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- To produce / train prospective business professionals who are ethical, entrepreneurial, productive and be future ready & socially responsible citizens.
- To use modern techniques for continuous improvement in learning process.
- To involve students and faculty in innovative research projects linked with industry, academic and research institute at large

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S	Scholarly work with Continuous Self-improvement
H	Honesty / Hard-work / Humble
A	Above and Beyond / Agile
S	Service / synthesis
W	Wisdom of Entrepreneurship
I	Innovation

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We, at IIMS aspire to impart High quality management education and to promote Indian values, positive attitude and team spirit among students, faculty and staff members We strive to achieve Students satisfaction by providing Technology enabled teaching & learning, Research Orientation, and by encouraging problem solving. We shall continually improve the quality management system within the framework of ISO 9001.

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VISHWESH KULKARNI
President

Strategy is about setting yourself apart from the competition. It is not a matter of being better at what you do. It is a matter of being different at what you do

- Michael Porter

IIMS being a Management School within Savitribai Phule Pune University provides tremendous opportunity for our students to excel in a forward thinking, technology rich environment So, our graduates are business educated, applications focused and success driven!

We are committed to providing a solid foundation in business and management within a hands-on, experiential learning environment with small classes and opportunities to co-op or intern with major corporations throughout the region and to work with start-up companies as well.

We are extremely proud of our faculty who breathe life and excitement into our courses with rich culture of diversity and inclusive excellence that makes IIMS an exciting place to work and learn.

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We are proud of our extensive engagement with the public, private and upcoming start-up organizations. We are backed by Yashaswi Group which is having a brand image in effective implementation of Skill Development Schemes of Central and state government. The Yashaswi Institute of Technology and Yashaswi Institute for Skill Development is proudly training 50000 students in 600 industries under the Skill Development Training Initiatives.

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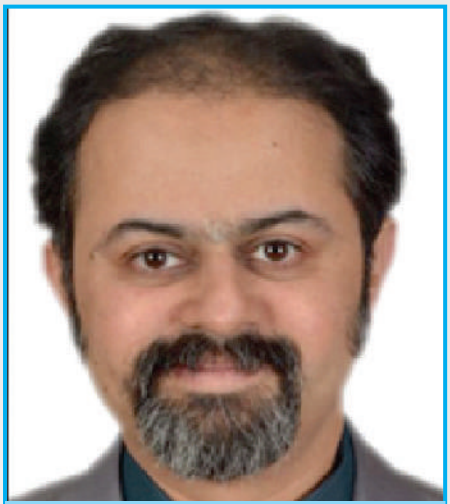


DR. MILIND MARATHE
Director

Management is about arranging and telling.
Leadership is about nurturing and enhancing
- Tom Peters

Goal - Setting, Academic excellence, Holistic personal development and an ardent desire to be the best in the corporate world will create Business Leaders of tomorrow. International Institute of Management science (IIMS) provides this very platform for the students to launch their careers in the corporate world.

For academic excellence, IIMS has a retinue of dedicated, devoted and determined teaching faculties, who encourage & empower students to do their best. The curriculum embraces both the vertical (industry specific) and horizontal (functional discipline specific) specialization streams. It focuses on the practice of oriented-learning thus creating knowledge-base through experience.

For placements the students are groomed through various activities such as Industry presentations, interactive sessions, mentorship programmes, case studies, sectorial analysis, projects, social activities and value addition programmes besides regular studies. Guest sessions and National Seminars are also directed to make them fit for the role of a committed executive in the corporate world. The guiding philosophy of IIMS, throughout has been to instill in the scholars a passion for knowledge, comprehend management concepts and integrate globally. The objectives of imparting education combined with creation, dissemination and application of knowledge are being met in an integrated form.

I welcome you at IIMS, to nurture excellence through our innumerable Theoretical & Practical Learning sessions...

Pre and Post Purchase Satisfaction of Industrial Buyers on Water Treatment Plant

Dr. Ashutosh Chandrashekhar Zunjur
Assistant Professor,
Dr. D. Y. Patil Vidya Pratishthan's, Dr. D. Y. Patil Institute
of MBA Akurdi, Pune

Abstact

This study examined the relationship among pre-purchase and post-purchase satisfaction and industrial customer loyalty towards the use of Water treatment Plant. Previous studies have addressed customer satisfaction as a post-purchase phenomenon. However, examining solely post-purchase satisfaction when investigating consumer satisfaction is incomplete because multiple stages are involved in the purchase decision making process. Industrial buyers consider price above all other factors first, to make decision about purchase. Therefore WTP manufacturers have to be very competitive in their pricing. It was observed that Loyalty will be negatively affected if price of the products increased. Therefore prices if at all needed to be increased should be increased cautiously Discussion of the results, managerial implications, study limitations, and suggestions for future research are presented

Introduction

Consumer Satisfaction has won importance in the previous few years. After Liberalization Privatisation and Globalization, there is excessive competition and the whole world has emerged as a worldwide village. All of the business activities of an employer have now shifted their interest to the customer satisfaction than merely selling goods and services at an income. The attitude “Take it or go away” has become a thing of the past. Today organizations are identifying the wants and needs of the purchaser and are creating services and products as per what the consumer demands which in turn powers the organization's income. The satisfaction concept comprises of cognitive element but it also includes an emotional element while determining the customer's satisfaction. The organization's today are quick to note the element playing a role in satisfying and retaining their customer. Organization's today also draw strategies keeping the market forces, competitors changing customer base, innovations in product in view. Overall the business strategy consists of two parts, the offense and the defence. To have a successful business, all firms apply some of the combination of offensive and defensive strategy – the offense for new customer acquisition and the defence to protect the existing customer. Traditionally, firms were putting more effect in acquiring customers than to their retention. However, in a highly competitive market place, good defence is vital. Defensive strategy involves reducing customer defeat and switching, which consequently minimizes customer turn over. So the satisfaction term is presumably leads to repeat purchases, more publicity, future acceptance of other products in the same product line and above all a loyalty towards the organization. In case of industrial buying it is important to understand what and how the individuals and groups as well as organizational dynamics come to play in making purchasing decisions for the organization. Webster and Wind (1972) have developed a model which shows the factors that determine industrial buying behaviour. The factors are: individual, social, organizational and environmental factors. They further broadly classified these factors as Task and Non-Task factors. Task factors or economic factor models view the organizational buyer as an economic man (that is to say, a rational buyer). Non-task models emphasize the role of personal motive in the buying process – they introduce the human elements into organized industrial buying.

This research aims at investigating the satisfaction and loyalty of industrial water treatment plant users and buying behaviour of these industries with respect to water treatment plant (WTP).

Literature Review

Anderson et al (1994) in their study have defined customer satisfaction as the behaviour or the assessment that the customer reflects after the purchase and use of the product/service. Customer satisfaction in a way also leads to customer loyalty. The major factors which determine satisfaction leading to loyalty are quality, cost, responsiveness, openness, communication, service. Today organizations understand that markets are driven by aggressiveness. Many companies turn into aggressive marketing concepts just to make their presence felt before the customer. However, the more aggressive companies become the more critical consumer loyalty comes. In this context, organizations do find difficult in maintaining and giving the customer the satisfaction level that he aims. Increasing the quality will to a certain extent increase the satisfaction level but somewhere other costs related to the organization might crop up. The organization here might want to seek help from the satisfied customers as it will bring down the cost of attracting new customers. But dealing with customers who are dissatisfied; might have an inverse impact on the organization.

Coviello and Brodie (2001) investigated marketing practices in two different industries (consumer markets and industrial markets). Total 279 firms were approached and studied. Authors discovered that the overall marketing practices of both industries were parallel. However, industries differed in the fact that those in consumer industries focused on single transactions, while those serving industrial customers were more relational and long-term minded in their marketing approach. The satisfaction and dissatisfaction of the consumer is more than a response to the genuine performance nature of an item or benefit and that the earlier desires emphatically impact what we think quality is.

Jaykumar (2012)To measure satisfaction level of customers, a research study on Customer Service Management in Selected Public Sector Banks in Rural villages in Salem District, Tamil Nadu was undertaken by Jaya Kumar (2012) and mean scores proves that none of the customers feel extremely satisfied with any variable. There is only a moderate satisfaction in speed of deposits and withdrawal, service charges, internal ambience, banks innovativeness etc. The factor analysis reveals that these factors explain variations only to the extent of 60.54% but rest remains unexplained which confirms the poor service delivery by these banks. Jaya Kumar suggested that factors/ dimension like knowledge updation of bank staff, customer complaint management and professional management of grievance redressal system etc. will further improve the satisfaction level.

Ladhari et al. (2008) found out that customer satisfaction is positively related to the customer recommendations. They also proved that the quality of service given in restaurants has a strong relationship with the customer loyalty. Restaurants and eateries have to improve their service and should have no lacking of service for the customers. A happy customer will always bring in more customers and the restaurant will secure those customers in the long run. With the growth of eateries and restaurants, in order to manage a place in the market the eateries have to focus on two main things. One being quality the other being service. Customer satisfaction and customer loyalty will lead to the success of restaurant business. So the restaurants have to train their employees accordingly and proper evaluation of the services should be maintained timely.

Micheal R Solomon (2009) narrated that the research work on customer satisfaction should be a continuous one and revised time to time to be updated. Customer satisfaction or dissatisfaction is more than a reaction to the actual performance quality of a product or service and that the prior expectations strongly influence what we think quality is. A satisfied customer will purchase again and again bringing more revenue to the organization. Excellent service quality will lead to customer satisfaction and to customer loyalty.

Wilson et al. (1991)51 have brought forth a model of industrial buying behaviour and industrial customer satisfaction. The model is most helpful in categorizing and explaining organizational buyer behaviour differences. The model states that "*the industrial buying process is a series of stages (called buy phases) which may vary depending on which buying situation (called classes) the particular buying firm is confronted with. The model views organizational buying behaviour as depending on the amount of experience the buyer has with product class, the amount of information sought and the time spent on the decision. A cross-tabulation of the phases with the buy classes results in a buy-Grid-framework*".

Objectives of the Study

The research objectives of the study are

To study buying performance of organizations with respect to water treatment plant.

To study satisfaction level for water treatment plants in organizations from Ahmednagar and Pune Districts.

To identify and analyze the relationship between satisfaction and loyalty for water treatment plant in specific.

Hypothesis of the Study

On the basis of the above objectives, the following hypothesis are framed and tested for the study.-

H1: Manufacturer of WTP (Brand) and satisfaction level are significantly related.

H2- The form (type) of organization and buying performance of the organization is significantly associated with each other. This hypothesis is further divided in two sub-hypotheses as-

H2a - The form (type) of organization and buying efficiency of the organization is significantly associated with each other.

H2b - The form (type) of organization and buying effectiveness of the organization is significantly associated with each other.

H3: Satisfaction with a particular brand of WTP is significantly correlated with Loyalty for that brand.

Research Methodology

Study Area-The study area refers to the place where the study is conducted. The study is conducted in the Ahmednagar and Pune District of Maharashtra. The list of organizations in Ahmednagar and Pune cities using water treatment plants is taken from Maharashtra Pollution Control Board (MPCB). The list includes 264 organizations from various industries and of various forms. 135 (more than 50% of total population) responses are collected and considered for data analysis.

Research Design-The research design refers to the overall strategy that researcher choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring that the research problem is effectively addressed.

Data Source-The study is mainly based on primary data, collected directly from the selected respondents (industries). The secondary data sources are used for analysing the literature and to strongly develop a theoretical base for the study

Sample size- Total 160 organizations were contacted from both cities for collecting responses. However due to busy schedules of the employees" responses from 25 procurement professionals could not be collected. 135 responses are collected and considered for data analysis. Out of 135 organizations 72 are from Pune and 63 are from Ahmednagar. Sample size of 50% of these organizations was thought to be appropriate for this research. Therefore out of 144 organizations which are located in Pune region 72 and 63 out of 120 organizations from Ahmednagar region were included in sample. Total 135 responses are collected and considered for data analysis.

Sampling technique- Purposive sampling technique is used for collecting data. Since the population involves organizations from two cities, it was planned to involve approximately equal number of organizations from both cities. It was also planned to involve both types of organizations viz. private and public; in almost same numbers in samples.

Research Instrument- Questionnaire was used to collect and analyse data. The entire questionnaire of 40 items is divided in 6 parts. The first part includes forced questions which collects data regarding characteristics of the organizations. The second part is to collect information related to buying performance for water treatment plant and it includes 7 items. The third part includes 5 items and collects information about the water treatment plant installed in the organization. Fourth and fifth subscales are used to collect responses for pre-purchase behaviour and post purchase satisfaction respectively. 4th section is made up of 9 items similarly 5th section also comprises of 9 items. Last section of the questionnaire is designed to collect responses for customer loyalty. It includes 4 questions.

Reliability of the instrument-The scales that have been used in the questionnaire were tested to make sure that they were reliable.

Table-1-= Reliability Scale of The Instrument

Subscale	Cronbach's Alpha	N of Items
Organisation profile, buying performance, WTP details and pre-purchase factors	.846	27
Satisfaction and Loyalty	.852	13

Since the Cronbach's alpha coefficient value is greater than .7 the scale was considered reliable for collecting the responses from organizations.

Data Analysis

Data Collected for the study is further analysed using the SPSS Version 21.0. The descriptive statistics for the items in the scale are shown below-

Table-2 - Descriptive statistics pre-purchase behaviour subscale

Factor considered before buying WTP	N	Minimum	Maximum	Mean	Std. Deviation
Pre_2 Cost (Price)	135	2	5	4.13	1.013343807
Pre_6 After sales service performance	135	2	5	3.93	0.971227873
Pre_7 Operation Mode (Automatic/ Semi-Automatic)	135	2	5	3.91	0.663174935
Pre_1 Reputation of manufacturer (Brand)	135	3	5	3.81	0.824044415
Pre_5 Reference from existing customers of the Water Treatment Plant	135	2	5	3.69	0.934150318
Pre_9 Water recovery rate	135	2	5	3.48	0.751633563
Pre_3 Return on investment	135	2	5	3.45	0.698810487
Pre_4 Warranty period	135	2	5	3.44	1.156852825
Pre_8 Output Capacity (litre of water)	135	2	5	3.05	0.650126492
Overall Mean				3.89	

From graph below, it is found that the highest mean (4.13) among 9 items on pre-purchase behaviour subscale is for price of the WTP whereas the lowest mean (3.05) is for output capacity of the WTP. In other words, the price was the most preferred factor while deciding to buy and output of the WTP was the least preferred factor. Overall mean for the subscale is 3.89, suggesting that all factors are significantly considered before buying decision is made. „After sales service" was also one of the most sought factors by the organizations before buying the WTP.

Graph No 1 Factors Considered before buying WTP

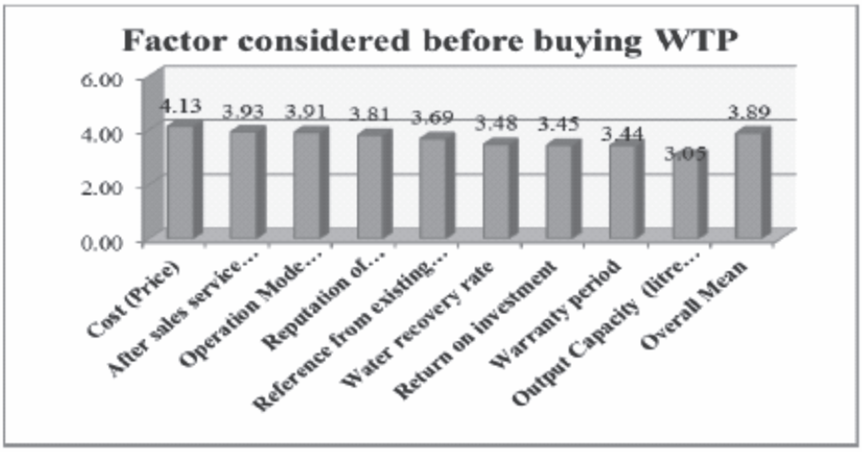
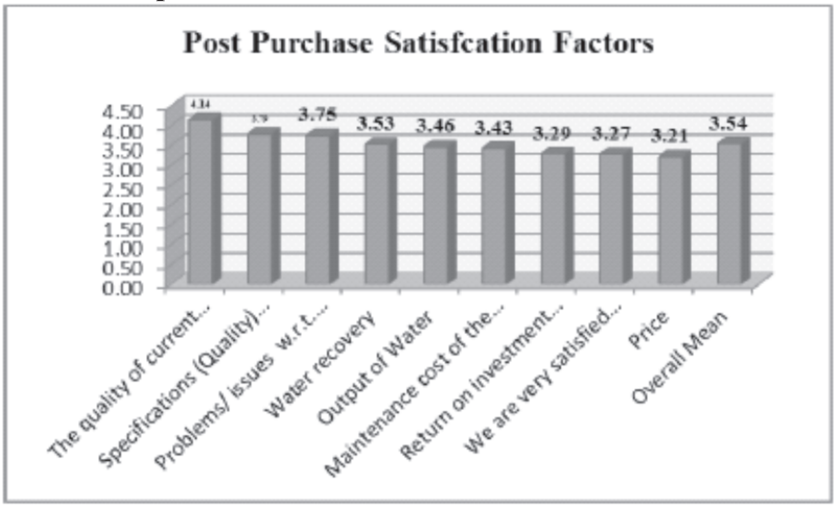


Table-3 Descriptive statistics of Post Purchase Satisfaction Factors.

Post Purchase Satisfaction Factors	N	Min.	Max.	Mean	Std. Deviation
Post_9 The quality of current Water Treatment Plant	135	3	5	4.140741	0.587976075
Post_8 Specifications (Quality) of Output water	135	3	5	3.785185	0.627541819
Post_4 Problems/ issues w.r.t. to Water Treatment Plant is addressed by the after sales service team within promised timeframe	135	3	5	3.748148	0.698810487
Post_6 Water recovery	135	2	5	3.525926	0.904628477
Post_5 Output of Water	135	3	5	3.459259	0.677605122
Post_7 Maintenance cost of the Water Treatment Plant	135	2	5	3.42963	0.777872536
Post_2 Return on investment was achieved as expected	135	3	4	3.288889	0.454934253
Post_3 We are very satisfied with the after sales service team of the vendor of the WT Water Treatment Plant.	135	2	5	3.274074	0.757348375
Post_1 Price	135	2	5	3.214815	0.603289307
Overall Mean	135			3.540741	

Graph No. 2 Post Purchase Satisfaction Factors



Among nine factors the factor „The quality of current WTP" has got the highest mean value (4.34). This suggests that users are satisfied with the WTP they are currently using. The lowest mean value 3.21 is for Price factor. It indicates that users (organizations) are not very satisfied with the price they paid for the WTP. It suggests that users were expecting something more from their WTP in the price range they have paid. Overall mean value 3.54 suggests that most of the organizations are satisfied with their WTP. The second highest mean value has been recorded for the quality of output water. This means that most of the organizations are satisfied with the water output quality. After price „after sales service" has got the low mean value (3.27), which indicates that WTP manufacturers will have to improve on their after sales service.

Table-4- Descriptive statistics of Loyalty subscale gives insights into customer Loyalty.

Loyalty Level	N	Min.	Max.	Mean	Std. Deviation
We are you going to recommend this water treatment plant to other organization	135	3	5	3.70	0.635681255
We will not be looking for other brands in this category of products; this brand is good enough.	135	3	5	3.59	0.639323163
We intend to buy other products of the brand if we require so.	135	2	5	3.57	0.67515328
If this brand would increase their prices we would still consider the brand for our next purchase.	135	2	5	3.00	0.762947935
Overall Mean				3.46	

Graph No. 3 Loyalty Level

The graph no. 3indicates that general loyalty of almost all users is high. The highest mean value 3.7 is for the statement „We are you going to recommend this water treatment plant to other organization" whereas the lowest value 3.00 was recorded for „If this brand would increase their prices we would still consider the brand for our next purchase". From this it can be inferred that the users are loyal to the brand they are using, however they will not continue their loyalty if the price of the product is increased significantly.

Hypotheses Testing

Total three hypotheses are framed in this research. The second hypothesis H2 is divided in two sub-hypotheses. ANOVA, Chi-square and Pearson correlation are used to test hypotheses.

H1: Manufacturer of WTP (Brand) and satisfaction level are significantly related.

To test this hypothesis ANOVA is run in SPSS. All 135 organizations were using one of the 3 popular WTP brand namely Thermax, Ion Exchange, Nalco. The result of ANOVA is given in table below.

Table-5: ANOVA- Brand and satisfaction level

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.742	2	7.871	29.108	.000
Within Groups	35.695	132	.270		
Total	51.437	134			

Since the p value (Significance) at 95% significance level is less than .5 (F=29.108; p=.000) the test is statistically significant. This suggests that as brand of WTP changes the mean of satisfaction also changes significantly and not just by chance. Hence the null hypothesis is failed to be accepted and therefore we accept our alternate hypothesis- **H1**: Manufacturer of WTP (Brand) and satisfaction level are significantly related.

H2- The form (type) of organization and buying performance of the organization is significantly associated with each other.

For measuring buying performance of organizations, efficiency and effectiveness in buying WTP was investigated. To check the buying efficiency and effectiveness separate question items were designed and both of them are on nominal (categorical) scales. Therefore to test this hypothesis it was divided into two sub-hypotheses as-

1. H2a- The form (type) of organization and buying efficiency of the organization is significantly associated with each other.

2. H2b. The form (type) of organization and buying effectiveness of the organization is significantly associated with each other.

H2a- The form (type) of organization and buying efficiency of the organization is significantly associated with each other.

From table no. 6, it is observed that actual count and expected count of the form of organization and the time taken to buy WTP are different from each other. To check if this difference is statically significant and if there is any association between form of organization and time taken to buy WTP chi-square test is used.

Table-6: Form of organization * BP_3 How long it took for the organization to buy a WT plant after having realized the need for the same. Cross tabulation

			BP_3 How long it took for the organization to buy a WT plant after having realized the need for the same?		Total
			25-35 days	35-45 days	
Form of organization	Public	Count	18	36	54
		Expected Count	28.8	25.2	54
	Private	Count	54	27	81
		Expected Count	43.2	37.8	81
Total		Count	72	63	135
		Expected Count	72	63	135

Table- 7:Chi-Square Tests- Form of organization & how long it took for the organization to buy a WT plant after having realized the need for the same

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	14.464(b)	1	.000		
Continuity Correction(a)	13.156	1	.000		
Likelihood Ratio	14.690	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	14.357	1	.000		
N of Valid Cases	135				

a Computed only for a 2x2 table
b 0 cells (.0%) have expected count less than 5. The minimum expected count is 25.20.

Table 7 shows that the significance value is less than .05 for Pearson Chi-square (p=.000; <.05) which suggest that the difference in actual count and expected count is statistically significantly related. In other words the type of organization and time taken to buy WTP (Buying Efficiency) are significantly associated. Therefore null hypothesis is failed to be accepted and we accept- **H2a-** The form (type) of organization and buying Efficiency of the organization is significantly associated with each other...

H2b. The form (type) of organization and buying effectiveness of the organization is significantly associated with each other.

From table no.8it is observed that actual count and expected count of the form of organization and „whether quality and specifications of WTP are same as that were required" are different from each other. To check if this difference is statically significant and if there is any association between form of organization and buying effectiveness (matching expectations with actual product) with respect to WTP, chi-square test is used. Table no. 8 shows the result of chi-square tests.

Table 8- Cross tabulation Form of organization * BP_5 the quality and specifications of the WTP are exactly the same as those required by the organization.

			BP_5 The quality and specifications of the WTP are exactly the same as those required by the organization.			Total
			Yes	No	Can't Say	
Form of organization	Public	Count	54	0	0	54
		Expected Count	43.6	3.2	7.2	54.0
	Private	Count	55	8	18	81
		Expected Count	65.4	4.8	10.8	81.0
Total	Count		109	8	18	135
	Expected Count		109.0	8.0	18.0	135.0

Table 9- Chi-Square Tests- Form of organization * BP_5 the quality and specifications of the WTP are exactly the same as those required by the organization.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	21.468(a)	2	.000
Likelihood Ratio	30.616	2	.000
Linear-by-Linear Association	19.511	1	.000
N of Valid Cases	135		

a 2 cells (33.3%) have expected count less than 5. The minimum expected count is 3.20.

Since 0 cells have expected count less than 5 the assumption of chi-square test is not violated. Chi Square Tests table suggest that the relationship is statistically significant. (p=.000; <.05). Therefore null hypothesis is failed to be accepted and we accept- „H2b-The form (type) of organization and buying effectiveness of the organization is significantly associated with each other".

H3: Satisfaction with a particular brand of WTP is significantly correlated with Loyalty for that brand

To test this hypothesis Pearson's Correlation is conducted in SPSS.

From table no. 10 it is affirmed that the Satisfaction and Loyalty are significantly correlated (p<.05). Moreover Pearson Correlation Value is .798 which indicates strong positive association between Satisfaction and Loyalty.

Table 10-Correlations- Satisfaction* Loyalty

		Post Purchase Satisfaction	Loyalty
Post Purchase Satisfaction	Pearson Correlation	1	.798(**)
	Sig. (2-tailed)		.000
	N	135	135
Loyalty	Pearson Correlation	.798(**)	1
	Sig. (2-tailed)	.000	
	N	135	135

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

<u>Recommendations and Scope for future research</u>

Government should encourage the installation of water treatment plants and its use in common. Water treatment plant will reduce the water pollution by treating the polluted water and then pouring the treated water into environment. To encourage the water treatment plant installation government must employ user friendly, easy process of applying for subsidy. Some of the current users have taken benefit of subsidy. Organizations which did not install the WTP so far and which are located nearby can come together and install the same and use it as a common facility.

Organizations should improve on their negotiating skills. Most of the organizations could not get credit period of more than 1 month. If credit period is improved it will help organizations to improve their buying performance. Particularly in case of public organizations the time taken to buy and install water treatment plant was significantly high. While discussing with personnel from both types of the organizations it was realized that in private organizations there is relatively high pressure for performance. This is because every year performance appraisal is done at departmental level and individual level. Therefore people from purchase department see to it that their overall efficiency and effectiveness is increased. Whereas in public/ cooperative type of organizations in fact the buying process itself is time consuming. In most of the public companies purchase department has limited authorities. If an/a item/ product is beyond the purchasing power of the department then purchase decision in put in the board meetings for approval. Therefore it takes time to purchase expensive and one time buy products in public limited companies. Public organization must delegate some authorities to managers and executives in order to make organizations more competitive. Research findings show that only 33% organizations were effective in their buying with respect to water treatment plant. Rest all were not effective in buying. This calls for critical observation of the process of buying in such firms. Budget for buying must be drawn cautiously by collecting all necessary information.

