employee's career.

Research Methodology

Sample size and Design

A sample size of 100 respondents are taken for the study. Among the 100 questionnaires only 99 returned the filled in questionnaire. Out of 100, 99 are found usable. So the exact sample of the study is 99. The Sample Design aims at ascertaining the distinctive features of the emotional intelligence of IT employees Judgmental sampling was adopted to collect the data from the respondents for the present study. IT employees with a minimum of two years' experience were considered to fill the questionnaire.

Questionnaire design:

Primary data is collected through a questionnaire survey. The first part of the questionnaire comprises of demographic factors. The second part includes statement relating to job satisfaction and emotional intelligence with Likert's 5 point scale. 5-Strongly Agree 4-Agree 3-Neutral 2-Disagree 1-Strongly Disagree. Secondary Data was collected through research papers, Newspapers, journals, websites, books, project reports and so on.

Period of the study

The data collected during the period 2016- 2018 are analysed and interpreted with suitable statistical tools.

Limitations of The Study

The present study suffers from certain limitations:

1. The impact of emotional intelligence of IT employees is studied only in Chennai city.
2. The necessary data are collected during the period 2016-2018.
3. The sample is restricted to 100 IT employees in Chennai city.
4. The findings of the study cannot be generalized for all the Districts in TamilNadu.

Review of Literature:

Nelis, Quoidbach, Mikolajczak and Hansenne (2009) The construct of emotional intelligence (EI) refers to the individual differences in the perception, processing, regulation, and utilization of emotional information. As these differences have been shown to have a significant impact on important life outcomes (e.g., mental and physical health, work performance and social relationships), this study investigated, using a controlled experimental design, whether it is possible to increase EI. Participants of the experimental group received a brief empirically derived EI training (four group training sessions of two hours and a half) while control participants continued to live normally. Results showed a significant increase in emotion identification and emotion management abilities in the training group. Follow-up measures after 6 months revealed that these changes were persistent. No significant change was observed in the control group. These findings suggest that EI can be improved and open new treatment avenues.

Hopkins & Bilimoria (2008) Explored the relation between emotional and social intelligence competencies and organizational success. The study showed not much of differences between male and female leaders in their demonstration of emotional and social intelligence competencies. It was also found that when it comes to competency demonstration most successful men and women were more the same than different. However gender did play a reasonable role in the relationship between the demonstration of these competencies and success.

Further male leaders were considered to be more successful, even though male and female leaders demonstrated the same level of competencies. The four competencies that divided the most successful male and female leaders from their typical counterparts were Self Confidence, Achievement Orientation, Inspirational Leadership and Change Catalyst.

Goleman, (1998b) Found out how important Emotional Self-Awareness i.e. recognizing one's own feelings and its impact on one's performance. In a financial services company emotional self-awareness was found to play a critical role in financial planners' job performance. The interaction that takes place between the financial planner and a customer is delicate, it not only deals with some hard questions about money but also, when the question life insurance arises, the even more discomfoting issue of mortality; the planners' Self-Awareness actually helps the financial planner handle their own emotional reactions better.

This study attempts to identify the gap on research to determine the emotional intelligence towards the job satisfaction of IT employees in Chennai city. This study suggest for key issues relating to the emotional intelligence of IT employees.

Table 1: Showing the various types of emotions experienced by the IT employees in their organization in Chennai.

Variables	Sources	Sum of Squares	df	Mean Square	F	Sig.
Self – Control	Between Groups	19.087	2	9.543	8.061	.000
	Within Groups	25.193	97	1.184		
	Total	44.280	99			
Trustworthiness	Between Groups	7.087	2	3.544	4.184	.016
	Within Groups	90.357	97	.847		

	Total	97.444	99			
Responsibility	Between Groups	6.993	2	3.496	5.410	.005
	Within Groups	50.436	97	.646		
	Total	57.429	99			
Adaptability	Between Groups	3.952	2	1.976	3.492	.031
	Within Groups	94.357	97	.566		
	Total	98.309	99			
Innovative ideas	Between Groups	14.726	2	7.363	11.830	.000
	Within Groups	33.794	97	.622		
	Total	48.520	99			

From the above table it is found that the factors Self - Control(F=8.061, P=000), Trustworthiness(F=4.184, P=016), Responsibility(F=5.410, P=.005), Adaptability(F=3.492, P=.031), Innovative ideas(F=11.830, P=.000), differ significantly with respect to stage in which the group exist at 5% level.

The microscopic analysis is done for the Self - Control, Trustworthiness, Responsibility, Adaptability, Innovative ideas using descriptive.

Self-control is the more important factor of influencing emotional intelligence. This is the factor where, every employee who has the power to control will be helpful to the organization directly and indirectly. So such talented employees should be recognized and rewarded.

Trustworthiness of IT executives was found to be significant to dimensions of self - regulation. Perceived trustworthiness is the strongest component of trust. Trust is the emotional glue embedded with IT employees. Trustworthiness creates strong commitment among employees, confront unethical action in others and avoid gossip in organizations.

Another competency is responsibility of IT employees and they agree to be very meticulous and careful while doing the work. And they moderately agree to meet commitments and to keep promises, hold themselves liable to meet responsibility and to organize work in the organization. IT employees with innovative ideas moderately agree to support innovative ideas, take fresh perspective and risk in handling, seek fresh ideas from variety of sources and entertain original solution to problem.

Correlational Analysis

Table 2: Showing out the level of risk inherent in job satisfaction on an IT employee’s career.
Correlational Analysis And Hypothesis Testing

	r-value	Strength	Result
Empathy	.594	Moderate Correlated	Accepted
Service Orientation	.546	Moderate Correlated	Accepted
Developing Others.	.499	Moderate Correlated	Accepted
Leveraging Diversity	.504	Moderate Correlated	Accepted
Political Awareness	-.116	Not Correlated	Rejected

Correlational analysis was used in this study to analyze the relationship between the five main independent variables, Empathy, Service Orientation, Developing Others, Leveraging Diversity, Political Awareness and employee job performance as dependent variable. Table 1 represents summary of correlation analysis and hypothesis testing for all variables. H1 is rejected since it does not has significant relationship between empathy and employee job performance with $r=-.116$, $p=.169$ that indicates no relationship between variables. This is in concurrent with Empathy was conceived as dissimilar competence in social awareness. Empathy provides the step to the basic responsibility of the employees to generate resonance. An empathetic employee are aware of the feelings of others and demonstrates understanding of their feelings and emotions, they act in the best way, whether to settle fears, to calm the anger or to cultivate an atmosphere of cooperation and trust.

IT employees with social awareness show empathy were they strongly agree by withholding their own frustration and moderately agree to develop rapport and credibility with customer, show courtesy, understand employee feelings and show patience with unsatisfied customer and disagree to show sensitivity and understand others perspectives. IT employees with service orientation moderately agree with offering assistance to employees without being asked, understand customers need, act as a trust advisor and grasp customers' perspective. IT employees not only they develop themselves but they develop others in organization which helps them to strongly agree with offering assignments that challenge and helps to grow person's skills and they moderately agree to act mentor, offer useful feedback, identifies people's needs for development, acknowledge and reward people's strength.

IT employees with leveraging diversity moderately agree to understand diverse world views and are sensitive to group differences, respect people from varied background, and create an environment where diverse people can thrive or prosper and challenge bias and intolerance. Politically aware competent employees disagree to accurately read situations relating to organizational forces, understand the forces of client, customer or competitors, detect crucial social networks and they disagree with accurately read key power relationship.

Conversely, H2, H3, H4 and H5 are accepted and have significant relationship with moderate correlated between the Service Orientation, Developing Others.; Leveraging Diversity; Political Awareness towards employee job satisfaction. Relationship between Developing Others represent $r=0.499$, Leveraging Diversity represent $r=0.504$, Political Awareness represent $r=0.546$ and Empathy represent highest value of correlation with $r=0.594$. All these four variables were significant with $p < 0.01$. This findings consistent with Nel and Villers (2004) explained as the ability of responding emotional reactions in productive way to direct that reaction in right direction to get positive outcome thoroughly. Highly competitive organization with high competent employees earn more reorganization and success globally rather organization with low EI competency.

