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लक्ष्मीपते तेङ्घ्रियुगं स्मरामि ॥ ॥

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That alone is the best time, that only is the best day,

that time only has the strength bestowed by stars, moon,

Knowledge and Gods, when we think of the feet of Lord

Vishnu who is the spouse of Goddess Lakshmi

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PARADIGM SHIFT IN USAGE OF COMMUNICATION TOOLS
IN THE SMAC AGE
A STUDY AMONG Y GENERATION MANAGEMENT STUDENTS IN PUNE

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ABSTRACT

The advent of new and latest social media tools have brought about breakthrough changes in the way people communicate these days, be it in a formal setup or an informal setup. This trend is also impacting the way business students interact and respond for communication needs. The Authors in this paper have been focusing on understanding the trend which is percolating among the management students in three selected business colleges which signals that the methods of communication is getting shifted from E-communication to M-Communication in the SMAC (Social ,Mobile , Analytic , Cloud) Age .The Penetration of Whatsapp, Facebook, Messengers and SMS in the day to day communication is percolating among the Business students and is leaving its impression on the young minds. The authors in this paper affirm that these changes in communication channels may lead to replacement of the legacy systems of written and oral business communication i.e. Emails and Phone. As the high usage of these new and emerging mediums is instantaneous, they are affecting the preference of future managers for communication channels being used In the Last the authors of this Paper also has opinion that the millenniums are shaking up the workplace communication

Key words; - Social Media Tools, Y Generation, Communication Channels, Facebook, Emails, WhatsApp, Smartphone.

INTRODUCTION

Communication is the process by which we share information. This can be achieved verbally, non-verbally, and through writing. Communication is considered effective and meaningful when the message is perceived by the receiver in the way it was intended to by the sender.

In today's dynamic world, we depend heavily on information sharing, resulting in greater need of having good communication skills. Good oral and written communication skills are essential in order to deliver and receive information promptly and accurately. In contrast, poor communication skills can have an adverse impact on different aspects of a person's life. A poorly delivered message may result in misunderstanding, misinterpretation, frustration and in some cases disaster. As the saying goes, it's not what you say but how you say it that counts. To communicate well is to understand, and be understood.

Fig: Communication Process
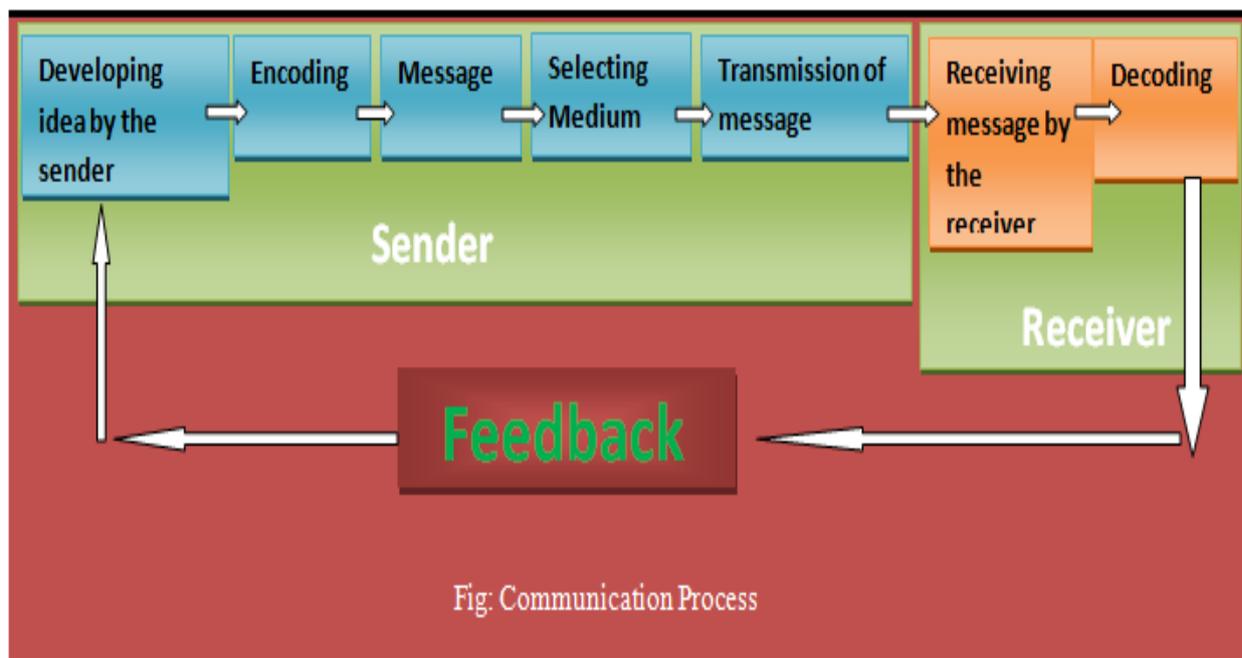
Source: Image (www. thebusinesscommunication.com)

The art of communication is very different today than it was two decades ago when our access to data was limited and confined. The penetration of Internet has changed the way we retrieve information, at the same side the way in which we express ourselves. Digital technology is re-wiring our brains and reshaping the way we communicate. The Internet has turned careful, deliberate readers into hungry information predators. Power scanning, instead of deep reading, is something everyone is doing these days.

New age digital tools have made it easier for people to access content and make it all the more interesting. The rise of video, audio, graphics and interactive features gives people the ammunition to fight battles in the name of knowledge. The very shape of content – Words, symbols and pictures – is evolving before our eyes. The written word is being transformed from what it was used to be initially. The days of straight running text on paper are numbered as new digital tools change our communication landscape. New tools and technologies, along with new attitudes, are changing all that. Today's audiences don't want to just read about something – they want to experience it. New age digital tools like whatsapp, facebook ,instagram etc facilitate a bidirectional dialogue that engages as it informs. In today's times, no one has the time to read too much text. Dense paragraphs are like dead passages in the digital world where information is being increasingly communicated through visual means. As a picture is worth a thousand words, a smart description of info-graphics often tells a story more efficiently than a 1,200 word article.

The growing availability of technological devices means that almost every person in the company has a computer at home and a mobile phone in their pockets. It is also commonplace for employees to bring their smart phones and laptops to work or to conduct work off of them from their home. This practice puts organizations at risk for data breaches. Even the federal government is adopting this approach, called BYOD (Bring Your Own Device).

Source: Image (www.google.com)

Today's communication tools are less about just talking and more about communicating in ways that don't disturb the flow of the business day. Telephone calls are becoming a relic of the past. Many a times, people are busy and it is not possible for them to take the call. At such times, messaging apps come handy. A person can easily transmit a piece of information by leaving a message on the receiver's mobile which can later be processed by the receiver according to his comfort and availability. This way, the intent of communication is achieved without even disturbing anyone.

As against the conventional Electronic-communication (E communication), the trend is now shifting towards Mobile-communication (M communication). As we move from E to M, the level of personalization increases. Tools that only work in an employee's office or at their desk aren't very useful in today's atmosphere of being "always connected." Workers are expected to be available anywhere, anytime. This means empowering them with the ability to send and receive work email while on a business trip or handling a customer complaint on

social media while riding the train. Hence, tools that aren't mobile are proving almost worthless in this environment.

NEED FOR THE STUDY

The Need for the study of this paper has been focused on understanding the trend which is percolating among the management students in selected business school which is indicating that the methods of communication is getting shifted from E-communication to M-Communication in the SMAC (Social ,Mobile , Analytic , Cloud) Age .

The Penetration of Whatsapp, Face book, Messengers and SMS in the day to day communication is percolating among the Business students and deviating from the conventional forms of communication

REVIEW OF LITERATURE: -

The authors have reviewed various journals and research papers on communication trends and found that anyone who has owned or worked for a business knows that the advancement of technology and advancement of business communication are directly related to each other. In the last decade alone, the tremendous technological advancements that have taken place in communication have changed the way we do business so drastically, that we view the communication trends of pre-2000 as 'old and obsolete'.

The Rise of New IT Enabled apps and the rapid development and adoption of new technology has changed the face of communication through traditional media. The word of the day, according to the Newspaper Association of America (NAA), is innovation. Professional journalists in print and broadcast media have had to compete with amateur publishers for readers' limited attention spans. Media organizations that fail to keep current on communication technology may find themselves swallowed up by other more agile

organizations that can. Web-based and mobile apps like Twitter, Instagram and Facebook are often the first places readers go when they want breaking news. Respondents to Reuters Institute's 2015 Digital News Report indicated how individuals consume news[8]

- 11% paid for news online

- 26% accessed it through a smartphone

- 32% shared news stories through email and social media

Tools like Whatsapp , Facebook, Twitter , Emails , blogs, public forums and wiki sites, are being developed to attract and keep their customers engaged and hooked . The way we communicate at work is constantly evolving [8] , In 2015 , The rise of BYOD (Bring your own Device) was flowed by consumerisation of IT and Mobile first beginning to fuel the next wave of communication at work , the trends which are now more visible.[9]

- The Knowledge worker is no longer tied to a disk or his her office[9]

- Mobile , Desk less work force continuous to grow and expanding with fast Pace .[9]

- Over 60% of Indian Work force is desk-less workers in global workforce [9]

- Proficient in using mobile technology and smart devices to get the job done any time, any where [9]

- Messaging Apps like Whatsapp, Facebook, Messagers and We-chat are evolving from solely messaging app into platforms that extend beyond communication into commerce , gaming , utilities and More[9]

- Enterprise – Focused messaging apps transform into all- in one platform that enables seamless movement between text, voice, video and more.[9]

These trends are also forcing the organizations in search of encrypted channels that meet the regulations and guidelines of their industry. IT would "wake up" to the prevalence of

unsecured messaging apps like WhatsApp and Group Me Amongst employees. Computers will get out of the way as they become smaller and single-purpose and are converging towards mobile [9]

Workplace communication has increasingly become more informal. The widespread adoption of mobile devices has led to one-line emails without customary formalities. Text messaging is used even in the most traditional of workplaces.[10]

As the workplace evolves and millennial continue to comprise the vast majority of the workforce, the importance of communicating and engaging with employees has never been more important. There is definitely a shift taking place from 'old school' and legacy communications solutions like email and corporate intranets to newer, more mobile friendly tools, like mobile and Mobile apps For millennial, digital communication is second nature as they grew up using laptops, tablets and Smartphone's, and this is a group of individuals who are - for the most part - used to instantaneous communication. Whether its texting, Snap chat, email or Face book, they have come to expect "immediate gratification," What that means for your business, he says, is that you can expect your millennial employees to be frustrated with older, legacy systems that lack speed and a modern touch.

Millennial are used to using the latest technology and it's become inherent to their communication styles, whether personal or professional, especially since most have more than one mobile device, Most importantly, you'll need to approach new digital communication tools with an open mind and involve your employees in the decision. [11]

RESEARCH METHODOLOGY: -

A Exploratory , research is used for the proposed study , The Authors in this paper have tried to explore and investigate this in Indian context with focus on understanding these trends using a designed questionnaire and administering it to 100 Y- Gen Management Student in around Pune, Maharatra ,India. The students were randomly selected from three business school and this questionnaire were send trough www.sureveymonkey.com and the result were analyzed and has been presented.

OBJECTIVES OF THE STUDY

1 To Study the trends in Usage of Digital communication Tools in Existing scenario

2 To Study the preference of Usage of digital communications tools in Today Business Environments among the Y generation.

The questions were aimed to get the preference of students regarding the communications channels being used by them for communication in general in these three colleges in Pune, The questions were closed ended and dichotomous.

DATA ANALYSIS

(1) Do You Use Digital Media?