Manufacturers of the water treatment plants need to promote their products through all possible channels. Organizations rely on various sources of information and it was found that no one source of information is used widely while selecting WTP brand. Manufacturers who have range of WTP in their product portfolio need to focus on manufacturing WTP of capacity in the range of 0.5 to 1 lakh litres per hr. as the demand for this type of WTP is relatively high. The findings indicated that the brand of the WTP plays important role in pre-purchase decisions. Therefore Brand building must be ongoing process for manufacturers in order to become competitive.

Many of the organizations had not given weightage to return on investments before buying the WTP. Manufacturers should educate organizational buyers in this manner so as to make them aware of return on investment done in WTP. Warranty period is the implicit factor when buying WTP. All manufacturers give warranty of minimum 1 year. In order to become more competitive manufacturers of WTP should try to increase warranty period. Many of the respondents consider references and testimonials from existing customers. Therefore it is good idea to present references and testimonials from past buyers. It will increase chances of WTP being bought.

It was surprising to find that buyers did not consider Water Recovery Rate and Output Capacity of WTP. Manufacturers should give all relative information about rate of recovery and output capacity while making presentations. Such information may educate buyers who are unaware about such specifications. Organizational buyers consider price above all other factors first, to make decision about purchase. Therefore WTP manufacturers have to be very competitive in their pricing. It was observed that Loyalty will be negatively affected if price of the products increased. Therefore prices if at all needed to be increased should be increased cautiouslyMany of the respondents reported that maintenance cost of WTP is neither satisfactory nor dissatisfactory. This signifies that maintenance of WTP should be focused and manufacturers should help buyers to control maintenance cost. If required training should also be given to buyers in order to make them aware about preventive maintenance of WTP. It will reduce maintenance cost significantly.

This research found that almost all of the buyers are satisfied with their WTP; therefore it is not easy to attract new customers. To tackle with this issue manufacturers will have to make some distinctive innovation so as to attract new customers. Price and „After sales service‟ are the areas where manufacturers should focus as they are amongst the most preferred factors while deciding to buy WTP. Therefore after sales service must be prompt and all personnel of after sales service team should be well trained.

Industrial WTP users expect more in the paid price for the same. They are not satisfied with the prices they had paid for the WTP. They think that the price paid is slightly high compared with the usability of the WTP. Research is required in this area. Most of the organizational buyers are loyal to their WTP brand. No respondent said that they will look for other brand. Manufacturers should take note of it and should collect testimonial from satisfied and loyal customers. Such testimonials and references will help attract new customers. Even if the users are very loyal to the brands of WTP they are currently using, they may not remain loyal if the price of the WTP increased. This indicates that the WTP industry is very price sensitive. Manufacturers must note this point in order remain competitive.

Study showed that the satisfaction is dependent on the brand/ manufacturer of the WTP. This calls for research as to why satisfaction is a function of brands in B2B settings. Future research should consider exploring this phenomenon. Future studies may also take samples from larger geographical area. Some other industrial goods can be investigated for their satisfaction level and loyalty so as to generalize the findings of the research to other categories as well.

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Job Satisfaction Of Workers Working At Malls In Pune City: A Study

Dr. Jyoti Jalinder Kirve
Assistant Professor
Mahatma Phule Mahavidalaya, Pimpri, Pune.

Abstract

While many studies had been carried out on Job Satisfaction and Motivation,But time and again researchers and managers are returning to these areas for more and better understanding of the factors that drive the organization to success. This empirical study examines the various motivators that lead to job satisfaction among retail employees in Pune. A combined method of both quantitative and qualitative techniques wasemployed, while the analysis of data was done using the statistics package SPSS version 21.0, with the results presented by figures developed in Microsoft Excel and gross tabulation tables. Malls in Pune should pay more attention to organizational commitment since it increases job satisfaction and improves job characteristics from the employees' perspective. This research paper contributes to job satisfaction literature; job satisfaction should be enhanced by organizational commitment and job characteristics.

Introduction

Human Resource Management is considered to be the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skill represented by the talents and aptitudes of the employed persons who comprise of executives, supervisors, and the rank and file employees. It may be noted here that human resources should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee performance which ultimately decides and attainment of goals. However, the employee performance is to a large extent, influenced by motivation and job satisfaction. Human resource management is a specialized functional area of business that attempts to develop programs, policies, and activities to promote the job satisfaction of both individual and organizational needs, goods and objectives. People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction of social and psychological needs. Every person has different sets of needs at different times. It is the responsibility of management to recognize this basic fact and provide appropriate opportunities and environments to people at work to satisfy their needs. Job satisfaction is a multifaceted construct with a variety of definitions and related concepts, which has been studied in a variety of disciplines for many years to now. Many theories and articles of interest to managers, social psychologist, and scholars, focus on job satisfaction because most people spend their life-time for work, and understanding of the factors that increase satisfaction is important to improve thewell-being of individuals in this facet of the living

The word satisfaction is used when the needs are fulfilled. Defining Job Satisfaction Hoppock (1935) stated that “Any combination of psychological, physiological and environmental circumstances that cause a person to say I am satisfied in my job”. Porter and Lawler(1968)2further defined it as “the extent to which rewards actually received meet or exceed the equitable level of rewards. The greater the failure of actual rewards to meet or exceed perceived equable reward, the more dissatisfied a person is considered to be in a given situation”. Examining the definition above it can be concluded that job satisfaction appears when the employees intrinsic as well as extrinsic needs meet with the expectation that the individual creates in his/her mind.It is the balance between the inputs and the outputs. This satisfaction drives the individual towards the organizational growth and functioning.

In the past, a number of theories and research work has been carried on motivation which relates to job satisfaction. Some of the theories are summarised as below-

Table 1: Summary of Motivational Theories.

Category	Theory	Major Theme
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	Expectancy	%¶∏ö°©Æ≥∑®π°Æ§ ®Ø∑°Æ©Æ§©©§µ°¨ chooses one behavioural option over others. Links between behaviors, performance, and rewards
	ProMES	, ©Æ≥°¢Ø∂• £°¥ßØ≤◎≥∑K∂°¨µ°¥©ØÆ≥°Æ§ needs
ĒŒĖĂĔŒÈĂĎ	**Job Characteristics**	- Ø§©¶π¥º≥´KØ¢ ¥Ø©Æ£≤•°≥•≠Ø¥©°¥©ØÆ
	ÉÑĮÒÏŃÔĂÑÑÒŇÏĬĶ	#®ºÆB• ≤•∑°≤§≥KqµÆ©≥®≠•Æ¥≥¥Ø£®ºÆB• behavior
	ĈĮÒØĪĮÒĴ R-factor	(πß◎Æ ¶º£¥Ø≥¨•°§ ¥Ø§©≥≥º¥©¶º£¥©ØÆ≠ motivators result in satisfaction

Source- Researcher's Own Compilation.

Job satisfaction is one of the oldest researched constructs in the areas of Industrial organizational psychology, social psychology, organizational behaviour, personnel and human resource management, and organizational management. This makes sense in that knowledge of the determinants, the consequences, and other correlates of job satisfaction can be vital to organizational success Proper management can only be attained through knowing what affects job satisfaction.

Literature Review

Spector (1997) in his study have listed three important features of job satisfaction. First, organizations should be guided by human values. Such organizations will be oriented towards treating workers fairly and with respect. In such cases the assesment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees. Second, the behaviour of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business. From this it can be concluded that job satisfaction will result in positive behaviour and vice versa, dissatisfaction from the work will result in negative behaviour of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

Mullins (1999) highlights the factors influencing job satisfaction of workers as follows: - Individual factors such as personality, education, intelligence/ abilities, age, marital status, orientation to work and so on. Social factors such as relationship with co-workers, group working and norms, opportunities for interaction and informal organization. Cultural factors such as underlying attitudes, beliefs and values. Organizational factors such as nature and size, formal structure, personnel policies and procedures, employee relations, nature of work, technology and work organization, supervision and styles of leadership, management systems and working conditions Environmental factors such as economic, social, technical and governmental influences.

According to a report from the Harvard Professional Group (2005) organizations that aspire to creating a work environment that enhances job satisfaction need to incorporate the following: Flexible work arrangements, possibly including telecommuting Training and other professional growth opportunities Interesting work that offers variety and challenge and allows the worker opportunities to "put his or her signature" on the finished product Opportunities to use one's talents and to be creative Opportunities to take responsibility and direct one's own work A stable, secure work environment that includes job security/continuity An environment in which workers are supported by an accessible supervisor who provides timely feedback as well as congenial team members Flexible benefits, such as child-care and exercise facilities Up-to-datetechnology Competitive salary and opportunities for promotion.

Kian, Rajah and Yusoff (2014) undertook a study on Motivation and Job Satisfaction . Both these two factors have been studied largely by organizational behaviourist and have proven to be the main contributor towards effectiveness and efficiency of business organizations. Although most of empirical researches have concluded their finding with positive relationships between Motivation and Job Satisfaction, as well as complement relationship between Motivation and Job Satisfaction towards other organizational variables. They have concluded that although theories of motivation have shown a positive relationship between Job satisfaction and Motivation and a close set of factors influence both the variables but both should be treated separately so that more areas and factors will be identified.

Scheers and Botha (2014) aimed to analyse the perceptions of job satisfaction levels at grocery retailers in South Africa and establish whether there is a relationship between job satisfaction and motivation of retail employees at grocery retailers in Pretoria, South Africa. Information was collected from 157 employees and 1600 customers. Data was collected through questionnaires and show that productivity and profitability are good measures of employee satisfaction. The study also found out a positive correlation between employee motivation and job satisfaction. The correlation is stronger with older and more experienced employees. The study couldn't find out the perception of motivation and job satisfaction between gender.

Saibou (2010) in his study refers to how job characteristics, work environment, pay satisfaction, and advancement opportunities influence employee's job satisfaction. Data was collected from 203 respondents of public sector organization through questionnaire method. The study results showed that job clarity, effective communications with management, a participatory management approach, organizational support of career development, opportunities for advancement, and family-friendly policies are all significant variables affecting the job satisfaction of employees. The effect of pay satisfaction on employee job satisfaction was not significant. This study also found gender differences in factors affecting employee's job satisfaction.

Khalizani Khalid, Hanisah Mat Salim and Siew-PhaikLoke (2011),in their work aimed to examine the impacts of rewards and motivation on job satisfaction between public and private water utility organization in Malaysia using Perceived Amount of Rewards, WPI and JSS models. 689 employees from both sectors were included in this study. Regression analysis was made to test the relationship between rewards, motivation and job satisfaction, while gap analysis is done to determine the significant differences on the level of rewards, motivation and job satisfaction between both sectors. The findings of the study revealed that (1) rewards positively and significantly influence motivation; (2) motivation significantly and positively influence job satisfaction among the employees and (3) rewards also positively and significantly are related to job satisfaction. The results revealed that the organization undertaken for the study showed significantly higher on the levels of rewards, motivation and job satisfaction.

Chandrasekhar, Patwardhan and Singh (2013) have reviewed the existing literature to bring out the dimensions of motivation. Their work has further studied the different angles associated with motivation and it'spositive impact on both employee satisfaction and the quality of performance in the organization. They have derived model in the study which is further validated using statistical measures. They have concluded their work by suggesting that the organizations need to create a baselinefirst.If the motivation is provided to the employees at his right career phase it will lead to increased job performance and increase job satisfaction. The key motivation techniques that are studied such as rewards, incentives, promotion , organizational climate culture will have a strong influence on the satisfaction level of employees. A motivated employee in the middle career stage will be an asset for an organization and will be an active contributor in building a highly satisfied organizational culture.

Tahir (2000) examined the level of job satisfaction among military air traffic controller with major objectives of analysing the main factors that affect their job satisfaction and to determine the overall ranking of the factor, in term of importance and contribution to the level of job satisfaction. The study used a non-experimental and quantitative design using survey questionnaire. The independent variables based on work environment were relationship with the job, superior-subordinate relationship,relationship with peer, economic rewards, organization climate and off-the-job rewards. The demographic characteristics were also used as independent variable. The dependent variable was overall job satisfaction. Tahir found that majority (92.4%) of the air traffic controllers were satisfied with their job. Economic rewards and relationship with peer were significantly related to job satisfaction. In demographic expects, those controllers who are relatively younger, lower rank, holding junior appointments, less qualified and newer in service have low satisfaction level in their relationship with peers. Similarly, older controllers with higher rank, holding senior appointment with better qualification and longer job tenure have low satisfaction on economic rewards. He also found poor promotion prospect has contributed significantly to lower satisfaction among the air traffic controllers. Based on the results of the study, he suggested that more sports and social activities could be conducted to improve the peer relationship among the junior controller. As for the senior controllers, he suggested that RMAF should review the promotion system to enhance job satisfaction among them.

Karatepe, O.,Uludag, O.,Menevis, I.,Hadzimehmedagic,L., &Baddar, L.(2006) in their study on determining the performance predictors and their effects on Job satisfaction. Satisfaction in job is always assessed through the conditions provided by the organization in performing the job. When an individual is satisfied with the conditions provided they will be more productive and satisfied and an asset to the organization. In this study the predictors are competitiveness, self-efficacy and effort. The study revealed a stronger positive correlation between competitiveness and performance rather than effort. A stronger relationship was also found between self-efficacy and performance. Satisfaction was negatively related to the intention of leaving but not performance.

Namasivayam, K., &Zhao, X. (2007) in their study have established a hierarchical linear regression model. They have studied the role of family in job satisfaction. An experimental study was carried on taking 93 employees in a retail industry. The questionnaire mainly focussed on the non-work factors affecting satisfaction. The role of family when enters into the job role creates dissatisfaction among individuals. They investigated the relationship between work and family and social support. It was found out that work life balance creates a more satisfaction in an individual rather than work life conflict. The family and social support plays an important role in the psychological wellbeing of an individual and thus on job satisfaction.

Mazler, K., & Renzl,B. (2007) have studied the factors affecting Job Satisfaction. Their study showed an asymmetric relationship between satisfaction and individual and collective factors.The paper showed that if employees are satisfied in their job other factors like manager, colleagues, job roles are least considered. But if the employee is dissatisfied with the job then the above factors are the major contributor of dissatisfaction. The Job satisfaction is a strong predictor of employee's intention to leave the organization.Wages and salary and monetary benefits are positively related to satisfaction and so is responsibility. They concluded their paper by saying that time and maturity plays an important role in Job Satisfaction. The study was experimental in nature and had used exploratory factor analysis and regression analysis to analyse the data collected from 752 employees.

Objectives

Following are the main objectives of proposed study

- To determine the level of job satisfaction of the mall workers working in different malls in Pune city .

Hypothesis

H1:Mall workers from different age group differ in their Job Satisfaction level.

H2: Mall workers with different Education level differ in their Job Satisfaction level.

H3: Mall workers with different tenure with the mall differ in their Job Satisfaction Level.

H4: Mall workers with different marital status differ in their Job Satisfaction level.

H5: Job Satisfaction and Motivation are significantly co-related.

Research Methodology

A total of Four Thousand 4000 copies of the questionnaire were administered to the employees working in selected retail stores in Pune. The Likert scale was used in constructing the questionnaire. The questionnaire was divided into two parts, and part 'A' was on the background data of the respondents. While part “B” concerns issues of the variables under study.The scales that have been used in the questionnaire were tested to make sure that they were reliable.Job Satisfaction Scale consists of 20 items. The mean of all responses for this scale is 3.9. The high value of mean (close to 4 on 5 point scale) signifies that most of the mall workers are satisfied. However when we glance at standard deviation value, it is near to 1 (0.086) it signifies that there are significant variations on the responses recorded.The scale was found to be reliable as the Cronbach's Alpha value is more than 0 .7.Scale for work motivation consisted 8 items. The mean score for this scale is 3.9 which can be considered high on 5 point scale. Therefore it signifies that most of the mall workers are motivated. But standard deviation (0.81) suggests that responses vary widely.The scale is reliable as cronbach's alpha is .946 which is high than .7.Questions to elicit information concerning the impact of motivation on job satisfaction of retail employees were asked. The data were organized using tables and tabulations were done by counting of numbers of cases that fell into the various categories provided. Averages and percentages were used in the analysis of the data.. The statistical methods of analysis that was used for testing the hypothesis in the study are Annova and Pearson's Corelation.

Table 2 - Descriptive Statistics

Variable	Frequency	Percentage
Age		
Less Than 25 Years	503	16.8
26-35	1,148	38.2
36-45	**1,071**	**35.7**
46-60	**280**	**9.3**
Gender		
Male	1,248	41.6
Female	1754	58.4
Education		
10th	436	14.5
12th	1,086	36.2
Graduation	1,285	42.8
Post-Graduation	195	6.5
Tenure		
Less Than 1 Year	407	13.6
1-5 Years	1,545	51.5
6-10 Years	962	32.0
More Than 10 Years	88	2.9
Total	3,002	100.0

From the above table, it can be observed that only 9 percentages of total respondents belong to age group of 46-60 years. The major respondents fall in mid age category i.e. 26-45.The data also shows that more than 58% respondents were female. Almost 43% of the respondents are graduated and 36% have completed 12th Class of higher school or equivalent education. It was noted that some workers were continuing their graduation. Some of respondents were second year (graduation) students, who were working there on part time basis and some of them are full time employee also. They were working their just to finance their education and fulfill their basic needs.

Table-3 Descriptive Statistics of Job Satisfaction

Sr No	Item	N	Mean	Std. Deviation
1	I am satisfied with welfare facilities (medical,) provided by the Organization.	3,002	4.2215	0.85459
2	My Organization treats its employees better than any other Organization.	3,002	4.0886	1.05092
3	I have satisfactory relations with my supervisor.	3,002	4.0776	0.93880
4	Promotions are made on merit in this Organization.	3,002	4.0576	1.07701
5	I have full confidence in the management of this Organisation.	3,002	4.0390	1.01742
6	My job has helped me to learn more skills.	3,002	4.0333	0.94970
7	My pay is enough for providing necessary things in my life	3,002	4.0286	0.91882
8	On the whole, I am satisfied with the general supervision in my department.	3,002	3.9997	1.02176
9	Compared to the salary for similar jobs in other Organizations, my pay is better.	3,002	3.9600	1.04437
10	I have good opportunity to present my problems and views to the management	3,002	3.9007	0.85200
11	I am proud of my Organisation.	3,002	3.8934	1.15824
12	There is high team spirit in the work	3,002	3.8501	0.99692

Table-3 Descriptive Statistics of Job Satisfaction

	group.			
13	I have good prospects of advancement in my job	3,002	3.8111	1.01667
14	My supervisor takes into account my wishes and my performance	3,002	3.7515	1.00592
15	My present job is as per my ability/qualification and experience	3,002	3.7418	1.26113
Sr No	Item	N	Mean	Std. Deviation
16	My job is reasonably secure as long as I do good work.	3,002	3.6772	0.90248
17	Working conditions in this Organisation are satisfactory.	3,002	3.6659	0.84482
18	Favouritism does not have any role to play in my Organisation	3,002	3.6616	0.85233
19	I usually feel fresh at the end of the day's work.	3,002	3.6252	0.98361
20	I have been getting promotion as per my qualification and Experience.	3,002	3.5676	0.73490

Highest rating 4.22 is received for the statement "I am satisfied with welfare facilities (medical etc.) provided by the Organisation". The statement "I have been getting promotion as per my qualification and Experience." received lowest (3.57) responses. Overall all items received more than 3.5 rating which signifies that most of the workers are satisfied with their job. However it should also be observed that standard deviation for all items are high, which signifies that responses are widely distributed.

Table-4 Descriptive Statistics of Motivation

Sr No	Item	N	Mean	Std.Deviation
1	I am confident of my abilities to succeed at my work	3,002	4.0586	0.81955
2	I have a coach/ mentor who keeps me alertand motivated to my work	3,002	3.9494	0.96908
3	I do not blame others, I take responsibilityfor my part in mistakes	3,002	3.9104	0.91543

4	I arrive at the office in time and do notleave early	3,002	3.8971	0.83556
5	I participate in training to improve my ownskills and competencies	3,002	3.8091	0.93501
6	I expect more accuracy in my own work as my colleagues	3,002	3.8011	1.10741
7	The work I do is interesting	3,002	3.7505	1.03103
8	I regularly think/ worry about work issues	3,002	3.6862	1.03043

Looking at descriptive statistics of Motivation scale, it seems that almost all respondents are motivated. Highest rating for an item is 4.05 and the item which received this rating is “I am confident of my abilities to succeed at my work”. The statement “I regularly think/ worry about work issues when I am at home” received lowest rating and that too was above 3.69. For three statements out of eight statements; standard deviation is more than 1. This indicates that the responses are widely distributed around mean value of motivation.

Table- 5 Hypothesis testing

Srl No	**Hypothesis**	**P value atα=.05**	**Interpretation of Results.**
1.	H1: Mall workers from different age group differ in their Job Satisfaction level.	.000	İ OÑ Ğ QMĐÑ ĂĞ ĂČÆ 351) =29.65, p< 0.05) is greater than the critical value. (Since the p value is less than .05) therefore the null hypothesis is rejected. Therefore we accept the alternate hypothesis that “Mall workers from different age group differ in their Job Satisfaction level.”
	H2: Mall workers with different Education level differ in their Job Satisfaction level.	.000	As the significance value of F- test is less than 0.05 i.e. F value is greater than critical value of F test distribution table; null hypothesis is rejected and alternate hypothesis is accepted.

	H3: Mall workers with different tenure with the mall differ in theirJob Satisfaction Level.	.000	It is observed that significance value of F test is less than .05 at 5% alpha. Thissignifies that different groups of tenure differ in their means for job satisfaction. Therefore at 5% alpha (p<.05) null hypothesis is rejected and H3 is supported.
	H4: Mall workers with different marital status differ in their Job Satisfaction level.	.0001	P value is less than .05. Therefore Null hypothesis is rejected and alternate hypothesis is accepted.
	H5: Job Satisfaction and Motivation are significantly co-related.	.000	It can be noted that significance value(p)of F test is less than .05 at alpha 5% (p<.05).Therefore null hypothesis is rejected and alternate hypothesis "H4: Job Satisfaction and Motivation are significantly co-related." is accepted. Most of the workers are motivated at their Jobs as their mean is greater than 3.5.

Conclusion and Suggestion

The result of the statistical analysis indicates that mall workers from different age group differ in their Job Satisfaction level. But when it was further analysed as to find which groups of age are significantly differ in their means it was observed that only two out of four groups differ in their means of job satisfaction. Age groups 36-45 and 45-60 do not differ in their means. This indicates that the job satisfaction level of both the groups is almost same. From this it is interpreted that job satisfaction level after a certain age does not change as age changes. It was observed during data collection and interaction with workers that after age of 40 workers perceive that they may not get job elsewhere because of their age. As most of the work is labor work for these people Management also do not prefer high age group workers for these types of works. Therefore these age group workers also felt a little insecurity with their job. Therefore as long as they are in service with the mall they fill contented. Because of this their Job Satisfaction level was thought to remain same after certain age in the industry. The second hypothesis which assumes that there is significant difference in the means of Job Satisfaction of workers with different educational qualification is supported by statistical test. Out of four groups of different education qualification all groups differs in their job satisfaction's means. Result indicated significant negative relationship with job satisfaction. When researcher was discussing with Human Resource Department of different malls it was realized that most of the youngsters particularly of age group below 25 years work on part time basis. Some of workers from this age group work on full time basis as well. Further probing made it clear that most of these workers are taking up their graduation programme.

They work in malls only to support their educations and basic needs. They might have different career plans after completing their graduation programme.Their purpose of current employment is for short period of time. And because of this most of malls management and big shops are reluctant to employ such workers. This is the reason why most of the malls' workers are above 25 years of ages. It is observed that when young workers complete their graduation they leave their job in the mall and join some other industry or the same industry but at one grade above their worker designation. Graduated people keep on searching better opportunity in terms of higher designation. Till they get such opportunity they stay in their current job. However they start filling that they deserve some good designations such as supervisor, cashier for instance. The minimum rating for the statement “I have been getting promotion as per my qualification and Experience. “on Job satisfaction scale indicated the same thing. This is the reason that educational qualification is negatively related with job satisfaction for mall workers.

The results of statistical tests indicate that tenure of the worker is also significantly related with the job satisfaction. This can be attributed to the fact that facilities and welfare practices being employed for on pay roll workers only and not for new joiners. There is no discrimination in most of the malls with respect to facilities like tea, break-fast and medical facilities for the workers and their families and their tenure with the organization. But some facilities such as Medical facilities, Provident Funds, advance salaries etc. are only for permanent workers. To the surprise most of the workers from different malls with different tenures reported that they have good relationships with their immediate bosses. Most of the employees also perceive fairness in their promotions and increments.Most of the workers also feel that their opinion and performance count. However because of few facilities to new joiners make them less satisfied than others.

Surprisingly marital status also had an impact on Job Satisfaction level of mall workers. Further it was supported by results that Married workers are more satisfied with their jobs than unmarried. This can be attributed to the stability of life of workers. Data shows that 40% of Married workers have already completed 5 years at particular mall. That means they must be getting benefits of permanent employee. Whereas very few of unmarried workers are permanent in the malls. That may be the reason for their higher satisfaction that unmarried workers.

Correlation analysis between Motivation and Job Satisfaction indicates that both variables are strongly positively related. This finding is in line with the previous researches' findings.

Managerial Implication of the Research Findings

It was observed that in almost all mall job satisfaction surveys are not taken up on regular basis. If such surveys are conducted on regular basis they may give picture of satisfaction level and some corrective measure may be implemented in case job satisfaction is low than desired value.

From data analysis it is found that Youngsters with good educational backgrounds seek some more challenging job and higher designation than the current one. Their aspirations are higher than the other age groups of the workers. Therefore to retain such work force management must provide them some challenging job compared to their manual work. This may increase their moral and keep them for longer time with the organization. Therefore one has to pay attention to career planning of young workers at the organization to keep them with organization. To make this happen organisations should set policies for career advancement policies for such employees.

In current scenario workers who complete their graduation wish to get new challenging job. But their current experience doesn't help them in getting new job role. Therefore they find themselves stuck in their current job. Those who are studying while working should be encouraged by the organization by providing some financial incentives. By doing so, management will uplift the moral of the workers. This may result in Organisational Commitment by those employees and possibilities of remaining with the organization for longer duration will increase. Keeping such motivated young employees for longer duration improve organizational performance. To fulfill their aspiration of getting new job role with new challenges Personal Interviews or Technical Tests may be taken to promote workers to higher designation. Before doing so training may also be provided.