CONCLUSION

There is growing recognition of role played by IT industry. Industry norms are undergoing metamorphosis to attract and retain talented employees. IT employees possess various emotional intelligence competencies such as self - confident, trustworthiness, organizational commitment, empathy and building bond, which help them in career success. It is concluded that self - regulation is the predominant factor. Self - regulated IT employee build self-control, trust in organization, very diligent and careful while doing work, adapts to change effectively and seek fresh ideas from a variety of sources.

It can be concluded that IT employees differ in their emotional intelligence. For organizational endurance it is recommended to hire highly emotional intelligent employees. IT employees should distinguish between their intentions and feelings and pursue their dignified goals. Emotional intelligence can be increased through continuous training inputs, it helps employees to co-operate better and be more motivated, thereby increasing their innovative abilities.

REFERENCES

1. Abraham R. "The role of job control as a moderator of emotional dissonance and emotional intelligence outcome relationships", *The Journal of Psychology*. 2000; 134:169-84.
2. Goleman D, Boyatzis R, McKee A. *Primal leadership: Realizing the power of emotional intelligence*, Boston, MA: Harvard Business School Press, 2002.
3. Goleman, "Emotional intelligence: Why it can matter more than IQ for character health and lifelong achievement," Bantman press, New York, NY, 1995 .
4. Goleman D. What makes a leader? *Harvard Business Review*, 1998b, 93-102.
5. Goleman, D, Boyatzis R, McKee A. *The New Leaders*. Time Warner Paperbacks. 2003; 3:327-333
6. Goleman D. *Working with emotional intelligence*. New York: Bantam Books, 1998.
7. Green AL., Hill AY, Friday E, Friday SS. The use of multiple intelligences to enhance team productivity. *Management Decision*. 2005; 43(3):349-359.
8. Hopkins MM, Bilimoria D. Social and Emotional Competencies Predicting Success for Male and Female Executives 1 ed. 2008;7:13-35. *Journal of Management Development*.
9. Hulya Gunduz, Cekmeceliogulu, Ayse Gunsul, Tugse Ulutas. *Effects Of Emotional Intelligence On Job Satisfaction: An Empirical Study On Call Center Employees*, 2012 Published by Elsevier Ltd. Selection

- and/or peer-review under responsibility of The 8th International Strategic Management Conference, 2012.
10. Kafetsios K, Zampetakis L. A. Emotional intelligence and job satisfaction: Testing the mediatory role of positive and negative affect at work *Personality and Individual Differences* 44(3):712-722
 11. Ryan Mayer JD, Salovey P. The intelligence of emotional Intelligence, 1993; 17:433-442.
 12. Nasser Mohammed Al-Hamami¹, MohdTaib Hashim², Ahmad Rahman Songip³, Abdel Hameed Al-Saeed. The Effects of Emotional Intelligence on Job Satisfaction ISSN 2224-5758 (Paper) ISSN 2224-896X (Online), 2015, 5(6).
 13. Olivier Serrat, "Understanding and Developing Emotional Intelligence," *Knowledge Solutions*, 2009, 49-58.
 14. Sands J. Harper TL Family – Friendly Benefits and Organisational Performance, *Business Renaissance Quarterly*. 2007; 2:107-126.
 15. Sánchez-Ruiz, Jose Carlos, Prez-Gonzlez, Petride. Trait emotional intelligence profiles of students from different university faculties. *Australian Journal of Psychology*,. 2010; 62(1):51 – 57

Innovative Management of Fundamental Value Drivers to enhance the Market Price of the Stock: A Case Study of Indian Automobile Sector

CMA Sangram Keshari Panda¹ and Prof. Prabodha Kumar Hota²

¹Assistant Professor, Astha School of Management, Odisha, India.

²Head & Professor, Dept of Commerce, Utkal University, Odisha, India.

ABSTRACT: It has been observed in many cases that there exists a huge difference between the book value of a share and the price at which it is traded in the secondary market. There are may be multiple factors which causes the over valuation of the stocks. But the question is that is the high fluctuations in the stock prices are completely baseless or do they have some linkage with the fundamentals of the company. This paper tries to establish the fact that the appropriate management of the fundamental value drivers will definitely enhance the market price and subsequently establish a relationship between the fundamental value drivers of the organization and their inter relationship with the stock price of the same organization. We chose ten constituent companies of the nifty auto index as the sample. Some selected fundamental value drives such as debt-to-equity (D/E) ratio, dividend yield (DY), diluted earnings per share (diluted EPS), price-to-earning (P/E) ratio, return on capital employed(ROCE) and total asset turnover are taken as the independent variable along with the stock price of the each company as the dependent variable for the analysis. Data has been thoroughly tested for the normality and colinearity then pooled ordinary least squares (Pooled OLS) model has been applied to study the impact of the independent variable on the depended variable. Other graphical and descriptive statistics has also been used to analyze other aspects.

Keywords: Value drives, POLS, book value, Market values,

1. Introduction

In the race of the generating higher value to the share holder all the organizations are trying lot. But the irony of the market is that the price of the stocks are not only the factors of the fundamental value drivers but also lot many other factors independent of the organizations. Still the researchers try to arrive at a reliable estimated value figure of their stocks. Now the question is that, is the value that is reflected in the secondary market is completely independent of the fundamental value drivers? This paper aims at the identifying the fundamental value drivers which affects the value of the stocks in the market. Later on suggesting how efficiently the organization can manage the factors so that they can deliver the best value to the shareholders. This paper is an attempt to bring an innovative management practice by identifying the best fundamental value drivers which will help the organization to sustain in the long run.

REVIEW OF LITERATURE

The stock price or share price is the price of a single share of a company's stock. Also, it can be the price where a corporation's shares of stock is above par or stated value when the corporation is publicly listed (Menaje, 2012).

Stock prices can deliver messages to different users. In an efficient market, stock prices are trustable since all information is reflected in stock prices and the buyer's willingness to buy and the seller's willingness to sell determine stock prices. Plus, arbitrageurs cannot get any abnormal gains since there is no more valuable information on mispricing available (Lai & Wong, 2015). The relationship between fundamental factors such as dividends and stock price changes has continued to be the focus area of interest for various parties namely, investors, fund managers as well as market analysts (Almumani, 2014). Besides, according to Srinivasan (2012), investors' understanding regarding the influence of various fundamental variables on stock price is very helpful for them as it will aid them in choosing profitable investment.

Additionally, most market players agree that the share price roughly estimates a corporation's intrinsic value. Besides, the stock price is the primary concern for both owners and investors of publicly listed companies. Investors (any individual or firms) who have some excess cash expect to receive more from the return of the stock investment than the return from a regular bank deposit. This return can be either in the form of capital gain from trading securities (for short term investors) or dividend income (for long term investors). Thus, the share price's movement and direction are crucial to investors since any movement of the share price can be a gain or loss to them (Menaje, 2012).

Malhotra and Tandon (2013) examined 95 companies from the National Stock Exchange (NSE) from the period of 2007 to 2012 and found that DY, EPS, and P/E ratio significantly influenced stock prices. 30 companies were from the banking and financing sector. There are similar studies on stock markets which have been conducted by Srinivasan (2012), Abedini and Razmi (2014), and Sharif et al. (2015) that also employed stock prices as their dependent variable.

There are various empirical studies which have examined the correlation between accounting information and banks' stock prices. Mohan and John (2011) examined the value relevance of accounting information in India with a group of 21 banks listed in the Bombay Stock Exchange (BSE) during 2006-

2010 with a dependent variable of market price per share. Furthermore, Menaje (2012) studied the impact of accounting variables and the macroeconomic variables on share price of 10 public listed banks in the Philippines from 2002 to 2008. Also, Almumani (2014) studied the impact of the internal factors or quantitative factors on the share prices for the listed banks in Amman Stock Exchange during the period 2005 to 2011. He employed stock prices as the dependent variable. There are similar studies on banking or financial sectors conducted by Uddin (2009), Al-Shubiri (2010), and Silviana and Rocky (2013) that also used stock prices as their dependent variable.

RESEARCH METHODOLOGY

This paper adopts the empirical research method where the secondary data has been collected from official websites of the various companies. The sample size of the study is the top ten organizations which are the constituents of the S&P Auto Index. The companies are Ashok Leyland, Baja Auto, Bharat Forg, Bosch Ltd, Eicher Motor, Hero Motorcorp, Mahindra and Mahindra, Maruti Suzuki Ltd, Tata Motors, TVS Auto. The period of the study is from 2009 to 2018.

