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Organizational Initiatives: Does it Meet Employee Expectations in BPO Organizations?

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Abstract---

Objectives: The study analyses whether any difference (Gap) exists between the organizational initiatives perceived and organizational initiatives expected by the BPO employees and the influence of demographic characteristics on this gap.

Methods/Statistical Analysis: Primary and secondary data are utilized in this descriptive study and the population comprised of all the BPO organizations in Kochi region, in Kerala. The sampling design is probability sampling and sampling method is simple random sampling. The data was collected from 7 BPO organizations in Info park and the sample size is 637. The data collected though structured closed ended questionnaire was analysed using SPSS for exploratory factor analysis and AMOS for Confirmatory factor analysis. KMO & Barlett's test, Cronbach Alpha was used to measure sampling adequacy and questionnaire reliability respectively. Statistical tools include mean, independent z test, ANOVA, Coefficient of variation, GAP, regression analysis and the various goodness of fit measures.

Findings: There are 9 factors coming under Organizational Initiatives perceived (PF1-PF9) and 10 factors under Organizational Initiatives expected(EF1- EF10). The mean value of Organizational Initiatives perceived is 0.56 whereas the mean value of the Organizational Initiatives expected is 0.29.The difference (Gap) between them is 0.27 a positive value implying that the initiatives provided by the BPO sector is more than what the employees expect to receive from their organization. So the organizations need not have concern on the adequacy of their policies and programs in pursuit of improving employee welfare and quality work place. This means that the organizations can exclude the lack of initiatives as a reason for high employee turnover within the sector. Analysing the demographic factors leading to this Gap, it can be seen that except gender all other demographic characteristics studied like age, tenure, civic status, educational qualification, income, organization type and employee category do influence Gap.

Application/Improvements: The organizational initiatives to be more effective, they are to be designed according to the deviating categories of employees and flexi grouping of initiatives.

Keywords--- Organizational Initiatives, Employee Expectation, BPO Employees, Difference in Employee Perception and Expectation.

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I. INTRODUCTION

With the rise of BPO Organizations, India has seen a paradigm shift in the work environment. This is not only limited to the facilities or benefits provided but also in the work timings. One can term the sector as attractive, as being highly profitable, encompassing huge job opportunities, requiring less educational and experience specifications added with gender equality and state of the art facilities. Hence it is natural that there is a heavy demand among the youth and fresh entrants to the job market to seek their future with these organizations. But over the time we had seen that the ratio between employee intake and employee turnover is unbalanced/ disproportionate. The reasons may be several. Though these organizations do pursue several policies and practices towards employee benefits, but not provided by other industries/ sector, it's a question why this industry faces a higher employee turnover rate? Is it due to the lack of awareness about particular organizational initiatives or is it that the employee's expectations of the initiatives are different? Hence this study analyzed whether there is a match between the employee's perception of Organizational initiatives existing in specific organizations and their expectations.

II. REVIEW OF LITERATURE

Chavan&Potdar[6]deals with the positive and negative impacts of Outsourcing industry from the angles of both society and individual.This[18] study have been specifically undertaken due to the high attrition rate in BPO organizations and analyses the influence of organizational support and organizational justice upon improving employee commitment and job satisfaction thereby reducing employee turnover.Batt,[3]have found that Indian ITES have the highest employee turnover of 40% against average of 20% and almost 60% of employees have less than one year of tenure. Taylor, et al[20] identify the causes of employee attrition in BPOs. Pathak & Sarin,[14]speaks on the stress generating factors for women employees in BPO industry and recommends several HR practices for alleviating them like family friendly policies, recreational and cultural programs. Gupta,[10]in an exploratory study on the attrition and retention factors in BPO industry, it points out relationship with colleagues, job security, relationship with boss, working conditions, growth prospects and basic amenities as both attrition and retention factors. James& Faisal[11]also have addressed the high attrition in BPO's in Karnataka and Kerala in which salary was revealed as the most critical factor. So it can be found that one of the major issues faced by the BPO sector is the high employee attrition. Agrawal,[1] establishes the mitigating strategies to retain staff, like, to take care of various initiatives, taking up measures to redefine strategies influencing employee performance like intrinsic rewards, holidays, periodical increments in salary or position etc. Budhwaret al[5]suggested for internal marketing aimed at satisfying the needs and wants of internal customers(employees) to deal with employee attrition. McNall[13] suggested that flexible work arrangements help organizations to attract and retain talent by establishing the relation between flexible work arrangements creating better family – work balance, Job satisfaction Bus [5]The study done by Bilal et al[4]emphasised the benefits of the organizational initiatives of compressed work week and turnover intention using both qualitative and quantitative data. In the study Dhar[8], have suggested several organizational initiatives to reduce the stress, work life balance and improve team work among the Bus drivers. Kabiraj[12]concluded that to retain talent, Indian Inc need to increasingly engage its employees in every aspect like competitive pay, learning opportunities, challenging work, career advancement opportunities or being an employer of choice.Fortune[9] examining the quality of work life and quality of care within a health care setting emphasized that QOWL initiatives helped employees to enjoy their breaks, a reason to take time away from work, and promote staff socialization and establish better relation and connection with coworker. Ropponen et al[17]also emphasized the role played by Organizational initiatives in reducing work- family conflict, improvement in physical health and job satisfaction along with reduced absenteeism and turnover intentions. Anderson, et al [2] investigated on the formal and informal work- family initiatives upon work-to-family and family-to-work conflict utilizing SEM and concluded that work to family conflict resulted in Job dissatisfaction, turnover intentions and stress whereas family-to-work was linked to stress and absenteeism. Moen,[14] investigated specific Organizational initiative STAR implemented among Information technology workers and proved that in fact the program had significantly reduced burnout, mental distress, perception of stress while increasing job satisfaction.

III. STATEMENT OF THE PROBLEM

The high employee turnover in the BPO sector is due to stress, job dissatisfaction etc. This necessitates them to recruit, train and induct new employees involving heavy expense on the organization. Even though located in a highly populated country with high unemployment, the BPO sector unlike its early positioning in class 1 cities have started to move towards tier 2 and 3 cities in search of workforce. This is due to the lack of employable candidates in the metro cities added with its increasing demand and employee turnover. Workforce being the chief input of this sector it is highly mandatory that it balance its manpower demand and supply. Without sufficient work force and lack of trained employees, the organizations profit and survival becomes questionable. Here an attempt to measure the satisfaction level of the BPO employees' towards the organizational initiatives are taken up so as to analyse the requirement of fine tuning them in case of negative appreciation in the long run towards minimizing attrition.

IV. SIGNIFICANCE OF THE STUDY

The main inputs of the BPO organizations are the skills and abilities of the human resource. For the maximum and effective utilization of these resources, it is highly necessary that the individuals who constitute the organizations work force are healthy, happy, motivated, loyal and committed to the organization. The organizations pursue several policies and employee benefit practices to bring out the above mind set in them. Several studies have specifically revealed the need of organizational initiatives, its role in reducing stress, job dissatisfaction, absenteeism, turnover etc. In fact the Initiatives are a way to retain their employees. No study has been done in the BPO industry comparing the employees perception and their expectation. Find this gap the study is undertaken. Moreover these policies, programs and practices called as initiatives are often designed by the organizations according to their revenue and capability. Most often the beneficiaries (employees) have no say or role in their designing. Hence there may be discrepancies between employee expectation and benefits received. This can prove detrimental to the organizational goals. This along with the higher turnover rate in BPO sector had prompted to this study to analyze the compatibility of the organizational initiatives to the employees expectations. A favorable result can put the BPO sector at ease regarding their initiatives and focus their attention to other reasons leading to higher employee turnover rates.

V. OBJECTIVES OF THE STUDY

- To assess the Gap existing between the organizational initiatives perceived and expected by BPO employees.
- To analyze the influence of demographic characteristics on the Gap.

VI. LIMITATIONS OF THE STUDY

- The study excludes all the mandatory benefits prescribed by law except transportation facilities.
- The study is confined to Kochi city in Kerala.

VII. RESEARCH METHODOLOGY

A descriptive study uses both the primary and the secondary data which was followed in this study. The data is collected from the various BPO organizations functioning in the Info Park, Kochi. The secondary data consists of details from books, periodicals, journals, research articles, web sites, etc. The population for the study comprised of all the BPO employees in the Kochi region in Kerala. The data was collected from 7 BPO organizations functioning in the Info Park, Kochi so as to maintain homogeneity among the samples. For a population size of 1000000 the sample size needed is 384[19]. But, as a rule a sample size of less than 500 are appropriate for most research[16] The sample consisted of 650 respondents but complete and usable data was found to be of 637 respondents forming part of the study. The sampling design was probability sampling and sampling plan is systematic sampling. The data was collected through a structured close ended questionnaire with a 5 point Likert scale ranging from- Not at all satisfied, slightly satisfied, moderately satisfied, very satisfied to extremely satisfied options. As individual organizations may be promoting different sets of initiatives one more option ie, 'Does not exist' was also included in the questionnaire. The questionaaire was coded edited and tabulated. Data was analysed using SPSS (version 20) for conducting the exploratory factor analysis. The factorability of the data were tested taking into consideration of the Sample size/number of Items, Barlett's test of sphericity, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Cronbach Apha to test the reliability of various constructs of scales. The principle component analysis was used in cases where the KMO measure was greater than 0.60. To select the correct number of factors the scree test was used and for suitability communality was used. Communality shows the extent to which an item correlates with all other items, meaning higher the communality, higher the correlation. Hence if the communality of any variable/item is below 0.4, then that variable will be removed from the analysis.

The relationships between the independent and moderating variable was explored using Confirmatory factor analysis. Software AMOS 18/7 was used for the above purpose. Using the CFA, initially a theoretically supported model was developed for each factor, then casual relationships path diagram was constructed and the parameters estimated thus were examined based on the goodness of measures available in AMOS output. The statistical tools include regression analysis, mean, coefficient of variation, Gap, independent Z- test and ANOVA test. The measures of 'goodness of fit' shown in this research include the Absolute fit measures-Likelihood ratio Chi-square statistic, Goodness of fit index (GFI), Root mean square error of approximation (RMSEA), Root mean square residual-Incremental fit measures-Tuker-Lewis Index (TLI), Normal fit Index (NFI), Adjusted goodness of fit index (AGFI)- Parsimonious fit measures-Normal Chi-square (CMIN/DF), Parsimonious goodness- of fit index (PGFI).

From the above details a conclusion is drawn about the final model of each factor and their relationships. The relationship between the factors of independent, and dependent variables was explored using correlation.

VIII. DATA ANALYSIS AND DISCUSSION

The Organizational initiatives were identified through exploratory factor analysis and confirmed through Confirmatory factor analysis. The factors identified for the perceived organizational initiatives were as given in the table 1 below:

Table 1: Factor Naming for Perceived Organizational Initiatives

Factor no.	Naming /Label
F1	Physical and psychological well being
F2	Work support
F3	Career/ personal growth
F4	Work motivations
F5	Work convenience
F6	Work Life balance
F7	Emergency health care
F8	Fairness
F9	Social security and growth potential

Here we can find that there are 9 factors for the perceived organizational initiatives like physical and psychological well being, work support, career/ personal growth, work motivations, work convenience, work life balance, emergency health care, fairness and finally social security and growth potential.