Job Satisfaction is considered as driver for the motivation. As long as workers are satisfied with their jobs they will remain motivated. Therefore once in a year on regular basis malls' management should conduct employee satisfaction survey and investigate the levels of job satisfaction and motivation and study the variables affecting them.

Limitations and scope for future studies

Mall management allowed taking interview and responses from relatively less engaged workers. Therefore strata sampling to make all samples equally distributed on all demographics were difficult.To collect 3002 responses was a big challenge. Getting questionnaire filled in the time slot allotted by Mall management was the task. Moreover workers involvement in attending questionnaire and fill it with full attention was worrisome. Most of the workers got the feeling that the researcher and his team are management people and they are evaluating workers performance. Because of that most of the workers felt to give 4 and 5 option to all questions. When it was made clear time again then they believed that this research has nothing to do with their promotions, transfers or lay-offs. And after such clarification only authentic responses appeared.Job satisfaction is studied in isolation. Relation between job satisfaction and performance can be explored. It can be an addition to the existing literature.The current study focuses only on Mall workers. Therefore implications may be applicable to malls only. Future study may also include workers from various other service sectors so as to make regression model more generalizable for service industry.

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Employee Performance & Satisfaction through Employee Engagement

Dr. Sudhir A. Atwadkar
SNBP College of Arts Commerce Science
& Management Studies, Morwadi, Pune-18
8275001199/9860033688
sudhir.atwadkar@gmail.com

Miss Umeshwari P. Patil
SNBP College of Arts Commerce Science &
Management Studies, Morwadi, Pune-18
9604789565
umeshwari_patil@rediffmail.com

Abstract:

Employee engagement is integral to diving successful organization. Engaged employees are emotionally attached to their organization and highly involved in their job with great interest for the success of their organization. During last two decades, employee engagement becomes a very popular managerial issue. Employee engagement is very vast concept that touches almost all parts of human resource management. Employee engagement is the emotional commitment the employee has to the organization and its goals. Employee engagement is strongest predictor of positive organizational performance. This study is aims to identify the key divers of employee engagement within the Cooperative Milk industry in Kolhapur. It also studies the impact of employee engagement on job satisfaction and job performance. A survey questionnaire was developed and validated. Regression analysis was used to predict and explain the proposed relationship from different Cooperative Milk industries in Kolhapur.

Keywords: *Employee Engagement, Leadership, Organizational Justice, Job Satisfaction and Performance.*

Introduction:

To help managers, different research, scholars, consultants have been contributing lot to get the best ways to managers to improve performance. Today every organization requires more number of employees with increased technical as well as professional knowledge & skill. The skillful & knowledgeable employees cannot be managed in old philosophy. They expect autonomy, satisfaction and recognition. The knowledge workers can be managed as knowledge economy. The organizational performance is depends on the employees efficiency & productivity and efficiency & productivity is depends on ability & commitment of employees. Their ability & commitment depends on the satisfaction level. Management focus on how to keep employees engaged in their job. Every employer now realized that initiative of improvement which is taken by management cannot be fruitful without willful involvement and engagement of employee. By focusing on employee engagement organization can creates more efficient productive and effective workforce. The employee engagement is vast concept. Employee engagement is conceptualized as the individual's investment of his complete self into role. Engagement and involvement is positive attitude where an individual goes above and beyond the call of duty. As to heighten the level of ownership and to further the business interest of the organizational whole. Employee engagement is consider in term of satisfaction and performance. The present study is carried out in Cooperative Milk industry in Kolhapur.

The concept of engagement has naturally evolved from pas research on high involvement, empowerment, job motivation organizational commitment and trust. All organization thinks that their employees to be engaged in their work. As the current job market gains momentum, especially for corporate companies, it may find that employee retention with performance has become increasingly difficult. Managers have been grappling with many challenges to succeed putting their company a head of competitors. Every manager unequivocally agrees that this century demands more efficiency and productivity than any other time in history. Businesses are striving to increase their performance. TQM, BPR etc. techniques are suggested by many authors by focusing operational & process improvement and were found helpful in increase organizational performance.

This article sightsees the evolution of the concept. Secondly, confer the drivers (factors) leading to engagement. Thirdly, the impact of employee involvement and engagement on performance and job satisfaction which leads to business out comes like productivity, growth, customer satisfaction and profitability. Finally, focus on the strategies the company should use to keep employees engaged in their job.

Review of Literature:

2.1) Definition & Review:

The word engage has many meaning and it varies according to situations. It denotes the emotional state of being involved or committed. There are differences among, behavior and outcomes in term of engagement. Some authors has defines employee engagement does not mean employee happiness or satisfaction. It means emotional commitment the employee has to the organization and its goals. The International Survey Research (ISR) defines "Employee Engagement is a process by which organizations increase commitment and continuation of its employees to the achievement of superior results". Kieron Shaw (2005) highlights translating employee potential into employee performance & business success.

Robinson (2004) defines employee engagement as "a positive attitude held by the employee towards the organization & its value." Employee willingness and ability to help their company succeed largely by providing discretionary effort on a sustainable basis (Perrin's Gobal Work Force Study 2003). This study focus that engagement is influences by many factors which involves both emotional & rational factors relating to work & work experience. Employee engagement to a positive employee's emotional attachment and commitment (Dernovsek 2008). An engaged employee is aware of business context and work with colleagues to improve performance within the job for the benefits of the organization.

Engagement is about passion and commitment the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to employer (Macey & Schinder, 2008). The full engagement equation is obtained by getting maximum job satisfaction and maximum contribution. Stephen Young distinguishes between job satisfaction & engagement contending that only engagement (not satisfaction) is the strongest predicator of organizational performance (Human Resource, 2017).

2.2) Importance of Engagement:

Any organization capacity to perform is closely related with the employee to perform is closely related with the employee ability to achieve high performance and better business outcomes. Employee engagement leads to various advantages to organization; it builds passion, commitment and discipline with organization strategies and goals. It helps to build up trust and long association with organization. It generates sense of devotion and makes effective brand ambassadors to employee, which helps business growth & performance in a competitive environment.

Engaged employees leads to higher service, quality and productivity, which leads to high customer satisfaction which leads to increase the sales, which leads to higher level of profit growth. Engagement is important for managers to cultivate give that disengagement is central to the problem of workers, lack of commitment and motivation. The research using different resources of engagement has linked it to such variables as employee turnover, customer satisfaction, loyalty, safety and to lesser degree productivity and growth of sales & profit.

2.3) Divers of Employee Engagement:

There are crucial drivers that lead to employee engagement which are common in most business organizations. However, the components and the relative strength of each driver are likely to be depending on the nature, type, sector of organization and demographic variations in the region. This study attempts to identify the main drivers of employee engagement within the Kolhapur in Cooperative Milk industry context.

I) Policies and Procedures: To create a culture of engagement at workplace, HR systems need to work hand in hand with other managerial practices when dealing with employee. The hiring process involves dealing with employees starting from the selection process to the end of the contract, by maximizing the person-job fit which is important for further employee engagement. Work Life Balance in its broadest sense is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Performance management that sets meaningful goals and builds employer-employee trust acts as a holistic measure that enhances employee engagement. Also, encouraging employee health and safety programs can maximize employees' wellbeing physically and mentally, which accordingly reinforces employee engagement. Said programs include employee assistance programs for alcohol and drug addiction, wellness screenings, stress management training, counseling and safety training.

ii) Training and development: This variable is consistent with the scope of job resources as proposed in Job Demands - Resources. It bears dual importance to ambitious employees. Training, development and learning can be looked at as an n intrinsic motivator that supports employees' growth and enhances individual development plans by fulfilling basic human needs such as needs for autonomy, relatedness, and competence. It can also be perceived as an extrinsic motivator, because it provides employees with tools and resources, as knowledge, skills and competencies that are applied on the job and are imperative for employees' goal achievement and career growth opportunities. Job resources motivate them to dedicate more energy and time in their work.

iii) Appraisal & Motivation: Appraisal is a formal structured system of meaning and evaluating an employee's job related behaviour and out come to discover how and why the employee is present performing on the job and the employee can perform more effectively in the future so that employee organization and society and all benefit. Motivation is one of most frequently used words in psychology. It refers to the factor which move or activate the organism, it infer the presence of motivation when other people work towards certain goals. The person has motivated to achieve something.

iv) Leadership: Effective leadership behaviour that supports engagement reflected self-awareness, communication of information, transparency, and respectful treatment of employees and organization's standards of ethical behaviour. Leadership according to engagement literature embraces also inspirational motivation, by which leaders provide meaning and challenge to assigned employees' work; also, intellectual stimulation, whereby leaders support employees' adaptively and creativity in a blame free context. As a result, employees develop trust in their leaders and management, and accordingly reciprocate by attempting to fulfill their obligations to the organization by becoming more engaged. Trust in the leader, support and create psychological safety and free working environment.

v) Compensation and benefits: It involves both financial rewards, and non- financial benefits. The level of an employees' engagement depends on employee's attractiveness of received compensation and benefits. Employees after receipt of said rewards and recognition feel obliged to respond with higher levels of engagement. Top performing employees prefer to be distinctively rewarded and recognized for the outstanding work they do, especially when pay is related to performance. A study demonstrated that the level of rewards and recognition may be an important part of work experience and a strong predicator of engagement when performance related pay culture prevails at work. In support with the literature, the factor of rewards and recognition remains a significant predictor of engagement.

vi) Organizational justice: The term organizational justice is invented by Wendell French in 1964. It applied by organizational psychologists to refer to the just, fair and ethical manner in which organizations treat their employees. If employees perceive an organization is fair and just to them, they will reciprocate by putting more to work and by increasing their engagement, in accordance to the exchange ideology. The feeling of safety is influenced by the predictability and consistency of the fairness in assigning rewards, resources or even inflicting punishment at work. Organizational justice is concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables. It influences employees' attitude and behaviour and consequently their performance and the organization's success. Greenberg's four- factor model of justice proposed that interactional justice might actually be subdivided into two factors.

vii) Career Opportunity: Recent development in the literature on career has begun to reflect a greater global reach and acknowledgement of an international, global understanding of career. These developments have demanded a more inclusive understanding of career as it is experienced by individuals around the world. Related issues within the career literature include relationship within the career theory and convergence and practices.

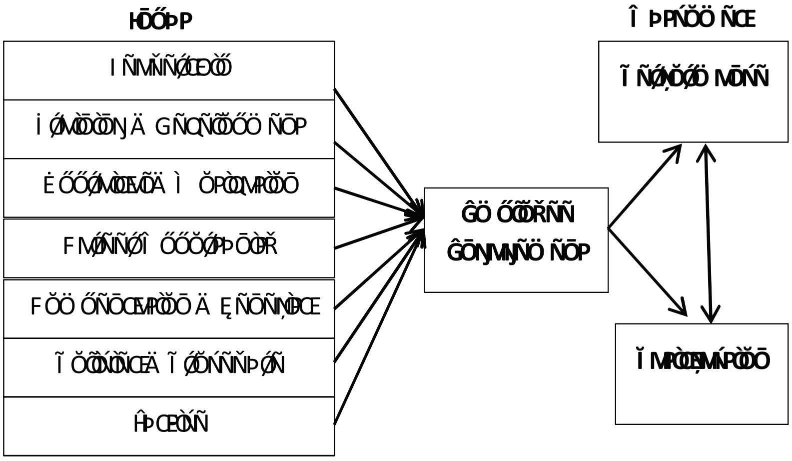
viii) Performance : The overarching purpose of this study is to provide insight into the role that engagement plays in relationships with both job performances. Here we define job performance as the aggregated financial or non-financial added value by the employees in contribution to the fulfillment both directly and indirectly to the targeted organizational goals. Studies have shown that employee engagement has a positive influence on organizational performance indicators such as: productivity, employee turnover, organizational commitment, and safety. However, not all researchers totally agreed with the idea that employee engagement motivates business success. Alternatively they supposed that there is a reverse connection between organizational performance and employees' attitudes; thus, when the organizational performance indexes are high it evokes positive attitudes among workers. Studies showed that engagement is an individual-level construct that needs to impact the employee at first, and then follows by affecting the organization at large.

ix) Satisfaction: The performance benefits accrued from increased employee satisfaction have been widely demonstrated in the academic literature. To list but a few, these include: increased commitment, performance; decreased employee turnover, decreased absenteeism. Satisfaction commits embraces a strong belief and acceptance of the goals and values of the organization; a willingness to exert considerable efforts on behalf of the organization; and a strong desire to continue working with the organization. Satisfaction construct that - employees' emotional attachment towards their organization; continuance commitment that is the recognition of costs associated with leaving the organization; and normative commitment which is the moral obligation to remain with the organization. Employee engagement has developed as a vital constructs in the organizational research on account of their positive relation with employees' behaviour, which promote organizational retention as well as performance. Nevertheless, satisfaction remains the most potential benefit for an organization, as it directly influences how employees perform their jobs and reciprocate with engagement in supportive working environment.

Therefore, the **hypotheses** was developed as follows -

1) There is association between leadership and employee engagement.
2) There is association between the training & development and employee engagement.
3) There is association between appraisal & motivation and employee engagement.
4) There is association between career opportunity & employee engagement.
5) There is association between compensation & Benefits and employee engagement.
6) There is association between policies & procedure and employee engagement.
7) There is association between justice & employee engagement.

2.4) Conceptual Model:



1) Methodology:

Developing and administrating a questionnaire to convenience sample of Cooperative Milk industry employees in Kolhapur to test the proposed hypotheses in model. The collected data was analyses thorough weightage method, correlation and regression analysis to assess the impact of variables on satisfaction and performance. The analysis was made by using SPSS version 17.

3.1) Sample:

Before distributing questionnaire, all participants were declared that their involvement was voluntary and secrecy was guaranteed. Total 200 respondents were included from 4 Cooperative Milk Industry working in Kolhapur district. However, incomplete responses and not answered questions etc. was eliminated and final size used for analysis is 95 percentage i.e. 190 samples. The questionnaire was included the demographic variables- Gender, Age, Education, Income, Designation and Experience. The study variables- Leadership, Training & Development, Compensation and Benefits, Organizational Justice, Employee Engagement and Performance were measured by using 5 items each whereas Policies & Producer, Career opportunity, Appraisal and motivation and Satisfaction were assessing by 6 items each. All items were assessed on a five point Likert Scale in answer ranged from 1 (Strong Disagree) to 5 (Strongly Agree).

2) Analysis & Result Discussion:

The demographic variables, the age of participants were in the range of 21 to 45 years with the mean 38 years. Compare with male & female employees, male employees were the majority in sample 74 percent. 52.5 percent of the sample has a bachelor degree whereas 35 percent of samples has post graduate. 36 percent employees worked in middle level management whereas 16 percent in senior level management. Most of the employees having experience in the range of 5 to 15 years and majority of the employee's income in the range of 15K to 25K.

To evaluate the prime variable which impacts the employee engagement the Weighted Average Method is used and calculated which showed in **Table No.1**.

Table No.1: Variables Leads to Employee Engagement

No.	Variables	Mean	Rank
1	Leadership	3.64	I
2	Training & Development	3.54	IV
3	Appraisal & Motivation	3.42	V
4	Career Opportunity	3.15	VII
5	Compensation & Benefits	3.55	III
6	Policies & Procedure	3.38	VI
7	Justice	3.57	II

The study shows that most important factor which leads the employee engagement is Leadership with 3.64 mean values. Justice is on Second rank with mean value 3.57 whereas with 3.55 mean values Compensation and Benefits is on Third position. On Fourth & Fifth rank Training and development and Appraisal and motivation with mean values 3.54 and 3.42 respective. Policies and procedure and Career opportunity are on Sixth, Seventh ranks with mean 3.38, 3.15 respectively.

5) Correlation & Regression Analysis:

Table No. 2: Reliability Statistics

Cronbach's Alpha	N of Items
.89	54

Correlation and Regression analysis is carried out by using SPSS (17.0). Through this analysis, reliability of the data, development of relationship between independent and dependent variables, validity of the model and testing of hypotheses has been carried out. The reliability measures, in term of Cronbach's alpha, reached a recommended level of 0.89 as an indicator for adequate internal consistency.

The previous results that all different organizational variables are significantly correlated with employee's engagement, which significantly correlated with performance and satisfaction. In order to examine the probability of engagement using organizational variable and probability of outcomes (satisfaction and performance), a regression analysis was conducted which results shows in Table No.3.

Table No. 3: Correlations

		1	2	3	4	5	6	7	8	9	10
1. Leadership	Pearson Correlation	1									
	Sig. (2-tailed)										
	N	190									
2. Training & Development	Pearson Correlation	.350	1								
	Sig. (2-tailed)	.086									
	N	190	190								
3. Appraisal & Motivation	Pearson Correlation	.739**	.636**	1							
	Sig. (2-tailed)	.004	.001								
	N	190	190	190							
4. Career Opportunity	Pearson Correlation	.641*	.523**	.574**	1						
	Sig. (2-tailed)	.000	.007	.001							
	N	190	190	190	190						
5. Compensation & Benefits	Pearson Correlation	.565**	.410**	.642**	.628**	1					
	Sig. (2-tailed)	.000	.042	.000	.000						
	N	190	190	190	190	190					
6. Policies & Procedure	Pearson Correlation	.692**	.631**	.349**	.788**	.514**	1				
	Sig. (2-tailed)	.000	.001	.059	.000	.000					
	N	190	190	190	190	190	190				
7. Justice	Pearson Correlation	.688*	.651**	.655**	.604**	.675*	.628**	1			
	Sig. (2-tailed)	.021	.001	.507	.004	.000	.001				
	N	190	190	190	190	190	190	190			
8. Employee Engagement	Pearson Correlation	.642**	.574	.367**	.349**	.562**	.511	.655	1		
	Sig. (2-tailed)	.004	.991	.001	.001	.000	.059	.507			
	N	190	190	190	190	190	190	190	190		
9. Satisfaction	Pearson Correlation	.701**	.812	.700**	.744**	.699**	.738**	.807**	.681**	1	
	Sig. (2-tailed)	.000	.001	.000	.000	.000	.000	.000	.000		
	N	190	190	190	190	190	190	190	190	190	
10. Performance	Pearson Correlation	.720**	.781**	.710**	.733**	.674**	.734*	.743**	.709**	.807**	1
	Sig. (2-tailed)	.000	.000	.001	.000	.000	.000	.000	.000	.000	
	N	190	190	190	190	190	190	190	190	190	190

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

It can be concluded that organizational justice has the strongest predictive power of employee engagement; it can prove 65.5% of the total variances which have proved to be significant at 1 percent level of significance. Leadership was the second important predicator of employee engagement. It can clarify 64.2% of its total variances. Third predicator was training and development explains with 57.4% of its total variances. Compensation and benefits appear on Fourth position with 56.2% whereas policies and procedure has on Fifth place with 51.1% of its total variances. Finally appraisal and motivation and career opportunity seems to have close predictive power of 36.7% and 34.9% of its total variances. In addition, employee engagement appears better predicator for satisfaction, where it can express 68.1% of its total variances whereas performance explains 70.9% of its total variances. It also indicates that there is strongest association between satisfaction and performance which have proved by 80.8% of its total variances.

Table No. 4 : Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.926[a]	.877	.842	2.004	.032	6.293	1	12	.181	2.389

a. Predictors: (Constant): Leadership, Training & Development , Health & Safety, Appraisal & Motivation, Career Opportunity, Compensation & Benefit, Policies & Procedure , Justice.

b. Dependent: Employee engagement

Through the regression analysis total 84.2 percent employee engagement (outcomes) depends upon the independent variables i.e. justice, leadership, training and development, compensation, policies and procedure, appraisal and motivation and career opportunity which shows in Table No.4

Table No.5 : Coefficient[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	**Leadership**	.030	.103	.570	.288	.777
	Training & Development	.323	.163	.498	1.984	.064
	Appraisal & Motivation	.336	.190	.384	1.773	.094
	Career Opportunity	.270	.114	.378	2.377	.030
	Compensation & Benefits	.420	.172	.606	1.279	.218
	Polices & Procedure	.992	.151	.421	6.551	.000
	Justice	.421	.138	.689	2.112	.042

a. Dependent Variable: Employee engagement

Leadership has strong association with employee engagement which indicates by 57% if effective leadership behaviour that supports engagement reflected self-awareness, transparency, and organization's standards of ethical behaviour. The analysis shows that hypothesis-1 stands true. **Training and development** associate with employee engagement by 49.8% if consistent with the scope of job resources as proposed in Job Demands - Resources. It provides employees with tools and resources, as knowledge, skills and competencies. This result shows Hypothesis 2 stands true. **Appraisal and motivation** have relation with employee engagement by 38.4%. This result shows that Hypothesis 3 holds true. Employee engagement and **Career opportunity** have association by 37.8%. This study indicates that Hypothesis 4 stands true. **Compensation and benefits** have strong relation with employee engagement which indicates by 60.6% if it involves both financial rewards, and non- financial benefits. It indicates that Hypothesis 5 stands true. **Policies and procedure** have association with employee engagement which shown by 42.1% if it create a culture of engagement at workplace, HR systems need to work hand in hand with other managerial practices when dealing with employee. It indicates that Hypothesis 6 stands true. **Justice** has strong association with employee engagement by 68.9% if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables. The analysis shows that Hypothesis 7 stands true.

6) Result Discussion:

This study focuses the significance of employee engagement and classifies the key divers that have significant impact on it. It also shows that employee engagement arbitrates the relationship between independent variables and dependent outcomes within the Cooperative Milk industry in Kolhapur district. Therefore the association between engagement, satisfaction and performance is reliable with engagement variables and concern models.

Regression analysis indicates that justice has the highest predictive power (65.5%) and leadership (64.2%) is second highest predictor of employee engagement amongst the researched sample of Cooperative Milk industry in Kolhapur district. The culture of Kolhapur district is different than the other district of Maharashtra, has been characterized by social democracy. Peoples are having duel income mainly on agriculture and service. Employee perceive that life is built around a group, and way in which the justice and leader relates to the group is important. The social exchange theory argues that relationship at work evolve over time into trusting, loyal and commitment as long as all parties involved take by mutuality rules. Empirical leadership research has provided evidence that a positive relation exists between effective leader behaviour and followers' attitude and behaviour related with engagement. It supported the existence of a positive relationship between effective leadership vision and employees in performing their jobs. Training and development (57.4%) and compensation and benefits (56.2%) ranked the third and four predicator of employee engagement. Followed by on fifth and sixth rank were policies and procedure and appraisal and motivation with 51.1% and 36.7% respectively. Career opportunities scored the least predicative factor influences employee engagement (34.9%). In addition employee engagement has a strong impact on satisfaction (68.1%) and performance (70.9%). Also it proves that a satisfied employees are more productive with score 80.7%.

These results are in mark with some issues of work policies and procedure and lack of practices and the working environment in Cooperative Milk industry in Kolhapur. Some of issues are – selection and recruitment of employees, low level of pay scale, performance values, proper training and development programs as well as facilities.

1) Conclusion:

The literatures indicate that employee engagement is closely related linked with organizational performance. There is a need for academia to investigate the new philosophy and come up with clear concept and dimensions that well be used for measuring employee engagement justifying the importance of engagement. There is no generally accepted definition for employee engagement. However, there is growing consent among the authors that the construct is distinguishable form related concepts in management – employee commitment, job satisfaction and organizational behaviour. Employee engagement is a positive attitude held by employees towards the organization and its working environment. Results of various researches suggest their own strategies in order to keep employees engaged. Employee engagement is divers' performance by retention, loyalty, safety and ultimate profitability. Therefore, today organizations should actively look forward to satisfy the expectations of employees and create an impact on the performance of employees, which helps to improve the organizational performance in competitive business environment. In this article some of strategies were suggested – two way communication, appropriate training program, opportunities for development to keep employees, feedback system, incentive programs and socio-corporate culture. Engaged employees care about their organization and work to contribute towards its success.

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A Study of Marketing Strategies of Indian Automobile Companies

Prof.Gururaj Dangare
Prof.Pallavi chugh
Patibha Institute of Business Management, Chinchwad, Pune

Abstract
In early years the Indian automobile Industry faced several challenges and road blocks to growth because in those days automobile manufacturing was subject to restrictive tariff structure, strict licensing and limited avenues for expansion. Due to lack of competition initially the prices of cars were extremely high. And the customers had to wait for a long period of time for car. This paper aims to review the progress of Indian Automobile Sector and to study the marketing or promotional strategies used by different automobile companies.

Keywords*- Marketing, Automobile sector.*

INTRODUCTION

The automobile manufacturing industry in India dates back to 1948. At that time there were just three companies manufacturing passenger cars i.e. Premier Automobiles in Mumbai, Hindustan Motors (HM) in Kolkata & Standard Motors several challenges and road blocks to growth because in those days automobile manufacturing was subject to restrictive tariff structure, strict licensing and limited avenues for expansion. Due to lack of competition initially the prices of cars were extremely high. And the customers had to wait for a long period of time for car. Before Independence India was considered as a market for imported vehicles. In the 1950s the arrival of Tata Motors, Mahindra & Mahindra & Bajaj Auto led to steadily increasing vehicle production in India. In 1953 the government of India and the private sector launched efforts to create an automotive component manufacturing industry to supply to the automobile industry. By the end of 1970s, significant changes in the automobile industry were witnessed. After 1970 the automobile industry started to grow, but that growth was mainly driven by scooters, tractors and commercial vehicles. In 1983, the government of India made a tie-up with Suzuki Motor Corporation of Japan to manufacture low-cost cars in India. The Maruti 800 which is still known rolled out the factory of Maruti Udyog Limited in December 1983 and changed not just India's automobile industry but also the way people commuted and travelled. In 1990s through liberalization initiatives India opened its gates for all the countries and in 1993, the government followed up its liberalization measures with Indian automobile market has a mix of large domestic automobile players like Tata Motors, Mahindra & Mahindra, Bajaj, Hero Motocorp, Ashok Leyland and major international giants including Suzuki, Honda, BMW, Audi, Daimler Chrysler, Volvo, Hyundai, Toyota, Nissan, General Motors and Ford etc.

Objectives of the study:

- To Review the progress of Indian Automobile Sector
- To look into and evaluate the trend of key players of the automobile in industry
- To study the marketing or promotional strategies used by different automobile companies.

Scope of the study:

The study aims at studying the marketing and promotional strategies used by different automobile companies and its effect on their sale volume and improvement in the brand image of the company. In this project we have studied various strategies used by automobile companies to improve their sale as well as to improve their brand image.