THEORETICAL MODEL

Empirical studies today, such as (Chen, Chen & Su, 2001; Ballas & Hevas, 2005; Al-Hares et al., 2012) uses the valuation framework recommended by Ohlson (1995) as a theoretical benchmark.

According to him most of the advanced markets get the valuation information perfectly but in case of the emerging market this does not happen. The market imperfections dilute the valuation information. In this context the accounting information provided internally becomes the most reliable source of the value information. Therefore the current study also adopts the recommendation of the Ohlson (1995) but the variable chosen in his study has been changed. Here the stock price of the various companies of the Indian Automobile sector has been taken as the dependent variable and this accounting information has been taken as the independent variable. The period for this study begins from the year 2008 to 2018. The expected econometric model is assumed to be:

$$\text{Stock Price}_{it} = \beta_0 + \beta_1 \text{EPS}_{it} + \beta_2 \text{DIV/Share}_{it} + \beta_3 \text{NP}_{it} + \beta_4 \text{RNW}_{it} + \beta_5 \text{ROCE}_{it} + \beta_6 \text{D/E}_{it} + \beta_7 \text{ATR}_{it} + \beta_8 \text{P/BV}_{it} + e_{it}$$

Where

Stock Price = Price of Stocks of each Organisation

EPS = Diluted EPS

DIVIDEND/SHARE = Dividend per share

NP = Net profit margin

RNW = Return on Net worth

ROCE = Return on Capital Employed

D/E = Debt-to-Equity Ratio

ATR = Asset turnover Ratio

P/BV = Price to book value.

e = error terms

Data Analysis and Interpretation

The tools used for this paper is the SPSS 20. The result of the OLS regression of the sample companies has been presented in the table below.

Table 1: Result of Ashok Leyland

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 ^a	.998	.980	5.443

a. Predictors: (Constant), PBV, NP, ROCE, ROEEquity, ATR, Dividendpershare, DilutedEPS, DE

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	349.853	47.214		7.410	.085
	DilutedEPS	2.256	5.250	.092	.430	.742
	Dividendpershare	-4.422	7.416	-.085	-.596	.658
	ROEEquity	.797	.691	.158	1.154	.455
	ROCE	-.250	.828	-.053	-.302	.813
	DE	-174.960	23.445	-1.764	-7.463	.085
	ATR	-1.110	.243	-.877	-4.571	.137
	NP	-2.201	.336	-.595	-6.560	.096
	PBV	-1.759	2.263	-.077	-.777	.579

a. Dependent Variable: Price

Source Authors own calculations

From the above table it is cleared that the independent variable are clearly predicting the 99% variations in the dependent variable. The most important variable affecting the dependent variable is the Diluted EPS.

Table- 2 Result of Bajaj Automobile

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.983 ^a	.966	.694	397.680

a. Predictors: (Constant), PBV, DilutedEPS, NP, ATR, ROEEquity, DE, Dividend per share, ROCE

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1241.231	11289.503		-.110	.930
	DilutedEPS	-18.085	68.346	-.681	-.265	.835
	Dividendpershare	68.020	193.768	1.016	.351	.785
	ROEEquity	173.989	444.246	.819	.392	.762
	ROCE	-134.420	314.595	-2.918	-.427	.743
	DE	95.231	352.270	1.764	.270	.832
	ATR	2825.709	6739.417	1.113	.419	.747
	NP	-7.972	35.242	-.276	-.226	.858
	PBV	365.685	543.001	.967	.673	.623

a. Dependent Variable: Price

Source Authors own calculations

As the adjusted r-square of the regression result is 0.69 we can say that the dependent variable is 69% explained by the movements of the independent variables. The most significant independent variable being the dividend per share, return on equity to equity asset turn over and price to book value.

Table 3: Result of Bharat Forg

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982 ^a	.965	.682	121.074

a. Predictors: (Constant), PBV, NP, ATR, DilutedEPS, Dividendpershare, ROCE, DE, ROEEquity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2246.425	2130.032		1.055	.483
	DilutedEPS	4.998	15.882	.203	.315	.806
	Dividendpershare	69.095	88.425	.787	.781	.578
	ROEEquity	-105.535	178.859	-1.857	-.590	.661
	ROCE	-13.905	69.793	-.281	-.199	.875
	DE	87.747	108.486	1.472	.809	.567
	ATR	-642.656	676.189	-.879	-.950	.516
	NP	-23.306	26.202	-1.036	-.889	.537
	PBV	30.330	45.695	.309	.664	.627

a. Dependent Variable: Price

Source Authors own calculations

Table reflects the result of the regression analysis of the stock price of the Bharat Forged Limited and other independent variables. The result shows that the stock price depends up to 95% on the independent factors for the fluctuations. The most influential factors are dividend per share and the debt equity ratio.

Table 4: Result of Bosch Ltd.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986 ^a	.972	.747	3366.901

a. Predictors: (Constant), PBV, NP, ROEEquity, Dividendpershare, ATR, DE, DilutedEPS, ROCE

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	108818.464	82496.144		1.319	.413
	DilutedEPS	-105.624	105.408	-1.973	-1.002	.499
	Dividendpershare	11.421	80.170	.078	.142	.910
	ROEEquity	-2733.675	3520.487	-.868	-.777	.580
	ROCE	3506.385	10603.237	1.649	.331	.797
	DE	498.578	10767.090	.208	.046	.971
	ATR	-462349.957	347726.903	-2.420	-1.330	.411
	NP	-923.646	885.134	-1.783	-1.044	.486
	PBV	2122.885	1742.243	.693	1.218	.438

a. Dependent Variable: Price

Source Authors own calculations

The result shown in the table 4 indicates that the stock price of the Bosch limited depends upto an extent of 97% on the accounting variables. And the most important variables are dividend per share and the return on capital employed.

Table 5: Result of Eicher Motor

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.987 ^a	.974	.883	3756.663

a. Predictors: (Constant), PBV, DilutedEPS, ATR, ROEEquity, NP, Dividendpershare, DE

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2632.649	31917.500		.082	.942
	DilutedEPS	84.727	46.577	1.903	1.819	.211
	Dividendpershare	-277.545	340.637	-1.086	-.815	.501
	ROEEquity	-715.168	1385.571	-.712	-.516	.657
	DE	530.677	1526.408	.981	.348	.761
	ATR	174982.041	228815.061	.235	.765	.524
	NP	-88.208	510.960	-.375	-.173	.879
	PBV	334.469	402.976	.301	.830	.494

a. Dependent Variable: Price

The result of the regression of the stock price of the Eicher motor and the independent factors yields a similar result i.e the dependency is upto 97%. The important independent factors are EPS and debt equity ratio.

Excluded Variables ^a						
Model		Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
		Tolerance				
1	ROCE	-68.614 ^b	-62.652	.010	-1.000	5.520E-006

a. Dependent Variable: Price

b. Predictors in the Model: (Constant), PBV, DilutedEPS, ATR, ROEEquity, NP, Dividendpershare, DE

Source Authors own calculations

Table 6: Result of Hero Motorcorp

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000 ^a	1.000	.	.

a. Predictors: (Constant), PBV, Dividendpershare, ATR, DilutedEPS

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	416.785	.000		.	.
	DilutedEPS	2.891	.000	.467	.	.
	Dividendpershare	1.468	.000	.430	.	.
	ATR	-61.487	.000	-.096	.	.
	PBV	18100.158	.000	.610	.	.

a. Dependent Variable: Price

Source Authors own calculations

Table 6: represents the result of the regression of the hero motor corporation stock price and the independent variables. Here we can observe that the stock price 100% depends on the fundamental value drivers of the company. The important of them are diluted EPS and the dividend per share

Excluded Variables ^a					
Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
1	ROEEquity	. ^b	.	.	.000
	ROCE	. ^b	.	.	.000
	DE	. ^b	.	.	.000
	NP	. ^b	.	.	.000

a. Dependent Variable: Price

b. Predictors in the Model: (Constant), PBV, Dividendpershare, ATR, DilutedEPS

Source Authors own calculations

Table 7: Result of M&M

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950 ^a	.902	.116	158.007

a. Predictors: (Constant), PBV, Dividendpershare, ATR, DilutedEPS, NP, DE, ROCE, ROEEquity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-534.443	4708.550		-.114	.928
	DilutedEPS	4.443	9.860	.284	.451	.730
	Dividendpershare	22.723	92.473	.265	.246	.847
	ROEEquity	77.505	646.994	.686	.120	.924
	ROCE	-72.441	142.462	-2.250	-.508	.701
	DE	55.239	202.252	1.029	.273	.830
	ATR	398.829	2258.555	.485	.177	.889
	NP	3.299	42.522	.306	.078	.951
	PBV	-2.391	765.563	-.009	-.003	.998

a. Dependent Variable: Price

Source Authors own calculations

The above table reflects that the independent variables has an impact of 90% on the fluctuation of the share prices of the M&M company and the most important factors are diluted EPS, Dividend per share and the return on the equity.