The model fit indices for the above initiatives are depicted in table 2 &3 below

Table 2: Model Fit Indices for CFA Organizational Initiatives Perceived-Total

	χ^2	DF	P	Normed $\chi 2$	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Organizational Initiatives	15.802	15	.395	1.053	.997	.987	.998	1.002	1.000	.132	.000

Table 3: The regression Coefficients Organizational Initiatives Perceived -Total

Factors/ Latent Variables (Dependent Variable)	Construct (Independent Variable)	Regression Coefficient	C.R.	P	Variance explained (%)
Organizational Initiatives	PF1	0.624			39.0
	PF2	0.885	18.427	<0.001	78.4
	PF3	0.536	11.696	<0.001	28.7
	PF4	0.777	15.508	<0.001	60.4
	PF5	0.698	14.101	<0.001	48.7
	PF6	0.907	18.305	<0.001	82.3
	PF7	0.865	16.408	<0.001	74.8
	PF8	0.575	12.817	<0.001	33.0
	PF9	0.707	14.818	<0.001	50.0

Organizational Initiatives perceived = 0.624 PF1 + 0.885 PF2 + 0.536 PF3 + 0.777 PF4 + 0.698 PF5 +0.907 PF6 + 0.865 PF7 + 0.575 PF8 + 0.707 PF9

Accordingly through factor analysis and confirmatory analysis the expected Organizational Initiatives were also identified as falling into 10 groups. The factor naming for expected organizational initiatives are as follows:

Table 4: Factor Naming for Expected Organizational Initiatives

Factor no.	Naming /Label
EF1	Convenience of work and motivation
EF2	Physical and psychological well being
EF3	Work life balance
EF4	Social security and career development
EF5	Work support
EF6	Potential development
EF7	Health care security
EF8	Job motivators
EF9	Emergency health care and recognition
EF10	Medical support

Table 5: Model fit Indices for CFA Organizational Initiatives expected-Total

	χ^2	DF	P	Normed $\chi2$	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Organizational Initiatives Expected	21.965	18	.234	1.220	.993	.979	.994	.997	.999	.081	.019

Table 6The regression Coefficients Organizational Initiatives expected-Total

Factors/ Latent Variables (Dependent Variable)	Construct (Independent Variable)	Regression Coefficient	C.R.	P	Variance explained (%)
Organizational Initiatives	EF1	.734			53.8
	EF2	.662	18.135	<0.001	43.9
	EF3	.717	22.358	<0.001	51.4
	EF4	.641	17.042	<0.001	41.1
	EF5	.646	16.334	<0.001	41.8
	EF6	.453	11.207	<0.001	20.5
	EF7	.544	13.658	<0.001	29.6
	EF8	.564	11.776	<0.001	31.8
	EF9	.944	23.629	<0.001	89.1
	EF10	.834	21.207	<0.001	69.6

Organizational Initiatives expected = 0.734 EF1 + 0.662 EF2 + 0.717 EF3 + 0.641 EF4 + 0.646 EF6 +0.453 EF6 + 0.544 EF7 + 0.564 EF8 + 0.944 EF9+ 0.834 EF10.

In here it is analyzed whether any difference exists between the organizational initiatives pursued by the organization and the initiatives the employees feel they need or their expectation. Organizational efficiency, employee commitment is all outcomes of the perception of need satisfaction by its employees. Many initiatives or programs pursued by organizations are catered to satisfy this very need of its employees. But often, organizations never attempt to seek to know their employees needs or requirements. They often just initiate programs it feels good for its employees and viable for the organization itself. This may be the reason why organizations never attempt to analyze the congruence of employee needs with their initiatives. But a match between the two would definitely lead to better efficiency and better satisfaction. Even though the BPO organizations do pursue many initiatives, there exists a huge employee turnover ratio within the industry. One of the prominent reasons for employee turnover is dissatisfaction. Keeping this in view the gap analysis is carried out to see if there is any gap between the organizational initiatives pursued and organizational initiatives expected. If so whether it is positive or negative, favourable or unfavourable?

Using the regressions equations calculated in the previous sections the perceived value and the importance attached to each initiative is estimated. As the number of factors under the perceived and expected is different, after finding the predicted value of the perceived and expected organizational initiatives using regression equation, the average predicted values for the perceived and expected is divided by its respective number of factors. ie perceived/9 and expected/10. These values are used for the Importance – performance analysis. The hypothesis set here being

H0: There is no significant gap between the organizational initiatives perceived and expected

H1: There is significant gap between Organizational initiatives perceived and expected.

Since the p value is less than 0.05we reject the null hypothesis. The mean value, the coefficient of variation, Gap and the Z value with level of significance is given in the Table 7. The mean value of the Organization initiative perceived is 0.56 and that of organizational initiative expected is 0.29 resulting in a Gap of 0.27 which is found to be statistically significant at 1% level. This means that the initiatives provided by the organizations are significantly higher than their employee's expectation.

Table 7: Mean, CV, Gap and Z Value

Variables	Initiative		Expectation		GAP	Z value	p VALUE
	Mean	CV	Mean	CV			
Organizational Initiative	0.56	28.85	0.29	17.88	0.27	43.399	<0.001

Since it is found that there is significant gap between the perceived and expected organizational initiatives the comparisons of the independent variables ie, age and gender etc with the Gap was tried out to assess where the gap really exists between these demographic variables.

IX. COMPARISONS FOR INDEPENDENT VARIABLES

In this section a comparison of the gap of organizational initiatives with respect to demographic variables like Age, Gender, etc is made. The following table gives the mean, standard deviation, Z value and the corresponding p values.

ANOVA tables of Gap

Table 8: Means, Standard Deviation and Z Value for Gender

Variable	Gender	N	Mean	Std. Deviation	z	p value
GAP	Male	313	0.27	0.15	0.938	0.349
	Female	324	0.26	0.16		

From the table one can observe that the mean score for male is 0.27 and female is 0.26 which shows that the mean score slightly lesser for females compared to males. Now to verify whether this trend exists in the population or not we conducted the z test on the following hypothesis

H0: The Gap for organizational initiatives perceived and expected is the same for females and males and

H1: The Gap for organizational initiatives perceived and expected is more for females than males

Here from the table one can find that the calculated p value for the test is 0.349 which is greater than 0.05. This means that the H0 is accepted. This means that the Gap between the perceived and expectation of Organizational initiatives are not significantly more for the females than the males.

Table 9: Means, Standard Deviation and F Value for Age

Variable	Age	N	Mean	Std. Deviation	F	p value
GAP	20-22	73	0.38	0.12		
	23-25	235	0.23	0.15		
	26-28	151	0.26	0.16	15.784	<0.001
	29-32	109	0.27	0.14		
	33 and above	69	0.29	0.17		

From the table the mean score of Gap for age group 20-22 is 0.38. age group 23-25 is 0.23, age group 26-28 is 0.26, age group 2-32 is 0.27 and 33 and above is 0.29 which indicate that the Gap increases with age except in case of age group 20-22 wherein the gap is very high. Now to verify the difference in the mean score observed is significant or not, one way ANOVA is conducted with the following hypothesis

H0: There are no differences between different age groups for Gap and

H1: There are differences between different age groups for Gap

The results are shown in the table 9 above. Since the p value is 0.001 which is less than 0.05 we reject the null hypothesis. This means that the Gap is significant among the age groups. Due to the significance of the F test Multiple Comparison test is conducted to find out which among the groups differ significantly. The result shows that age group 20-22 differs with all other age groups and age group 33 and above has a difference with age groups 23-25. No such difference exists between other groups.

So it can be concluded that the Gap is significant due to the variations exhibited by age groups 20-22 and age groups 33 and above. Here a tendency against the general theory is seen. So we post interviewed selected community to verify the result. The age group 20-22 are freshly recruited to the jobs and so they are not aware of the job opportunities and the facilities provided by other organizations were in other gadgets and fringe benefits are more. Further the sector employs those who are economically backward and in dire need of job. Another group recruited are those above 33 years who might have either lost their job or they cannot enter the main stream due to their socio economic background, may have lost touch with the latest trends needed for competitive jobs or lack of confidence.

So one can infer the following reasons from the informal interview for the deviation from general behavior

1. The society is highly materialistic and peer pressure is high.
2. There is a large number of educated unemployed youth in the market.
3. Job availability is very less.
4. There is a huge difference in the availability of human resource and jobs generated.
5. The society has huge lenience towards materialism and white collar jobs compared to others.
6. The industry employs 2 groups of people; freshers and people above 33 years of age who practically cannot seek employment in government or other sectors.

The freshers they are totally unaware of the benefits or working atmosphere prevailing in different organizations. They only know that compared to other industries, the BPO sector offers better benefits and sophistication. Where as in case of respondents above 33 years of age it can be found that they fall into 2 categories:

a) One who is retained by the organization giving more benefits, promotions and other facilities to reap the benefits of their knowledge and skill which the organization do not want to lose.
b) The prevailing Government jobs and opportunities can be availed only upto the age of 30-35. Persons above this age are considered to be ineligible being age over, or else they might have been engrossed in family affairs and in course of time has lost touch with their respective fields and are considered to be incompetent or have lost their self confidence about their potential or capacity. Mostly this group involves female or divorced persons.

Table 10: Means, Standard Deviation and F value for Years of Service in the Organisation

Variable	Years of service in the organisation	N	Mean	Std. Deviation	F	p value
GAP	0-1 year	99	0.28	0.18		
	1-3 years	262	0.25	0.16		
	3-5 years	167	0.26	0.14	9.322	<0.001
	5-7 years	67	0.37	0.12		
	Above 7 years	42	0.26	0.15		

The above table indicates the mean score for Gap in relation to the number of years in service as 0-1 year 0.28, 1-3 years as 025, 3-5 years as 0.26, 5-7 years as 0.37 and above 7 years 0.26, indicating a wavering trend. That is in case the initial years the Gap is high, then decreases then slightly increases and then increases steeply and then decreases significantly. To test whether this trend exists in the population or not, the F test is conducted which shows that the mean difference is significant at 0.05% significance level. The hypothesis being

H0: There is no significant difference in Gap in relation to differing years of service.

H1: There is significant difference in Gap in relation to differing years of service.

Since the calculated p value is 0.001 which is less than 0.05, we reject the H0 and accept the H1 that some of the categories in relation to years of service may have variations in the Gap. Since the above test is found significant, the Post Hoc tests are conducted to ascertain which among these groups of years of service vary significantly from others. The results show that 5-7 years of service differs in the Gap compared to all other groups. Other groups do not exhibit such difference among them.

- This may be due to the reason that having been in the organization for such a long period, they have a better idea about the organization and its practices and have come to terms with it, so that they keep their expectation level at a lower level, in match to the organizational policies.
- Being in service in the same organization for such a long period they have a fear of change in case of joining other organizations and so find content in the existing situation.
- Commitment.
- Over the years they have been sufficiently recognized by the organization and attained their career growth, so their expectation is high.

Table 11: Means, Standard Deviation and F Value for Marital Status

Variable	Marital status	N	Mean	Std. Deviation	F	p value
GAP	Single	418	0.28	0.16		
	Married	202	0.23	0.15	15.328	<0.001
	Divorced	17	0.42	0.05		

Table 3.75 indicate that the mean score for the Gap existing among the respondents along with their civic status of single is 0.23, married is 0.23 and divorced is 0.42 indicating that the Gap is more for divorced , then respondents with single status and finally married people. To assess whether this trend exist in the population or not the One Way ANOVA is conducted. The Null hypotheses being

H0: There is no significant difference between different marital status for Gap,

H1: There is significant difference among single, married and divorced respondents for Gap.