Brand Positioning is the most vital concept in a brand's strategy. Brand Positioning is also linked with managing a brand's meaning. Today several brands of cars are positioning themselves on the features like Price, Comfort dimensions, Safety, Mileage etc. Currently Maruti Suzuki followed a very effective multi-segmentation strategy to grab the different segments of the market with different versions of its brands. About brand positioning Mayank Pareek says that, Maruti Suzuki believe in research and before launching a product the Maruti team does an extensive research on the needs of the customer. Maruti try to understand the customer's demography and psychology to position a brand. Also the company follows the suggestions made by existing customers.

Every company is it a big or small needs an innovative promotional strategy because promotional campaigns tend to have a huge effect on the reception of the product. Maruti Suzuki India Ltd has a formidable line-up of vehicles in its stable and has been quite aggressive about promoting each of its automobile brands. With an intention to face with cutthroat competition and due to declining market shares, in 2000 Maruti Suzuki cut the prices of few models like Wagon R, Omni and Maruti 800 because Maruti knew very well that the Indian consumer is Jan 2002 to attract the customers, Maruti decided that some of its corporate assets in Delhi including Maruti's manufacturing plant and children's park should be promoted. With an intention to promote road safety and efficient driving the company held _carnivals' periodically at IDTR. In 2003, to attract the customers Maruti Suzuki launched attractive campaign like ―Change Your Life‖. The company also offered vehicle insurance for One rupee only. In this campaign the customers were asked to write down the chassis and engine number of their vehicles on the entry form and had to answer the question. In this contest the winners were chosen by a draw of lots and were entitled to gifts worth Rs.50 million. In 2004, Maruti introduced the _2599' offer under which by paying an EMI of Rs. 2599 for seven years after a down payment of Rs.40000, a consumer could buy a Maruti 800. In 2004 Maruti introduced the _Teacher Plus' scheme, in a tie up with SBI. In this scheme the bank offered reduced rates of interest for teachers who were interested in buying a new car. Rural India is a fast emerging as a focus area in the country's economy. Maruti knew that there is a great potential in rural markets & in rural markets, the endorsements of opinion makers takes precedence over an informed objective Judgment. Considering this fact, Maruti Suzuki launched a panchayat scheme for government instititutions, rural bank officers where in an extra discount is given to make a sell. As a part of customer engaging strategy and to attract the potential customers Maruti organized various melas wherein local flavor is added by organizing traditional social activities like Gramin Mahotsava are conducted round the year. As a part of promotional approach Maruti Suzuki promoted Swift Dance India Dance. The modern Ford India began production in 1998, although the roots trace back to 1907 when the Model A was launched. Its manufacturing facilities are in Maraimalai Nagar near Chennai. Ford India began production in 1926, but was shut down in 1954. Production began again with the joint venture Mahindra Ford India, Limited (MIFL) in 1995, a 50-50 venture with Mahindra & Mahindra Limited. Ford increased its interest to 72% in 1998 and renamed the company Ford India Limited.

The first model was the Ford Escort, which was later replaced by locally produced Ford Ikon in 2001. It has since added Fusion, Fiesta, Mondeo, Endeavour and Endeavour Thunder+ to its product line.

1. Promotions of product directly by the manufacturer.
2. Promotions at dealer level.

In the first step the products of vehicles manufactured by the Ford Automotives are directly promoted by the manufacturer by himself. He follows many promotional strategies like

1. Advertising through television and newspaper
2. Internet or interactive marketing.
3. Direct marketing.

In the second step the dealer of the vehicles promotes the vehicles. The various promotional strategies followed by the dealers are

1. Advertising though news papers, radios, palm plates. In this all the features of the product and its prices are given in detail to the customer.
2. By Hoardings, the promotion about the product and its features.

Hoardings:

A heavy picture of the product which comprises of its attributes and special features are displayed on the roadsides in the form of hoardings. It is a bit expensive strategy but attracts many people who pass by that roadside. afford their time in reading newspapers and watching televisions. While travelling from their home to office, moving on their business activities they may watch these hoardings. These hoarding are especially setup at the road signal stops.

Maintaining Data Bank:

In this the dealer collects personal/bio-data (address and contact number) of many people from various organizations and different sector who are ready to buy the vehicles and who change the vehicles regularly.

These people are met-in person or contacted through their contact number. The various new features and new offers regarding the vehicles are advocated to them and are given discounts on group purchase of vehicles, i.e. if 5 or more friends in the group purchase the cars at a time then they are given special discounts on the vehicles.

Free Insurance

The dealers of Ford may give a special offer of free insurance on the purchase of each vehicle to its new customers.

Relationship Marketing

Fortune Ford pays a special attention towards its old customers. To retain the old and existing customers it conducts a corporate meet at a luxurious hotel. The also service feedback.

In this way it maintains an effective relationship with the customers and gains the reputation and goodwill in the minds of the customers.

Sales Promotion:

The sales promotion is done by ford at three levels:

1. Showroom Sales: In this the customers walk in to the showrooms to know about the details of the product. Specially trained sales executives who are present in the showrooms give a detailed explanation about the product to the customers. Sales executives give a detailed note on the products features, various offers given by the manufacturer and also by the dealer to the customer and enhance the sales of the vehicles.
2. Corporate sales: A special team of sales executives are sent to some big corporate sectors and there they personally meet the heads of the organizations like C.E.O‟s, Managers, etc., and explain about the vehicles and the offers and special schemes provided by the dealer to them on bulk purchase of the vehicles and try to promote the sales of the vehicles. working people and try to demonstrate the product features and its benefits and try to promote the product and increase its sales.

Conducting Customer Delight Program:

This is a unique program conducted by the dealers of Ford. This is a program conducted to retain the old customers of the Ford. The old customers of Ford are meeting personally and they are requested to give their feedback by filling in the questionnaire which is specially prepared for them. In this questionnaire their problems regarding the vehicle and also their post sale service experience are taken. If there exists any problem, then the Fortune Ford service men try to resolve the problems of their customers as soon as possible and makes the customer satisfied. This is a technique to attract the new customers by satisfying the old customers and gaining goodwill in the market.

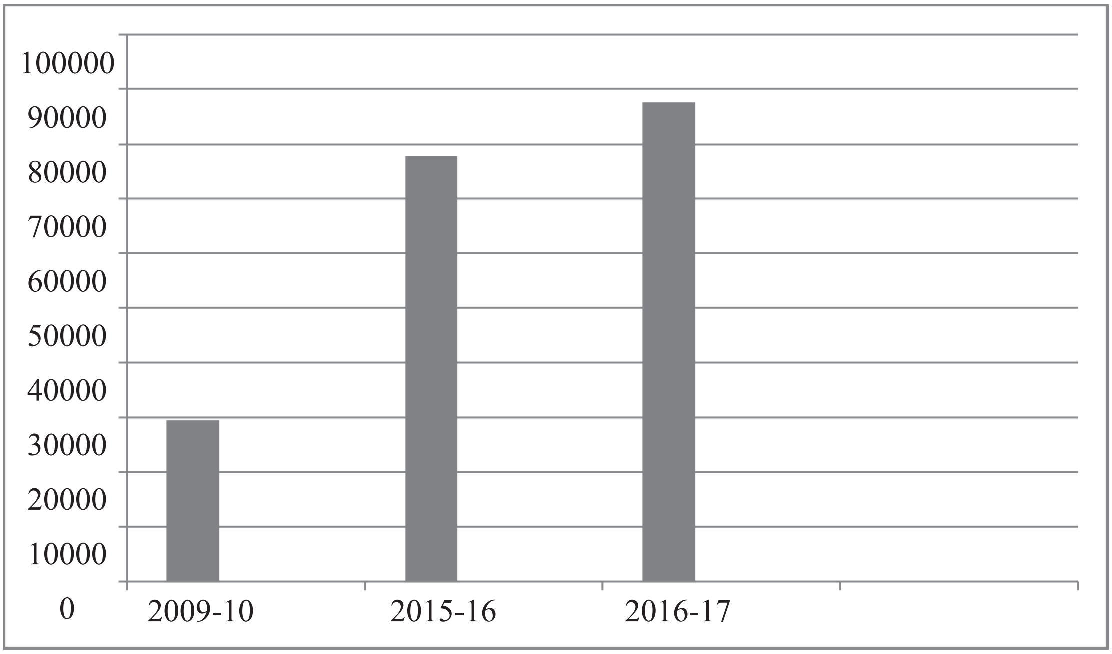
Extended Warranty:

The dealers of Ford Fiesta give an extended warranty to its customers where there will be extended time duration in the warranty.

the sales numbers of the automobile companies before and after the promotional strategies.

Following data shows that there is a difference in sales volume before and after the promotions:

Ford India:



Ford India 2009-10 sale was recorded as 29488 as against the sale of 87587 in 2016-17. There is a huge difference in sales figures of Ford India from 2009 to 2017. All this happens because of their marking and promotional strategies only.\

Maruti Suzuki India: (Sales Fig. in Lakhs)

of 15.68 Lakhs in 2016-17. There is a huge difference in sales figures of Ford India from 2014-15 to 2016-17. All this happens because of their marking and promotional strategies only.

Conclusion

Automobile market today is very dynamic & competitive with a range of players and products. There are many reasons for the impressive growth of the Indian passenger car Industry. Some of these are easy availability of vehicle finance, attractive rate of interest and convenient instalments. In today's cutthroat competition it is very difficult to survive. Stiff competition has forced manufacturers to be innovative and responsive to customer demands and needs. Maruti Suzuki India Limited is a leading company in Indian Automobile sector which occupies prominent place due to its innovative strategic marketing, promotional, Brand positioning, advertising strategies. In today's scenario the success of company lies in structuring and restructuring the marketing strategies and continuous innovation of product and service.

Following parameters are important to attract the customers:

1. Advertising, Publicity, Personal Selling, Sales Promotion and Internet Marketing are the most important medium of promotion for cars.
2. Television is the most important medium of advertising and promoting followed by magazines, newspaper, hoardings and radio.
3. Choosing a brand ambassador is beneficial for the promotion of a car.
4. Customers look for various offers while buying a car, for example, free insurance, special discounts on sale, extending service period, finance availability at 0 %, etc.

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BRAND PREFERENCE OF SMART PHONES OF COLLEGE STUDENTS – A STUDY

Dr. Santosh M. Shinde,
Assistant Professor, MBA Department,
Pimpri Chinchwad College of
Engineering, Pune.
Email: santosh_shinde1979@yahoo.co.in.

Prof. Sanjay S. Gaikwad,
Assistant Professor, MBA Department,
Pimpri Chinchwad College of
Engineering, Pune.
Email: sanj_gaikwad@yahoo.co.in

Mr. Amit Dandhale,
Student, MBA Department,
Pimpri Chinchwad College of
Engineering, Pune.

Abstract:
Businesses are now focused majorly on creating a sustainable competitive advantage to be able to run the show and brands are a major tool which can help them create that advantage over competition. It is therefore imperative for business owners to make their brands as enduring and profitable assets by dedicating their resources towards making their brands. Mobile phone manufacturing companies are not behind in offering different types of brands considering different market segments. In last five years there is huge change in mobile market on account of increasing use of mobile for different purposes like internet, social media, and financial transactions and so on. In India mobile companies are offering different products targeting different types of customers according to their needs. As we all are aware that India is a country of youths and mobile companies have selected this as their major chunk for the business.

Key words: *Smart phones, brand preference, students.*

1. INTRODUCTION

The proliferation of brands and their ramifications on the livelihoods of individuals have changed the way how modern-living happens in contemporary society like ours. In these competitive times a 'brand' is like a pivotal social construct. The mindshare of customers are won by organizations by effectively deploying brands and applying their brand management knowledge and techniques to differentiate between undifferentiated goods and services of similar function and making them different from competition. The power of a brand lies in what customers have learned, felt, seen, and heard about the brand over time (Keller, 2001, p. 3). With reference to retail organizations branding acts as a fence and also acts as reinforce of the competitive positions of the existing players as well as the challengers to the dominant players in a particular market (Park and Srinivasan, 1994). Adams (1995) is of the view that apart from fencing of the challengers and protection of dominancy in the market branding greatly contributes to the building of the market share of organizations.

Businesses are now focused majorly on creating a sustainable competitive advantage to be able to run the show and brands are a major tool which can help them create that advantage over competition. It is therefore imperative for business owners to make their brands as enduring and profitable assets by dedicating their resources towards making their brands. John Stuart the then chairman of Quaker Oats once said that if the company was split up, he would prefer the brand, trademark and good will and the others could take all the brick and mortar things with them. Even then he believed he would fare better than others because the material things don't take years to build but brands and the good will associated with them are hard to build and take a longer time. But it doesn't happen always that whatever the companies want to do with their brands go the same way as they want with their customers. There are situations where customers keep sticking to the brands of their choice as well as we see customers constantly switching brands (Mittal et al, 2008). Every brand in a way represents an image such as like feature or quality or the benefit that the customers seek in them and those brands which are able to create a distinct image create a positive attitude towards them which in turn leads to repeated purchase.

Never the less mobile phone manufacturing companies are not behind in offering different types of brands considering different market segments. In last five years there is huge change in mobile market on account of increasing use of mobile for different purposes like internet, social media, and financial transactions and so on. In India mobile companies are offering different products targeting different types of customers according to their needs. As we all are aware that India is a country of youths and mobile companies have selected this as their major chunk for the business.

Present study is a attempt to understand mobile preferences among college students in Pimpri Chinchwad area. Study will focus on student preferences towards different brands of smart phones available in the market. The study will also try to find out different factors which motivate students to buy specific brand.

2. REVIEW OF LITERATURE

Macro Analysis & Consumer Research Organisation, 2004. conducted a study to investigate the attitude, usage patterns, the factors that trigger for purchase and awareness with regards to the recent launches of mobile handsets in the market. The finding shows that a substantial amount has adequate exposure to technology prior to their actual purchase, there was high awareness about „new model launches‟ by various companies like Nokia, Motorola, Samsung and LG and majority of the respondent perceive a cell phone as the technology that offers convenience and make their life easier.

Chowdhury & Rahman, 2013. studied the relationship between demographic variables on the brand preference and identified the attributes that affect the choice behavior of mobile handsets as well as why the young consumers give special emphasis to some particular factors in the Chittagong metropolitan city. young respondents emphasize less importance on durability, price, others advice and opinion because of their swift switching attitude. As a whole, Samsung is competing with industry leader Nokia, Symphony, Sony Erricson and other brands grab a share of the youth market.

Gopal & Anjali & Aakanksha, 2013. studied showed that in today‟s market medium screen phone is quite popular, followed by large screen phones while the only minority of buyers go for the small screen models as evident from the survey conducted on consumers. As far as the size and weight of handsets are considered, slim handsets are leading the consumer market, followed by medium and as for the weight, light weighted phones are more popular while heavy weighted are the least while medium weighted phones still hold a ground in the market as observed from the study conducted.

Marumbwa and Thakur, 2013. conducted a study to identify brand image positively influence the consumer brand preference and increase in customer satisfaction levels would yield positive consumer brand preferences. **Rijal, 2013.** studied the criteria that student preferred on brand while purchasing a mobile phone. In a study technical criteria and economic criteria play a very important role to prefer brand and internet and friends are the main two sources from where they get information about the branded mobile phones. **Das (as cited in Sata, 2013.7** conducted an empirical research based on survey method. According to the study, a handset of reputed brand, smart appearance, and with advanced value added features, pleasure ability and usability; is the choice of young consumers; females in gender-group, post-graduates in level of education-group, students in occupational group, urban residents in the geographical area group plays most prominent role in buying decision of a mobile handset.

Singh, 2012. conducted a study to identify the customer preferences towards various mobile phone handsets in Punjab. In order to cope up with the research purpose, primary data was collected and analyzed which showed that Price Consciousness, Multimedia options, Features and Looks and Brand Image were the four factors significant in influencing the purchase behavior of mobile phones. (**Liao, Yu-Jui, 2012** investigated the determinants in smart phone purchases and identified the market segmentation of smart phone. The result of the study shows that when buying a smart phone, a consumer who considers that product design and integration of hardware and software are important and that the convenience of transferring files or media display are not important would choose Apple's iPhone.

3. RESEARCH METHODOLOGY

This descriptive research design is used for the analysis and it is essentially a fact finding approach. Present study is an attempt to describe student preferences towards mobile phones in Pimpri Chinchwad area. The study also attempt to find out different factors considered while purchasing mobile phone.

Objective of Research:-

1. To know about the student preferences towards different smart phones.
2. To identify the attributes considered by the students while buying a smart phones.
3. To know which advertisement media puts more impact on the buying decision of students.

Sampling Design:

Sample Size - 250 respondents

Sample Unit- College students (under graduate and post graduate) have been taken as sample unit.

Sampling Area – Pimpri Chinchwad area.

Sampling Technique – Convenient Sampling

Data Collection:

Primary data has been used by me in the form of Questionnaire & Observation, which are the two basic methods of collecting primary data, which suffices all research objectives.

Secondary data sources like catalogue of the company, product range book of the company & various internet sites such as motorola.com & google.com have been used.

4. DATA ANALYSIS

Table 1 shows current smart phone brands preferred by the students.

Brand	Samsung	Xiomi	Motorola	Vivo	Oppo	Others	Total
Respondents	22	45	67	26	20	70	250
%	8.8%	18%	26.8%	10.4%	8%	28%	100%

Above table shows that Motorola and Xiomo is the most preferred brand, followed by Vivo, Samsung and Oppo. Few students also preferred other brands of smart phones like Microsoft, One Plus, Apple, Lenovo, Nokia etc.

Table 2 shows that the reasons for using the current brands of smart phones.

RAM	ROM	Processor	OS	Screen Size	All	Total
25	26	16	45	52	86	250
10%	10.4%	6.4%	18%	20.8%	34.4%	100%

It is clear from the above table that most of the students using their current brands on account of all specifications, followed by Screen Size, OS, RAM, ROM and Processor respectively.

Table 3 shows mobile accessories used by the students.

Hands free	Bluetooth Head Set	USB Data Cable	SD Card	All of the above	Total
52	45	35	15	103	250
20.8%	18%	14%	6%	41.2%	100%

Mobile accessories play an important role as most students are using it for internet facility. Majority of the students are using all type of accessories of which hands free, Bluetooth head set and USB data cable are important accessories.

Table 4 shows Frequency of changing the smart phones.

S.NO	Frequency of changing the mobile phones	Number of the Respondents	Percentage of Respondents
1	Less than 1 year	35	14%
2	1-2 years	128	51..2%
3	2-4 years	57	22.8%
4	Above 4 years	30	12%
	Total	250	100%

Above table indicate that, majority of the students use their mobile for 1 to 2 years, which indicate changing preference of the students due to continuous change in technology over current model.

Table 5 shows awareness of latest Smart phones available in the market

One Plus	Tenor	Huawei	Nubia	Meizu	Other Smartphone	Total
110	30	35	25	20	30	250
44%	12%	14%	10%	8%	12%	100%

In the latest mobile brand category One Plus is most recognized brand among students, followed by Huawei and Tenor. Which indicate these brands are promoting their products in the youths by following segment marketing.

Table 6 shows important factors considered by students while purchasing smart phones

Functionality	Ease of use	Price	Service	Reviews & Recommendation	Total
90	30	60	40	30	250
36%	12%	24%	16%	12%	100%

Table 6 clearly indicate that functionality is most important factor considered by students while purchasing mobile phone, which includes RAM, Operating system, ROM, Processor and other technical specifications. Apart from functionality price plays an important role as most of the students are depending upon their parents for money. Service, Ease of use and Reviews and Recommendations from friends and relatives are also notable factors in purchasing decision.

Table 7 shows other elements considered by students

Slogan	Picture	Color	Story	Spokesperson	Music	Friends	Total
10	25	15	20	54	75	51	250
4%	10%	6%	8%	21.6%	30%	20.4%	100%

Mobile accessories play an important role as most students are using it for internet facility. Majority of the students are using all type of accessories of which hands free, Bluetooth head set and USB data cable are important accessories.

Out of other elements impress students while purchasing mobile music quality of smart phone is the most important factor followed by speaker phone quality, friends recommendation, picture quality and so on.

5. OBSERVATIONS AND SUGGESTIONS

a) Observations:

- It is observed that in the available range of smart phones are Motorola and Xiomi are the most preferred brands among college students. These brands are favorite on account of their sound quality, appearance, operating system and other technical specifications.
- Smart phone market is very dynamic as there are frequent changes in the habits of customers. This can be observed from the analysis that most of the students are changing their handsets within a period of 1 to 2 years. This is happening due to students want improvised features like picture quality, data storage, fast processing, recommendations from friends and relatives etc.
- The study shows that apart from Motorola, Xiomi, Samsung, Vivo, oppo etc there are other smart phones are also available in the market which students are not aware so much.
- The study revealed that functionality of smart phones is most common factor which is considered by college students while buying mobile. Along with this other technical aspects like RAM, ROM, Operating system etc also affect purchansing decision of students. Other elements like size, design, colour, service, picture quality, music and friends have positive impression on students.

b) Suggestions

- Companies need to understand the needs of the students and try to develop exclusive products for students and promote these products for students segment only.
- Companies required focusing on changing needs of the students and they may introduce latest technical updates in the form of operating system, data storage, camera, sound quality and accessories.
- Price of smart phone is an important element in Smart phone purchase decision, as majority of the students are dependent upon their parents. Therefore companies may think upon price revision exclusively for students.
- Students are not aware or very less aware of few companies; these companies may concentrate upon extensive promotion strategies only for students like event sponsorship, free sim card with hand set, free accessories, sweeps takes, anti-virus etc.

5. CONCLUSION

Brand attributes influence the buying decision of students. Monthly family income of students affects the duration they use their mobile brand. Brand features such as support, RAM, OS, Storage, User interface affect the preference of mobile phone brand. Both male and female users have similar mobile brand usage duration of 2 years on average.

In total, it is found that Technical Features are most considered attributes of mobile phone followed by Looks, Image & Resource, Entertainment, Basic Attributes, Storage, Display, Way Entertainment, User Friendly and Weight. Technical attributes includes Internet/GPRS, Huge Memory, Sending & receiving e-mail, Strong battery back-up, Operating System, Video-calling Facility and Multi- Window. Looks encompasses Shape, Size, Color, Touch-Screen, Screen size and Social Media Application. Image with Resource involves Dual Sim, Wi-fi. Entertainment attributes incorporates Bluetooth, MP 3 Player and Playing Games. Basic Attributes includes Communication and Design & Appearance. Storage & Display attributes contains Video-recorder, Sophisticated and Good audio-video quality. Way Entertainment attributes embraces Camera and FM-Radio. User friendly attributes includes Key Pad and as a modem.

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Employee Relations and dimensions associated with employee relations

Dr. Shraddha Purandare
Associate Professor,
Institute of future education, entrepreneurship and
leadership, Karla, Pune, India
shraddhapurandare@ifeel.edu.in

Abstract:

On a day to day basis, concept of employee relations is gaining popularity in Human Resource Management literature due to its evolution from industrial relations to employee relations. Employee relations have become a buzz word in current scenario. Due to different cultural orientations, it has become imperative to pay attention to maintaining healthy employee relations. Healthy employee relations have become a pressing need to look after to maintain organizational culture, peace and harmony.

Purpose of this research paper was to describe the concept of employee relations, its evolution and various dimensions associated with employee relations. To understand the employee relations, initially data was collected from 45 respondents from automobile industry. Reliability of the data was checked with Cronbach alpha. Factor analysis was performed to understand various dimensions of employee relations. Through factor analysis 9 dimensions of employee relations were found.

Key Words: *Industrial relations, employee relations, organizational culture,*

Introduction:

Employee relation is a critical element of people management policies that has a positive impact on Performance. Employee Relations involves the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and moral. Employee's relations can be encouraged to reduce the overall cost of the organization by involving employees and communication directly the objective of company in the recession scenario. It is Important that how HR managing the relation with employees in this scenario so that employee should feel proud and gain a sense of ownership.

Employee relations is a study of the rules, regulations and agreements by which employees are managed both as individuals and as a collective group, the priority given to the individual as opposed to the collective relationship varying from company to company depending upon the values of management. As such it is concerned with how to gain people's commitment to the achievement of an organization's business goals and objectives in a number of different situations.

Healthy Employee Relations lead to more efficient, motivated and productive employees which further lead to better performance of organization. Despite the importance of strong and healthy Employee Relations, when employee and management relations are hampered it results into employee indiscipline, employee grievances. Managing human relations has become the most difficult challenge that the managers are facing today. It is a need of an hour to build a strong Employee Relations program wherein employer will create an environment which delivers what people want today (Suzin S.Barnes).

Employee Relations is better viewed as a long term goal rather than short term, because it deals with the way the HRM treats the people in long term.

Maintaining diverse workforce and understanding their psychology has been emerged as one of the biggest challenges for managers. Failing to do so can result in high attrition rate. (CIPD- Chartered Institute of Personnel & Development Survey, UK 2005) Survey also stated,

Employee relations are concerned with how to gain people's commitment to the achievement of the organization's business goals and objectives in a number of different situations.

Objectives:

1. To find the dimensions associated with Employee Relations.
2. To understand difference between the responses of male and female employees with respect to employee relations.

Literature Review:

Industrial relations play a crucial role in establishing and maintaining industrial democracy. The establishment of good industrial relations depends on the constructive attitude on the part of both the management and the unions. The maintenance of good human relationship is the main theme of industrial relations, because in its absence the whole formation of organizational structure may crumble.

Industrial relation is an art of living together for the purpose of production, productive efficiency, human well-being and industrial progress. The existence of good human relations, organized labour movement, collective bargaining, fair dealing by management with the workers, joint consultation at all levels, etc. is necessary for the establishment and maintenance of harmonious industrial relations and for building up new attitudes and institutions.

As mentioned by Barnes, 1997, it is a need of an hour to build a strong Employee Relations program wherein employer will create an environment which delivers what people want today.

Strong employee relation depends upon healthy and safe work environment, cent percent involvement and commitment of all employees, incentives for employee motivation, and effective communication system in the organization.

Healthy employee relations lead to more efficient, motivated and productive employees who further lead to increase in sales level and ultimately increase in organizational performance. (Matley, 1999)

Most of the organizations, now a days are ensuring that their manager is trained well to look after the people in the best possible way and attend their needs on priority basis.

Due to demanding market and challenges, organizations had to leave behind their old, conservative approach towards employees because getting talented employees on board became the priority. It became the need of an hour to treat the competent, talented employees in a professional manner. As organizations became more employee centric, trade unions started losing their glamour. Employees felt, if they become the member of such associations, it would lowered their esteem.