Table 8: Result of Maruti

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 ^a	.970	.726	66.312

a. Predictors: (Constant), PBV, NP, Dividendpershare, ATR, DilutedEPS, ROEEquity, DE, ROCE

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	690.067	595.808		1.158	.453
	DilutedEPS	-.891	9.095	-.106	-.098	.938
	Dividendpershare	-10.800	7.322	-.593	-1.475	.379
	ROEEquity	-76.105	83.084	-3.347	-.916	.528
	ROCE	27.100	47.620	2.848	.569	.671
	DE	31.114	65.539	1.706	.475	.718
	ATR	-134.327	507.495	-.260	-.265	.835
	NP	-6.176	2.551	-.596	-2.421	.249
	PBV	57.317	27.550	1.349	2.080	.285

a. Dependent Variable: Price

Source Authors own calculations

Here also we got the same result as the dependent variable is depending on the independent variables to an extend of 97%. The most important variables are return on capital employed and the debt equity ratio.

Table 9:Result of TVS

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000 ^a	1.000	1.000	3.433

a. Predictors: (Constant), PBV, NP, ROCE, ATR, Dividendpershare, ROEEquity, DE, DilutedEPS

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-829.580	62.226		-13.332	.048
	DilutedEPS	46.835	5.425	.764	8.633	.073
	Dividendpershare	-459.097	14.764	-1.470	-31.095	.020
	ROEEquity	623.949	15.413	3.082	40.482	.016
	ROCE	-140.341	3.533	-3.922	-39.721	.016
	DE	41.315	3.393	1.013	12.175	.052
	ATR	239.988	27.088	.279	8.860	.072
	NP	5.241	.249	.620	21.063	.030
		PBV	75.866	1.416	1.049	53.592

a. Dependent Variable: Price

Source Authors own calculations

The above table reflects the result of the regression analysis of the stock price of the TVS motors and its independent accounting fundamental variables. The results depict that the stock price depends 100% on the fundamental value drivers. The most important variable being the diluted EPs and the return on the capital employed.

CONCLUSIONS

From the detail analysis of the above result we can come to a conclusion that the price of the stocks of the Indian automobile industry depends on the fundamental value drives. The most significant part of the analysis is that the earning of the company and the amount of the dividend distributed to the share holders affects the stock price the most. The company should always aim to earn more and design a dividend payout structure in such an innovative way that the share prices always remain at a higher side. The most important

for the company is maintain an innovative model of retentions and distribution of earnings for a a long term sustainability.

REFERENCE

1. Abedini B, Razmi N. Investigation effect of firmsmicro (internal) factors on stock price, in Tehran Stock Exchange. *Indian Journal of Fundamental and Applied Life Sciences*. 2014; 4(4):792-806.
2. Almumani MA. Determinants of equity share prices of the listed banks in Amman Stock Exchange: Quantitative approach. *International Journal of Business and Social Science*. 2014; 5(1):91-104.
3. Lai PFB, Wong WK. An empirical study of relationship between share price and intrinsic value of company. *Studia Financiare (Financial Studies)*. 2015; 19(4):65-92.
4. Malhotra N, Tandon K. Determinants of stock prices: Empirical evidence from NSE 100 companies. *International Journal of Research in Management and Technology (IJRMT)*, ISSN, 2249-9563, 2013.
5. Menaje JM. Impact of selected accounting and economic variables on share price of publicly listed banks in the Philippines from 2002-2008. *DLSU Business & Economics Review*. 2012; 22(1):35-62.
6. Ohlson JA. Earnings, book values, and dividends in equity valuation. *Contemporary accounting research*. 1995; 11(2):661-687.
7. Sharif T, Purohit H, Pillai R. Analysis of factors affecting share prices: The case of Bahrain Stock Exchange. *International Journal of Economics and Finance*. 2015; 7(3):207.
8. Silviana, & Rocky. Analysis of return on assets and earnings per share on the stock market in the banking companies in Bursa EFEK Indonesia (Indonesia Securities Exchange). *Journal of Global Business & Economics*. 2013; 7(1):119-125.
9. Srinivasan P. Determinants of equity share prices in India: A panel data approach. *The Romanian Economic Journal*. 2012; 46:205-228.
10. Uddin MB. Determinants of market price of stock: A study on bank leasing and insurance companies of Bangladesh. *Journal of Modern Accounting and Auditing*. 2009; 5(7):1.

Motivational Management: The Step towards Transformation of Employees into Innovative Personnel

Srinandini.H

Proprietrix
Kanimam Impex,
Chennai, India.

ABSTRACT: *The organization creates employees and the management. An organization's growth depends on innovative employees and supporting management. Teamwork is essential in any workspot ranging from educational institutions to big multinational organizations. All employees need motivation at one point or the other definitely. Motivation in simple words is to enhance one's urge to perform effectively. Thus it is a supplement which should be supplied by the management to the employees or individuals who require it on a regular basis. Motivation in turn promotes innovation and team building among the team members.*

Keywords: Encouragement, innovative, organization, employees

1. Introduction

The word organization is defined by the Oxford dictionary as, "An organized group of people with a particular purpose, such as a business or government department." Different types of organizations have different purposes. Few to name are governmental and nongovernmental organizations, voluntary organization, charities, not-for-profit organization and international organization. 1^ [Source: <https://en.m.wikipedia.org/wiki/Organization; Types>]

Employees are the most valuable asset of any organization. If every company understands the value of their employees, an unshakable growth rate can be achieved very easily. In turn, the employees must understand the fact that one's growth in the company sheerly depends on one's diligence and loyalty.

EMPLOYEE'S RESPONSIBILITY

The prime duty of an employee is to complete the allotted work in time with accuracy and quality. Many organizations have successful employees who complete the work well ahead of time. This paves way for a good rapport and an established image of the team with the project's client.

MOTIVATION

A team might have different types of employees viz., a very energetic and workaholic employee, another employee who is sincere but consumes additional time to complete tasks due to factors like doubts in the tasks or insufficient guidance and the last type of employee is one who works well as a team but procrastinates as an individual.

The first two types of employees can be handled easily as what they require is just encouragement and appreciation.

The employees who procrastinate are the ones who need additional time and support to complete their assigned tasks. Such employees who are slow in their activities need to be motivated very often with positive and highly encouraging words which would steer them to achieve the target.

ENCOURAGEMENT

Some employees, in rare cases, would feel shy to express themselves in front of the team. For example, let's imagine the case of an unmarried lady employee who is very active and cheerful with her colleagues as well as in her work. She takes a break from work to get married and resumes office afterwards. This time her teammates notice a drastic change in her behavior; neither does she converse freely with her colleagues nor does she manage to complete her official tasks. This is when support and encouragement is expected of the organization. This strange behavior of hers is talked about widely in the team and the team manager tries to understand her needs through a one-to-one meeting. The team lead comes to know that the newly married employee faces family woes and that that's the reason she's unable to concentrate at work. Now it is the time when the manager has to decide whether that employee needs to be offered personal advice to overcome

her woes or should she be treated very professionally and must be commanded to complete her tasks in time.

If the manager doesn't want to step into her shoes, he instructs the employee to brush aside her personal woes and demands completion of work at the earliest. This might have a negative impact on the troubled employee. She might feel even more stressed due to her personal troubles, work pressure at office which might result in timely completion of her tasks but with errors. On the other hand, if the manager resorts to lend an ear to her troubles and assures to offer support and guidance at work like requesting another employee in the same team to share her work or help her with her work when she's stuck with reaching the target, the employee might feel relieved to some extent. This also ensures task completion at the right time.

[Source: author compilation]

Again there's a third side to this problem. If the chaotic employee doesn't want to share her personal problems with others in the office, she is expected to complete her allotted task perfectly and on time.