Parameters	% Respondent
Yes	100%
No	0%
Sometimes	0%

(Table 1)

(2) What Communication channel do you use frequently?

Parameters	% Respondent
WhatssApp	70.86%
Facebook	22.45%
Emails	1.00%
Instagram	5.69%

(Table 2)

(3) How frequently do you use these communication channels?

Parameters	% of Respondent
Every Minute	28.57%
Every Hour	64.29%
After One Day	7.14%

(Table 3)

(4) Where do you use these channels?

Parameters	% of Respondent
Mobile	70.00%
Laptop	28.00%
Desktop	2.00%

(Table 4)

(5) Do you think this communication channels will survive over legacy systems?

Parameter	% of Respondent
Yes	80.00%
No	10.00%
Neutral	10.00%

(Table 5)

(6) You Use this communication channels for what purpose?

Parameter	% of Respondent
For Time Pass	8.00%
For Information	7.00%
For Communication	85.00%

(Table 6)

(7) What is Your Gender?

Parameter (Gender)	% of Respondent
Male	45.00%
Female	55.00%

(Table 7)

(8) What is your Age?

Parameter (Age)	% of Respondent
18-24	79.00%
25-34	14.00%
35-44	7.00%

(Table 8)

(9) Do you think these communications channels are disturbing you?

Parameters	% of Respondent
No	33.00%
Yes	25.00%
I don't Think	42.00%

(Table 9)

(10) How do you feel if these channels are not available?

Parameters	% of Respondents
Normal	8.00%
Tense	12.00%
Something Missing	80.00%

(Table 10)

The questions could not ascertain for cronbach alpha reliability test as the sample sizes due to time constraints. However the same can be done at latter stage.

INTERPRETATION:

(a) It is Inferred from Table 1 that out of 100 total respondent every one use digital communication media for some or other purposes.

(b) It is also understood that around 70.86% of the respondent uses whatsapp followed by 22.45% are active users of Facebook as inferred from Table 2

(c) Around 64.25 % of the Respondent are hooked to this communications channels every hour and want to be associated with it. As evident from Table 3

(d) 70% of respondent use this tools on Mobile which also shows that mobile has wide spread usage and penetration , whereas 80% of respondent opines that this tools will replace the old legacy system.as evident from table 4 & 5

(e) From 80% of respondents use these tools for communication purpose; it also gave an indication that People in the age bracket of 18-24 uses these tools very frequently, followed by respondent in the age bracket of (25-34).As evident from Table 6, 7 & 8

(f) from Table 10 , it is clear that majority around 80% of the People being surveyed had opinion that if this tools are not being used they feel like something is missing and associate this tools as intangible source of stimuli in day to day communications

The Quantitative assessment of above data revels a fact that there is a growing trends among the millennium (Born after 1980) for use of Mobile apps (Whatsapps, Facebook, Instagram and other social media tools) for communication purpose and as the time passes the companies needs to look at this silent revolution .

CONCLUSION

The results and interpretation of data signaled that phone and email aren't the quickest way to communicate anymore, nor are they the choice method of communication. At present, what started as a consumer trend has spread to the world of the business . Although initially a bit slow on the uptake, businesses are now embracing text, chat, video, file sharing, and screen sharing in addition to the conventional email and phone communications.

 A big catalyst in the change in business communication is bringing your own device (BYOD). Whether organizations like it or not, their employees come to work already armed with powerful communication devices in their pockets: their Smartphone's. The temptation to

use these light weight, portable, familiar devices instead of the clunky office phone is irresistible, so business communications is shifting toward mobile in a hurry.

BYOD (Bring your own Device) and mobile user is creating a multi-faceted computing environment where businesses can no longer depend solely on all employees having the same communications hardware or working from the same location, so naturally web-based communications platforms are finding higher levels of adoption.

Moving from E-communication towards M-communication is the trend of today. These trends are driving the evolution in business communications and they will continue to play a significant role in the years to come. None of these trends are going away any time soon.

Microsoft partnered with SurveyMonkey and polled more than 1,000 millennials in the U.S. to find out what helped them "thrive in the workplace." The results showed that 93 percent of millennials polled cited modern and up-to-date technology as one of the most important aspects of a workplace[11]

MANAGERIAL/ACADEMIC IMPLICATIONS AND LIMITATIONS:-

The authors here are of the opinion that as the new breed of the business managers so called millenniums and infuture centennials   will be entering into corporate world , it would be better for the organizations that they take a conscious decision regarding usage of these informal channels of communication as compared to the to the conservative methods like emails and phones being used in day to day communications. The authors also have opinion that they should also check the security threat that these communication channels are prone to , as going ahead with latest SEBI Regulations (www. http://indianexpress.com) , dated . October 8, 2016 3:30 am. SEBI proposes ban on trading tips through SMS, social media.[12]

The limitation of the research paper is that the research could also be extended to testing with corporate to see how and where these new channels of communication are being used. It could not be completed due to paucity of time by the authors and the same can be done at later stage.

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IMPACT OF TRAINING ON SALES PERFORMANCE

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ABSTRACT

Employee is a blood stream of any business. The success of the firm depends on its employee performance. So training is important for the sake of improving employee performance. The focus is placed on the impact of Training which deals with **knowledge, skill, attitude and behavior** and also values will contribute in higher level of royalty of the customers and indirectly adds to the maximization of the profit. Training refers to the process of imparting particular skills. Successful candidates place on the jobs need training to perform their duties successfully. Despite the potential drawbacks, training provides both the company as a whole and the individual employees with profit that make the cost and time a worthwhile investment. Training and Development offer competitive advantage to a firm by removing performance deficiencies; making employees stay long; scrap and damage; and meeting future employee need. One effective method is to track training benefits by analyzing operational results to establish such things as whether the cost of training is outweighed by benefits, or whether training has impacted specific business factors. A successful training identifies those who need training and what kind of training is needed. This research paper is focused on impact of a training program which will impact on the sales performance. It provides about training effectiveness and how it contributes in enhancing the employee performance and ultimately concludes along with recommendation to give directions for future research by applying different level of analysis on exploring the impact of training practices on employee performance.

Key Words: Training Impact, Sales Performance.

INTRODUCTION

Today the effectiveness and Satisfaction of the service is depending upon the PRICE, QUALITY, QUANTITY AND SPEED OF DELIVERY apart from pleasant relation of the customer by the employees who comes in direct contact with the customers. Organisation lives and grow as a part of the society and cannot survive in isolation. It should always in search of needs and aspiration of the society and provide those at the best possible means and ways. That's why the customers are more important for the employee to enhance their performance which needs the significance and importance the training and development. Customers are the sinews of the organization. The Management should focus both internal and external aspects for the SURVIVAL, STABILITY AND SUCCESS.

Emphasis should be towards on-the-job as well as off-the-job training methods in training the sale personnel. Course content include job knowledge, organizational knowledge, knowledge about the company products, customers, competitors, sales administration procedures, law concerning sales, special skills like prospecting, making presentations, handling objections, closing the sales tec., employee attitudes such as loyalty to the company and trust in the company products, understanding and tolerance with regard potential and existing customers.

As organizations try to continue to exist in the unstable dynamic market, strong importance must be laid on human capital in order to be competitive and financially solvent. However, there are other factors that affect organizations' success; organizations must acquire productive   (i.e. effective and efficient) employees. Thus organizations should have employees that have capability of adjusting to swift dynamic business environment. In an

environment where there is high uncertainty tends to present organizations with high risk, the knowledge of business and market intelligence present organizations with a reliable competitive advantage over those that do not have such (Jelena, 2007). Therefore knowledge is turning to fundamental principal that triggers development. The success of organizations is however dependent on its educated, skilled as well as experienced workforce. Training and development is very essential at all employee levels, due to the reason that skills erode and become outdated over a period of time and has to be replenished (Nishtha and Amit (2010)).

Training can help an organization successes in a number of ways, it employees knowledge and skill that produce the organization product or service. Training facilitates the implementation of strategy by providing employees with the capabilities to perform their jobs. Training employees is an essential activity for all organizations. Training provides employees with the knowledge and skills they need to perform their job. It is not only the workers who need training. Supervisors, Managers and Executives also need to be developed in order to enable them to grow and acquire maturity of thought and action.

The difference between actual, the actual level of job performance and the expected level of job performance indicates require for training. The identification of training needs is the first step in a uniform method of instructional design. A good training program provides the actual requirements which the employee wants to perform well in all aspects. In this research the secondary data were collected and it is prepared only for the purpose of study.

OBJECTIVES OF THE STUDY

   a) To understand the need of training for improving sales performance.

   b) To understand the importance given to training in industries.

   c) To know about the different techniques to evaluate training program.

   d) To Understand the importance of professional sales practices

TRAINING DEFINITION

Dale S. Beach stated "Training as 'the organized procedure by which people learn knowledge and/or skill for a definite purpose'. Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization."

Edwin Flippo stated "Training is the act of increasing the skills of an employee for doing a particular job'. Jawaherlal Nehru stated " Training is expensive. Without training it is more expensive."

(Source: - https://www.slideshare.net/nverteji/training-development-16133193)
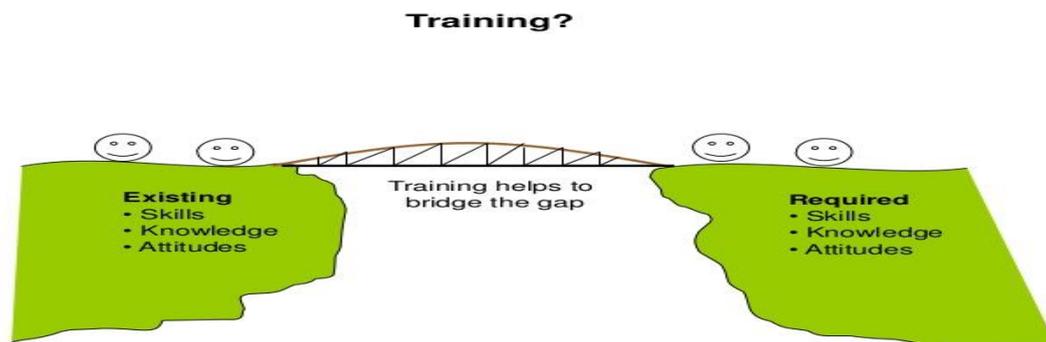
Steps in Training Program Process
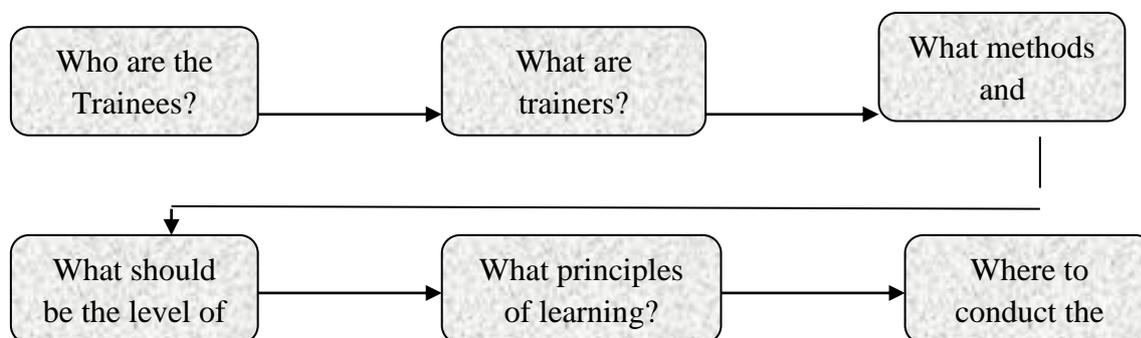
(Fig 9.3 Steps in Training Programme, Page no- 252 Human Resource Management, 6th Edition, K Aswathappa)

Prerequisites of Training

1. No one is perfect fit at the time of hiring and some training & development must take place

2. Installation of new equipment or techniques.

3. Change in working methods or products produced.

4. Labour shortage, necessitating the upgrading of some employees

5. Promotion or transfer of individual employees.

6. Ensures availability of necessary skills and there could be a pool of talent from which to promote from

7. Improves quality

8. Increase efficiency.

NEED OF TRAINING

The essence of all training is the belief that performance of people can be improved through training. The basic approach should govern sales training as well. It should rest on the passion that every salesman can be improved through carefully designed training.