This leads to coin the terminology of "employee relations". ER is focused on enabling the employee to contribute his best through providing him best environment, culture, facilities. ER is the primarily responsibility of superiors. If employees are happy with the employee relations policies followed in their organizations, they recommend their organization to their friends even after the separation due to personal reasons. For many employees, challenging nature of work, tough assignments, new learning opportunities, quality assurance matters a lot apart from benefits offered by the organization.

Industrial relations have come up long way since industrial revolution. Typically it has been looked up as bitter relations between management and employees trade unions, strikes and lockouts etc. People are not willing to work if industrial relations related profile been offered to them due to unexpected tensions associated with it.

Employee relations concept was coined and started strengthening its roots from 1990's. The term 'employee relations' was conceived as a replacement for the term 'industrial relations' but it's precise meaning in today's workplaces needs clarification. In 2004/5, CIPD undertook research into the changing nature of employee relations work in UK organizations, through interviews with HR and Employee Relations managers to provide a snapshot of current attitudes and practice.

Employee relations are the relations between representative management & employees, aimed towards building & maintaining commitment, morale, trust, so as to create a productive & secure workplace environment (P.N.Singh &Neeraj Kumar,2011).The emphasis of employee relations continues to shift from 'collective' institutions, such as trade unions and collective bargaining, to the relationship with individual employees. A significant shift has occurred in the employee relations environment

Harry Matlay (1999) mentioned strong Employee Relations are required for high productivity and human satisfaction. Day-to-day dealings with individuals or employee groups can cloud the ability to make fair and consistent decisions, which is the foundation of strong, positive employee relations. (Gragery Kane, 2005).

The two most important skills for managing employee relations are interpersonal communications and conflict management. Using these techniques to improve your conflict management skills will go a long way in fostering positive employee relations with a workforce. (HR Magazine 2005). Employee relations in the work place will continuously test the mental fortitude and physical endurance of managers in all industries, (Billy D. Ihrig, group director of labor and employee relations at Ryder Inc.)

Robert Thompson (2007) has mentioned that many more movement towards cooperative employee relations would take place and would be driven by technological advances, by competition at home and abroad, and to some extent by the workers themselves. According to study conducted by Stephen Holoviak & David De Cenzo (1982), following factors contribute towards effective & sound employee relations i.e. Security, Equal Treatment, Sound Leadership, Career Opportunity, and Employee Involvement. Many employees join union because they are more concern with job security.

Understanding the importance to getting at the root causes of employee relation issues will be the impetus for improved employee relations, increased credibility' with the workforce and the establishment of a positive workplace for years to come.

Research Methodology-

The study was exploratory in nature and aimed at understanding the perceptions of employees, regarding employee relations practices & various dimensions of employee relations.

The Structured questionnaire was mailed to 50 respondents. Questionnaires were received from 45 respondents. The sample comprised 56 % males & 44% females. The researcher also used in depth interviewing technique as an efficient and qualitative approach to understand the dimensions of employee relations.

Table I-Demographic Profile of the respondents

Demographic Details	**Experience**	**No. of Respondents**
Gender	Male	25
	Female	20
	Total	**45**
Experience	1-3 years	9
	3- 5 years	12
	Above 5 Years	24
	Total	**45**
Education	Graduation	30
	Post-Graduation	15
	Total	**45**

Research Instrument-

A structure questionnaire was designed comprising of 30 questions. Since there was no prior instrument available to specifically measures employee relations parameters, a new instrument was developed. Quantitative analysis was conducted with factor analysis. The measures used a five point Likert scale response format. (Ranging from1-strongly disagree to 5- strongly agree). Internal consistency of the scale was tested by computing Cronbach Alpha. The items along with their factor loadings and Cronbach's alpha values are reported in Table II. Alpha values found to be higher in each & every dimension.

To understand the dimensions related with employee relations, factor analysis was carried out.

& 9 factors were extracted using Principal component factoring.

As Table II shows, there were 9 factors formed on employee relations. Below is the list of factor labels with number of questions contributed towards the factor.

Table II: Factor Analysis

Reliability Values Scale			
Sr. No	**Factors related to Employee Relations**	**No. of questions**	**Alpha values α**
1.	Job Satisfaction	3	.785
2.	Compensation & Benefits	3	.769
3.	Career development	4	.880
4.	Communication & Feedback	4	.908
5.	Inter personal relations	4	.925
6.	Appreciation & Recognition	3	.904
7.	Team Work & Cooperation	3	.803
8.	Organizational Climate	3	0.739
9.	Employee participation	3	0.736

Hypothesis Testing:

H_1: There is a significant difference between the responses of male and female employees with regard to ER

To test t5his hypothesis, Independent Sample Test was performed.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig	T	df	Sig(2 tailed)	Mean Diff	Std. Error diff	95% Confidence Interval of the Difference	
									Lower	Upper
SUM total ER	Equal variances assumed	.044	.834	.268	44	.789	.872	3.249	-5.514	7.258
	Equal variances not assumed			.268	42.274	.789	.872	3.252	-5.521	7.264

The t value of 0.268 for the SUM of Employee Relations was found not to be significant at 0.0001 level,

Hence, we reject the hypothesis, that there is a significant difference between responses of the male and female employees.

Discussion and Conclusion:

The study revealed that there are 9 factors associated with employee relation which are as follows

- Job Satisfaction
- Compensation & Benefits
- Career development
- Communication & Feedback
- Inter personal relations
- Appreciation & Recognition
- Team Work & Cooperation
- Organizational Climate
- Employee participation

This shows that employees give importance clarity of communication and feedback given, their career progression, appreciation, job satisfaction, team work, inter personal relationship between peers, superiors and with subordinates. Interestingly organizational climate and opportunity given to employees in participation in decision making were also come up as dimensions of ER.

The gender of employees does not significantly contribute in predicting employee relations. There is no significant difference in the perception of the genders (Male & Female) in predicting the overall employee relations. Different educational qualification categories like bachelor's degree, master's degree do not play a significant role in the perception of overall employee relations.

It is important that organization should create healthy employee relations for improving overall efficiency of their employees. Irrespective of gender, employee perceives employee relations in the same manner. Hence, organization should give importance to all the dimensions of employee relations and incorporate them in their organizational culture and policies. Companies should work upon setting appropriate mechanism for handling grievances.

All organizations need to boost up the implementation of employee relations practices. Organizations which will view it as a strategic human resource practice will find higher levels of success and sustain for the future.

In today's organization, the most important property is not physical property but the intellectual property. Organization needs to build strong bonds & inter personal relationship among its employees through employee relations which would result in better performance.

It becomes necessary to have a common understanding among the HR department and the employees regarding their needs and wants, various employee relation policies so that the HR department can revise policies best suited to fulfill the expectations of the employees which would result performance.

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Customer Experience; a New Trend in Marketing Strategy

Dr. Sunil S Dhanawade
Director,
Dr.D.Y.Patil Centre for Management
& Research,Pune.

Abstract:
Customers have always been the gem in the crown of a business. Without customers, your business won't exist, but it's because of them that businesses are constantly evolving to better suit their wants & needs. In a progressively more digital world, where customers are more empowered, brand loyalty is no longer a given. With customers able and willing to switch coalitions between businesses, businesses can no longer assume they have certain "lifetime" customers. You have to stand out. Therefore, it makes sense that businesses are focusing deeply on customer experience. This research tries to explore the impact that this focus has on the bottom line. Because, while trying to perfect that customer experience, businesses have discovered a whole host of benefits that have huge financial and business impacts, making the case for that "perfect" customer experience even more worthwhile. Businesses that do not keep pace risk losing their customer base, the huge financial gains, and the competitive edge that come from a seamless customer experience. Because, let's face it, if your business doesn't take this leap, then your competitors will. Evidence is one aspect of marketing that won't change — regardless of the year. Marketing before and after digital revolutions spin around how customers see your business. Focus is crucial — and that can be a deal with. The bigger the business, the more diverse the customer base. While data is making it easier to target consumers, it's a massive undertaking to discern valuable information from the volume of data available.
Key Words: *Customer Experience, Business, Digital Revolution,*

Introduction:

Pine and Gilmore (1998 and 1999) were some of the first writers to address the notion of the customer experience (see also Carbone and Haeckel 1994 and Johnston 1999). In their paper in 1998; "Welcome to the Experience Economy" and their book the following year; The experience economy – Work is theatre and every business a stage, Pine and Gilmore observed that as services are becoming more commoditized leading - edge companies are competing on experiences. The idea of the customer experience appears to have resonated with practitioners and academics alike and many managers and service researchers now talk about the customer experience. However, research on the customer experience appears to be in its infancy, certainly compared to service related topics such as service quality and loyalty. Furthermore, the customer experience is sometimes seen only as an issue for „entertainment‟ type businesses such as theme parks (experience-centric businesses – see Zomerdijk and Voss 2010). However the literature suggests that whatever the service (or indeed product) a customer is buying or receiving, that customer will have an experience; good, bad or indifferent, i.e. a service always comes with an experience (Carbone and Haeckel 1994) and that all service encounters provide an opportunity for emotional engagement, however mundane the product or service might be (Berry and Carbone 2007, Voss and Zomerdijk 2007).

A challenge that seems to be emerging from the literature is how can business systematically engineer their customer experiences (Carbone and Haeckel 1994) in order to achieve the „triple bottom line‟ i.e. to make them not only better for the customer but also better for the organization's staff and better for its „bottom line‟ i.e. cheaper and more efficient (Bate and Robert 2007, H.M. Government 2007). This paper attempts to respond to this challenge. While there is a literature on service quality improvement focused primarily on delivering better service for the customer, the customer experience literature appears, in the main, to be limited to coverage about the nature of the experience and the provision of a number of operational tools and techniques. There appears to be a knowledge gap about how, at a more strategic level, businesses can go about improving specifically their customer experiences to try to achieve a triple bottom line. Thus the objective of this paper is to take a grounded approach to customer experience design and improvement and investigate how businesses actually go about designing and improving their customer experiences.

What is Customer Experience?

Customer experience is an area that needs constant nurturing and care and with a greater focus on customer experience strategy, companies will realize a positive impact on customer loyalty, higher retention and increased revenues.

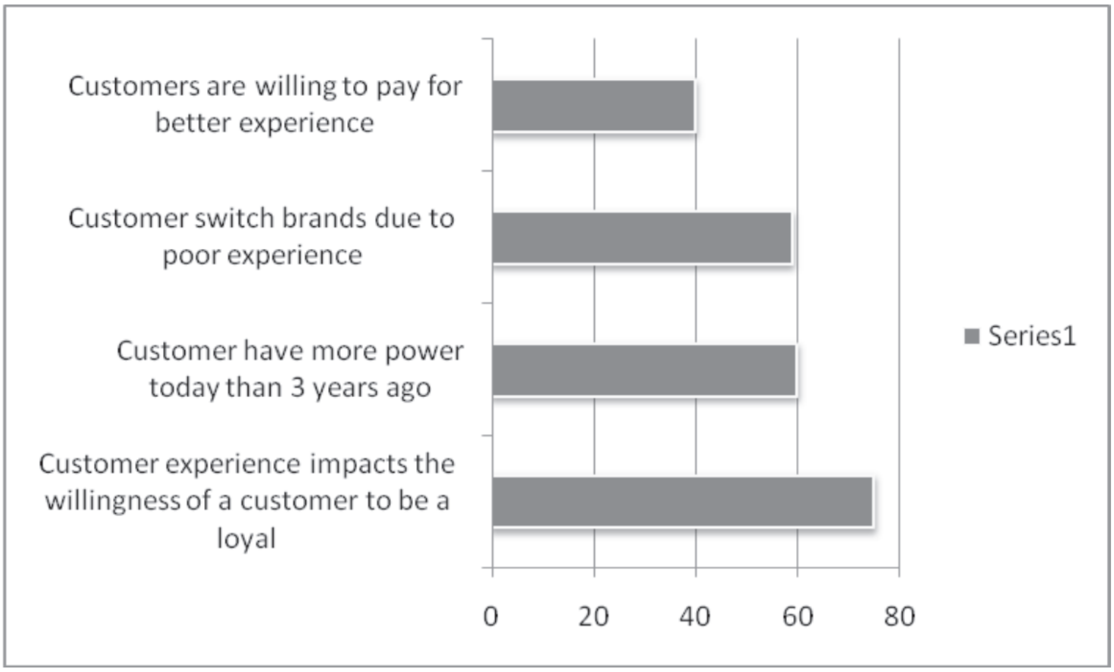
Customer experience is the heart of marketing for every industry. While it has always been a marketing focus, today's businesses — at least the successful ones — have embraced customer-centric philosophies to create effective marketing strategies and positive digital transformations.

A company's relationship with its customers is about much more than improving product ratings or decreasing wait times. Understanding the customer journey is about learning what customers experience from the moment they begin considering a purchase, and then working to make the journey toward buying a product or service as simple, clear, and efficient as possible.(McKinsey & Company)

Customer experience (CX) is defined by interactions between a customer and an business throughout their business relationship. An interaction can include awareness, discovery, cultivation, advocacy, purchases and service.

Customer experience is an integral part of Customer Relationship Management (CRM) and the reason why it's important is because a customer who has a positive experience with a business is more likely to become a repeat and loyal customer.

In fact, a study by Oracle found that 74% of senior executives believe that customer experience impacts the willingness of a customer to be a loyal advocate. And the customer experience statistics don't stop there. If you want your customers to stay loyal, you have to invest in their experience! (Steve MacDonald)



Customer Experience & Loyalty

Simply put, happy customers remain loyal.It makes sense, right? The happier you are with a brand, the longer you stay with them. And so if you treat your customers poorly and ignore their customer service emails, then they are more likely to leave. This is why companies that deliver a superior customer service and experience outperform their competition.

How is customer experience different from customer service?

In most cases, a customer's first point of contact with a company is usually through interacting with an employee (either by visiting a store or by speaking on the phone). This gives your business an opportunity to deliver excellent customer service.

However, customer service is only one aspect of the entire customer experience.

For example, if you book a vacation on the phone and the person you are speaking with is friendly and helpful, that's good customer service. Yet, if your tickets arrive early and the hotel upgrades your room, then that's a good customer experience.

That's how the two are different!

Like most things in today's market place, customer experience has changed – it's more than person-to-person service and thanks to technology, companies can connect with their customers in new and exciting ways.

For example, using CRM software, you can view customer purchase history and to predict future needs even before the customer knows they need it. Having the ability to predict a future need will let you be proactive and attentive and, it means you can do things like;

Provide related products based on purchase history

Create and deliver targeted email marketing campaigns

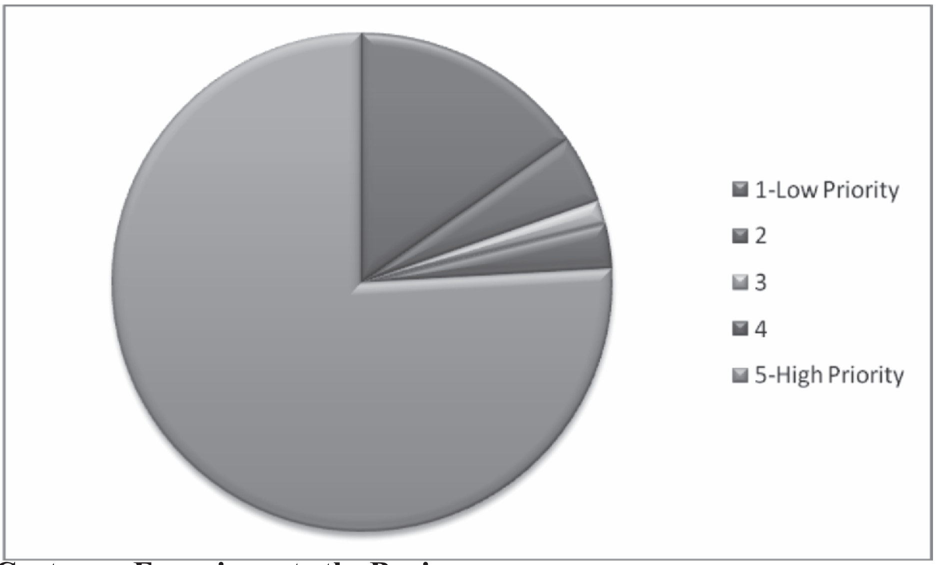
Understand the 360 degree view of the customer

Customer service is still as important as ever, it's no longer the sole focus of customer experience. Now, the customer experience brings new ways to strengthen customer relationships through technological breakthroughs.

How important is customer experience?

A business cannot exist without its customers, and this is why companies are focusing on how to win new customers and perhaps more importantly, retain existing customers.

A survey by Bloomberg Business week found that "delivering a great customer experience" has become a top strategic objective. And a recent Customer Management IQ survey found that 75% of customer management executives and leaders rated customer experience a '5' on a scale of 1-5 (5 being of the highest importance).



Importance of the Customer Experience to the Businesses

The Temkin Group's recent 2017 Customer Experience Rating study showed a severe decline in customer experience from 2015 to 2016. However, the good news is that in 2017, the number of companies that scored 'good' or 'excellent' rating increased from 18% in 2016 to to 38% in 2017 – it's highest rating since records began.

Conclusion:

Customers want perfect. They want speed. They want soft. Because of this, we live in an era where the digital customer experience is king. In a market where there are ten competitors compete for customers' awareness; you have to be the one they turn to. This focus will result in massive financial gains for organizations. A triple return on investment should be enough to drive this focus. It certainly will be for your competitors. But with only 14% ahead of the game, what can your organization do to get there first? Three actions can help to turn your business into a leader:

Investment in pioneering marketing technologies.

Investment in your people and skills.

Investment in a seamless customer experience management system that brings it all together.

These three areas will help you digitally transform to better centralize the customers' needs; understanding them through strong analytics, making them feel valued by providing personalized information (at the right place and right time) and saving them time and stress by offering a frictionless experience across devices and channels. A minimal focus on customer experience will result in competitors bypassing you, in disappointed customers, and a poor bottom line. Can your organization afford to be the one that ignores their customer experience?

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Churn Predictive Model For Insurance Sector Using 'r' Tool

Dr. Sunita D. Patil
Dean Academics,
Yashaswi group, Pune
Email : sunitadhaneshpatil@yahoo.co.in

Dr. Smita Chavan
Associate Director,
NBN Sinhgad School Of Computer Studies
Email : nbnssocs@sinhagad.edu

Abstract:
In the global era, Insurance systems rapidly a lot of tremendous development in our society. Due to the increased stress in day-to-day life, the growth of demand of insurance increased. Data mining helps insurance sectors to finding useful patterns from the customer database. Its aim is to retain valuable customers to exploit the profit of a company. Thus, purpose of the paper aims to present develop a Predictive Model using data mining 'R' tool in the Insurance Sector, how its techniques produce good results for extract information in Insurance Sector and how data mining enhance in decision making using insurance data, The conceptual paper is written based on primary data.
Keywords: *Applications, Benefits, Data mining, Insurance Sector.*

1. INTRODUCTION

Data mining is a process which finds useful pattern from large amount of data and to help the insurance firms for acquiring new customers, retaining existing customers and taking critical business decisions. The Insurance Sector is mainly dependent on customer's base. Every insurance sector is necessary to maintain effective management of customer data with the help of data mining techniques like customer demographic, transaction history etc. Data mining is help to manager and marketing professional extracting information from the database for to take decision and to predict information. In that situation, Data mining very helpful to the Insurance Sector for access the data easily.

This paper is organized as follows, first summarized role of Data Mining in Insurance Sector. Secondly, describes Data Mining Process and its trends and Challenges in Insurance Sector. Third, how data mining techniques used for Insurance Sector are summarized, finally the conclusion of the study is described.

2. LITERATURE REVIEW

Literature review was done to discover the gaps that existed between appropriate existing material and proposed study. Exploring the literature concerned with the effectiveness evaluation of Data mining to predict churn customer in insurance sector concluded the lack of available studies in this particular area of research .One reason for this is that this area of research is comparatively new. Furthermore, the majority of the studies in this domain are conducted on a micro level and related with studies from the fields of issues related to insurance sector, Data mining applications were generally in the form of reports or descriptive studies and rarely practical ones. This chapter has described the literature review of data mining application in prediction and implementation of Data mining using 'R' tool.

3. OBJECTIVES OF THE STUDY

1. To study the role of Predictive model using Data Mining R tool in Insurance Sector.
2. To develop predictive model using Data Mining R tool.
3. To explore the result of churn predictive model.

4. PREDICTIVE MODEL USING 'R' TOOL

Predictive modelling is a usually used statistical procedure to predict future behaviour. Predictive modelling solutions are a form of data-mining technology that works by analysing historical and current data and generating a model to help predict future outcomes.

4.1 Define the dependent variable

Identify the dependent variable and independent variable

The "dependent variable" represents the output or effect, or is tested to see if it is the effect. The "independent variables" represent the inputs or causes, or are tested to see if they are the cause. Regression analysis helps to understand how the value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are kept unchanged.

In this research, researcher find out dependent variable is that customer unpaid policy since last 5 years, other variables is defined independent variable. Identify the dependent variable and independent variables. Define the dependent variable and dependent variable i.e. NEW

4.1.1 How to load data in R

This code listing will load the customer history dataset

Load Data from source

Convert the categorical variables

Categorical data is the statistical data type consisting of categorical variables or of data that has been converted into that form. More specifically, categorical data may derive from observations made of qualitative data that are summarised as counts or cross tabulations, or from observations of quantitative data

4.1.2 Preparation Data

1. In this step the data format for analysis and the tool you may want use demands for
2. Initial cleaning up of data
3. Define Variables and Create Data Dictionary
4. Joining/Appending multiple datasets
5. Validation for correctness
6. Summary Reports preparation

5. LOGISTIC REGRESSION CHURN PREDICTIVE MODEL

Logistic regression is the appropriate regression analysis to conduct when the dependent variable is binary. Logistic regression is used to describe data and to explain the relationship between one dependent binary variable and one or more nominal, ordinal, interval or ratio-level independent variables.

5 .1: Logistic regression analysis

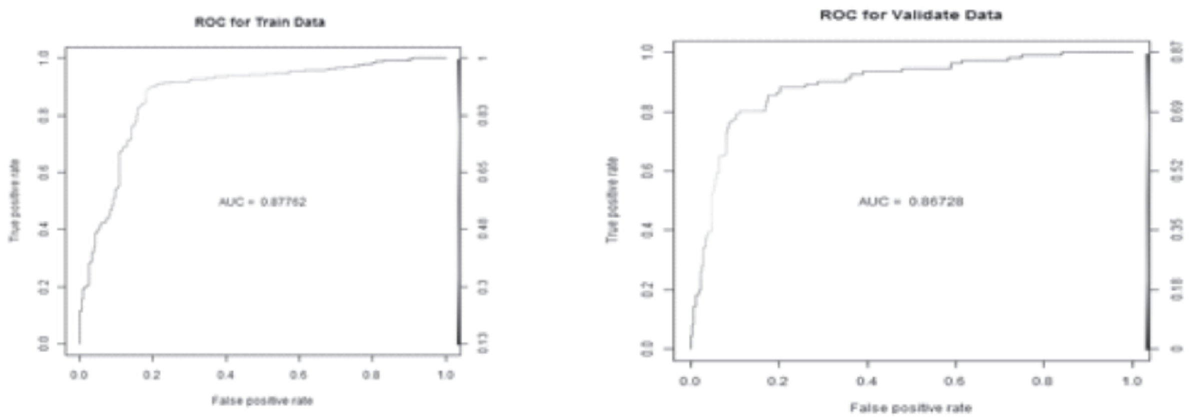
Logistic regression predictive analytics (LR PA) uses technology and statistical methods to search through huge amounts of insurance information, analysing it to predict outcomes for individual churn customer behaviour. That information can include transaction behaviour data from past outcomes as well as the latest transaction databases.

```
model<-glm ( NEW~., data=df. train, family=binomial)
```

Generalized linear model (**GLM**) –It is a flexible **generalization** of ordinary **linear regression** that allows for response variables that have error distribution **models** other than a normal distribution.

McFadden's pseudo-R squared value is 0.4 means the model has good predictive ability.

Receiver Operating Characteristic (ROC) summarizes the model's performance by evaluating the trade offs between true positive rate (sensitivity) and false positive rate(1- specificity). For plotting ROC, it is advisable to assume p > 0.5 since we are more concerned about success rate. ROC summarizes the predictive power for all possible values of p > 0.5. The area under curve (AUC), referred to as index of accuracy(A) or concordance index, is a perfect performance metric for ROC curve. Higher the area under curve, better the prediction power of the model



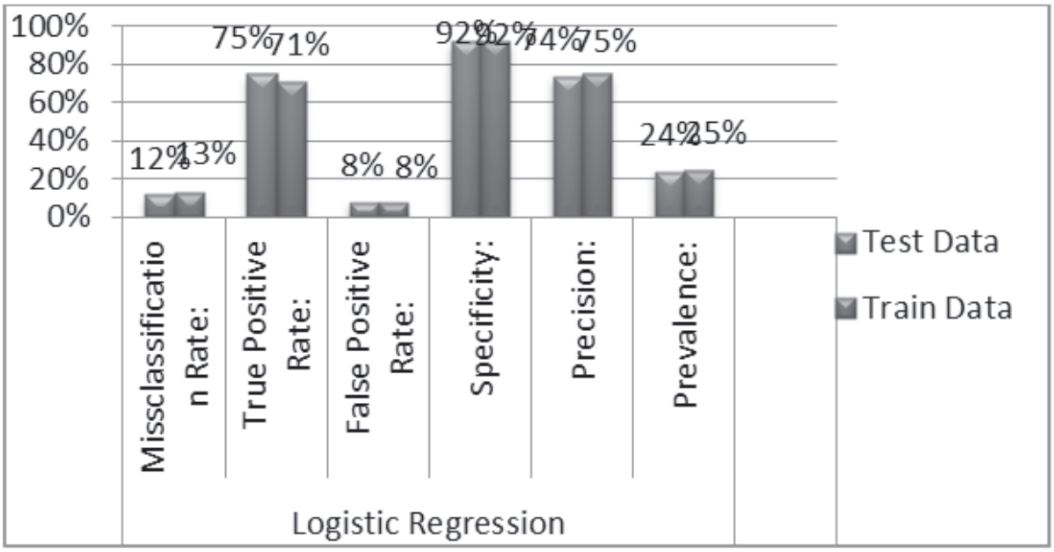
Graph No 5.1: Roc for Train data and Test data

Models		Train data	Test data
Logistic Regression	Accuracy:	88%	87%
	Miss classification Rate:	12%	13%
	True Positive Rate:	75%	71%
	False Positive Rate:	8%	8%
	Specificity:	92%	92%
	Precision:	74%	75%
	Prevalence:	24%	25%

Table No: 5.1 Result of Logistic regression model.