The analysis shows a value of p to be less than 0.001.So we reject the H0 and accept the alternate hypothesis. Tukey HSD test is carried out to ascertain which among the groups vary significantly, one can understand from the values below that all groups vary in their Gap significantly. (Meaning civic status of the employee should be considered while deciding on the organizational initiatives this indicates that family support for the respondent and the responsibilities they shoulder in fact plays a greater role in individuals difference in perception and expectation levels towards organizational policies that produces the Gap).

Table 12: Means, Standard Deviation and F Value for Educational Qualification

Variable	Educational qualification	N	Mean	Std. Deviation	F	p value
GAP	Under graduate	9	9	0.40		
	Graduate	346	346	0.27	4.251	0.005
	Professional	257	257	0.25		
	Others	25	25	0.32		

As per table 3.76 comparing the Gap and respondents educational qualification, the mean score for undergraduates is 0.40, graduate is 0.27, professional is 0.25 and others is 0.32 indicating that the Gap is less for professionals compared to other groups. To verify whether this trend exists among the population or not, the F test is conducted with the following hypothesis.

H0: There is no relevance for the educational qualification of respondents for GAP

and H1: There is relevance for educational qualification of respondents for GAP The analysis shows that p value is 0.005 which is less than 0.05 and hence one can conclude that the educational qualification of the respondents influences the gap. Now to find out which among these groups differ from other categories the Post Hoc test is carried out and the results are depicted hereunder. From the table below we can infer that there is significant Gap in between professionals and undergraduates. Undergraduates because their expectations are low and professionals being that their expectations will be high.

The expectation of the undergraduates is low because, our society perceives that at least graduation is necessary to be qualified for entry into white collar jobs. This can be seen from the employment notifications of the government also which shows graduation as the basic requirement for government jobs. Being a part of such a society respondents are very much aware of this and hence keeps their expectations at lower levels. In case of professionals, the society treats professional education ad a form of higher education and are looked upon as being more intelligent and equipped with sufficient skills in their area of study. Having inculcated such beliefs about themselves their expectations are naturally high.

Table 13: Means, Standard Deviation and F Value for Income

Variable	Income	N	Mean	Std. Deviation	F	p value
GAP	Below 15000	180	0.31	0.14		
	15001-20000	273	0.24	0.16	16.923	<0.001
	20001-30000	142	0.24	0.15		
	Above 40000	42	0.37	0.15		

In the above table the resultant values of the mean difference in Gap and the income levels are depicted. The mean value for the income level below 15000 is 0.31, 15001-20000 is 0.24, 20001- 30000 is 0.24 and above 40000 is 0.37 which means that the mean difference is same among the income level 15001 to 30000, but is higher for income level above 40000. To assess whether this difference among groups is present in the population or not, the F test is carries out

H0: There is no difference among respondents falling under different income categories for Gap.

H1: There is difference among respondents falling under different income categories for Gap

The results show that the calculated p value is less than 0.001 which is less than 0.05. Hence we reject the null hypothesis and conclude that the income is a relevant factor influencing Gap of the respondents. The Gap significantly varies among income groups.

Since F test is found significant at 5 % significance level, Multiple Comparison test is done to find which among the income levels differ significantly. The results show that the variations are between income groups below 15000 and Above 40000 on one side and income levels 150001-20000 and 20001-30000 on the other side.

Table 14: Means, Standard Deviation and F Value for Type of Organisation

Variable	Type of organisation	N	Mean	Std. Deviation	F	p value
GAP	Call center	16	0.09	0.01		
	KPO	80	0.24	0.15	14.533	<0.001
	BPO	541	0.28	0.16		

Table 3.78 gives details of assessing the relation between Gap and the type of organization, the mean difference in call center is 0.09, KPO is 0.24 and BPO is 0.28 meaning that the mean scores are very less for call centers and increases as per the type of organization.

To verify whether this trend exists in the population One way ANOVA is conducted and the results are indicated in the table above. Here the null hypothesis and alternate hypothesis are given below:

H0: There is no relation between the types of organization for Gap

H1:- There is relation between the types of organization for Gap

The p value from the table above shows that it is less than p=0.05 and so the null hypothesis is rejected showing that the type of organization influences the Gap. Now to verify which among the groups vary significantly Tukey HSD test is conducted and the results show that Gap in each of these types of organizations is significant. This means that Gap is existing between all these three types of organizations. So one can conclude from above that the employees of all these three types of organization have similar perception and expectation towards their organizations initiatives.)

Table 15: Means, Standard Deviation and F Value for Designation

Variable	Designation	N	Mean	Std. Deviation	F	p value
GAP	Managerial	32	32	0.25		
	Supervisor	102	102	0.31	5.077	0.006
	Performer	503	503	0.26		

Table 79 points out the result of the relation between Gap and the different designations of the respondents. The mean difference for the managerial cadre is 0.25, supervisor is 0.31 and performer is 0.26

indicating that the supervisor has a mean value more than the manager or performer. Since variations are seen between the different cadres, F test is conducted to assess whether this variation exists within the population or not.

H0: There is no difference among cadres for Gap

H1: There is difference among cadres for Gap

Since the calculated p value is 0.006 which is less than 0.05 at 5 % significance level, we reject the H0 and accept the H1 statement that there is significant difference between cadres in relation to Gap. So in order to assess which among the cadres has significant deviation we have conducted the Post Hoc test. The results are shown in the table below. From this, it can be concluded that the difference is for the performer. No such difference exist between managerial and supervisor posts. So we can infer that the performer is more deviating from the organizational policies.

X. FINDINGS

- There is sufficient Gap between the BPO employees perception of Organizational initiatives and their expected Organizational initiatives and the Gap is positive which means that the Organizational initiatives perceived by the BPO employees is more than their expectation level. There are 9 factors coming under perceived organizational initiatives and 10 factors under the expected organizational initiatives.
- Analysing the demographic characteristics influencing Gap it is found that age groups, years of service, civic status, educational qualification and income categories, type of organization and category of employee where as the Gap is not influenced by gender.

It can be concluded that the Gap is significant due to the variations exhibited by age groups 20-22 and age groups 33 and above, respondents having 5-7 years of service, difference among single, married and divorced respondents, professionals and undergraduates, between income groups below 15000 and Above 40000 on one side and income levels 150001-20000 and 20001-30000 on the other side, the type of organization KPO, BPO or call center and among cadres due to the variation shown by the performer. The reasons for the above deviations may be due to the following reasons:

In case of deviating age groups:

Here a tendency against the general theory is seen. So selected community were post interviewed to verify the result. The age group 20-22 are freshly recruited to the jobs and so they are not aware of the job opportunities and the facilities provided by other organizations were in other gadgets and fringe benefits are more. Further the sector employs those who are economically backward and in dire need of job. Another group recruited are those above 33 years who might have either lost their job or they cannot enter the main stream due to their socio economic background, may have lost touch with the latest trends needed for competitive jobs or lack of confidence.

From the informal interview one could infer the following reasons for the deviation from general behavior as materialism, peer pressure, large number of educated unemployed youth, lesser job creations etc.The industry employs 2 groups of people; freshers and people above 33 years of age who practically cannot seek employment in government or other sectors. The freshers they are totally unaware of the benefits or working atmosphere prevailing in different organizations. They only know that compared to other industries, the BPO sector offers better benefits and sophistication. Where as in case of respondents above 33 years of age it can be found that they fall into 2 categories:

a) One who is retained by the organization giving more benefits, promotions and other facilities to reap the benefits of their knowledge and skill which the organization do not want to lose.
b) The prevailing Government jobs and opportunities can be availed only upto the age of 30-35. Persons above this age are considered to be ineligible being age over, or else they might have been engrossed in family affairs and in course of time has lost touch with their respective fields and are considered to be incompetent or have lost their self-confidence about their potential or capacity. Mostly this group involves female or divorced persons.

   Variations in the Gapisdue to experienced employee deviating from general groups. The results show that 5-7 years of service differs in the Gap compared to all other groups. This may be due to the reason that having been in the organization for such a long period, they have a better idea about the organization and its practices and have come to terms with it, so that they keep their expectation level at a lower level, in match to the organizational policies.

- Being in service in the same organization for such a long period they have a fear of change in case of joining other organizations and so find content in the existing situation.
- Commitment.
- Over the years they have been sufficiently recognized by the organization and attained their career growth, so their expectation is high.

There is significant difference among single, married and divorced respondents for Gap. This indicates that family support for the respondent and the responsibilities they shoulder in fact plays a greater role in individual's difference in perception and expectation levels towards organizational policies that produces the Gap. (Meaning civic status of the employee should be considered while deciding on the organizational initiatives. Significant Gap exists between professionals and undergraduates. Undergraduates because their expectations are low and professionals being that their expectations will be high.

The expectation of the undergraduates is low because, our society perceives that at least graduation is necessary to be qualified for entry into white collar jobs. This can be seen from the employment notifications of the government also which shows graduation as the basic requirement for government jobs. Being a part of such a society respondents are very much aware of this and hence keeps their expectations at lower levels. In case of professionals, the society treats professional education ad a form of higher education and are looked upon as being more intelligent and equipped with sufficient skills in their area of study. Having inculcated such beliefs about themselves their expectations are naturally high.

Income is a relevant factor influencing Gap of the respondents. The results show that the variations are between income groups below 15000 and Above 40000 on one side and income levels 150001-20000 and 20001-30000 on the other side. The reasons might be that lower income group are either having very less educational qualification or competency, so compared to their expectations their salary levels are higher, where as in case of employees above 40000 they are recognized, appreciated and taken care by the organization and so are content generally with their work life.

The type of organization influences the Gap, and variations are exhibited among all these three types of organizations. This may be due to the variation existing in the organization type; situation and job types, skill requirements etc are different.

Significant difference was found between cadres in relation to Gap due to the difference shown by the performer.

This might be due to them being directly interacting with the customers and upon whom the pressures of the jobs are greatly felt.

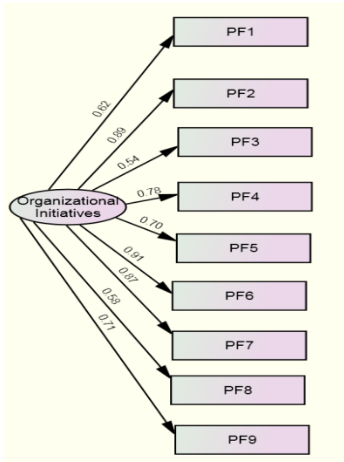
XI. CONCLUSION AND SUGGESTION

So it can be concluded that the main stream employees meaning age group above 23-32, less than 5 years of service with the organization, civic status related responsibilities, professionally qualified, general income category, organization type and the respondents acting as customer touch points. The above categories of employees need to be given due consideration and involvement while initiating decisions affecting their life at work.

Even though the study revealed that the initiatives provided by the organization far exceeds the employee expectations, it would be more effective if the initiatives are designed to according to the above deviating categories of employees.