The training aims must be carefully determined and clearly spelt. Since training programs are capable of achieving of wide selection of objectives and firms also have a wide variety of requirements to be accomplished, the required preparatory exercise must be done and the aims of sales training in the given context must be determined.

The training needs of the salesman have also to be spelt out clearly. They depend on the context. For example the initial training needs at the time of their joining the firm and the continuing training needs will vary from each other. Similarly, the training needs of different salesmen will be different. These facts have to be kept in view while designing the respective

training. Performance records are good source for identifying the training needs of individual salesmen.

(Source:-https://www.slideshare.net/nverteji/training-development-16133193)

Designing a Sales Training Program

A sales manager is required to design a sales training program in coordination with HR department for the sales force. The nature and type of training program depends upon the kind of sales staff to be trained. A formal training program helps in planning and controlling the job of the sales force and grooming them to do the job they desire. Training is an expensive exercise and hence has to be carefully planned and effectively measured in sufficient terms. There are 5 key decisions that a sales manager has to take while designing sales staff training program.

1. Deciding on the training objectives.

2. Deciding on the content of the training program.

3. Deciding on the method of training.

4. Deciding on the training aid made for the execution of the training program

5. Deciding on the procedures to measure the effectiveness/evaluation of the training program.

This is popularly known as the aim-content-method-execution-evaluation (A-C-M-E-E) decision.

Aims/ Objectives of Sales Training

The objective of a sales training program is to improve the performance of the sale people, while that of the process of development is to enrich the organizations sales force by preparing the salespeople for future hobs and challenges. Training leads to better performance in the current job, while the process of development provides benefits in terms of a more capable and flexible sales force in the long run.

A Sales training approach for a long-term issue will be futile as salespeople tend to solve the current problem through training. A development approach to tackle performance problems will also be futile as it only looks at problems in the future. Computers, Internet, and information technology have introduced an altogether new set of challenges and barriers to performing a sales job. The problems associated with human relations and individual behavior have remained as they are in a sales function.

So a combination of individual differences in the choice of products, the organisatioal complexities in buying, and the adoption of information technology has made the job of a sales force more complex and challenging. These challenges can be met through training and development programs in sales organization. The environment is also changing fast and a dynamic and competitive environment calls for constant up gradation of performance of salespeople and an improvement in the skills of the sales force.

FOCAL POINTS OF OBJECTIVES OF SALES TRAINING

❖ Raising Sales

❖ Getting new accounts.

❖ Faster turn round of stocks.

❖ Selling a complete product line instead of just fast selling items.

❖ Betters merchandising and sales promotion.

❖ Better product knowledge/technical expertise.

❖ Improving sales presentation and sharpening sales skills.

❖ Improving clinching skill in particular.

❖ Customer education on product, their use and benefits.

❖ Improving customer relations and dealer relations.

TOPICS/CONTENTS OF TRAINING (COVERAGE AREA)

The basic topics on which salesmen are to be given training are listed below:-

➢ Knowledge about market

➢ Knowledge about customers

➢ Knowledge about products.

➢ Knowledge about competition.

➢ Knowledge about the company.

➢ Salesmanship.

Human Resource Management or man management is the most vital part of the job of the field sales manager. The sales manager is responsible for the recruitment of salesman, their training and development, work allocation and supervision, and morale and motivation. It is he who maintains the sales force as a top mark and live line force.

Supporting the Impact of Training

1. Take a moment to reflect on all of the hard work, time and resources that have been invested into your last product launch or training meeting

2. How do you keep a good thing going? Sales and Training executives are under increasing pressure to demonstrate acceptable 'returns' for investments made in sales meetings and training events. To see a higher yield on your meeting investment, you must plan for it in advance

3. Sustaining impact is even strong. A great event closure does not guarantee continued retention. "Once and done" approach hinders reinforcement. Reconsider the Event as the beginning of the training process, rather than the end .There should be a dedicated budget for the sustainment phase

4. Identify tools and resources required to practice and apply learning and concepts after the Event. Implement a process to monitor and coach skills learned. Ensure the entire budget is not consumed by the Event.

5. Managers should be fully engaged in the post-event phase to serve as coaches, mentors and role models .Managers must directly drive the sustainment process

THE EFFECTIVE SALES EXECUTIVE

Sales person in performing their jobs, must know how to analyze information, how to combine its significance with their own experiential knowledge and how to apply imagination in searching for alternative solution to problems, how to expect the likely outcomes of different alternatives, and how to choose that alternate with highest payoff.

QUALITIES OF EFFECTIVE SALES EXECUTIVES

1) Ability to define the positions exact functions and duties in relation to the goal of the company should expect to attain.

2) Ability to select and train capable subordinates and willingness to delegate sufficient authority to enable them to carry and assigned tasks with minimum supervision.

3) Ability to utilize time efficiently.

4) Ability to allocate sufficient time for thinking and planning.

5) Ability to exercise skilled leadership.

A effective sales executives plan and implement their own self-development programs, and setting definite career goals is essential. They match their own goals with those of the organizations, this being vital for maximum progress of individual and company alike. Effective sales person accept responsibility for all activities related to their positions, but avoid becoming indispensable. For sales person it means blocking opportunities for promotion. Promotions come to those prepared for them, and preparation consists of settings definite career goals and adhering to programs of continuing self development.

Effective sales persons are mostly qualified as problem solvers and decision makers. They do not require a close watch over their activities. They keep top Management on important decisions and the department's plans and activities. They pass on all ordinary reports promptly, and special reports when proper. They exercise control in reporting their own activities and pay attentions to the manner in which they communicate with top management. They listen and learn, Keep a dated, record of important conversations. They control their executives' contacts never missing scheduled engagements without reason.

Follow-up Action

The sales person should also do a post-call self-evaluation to identify personal strength and weakness in product and company knowledge and selling skills that need attention for improvement. The self analysis could include measures of the successful managing of accounts in terms of sales volume, market share, contribution, expenses, and return on investment compared with the previous year, other territories, and other successful sales people in the organization.After sales service is an important part of the selling process. It assures that the order will bot be cancelled and it paves the way for building confidence and establishing relationship with customers for future revenues. It costs five times as much to get a new customer as it costs to retain as existing one for an additional sale.

Purpose of Training Evaluation:-

The five main purpose of training evaluation are

1. **Feedback:-** It helps in giving feedback to the candidates by defining the objectives and linking it to learning outcomes.

2. **Research:-** It helps in ascertaining the relationship between acquired knowledge, transfer of knowledge at the work place, and training.
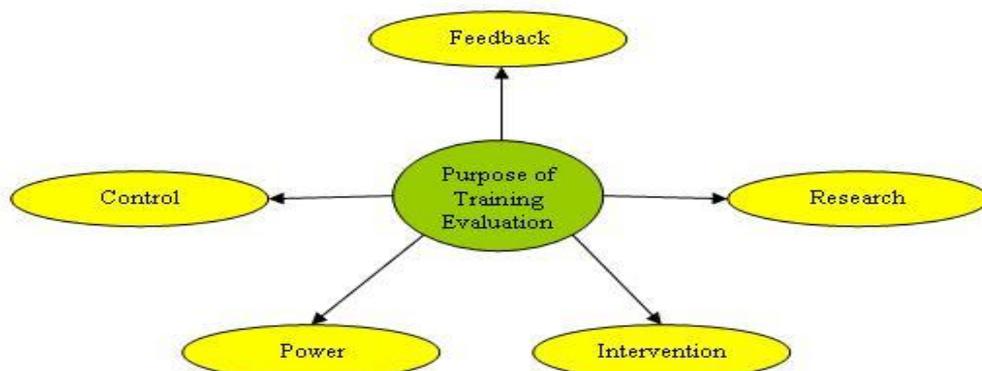
(Source:-Fig 3.12 Human Resource Management, Vijay Dhole , Bhushan Pednekar, Himalaya Publishing House, 1st Edition, 2009, (Page 3-43)

3. **Control:-** It helps in controlling the training program because if the training is not effective, then it can be dealt with accordingly.

4. **Power Games:**- At times, the top management (higher authoritative employee) uses the evaluative data to manipulate it for their own benefits.

5. **Intervention:**- It helps in determining that whether the actual outs comes are aligned with the expected outcomes.

Measuring Sales Training Effectiveness

When organizations invest in sales training, they are eager to know how their investments are paying off. The changes in behaviors and sales results post-training should be major, not minor ones. The need is for visible evidence to build a reasonably high level of confidence that the sales training intervention led to a material change in results.

The standard research design for measuring such changes is to compare control group vs. experimental group results. This works in scientific discovery but doesn't really suit sales performance system interventions. Who wants to be in the control group and be "left behind"?

An easier method for assessing impact is to measure performance during the rollout period. New sales training is typically rolled out in stages, especially in large organizations. This provides an ideal opportunity to compare the results of those who have been through the training vs. those who have yet to be trained. This can be done weekly, monthly, quarterly — whatever measurement period makes the most sense.

As each new group goes through training, a salesman might need to adjust the results for systemic changes between periods, such as with seasonality or other regular patterns in the business. These adjustments can help factor out changes not related to the training, helping you maintain an apples-to-apples comparison.

It is possible to design a system for measuring sales training effectiveness that adjusts for many different variables and detects small changes in performance, but that would be both complicated and essentially immaterial. The material changes are the ones that are most important, revealing visible evidence of the value delivered from the training. It's hard to argue with evidence like that. It's even harder to argue against training that achieves such measurable results.

Importance of Training

Employees tends to become absolute, and therefore making the need to adapt to the continuous learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Thus, in order for organizations to achieve optimum returns from their investment, there is imperative need to effectively manage training and development programmers. However, the most vital asset of every organization under stiff and dynamic competition is its human capital. Training and development is an instrument that aid human capital in exploring their dexterity. Therefore training and development is vital to the productivity of organization's workforce.

1. To Increase the Productivity

2. To Improve Quality of Work

3. To improve Health and Safety

4. Out datedness Prevention

5. To Improve Organizational Climate

6. Personal Growth

7. To Assist a company to fulfilling its Future

8. Help in addressing employee weaknesses

9. Improvement in workers performance

10. Ensuring worker satisfaction

11. Reduced cost

12. Reduction in supervision

BENEFITS OF TRAINING FOR INDIVIDUAL & TEAM

There is documented proof that training activities have a positive impact on the Performance of individuals and teams. Training activities can also be beneficial regarding other outcomes at both the individual and team level (e.g., attitudes, motivation, and empowerment). We first review performance-related benefits.

CONCLUSION

The objectives of sales force training is to enhance their skill and performance for the growth of their own organization as well as to raise the confidence level of them to work efficiently in the market. The sales force are most important ingredients of any business organization, hence from the identification of their training need by their sales manager in co ordination with Human Resource department, preparation of training schedule, identification of various of technique of training, imparting the training properly from the qualified trainer, measuring their effectiveness after training and finally understanding the training given to sales force is correctly in line with their performance. So that both organization as well as individual are benefited in win-win situation.