ROC curve shows that AUC for train data is 0.88 and for test data is 0.87. So model working good in both data sets.

Gini Coefficient for train data: 0.76 and test data: 0.74 With the choice of logistic regression, it is evident that the accuracy for this model is evaluated as 80% and error rate as 20%. The accuracy of the model can be improved with other classification models such as decision tree, and random forest with parameter tuning.



Graph No 5.2: Result of Logistic regression model

As above observation in Chart no 6.3 it has been observed highest no of specificity 92 % of test data and train data; accuracy 88% of train data and 87% of train data lowest then specificity ; precision 74% test data 75% train data and true positive rate 75% test data 71% train data almost same. prevalence 24% of test data and 25% train data; miss classification rate 12% of test data and 13% train data and false positive rate 8% of test data and 8% train data.

6. CONCLUSION

A data set for the year 2009 to 2015 of usage with 9084 customers' records of an anonymous insurance sector in India is used for demonstrating and evaluating the proposed framework. In all 22 parameters are used in order to define five categories (behavioural, dissatisfactory profitability, cross-selling, demographic) of churners. Predicting the churners throughout the study of logistic regression of this data.

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Ambush Marketing – A Catchphrase Of Today's Competitive Scenario

Dr. Hari. K
Assistant Professor,
PG Dept. of Commerce and Research Centre,
Mahatma Gandhi College, Kesavadasapuram, Kerala.

Abstract

Marketing includes advertising, selling and delivering products to people. Increased competition and media disintegration has led to companies searching for alternative media by which they are able to differentiate their offerings. Effective marketing management will use a company's resources to increase its customer base, improve customer opinions of the company's products and services, and increase the company's perceived value. The word "ambush" as used in the expression Ambush marketing, means "an attack from a hidden position". It is an emotionally-charged phrase that refers to the practice of appearing to align a brand with an event for which that brand has not paid for the right to be a sponsor. It is a newly popular marketing technique that raises awareness of a brand in covert ways. Ambush Marketing is so effective despite its ethical controversies. Some companies that are able to play their cards well will be able to utilize such a strategy without conflicting with sponsors.

Key Words: Marketing, Competition, Marketing Management, Ambush Marketing, Strategy and Sponsors.

Introduction:

Marketing is not just about advertising or sales, it is everything a company does to acquire customers and maintain a relationship with them. Even the small tasks like writing thank-you letters, playing golf with a prospective client, returning calls promptly and meeting with a past client for coffee can be thought of as marketing. The ultimate goal of marketing is to match a company's products and services to the people who need and want them, thereby ensure profitability. The activities of a company associated with buying and selling a product or service. It includes advertising, selling and delivering products to people. People who work in marketing departments of companies try to get the attention of target audiences by using slogans, packaging design, celebrity endorsements and general media exposure. The four 'Ps' of marketing are product, place, price and promotion.

Increased competition and media disintegration has lead to companies searching for alternative media by which they are able to differiate their offerings. Sponsorship is one such media. Sponsorships for companies are increasingly becoming costlier day by day; therefore the companies are ever searching alternative strategies to derive benefits of saving revenue on account of sponsorship fees and at the same time harvest benefits of the event. One such technique is Ambush Marketing.

Research Methodology

This study is based on secondary data available from books, journals, internet and company records. The study is focused on Ambush Marketing strategies followed by its impact (Pros and Cons) adopted by leading MNC's like Procter & Gamble, HUL, Jet Airways, Kingfisher Airlines, PepsiCo and Coca-Cola Ltd.

Marketing

As per American Marketing Association Board of Directors, Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. The application, tracking and review of a company's available marketing resources and activities. The scope of a business marketing management depends on the size of the business and the industry in which the business operates. Effective marketing management will use a company's resources to increase its customer base, improve customer opinions of the company's products and services, and increase the company's perceived value. Marketing management employs various tools from economics and competitive strategy to analyze the industry context in which the firm operates. These include Porter's five forces, analysis of strategic groups of competitors, value chain analysis and others.

Concept & Definition of Ambush Marketing:

The word "ambush" as used in the expression **Ambush marketing**, means "an attack from a hidden position" and is derived from the old French verb *embuschier***,** having the meaning "to attack by hiding in wood" – deployment of persons in hiding to make a surprise attack. Marketing Guru Jerry Walsh coined the term Ambush Marketing. Though, it has not really been thoroughly defined. However, the term refers to a situation where a company or brand spends billions of dollars to become the title sponsor of a major event and another rival company or brand tries to take advantage of this by cleverly connecting with the event without paying any sponsorship fee.

Ambush marketing is an emotionally-charged phrase that refers to the practice of appearing to align a brand with an event for which that brand has not paid for the right to be a sponsor. Probably this practive had existed in even before 1984, but the sheer volume of money involved and the worldwide attention given at the Olympic events have had led many to view the 1984 Olympic Games as the origin of **Ambush Marketing**.

Ambush marketing is a newly popular marketing technique that raises awareness of a brand in covert ways. In fact, the term "ambush marketing" landed sixth in the *Global Language Monitor's* "Top Words of 2010," solidifying its reputation as an emerging marketing method. Amush marketing methods come in myriad forms, but have one common element: It aligns a brand with an event or property without having paid for the right to be a sponsor.

There is a marketing terminology for such a strategy. It means that regardless of controversial the strategy may be whenever a company finds some opportunity or a potentially lethal marketing technique it won't stop from employing it even if it may get short term benefits. Most of the time the ambusher doesn't have a fixed goal or strategy on how to approach the case but they aim mainly on how to win over their competitors' campaign. For example, if you approach a convention sponsored by your competitor and you distribute freebies like T-shirts or caps to the audience. The audience would not only love to take the free stuff but also would wear them. In this way an entry would be made by you to the event. Imagine a summit organized by Google and you have 100 people wearing Yahoo T-shirts or outside an Airtel event you distribute free Sims of Vodafone to a select few. In this highly competitive world companies would resort to any idea or techniques to capture the attention of the consumer.

Yet this is what makes Ambush Marketing so effective despite its ethical controversies. Some companies that are able to play their cards well will be able to utilize such a strategy without conflicting with sponsors. As Hish said, they can "dance along the line, advertising CLOSE to your event, but not actually "at it." Take a look at Nike for example during the 2010 FIFA World Cup. The main sponsor was Adidas, yet Nike, a non-sponsor was still able to make an indirect yet significant impact on such a worldwide event through social media. In fact, various sources state that Nike was more associated to the World Cup compared to Adidas! Their "Write the Future" campaign involved major soccer players such as Cristiano Ronaldo of Portugal and Wayne Rooney of England. Evidently, the theme of their advertising video was soccer, with famous players playing for their respective countries and doing their country proud.

Common Ambush Strategies

Ambushing refers to a continuum of situations, with varying extents of legal and ethical infringement. Several common ambush strategies are:

1. Sponsor media coverage of an event

The so-called "ambusher" sponsors certain media coverage of an event and gains access to the media audience, usually much larger than the on-site audience; this exploits a perfectly legitimate sponsorship opportunity. The Fuji versus Kodak case in the 1984 Los Angeles Olympics is perhaps the most celebrated legal ambush. While Fuji was a worldwide sponsor of the Olympics, its competitor, Kodak, became "sponsor" of ABC television's broadcasts of the games and the "official film" supplier to the U.S. track team.

2. Sponsor a subcategory within an event and exploit the investment aggressively

The ambusher contracts to sponsor some lesser category within the overall event at an obviously reduced investment cost and proceeds to exploit this association with large-scale promotions. During the 1988 Olympic Games, in a rerun of the 1984 conflict, Kodak was the official worldwide sponsor, but Fuji mounted a counter campaign, deciding that its "investment would be better spent as a sponsor of the U.S. swimming team." Its strategy enabled Fuji to associate with the Olympics at reduced cost.25 The global practice of such an ambush strategy requires considerable organizational and financial investment.

3. Make a sponsorship-related contribution to the "Players' Pool"

Sports athletes, increasingly aware of their powerful bargaining position, also seek to sells specific sponsorship rights. In the case of team sports, corporations can sponsor the team or squad by contributing to the "Players' Pool"; such revenues are distributed to team or squad members. An ambusher capitalizes on property rights, which players and teams are free to sell. The sponsor contributes to the players' pool and uses the platform provided to achieve its promotion objectives. While this practice was at one time viewed as sabotage of the event sponsor, it is now regarded as legitimate, particularly as the ground rules on the payment of athletes have changed.

4. Plan advertising that coincides with the sponsored event

The ambusher can implement advertising that is timed to coincide with the sponsor's event. The legality and ethical basis of this approach depends on specific strategy, which may include:

Themed advertising- One themed advertising approach benefits the celebrity rather than the Olympic Federation. During the 1992 Winter Olympic Games, Wendy's restaurant chain contracted with Olympic gold medal figure skater Kristi Yamaguchi to feature in its advertising, while McDonald's was official sponsor of the U.S. team's involvement in the Olympic Games. In another approach, the ambusher gives the impression of association yet makes no payment to either the governing federation, the Players' Pool, or individual celebrities. It implies association with the event by using televised footage and images (e.g., sneakers, footballs, rackets, and so on) related to the sport.

Traditional advertising - An ambusher may respond head on to a sponsor's activity with traditional advertising and promotion. Both companies employ legitimate but different approaches to compete for overall "share of voice"; such activity is not construed as unethical. If, however, the competitor seeks to purchase advertising media time in the slots around television relays of the event that a competitor is sponsoring, the move might be considered an ambush. Some ambushers used this practice successfully in the past, but it is less prevalent now because broadcasters in many countries will either offer the sponsor a first option to purchase available slots or refuse to allow directly competing advertising in slots around televised events.26

5. Develop imaginative ambush strategies

Many ambushers have created highly imaginative strategies to associate with particular events. For example, Seagram's "developed a program to 'Send the Families' of the U.S. Olympic athletes to the 1988 Seoul Olympics, which involved no payment to the Olympic Committee."27 Foster's campaign during the 1991 Rugby World Cup in Britain was similarly creative; while Stein lager, a brewing company, was an official worldwide sponsor of the event, its competitor, Foster's, ran an ad campaign around the theme "Swing Low, Sweet Carry-out" in the United Kingdom. ("Swing Low, Sweet Chariot" is the anthem of the English Rugby team that was a finalist in that tournament.)

Ambush Marketing – An Indian Perspective

Earlier in India we could witness ambush attacks publically by age old rivals HUL and Procter & Gamble. P&G came up with a teaser campaign saying “A mystery shampoo. Eighty per cent women say it is better than anything else.” Before the launch of the new Pantene brand HUL came up with a new set of campaigns saying ““There is no mystery. Dove is the No. 1 shampoo.” This Dove-Pantene duel was classic ambush marketing.

Ambush Marketing not like a plain vanilla release. Creative teams claim they can't sleep the night before, waiting for the nation to wake up and react. Same was the excitement for the creators of Dove hoarding on the morning of July 28, 2010. The hoardings were positioned in the vicinity of a Pantene teaser campaign for "a mystery shampoo" and simply said "There's no mystery, Dove is the No 1 shampoo." It was quoted by Zenobia Pithawalla, ECD Ogilvy Mumbai (who spearheads team Dove), that working on an ambush campaign, is really difficult as it brings mixed feelings. The thrill of doing something wicked goes hand in hand with a bit of guilt of impacting someone else's campaign for promoting our product. Ambush marketing is done by engaging in promotion and advertising that tradeoff the event or goodwill and reputation, and the result is confusion for the buying public as to which company really holds official sponsorship rights.

Another very innovative event took place between three airline companies viz. Jet Lite, Kingfisher and Go Air over the tagline of Jet Lite. Jet Lite started a campaign with “We have changed” which was followed by Kingfisher's campaign as “We made them change”.To outdo these companies Go Air came up with “We have not changed. We are still the smartest way to fly”.

Year 2015 was dedicated for witnessing ICC cricket World Cup – A massive event. Reliance, Espn, pepsi co, etc. were the official sponsors for this event and they have spent a hefty amount in being one of the sponsors. In the same breeze of enthusiastic atmosphere, ZANDU (not an official sponsor) balm comes with an advertisement stating it to be official balm of players' relief in world cup. Yes, this is Ambush Marketing. "Ambush marketing" is a term which describes any unauthorized activity which attempts to associate a product, service or business without paying for the privilege. This can be done by running event related promotions, for example, giving away products which will hopefully be featured in press or television coverage; using advertising space in proximity to event grounds or official broadcast spots; and sponsoring individual teams and athletes rather than the event itself.

While the legal fraternity still does not have a dictate on Ambush marketing, companies use it as a promotional tool and seem to enjoy its positive effects. The ambushers often gain as much mileage as the event's official sponsors. Although ambushers rub on the wrong shoulders of the sponsors the wit and astuteness in some cases cannot be ignored. The 1996 World Cup tournament of cricket which was played in India, Pakistan and Sri Lanka was sponsored by ITC and also Coca-Cola. It seems Coca-Cola paid around Rs 40 crore for the privilege, but PepsiCo defiantly stole the limelight with its tagline 'Nothing official about it'!

Ethicality of Ambush marketing through the Pro's and Con's

The acceptability and tolerability of ambush marketing cannot at all be generalized because it completely relies on the moral perception of each individual. It is a strategy that numerous merchants use to get free advancement and contend with those sellers really paying for the sponsorships and/or occasion without dishing out boatloads of money themselves. Doing it is right or wrong is surely a general question but the response to the same would vary as per the thinking of each individual. As every coin has two sides, the concept of Ambush marketing has its own good and bad. Few Pro's and Con's are -

Pros:

1) Much Cheaper option to promote ones brand or product
2) Provides a jump start for new entrants who have limited financial resources
3) Creation of a competitive atmosphere among market players
4) It can be used for creating a visibility of the brand and it can target the audience really quick.
5) Ambush Marketing is a magnificent approach for appealing the consumers of the Creativity and Innovation the company has.

Cons.:

1) Successful Ambush Marketing diminishes the value of sponsorships and brands that actually invest in the event or advertisements.
2) Ambush Marketing is a sneaky and less honest way to market ones brand or product.
3) The company participating in ambush marketing may enjoy lesser benefits than the actual official sponsored company.
4) The word ambush itself has a very negative impact perception in the mind of the consumer, so the repercussion of this marketing activity have to well thought through
5) Decreases the commercial value of the sponsored events in future.
6) May give rise to unhealthy competition leading to unethical practices in future.

Conclusion

Concluding the debate on the ethicality or moral rationalization of ambush marketing, it is still a very efficient technique of direct marketing to attract attention of the masses without much financial impact. Also it is absolutely impossible to completely stop ambush marketing. The party that has been ambushed cannot be compensated. Today, with the help of technology, ambush ideas are instant and deadly. A brand can be a made or ridiculed overnight owing to the strategies that it uses. It's all about being clever, being contemporary, and being able to deliver visibility, relevance and magnetism. Today ambush engages people. And it gives them a lot to talk, chat and sufficient to SMS.

Despite 360 degrees of brand fortification, and with every competitive brand transparently plagiarizing products and technologies, interrupting each other is no longer disrespectful. For the people when an instance of ambush marketing comes up, it's not about giving a second thought regarding the legality but just a tap on brains of an exciting advertisement combined with radical thinking.

Ambush advertisements are an appealing and thrilling mode of advertising. Although ambush advertisement tarnishes the campaign of the first brand, it ends up giving a lot of publicity to both the brands. The campaign sells like hot cakes amongst the media and captures the mindscape of the consumer in seconds. The ethical concerns over ambush marketing are a controversy in itself. Ambush marketing is just an aggressive behavior observed in the commercial arena but it definitely does not revolve around fair practices. Thus, there is a need to draw a line and where it should be drawn has to be decided by a prescribed mode of legislation.

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Mobile Computing is a new buzzword in 21st Century.

Prof. Suresh Namdeo Mehetre
Assistant professor
ZES's Zeal Institute of Business Administration,
Computer Application & Research (ZIBACAR),
Narhe, Pune-411041 Email: - sureshmehetre@gmail.com

Dr. Santosh Kalabhau Apte
Associate Professor
ZES's Zeal Institute of Business Administration,
Computer Application & Research
(ZIBACAR), Narhe, Pune-411041
Email: - santosh.apte@zealeducation.com

Abstract:
"Mobile Computing is a new buzzword in 21 Century". In today's computing world, different technologies have emerged. These have grown to support the existing computer networks all over the world. With mobile computing, we find that the need to be restricted within one physical location has been eradicated. Technology has come a long way in recent years providing anytime, anywhere communication and access to information. Mobile computing is a versatile and potentially strategic technology that improves information quality and accessibility, increases operational efficiency, and enhances management effectiveness.
Keywords: Mobile Computing, Advantages, Limitations, current trends, classification, Wireless Technology.

INTRODUCTION:

What is Mobile Computing?

Mobile Computing is a technology that allows transmission of data, voice and video via a computer or any other wireless enabled device without having to be connected to a fixed physical link. Mobile computing is a human-computer interaction by which a computer is expected to be transported during normal usage, which allows for transmission of data, voice and video. Mobile computing involves mobile communication, mobile hardware, and mobile software. Communication issues include ad hoc networks and infrastructure networks as well as communication properties, protocols, data formats and concrete technologies. Hardware includes mobile devices or device components. Mobile software deals with the characteristics and requirements of mobile applications. Mobile computing is human–computer interaction by which a computer is expected to be transported during normal usage. Mobile computing involves mobile communication, mobile hardware, and mobile software. Mobile computing is the ability to use computing capability without a pre-defined location and connection to a network to publish and subscribe to information. The term "Mobile computing" is used to describe the use of computing devices, which usually interact in some fashion with a central information system--while away from the normal, fixed workplace. Mobile computing technology enables the mobile worker to create, access, process, store and communicate information without being constrained to a single location. Mobile computing is the discipline for creating an information management platform, which is free from spatial and temporal constraints. The freedom from these constraints allows its users to access and process desired information from anywhere in the space. To facilitate the data management activities, users can carry Personal Digital Assistant (PDA), laptop, cell phones, etc.

Characteristics of mobile computing

Powerful mobile solutions have recently become possible because of the availability of an extremely powerful and small computing devices, specialized software and improved telecommunication. Some of the characteristics of mobile computing are based on following:

1. Hardware:

Mobile Hardware is a small and portable computing device with the ability to retrieve and process data. Smart phones, handheld and wearable devices fall under mobile hardware. These devices typically have an Operating System (OS) embedded in them and able to run application software on top of it. These devices are equipped with sensors, full-duplex data transmission and have the ability to operate on wireless networks such as IR, WiFi, and Bluetooth. The characteristics of mobile computing hardware are defined by the size and form factor, weight, microprocessor, primary storage, secondary storage, screen size and type, means of input, means of output, battery life, communications capabilities, expandability and durability of the device.

2. Software:

Mobile Software is the software program which is developed specifically to be run on mobile hardware. This is usually the operating system in mobile devices. These operating systems provide features such as touch screen, cellular connectivity, Bluetooth, Wi-Fi, GPS mobile navigation, camera, video camera, speech recognition, voice recorder, music player, near field communication and sensors. The device sensors and other hardware components can be accessed via the OS. The most common system software and operating environments used on mobile computers includes MSDOS, Windows 3.1/3.11/95/98/NT, UNIX, android etc.

3. Communication:

The ability of a mobile computer to communicate in some fashion with a fixed information system is a defining characteristic of mobile computing. Mobile Communication refers to the exchange of data and voice using existing wireless networks. The data being transferred are the applications including File Transfer (FT), the interconnection between Wide-Area-Networks (WAN), facsimile (fax), electronic mail, access to the internet and the World Wide Web. The wireless networks utilized in communication are IR, Bluetooth, W-LANs, Cellular, W-Packet Data networks and satellite communication system.

Principles of mobile computing

1. **Portability:**
   Facilitates movement of device(s) within the mobile computing environments. Devices connected within the mobile computing system should facilitate mobility. These devices may have limited device capabilities and limited power supply, but should have a sufficient processing capability and physical portability to operate in a movable environment.

2. **Connectivity:**
   Ability to continuously stay connected with minimal amount of lag/downtime, without being affected by movements of the device. This defines the Quality of Service (QoS) of the network connectivity. In a mobile computing system, the network availability is expected to be maintained at a high level with the minimal amount of lag/downtime without being affected by the mobility of the connected nodes.

3. **Social Interactivity:**
   Maintaining the connectivity to collaborate with other users, at least within the same environment. The nodes belonging to a mobile computing system are connected with one another to communicate and collaborate through active transactions of data.

4. **Individuality:**
   Adapting the technology to suit individual needs. A portable device or a mobile node connected to a mobile network often denote an individual; a mobile computing system should be able to adopt the technology to cater the individual needs and also to obtain contextual information of each node.

Mobile computing - advantages

Mobile computing has changed the complete landscape of our day-to-day life. Following are the major advantages of Mobile Computing −

1. Location Flexibility:

This has enabled users to work from anywhere as long as there is a connection established. A user can work without being in a fixed position. Their mobility ensures that they are able to carry out numerous tasks at the same time and perform their stated jobs.

2. Saves Time:

The time consumed or wasted while travelling from different locations or to the office and back, has been slashed. One can now access all the important documents and files over a secure channel or portal and work as if they were on their computer. It has enhanced telecommuting in many companies. It has also reduced unnecessary incurred expenses.

3. Enhanced Productivity:

Users can work efficiently and effectively from whichever location they find comfortable. This in turn enhances their productivity level.

4. Ease of Research:

Research has been made easier, since users earlier were required to go to the field and search for facts and feed them back into the system. It has also made it easier for field officers and researchers to collect and feed data from wherever they are without making unnecessary trips to and from the office to the field.

5. Entertainment:

Video and audio recordings can now be streamed on-the-go using mobile computing. It's easy to access a wide variety of movies, educational and informative material. With the improvement and availability of high speed data connections at considerable cost, one is able to get all the entertainment they want as they browse the internet for streamed data. One is able to watch news, movies, and documentaries among other entertainment offers over the internet. This was not possible before mobile computing dawned on the computing world.

6. Credit Card Verification:

At Point of Sale (POS) terminals in shops and supermarkets, when customers use credit cards for transactions, the intercommunication is required between the bank central computer and the POS terminal, in order to effect verification of the card usage, can take place quickly and securely over cellular channels using a mobile computer unit. This can speed up the transaction process and relieve congestion at the POS terminals.

7. Health Care:

Mobile medical care, whether in-home, on the road, or within a hospital, is more efficient with mobile computing. The mobile healthcare worker can access patient records for reference purposes, and is able to update records with current diagnosis and treatment information. Emergency medical technicians (EMTs) responding at the scene of an accident can use mobile computers to capture patient information, treatments accomplished vital signs, and other critical data. This information is wirelessly transmitted to the receiving hospital, which then prepares to receive and treat the patient, or recommend another hospital facility with more appropriate treatment facilities depending upon the nature and severity of the injuries.

Limitations of mobile computing

1. Security Standards: When working mobile, one is dependent on public networks, requiring careful use of Virtual Private Network (VPN). Security is a major concern while concerning the mobile computing standards on the fleet. One can easily attack the VPN through a huge number of networks interconnected through the line.

2. Power consumption: When a power outlet or portable generator is not available, mobile computers must rely entirely on battery power. Combined with the compact size of many mobile devices, this often means unusually expensive batteries must be used to obtain the necessary battery life.

3. **Insufficient Bandwidth:** Mobile Internet access is generally slower than direct cable connections, using technologies such as GPRS and EDGE, and more recently 3G networks. These networks are usually available within range of commercial cell phone towers. Higher speed wireless LANs are inexpensive but have very limited range.
4. **Potential health hazards:** People who use mobile devices while driving are often distracted from driving are thus assumed more likely to be involved in traffic accidents. Cell phones may interfere with sensitive medical devices. There are allegations that cell phone signals may cause health problems.
5. **Human interface with device:** Screens and keyboards tend to be small, which may make them hard to use. Alternate input methods such as speech or handwriting recognition require training.

Conclusion

Today's computing has rapidly grown from being confined to a single location. With mobile computing, people can work from the comfort of any location they wish to as long as the connection and the security concerns are properly factored. In the same light, the presence of high speed connections has also promoted the use of mobile computing. Being an ever growing and emerging technology, mobile computing will continue to be a core service in computing, and Information and Communications Technology. Mobile computing is an important, evolving technology. Mobile computing is a versatile and potentially strategic technology that improves information quality and accessibility, increases operational efficiency, and enhances management effectiveness. Here in this paper we have identified some of the challenging issues, principles and applications of mobile computing, current trends and classifications along with few of the characteristics of Mobile computing.

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“Customer Satisfaction Survey & Mystery Shopping”- An Integrated Approach

S. M. Jadhav
Assistant Professor
Dr. D. Y. Patil Institute of Management & Entrepreneur Development.
Email Id:- Shantilal. Jadhav @gmail.com
Cell No-8055940155

Dr. Rajesh Kumar Jha
Associate Professor
Dr. D. Y. Patil Institute of Management & Entrepreneur Development.
Email Id - rajeshkjb@gmail.com
Cell Number - 9975621475

Abstract

Rising number of service firms in India and its slowing growth has forced many firms to rethink the way they are operating. Every service providing organization wants to understand customer expectations, feeling, motivations and information's to serve customers better. Organizations are using different tools to check quality, efficiency, service, and reliability and employee integrity. Traditionally customer satisfaction survey is used to measure customer satisfaction. Recent research reveals that Mistry shopping is also a tool to measure customer satisfaction? A dilemma in front of organizations is to use customer satisfaction surveys, mystery shopping or both methods. This paper focuses on mystery shopping and customer satisfaction survey. Can one set of data is enough to measure customer satisfaction? Advantages, disadvantages & limitations of each method are discussed. The purpose of this study is to combine customer satisfaction survey & mystery shopping in order to acquire a more precise method to both customer satisfaction and employee integrity.

This study applies to a selected hypermarket in Pune. Observational method and data were collected from customers during their visit in store. The researcher himself acts as a mystery shopper.