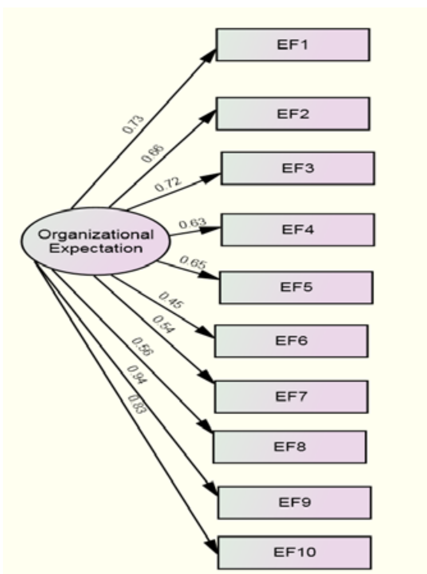
The study has revealed the employee groups to be segregated to particular employee benefit programs. Further studies can be carried out encompassing the mandatory requirements, geographical space can be extended, comparative study between BPO, KPO and Call centers can be taken up.

The study has revealed the employee groups to be segregated to particular employee benefit programs. Further studies can be carried out encompassing the mandatory requirements, geographical space can be extended, comparative study between BPO, KPO and Call centers can be taken up.



Factor no.	Naming /Label
PF1	Physical and psychological well being
PF2	Work support
PF3	Career/ personal growth
PF4	Work motivations
PF5	Work convenience
PF6	Work Life balance
PF7	Emergency health care
PF8	Fairness
PF9	Social security and growth potential

Figure 1: Structured Equation Model for Organizational Initiatives Perceived



Factor no.	Naming /Label
EF1	Convenience of work and motivation
EF2	Physical and psychological well being
EF3	Work life balance
EF4	Social security and career development
EF5	Work support
EF6	Potential development
EF7	Health care security
EF8	Job motivators
EF9	Emergency health care and recognition
EF10	Medical support

Figure 2: Structured Equation Model for Organizational Initiatives Expected

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The Effects Pranayama with Sprint Training on the Development of Speed of School Level Sprinters

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Abstract---

The purpose of this study was to find out the effects pranayama with sprint training on the development of speed of school level sprinters. Based on their training, sixty male school athletes were selected from Govt, High School, Dibbur, chickballapur, Karnataka and they were divided into 3 equal groups which are as follows: Group –I sprint training (n=15), Group –II pranayama with sprint training (n=15), and Group –III control group (n=15). The purpose was to find out the speed in 50 yards dash test, as measured before and after a six-week training period. Subjects in each of the training groups trained 2 days per week, whereas control subjects did not participate in any training activity. The data were analyzed by t ratio, analysis of variance, and analysis of co-variance, Scheffe's post hoc test. The results showed that all the training treatments elicited significant (P<0.05) improvement in all of the tested variables of speed. However, the pranayama with sprint training, showed significant improvement in speed. 50 yards dash test performance that was showed significantly greater improvement in the other 2 groups (sprint with pranayana and control group). This study provides support for the use of a sprint training with pranayama training method to improve speed.

Keywords--- Sprint Training, Pranayama with Sprint Training, Speed.

* *Corresponding Author*

I. INTRODUCTION

The objective of this page is to provide some suggested programs for young or inexperienced athletes developing their technique and knowledge of the 100 metres, 200 metres, 400 metres and the sprint hurdle events. The seasons training program is based on the six phases detailed on my Planning page where each phase comprises of a repeated four week plan. The workload in the first three weeks of the plan should increase each week (easy, medium, hard) and the 4th week comprise of active recovery and evaluation tests to monitor training progress. The aim of the 4 week cycle is to build the athlete up to a level of fitness (3 weeks), allow a recovery (1 week), build you up to higher level of fitness, allow a recovery and so on. Remember a plan is athlete specific and the results of the tests in the 4th week can be used to adjust the training in the next four week cycle to address any limitations. The word Prāṇāyāma is made up of two Sanskrit words. Prāna means breath, respiration, energy, life force, vitality and strength. Ayāma means to stretch, control, restrain, extend, expand or regulate. Both words have many meanings but these are the most relevant. Pranayama is the practice of controlling the breath. It lies at the heart of Patanjali's yoga as described in the Yoga Sutras where pranayama is the fourth limb of ashtanga yoga. It consists of techniques designed to gain mastery over the respiratory process while recognising the connection between the breath, the mind, and the emotions.

II. METHODOLOGY

The purpose of this study was to find out the effects pranayama with sprint training on the development of speed of school level sprinters.. Based on their training, sixty male school athletes were selected from Govt, High School, Dibbur, chickballapur, Karnataka and they were divided into 3 equal groups which are as follows: Group –I sprint training (n=15), Group–II pranayama with sprint training (n=15), and Group –III control group (n=15).

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The results showed that all the training treatments elicited significant (P<0.05) improvement in all of the tested variables of speed. However, the pranayama with sprint training, showed significant improvement in speed. 50 yards dash test performance that was showed significantly greater improvement in the other 2 groups (sprint with pranayana and control group). This study provides support for the use of a sprint training with pranayama training method to improve speed.

Pre and Post Test Mean Value of Pranayama with Sprint Training Group Speed

Table 1

	Mean	N	Std. Deviation	Std. Error Mean	M.D	S.E.M	't'
Pre Test	7.1190	20	.25823	.05774	.22850	.01352	16.902
Post Test	6.8905	20	.28998	.06484		.03158	

* Significant at 0.05 levels (2.14)

Table-1 shows the obtained 't' ratio for pre and post test mean difference PWSTG on speed of 16.90. The obtained 't' ratios were higher than the table value of 2.14 for the degrees of freedom (1, 14). The result showed a statistically significant improvement at 0.05 level of confidence. It was observed that the mean gains and losses made from pre and post test significantly showed improvement in speed (0.22 $p < 0.05$) in pranayama with sprint training group.

Pre and Post Test Mean Value of Sprint Training Group Speed

Table 2

	Mean	N	Std. Deviation	Std. Error Mean	M.D	S.E.M	't'
Pre Test	6.9345	20	.38096	.08519	0.23	0.019	11.81
Post Test	6.7085	20	.39484	.08829			

* Significant at 0.05 levels (2.14)

Table-2 shows the obtained 't' ratio for pre and post test mean difference STG on speed of 11.81. The obtained 't' ratios were higher than the table value of 2.14 for the degrees of freedom (1, 14). The result showed a statistically significant improvement at 0.05 level of confidence. It was observed that the mean gains and losses made from pre and post test significantly showed improvement in speed (0.22 $p< 0.05$) in sprint training group.

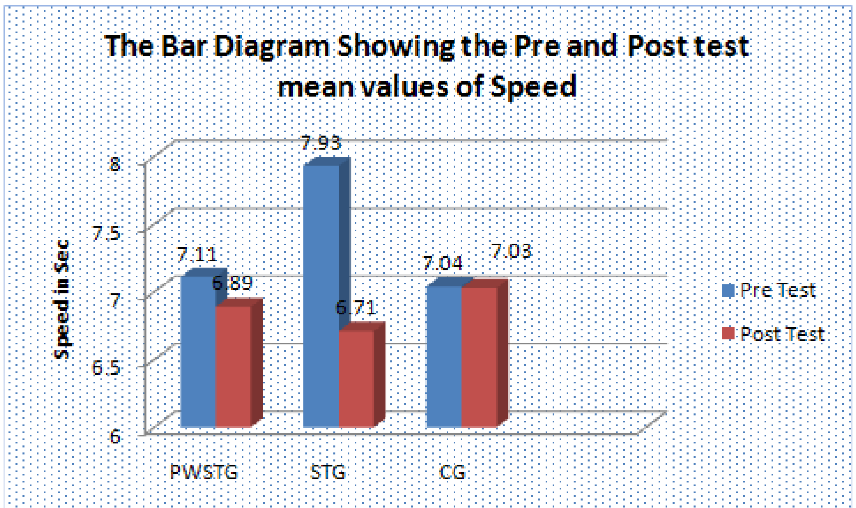
Pre and Post Test Mean Value of Control Group on Speed

Table 3

	Mean	N	Std. Deviation	Std. Error Mean	M.D	S.E.M	't'
Pre Test	7.0405	20	.45184	.10104	0.006	0.005	1.26
Post Test	7.0340	20	.44960	.10053			

* Significant at 0.05 levels (2.14)

Table-3 shows the obtained 't' ratio for pre and post test mean difference CG on speed of 1.26. The obtained 't' ratios were not reached the table value of 2.14 for the degrees of freedom (1, 14). The result showed a statistically not significant at 0.05 level of confidence.



Analysis of Variance in Pre and Post Tests on Speed of PWSTG, STG and CG

The data on speed of the pranayama with sprint training group, sprint training group and control groups collected before and after the experimental period were analyzed statistically and presented in Table -4.

Table 4

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Speed Pre test	Between Groups	.343	2	.171	1.237	.298
	Within Groups	7.904	57	.139		
	Total	8.246	59			
Speed post	Between Groups	1.064	2	.532	3.611	.033
	Within Groups	8.400	57	.147		
	Total	9.465	59			

* Significant at 0.05 level

Table-4 shows that the obtained F ratio of 1.237 was lesser than the required table value of 3.22. The result indicates that there was no significant improvement at 0.05 level of confidence for the degrees of freedom 3 and 57.

The post test f ratio on speed of pranayama with sprint training group, sprint training group and control groups respectively. The obtained F ratio of 3.61 was higher than the required table value of 3.22 which indicates that there was a significant improvement at 0.05 level of confidence for the degrees of freedom 3 and 57.

Analysis of co variance on speed of pranayama with sprint training group, sprint training group and control groups

Table 5

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.649	2	.324	84.015	.000
Within Groups	.216	56	.004		

The adjusted post test means f ratio of speed of pranayama with sprint training group, sprint training group and control groups respectively and the obtained F ratio of 81.52 was greater than the F ratio of 3.22 which indicates that was significant improvement at 0.05 level of confidence for the degrees of freedom 3 and 57.

III. CONCLUSION

It was concluded that the pranayama with sprint training improved speed on school level sprinters.

It was concluded that the sprint training improved speed on school level sprinters.

It was finally concluded that the sprint training group showed greater speed than the pranayama with sprint training and control group of school level sprinters.

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A Study on Effect of Human Resource Practices on the Performance of Textile Processing Units in Tamil Nadu

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Abstract---

This paper is an attempt to "Study the effect of Human Resource Practices on the performance of textile processing units in Tamil Nadu". India is the second largest textile industry in the world and the textile industry has been facing new challenges in work environment which necessitated the requirement of new technology, talent and ability in Human resources. It further explores the different HRM practices in textile industry and has critically reviewed in this paper, in which a descriptive design has adopted. A research survey was conducted in order to collect the primary data which was structured around demographic profile, general background and opinions on several HRM practices in selected textile processing units. The general background findings give an idea of the presence of active HRM department, presence of well-defined HRM practices and policies, consistency between the discourses of HR policies and if HR department provides with training opportunities in order to enhance their skills and career path. The HRM practices which the researcher has considered are staffing practices,training and technology development practices, performance appraisals, compensations and incentive related practices, unionization practices, team work and employee participation practices and work conditions and related practices. The most effective practices were found to be staffing and training practices, unionization practices and also compensation and incentive practices.

Keywords--- Textile Industry, HRM Practices, Staffing, Training, Performance, Unionization, Textile Processing Units, Tamil Nadu.