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COMPARISON OF JOB SATISFACTION OF MALE AND FEMALE TEACHERS IN INDIAN HIGHER EDUCATION INSTITUTIONS: A STUDY OF NORTH INDIA

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ABSTRACT:

The opening up of economy for rapid growth and development can lead to desired results only if the culture of higher education system is supportive for development of critical thinking skills in the graduates. Few islands of excellence like institutes of national importance cannot meet the demands of entire industry and society for a relevant higher education. It is no surprise that India ranks poorly in research output and overall ranking at international level.

The paper analyzes the impact of gender on motivation and culture in institutions of higher education in India. The teachers of public and private higher education institutions in north India were part of the study. The primary data was collected with the help of a questionnaire. The data was analyzed by t test.

Keywords: Herzberg, Gender, Extrinsic Factors, Intrinsic Factors

INTRODUCTION:

Socio-economic development of the country is significantly influenced by higher education system. India was known to have higher education institutions of fame in the forms of Nalanda, Taxila and Vikramshila. Students from different countries used to come to these institutions for higher education (UGC, 2014). In Vedic period also the teaching institutions, referred to as *Gurukuls*, were imparting relevant education. The children's from royal families also had to stay in these institutions as hostellers along with other students belonging to different socio-economic class. The teachers (Gurus) were highly respected individuals. Under British rule modern higher education system was established to prepare clerks for British administration by Lord Macaulay. After many decades of Independence, we still continue with the same legacy of producing graduates with low critical thinking skills.

It was argued by Yashpal that University is a place to develop analytical and questioning attitude and continuous exercise of reason (Yash Pal, 2009). The Indian higher education not only performs badly in international rankings but domestically also the acceptance of graduates by industry is very poor (Aspiring minds, 2013)

Poor participation of females is another cause of concern. India performs poorly in gender inequality index (GII). India ranks 127 out of 142 countries in gender inequality index (Ray 2015). Labor force participation rate of females is just 22.5% (Sanghi et al 2015). Female political leaders account for just 11% seats in parliament in India (NDTV, 2014).

OBJECTIVES:

Compare job satisfaction of male and female faculties in higher education institutions in North India

LITERATURE REVIEW:

Sharma and Jyoti (2006) found that female teacher were more satisfied. It was argued that higher satisfaction of female teachers is due to nature of job and socio-cultural values of the profession.

Muralidharan Sundararaman (2010) argued that performance based pay program will have broad based support among teachers and attract effective teachers into teaching profession.

Pabla (2012) compared satisfaction of male and female faculties in professional colleges of Punjab. It was found that female teachers are significantly more satisfied as compared to male teachers. However the satisfaction was not bifurcated into extrinsic and intrinsic factors.

Rajareegam and Doss (2013) studied satisfaction of teachers in engineering colleges at Puducherry. It was found that there was no difference between satisfaction of male and female teachers and teachers of different age category.

Lakshmi and Gopinath (2013) found that volume and length of working hours affect work life balance. Married women accepted overtime due to financial considerations.

Subha (2013) argued that females prefer teaching due to family engagements, females require career breaks and teaching career provides such opportunity.

Ahluwalia and Preet (2014) studied satisfaction of college teachers in Jalandhar and Amritsar cities of Punjab. It was found that the important factors for satisfaction were; possibility of growth, salary, hygiene and infrastructure, possibility of turnover, coordination & cooperation, interpersonal relations, and unbiased administration. It was found that male

teachers were more satisfied with salary and perks, whereas female teachers were more satisfied with working conditions and professional growth.

Kumar, Anand and Shrivastava (2015) examined satisfaction of faculties in private higher education in Northern India. It was found that overall satisfaction of faculties was very poor. It was recommended that private institutions should give more attention to the environment in addition to monetary factors.

Mishra and Dkhar (2016) investigated that job satisfaction of B.Ed college teachers of public and private sector institutions. It was found that there is no significant difference between satisfaction of male and female faculties. No significant difference was found among the satisfaction of faculties of private and public sector institutions.

RESEARCH METHODOLOGY:

The descriptive research approach was used for the study. The primary data was collected with the help of questionnaire. Date was collected from teachers of private and public universities of north India. Sample size was 600 teachers. Out of 600 respondents, 324 returned the questionnaire. 24 questionnaires were incomplete and were discarded.

The questionnaire contained demographic questions and questions on satisfaction on a five point likert scale. The respondents were asked to give their opinion on scale where 1 was for strongly disagree/dissatisfied, 2 for disagree/dissatisfied, 3 for neutral, 4 for agree/satisfied, 5 for strongly agree/satisfied. The validity of the questionnaire was evaluated using content validity, through evaluation by senior academicians. The reliability was checked by Cronbach's alpha. The Cronbach's alpha was obtained separately for private and public university respondents. The Cronbach's alpha was obtained as 0.938 for private sector

institutions and 0.952 in public sector institutions. Coolican (2009) argued that alpha values ranging from 0.75 to 1 indicate good reliability.

The data was analyzed using descriptive analysis, independent sample t test. Independent sample t test was used to compare views of male and female faculties.

HYPOTHESIS:

H_0: There is no difference between male and female teacher satisfaction on intrinsic and extrinsic factors

H_1: There is a difference between male and female teacher satisfaction on intrinsic and extrinsic factors

FINDINGS:

52% respondents of the respondents were from private universities in north India and 48% respondents were from public universities in north India. As shown in table 1, 40 % respondents were female and 60% were males. 46.79% of respondents in private universities were women and 53.21% were men. In public universities 32.64% of the respondents were women and 67.36% were men.

Table 1: Gender of Respondents

		Gender		Total
		Women	Men	
Type of Organization	Private	73	83	156
	Public	47	97	144
Total		120	180	300

Source: Survey Data

The independent sample t test is used to analyze the impact of gender on different variables of motivation.

Table 2: T Test for Private Universities

Group Statistics			Sig. Value
Variables	Gender	Mean	
Work Itself	Women	3.815	0.01
	Men	4.271	
Growth Opportunities	Women	3.904	0.01
	Men	4.169	
Recognition	Women	3.678	0.00
	Men	2.801	
Responsibility	Women	3.870	0.13
	Men	4.193	
Achievement	Women	3.726	0.01
	Men	3.253	
Salary	Women	3.712	0.00
	Men	3.114	
Supervision	Women	3.658	0.00
	Men	2.759	
Job related professional relationship	Women	3.493	0.00
	Men	2.783	
Rules and regulations	Women	3.445	0.00
	Men	3.108	
Job Security	Women	3.562	0.00
	Men	3.030	

Source: Survey Data

It is found that in case of private universities, a significant difference exists between male and female faculties except responsibility. All p values were less than 0.05 (except responsibility). For intrinsic factors of motivation, male faculties were more satisfied

than female faculties in case of work itself, growth responsibility, and responsibility. Female faculties were more satisfied with regard to recognition and achievement aspects of intrinsic factors. Female faculties were more satisfied on all aspects of extrinsic factors (salary, supervision, job related professional relationship, rules and regulations, and job security).It was found that male faculties were not satisfied with recognition (mean 2.801), supervision (mean 2.759), job related professional relations.

Table 3: T Test for Public Universities

Group Statistics			Sig. Value
Variables	Gender	Mean	
Work Itself	Women	4.523	0.150
	Men	4.323	
Growth Opportunities	Women	3.431	0.165
	Men	3.209	
Recognition	Women	3.515	0.132
	Men	3.234	
Responsibility	Women	3.462	0.198
	Men	3.241	
Achievement	Women	3.523	0.123
	Men	3.278	
Salary	Women	4.177	0.092
	Men	3.880	
Supervision	Women	3.515	0.756
	Men	3.506	
Job related professional relationship	Women	3.523	0.950
	Men	3.513	
Rules and regulations	Women	4.177	0.02
	Men	3.772	
Job Security	Women	4.123	0.054
	Men	3.810	

Source: Survey Data

It is found that in public sector institutions, there is no significant difference between job satisfaction of male and female faculties except rules and regulations. The job satisfaction scores of male and female faculties were compared for all male and female respondents.

Table 4: T Test for Gender

Group Statistics			Sig. Value
Variables	Gender	Mean	
Work Itself	Women	4.12	.157
	Men	4.28	
Growth Opportunities	Women	3.67	.673
	Men	3.72	
Recognition	Women	3.62	.000
	Men	3.01	
Responsibility	Women	3.64	.526
	Men	3.73	
Achievement	Women	3.70	.002
	Men	3.29	
Salary	Women	3.92	.001
	Men	3.51	
Supervision	Women	3.61	.000
	Men	3.12	
Job related professional relationship	Women	3.46	.015
	Men	3.17	
Rules and regulations	Women	3.84	.000
	Men	3.41	
Job Security	Women	3.82	.000
	Men	3.41	

Source: Survey Data

The table 4 shows that the female teachers are more satisfied than male teachers on recognition, achievement, salary, supervision, job related professional relationship, rules & regulations, job security. The female teachers are more satisfied on two intrinsic factors (recognition, achievement), but they are more satisfied than male teachers on all extrinsic factors.

Male teachers (Mean 4.28) are more satisfied than female teachers (Mean 4.12) on work itself, Growth Opportunities, responsibility though the difference is not significant at 5% level of significance. There is significant difference between male and female teachers on recognition and achievement ($p < 0.05$).

The P value (0.001, 0.00, 0.015, 0.00, and 0.00) is less than 0.05 for all extrinsic variables. Thus the null hypothesis is rejected at 5% level of significance. It is concluded that a significant difference exists between satisfaction of male and female teachers on extrinsic factors. Female teachers are more satisfied on extrinsic factors.

As p values obtained are more than 0.05 for some factors of job satisfaction, null hypothesis is rejected and it is concluded that there is a significant difference between job satisfaction of male and female faculties job satisfaction in higher education institutions in North India.

RECOMMENDATIONS:

The findings show that male teachers are less satisfied than female teachers on all extrinsic factors and two intrinsic factors (recognition, and achievement).

The findings can be associated with the culture in India where Men are expected to play lead role in income generation and enhancing the esteem of the family.

The academic leaders should develop human resource policies to take care of needs of the gender with regard to the cultural background of the country, and the expectations of the

teachers. The female teachers should be provided flexible working hours to provide an opportunity to balance professional and family commitments.

Female teachers were more satisfied than male teachers on all extrinsic factors. It may be attributed to the cultural factors where females have primary responsibility of home makers. The individual professional achievements in terms of designation, status, and salary are always considered as an extra achievement over and above the core responsibilities of home makers. Female teacher thus have two sources of satisfaction. They get satisfaction from the family and also from profession.

On the other hand male teachers were found to be less satisfied than female teachers on extrinsic factors. It may be attributed to cultural implications and social expectation form male members of the family to be source of income and status of family.

The male teachers have more social pressure to earn decent salaries as compared to female teachers. This social pressure creates an urge to excel in the profession and earn handsome salaries and move up in the hierarchy to satisfy the social and esteem needs.

The management of institutions should provide the opportunities for male teachers to enhance their earnings. However it does not imply that the performance appraisal and human resource practices should be biased with regard to the gender of the teachers.

The administrators need to devise alternative earning opportunities for faculties. Consultancy, research projects, short term certificate courses on revenue sharing arrangement with teachers and institutions can provide opportunity of enhancing earning potential of talented teachers. This will attract talented individuals into teaching profession. The performance based incentives profile of teaching will provide the platform for male teachers to satisfy the social and esteem needs in a paternistic society.

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INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE: AN EMPRICAL STUDY OF STATE BANK OF INDIA (SBI)

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ABSTRACT

This research study aims at exploring the influence of Human Resource Management (HRM) practices on organizational performance in Jammu and Kashmir focusing on State Bank of India. Through this research study the contribution of HRM practices including general climate, career planning, employee participation, performance appraisal system, training and compensation on perceived organizational performance was explored. It was found that HRM practices have significant association with organizational performance. Implication of the findings, potential limitations of the study and direction for future research are also suggested.