Key Words *- Mystery Shopping, Customer Satisfaction Survey, Quality Service*

I-Introduction

Steady economic growth, changing the demographic pattern, more disposable income are driving factors for retail players to invest in the organized retail sector. Foreign players and Indian Players have opened retail stores even in a smaller destination. Due to a wide use of the Internet and Smartphone users' customer are more knowledgeable and demanding than ever. To gain and retain a customer is the primary motto of all retail organizations. To check quality, efficiency, service delivery and reliability of retail store organizations are often using various tools to measure customer satisfaction. Following are methods used by Organizations

1. Customer Satisfaction Surveys
   - A. In-App Surveys
   - B. Telephonic Surveys
   - C. Email Surveys
2. Customer Satisfaction Score (CSAT)
3. Net Promoter Score(NPS)
4. Customer Effort Score (CES)
5. Social Media Monitoring &
6. Mystery Shopping

In this research paper customer satisfaction Survey & mystery shopping is considered to conduct research.

This research paper examines the concept of Customer satisfaction surveys along with mystery shopping. However, less has been written on Mystery shopping in India. This paper compares both the methods of measuring customer satisfaction survey and its effectiveness. Also, it addresses which method to be used in different conditions. Next, it reviews the existing on customer satisfaction surveys and mystery shopping.

1.2Advantages of Customer Satisfaction Surveys

- Gain insight into customer feelings, motivation, desire, taste, and trend.
- Customer likes when they were asked for feedback.
- Based on opinion
- Customer Retention
- Competitive advantage

1.3 Disadvantages of Customer Satisfaction Surveys

- Customer Burnout
- Anonymity Issues
- Privacy Issues

1.4 Limitations of Customer Satisfaction Survey

- Sampling Error
- Survey Fatigue
- Incomplete information

1.5 Advantages of Mystery Shopping

- Based on experience
- Flexible Working Hours
- Interesting
- Choice Based

1.6 Disadvantages of Mystery Shopping

- Low Volume of Data
- Subjective Information
- Validation
- Personal Bias
- Singular Experience
- Costly

1.7 Limitations of Mystery Shopping

- Small sample &Time consuming
- Mystery shopper can visit a single store at one time
- Further research is needed
- Unmatched Mystery shoppers profile

II Literature Review

- **Dr. S. Kumar (2015)** found that response collected by Customer satisfaction survey feedback forms cannot be generalized. As the response rate was poor and incomplete. Due to an inadequacy of data, he was not able to reach the right decision.
- **Oleksiy Khriyenko** in his research article" Customer Feedback System Evolution towards Semantically-enhanced Systems" stated that continuous feedback from the customer is important in this digital economy.
- **Duncan D. Nulty (2008)** in his paper" The adequacy of response rates to online and paper surveys: what can be done?" investigated that there is a significant difference between online response rate and personal paper-based response rate. To seek the highest response rate different surveys should be conducted.
- **Susan Boyer, Mark Stron(2012**) suggested that you have to limit survey frequency, aggravate customer to respond and time your survey smartly to achieve accuracy in decision making.
- **D. K. Bird (2009)** discussed questionnaire is a powerful tool to gain important information about customer perception. Both close ended and open ended question should be asked and mode of delivery matters to collect information.
- **By S. Suneetha Devi & Prof. A. Vidhyadhara Reddy (**2016) in their paper specifies intention of mystery shopping as an approving method along with customer surveys. It focuses on the predecessor of mystery shopping- observational methods.
- **Rachel J. C. Chen 1, and Clayton W. Barrows** (2015) Identified that mystery shopping method is used for measuring employee integrity and whether employee work is aligned towards organization vision.
- **Drs Martijn Hesselink** (2003) in his ERIM Report Series Research in Management found that Mystery Shopping is an important instrument to create an in-depth insight into the perception of customers. It adds value to customer satisfaction data coming from surveys. Mystery shopping can well be used as an instrument to gather qualitative as well as quantitative information. It is also an instrument to gather objective as well as subjective data.
- **Andras Durugy Peter Kollar** (2017) mystery shopping as a monitoring tool can be used for the measurement of the quality of personal sales and client service. Use of competency-based mystery shopping; professionals could explore and survey training needs. Results of measurements support performance reviews and quality assurance of training.
- **Robert Welcher** in his research articles Why Every Restaurant Owner Should Use Mystery Shopping revealed that Mystery Shopping Is a Tool That Dramatically Improves Service and Increases Sales. Mystery shopping is not only used in restaurants but also in the retail industry.

- **Nicholas Mercurio and John Flesta**(2017) Designing a 'Smarter' Mystery Shopping Program Seven Steps to Success "When used effectively, mystery shopping research can be a powerful performance management
- tool that creates awareness around important standards/initiatives and drives organizational behavior change."

III. The Concept of Mystery Shopping

In today's dynamic world every organization is concerned about customer satisfaction to remain in the competition. For this, they adopt different strategies to measure customer satisfaction. Experts in India assume that Mystery shopping is in its infancy but rapidly picking up. The total industry is estimated to be 70 crores and more than 2 lakh people are working on the part-time basis. Most of the brand has realized its importance in spite of some flaws in such type of audit.

It gives an opportunity in serving better and acquires new by word of mouth publicity and retains existing customers. Satisfied customer results in repeated business and profitability. To do this they need to get timely and accurate information to improve their services.

To build long-term strategies they need information on which they can build strategies which work better. But what type's surveys to be conducted to get information is a cause of concern for them.

Mystery shopping was started early in the 40s. Organizations used primarily to check employee integrity. External expert was given this work. After discussing with the managers he/she designs mystery shoppers program or secret shopping where he/she poses as a normal shopper. After careful observation and analysis of data represents report to the organization.

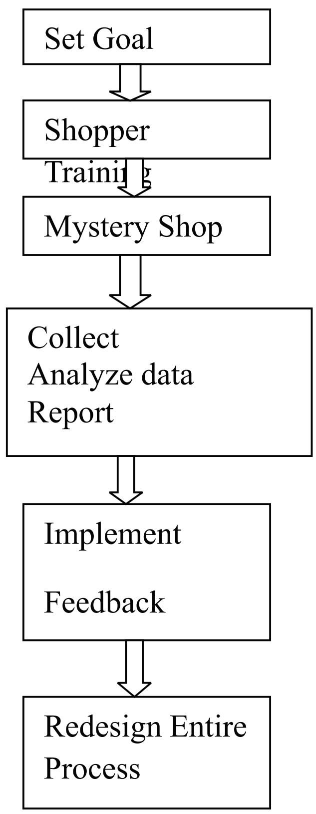
As Industry grew in the 90s with the advent of good communication and infrastructural facilities and more disposable income of customer and a rapid pace of Internet technology and Smartphone gave the chance customer to compare services.

India was forced to adopt globalization, liberalization and privatization policy in late the 90s gave chance for foreign players to enter the Indian market. This has resulted in stiff competition. All organization wants to measure customer satisfaction to improve profitability and productivity.

Market research organizations stared hiring mystery shoppers. As traditional Customer satisfaction survey was not yielding appropriate results, organizations started thinking otherwise. Mystery shopping is one the method gain importance.

Today mystery shopping offers a much broader perspective to the organization.

3.2 Mystery Shopping Process



3.3 Mystery shopping evaluation parameters

A. General

1. Location
2. Working Hours

B. Exterior appearance

1. Parking area
2. Air and light
3. Sign Board for merchandizing

C. Internal Appearance

1. Visual Merchandizing
2. Appealing decoration
3. Color, smell, music
4. Ease to move in store

D. Customer Service

1. Greetings on entry
2. Employee uniform with a name tag
3. Knowledge of products
4. Complaint Handling process
5. Employee treatment to customers
6. Time required billing

E. Product Assortment

1. Proper identification
2. Proper Display
3. Display of price
4. Product quality
5. Price competitiveness as compared to others.

There are several factors on which mystery shopper program can be evaluated. It depends upon the kind of problems which the organization is facing. Some of the general parameters on which it is evaluated

- General Greeting
- Cleanliness/ hygiene
- Product assortment
- Employee readiness

IV Concept of Customer Satisfaction

It is the process by which organization discovers whether a customer is happy or not by products/services offered by the organizations. It can be done by face to face a, felling a customer feedback form, via email where a customer is asked certain question and data is analyzed It is a continuous effort of the organization that holds current rather than acquiring a new customer. Due to change in technology and cutthroat competition organization wants the way in which they can be satisfied. As a customer is demanding customers than earlier. Traditionally it was done on the sales volume of the organization. Sales representative's opinion was considered in good old days.

V. Problems in front of the organization

- What is to be included in questionnaires to get the correct information?
- Can Customer satisfaction survey yield employee information?
- Can Mystery shopping is a substitute of Customer feedback?
- Can mystery shopping measure customer satisfaction?
- Which method is economical and result oriented?

During telephonic or online survey, a customer who visited a retail store earlier may not be able to specify certain attribute like

- The way in which he/she gritted
- Served
- Explained
- The exact time for the service
- Ease of moving
- Friendliness/Cleanliness

All these attribute and many other parameters result in satisfaction/dissatisfaction and delight. Customer satisfaction Studied can tell about the feeling of the customer and why they cannot explain.

Howsoever, a mystery shopper is an expert but there is a chance of personal biases. Before visiting secret shopper must be absolutely clear what is to be measured during a visit the store. However shopper may find certain new things which were not included in an initial program. These finding must be reported in the different section of the report. This gives chance to organizations to look at it the different way.

VI-Difference between Customer Satisfaction Surveys and Mystery Shopping

- Customer Satisfaction surveys 'uses methods like direct interaction, telephonic or internet survey. Whereas mystery shopper poses as a customer and interacts with employees at the site and overall organization.
- Customer satisfaction survey views organization and mystery shopping views frontline
- Customer satisfaction survey is all about customer feelings and perception and mystery shoppers are about organizations performance.
- Mystery shopping studies inform tactics and customer satisfaction studies inform strategy.
- Customer satisfaction survey leads to planning and mystery shopping leads to action

VII-Which Method to select?

Depending upon organization goal, vision and current position one can use mystery shopping, customer satisfaction survey or both

7.2 Customer Satisfaction method is useful in the following conditions

- For two location
- Accessing the current trend
- Preliminary information
- Reaching general public opinion
- General issues
- Cost- effectiveness
- In case of leading or premier organization

7.3 Mystery shopping method is useful in following the conditions

- In case of multiple locations
- Immediate or for the quick data requirement
- Root cause analysis
- Good budget
- Feedback on multiple areas
- In-depth analysis
- Improvement in bottom line

But when competition is stiff use both the method

Typical Questions asked in Survey

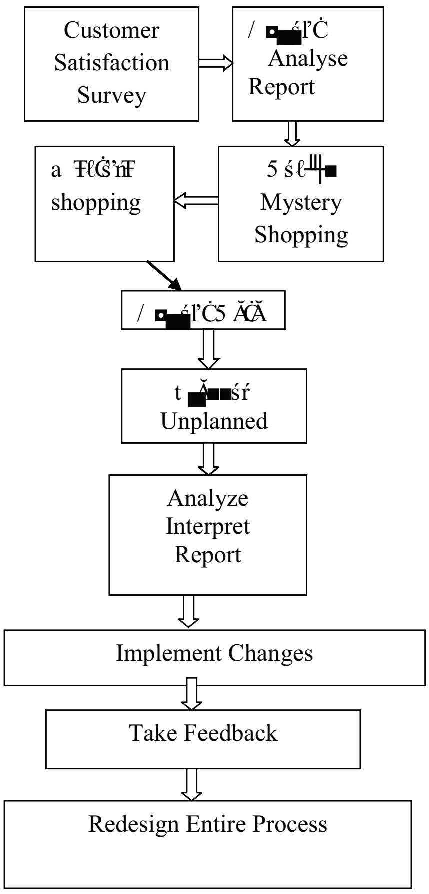
a. How would you likely to recommend our product/services to others?
b. Are our products mate expectations according to your need?
c. Are you ready to buy product's in future
d. Did you find our staff friendly?
e. Was our staff knowledgeable?
f. Was transaction completed in quick time?
g. Did you like a quality of products/Service offered by Retail Store?
h. Were all products advertised was available in our store?
i. Did you find a convenient time to visit a store?

j. What is your opinion about cleanliness and hygienic conditions of store?
k. Was product was displayed properly?
l. How easy was it to move around in the store?
m. Are prices offered by the retail store was reasonable?
n. Was there enough space to park your vehicle?
o. Was sufficient Stock was available you need?
p. Did you save considerable money after buying products/Services?
q. Were your complaints handled properly?
r. How fair is store return policy?
s. What was the level of satisfaction during a visit?
t. Based on your experience would you visit a store again?
u. Was wait and checkout time was reasonable?
v. How easy is it to navigate our website?

Our website information helped you to take the decision.

VII. Recommendations Initially conduct Customer satisfaction survey and report results. Handover all report to Mystery Shopper. Then mystery Shopper will design the program accordingly. He/she will collect data which is reported and unreported. Prepares report and handover it to the organization, organization after implementation will check results after implementation and again repeat the same process. As customer taste keeps on changing organization has to repeats process quite frequently.

Multi Dimensional Model



VII- Conclusion

Mystery shopping and Customer Satisfaction survey tools in the hands of marketers to improve retail store performance should be used judiciously. As both, the methods are used to measure customer satisfaction but having different intentions. Both the methods are not substituted of each other in fact goes in hand together. Mystery shopping is objective in nature whereas Customer satisfaction survey is subjective in nature. But using one method alone will not fulfill appropriate results. Customer satisfaction results 'What' and mystery shopper results in 'why'.

Mystery shopping method is more useful; when the retail store wants to check whether store meeting its standards whereas store experience, perception and feelings can be measured by Customer feedback.

Combining both methods will not only give you the complete picture but also a chance to improve performance.

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Improving Process Capability by Quality Techniques

Prof Viraj V Atre.
FIIPE. FISSI. CSSMBB. CRE.
Lead Auditor - QMS.IMS_ IQA.
Internal Auditor – IATF 16949
Internal Auditor – ISO-IEC 17025 LMIA

Faculty – Operations @ iFEEL – Institute for Future Education, Entrepreneurship and Leadership, Karla, Lonavala Dist Pune.

***Abstract*:**
Any process, manufacturing or service in operations is subject to constant variation. The underlying principle of variation is any process / rather all processes are subject to changes occurring due to the magical 5 M's that make the basis of operations management namely: ***Man, Machines, Materials, Methods and Money.***
This paper discusses about establishment of a capable process, by means of stabilizing the 5 M's and studying the variations which occur by going deeply into the well known term used in operations: RCA : Root Cause Analysis..
Keywords*: Process, Variation, Capability, Stability, Control, Statistical Process Control, Six Sigma Quality Root cause Analysis.*

A. **Process**: A Process may be defined as an interconnected chain of various activities, which have to be done in chronological order. A Process may be a manufacturing process or a service process. Few examples like: airline and aeronautical operations, manufacturing an aircraft (it's a big project) can be defined as a manufacturing process in sequential order. On the other hand, making pizza / burger with a sequential approach of ingredients, mixing, laying, marinating etc all the necessary activities as needed is a service process. Like manufacturing, food operations are also a service process.
B. **Variations**: A process is subject to constant variations: let us consider a few examples of variations:

Manufacturing & Service Industries variations:
Manual variations: Operator skills, Operator Knowledge to operate a machine, Hand pressure on machine and machine tools, operating angle, tightening and loosing pressure on machine tools, holding procedures in jigs and fixtures, are all reasons behind end product variation caused. A simple Pressure on a drilling tool may make a hole or break the tool in the hands of the operator. A simple gas flame if not increased / decreased in the right manner may cause the taste of the food to change in the end. Lowering Down / increasing an Oxy-Acetylene Flame during gas Welding / gas cutting may have the impact on the welded joint / cut on the work in the long run. A simple way of applying an adhesive to two surfaces may create a strong bond or weak link on the materials joined, creating either a long term good effect or a leakage effect in the joint.
Material variations: A lot many variations are caused due to material characteristics. Example may be: material Thickness, material chemical properties, material composition, hardness, brittleness, shear stress and strain breaking point, fatigue, creep, fracture characteristics may vary from material to material even if the material is of the same grade and manufactured on the same mill / machine. Another example is the characteristic of an adhesive for bonding / joining two surfaces. Two adhesives manufactured from the same batch may exhibit different chemical / bonding properties due to the ingredients / chemical processes applied on the raw material. Temperature plays a very important role, in any process. A simple increase in temperature may cause material characteristics to vary in the short and long run. Hence we need to identify the critical to quality parameters here which cause variation.
Machine variation: Machine variation is a common thing well accepted by the manufacturer as well as the buyer. No two machines manufactured from the same batch / assembly line will show the same results. The reasons are many, and are quite justified. Example; machine feed machine speed; rotational characteristics depend upon the input power supply. Variations in input power supply and frequency of the supply has a close impact on machine performance. Similarly, the operator handling the machine also has an impact on machine performance and variations. A simple example of driving a car at a constant speed without frequent change in gears, and applying

frequent braking, may improve the mileage of the machine. That's probably the only reason, why the same automobile will give different mileage to different drivers. It's the same applicable in manufacturing / service industries, where different operators will get different results on the same machines they will operate. Numerous examples can be given on the combination of men, machines and materials in all the sectors of the industry.

Methodology / Technological variations: The method adopted by the man working on a certain machine, with a certain material is bound to some variation as different men will have different styles / methods of working. Speed, Accuracy, Precision, Linearity, Bias, Skills are the attributes which cause variations from men to men working on the same machines, same materials, same methodology. It is said that two men cannot work identically same, even if they fall in the super skilled category. However, by imparting proper training, and adopting a standard operating procedure (SOP) or Work instructional procedure (WI) these types of variations can be surely reduced.

Process Capability: A process has to go through three stages to make it a capable process in both the long and short run:

1. Process should be in Control
2. Process should be Stable
3. Process should be capable of producing the same results in short term and long term.
4. Process should be centered on the mean.

Let us now understand Process Control, Process Stability, and Process capability through some diagrams

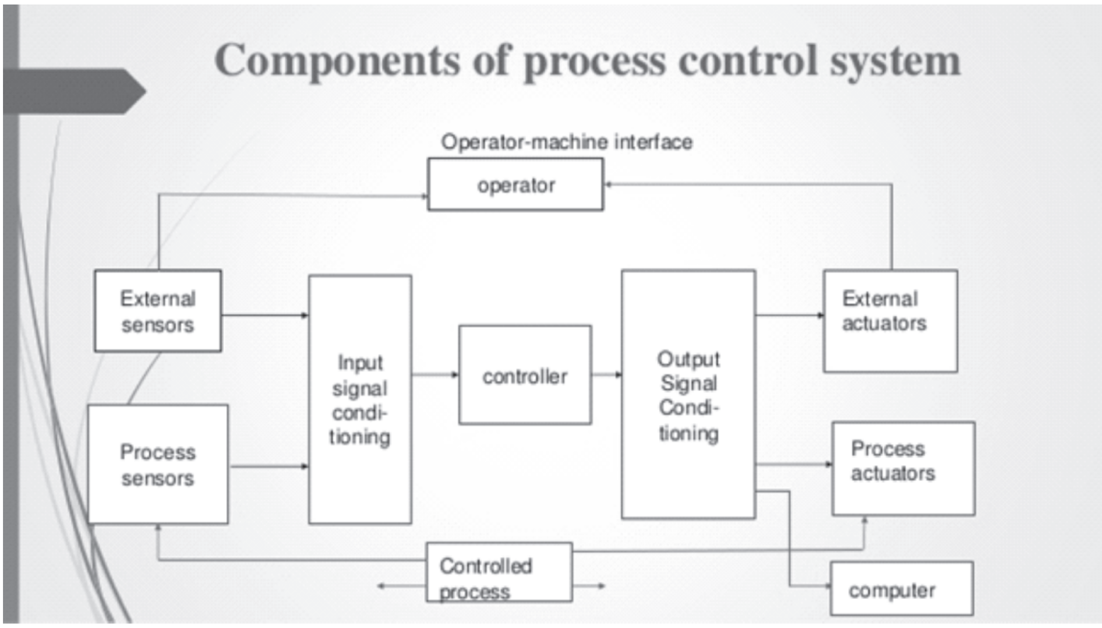


Fig 1: A Process Control System

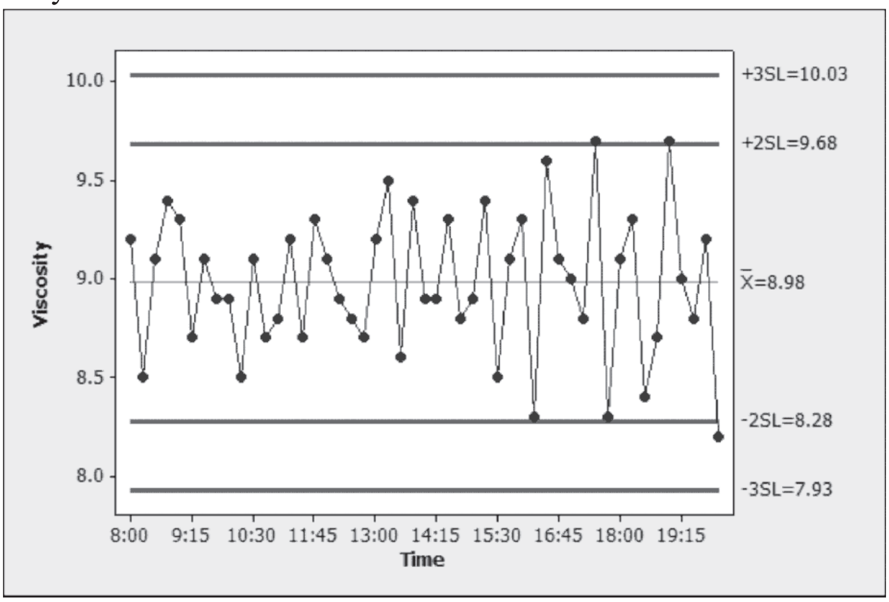


Fig 2: A Statistically Controlled Process Chart

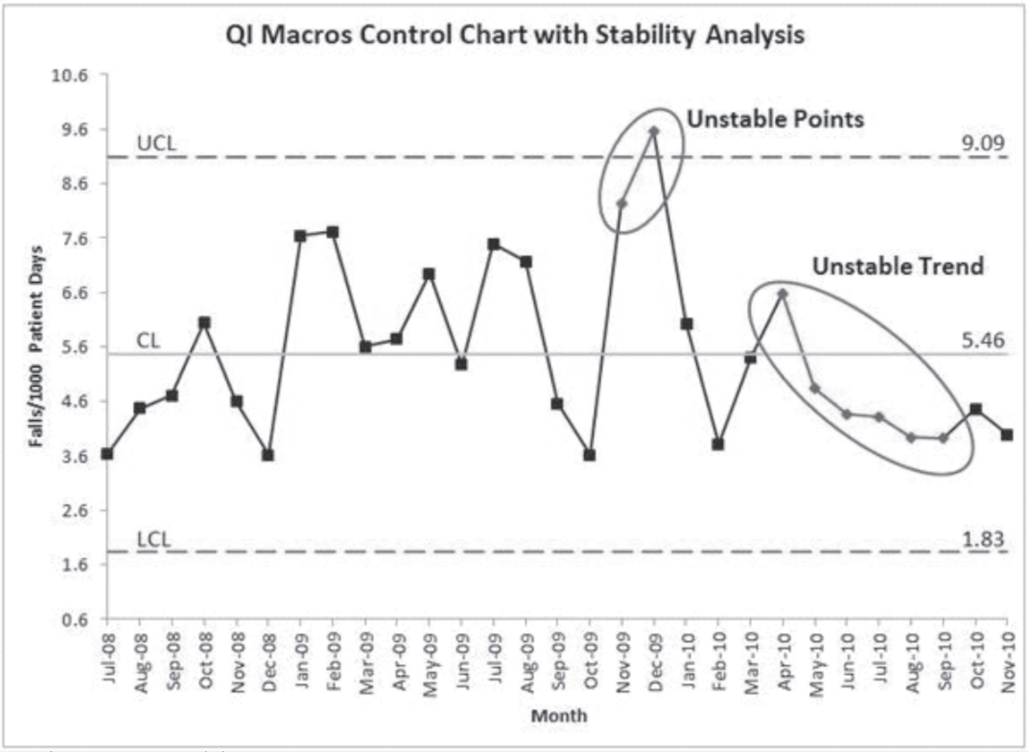


Fig 3: A Chart Showing an Unstable Process

Uncontrolled Process: Fig 3 above shows an uncontrolled process. As it may be seen from the graph points which have caused the process become unstable are showing an upward trend or a downward trend.

We usually plot time / quantity on the X axis (Horizontal scale) and measurements of the process on the Y axis (Vertical Scale).

Fig 2 above shows a controlled process statistically.

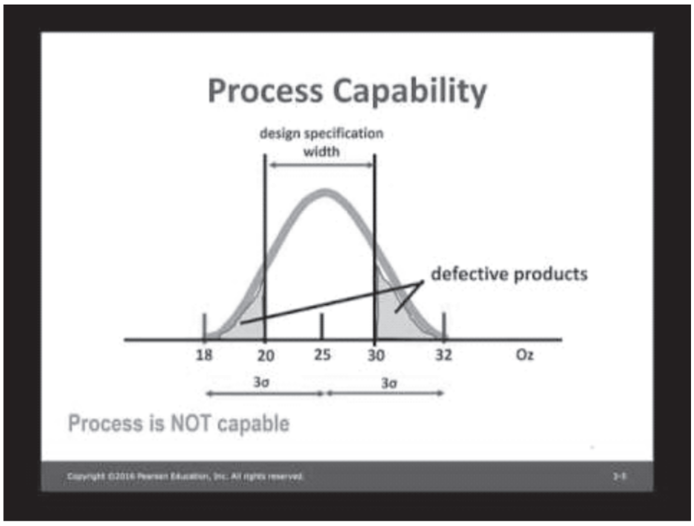
As it can be seen all the points measured lie within 3 sigma limits and no point has gone beyond UCL (upper control limit) or LCL (Lower control limit)

Stable and Controlled Process: Any Process is known to be in Control and Stable only if all the measurements points of the process are within Upper and Lower Control limits decided by the process controller. The Process is in control or not is measured by the formulae:

Variable Data Charts

Chart Type	Subgroup Size	Control Limits
$\overline{X}$ and R Average and Range Chart	< 10 Usually 3-5	$\overline{X}$ Central Line: $\overline{\overline{X}} = \frac{(\overline{X}_1 + \overline{X}_2 + \ldots \overline{X}_k)}{k}$ $\overline{X}$ UCL $= \overline{\overline{X}} + A_2\overline{R}$ $\overline{X}$ LCL $= \overline{\overline{X}} - A_2\overline{R}$ R Central Line: $\overline{R} = \frac{(R_1 + R_2 + \ldots R_k)}{k}$ R UCL $= D_4\overline{R}$ R LCL $= D_3\overline{R}$
X and mR Individuals and Moving Range Chart Note: $\widetilde{mR}$ = Median Moving Range	1	X Central Line: $\overline{X} = \frac{(X_1 + X_2 + \ldots X_k)}{k}$ X UCL $= \overline{X} + (3.14 \times \widetilde{mR})$ X LCL $= \overline{X} - (3.14 \times \widetilde{mR})$ mR Central Line: Median Moving Range mR UCL $= 3.87 \times \widetilde{mR}$

Capable Process: Any process is known to be Capable only if all the measured points in the process lie with USL (Upper Specification limits) and LSL (Lower Specification limits) given by the customer / end user. Process capability is shown below with graphical representation and formulae:



Process Capability Formulae:

Index	Equation	Definition
Cp	(USL - LSL)/6σ	Process capability for two-sided specification limits; does not take into account where the process is centered (i.e., what the process average ($\overline{X}$) is).
Cpu	$Cpu = \dfrac{USL - \overline{X}}{3\sigma}$	Process capability based on the upper specification limit.
Cpl	$Cpl = \dfrac{\overline{X} - LSL}{3\sigma}$	Process capability based on the lower specification limit.
Cpk	Minimum of Cpu, Cpl	Process capability for two-sided specification limits taking into account where the process is centered.