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I. BACKGROUND OF THE STUDY

A. Overview of HRM in Indian Textile Industry

India is the second largest textile industry in the world after China, and provides employment to 38 million people, thereby facing continuous pressure to maintain the reputation in the market (Dhevan 2015). However, the textile industry is facing new challenges in the work environment which necessitated the requirement of new technology, talent and ability in the Human Resources (HR) department in the textile industry. The textile industry brings in 27% of the foreign exchange for the country by exporting textiles hence it has become a prime concern to bring in changes in the HRM policies in this industry, given it contributes in a bulk to the GDP(Jessica & Marimuthu, 2013). The major contributing states in India for the textile industry are Delhi, Maharashtra, Tamil Nadu and Karnataka. With the development and adoption of new technology, the textile industry is facing shortage of qualified and efficient human resource team for an organization(Lohar & Bide, 2013).

Subsequently, issues like unawareness of new technologies, lack of research and development, lack of qualified workers, lack of training have become a challenge to these organizations, especially to the Human Resource department. HRM practices are a set of internally consistent policies which are designed and implemented to make sure that an organization's human resource contributes in achieving a certain goal for the organization (Singh & Jain, 2014). Given these challenges for the human resource department, managers and organizational policies need to focus on training and improvement of employee performance (Lohar, G,Anil. Bide, K, 2013). The Indian textile industry is presently facing massive structural changes, where the companies have raised their national and international standards and are also aimed at improving their human resource related strategies to maintain a brand reputation as well as to bring in an effective overall growth (Tandon & Reddy, 2013). According to the study, by Dhevan, (2015), common HRM practices issues among textile mills workers were found, such as low pay and lack of training in order to get updated with the new technologies, signifying the need for updating of such practices within the sector. Textile processing units are supportive factor for textile industry. Manpower is the effective resource for textile sector. The effective HRM practices are required to enhance the performance of a textile organization. (Hassan, S. 2016).

B. Need for this Study

Textile industry brings in foreign exchange cash flow for the country, the textile industry is booming in the state Jessica & Marimuthu,(2013). Tamil Nadu is one of the major cotton producing and major textile mills are operational in this state. This study is necessary to understand the emerging gap in the textile industry because of new technologies and lack of training in the human resource department of an organization. Challenges like these are identified and policy changes are introduced in this study in order to continue with the effective functioning of this industry.

II. AIM AND OBJECTIVES OF THE STUDY

The aim of this study is to determine the effect of human resource management practices on performance of textile processing units of Tamil Nadu and objectives of this study are the following:

- To discover the HRM practices in textile industry.
- To find out the impact of HRM practices as an outcome on employee performance.

III. LITERATURE REVIEW

In this section, the researcher critically analyzed several studies based on the HRM practices' and their influence on the performance of the employees in the textile industry.

Recruitment, Selection & Performance Appraisal

Tanveer, Shaukat, Alvi, & Munir, (2011), in the paper "*The Way Human Resource Management (HRM) Practices Effect Employees Performance: A Case of Textile Sector*" have studied several HR practices that can affect the employee performance in textile sector in Pakistan. 110 questionnaires were distributed in the textile industry in Pakistan and 87 were used to deduce the results.

The findings of this paper was that among all the practices considered, recruitment, selection & performance appraisal play an important role whereas improvement is required in the training procedures in the performance of the employees.

Working Conditions and Training

Jessica & Marimuthu, (2013)in the study "*Performance of Textile Industry in Tamil Nadu: Perspectives of General Manager"* found issues like improper administration, factors related to growth, unavailability of workers, poor working conditions, lack of training facilities within the textile industry. A survey was conducted among 40 CEOs of textile companies in Tamil Nadu. The findings suggested that, failure of the textile industry to adapt to the new technologies with half of the textile mills operating manually has affected their position while dealing with foreign competitors. It further pointed out the capability of modern textile mills in successfully adapting to the new technologies due to improved HRM practices, positively affecting the growth of the textile industry.

Lohar & Bide (2013), "*An overview of HR challenges and opportunities in Textile industry: Current Scenario"*, made an attempt to study the potential effect of human resource management on the efficiency and productivity of the textile industry. A survey was conducted among 5 mills in Dhule district with a sample size of 400 in total.

It mentioned all the challenges that were faced by the human resource management in the textile industry pointing out three primary reasons which are lack of training, low educated employees and wrong decision making by the Human Resource Managers. It also pointed out the need of skill development and the role of efficient HR manager in an organization in order to understand the changes that are supposed to be there in the industry for a future growth of the textile industry nationally and internationally.

Singh & Jain, (2014) in their work, "*To study the effectiveness of HRM practice in textile industries in Madhya Pradesh, India"* studied the effects of HRM practices in the textile industries, in Madhya Pradesh where HR managers from 60 textile mills were interviewed. The outcomes of the interviews suggested that 6 out of the 8 adopted HRM practices namely manpower planning practices, staffing and growth & development practices, training practices, performance and appraisal practices, compensation and incentives, unionization, team work and employee participation helped in achieving the business target whereas the other two i.e. staffing practices and working conditions does not have help in reaching the target for the organizations in Madhya Pradesh, India.

The study by Dhevan, (2015),"*Human resource management practices in public sector undertaking- A study*" highlighted the HRM practices of a major Textile mill in Coimbatore and identified deficiencies in the human resource management practices, besides suggesting better industrial relations and human resource management practices in the considered organization. The study was conducted among 78 employees of a textile mill.

The finding of the study were contradictory in nature given that more than 50% of the respondents gave positive responses in regards to the satisfaction level of the HRM policy of the organization as rest of the studies suggested an improvisation of the existing HRM practices given there is a rising demand of new technologies and the lack of training, qualified workers.

In a similar study, Loganathan & Valarmathi, (2015) showed that practices like training and staff practices are positively affecting the job satisfaction level of the employees in textile mills which further contributes positively to the performance of the industry as a whole.

The study by Hassan, (2016), "*Impact of HRM Practices on Employee's Performance*" found a positive and significant relationship between HRM practices inclusive of compensation, performance appraisal, training, employee welfare etc. and the employee's performance in textile industry in India. A questionnaire was distributed among 68 employees in the textile mills in Pakistan. It further found out the effectiveness of providing an opportunity to the employees to be the part of decision making process on employees' performance and on the growth of the textile industry as a whole as well as employees' perception about performance.

From this points, it is possible to say that HR practices are required to study in textile processing units.

IV. CONCEPTUAL FRAMEWORK

The researcher after reviewing several papers in the last section provides with a conceptual framework for the study below. The framework describes all the considered HRM practices which act as the independent variables and its relation with the performance of the worker which is the dependent variable.

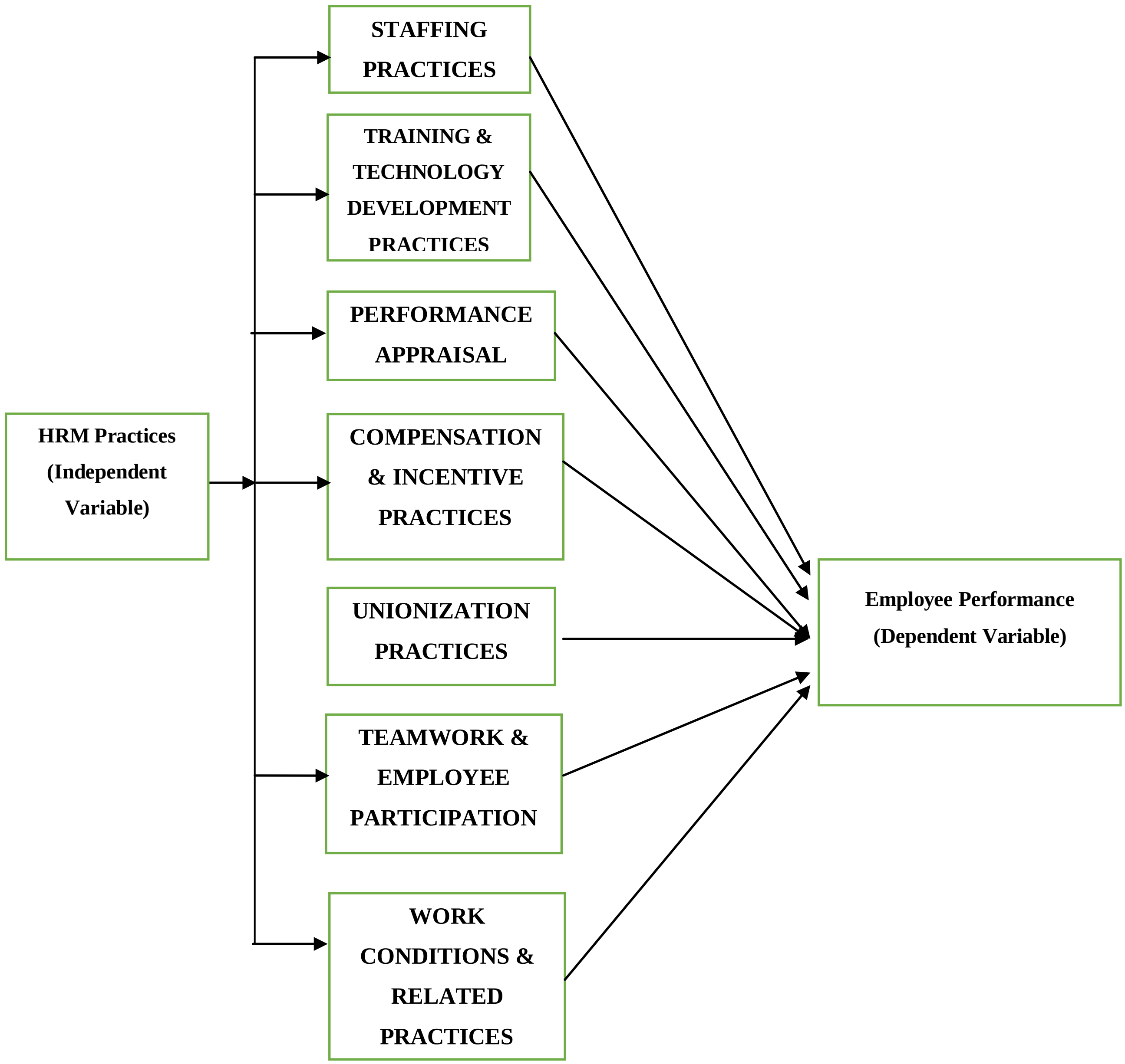


Figure 1: Conceptual Framework

Source: Compiled by Researcher

A. Research Hypotheses

Hypothesis 1_0: HRM practices do not have a positive influence on the performance of a worker working in the textile industry of Tamil Nadu

Hypothesis1A_0: Staffing practices do not have a positive influence on the performance of a worker working in the textile industry of Tamil Nadu

Hypothesis 1B_0: Training and technology development practices do not have a positive influence on the performance of a worker working in the textile industry of Tamil Nadu

Hypothesis 1C_0: Performance appraisals do not have a positive influence on the performance of a worker working in the textile industry of Tamil Nadu

Hypothesis $1D_0$: Compensation and incentive practices do not have a positive influence on the performance of a worker working in the textile industry of Tamil Nadu

Hypothesis $1E_0$: Unionization practices do not have a positive influence on the performance of a worker working in the textile industry of Tamil Nadu

Hypothesis $1F_0$: Team work and employee participation does not have a positive influence on the performance of a worker working in the textile industry of Tamil Nadu

Hypothesis $1G_0$: Working conditions and related practices do not have a positive influence on the performance of a worker working in the textile industry of Tamil Nadu