Keywords: HRM, Organizational performance, career planning and performance appraisal

INTRODUCTION:-

The primary goal of human resource management in any organization is to facilitate organizational performance. One of the most effective ways of enhancing organizational performance is to improve productivity—a subjective term which may mean different things to different people. Management of human resource is an all-pervasive function which is to be performed effectively, irrespective of the functional or operational areas. Research has

proved that Human Resource Management Practices (HRMP) like induction, recruitment and selection, training and development, compensation, employee participation and empowerment, information sharing, egalitarianism, employment security, performance appraisal methods, promotion and career-planning, job definition etc. have immense effects on the performance of organizations (Walker, 1992, Cappeli, 1994, Pfeffer, 1994,1998, Huselid 1995,1999, McDuffie, 1995, Delery and Doty, 1996).Human resource issues are a double-edged sword as these issues can be used as an opportunity for improvement or a chance to gain a competitive advantage. In the negative sense these may be the problems or the shortcomings which must be resolved. As such, it is the management of human resources which has resulted in making or marring the organizations, economies and countries as well (Walker, 1992, Cappeli 1994, Pfeffer, 1994).There is a growing consensus among human resource professionals and experts that properly configured human resource policies of an organization can provide a direct and economically significant contribution to firm's performance (Cappeli, and Crocker Hefter 1994).Every industry/organization has some distinctive human resource practices. It is this human resource that helps to create unique competencies that differentiate products and services and generate competitiveness. Many studies throughout the world have shown that positive correlation exists between employment security, selection and training activities, investment in training, information- sharing, employee participation and empowerment, egalitarianism, cross-utilisation and cross-training, performance appraisal systems, incentive compensation systems, promotion from within, team- based production systems and other positive human resource management practices on the one hand and performance of the organizations on the other (Gerhart and Milkovich 1992, Wagner 1992, Youndt 1996).

RESEARCH QUESTIONS:

1. How Human Resource Management (HRM) practices affect Organizational Performance?

2. What is the status of Human Resource Management (HRM) practices in SBI in J&K?

3. What is the relationship between Human Resource Management (HRM) practices and Organizational performance?

RESEARCH OBJECTIVES

1. To determine the effect of Human Resource Management (HRM) practices on organizational performance.

2. To determine the status of Human Resource Management (HRM) practices in SBI in J&K

3. To determine the relationship between Human Resource Management (HRM) practices and Organizational Performance

REVIEW OF LITERATURE

Human Resources Management is the process of creating, applying & evaluating guidelines, methods & programs relating to the recruitment, retaining, motivating, & managing people in an organization. It includes various activities such as strategic HRM, human resource planning, corporate social responsibility, human capital management, training and development, selection, recruitment, reward management, performance appraisal, health & safety, employee well-being as well as provision of employee services. It consists of a set of policies & practices aimed at maximizing organizational integration, employee ownership, quality of work & flexibility. Effective human resource practices directly relate towards company's performance by contributing to employee and customer satisfaction thus creating a positive reputation of the firm in the market.

It is now commonly accepted that employee create vital sources of competitive advantage for companies (Barney, 1991; Pfeffer 1994). As result, it is important that a firm adopts human resources management (HRM) practices that make best use of its employees. The above trend has led to increased interest in the impact of HRM on organizational performance, and a number of studies have found a positive relationship between so called „high performance work practices‟ (Huselid, 1995) and different measures of company performance.

Organizational performance

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).According to Richard et al. (2009) organizational performance includes three specific areas of outcomes: (a) financial performance (profits, return on investment, return on assets, etc.); (b) product market performance (market share, sales, etc.); & finally (c) optimized shareholder return (economic value added, total shareholder return, etc.).

Relationship between HR practices and Organizational performance

Performance of any organization largely depends on the performance of its employees. Successful organizations are increasingly realizing that there are number of factors that contribute to performance but human resource is clearly the most critical (Mello, 2005). Effective HR practices improve the performance of organization and lead to higher profits. Datta et al. (2003) found that best use of HR practices reveals a stronger association with efficiency of firm. Human resource management (HRM) practices have significant association with accounting profits of organisation (Delery and Doty, 1996).

Many studies on HRM as a system revealed positive relationship with company performance. Youndt, Snell, Dean and Lepak (1996) examined the impact of HRM strategy on company‟s

performance of 512 manufacturing plants. Their findings revealed a moderate relationship between plant performance HR systems. Additionally Snell, Wright & Dyer (2005) declared that firm competitiveness/ efficiency can be enhanced by a high performance work system, & that it has a positive relationship with organizational effectiveness.

For the purpose of this research study, the following variables were selected and briefly discussed below

HRM Practices

HRM practices are a process of attracting, motivating, and retaining employees to ensure the survival of the organization (Schuler and Jackson, 1987). HRM practices are designed and implemented in such a way that human capital plays a significant role in achieving the goals of the organization (Delery and Doty, 1996). The appropriate use of HRM practices positively influence the level of employer and employee commitment (Purcell, 2003). HRM practices such as, training and development, performance appraisal encourage the employees to work better in order to increase the organizational performance (Snell and Dean, 1992; Pfeffer, 1998). The practices selected for this study are based on its importance in relation to the industry selected for the analysis. The practices used in this study are listed and defined as follows:

1) **Compensation**: Compensation is a process of providing monetary value to employees for the work they performed. Compensation can be used to hire skilled employees, reward the performance, encourage company loyalty by reduce turnover. Compensation may include Basic Pay, Overtime, Bonuses, Travel/Accommodation Allowance, Stock Options, Medical Allowance, Commissions, and Profit Sharing. A recent study conducted by Hay points out that 20% employees plan to switch their current positions in at least five years. Employee retention turnover has become a more prominent aspect of organizational life.   The

implementation of retention compensation strategies has seen significant growth over the last several years. A study conducted by Frye (2004) show positive relationship between compensation and organization performance. Frye (2004) reported that compensation strategies play an important role in recruiting and retaining skilled employees. Most of the firms used Performance-based compensation to reward employees (Collins and Clark, 2003). Performance-based compensation positively influences employee's performance (Brown et al., 2003). A research study by Huselid (1995) showed a significant relationship between compensations and employee performance.

2) Career Planning: Career planning is process of setting career goals and identifies the ways to attain them. Career planning is a process of planning individual's life work. Career planning is a tool used to motivate employees to work for the development of the organization (Wright and Snell, 1998). The career planning focused on motivating the employees to achieve a desired match between personal goals and organizational goals. A process of developing human resources to increase organizational performance is referred as career planning (Leibowitz et al., 1986). Career development process is useful in identifying employee's skills and experience and assigning them tasks accordingly. Individuals prefer to join those organizations where they get enough opportunities to pursue their career goals and exploit their potential fully (Gardener et al., 2011). Career planning serves as a tool to motivate employees to work effectively and efficiently in order to achieve the goals of the organization. Career planning is a deliberate process of providing oppurtunities for successful development (Snell, 1992).

3) Training: Training is a systematic approach that enables employees to attain knowledge and skills in order to accomplish their tasks effectively with the resultant improvement in the behavior (Armstrong, 2006). Training and development contribute positively towards organizational growth. Training refers to the methods used to develop skills in the employees

required to perform the job (Dessler, 2008). Most organisations considered training and development as an important factor of the human resource activity. Training can be used as a tool to increase employee's performance by developing knowledge and skills. Training can be described as an endeavor to develop additional competencies needed today or in future in order to increase the level of employee's performance (Jackson and Schuler, 2000). Training can be used as a tool to increase efficiency and effectiveness of employees in order to increase organizational performance (Cook and Hunsaker, 2001).).

4) Employee Involvement: Employee involvement is creating an environment in which employees are empowered to make their decisions and take actions relevant to their jobs. Employee involvement helps the organization in retaining its employees as it increases ownership and commitment and fosters an environment to make the employees motivated and contributing. Employee contribution influence employee's performance positively (Locke et al., 1997). Employee involvement increase job satisfaction, motivation and employees commitment as employees feel themselves more involved in the success of the organizational goals (Mullins and Peacock, 1991). Empowering the employees by involving them in decision making contribute to the success of organization as it increases the productivity, saves time for decision making, lowers the gap between supervisor and subordinates, encourages a strong sense of teamwork among workers.

5) Performance Appraisal: Performance appraisal is a systematic evaluation of an employee's performance in his assigned tasks. The overriding purpose of performance appraisal is to increase motivation and employees self-esteem. Sels et al. (2003) stated that performance evaluation increase the employee's productivity that in turn increases organizational performance. Performance appraisal enhances professional growth by pointing out the area of performance enhancement. Transparent performance evaluation motivates employees to work more in order to achieve the organizational objectives (Singh, 2004). Wan

et al. (2002) reported that merit based performance appraisal increase employee's motivation and commitment that has a significant effect on organizational performance. The key to organization's success relates to the willingness of employees to play extra role (Ahmad and Schroeder, 2003). Satisfied employees lead towards reduced turnover and absenteeism.

RESEARCH FRAMEWORK
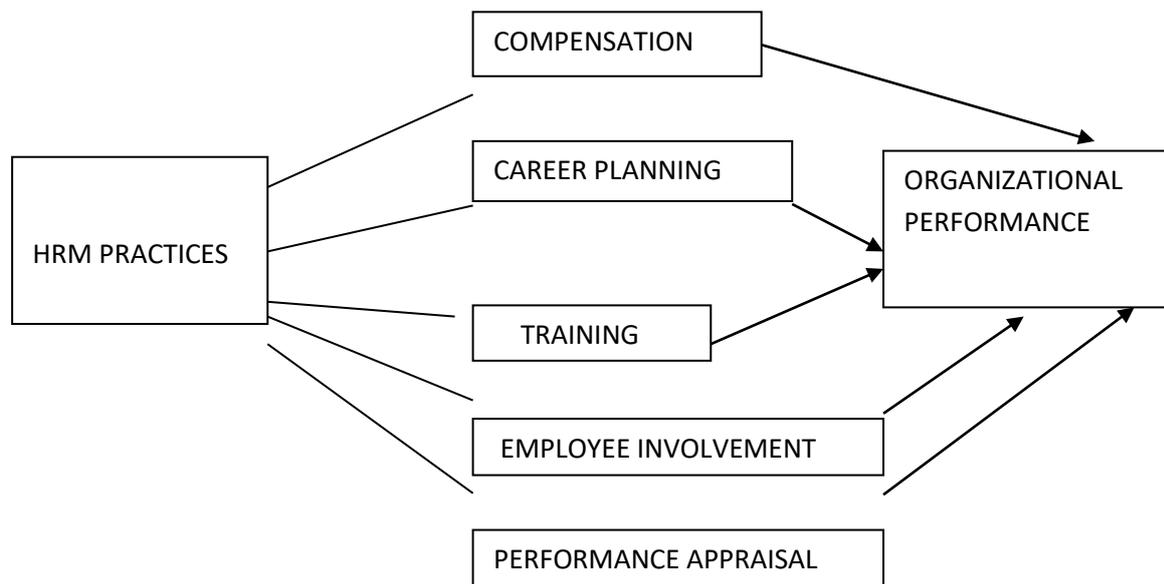
RESEARCH METHODOLOGY:

Research Design: The research study was conducted to determine the influence of HRM practices on organizational performance.

Data Collection Instruments and Sampling Techniques: Questionnaire designed on a 5-point Likert scales range from strongly disagree to strongly agree, was used to collect data from the managers and subordinates working in different SBI branches. Questionnaire was divided in two parts: first part was comprised of data regarding HRM practices and organizational performance and second part with demographic information of respondents. For this research study, Random sampling technique was used for the collection of data.