Now let's have a look at another type of employee who is very diligent and perfect at work but feels shy to converse with others, refrains from participating in team activities, thinks of many innovative ideas but doesn't express it to the team fearing negative comments. Such an employee needs a concerned manager who identifies these problems and initiates a one-to-one discussion to know what hinders the employee. It might be due to fear of public speaking or a lethargic attitude. Such Employees who feel shy or fear public speaking should be made to feel at ease by encouraging the out of the box factors like announcing their personal achievements in front of the whole team. Applause and accolades are the easiest and most innovative forms of motivation. Motivation is required even for a crawling baby or a toddler to improve the child's physical and mental health. Hence those employees should be helped with daily words of positive motivation stating that he definitely needs the support of people around to survive. For example, he may live independently in a house but needs the support of vendors and suppliers to sustain in this world. [Source: author compilation]

INNOVATION

Any organization with a strong vision and efficient workforce can achieve targets easily. But for a company to outshine its competitors, innovation in all aspects is absolutely required. Innovation can be brought about by the company and at the same time the employees need to be motivated to bring in innovative ideas for their personal and professional growth.

A very popular software technological organization had brought innovation in its working hours few years ago. Earlier the employees were supposed to clock in 9 working hours every day which is 45 working hours per week. But considering the factor that employees need socio growth also in addition to professional growth, the organization put forth an innovative decision. The organization started to calculate the monthly average of working hours. This means if the allotted tasks are completed on time, they are at liberty to wind up early for the day. Any team meetings or urgent tasks are an exception and the employee has to stay back to complete it even if the employee's average working hours have already reached the target.

Nowadays most organizations offer daycare facilities so that their kids could be enrolled and the parent can work peacefully without having to worry about her kid. If innovation is involved here, the organization might start a Montessori or a nursery School with certified teaching staff. This can be opted for by the organization through employee voting. If the number of employees voting for beginning a nursery School is high, the organization might expand their venture from being just a daycare to running a preschool successfully.

The working parents would definitely find it useful provided the fee structure is very much affordable compared to other nursery schools in the city. An innovative idea here for the organization would be not to tie up with expensive Montessori institutions as some working parents might find it unaffordable.

Another easiest way to bring up innovative ideas would be to conduct brainstorming sessions within the team regularly, say on a weekly basis. For example, a team can opt to conduct such a programme every week with one person starting with a motivational story telling session, another employee reading out the news tidbits he has gathered on the latest technological innovation prevailing in the market followed by puzzle solving. All such activities promote team building when the employees within the team take turns to participate in the team building sessions. [Source: author compilation]

The management has to consider all its employees equally hence their innovative ideas. The cadre might be different thereby the workload and salary but all the employees must be treated equally. Their ideas should

be respected and given importance. This encourages the individuals and makes them feel they are vital for the growth of the organization. ^2

[Source: <https://recruitloop.com/blog/workplace-innovation/>

Point 7. Don't look down on your subordinates]

CONCLUSION

Hence employees and the management go hand in hand. An efficient teamwork is achieved only with proper communication and frequent motivation. When the employees are motivated and made to feel at ease, innovative ideas spring up. This helps the organization to burgeon over time.

REFERENCES

1. [Source: <https://en.m.wikipedia.org/wiki/Organization; Types>]
2. [Source: <https://recruitloop.com/blog/workplace-innovation/>
3. Point 7. Don't look down on your subordinates]

Rethinking on the measures to Improve Quality of Higher Education and develop Social Commitment among Students in India

Aswini Varna V. V

Research Scholar

Department of Politics and International Studies,
Pondicherry University,
U.T. of Puducherry, India.

ABSTRACT: Transformation of Indian higher education in the last few decades is not that revolutionizing and the system is lagging to change and the quality is also far behind in international standard. The paper is trying to enumerate the Indian education developments and new strategical recommendations for the quality developments in the existing system without changing the present pattern. The progressing information technology and degrading social commitment are the prime focus in the quality improvement.

Keywords: Higher Education, Quality Education, Social Capital

1. Introduction

From the time of Nalanda University to the present period, where UGC is having the responsibility to ensure quality higher education in India, Indian higher education system has witnessed many challenges and gone through different experiments. In India we had University at a time, when most of the world nations were not discovered and those discovered were also not civilized. But in the modern period, the western education system was brought to India, including the English language, by Lord Thomas Babington Macaulay in the 1830s, which paved the foundation for the University education also. With 74% of literacy rate in India, that means more than 80 crore literate people, we are having only 47 central Universities, 356 state Universities, 122 deemed universities and 252 Private universities and other higher education institutions like IIMs IITs NITs and AIIMS. All together is able to accommodate only 25% educated Indians. The UGC, AICTE, DEC, NCTE, Medical Council, BOR Council, Architecture Council and such other regulatory bodies are monitoring these institutions. The Indian higher education system is not only large but also the most complex one. Keeping these in view, the present paper is focused on the strategies for improving the quality of education and inclusive student development and development of students' commitment and responsibility towards society. Along with these an attempt has also been made to analyze and discuss other important and contemporary issues related to governance, academics, profession, use of ICT in teaching-learning and policy research. Thus an attempt has been made to look at higher education in India in a holistic manner.

Colonial education development

The Indian Higher Education Structure can be traced back to Nalanda and Takshashila Institutions, still "The foundation for western education was laid by the British. They set up network of schools to impart western education in English medium" (Perkin, 2006). First such college to impart western education was founded in 1818 at Serampore near Calcutta. The McCauley's Policy of 1835 to promote European learning through English, Sir Charls Woods' Dispatch of 1854 which for the first time recognized the need for mass education with private and missionary help and gave up the policy of selective education known as the 'filtration theory' and finally the first Indian Education Commission of 1882 which recommended the initiative of private agencies in the expansion of education were the important land marks in the development of modern education system in the 19th century.

The idea of establishing universities in India on the model of the London University (i.e. universities of the affiliating type), was first promoted in Sir Charles Wood's Dispatch of 1854, It described the aim of education in India as the diffusion of Arts, Science, Philosophy and Literature of Europe, and the study of Indian Languages. These recommendations also covered professional subjects like Law, Medicine and Engineering and were followed by the establishment of universities at Calcutta, Bombay and Madras in 1857 following the model of the University of London. There was a steady growth in subsequent years and by 1943 a need was felt for a comprehensive plan of educational development. The Sergent Report of 1944 was the first attempt to formulate a national Policy on Education in India.

Post Independence

By the time India became independent in 1947, it had only 18 universities and total student strength of little less than 0.2 million. In the 1948 educational conference Nehru expressed the view of higher education in India. He wanted that it should emphasize the legacy of constitutional demands and demanded for revolutionizing the higher education system. In 1948 the Radhakrishnan Commission was formed. The commission recommended the reconstruction of university education as essential to meet the demand for scientific, technical and other human power development needed for the socio-economic development of the country. A number of drastic changes were implemented in the education sector. Actually it shaped the nature and scope of present education system in India.

The most important document on Education in India was the report of the Education Commission (1964-66) under the chairmanship of Dr. D. S. Kothari, then Chairman, University Grants Commission. The report focused on:

- A radical improvement in the quality and standard of higher education and research.
- Expansion of higher education to meet manpower requirements of the nation and the rising social ambitions and expectations of the people, and
- Improvement of university organization and administration

Later the 1986 National Policy on Education focused on the expansion of higher education and improvement of quality along with the job creation in the academics.

Quality Education in India

When we think about the quality higher education it will circle around the top institutions like IIMs, IITs, AIIMs and NITs, which are centers of excellence and capable of imparting world class education. The reason behind is stiff competition for admission, strong filtering process, high valued academia, incompatible infrastructure and high profile and valued job in the market. Research output from these institutions and strong faculty profile definitely make these institutions elite in the country. The recommendations from the educational commissions and Government are reflected effectively in these institutions and so are able to facilitate student exchange programme, industry oriented training and have access to all modern infrastructure requirements.

We have Forty seven central universities, yet none of them comes in the list of world's best Five hundred universities. Reasons raised are several including diversity of the nation in culture and language, lack of financial support and drawbacks of elementary education system etc. The Indian inclusive education system is not properly evaluated in the world arena, and the system is still among the most complicated in the world. After analyzing the major achievements of our national institutions and examining the ways that could achieve remarkable progress in this direction, it is possible to recommend some important changes which can definitely improve the quality of education without additional financial commitment and major changes in the system. These suggestions will be especially useful for the students undergoing academic pursuits in conventional subjects which give them a novelty in learning process.