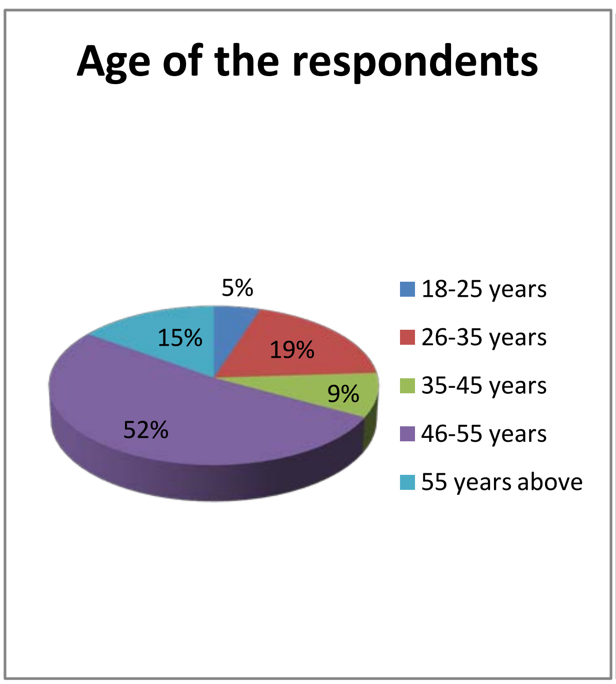
V. METHODOLOGY

The research design adopted by the researcher for this paper is both descriptive as well as explanatory. Being descriptive research describes the HRM practices towards workers and explanatory in order to determine the impact of each HRM practice on performance of workers. The research strategy adopted for the research was a survey, conducted on the employees (N=100) of 5 textile processing units in Tamil Nadu to determine the impact of different HRM practices on employee performance. Close-ended structured questionnaires were distributed among the respondents to determine their demographic profile, general background of respondents and their opinions on impact of several HRM practices on their performance. In order to support and compare the primary data, the researcher also collected secondary data using various journals, research papers and reports. The responses of the survey were analyzed through Descriptive and Inferential (Correlation and Regression) statistics in SPSS v21.0. In order to test the reliability of the primary data, Cronbach Alpha test was conducted and the value was found to be 0.812, signifying highly reliable data.

VI. FINDINGS AND DISCUSSIONS

A. Demographic Profiles of the Respondents

In terms of age, Figure 2 shows that maximum of the respondents (52%) were in the age of 46-55 years. Figure 3, depicts that about 53% of the respondents were male, signifying that equal proportion of both gender were employed in the textile mills.



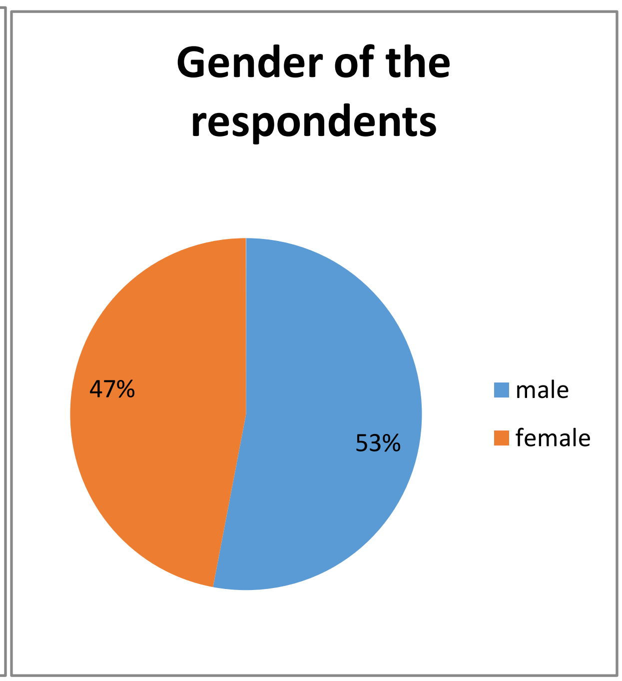


Figure 2: Age of the Respondents

Figure 3: Gender of the Respondents

Education wise, a high proportion of respondents were 12th standard pass-outs (Figure 4). Lastly, Figure 5, shows that maximum of the respondents have more than 5 years of experience.

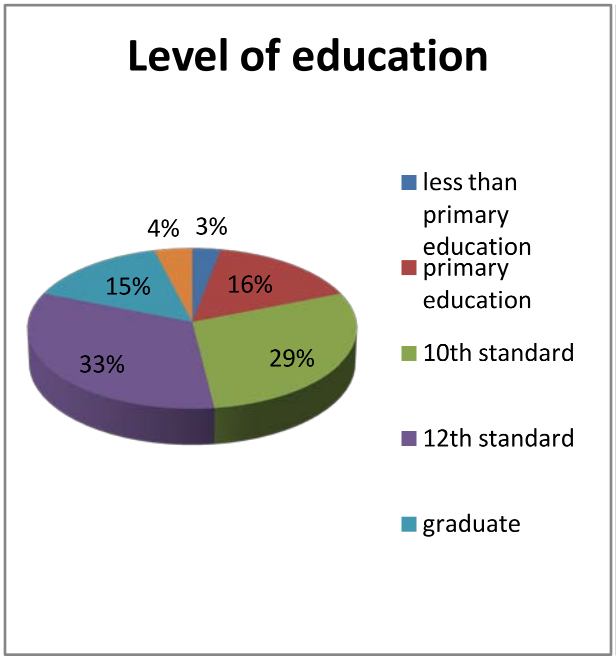


Figure 4: Level of Education of the Respondents

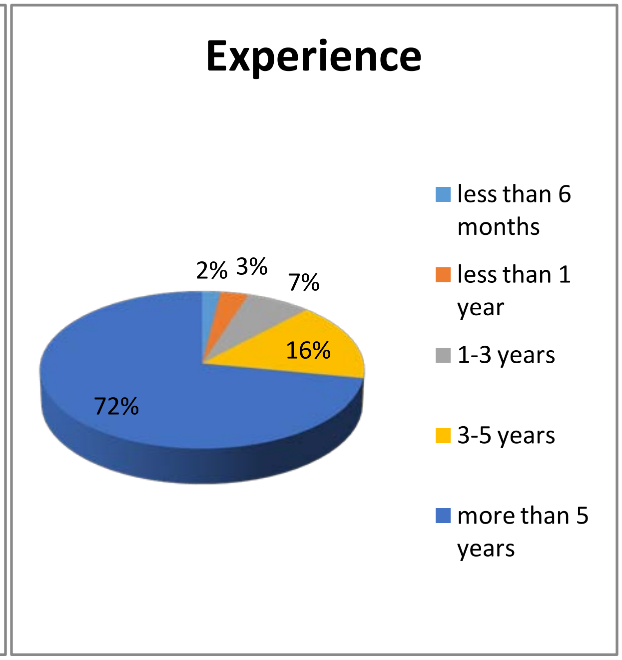


Figure 5: Experience of the Respondents

B. General Background

With respect to the general background, Figure 6 shows that all the respondents, have an active human resource management department in their organization, while for71% of the respondents there was a well-defined HRM policies and practices (Figure 7) in their organization.

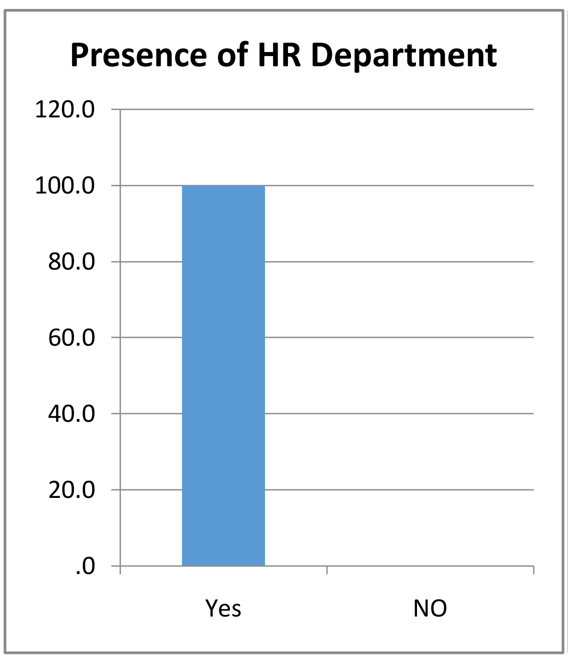


Figure 6: Presence of Active HRM Department

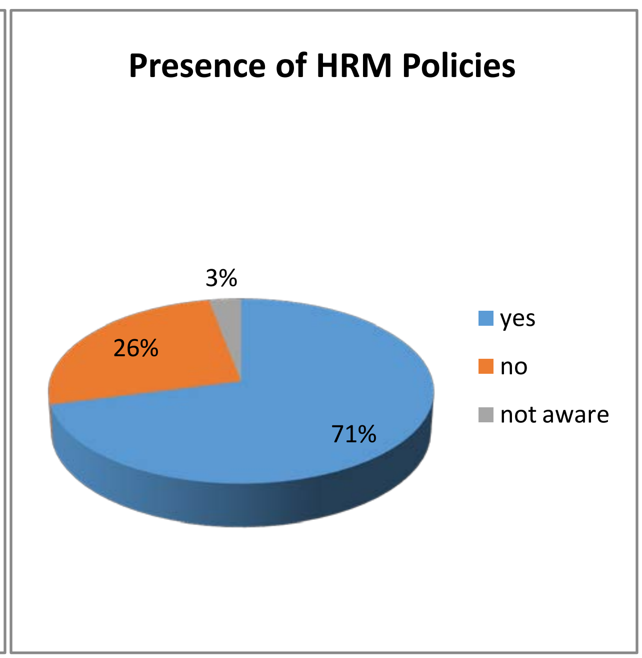


Figure 7: Presence of HRM Practices and Policies

In Figure 8, it can be seen that 56% of the respondents indicated that there is some consistency between the discourse and management on HR policies in their organization. Lastly, Figure 9, suggests that all the respondents are being given trained by their organization.

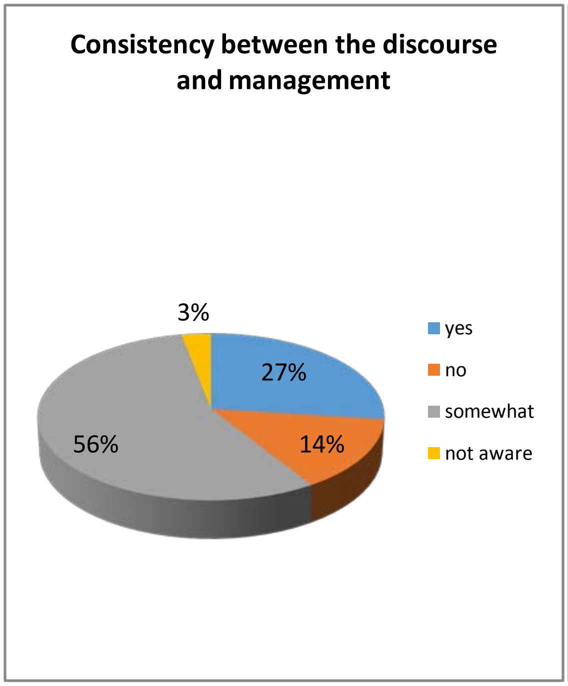


Figure 8: Discourse & Management

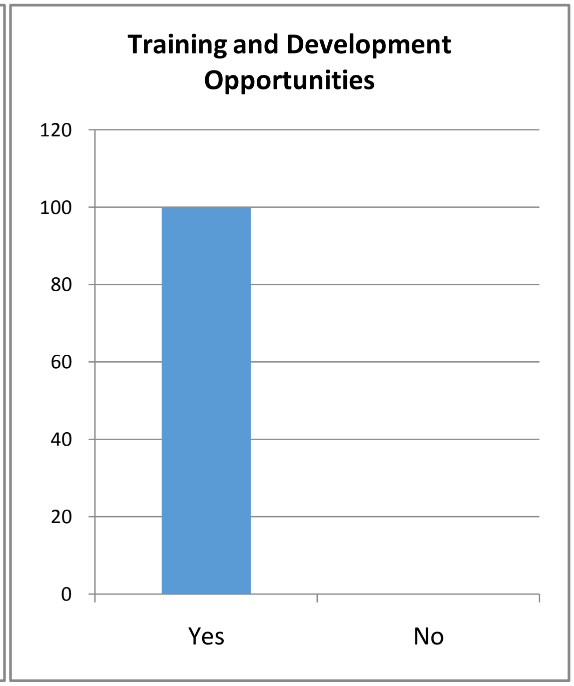


Figure 9: Training Opportunities

C. Impact of HR Practices on Employee Performance

In this section the hypotheses of the study were tested on the survey data collected, in order to determine the role of HRM practices on the performance of the textile companies. The correlation coefficient results are provided in the Appendix I.