Questionnaire was distributed among 72 targeted respondents to get the data required for conducting the analysis.

Data Analysis A Pearson correlation and regression was conducted to determine the association between HRM practices and organizational performance.

RESULTS OF THE STUDY:

Pearson correlation was applied on the data to check the relationship between HRM practices. Pearson correlation for the organizational performance with Compensation(r=.775), Career Planning(r=.796), Performance Appraisal(r=.790), Training(r=.781), and Employee Involvement(r=.876) show a positive relationship. The results indicates that all the variables are statistically significant at (p<.05).

Coefficient of determination i.e. R^2 Value (0.797) indicates 79% variation in organizational performance is due to the proposed model. That means HRM practices Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement have a positive impact on organizational performance. Therefore it is proved that independent variables contribute positively towards change in the dependent variable.

CONCLUSIONS AND DISCUSSIONS

The study revealed a significant relationship between Human Resource Management (HRM) practices (Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement) and employee's performance. On the whole we found the existence of good HRM practices in the sample study organization. The managers in general showed a favorable attitude towards HRM practices of the organization. They were satisfied with the developmental policies of the top management as well as happy with the prevailing HRM climate in the sample organization. However, findings of the present study indicate that there

is still substantial scope for improvement in various aspects of HRM practices in the sample study organization.

SUGGESTIONS AND POLICY IMPLICATIONS

The research study attempts to analyze the impact of HR practices by focusing on relationship between HRM practices variables on organizational performance in the SBI. The banking industry in India is working hard to cope up with the technological changes and meet the challenges of globalization. In this context, the following policy actions may be considered worthwhile,

1) In order to meet the global standards and to remain competitive bank need to create such an organizational climate that has great impact on the quality of organizational performance.

2) The sample study organization has to attract the best talent from the market to maintain competitive edge

3) The bank should provide proper performance appraisal system.

4) The bank should have clear career path.

5) Employees should be trained well to adopt latest technology and skills.

6) The compensation should be decided on the bases of competencies and ability of the employees.

LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH

Research context was limited to SBI branches in Kashmir, while the future research can be extended to different sectors of different cities to get more significant results. Small number of respondents has been chosen for this study so a similar study should be conducted by increasing a sample size. This study examined only five human resource practices (Compensation, Career planning, Training, Employee involvement, Performance appraisal), while other human resource practices can also be used for further study to get a clear idea of the important organizational performance determinants.

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STUDY ON RELATIONSHIP BETWEEN ENVIRONMENTAL AWARENESS AND GREEN PRODUCTS

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ABSTRACT:

Green Products is increasing all over the world since public is becoming more sensitive to environmental concerns due to spreading of many diseases. The current study is in Pune and tries to find out environment interest where 'green' has become the buzzword. Pune an economically well developed city has emerged as an education hub. The focus of the study is to measure state of awareness among consumers about green products and potential. In order to measure the level of awareness about environmental concern we developed a questionnaire having two parts; first relates to environmental awareness and second to green concern. We have taken a sample of 160 consumers and collected primary data with a 'Likert scale' to measure the respondent's attitude about environmental awareness and green products. The evidence of our study suggests that if level of awareness about green Products is increased there will be a huge potential.

Keywords: **Environmental Awareness, Green Marketing, Green Products.**

INTRODUCTION

Green products, is one which is not harmful for environment and human being. It is the most concerned issue throughout the world for environmental awareness about products that are presumed to be environmentally safe (AMA). The basic idea is that customers are provided with information regarding products environmental effect by which they can and use this information to decide which product to purchase (Yogita Sharma, 2011).There are a large number of people, who are changing to environmental friendly products and this number is increasing every year as they are now becoming very sensitive about the safety of the environment along with their health. Green marketing controls the four elements of the marketing mix (product, price, promotion and distribution) to sell products and services by offering superior environmental benefits in the form of reduced waste, improved energy efficiency, and/or decreased discharge of toxic emissions.

Green product studies were mostly carried out in developed countries who are major contributors to environmental degradation. There is a need of such research in developing countries like India. According to Copenhagen Climate Talks of 5th Dec. 2009, India is one of the world's biggest emitters of carbon dioxide - a greenhouse gas blamed for global warming.

Indian Companies are advertising green products by using different promotional strategies to create demand. As we have limited resources and unlimited human wants it is very important for the companies to use these resources efficiently and reduce their wastage. Moreover, business firms have sufficient awareness about green products and services and they are gradually shifting and trying to change buying behavior of consumers. However, the level of awareness is low to some extent and further efforts are needed to enhance it Environmentally

responsible or "green" marketing refers to the satisfaction of consumer needs, wants, and desires in conjunction with the preservation and conservation of the natural environment.

The green Product evolution is divided into three phases:

1. The first phase was termed "Ecological" green Product. During this period marketing activities were anxious to solve environment problems and offer remedies for such problems.

2. The second phase was "Environmental" green Product and the focus shifted to clean technology that involved designing of innovative new products, which takes care of pollution and waste issues.

3. The third phase was "Sustainable" green Product. It came into prominence in late 1990s and early 2000. Many studies reveal that consumer concern about environment has progressively increased in past two decades.

Classification of Green Manufacturing Companies

Ginsberg and Bloom classified Green Manufacturing companies into four categories as explained below:-

1. Lean Green

These companies adopt green practices to improve efficiency and reduce cost of their business, but they do not intend to promote these creativities.

2. Defensive Green: These companies use green marketing strategy to be defensive and avoid crises. They apply green practice to be in competition and make their brand image better by inventions which are different from competitors.

3. Shaded Green: These companies adopt green marketing practices to differentiate their products from competitors based on their environmentally friendly strategies and investment, made on long-term basis to accomplish long-term goals. By this, they show their long-term commitment with environment and human health.

4. Extreme Green: These companies are deeply devoted to environmental concerns in their vision and goals. Their overall marketing strategy is based on environmental concerns. These companies' work strongly according to the total environmental quality management, waste reduction, and environmental friendly promotions

REVIEW OF LITERATURE

Mainieri, Barnett, Valdero, Unipan and Oskamp(1997) investigated the variables that predict "green buying" (i.e., buying products that are environmentally beneficial). Predictor variables were awareness about environmental impacts of products, specific environmental beliefs of consumers, several general environmental attitude scales, demographic variables, and several pro environment behaviors other than buying behavior .Women were considerably superior to men on two aspects regarding green buying and the environmental attitude scales. Specific consumer beliefs predicted several green-buying variables as well as general environmental attitudes, whereas general environmental attitudes predicted only one aspect of green buying.

Straughan & Robert(1999) Income as predictor of environmental awareness relates with affect-ecological contraction, ecological knowledge and premium price of eco-friendly products. Previous research findings show that there is an inconsistence in the relation between environmental awareness with level of income. Middle class after meeting basic needs start to focus on human aspects.

Bloom &Sevilla(2004) illustrate that income level plays a role in predicting environmental awareness related to a person's attitude towards the environment. The relation between income growth and quality of environment is a fundamental issue in environmental

economics. One's level of income influences the willingness to pay marginally higher prices as a social responsibility towards the environment. Empirical studies in countries with low income per capita do not show any improvement in the willingness to spend more on eco-friendly products has been reported by. Therefore, the income level moderates the relations between consumers behavior towards the environment with their willingness to consume eco-friendly products.

Environmental concern is still not a strong motive for majority of well educated respondents to purchase eco-friendly products.

Shila Shahnaei (2012), found out that Educational Level has significant effect on green purchasing among Malaysian consumers whereas gender and age don't have relationship with the purchase behavior.

Ruiz, Arcas and Cuestas (2001) argued that gender plays an important role to be consumerists and environmental conscious consumers. Some of the research shows that male are being predominant in the concern towards environment and thereby towards the purchasing behavior.

Panni (2006) found that consumers' pro-social or pro-ethical behaviors are heavily influenced by demographic characteristics in terms of age, income level, education level and occupation.

RESEARCH PROBLEM

The study is to investigate the relationship between environmental awareness, consumer preference and potential of green marketing.

OBJECTIVES OF THE STUDY

The objectives of this study are stated as under:-

- To measure the level of consumer preference for green products.

- To assess the potential of green products

- To measure the consumers awareness on environmental concerns affecting buying behavior towards environmental friendly products.

HYPOTHESES OF THE STUDY

Hypothesis 1: consumer preference has shifted to green products.

Hypothesis 2: Consumer awareness for environment safety is high.

Hypothesis 3: Companies who establish with green image will have distinct advantage in the marketplace.

RESEARCH METHODOLOGY

The Sample Size of 160 was selected. Stratified random sampling method was employed to select the respondents, from Pune city. An online Survey method was employed and a structured questionnaire was developed to collect the primary data. The questionnaire consisted of two parts, Part -1 related to demographic information of the respondent and Part -2 with five points Likert Scale to measure consumer's attitude towards green products and awareness. Statistical test was used to measure relationship between selected variables and study hypothesis tested.

DATA ANALYSIS

The profile of the respondents is as mentioned in the Table No.-1 given below. The questions included in the questionnaire to study with respect to green products have been shown in Table No.-2. For data analysis SPSS was used and chi-square test was used to analyze the data.

Profile of respondents

Gender of the Respondents	Frequency(N=160)	Percentage
Male	82	51
Female	78	49
Age		
18-30 years	67	42
31-40	48	30
41-51	37	23
above 52 years	8	5
Education		
Primary education	16	10
Diploma holders	35	22
Graduation	72	45
Professional education	37	23
Income		
4-8 lakhs	50	31
8-12 lakhs	69	43
12-16 lakhs	29	18
Above 16 lakhs	12	8

Source: Primary data

Interpretation:

It is inferred from table 1 that out of 160 total respondents 82 respondents Were males and 78 of them were female respondents. Most of the respondents belonged to 18-30 years age group. 67 Respondents belonging to the age group of 18-30, 48 Respondents in 31-40 years and 37 respondent s belonged to the age group of 41-51. It is also understood from the table 1 that 16 respondents had Primary education. 35 respondents were Diploma holders. 72 Respondents had college Graduation education and 37 respondents had Professional education.

Hypothesis 1: consumer preference has shifted to green products.

Group Statistics

Green Vs Non Green	N	Mean	Std. Deviation	Std. Error Mean
Non Green products	59	2.8791	0.53498	0.06177
Green products	101	4.2434	0.44397	0.02831

Independent Sample Test

Levene's Test for Equality of Variances		t-test for Equality of Means							
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	99% Confidence Interval of the Difference	
Equal variance assumed	1.469	0.222	22.165	158	0.000	1.36435	0.06156	1.52386	1.2048
Equal variance not assumed			20.078	104.26	0.000	1.36435	0.06795	1.54256	1.18614

The above table shows that out of 160 consumers; 101 respondents mean score is 4.24 on a scale of 5 (likert scale), which signifies that 76.63% of the consumer have preference for green products. From the consumer response most of the respondents had given mean score 4.24 which indicates that consumer preference have shifted from non-green products to green products The analysis shows that there was a significant difference at 5% level of significance, Hence Null hypothesis is rejected and alternate hypothesis is accepted.

Hypothesis 2: Consumer awareness for environmental safety is high.