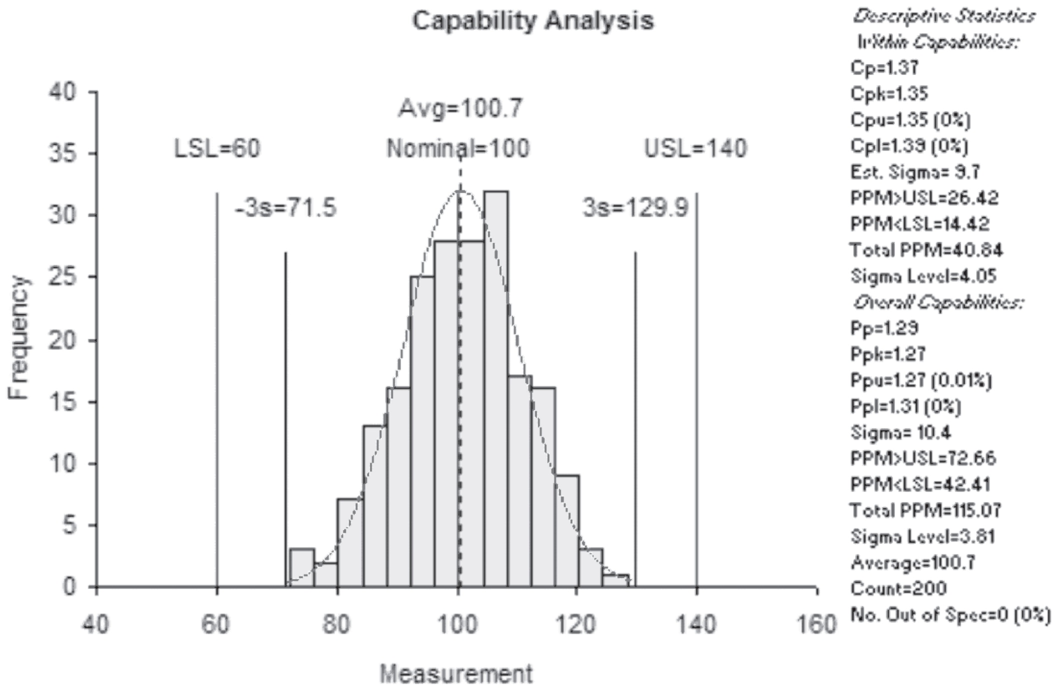
$$\hat{C}_{pk} = \min\left[\frac{USL - \mu}{3\hat{\sigma}}, \frac{\mu - LSL}{3\hat{\sigma}}\right]$$

$$\hat{\sigma} = \text{standard deviation}$$

$$\hat{\mu} = \text{mean}$$

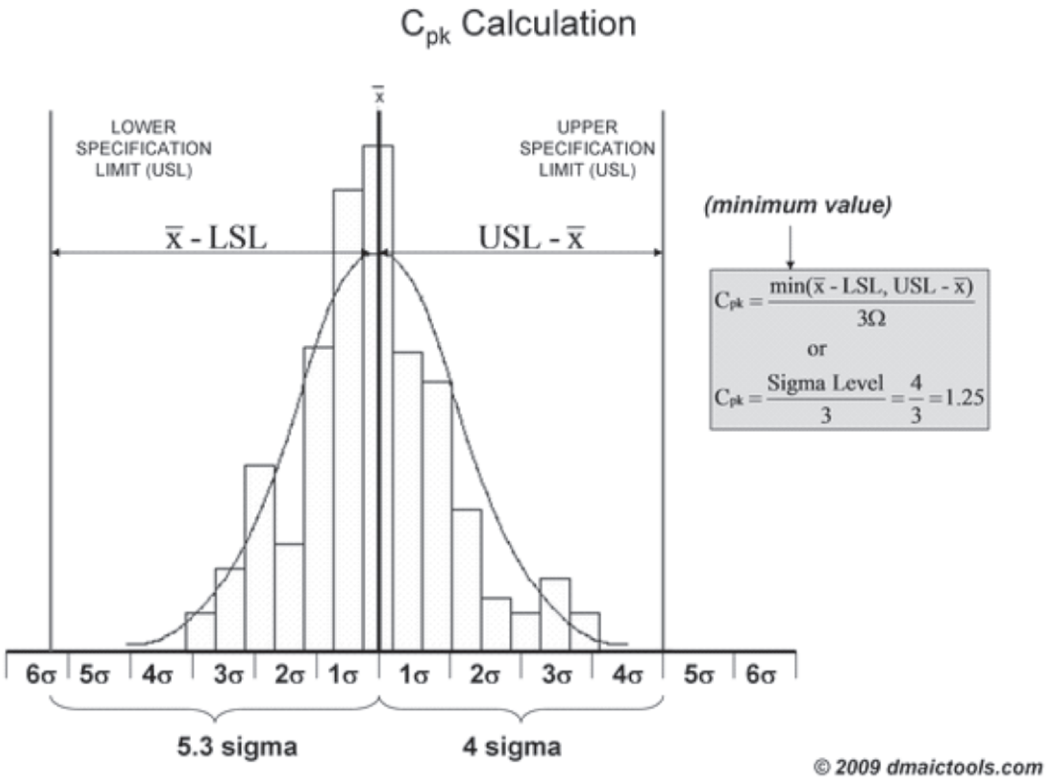
$$Cp = \frac{USL - LSL}{6\sigma}$$

$$Cpk = Min\left(\frac{USL - \mu}{3\sigma}, \frac{\mu - LSL}{3\sigma}\right)$$



A Process Capability Analysis in MS-Excel

Process capability Analytics / Measurements



The recommended minimum or acceptable value of Cp is 1.33. In terms of Six Sigma, this process capability is equivalent to a sigma level of 4 and long-term defect rate of 6,210 PPM. Process capability for a Six Sigma process is 2

Illustrative Example on Process Capability

A manufacturing process produced the following results of shafts manufactured of standard length of 125mm. the specification limits given by the customer are +/- 0.5 mm on either sides.

The Process is set at 3 sigma levels. We will now find the process capability of the existing process and also improve it by finding various measures of variation.

Sr. No.	**Shaft Size (in mm)**
1	124.86
2	124.94
3	124.95
4	124.89
5	125.02
6	125.01
7	125.03
8	124.88
9	125.05
10	124.69

All 10 samples are taken so 100% inspection is done.

Let's find process capability and control limits as follows:

Sr.No.	Shaft Size (in mm)
1	124.86
2	124.94
3	124.95
4	124.89
5	125.02
6	125.01
7	125.03
8	124.88
9	125.05
10	124.69
Mean	124.932
Std.Dev.	0.108505
UCL	125.2575
LCL	124.6065

	USL Specified by Customer =	125.5
	LSL Specified by Customer =	124.5
Cpk upper	Process Capability Cp =	1.536027636
Cpk lower	Process Capability Ratio Cpk =	1.744927394
	Process Sigma Level =	3.981383632

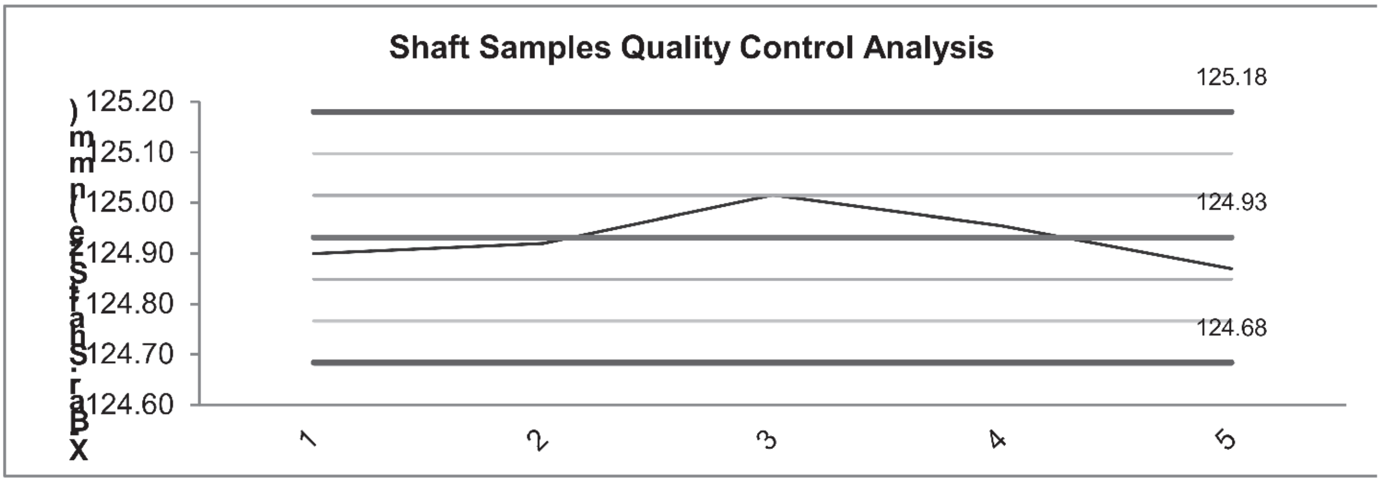
As we can see from the solved example above, a standard deviation of 0.10 has been achieved by reducing the variation by keeping specification limits of +/- of only 0.5mm on either side.

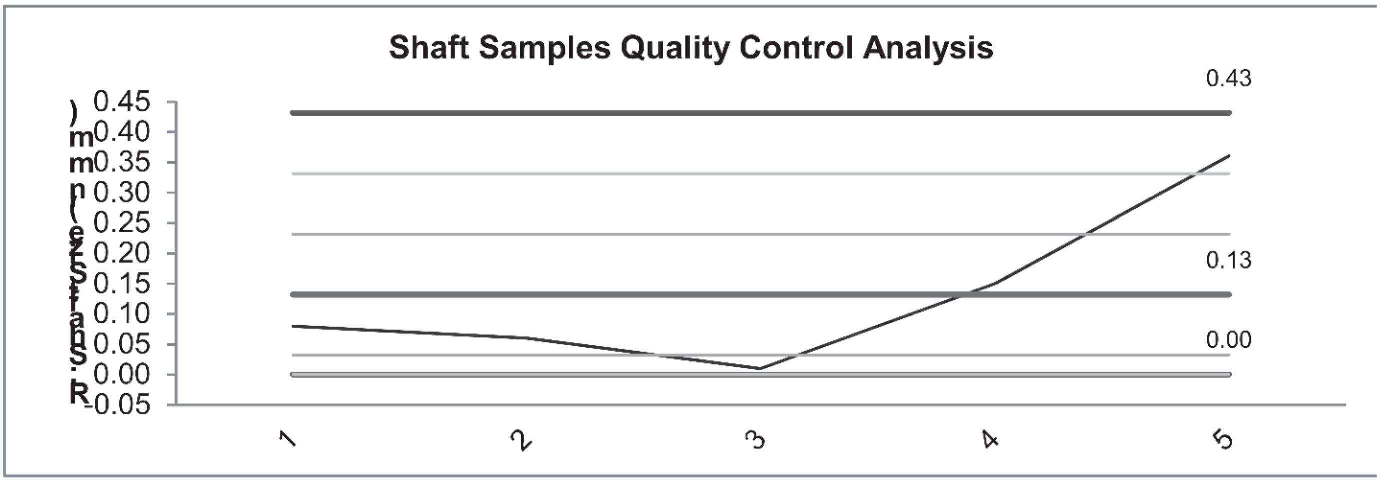
Further improvement can be achieved by reducing deviation limits to 0.25 mm on either side as well.

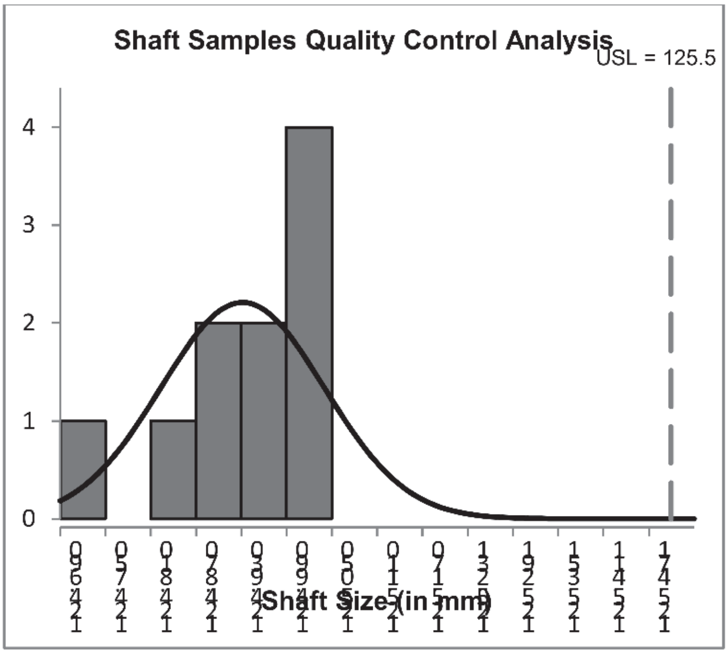
This clearly indicates, a small change in specification limits (reduction in variation) on either sides can improve process capability and subsequently sigma levels improvement.

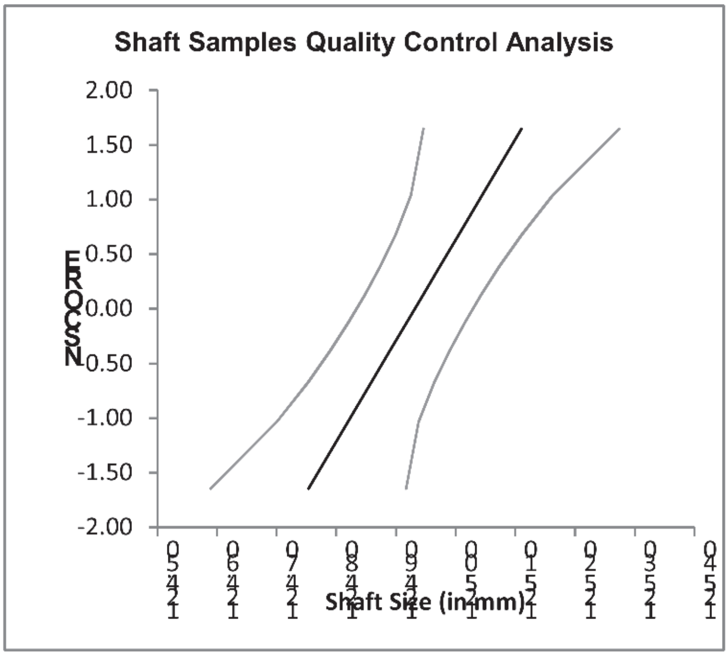
Readers are requested to do the same calculations given above with specification limits (USL & LSL) of +/- 0.25 mm on either sides of the mean (125mm)

The Control Chart for the above example is plotted as follows:


Shaft Samples Quality Control Analysis
125.18
124.93
124.68
125.20
125.10
125.00
124.90
124.80
124.70
124.60
1
2
3
4
5


Shaft Samples Quality Control Analysis
0.43
0.13
0.00
0.45
0.40
0.35
0.30
0.25
0.20
0.15
0.10
0.05
0.00
-0.05
1
2
3
4
5


Shaft Samples Quality Control Analysis
USL = 125.5
4
3
2
1
0
Shaft Size (in mm)


Shaft Samples Quality Control Analysis
2.00
1.50
1.00
0.50
0.00
-0.50
-1.00
-1.50
-2.00
Shaft Size (in mm)

Ĩ ǾŐŃÑCEEF MŐMNÒÕÞŘ Ī ÑŐŎǾÞÈĬ OMĻPĬ ÒŖÑ ĂÒŌ Ö Ö Å	
Count	10
Mean	124.93
StDev (Overall, Long Term)	0.108505
StDev (Within, Short Term)	0.097518
USL	125.5
Target	
LSL	

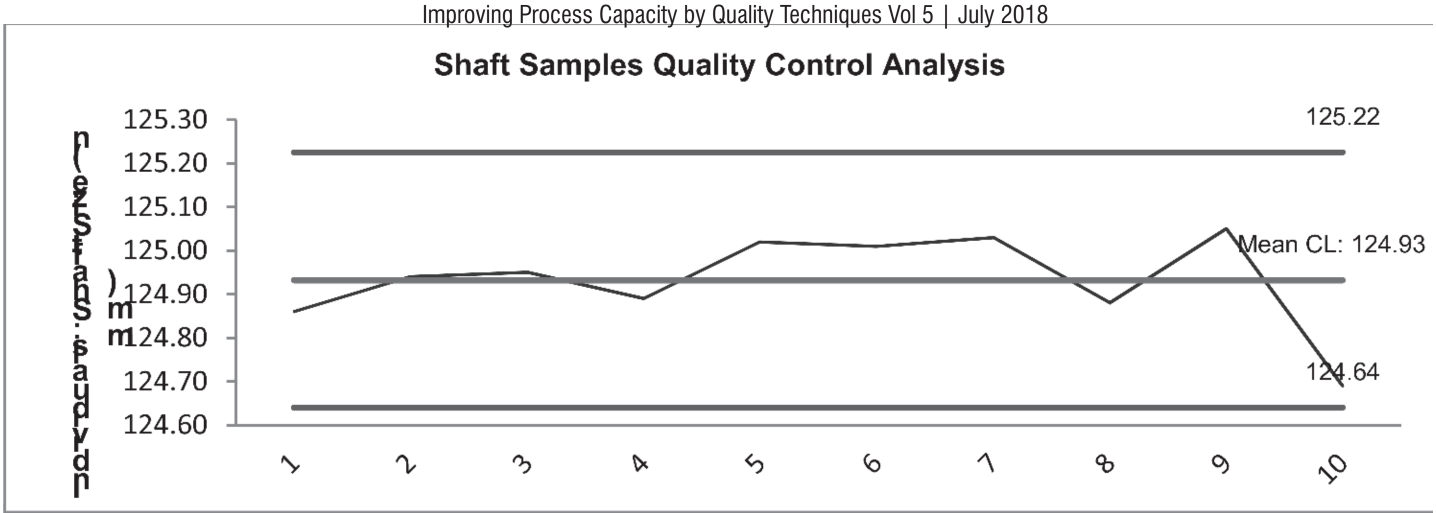
Capability Indices using Overall StDev	
Pp	
Ppu	1.74
Ppl	
Ppk	1.74
Cpm	

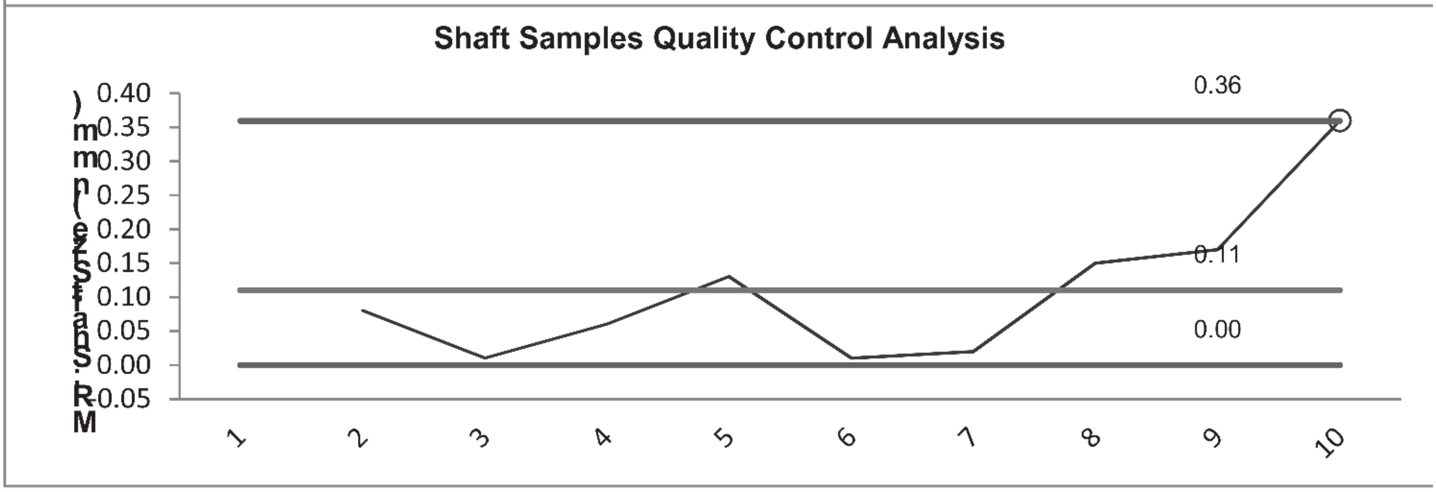
Potential Capability Indices using Within StDev	
Cp	
Cpu	1.94
Cpl	
Cpk	1.94

Expected Overall Performance	
ppm > USL	0.1
ppm < LSL	
ppm Total	0.08259
% > USL	0.00%
% < LSL	
% Total	0.00%

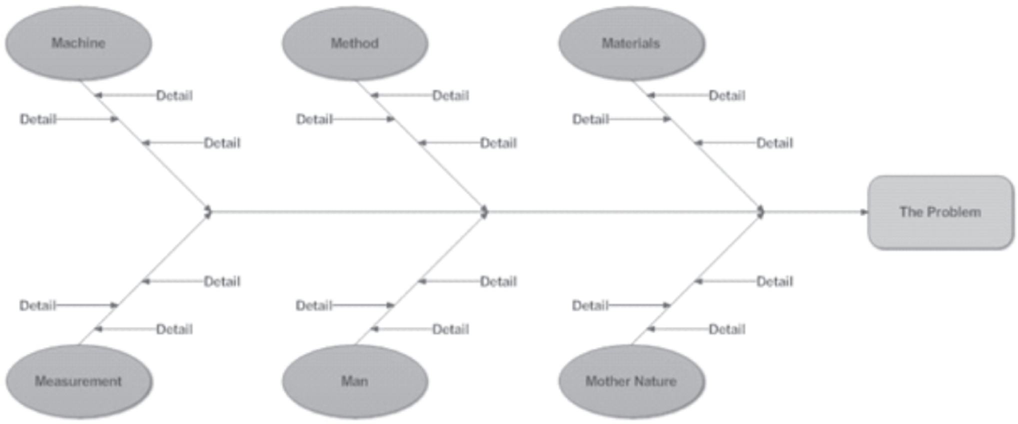
Actual (Empirical) Performance	
% > USL	
% < LSL	
% Total	0.00%

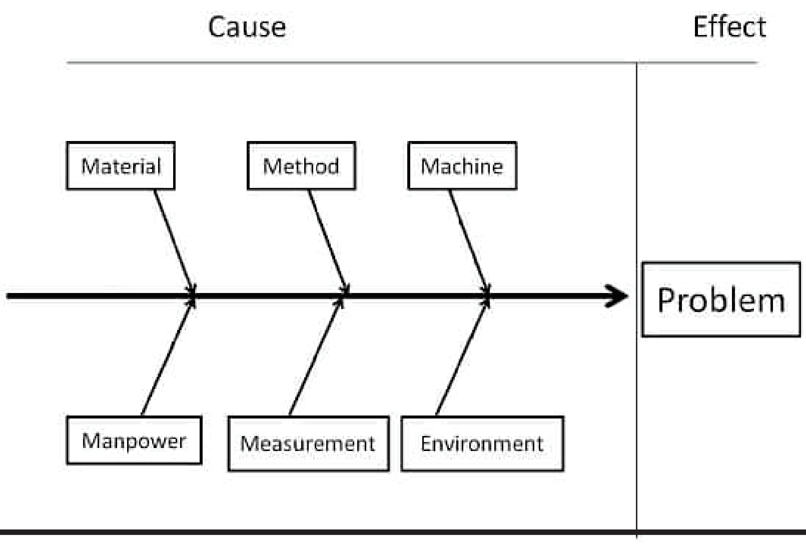
Anderson-Darling Normality Test	
A-Squared	0.417079
P-Value	0.2644





Root Cause Analysis through Cause and Effect Diagram / Ishikawa Diagram / Fishbone Diagram





Conclusion: This paper has been intended for understanding process capability analysis and calculations of how to establish a stable, controlled and capable process. By reducing process variations, a process can be controlled, stabilized and made capable in the long as well as short run. For a six sigma process, the capability metric Cp has to be 2 in the long run. A simple formula used to compute sigma level from Cp or Cpk is as follows: Sigma level of a process = 3 * Cpk. A usual practice is the Cpk should be 1 minimum so as to make a process at least 3 sigma level giving a 99.73% accuracy. For a process to be 6sigma compliant the Cpk (Process capability ratio) must be 2

In this case paper the Process Capability achieved was 1.74 and has been further improved to 1.94 resulting in sigma level improvements from 5.22 to 5.82

Address for Correspondence

Campus: S. No. 169/1/A, Opposite Elpro International, Chinchwad,

Pune- 411033 L : 020-27353730/32/33/34

E : yashomanthan@iims.ac.in W : www.iims.ac.in

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Corporate Office : Yashaswi House, CTS No. 72/1, Plot No. 105/1A, Prabhat Road, Lane No. 15, Erandwane, Pune - 411 004,

IIMS Campus : S.No.169/1/A, Opp Elpro International, Near Ramkrishna More Auditorium, Chinchwad, Pune - 411 033

L.: (020) 27353727/28/29/30 ● **M** : +91 7350014526 ● **E** : info@iims.ac.in ● **W** : www.iims.ac.in