1. New insights in the life of the student

The higher education has two phases Under Graduation and Post Graduation, which means a student is going to be in a college or university for a minimum period of 5 years. These 5 years is not sufficient to provide some new insights in the life of the student. His entire perception of life should change after these 5 years. That should be the real motto of educational programme. Hence educational policy in the country should main focus on this aspect.

2. Student exchange program with in the country

Once the students join a UG or PG programme, throughout the entire period of study, they spent their time only in one institute. If they are given an opportunity to spend their one year or one semester in any other similar institute that will definitely change the perception of the student and he/she can experience a different perception of life. Inter university exchange program within the state or interstate will be a novel idea to be introduced in all educational institutions in India.

3. Online based internal monitoring

For conducting a perfect continuous evaluation system, online based short term courses are more useful like SWAYAM, MOOC and Courseera. These platforms will enrich the computer knowledge of the students and also ensure quality, accountability and transparency of internal assignments. Teachers will also able to spend their precious time more effectively on other academic activities in such a situation.

4. Diversifying the social capital

Social capital means the networks of relationships among people who live and work in a particular society, enabling that society to function effectively. In order to achieve the goal of developing social capital in our society, social service should be made part of the educational system and curriculum. It should be possible to evaluate the contributions made by each individual in achieving this target. For that there should be an effective evaluative system with quantitative and qualitative measuring techniques. If the whole students contribute to national service that will definitely enrich the social capital of our country. Other than the ongoing programmes like NCC and NSS, other service programmes aimed at improving social capital of our country should be planned and implemented. Such programmes will enable each individual especially the students and the youth to actively participate in the nation building process.

5. Social projects with thrust on local commitment.

During the course period students have to complete a project in most of the cases. Most of the time students are engaging with orthodox structural work only. But the modern academic world demands more genuine and original works. The educational system should be able to contribute to the nation's knowledge pool and one should be able to feel proud of the diverse culture and legacy we have. Thus all projects should have local commitment and should be issue oriented and original in nature.

6. Know the village

As part of academic study, there should be a component of village study, which will enhance respect to the rural India and its problems. Most of the Indian higher education institutions are located in either metros or semi urban areas. Village study, if made part of the syllabus will provide the students with ample opportunities to know the root of human culture and civilization.

CONCLUSION

Transformation of education is not going to be achieved in a day. The modern world and academia demand more diversified and in depth knowledge in the field. Quality of a student should not be evaluated merely on the basis of number of certificates he possess but it should be based on the quality of the person. The twenty first century demands an education system which caters the overall performance of a person. Our entire system of higher education is desperately short of teachers who can be an enlightened model for the students. Education system should not focus merely on class room teaching. In this milieu it is high time for the Indian higher education system to shift itself to new paradigms like smart class rooms with video lectures and enable students to learn at home and spend the rest of their valuable time to take their knowledge to applicable levels, involving social issues and enrich their knowledge. Social commitment and responsibility, acceptance of the cultural diversity and development of human personality should be the principal guidelines of an educational system.

REFERENCE

Books

1. Contemporary issues in Indian Education, Dinesh Kumar Krishnan, 2012
2. History of Indian Education System, Y K Singh, 2007
3. History and Problems of Indian Education, Dr. S P Chaube, 2016
4. India After Gandhi, Ramachandra Guha, 2007

Articles

1. Agarwal, P. „Higher Education in India: The Need for Change“, Working paper No 180, Indian Council for Research on International Economic Relations, 2006.
2. Altbach PG. The Dilemma of Change in Indian Higher Education. In Higher Education. 1993; 26:3-20
3. Dongerkery SR. University Education in India, Manaktalas, Mumbai, 1997.
4. Ghosh DK. University System in India, Rahul Publication, Jabalpur, 1983.
5. Ghosh SC. Birth of A New India, Originals, Delhi, 2000.
6. GoI. (various years): „Selected Educational Statistics“, Ministry of Human Resource Development, GoI, New Delhi.
7. Ghosh SC. Birth of A New India, Originals, Delhi, 2000.

8. McCully.cites in Philip G. Altbach, Higher Education in India. In Barbara B. Burn (ed.), Higher Education in Nine Countries – A Comparative study of colleges and universities abroad, McGraw-Hill Book Company, New York, 1971.
9. Naik JP. Educational Planning in India, Allied Publishers, New Delhi, 1965.
10. Report of The Education Commission (1964-66): Education and National Development, Government of India, New Delhi, Part I and Part II,1985
11. Report of The Education Commission (1964-66): Education and National Development, Government of India, New Delhi, Part I and Part II. 1985
12. University Grants Commission (UGC) (various years): Annual Reports, UGC, New DelhiValiathan, M. S.1993. Presidential Address, 68th AIU Annual Meeting, AIU, New Delhi.

Websites

1. <http://mhrd.gov.in/apex-level-bodies>
2. <http://www.ojs.unisa.edu.au/index.php/EDEQ/article/view/484/352>
3. <http://mhrd.gov.in/university-and-higher-education>
4. <https://thewire.in/5792/demystifying-higher-education-in-india-part-one/>
5. <http://www.firstpost.com/business/higher-education-has-collapsed-in-india-we-just-dont-know-it-yet-3047184.html>
6. <http://www.shiksha.com/>

A Study on Augmented Services offered with Special Reference to Restaurants in Chennai City

Dr. R. Bhagyalakshmi¹ and M. Priyanka²

¹Assistant Professor & Research Supervisor, PG & Research Department of commerce, Government Arts College for Men, Nandanam, Chennai, India.

²Research Scholar, PG & Research Department of commerce, Government Arts College for Men, Nandanam, Chennai, India.

ABSTRACT: *These are not physical attributes nor are these such offerings that satisfy consumer basic needs. These are those offerings that are given by a company that act as value added service and make the customers feel happy and satisfied about their purchase. In restaurants there are more excellent possibilities to offer augmented service to the consumers to satisfied their expectations. Now a day's augmented services are efficiently developed with innovative ideas and through modern technology. Consumers were influenced and satisfied with the augmented services provided by the restaurants.*

Keywords: *Augmented service, Augmentation, Restaurants*

1. Introduction

The Augmented level consists of those benefits which distinguish the company's offer from competitor's offer. The service provider differentiates adding value to his core service in terms of reliability and responsiveness. When the core service is surrounded by some ancillary benefits and extra features, it becomes an augmented service. The service provider is on the constant look out of further features and benefits which can be added on to the formal service. When an intense competition prevails in the market, the augmented benefits become expected benefit. Unlike companies that produce tangible goods, service firms typically cannot rely on service advantage as a means for ensuring the success of a new service. Developing a competitive response to a tangible service may require significant investments of time and effort. In many cases, however, competitors can easily duplicate the core elements of a firm's new service. This fundamental difference between new services and new service means that managers who hope to find the keys to new-service success must look to factors other than sustainable service advantage.

Service augmentation encompasses such dimensions as distribution strength, staff-customer interactions, and reputation. The customer recognizes and responds to these elements of the augmented service offering, but they are not part of the service core. Marketing support involves those marketing and management actions that affect the quality of the service and its augmentation, even though customers typically are not aware of them. These elements include knowledge of the marketplace, training of contact staff, and internal marketing. Enhanced service augmentation has significant effects on profitability and sales for the firms in this study, but it does not offer enhanced opportunities.

Five Service Levels by Philip Kotler

Meaning of Service

According to Philip Kotler, who is an economist and a marketing guru, a service is more than a tangible 'thing'. A service meets the needs of a consumer and in addition to a tangible value this service also has an abstract value. For this reason Philip Kotler states that there are five service levels that can be identified and developed. In order to shape this abstract value, Philip Kotler uses five service levels in which a service is located or seen from the perception of the consumer. These 5 Service Levels indicate the value that consumers attach to a service. The customer will only be satisfied when the specified value is identical or higher than the expected value.

Five Service Levels

1. Core Service

This is the basic service and the focus is on the purpose for which the service is intended. For example, a warm coat will protect you from the cold and the rain. The more important benefits the service provides, the more that customers need the service. A key element is the uniqueness of the core service. This will benefit the service positioning within a market and effect the possible competition.

2. Generic Service

This represents all the qualities of the service. For a warm coat this is about fit, material, rain repellent ability, high-quality fasteners, etc.