Group Statistics

Consumer awareness	N	Mean	Std. Deviation	Std. Error Mean
Low Awareness	32	3.0313	0.47140	0.08333
High Awareness	128	4.3903	0.44866	0.02639

Independent Sample Test

Levene's Test for Equality of Variances		t-test for Equality of Means							
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	99% Confidence Interval of the Difference	
Equal variances assumed	1.356	0.244	16.178	158	0.000	1. 35906	0.08401	1.52434	1.19378
Equal variances not assumed			15.548	46.054	0.000	1.35906	0.08741	1.53610	1.18203

The above table shows that out of 160 consumers; 128 respondents mean score is 4.39 on a scale of 5 (likert scale), which signifies that 90% of the Consumer are aware regarding environmental safety. From the consumer response most of the respondents had given mean score 4.39 which indicates that Consumer awareness for environmental safety is high. The

analysis shows that there was a significant difference at 5% level of significance, Hence Null

hypothesis is rejected and alternate hypothesis is accepted.

Hypothesis 3: Companies who establish with green image will have distinct advantage in the

marketplace

Group Statistics

Green Vs Non Green	N	Mean	Std. Deviation	Std. Error Mean
Non Green Image	49	3.0949	0.44776	0.05829
Green Image	111	4.2838	0.43216	0.02680

Independent Sample Test

Levene's Test for Equality of Variances		t-test for Equality of Means							
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	99% Confidence Interval of the Difference	
Equal variances assumed	0.887	0.350	18.951	158	0.000	1.18893	0.06274	1.35151	1.02635
Equal variances not assumed			18.531	89.02	0.000	1.18893	0.06416	1.35802	1.01984

The above table shows that out of 160 consumers; 111 respondents mean score is 4.28 on a scale of 5 (likert scale),which signifies that 81% of the consumer agree that companies which can establish themselves with green image will have distinctive advantage in the market place.. From the consumer response most of the respondents had given mean score 4.28 which indicates that Companies which can establish themselves with green image will have distinctive advantage in the marketplace .The analysis shows that there was a significant difference at 5% level of significance,   Hence Null hypothesis is rejected and alternate hypothesis is accepted.

LIMITATIONS OF THE STUDY

This study is restricted to green products alone. The study was carried in Pune which can not represent the characteristics of whole consumer green market. The sample size is only 160 respondents, in comparison with the whole population .Beside this, method of data collection is convenience sampling so it is quite hard to generalize our results to the whole market. The study has limited this research to evaluate few variables due to time constraints and we suggest to include other variables in future research.

FINDINGS AND RESULTS

This study proves that there is positive relationship between environmental awareness and green marketing. It is noted during this study majority of people think that our natural resources are under severe threat due to global warming and climate change and these are likely to destroy our natural resources and threats to our environment as well. Majority of people think that by going green environmental problems can be solved. There is a lack of awareness about environment which is also preventing people from going green. The empirical evidence of our study reveals that majority of sampling population know about the green products, but only 76.63% of the consumer have preference for green products. The main problem for going green is lack of environmental awareness, high price of green

products and lack of information about the availability of these eco-friendly products in the local market. This study also finds out that majority people do not know about green marketing and those people who knew it that they learned about it mostly by the social media rather than electronic media. It means social media is the most effective means of generating environmental awareness about green marketing.

IMPLICATIONS

•The companies should go green and make the world greener, along with profitability and sustainability.

•Government should take steps so that companies grow and make our environment better and sustainable from harmful impacts of conventional products.

•Green companies should spend more in research and development to discover ways to decrease green products prices so that low-income consumer can purchase them.

•Companies should generate awareness among consumers about the environmental concerns and how they can decrease these threats.

•Government should declare green products tax-free or low tax imposed products so that consumers are encouraged to buy more green products.

SCOPE OF FURTHER RESEARCH

Although this study is conducted in Pune its results can be generalized because many companies are facing similar situation. The companies involved in the production of green products can manipulate the results of this study to market their green products the results of this study have practical value for the companies and consumers involved in the marketing of green products and services.

CONCLUSION

It is everyone's responsibility to preserve the nature for the future generations to come. This research paper has tried to profile the green consumers in context of Pune people. Many such studies have been conducted in the western world, but unfortunately very little research work has been carried out in developing countries like India. In this research paper the relationship has been studied with respect to consumers in Pune. The data analysis showed that consumer preference has shifted from non-green products to green products. The consumer awareness for environmental safety is high. There is further scope to find other characteristics associated with purchase of green products. Such a profiling would be of great help to the Marketer's of green products.

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GREEN HRM- A TOOL FOR ENVIRONMENTAL SUSTAINABILITY

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ABSTRACT

The topic of environmental sustainability is attracting increased attention among management scholars. Despite its importanceto managers, employees, customers and other stakeholders, there are very few research studies that consider the role ofhuman resource management systems in organizations striving to achieve environmental sustainability. Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, to promote the cause of environmental sustainability. Green initiatives within HRM form a part of wider programmes of corporate social responsibility.

There is a great deal of increase in the adoption of environment management systems by the corporate sector. This paper identifies how corporations today develop human resource policies for promoting environment management initiatives.

Key Words: Green HRM, Green Management, Corporate Social Responsibility, Environmental Management, Sustainability

Introduction

Greenery is loved by one and all. A walk down green meadowsmakes everyone feel happy,

relaxed and free from stress and strains of life. Where on one hand, being with nature can

bring us happiness and prosperity, on the other hand misuse of natural resources by man has

brought us to a point where our existence on our planet is threatened.

HR plays a crucial role in greening of its organization. HR professionals need to understand

the scope of green HRM in turning their organizations to green entities. This ultimately has a

direct bearing on the environmental performance. Therefore, if organizations adopt Green

HRM practices we can have a greener environment.Green HRM is a win/win scenario for the

employee and the employer. First and foremost, you have helped the environment. The

employer gets to hold onto top talent, while increasing productivity because the employee is

happy to be there.

OBJECTIVES

- The objective of this paper is to analysethe role of Green HRM in the entry-to-exit

  processes of HRM (from recruitment to exit).

- This paper also aims at revealing the role that HR processes play in translating green

  HR policy into practice.

- Based on the Literature Review, some actions are recommended to the companies in

  order to go green.

- The focus of the paper is to highlight the importance of Green HRM to the employees

  and organizations.

RESEARCH METHODOLOGY

The researcher made use of systemic search methodology by identifying books and articles related to green HR practices and data was extracted independently.

Some of the examples of companies that have adopted Green HRM are:

1. GE: GE uses Six Sigma technique for optimizing their operations to improve environmental and social outcomes in a manner that increases overall performance.

2. Google: Google uses green recruiting techniques. They believe that most talented people get attracted because of it.

3. Infosys: Infosys uses e-recruiting Staffing solutions.

4. Hewlett Packard: As a part of Green HRM,HPis involved in product take-back programmes, green packaging and integrating designs.

In fact, most of the successful companies had started contributing a lot on CSR even before the time when there were no regulations related to CSR. Such companies consider it as their duty and responsibility to give back something good and substantial to the nature. Such companies set an example for others also to make the minimum efforts to pay back the nature by preserving it.

Some of the functional areas where HR can have a green approach, which can have a bearing on acquisition, development and retention of human capital could be the following:

1.The On-boarding process

These days companies are encouraging candidates to apply online rather than sending paper applications. Candidates themselves are also looking up for jobs online, and companies are posting their job requirements on their websites and various job portals to avoid unnecessary wastage of paper required otherwise to printing and mailing. Similarly organizations can encourage uploading of required on-boarding documentation like Offer letter, Acceptance letter, Joining Letter, Documents supporting Education and Experience etc. on the online portals.

2. Acquisition of HR

Environmental consciousness could be included in the Job Description as one of the core competency required from the candidates. Companies following green practices can thus attract better candidates by following green practices. At the time of selection, preference should be given to the candidates having green awareness.

3. Induction

Induction programme should focus on organization's concern for green practices and policies to create an atmosphere where Green practices are respected and followed right from the time when the candidate joins the organization.

4. Performance management and appraisals

As a part of employee performance appraisal, green targets should be assigned and employee performance should be evaluated based on the achievement of these targets. Employees will thus thrive to meet green targets leading to a greener workplace.

5. Learning and Development

Training, development and learning plans should include programmes, workshops and sessions to enable employees to develop and acquire knowledge in environment management,green skills and attitude. Environment- related aspects of safety, energy efficiency, waste management and recycling can become the focal points of green training. Job rotation in green assignments should become an essential part of career development plans of talented green managers of the future.

Extensive use should be made of online and web-based training modules and interactive media as training tools not only for environment management training but for other functional areas as well. Training managers should rely more on online coursematerial and case studies rather than on printed handouts, thus further reducing use of paper.

6. Compensation and Reward management

Compensation and reward management should recognize contributions in green management. Compensation packages should be customized to reward green skills acquisition and achievements by employees.

A number of small steps, some of which don't cost money to implement, can significantly change how business is conducted. Here are some actions companies can take to go green:

1. Conduct an energy audit

Improve insulation, install timers to automatically turn off lights, use energy efficient light bulbs, and keep temperatures at comfortable ranges that are not excessively cool in the summer and warm in the winter.

2. Conduct annual "Going Green" Surveys

Survey should be conducted on annual basis to learn the progress of Go-green exercise.

Based on the results of the survey, suggestions should be made to make the organization a

much greener workplace.

3.Go paperless

Encourage e-mailing. When paper is necessary, photocopy on both sides and use scrap paper.

4.Recycle

Recycle glass, paper, plastic, metal trash and manufacturing waste materials. Go through your

trash. Eliminate unnecessary photocopying and reuse packaging for shipping.

5.Reduce commuting

Encourage carpooling (provide preferred parking for car-poolers).

6.Buy green

Tell suppliers that you're interested in sustainable products. Make the environment, and not

just price, a factor whenpurchasing.

7.Get employees involved

Create a team to lead the company's eco-efforts and determine where you can have the

biggest impact for the leastamount of money.

8.Save water

Monitor sinks and toilets for leaks that waste water. Eliminate water waste in manufacturing

processes and in watering the company's lawns.

9.Explore opportunities for implementing alternative energy sources

Evaluate opportunities for using solar energy,

 bio-fuels, wind power and other alternative energy sources.

Some of the benefits that an employee and organization can attain by implementing green

HRM in the organization include:

✓   Improvement in employee retention

Companies implementing green HR Practices reflect an eco-friendly image. Such companies

may sometimes offer incentives to its employees for being socially responsible. Like, subsidy

for buying hybrid car etc. This results in better employee retention and commitment.

✓   Improved public image

People today are much aware about eco-friendly practices and they get attract towards

organizations adopting green management practices better as compared to organizations that

are causing harm to the environment.

✓   Improvement in attracting better employees

In the race of attracting most creative and innovative employees, companies are trying to

attract the talented employee by providing environment friendly practices like, GE are

painting themselves in green.

✓   Improvement in productivity

Green HRM practices help to improve employee commitment and job satisfaction towards an

organization that improves the productivity of both.

✓   Improvement in sustainable use of resources

By increasing the awareness among the employees about the Green HRM concept, a

contribution can be marked in the proper utilization and retentionof natural resources.

✓   Reduction in misuse of resources

By implementing Green HRM practices, we can avoidthe misuse of resources.

✓   Reduced Utility Costs

By using technologies that are energy efficient and less wasteful, we can reduce the utility

cost.

Using Energy Star-rated CFL bulbs, energy-efficient windows and doors decreases heating

and cooling costs; Water conservation system, low-flow toilet can reduce water usage.

✓   Save Environmental Impact

By Recycling and using long-lasting/Green products environmental impact can be saved.

✓   Governmental Benefits

Central Government and State government gives subsidy and offers tax incentives and

rebates to companies following Green Practices.

✓   Increased Business Opportunities

Companies that meet specific green criteria, get more business opportunities.

Somegovernment/semi-government and non-profit institutions with business opportunities

only approach those companies who follow Green standards.