Correlation studies were conducted to test for the relationship between various HRM practices with the performance of the employees at 1% level of significance. Staff practices like merit based appointment (Pearson coefficient = 0.780 at p= .000) and ideas contribution of managers and employees to select (Pearson coefficient = .764 at p= .000), showed significant results.

Three attributes of the Training and Technology Development practices showed positive significant results while only one of the attribute of the performance appraisal was positively correlated i.e. performance appraisal is given to achieve career goals.

Compensation and Incentive related practices like fair means distribution(Pearson coefficient = 0.251 at p= 0.012), based on performance and similar benefits like other similar companies were found to be significant and all the unionization related practices showed positive correlation except the management listens to the complaints of the union attribute.

In case of Teamwork and Employee Participation, only the attribute leader listens to the suggestions (Pearson coefficient = 0.649 at p= .000) provided by employees was positively correlated, and for Work conditions and related practices, health quality of the employees and helping the workers during accident were found to be significant.

The attributes which showed significant correlation results were considered for regression studies done further.

In order to test the hypotheses, Model summary and ANOVA results have been analysed (Table 2). The adjusted R^2 value is interpreted as the percentage variability that can be explained by the contributing variables when a new set of data is used on the same model, the higher the percentage, the more is the variability explained.

From Figure.10 it can be noted that all the independent variables have positive adjusted R^2 values, hence each of them is able to explain the variability to a certain percentage. Thus the null hypothesis $H1_0$ is rejected and its alternate hypothesis is accepted.

Table 1: Model Summary and ANOVA Table Results for all the Considered Hypotheses

HYPOTHESIS	R	R^2	ADJUSTED R^2	F-VALUE	SIGNIFICANCE (P-VALUE)
H2	.872	.760	.755	153.295	.000
H3	.893	.797	.791	125.912	.000
H4	.598	.358	.351	54.625	.000
H5	.809	.655	.644	60.733	.000
H6	.874	.765	.755	77.145	.000
H7	.649	.421	.415	71.357	.000
H8	.833	.693	.687	109.572	.000

Table 1. show that the F-value is high for all the hypotheses implicating that the model considered in each case is a good-fit. In case of the adjusted R^2 values, if the researcher used this model on a new data set then 75.5% of the variability will be explained by the contributing variables (Staffing practices). Among the different attributes of Staffing practices, two showed significance, which signifies that improved staffing practices among the textile industries would help contribute to the variability of the model. Similarly it had been deducted, that for H3, Training and development attributes can explain 79.1% variability of the data. However among all the performance appraisal related attributes only one showed significant effect, suggesting that employees should be provided with appraisals as then it will help explaining the variability in the model by a greater extent.

Table 2: Regression Analysis Results for the Impact of HRM Practices on the Performance of the Employees

HRM Practices	Standardized Coefficients	T	Sig.
	Beta		
(Constant)		1.358	.177
SP2	.511	8.438	.000
SP4	.472	7.795	.000
(Constant)		.297	.767
TTP2	.305	5.071	.000
TTP3	.347	6.230	.000
TTP4	.415	6.712	.000
(Constant)		5.786	.000
PA3	.598	7.391	.000
(Constant)		-.130	.897
CI1	.105	1.713	.090
CI2	.487	6.536	.000
CI3	.390	5.240	.000
(Constant)		-1.002	.319
UP1	.349	5.849	.000
UP2	.373	6.232	.000
UP3	.350	6.026	.000
UP4	.115	2.284	.025
(Constant)		5.701	.000
TW3	.649	8.447	.000
(Constant)		2.466	.015
WCP2	.653	8.570	.000
WCP3	.238	3.116	.002

(SPStaff Practices, TTP=Training and technology related practices, PA= Performance appraisal, CI= Compensation and Incentive practices, UP= Unionization practices, TW=Team work and employee participation, WCP= Work conditions and related practices)

Table 2, shows that except the variable CI1 and UP4, all the other variables have a significant relationship with performance. For these two variables, even in the correlation results the researcher deducted a weak positive correlation results, from which it can be deduced that compensations, distributed on a fair note and that the management listens to the complaints made via union are not the factors that affects the performance of the employees significantly. The staff practices show that appointment of the employees based on merit has the maximum beta coefficients, hence 1 unit increase in the appointment based on merit would significantly increase the performance of the employees by 0.511 units. The t-value at 8.438 (p= .000) when observed for the high beta coefficient values establishes the importance of the staffing practices attributes, since the t-value and the significance assess the extent to which the magnitude of the slope (of regression) is significantly different from the line laying on the independent variables axis (in this case it is the staffing practices' attributes). In the case of performance appraisal practices, it shows that performance appraisal is provided in order to improve employee's career goals contributes 0.598 extent to the dependent variable. Even in work condition practices it is seen that the organization takes care of the workers' health contributes positively by 0.653 units in the performance of the workers. Overall, it could be deduced that multiple HRM practices positively and significantly affects the performance of the employees. It can be concluded that the staff practices, training practices and unionization practices influence the performance mostly, given the first two helps enhancing the skills of the employees. A similar conclusion was derived in the study by Loganathan & Valarmathi, (2015) where training and staff related HR practices significantly affected the job satisfaction level of the employees along with performance appraisals.

Results: Null Hypothesis $H1A_0$ *–* $H1G_0$ *are rejected and* their *alternate is accepted, signifying that different HRM practices have a positive influence on the employee performance in textile industry*

The Figure given below reflects the model HRM practices which can improve employee performance within textile industry.

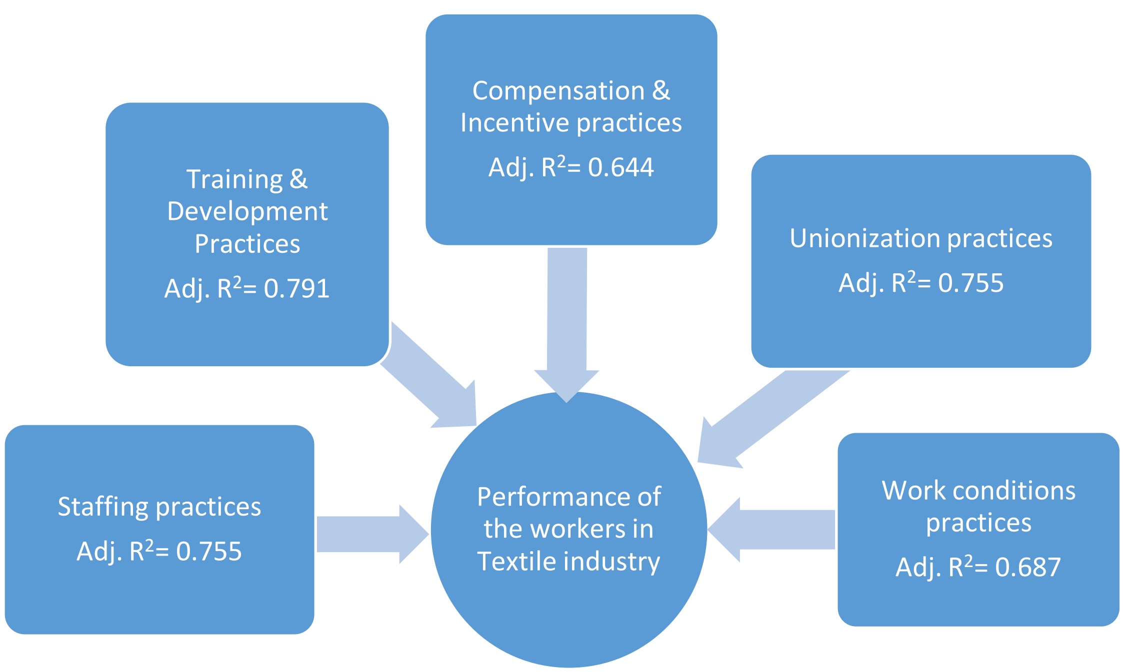


Figure 10: HRM Practices have a Positive Influence on the Performance of the Employees in the Textile Industry

VII. CONCLUSION

The study was designed to understand the effect of HRM practices on the performance of textile processing units in Tamil Nadu.

Tamil Nadu being the third largest textile industry in the country has faced challenges in keeping pace with the international competitors due to the lack of effective HRM practices. This study shows the most influential practices to be training practices, unionization, staffing practice and work-conditions on the employee's performance. The least influential HRM practices were team work &employee involvement practices and performance appraisals so performance appraisal should be encouraged more so as such HRM practices also starts affecting the performance of the employees This suggests that workers need to be encouraged further to participate in training and seminars and organizations should consider giving performance appraisals in order to increase the rate of retention and reduce the turnover costs of the organization.

Although this study has concentrated on the impacts of HRM practices, future studies can to be done to evaluate necessity of the evaluation and monitoring processes and also determine measures for improving employee performance in this industry.