3. Expected Service

This is about all aspects the consumer expects to get when they purchase a service. That coat should be really warm and protect from the weather and the wind and be comfortable when riding a bicycle.

4. Augmented Service

The Augmented Service refers to all additional factors which sets the service apart from that of the competition. And this particularly involves brand identity and image. Is that warm coat in style, its colour trendy and made by a well-known fashion brand? But also factors like service, warranty and good value for money play a major role in this. The goal is to deliver something that is beyond an expected service. It's the translation of the desire that is converted into reality.

5. Potential Service

This is about augmentations and transformations that the service may undergo in the future. For example, a warm coat that is made of a fabric that is as thin as paper and therefore light as a feather that allows rain to automatically slide down.

The Importance of an Augmented Service

- As those of you with our 2015 Calendar will know, this month is all about service development. More specifically, it's about the augmented service – everything else a customer receives along with the tangible service.
- The augmented service plays a vital role in any marketing strategy. It is not just the single, tangible service that influences buyers, but also the many peripheral factors that come together to form the complete 'package'.
- The importance of the augmented service should therefore not be underestimated. You'll remember from February that the services and service you offer should have a USP. This USP should be desirable, distinctive and defensible. Augmenting your service or service differentiates you from competitors and allows you to find new revenue streams.
- So, given the importance of the augmented service, our focus now turns to how you can augment successfully. In this month's featured article, we discuss in greater detail how companies can develop, charge for and capture value from their augmented services and service.
- Are you interested in going beyond a single, tangible service and instead moving towards offering a complete package full of added service and benefits

ADDED VALUE OF THE FIVE SERVICE LEVELS

Each level of the five service levels adds value for the customer. The more efforts serviceion companies make at all levels, the more likely they are to stand a chance to be distinctive. At the Augmented Service level, the competition is observed in order to copy certain techniques, tricks and appearance of each other's services. This makes it increasingly difficult for a consumer to define the distinctiveness of a service. To be able to tower over the competition, serviceion companies focus on factors which consumers attach extra value to such as extreme packaging, surprising advertisements, customer-oriented service and affordable payment terms. This is not just about satisfying the customers and exceeding their expectations but also about surprising them. Let us continue with the example of a car to make the concept clear. When you purchase a car, the dealer gives you certain offers and added service. These differ from dealer to dealer. Benefits like a more comfortable interest rate, free service for the first two years, warranty, guarantee etc are all benefits that will come under 'augmented service.'

BREAKING DOWN AUGMENTED SERVICE

An augmented service allows a company to add service that are tailored to a consumer's individual needs. A company's success in selling an augmented service is heavily dependent on consumers' perceptions of the value of the additions. Also, the positioning and promotion of the augmented service is crucial for its success. Increased perceived value from the added benefits allows companies to command higher or premium prices.

MARKETING THE AUGMENTED SERVICE

There are three distinct considerations involved in selling a service. Factors include the benefits the service offers the consumer, the kind of features most often purchased with the service, and the added features that consumers ask for in the service. These three considerations are known as the core, the actual, and the augmented. The actual service includes everything from the service design and features to the brand name and packaging.

The augmented service also includes its ability to be procured from a location when its use is needed. Aside from direct serviceive augmented service abilities, such as warranties and customer service, there are also complimentary items that can be supplied along with the service. In the case of the computer, this might include case covers, ergonomic keyboards, or tablet devices that assist in augmenting the service.

TYPES OF AUGMENTED SERVICE

An **augmented service** is a service that includes intangible benefits beyond the physical service itself. The following are common types of intangible benefits that are included with services.

Delivery

Delivering the service to the customer's door.

Warranty

A warranty on the service and process for the customer to return the service or make a claim against the warranty.

Customer Service

A service that allows the customer to contact you with requests, issues and inquiries.

Financing

Financing service.

Installation & Configuration

Installing the service and configuring it for the customer.

Customization

Customizing the service to the customer's requirements.

Updates

Updates for the service such as ongoing security patches for software.

Service

Service that come with the service. For example, a mobile device that comes with internet connectivity.

Customer Experience

The end-to-end experience of buying and using the service including all interactions between your firm and the customer.

The Goal of Service Augmentation

Service augmentation allows marketers to differentiate their service more clearly in the marketplace. This can be especially important to fairly generic type services, such as breakfast cereals, loaves of bread, and commonly used software.

In each of these cases, it may be difficult to generate a significant competitive advantage through the service design only - and service augmentation provides the opportunity to deliver additional benefits to the consumer that may generate additional market share.

The other advantage of service augmentation is that many of the additional service are relatively inexpensive to provide and do not overly add to the unit costs. Therefore, the overall service offering may be seen as having significant value, without a significant underlying cost structure.

OBJECTIVES

1. To understand the concepts of augmented service.
2. To analyze the various factors influencing the augmented service offered in restaurants.
3. To identify the benefits and satisfaction of augmented service in restaurants.

STATEMENT OF THE PROBLEM

This study focuses on the augmented service offered by restaurants to satisfy the needs of the consumers, and it identifies the effectiveness of augmented service to retain the potential consumers in restaurants. The study helps to know the augmented service influence the consumers to get service from restaurants.

Hypotheses of the study

1. There is no significant difference between the satisfaction of augmented service and free service.
2. There is no significant difference between factors influences the consumers and future service.

Sampling Design:

The study based on both primary and secondary data. The study mainly depends on the primary data collected through well framed structured questionnaire along with Likerts 5 –point scale to obtain well considered opinion of the consumers. The questionnaire of the research consists of Likerts scale ranges from 5 strongly agree to 1 strongly disagree and 5 Strongly satisfied to 1 Strongly Dissatisfied. Using convenience sampling techniques a total of 100 consumers were selected as a sample of the study.

Analytical Tools:

The following statistical tools are used to analyze the data which is collected from the consumers

- 1) Chi-square test is used to measure the Means of Satisfaction of augmented service and free augmented service.
- 2) Analysis of Variance is exploited to find the factors influences the consumers to get service from the restaurants and future augmented service.

Limitations of the study

1. The scope of the study limited to the augmented service of restaurants
2. The study was carried out only within Chennai city only.
3. The selected sample size is too small when comparing to the population.
4. The research period is very less so, we have taken very important factor for the study.

REVIEW OF LITERATURE

Christopher J. Easingwood In 2003 his research article named “The Augmented Service Offering: A Conceptualization and Study of Its Impact on New Service Success” suggest that managers must understand the totality of the service offering from the customer's perspective. They explain that the purchase of a service is influenced not only by the service itself, but also by such factors as the service firm's reputation and the quality of the customer's interaction with the firm's systems and staff—in other words, by the augmented service offering (ASO). Using the results of a study they conducted in the consumer financial service industry in the U.K., they identify the components of the ASO, and they examine the relative contributions of these components to the success of new service.

John M.T. Balmer, 2016 in their article titled “Corporate heritage brands, augmented role identity and customer satisfaction” The study aims to explore customer satisfaction towards the celebrated Tong Ren Tang (TRT) Chinese corporate heritage brand (established in 1669). This paper examines the multiple role identities of the corporate brand and, in particular, the enduring imperial identity (role identity) of the corporate brand. The study examines whether the corporate heritage brand's imperial associations are still meaningful. TRT's corporate heritage brand identity and, moreover, its imperial role identity were salient in terms of customer satisfaction. TRT's augmented imperial role identity not only was highly salient but also, moreover, meaningfully enhanced the organisation's corporate reputation in terms of customer satisfaction.

Mariëlle E.H. Creusen 2017 in their research paper named “**The influence of experiential augmentation on service evaluation**”. The purpose of this paper is to examine the influence of experiential augmentation on service evaluation by consumers. An important distinction is made between service-related experiential augmentation and experiential augmentation of the environment. Furthermore,

the research examines how brand familiarity moderates the effect of experiential augmentation. The findings of the first experiment indicate that service-related experiential augmentation contributes positively to service evaluation for both an unfamiliar and a familiar brand. Experiential augmentation of the environment influences service evaluation negatively, but only in the absence of service-related experiential augmentation. The second experiment tests some possible explanations for this negative effect and shows that it occurs only in the case of a familiar brand.

ANALYSIS AND INTERPRETATION

I Analysis of relationship between the Satisfaction of augmented service and free augmented service.