CONCLUSION

Based on this review, it is possible to conclude that by understanding and increasing the

scope and depth of green HRM practices, organizations can improve their environmental

performance in a more sustainable manner than before. The green HRM practices are more

powerful tools in making organisations and their operations green. The green performance,

green behaviour, green attitude, and green competencies of human resources can be shaped

and reshaped through adaptation of green HRM practices. Hence, the modern

dayorganisationsare required to give priority to make each function of HRM Green.

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A STUDY of FACTORS INFLUENCING CONSUMER BRAND SWITCHING IN TELECOMMUNICATION INDUSTRY:

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ABSTRACT

Wireless communication technology, particularly cellular networks have spread rapidly throughout India in the past decades. India has emerged as the fastest growing mobile phone market in the world. Mobile phone was estimated as a revolutionary gadget in the twentieth century. With the advent of advanced technologies like GSM, CDMA, LTE ,3G and 4G technology and growing number of service providers, the competition has increased substantially. Day by day, both the public players and the private players are putting in their resources and efforts to improve their services so as to give the maximum to their customers. Hyper competition in the telecommunication industry with increasing number of options for consumers, diverse tariff rates offered influence consumers to switch the services providers. The scope of the study is very important as mobile service industry is growing rapidly in India and this industry is facing a huge competition because of new entrants and existing company and there is a massive number of users who are switching from one brand to another.This study focuses on identifying factors influencing consumer switching behaviour. On the basis of questionnaires administered to consumers in telecommunication industry, the study reveals that by providing value added services and effective pricing strategies; telecom service providers can control consumer brand switching behaviour and can retain the customers.

Keywords: Telecommunication Industry, Consumer, Brand Switching

INTRODUCTION:

The telecommunication sector has contributed significantly to the economic development .

The Indian telecom sector, seen as providing the most affordable services in the world, has

grown by leaps and bounds in the last decade. The popularity of mobile phones among young

consumers is a worldwide phenomenon and Pune is no exception. A fascination with mobile

phones and their acquisition is widespread with the youth in particular.

Telecom division played an important role to groom economy of India. The increased rate of

subscribers became 1 billion by the end-2016.India has a mere 125 million smartphone users

currently, the world's third-largest base after China and the United States. However, the

growth opportunity is huge. This journey to 100 million consumers is a testament to the

vision and commitment of a company that benchmarks itself with the best in the world (Sunil

Bharti Mittal, 2009). The growth and development in information technology and mobile

devices has made the Indian mobile phone service market highly competitive. Indian mobile

market is one of the fastest growing markets in the world and is expected to reach 730.7

million users by 2013 (source). In the last decade, India has seen a number of companies

coming up in this sector with all time low tariff rates.

In today's era, people are exposed to advanced technologies like accessing mails, social

networking sites, whatsapp, video conferencing, gaming, video blogging, music on demand

etc. through mobile phones. This has led to increase in the demand of hi-tech mobile services

and so the telecommunication service providers are putting on their best to satisfy their

customers' needs. The increase and retention of loyal customers has become a key factor for

long-term success of the telecommunication companies. Nowadays, the companies

emphasize not only on winning new customers but also on retaining the existing ones.

Switching costs are costs that are incurred by buyers for terminating transaction relationships

and initiating a new relation. Porter (1980) defined Switching cost as a onetime cost facing a

buyer wishing to switch from one service provider to another. Jackson (1985), however, defined switching cost as the psychological, physical and economic costs a customer faces in changing a supplier. Jackson's definition reflects the multi-dimensional nature of switching cost, especially in relation to the telecommunication industry. In the telecommunication sector there are a number of critical costs that must be considered when switching. These includes the costs of informing others of the change (friends, colleagues and business associates), the cost of acquiring new lines, cost associated with breaking long standing relationships with a service

LITERATURE REVIEW:

M. Satish, K.J Naveen, V. Jeevananthan, (2011)identified the factors that influence the consumers to switch the service providers. They concluded that there is a relation between switching the service provider and the factors like poor network coverage, frequent network Problem, High call rates, influence from family and friends.

Xuan Zhang (2009) investigated the impact of relationship marketing tactics on customer satisfaction and trust, which in turn increase customer loyalty, by focusing on Swedish mobile telecommunication sector. An analytical model is developed as a guideline to test the relationships between relationship marketing tactics, relationship quality (trust and satisfaction) and customer loyalty.

Richard Lee, Jamie Murphy (2005), explored determinants that cause mobile phone customers to transit from being loyal to switcher. They concluded that there are different factors which affect the Customers to switch from loyalty to switching intentions such as price, technical service quality, functional service quality, switching costs, etc. The result shows that price is the most important factor which affects the customers to switch loyalties to another provider. Jessy John (2010) explored the factors that influence customer loyalty of

BSNL mobile customers. A Sample of 100 consumers who have BSNL mobile services in Jaipur city were surveyed to

Prestige e-Journal of Management and Research Volume 1, Issue 1(April 2014) ISSN 2350-1316, assess the reasons behind the hard core customer loyalty even in an environment with high quality alternatives. The author recommended that BSNL mobile service enterprises should work on its problems related to servers in order to further strengthen its customer satisfaction and loyalty. Dick and Basu (1994) uncovered the point that mobile subscribers incur switching costs when changers take advantage of lower call rates and potentially better services.

The issue of customer retention in telecommunication industry in Sri Lanka was studied by Silva, K.A (2009). The author found that the most important factor in continuing an existing service provider was the ability of the service provider to give value to the customer. This was followed by assurance and responsiveness. The least important factors were legal undertaking tangibility and payment terms.

Kumaraval, kandasamy (2011) concluded that idea cellular, BhartiAirtel and Vodafone emerged as most preferred mobile service operators in terms of Mobile Number Portability in Indian telecom market.

Hitesh Parmar and JaidipChaudhari (2012) surveyed 100 customers from Surat City to find out the comparative analysis of customer satisfaction before and after the adoption of Mobile Number Portability. Poor network facility of the previous service provider, better sms pack from new service provider and full talk time on recharge are some of the reasons for switching from one operator to another.

Joseph and Joachim (2009) discussed switching cost and its relationship with customer retention, loyalty and satisfaction in the Nigerian telecommunication market. The author found that customer satisfaction positively affects customer retention and the switching cost

affect significantly the level of customer retention. Muzammil, Sehrish and Adnan (2010) targeted various subscribers of telecom sector in Pakistan to identify the factors affecting customer satisfaction. The results showed that both the factors have significantly contributed towards customer satisfaction but comparatively price fairness had the larger impact on customer satisfaction than customer services. Douglas A. Galb (1999) identified issues and trade-offs that should be considered in regulating prices for shifting between service providers. Service providers, customer acquisition cost, the cost to customer of changing service providers and the level of change are important factors in evaluating the effects of a network's operator charge for shifting customers between service providers.

OBJECTIVES OF THE STUDY

1. To explore the factors affecting consumer brand switching behavior in
   Telecommunication industry.

2. To compare brand switching behavior among male and female management students.

PROBLEM STATEMENT

In telecommunication sector, the mobile companies use efficient ways to maintain their customers, as the customer may shift if not satisfied with their offered network. Hence, companies focus towards market research to understand the consumers stated and underlying needs to retain consumers, gain consumer loyalty and reduce the brand switching threat companies are offering attractive packages. This study is hence important to explore the factors that make the consumer switch towards new network brands.

LIMITATIONS

The limitation of research helps in keeping the research focused towards the topic and other areas are not studied due to given time-frame. The study can also provide qualitative perspective from identifying managerial views, but due of less time the mixed method was not used.

RESEARCH METHODOLOGY

The Study: The study is a exploratory study and is based on primary data.

The Sample: In the study, convenience sampling method has been used. The questionnaire has been administered to 100 respondents (50 male and 50 Female students) pursuing professional post graduation education from Pune Institute.

Tools and analysis for Data Collection: A self designed structured questionnaire consisting of10 items has been used. The questionnaire was on 5-point Likert Scale, where 1 indicated high level of dissatisfaction and 5 indicated high level of satisfaction. Anova, mean and t-test. The data was analyzed with the help of Statistical Package for Social Sciences.

HYPOTHESES

Ho1: The Population Means Are All Equal For the Factors Influencing Consumer Brand Switching

Ho2: There is no significant difference among male and female students for value offered.

Ho3: There is no significant difference among male and female students for customer service &pricing strategies.

RESULT AND ANALYSIS

Table- 1

Factors	Mean	SD
Brand Image	3.8732	0.50766
Network Coverage	4.0192	0.51201
Brand Preference	3.4601	0.49958
Number Portability	3.7981	0.61552
Good Quality Service	3.5211	0.50073
Call Rate	4.0192	0.69784
Pricing Policies	2.4883	0.62654
New Schemes	3.5094	0.76345
Flexible Pricing	3.385	0.53391
Switching Cost	2.507	0.50766

Discussion : The **Table- 1** analysis showed adequate reliability (α = .81. The propositions

score agreed on likert-5 point scale (Strongly disagree, Disagree, Unsure, Agree , Strongly

agree.) The mean score for the entire sample was 3.311 (*SD* = .15)

Table- 2 : anova for gender variation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Between Groups	277.463	9	30.829	90.562	0.000
	Within Gropups	337.017	990	0.340		
	Total	614.480	999			

Discussion:

The table 2 for gender variation in factors considered for Factors Influencing Consumer Brand Switching in male and female users shows the significance value is $p = .000$), which is below 0.05 and, therefore, there is a statistically significant difference in the factors considered.

Table- 3: Independent Samples Test

value offered	Levene's Test for Equality of variances		t-test for equality of means				
	F	sig.	T	df	Sig. (2-tailed)	Mean Difference	std. Error Difference
Equal variances assumed	1.781	0.175	-21.426	98	0	-15.2	0.67237
Equal Variance not assumed			-21426	92.249	0	-15.2	0.67237

Discussion :

Table 3 shows that p value is .172; therefore null Hypothesis Ho2 cannot be rejected at 5percent level of significance for value offered among male and female students. It implies that there is no significant difference between male and females for value offered in telecommunication industry

Table -4: Independent Samples Test

customer service &Pricing Strategies	Levene's Test for Equality of variances		t-test for equality of means			Mean	
	F	sig.	T	df	Sig. (2-tailed)	Differenc e	std. Error Difference
Equal variances assumed	24.332	0.00	-14.053	98	.000	-12.200	0.77751
Equal Variance not Assumed			-14.053	65.346	.000	-12.200	0.77751

Discussion:

Table 4 shows that p value is .000; therefore null Hypothesis Ho3 is rejected at 5percent level of significance in pricing strategies among male and female students. Mean Value of

factor 2 (pricing strategies) in males is 2.15 while in case of females is 3.47. It implies that pricing strategies affect females more than males.

It implies that there is significant difference between male and females for pricing strategies in telecommunication.

CONCLUSION

The purpose of this study is to identify what are the factors that influence the customer's decision to switch to another telecommunication service company. The scope of the study is very important as mobile service industry is growing rapidly in India and this industry is facing a huge competition because of new entrants and existing company and there is a massive number of users who are switching from one brand to another so our study will be means to find out or knowing those factors that influence brand switching and in analyzing the customers preference. Currently customers can keep their mobile phone and easily switch their service provider with a minimum charge. The study identified factors affecting the consumer brand switching in telecommunication industry and also explored if the factors vary among males and females consumers. The study reveals that Value added services and Pricing strategies are two important factors that influence the consumer behavior for switching brands. So by providing best value, establishing good relationship with customers through efficient customer services, enhancing brand loyalty a service providers can control consumer brand switching behaviour. Hence, the results of this study can assist researchers and academicians to understand the impact these variables have on the customer's intention to change service provider and the relation between these factors and hence can retain customers while establishing long term profitable relationship.

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