H0: There is no significant relationship between the Satisfaction of augmented service and free augmented service.

To test the null hypothesis, Chi square Test has been applied.

Chi square Test

	Value	d.f.	Sig
Chi-Square	14.25	3	**

From the above test, the calculated value of Chi-square (14.25) is more than the table value (7.81) at 5% level of significance.

Hence, the null hypothesis (Ho) is rejected.

The result of Chi-square test signifies that there is relationship between the Satisfaction of augmented service and free augmented service of restaurants. Majority of the respondents feel that they are satisfied with the augmented service and also they love free service provided by the restaurants.

II Analysis of relationship between factors influences the consumers to get service from the restaurants and future augmented service.

The sample respondents' opinion of factors influences variables are 3 D menus through Apps, Priority ordering, Hospitality, Future discounts & coupons, Update on new services were chosen for testing the relationship. To test these variables, null hypothesis is framed and ANOVA- one way classification has been applied.

Factor 1

3 D menus through Apps

ANOVA TABLE

Sources of variation	Sum of Squares	V	Mean Square	'F' Ratio	Sig.
Between	476.64	1	48.64	1.150	***
Within	2663.74	7	401.11		
Total	3140.38	8			

The above analysis shows the tabulation of factors influences the consumers to get service from the restaurants and future augmented service felt by the respondents. Since the calculated 'F' Value (1.150) is lesser than the table value (5.5914) at 5% level of significance, the null hypothesis (H0) is rejected and the alternate hypothesis (H1) is accepted. Therefore, it is clear that there is significant relationship between factors influences the consumers to get service from the restaurants and future augmented service. It has been inferred that they are significantly related.

H0: There is no significant relationship between 3 D menus through Apps to get service from the restaurants and future augmented service.

H1: There is significant relationship between 3 D menus through Apps to get service from the restaurants and future augmented service.

Factor 2

Priority ordering

ANOVA TABLE

Sources of variation	Sum of Squares	V	Mean Square	'F' Ratio	Sig.
Between	474.64	1	475.64	1.130	***
Within	2563.74	7	402.11		
Total	3038.38	8			

The above analysis shows the tabulation of factors influences the consumers to get service from the restaurants and future augmented service felt by the respondents. Since the calculated 'F' Value (1.130) is lesser than the table value (5.5914) at 5% level of significance, the null hypothesis (H0) is rejected and the alternate hypothesis (H1) is accepted. Therefore, it is clear that there is significant relationship between factors influences the consumers to get service from the restaurants and future augmented service. It has been inferred that they are significantly related.

H0: There is no significant relationship between Priority ordering to get service from the restaurants and future augmented service.

H1: There is significant relationship between Priority ordering to get service from the restaurants and future augmented service.

Factor 3

Hospitality

ANOVA TABLE

Sources of variation	Sum of Squares	V	Mean Square	'F' Ratio	Sig.
Between	455.64	1	470.64	1.155	***
Within	2835.74	7	404.11		
Total	3291.38	8			

The above analysis shows the tabulation of factors influences the consumers to get service from the restaurants and future augmented service felt by the respondents. Since the calculated 'F' Value (1.155) is lesser than the table value (5.5914) at 5% level of significance, the null hypothesis (H0) is rejected and the alternate hypothesis (H1) is accepted. Therefore, it is clear that there is significant relationship between factors influences the consumers to get service from the restaurants and future augmented service. It has been inferred that they are significantly related.

H0: There is no significant relationship between Hospitality to get service from the restaurants and future augmented service.

H1: There is significant relationship between Hospitality to get service from the restaurants and future augmented service.

Factor 4

Future discounts & coupons,

ANOVA TABLE

Sources of variation	Sum of Squares	V	Mean Square	'F' Ratio	Sig.
Between	440.64	1	465.64	1.161	***
Within	2860.74	7	404.11		
Total	3301.38	8			

The above analysis shows the tabulation of factors influences the consumers to get service from the restaurants and future augmented service felt by the respondents. Since the calculated 'F' Value (1.161) is lesser than the table value (5.5914) at 5% level of significance, the null hypothesis (H0) is rejected and the

alternate hypothesis (H1) is accepted. Therefore, it is clear that there is significant relationship between factors influences the consumers to get service from the restaurants and future augmented service. It has been inferred that they are significantly related.

H0: There is no significant relationship between Future discounts & coupons, to get service from the restaurants and future augmented service.

H1: There is significant relationship between Future discounts & coupons, to get service from the restaurants and future augmented service.

Factor 5

Update on new services

ANOVA TABLE

Sources of variation	Sum of Squares	V	Mean Square	'F' Ratio	Sig.
Between	467.64	1	473.64	1.163	***
Within	2864.74	7	402.11		
Total	3331.38	8			

The above analysis shows the tabulation of factors influences the consumers to get service from the restaurants and future augmented service felt by the respondents. Since the calculated 'F' Value (1.163) is lesser than the table value (5.5914) at 5% level of significance, the null hypothesis (H0) is rejected and the alternate hypothesis (H1) is accepted. Therefore, it is clear that there is significant relationship between factors influences the consumers to get service from the restaurants and future augmented service. It has been inferred that they are significantly related.

H0: There is no significant relationship between Update on new services, to get service from the restaurants and future augmented service.

H1: There is significant relationship between Update on new services to get service from the restaurants and future augmented service.

ANOVA TABLE

Sources of variation	Sum of Squares	V	Mean Square	'F' Ratio	Sig.
Between	480.64	1	480.64	1.175	***
Within	2863.74	7	409.11		
Total	3344.38	8			

The above analysis shows the tabulation of factors influences the consumers to get service from the restaurants and future augmented service felt by the respondents. Since the calculated 'F' Value (1.175) is lesser than the table value (5.5914) at 5% level of significance, the null hypothesis (H0) is rejected and the alternate hypothesis (H1) is accepted. Therefore, it is clear that there is significant relationship between factors influences the consumers to get service from the restaurants and future augmented service. It has been inferred that they are significantly related.

CONCLUSION

To conclude, it can be said that augmented service offered by the restaurants are satisfied by the consumers because augmented service are attract, motivate and influence the consumers to buy service in restaurants. The 3D menus visually attract and create temptation to buy the service. Offering free gifts and discounts influence the consumers to do bulk orders on services from the restaurants. So, the future augmented service of restaurants, helps to retain their consumers and it is an enormous ways to development and to earn more profit in their business. It's really a motivating service to both consumers to buy the services from the business man and business man to do innovative service to their consumer. Finally augmented service works as a (B-C-B) Business to Consumer and Consumer to Business concept.

REFERENCES

1. Mariëlle EH. Creusen in their research paper named "The influence of experiential augmentation on service evaluation", 2017.
2. John MT. Balmer, in their article titled "Corporate heritage brands, augmented role identity and customer satisfaction"
3. Rai A, Sambamurthy V. "Editorial Notes--the Growth of Interest in Service Management: Opportunities for Information Systems Scholars, 2006.
4. Ramasubbu N, Mithas S, Krishnan MS. "High Tech, High Touch: The Effect of Employee Skills and Customer Heterogeneity on Customer Satisfaction with Enterprise System Support Service, 2008.
5. Ray G, Muhanna WA, Barney JB. "Information Technology and the Performance of the Customer Service Process: A Resource-Based Analysis, 2005.
6. Reinartz W, Ulaga W. "How to Sell Service More Profitably," *Harvard Business Review*, 2008.
7. Rust RT, Moorman C, Dickson PR. "Getting Return on Quality: Revenue Expansion, Cost Reduction, or Both?," *Journal of Marketing*, 2002.
8. Christopher J. Easingwood In his research article named "The Augmented Service Offering: A Conceptualization and Study of Its Impact on New Service Success", 2003.
9. www.credeneys.com
10. www.google.com
11. augray.com
12. www.tandfonline.com
13. focuzar.com
14. scholar.google.co.in
15. pubsonline.informs.org
16. aaronallen.com
17. www.blippar.com
18. www.forbes.com
19. www.marketingstudyguide.com
20. www.business.com
21. www.rishabhsoft.com
22. upserve.com

INTERNATIONAL CONFERENCE
on
INNOVATIVE METAMORPHOSIS:
AN ELIXIR FOR ORGANISATIONAL EXCELLENCE
9th & 10th January 2019

Conference Section Link on IJRAR : <<http://ijrar.com/conference.php>>