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Appendix I: Correlation Analysis

Table 3: Correlation Coefficient Results

Attributes of HRM practices		HR Practices
ST1	Pearson Correlation	.058
	Sig. (2-tailed)	.566
ST2	Pearson Correlation	.780**
	Sig. (2-tailed)	.000
ST3	Pearson Correlation	-.064
	Sig. (2-tailed)	.528
ST4	Pearson Correlation	.764**
	Sig. (2-tailed)	.000
TTP1	Pearson Correlation	-.102
	Sig. (2-tailed)	.312
TTP2	Pearson Correlation	.730**
	Sig. (2-tailed)	.000
TTP3	Pearson Correlation	.715**
	Sig. (2-tailed)	.000
TTP4	Pearson Correlation	.786**
	Sig. (2-tailed)	.000
PA1	Pearson Correlation	-.119
	Sig. (2-tailed)	.237
PA2	Pearson Correlation	.028
	Sig. (2-tailed)	.782
PA3	Pearson Correlation	.598**
	Sig. (2-tailed)	.000
	N	100
PA4	Pearson Correlation	.042
	Sig. (2-tailed)	.675
CI1	Pearson Correlation	.251*
	Sig. (2-tailed)	.012
CI2	Pearson Correlation	.735**
	Sig. (2-tailed)	.000
CI3	Pearson Correlation	.694**
	Sig. (2-tailed)	.000
CI4	Pearson Correlation	-.175
	Sig. (2-tailed)	.082
UP1	Pearson Correlation	.690**
	Sig. (2-tailed)	.000
UP2	Pearson Correlation	.703**
	Sig. (2-tailed)	.000
UP3	Pearson Correlation	.680**
	Sig. (2-tailed)	.000
UP4	Pearson Correlation	.202*
	Sig. (2-tailed)	.043
TW1	Pearson Correlation	.092
	Sig. (2-tailed)	.364
TW2	Pearson Correlation	.125
	Sig. (2-tailed)	.214
TW3	Pearson Correlation	.649**
	Sig. (2-tailed)	.000
TW4	Pearson Correlation	-.100
	Sig. (2-tailed)	.322
WCP1	Pearson Correlation	-.025
	Sig. (2-tailed)	.805
WCP2	Pearson Correlation	.814**
	Sig. (2-tailed)	.000
WCP3	Pearson Correlation	.679**
	Sig. (2-tailed)	.000
WCP4	Pearson Correlation	.053
	Sig. (2-tailed)	.604

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Factors Affecting the Impulse Buying Behaviour of Consumers of Cochin City

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Abstract---

The main objective of the study is to find the factors affecting the impulse buying behaviour of consumers of Cochin City. To achieve this purpose Structural Equation Model was used and it was found out that the most influencing factor in the impulse buying behaviour is Situation inside the store, followed by Unplanned purchases , Promotional factors, Shopping experience , Introvert character, Family oriented and Self-reliant consumers. A sample of 70 respondents was selected for the study. Systematic sampling method was adopted for the study. A one way ANOVA was conducted to find out the effect of demographic variable on impulse buying behaviour. It was found out that educational qualification does not have an impact on impulse buying behaviour. An independent sample t-test was conducted to compare the mean scores of the factors of impulse buying behaviour. It was found out that the mean score of Situations inside the store and Promotional factors is more for the males than females. The findings of the study will help the manufacturers and retailers to increase the sale of their products.

* *Corresponding Author*

I. Introduction

The retailing business in India has undergone a tremendous change due to the economic growth and prosperity of the country. India is also witnessing a change in the demographic profile due to increasing income level, rapid urbanisation, growth in technology, increase in the number of working women and a huge working middleclass. Another notable feature is that the majority of Indians are youngsters. This youthful exuberant generation have success not only in income generation but also have a craving for new products and are impulse buyers. According to Nielsen report the consumer spending of Indians reach an all high of 16668.88 INR billion in the first quarter of 2016 .This shows that Indians are investing their time and money in goods and services and they are impulsively buying.

Impulse buying can be defined as sudden urge to buy thing after seeing the product in the retail outlet. Many researches have been undertaken in this area .The earliest researchers who are interested in this field are [1] .[2] Investigated the effect of demographic factors (gender, age, income, and education) on impulse buying behaviour of consumers in Multan. The study adopted quantitative approach. The study concluded that the demographic factors of consumers (gender, age, income, and education) have significant association with impulse buying behaviour. [3]

Studied about the impact of fashion product attributes and mobile shopping mall attributes on impulse buying behaviour and mobile shopping satisfaction. The utility of fashion products attributes had the greatest impact on impulse buying behaviour when buying fashion products in a mobile mall. [4] studied about the effect of sensational seeking, visual merchandising and collectivism on impulsive buying behaviour. The result shows that there is a strong and positive relationship sensational seeking, and no relationships were found between, collectivism and impulsive buying, and visual merchandising and impulsive buying. [5]studied about the the influence of in store characteristics on consumer impulse buying behaviour. The research findings suggested that store characteristics including window display, promotional signage and scent play a crucial role in stimulating the impulse buying behaviour of customers. [6]analysed in their study about store atmospherics and found out that in-store display has a greater role in customer impulse purchase. The study also revealed that positive impulse buying behaviour results in customer satisfaction and frequent visit of customers to the store.

II. Scope of the Study

Impulse buying behaviour is an important area of study in the field of consumer research. The study was conducted in Cochin City, the business hub of Kerala. It gives an insight to marketers to implement new strategies for attracting customers. This helps them to generate new ideas to increase the impulse buying behaviour of the consumer.

III. Statement of Problem

In the modern competitive world it is difficult to sustain in the business especially in the retail business. With the new economic policy of 1991, Indian markets are open up to foreign players also. This resulted in a stiff competition between foreign and national brands .In order to strive in this condition marketers should have a thorough knowledge about the consumers buying behaviour. As majority of sales in the retail outlets are taking place impulsively the marketers should have a thorough insight about it, otherwise they will not able to survive in this competitive market.

IV. Objectives of the Study

1. To analyze the factors affecting impulse buying behaviour**.**
2. To identify the impact of demographic profile of consumers in impulse buying behaviour

V. Sampling Method

The target population for this study was consumers of Cochin City. A systematic sampling method was used for the study. Both primary and secondary data was used for the study. Primary data was collected through questionnaire. Secondary data was collected through published articles, journals, books etc. The population of the study are consumers of Cochin City and the sample size for the study was 70 numbers.

VI. Analysis

The survey instrument was developed by the researchers after an extensive review of literature and scales used in different educational backgrounds guided by the theoretical base of the study. This instrument was sent to experts who were working in the field of management in different universities to determine its face and content validity. The instrument was improved in the light of the feedback from these experts. A pilot study was conducted to establish its internal consistency and reliability. After analysing the data resulting from the pilot study, two items were removed from the instrument. The data were analysed via SPSS 20.0 for Windows. Descriptive statistics were used to describe and summarize the properties of the mass of data collected from the respondents. Parametric statistics like ANOVA and t-test pair-wise comparison were conducted to analyse any differences between impulse buying behaviour and other dependent variables. To determine the factors affecting impulse buying behaviour the mean % score $\left[= \frac{Mean\ Score\ \times 100}{Maximum\ \ possible\ \ score}\right]$and the ranking based on it carried out. A level of 0.05 was established a priori for determining statistical significance.

One of the objectives of the study was to determine the factors affecting impulse buying behaviour**.** On the basis of mean percentage score consumers who are family oriented are buying more impulsively and the most effective factor followed by introvert character, self-reliant, shopping experience, promotional factors, situations insider the store, unplanned purchases respectively. Use of credit cards is the least influencing factor. CV indicates that a high variability among the respondents exist for the variables, Use of credit cards and Unplanned purchases.

Structural equation modelling (SEM) is used to identify the factors affecting impulse buying behaviour. This technique is chosen for its ability to examine a series of dependence relationships simultaneously, and where there are direct and indirect effects among the constructs within the model. In this study, AMOS 18.0 was used and the SEM estimation procedure used was maximum likelihood estimation.

In using SEM, it is a common practice to use a variety of indices to measure the model fit. In addition to the ratio of the $\chi 2$ statistic to its degree of freedom, with a value less than 5 indicating acceptable fit, researchers recommended a handful of fit indices to assess model fit. These are the Goodness of Fit (GFI), Normed Fit Index (NFI), Standardized Root Mean Residual (SRMR), and the Comparative Fit Index (CFI) (Harrington, 2009). Table 1 shows the level of acceptable fit and the fit indices for the proposed research model in this study. Except for the significance of $\chi 2$, and AGFI all values satisfied the recommended level of acceptable fit. In table 2 we present the regression coefficient of the SEM and the ranks based on it.

Table 1: Model fit Indices for CFA

	χ^2	DF	P	Normed $\chi 2$	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Recommended			>0.05	<3	>0.90	>0.90	>0.90	>0.90	>0.90	<1	<0.5
Regression	20.917	17	0.230	1.230	0.932	0.856	0.915	0.970	0.982	1.411	0.058

Table 2: The Regression Coefficients

Dependent Variable	Independent Variable	Regression Coefficient	Rank
Impulse buying behaviour	Shopping experience	.523	4
	Situations inside the store	.950	1
	Promotional factors	.811	3
	Use of credit cards	.505	5
	Unplanned purchases	.815	2
	Introvert character	.345	6
	Family oriented	.051	7
	Self-reliant	.006	8

Based on the regression coefficient for the situations inside the store with value 0.950 is the most influencing factor in the impulse buying behaviour, followed by unplanned purchases and Promotional factors.

Shopping experience came in the fourth position and use of credit card in the fifth position. Introvert character, Family oriented and Self-reliant came in the last three positions.

The second aim for this study was to investigate whether the scores differs with the demographic characteristics of participants like age, gender, educational qualification, occupation and monthly Income. An independent sample t-test was conducted to compare the mean scores of Shopping experience, Situations inside the store, Promotional factors, Use of credit cards, Unplanned purchases, Introvert character, Family oriented and self-reliant by gender (male vs. female) and in the age group. As seen in Table 3 there were no significant differences between 'females and males' mean scores of Shopping experience, Use of credit cards, Unplanned purchases, Introvert character, Family oriented and self-reliant. The mean score of Situations inside the store and Promotional factors is more for the males than females.

Table 3: Means and Standard Deviations and t –value Comparing to Gender

Variable	Gender	N	Mean	Std. Deviation	t	P
Shopping experience	Male	25	22.08	3.40	0.542	0.590
	Female	45	21.47	5.05		
Situations inside the store	Male	25	42.20	7.22	2.695	0.009
	Female	45	35.47	11.25		
Promotional factors	Male	25	22.16	4.18	2.143	0.036
	Female	45	19.24	6.04		
Use of credit cards	Male	25	8.56	3.03	1.513	0.135
	Female	45	7.20	3.88		
Unplanned purchases	Male	25	25.04	6.01	1.355	0.180
	Female	45	22.56	7.99		
Introvert character	Male	25	21.28	2.99	1.045	0.300
	Female	45	20.02	5.58		
Family oriented	Male	25	27.04	4.85	0.642	0.523
	Female	45	25.91	8.00		
Self -reliant	Male	25	13.48	3.28	-0.319	0.751
	Female	45	13.69	2.18		

A one-way between-groups analysis of variance was conducted to explore the impact of Age, educational qualification, monthly Income and occupation.

For the respondents in different age groups test shows that there is no significant difference between the different age group for the factors Shopping experience, Introvert character, Family oriented and Self-reliant. But for the factors Situations inside the store, Promotional factors, Use of credit cards, Unplanned purchases the test is found to be significant. So we conclude that for these variables the mean score differs with age.

Table 4: Means and Standard Deviations and F –Value Comparing to Educational Qualification

Variable	Age	Mean	Std. Deviation	F	P
Shopping experience	Below SSLC	22.67	3.51	0.762	0.554
	Pre Degree/ Plus Two	16.50	17.68		
	Degree	22.04	4.24		
	Master's degree	21.73	3.97		
	Doctorate	20.67	2.08		
Situations inside the store	Below SSLC	29.00	25.16	2.166	0.083
	Pre Degree/ Plus Two	21.50	28.99		
	Degree	37.60	8.98		
	Master's degree	39.62	8.47		
	Doctorate	38.33	4.16		
Promotional factors	Below SSLC	13.67	12.34	2.06	0.096
	Pre Degree/ Plus Two	14.00	16.97		
	Degree	20.48	4.28		
	Master's degree	21.14	4.91		
	Doctorate	19.00	3.00		
Use of credit cards	Below SSLC	5.00	4.58	1.559	0.196
	Pre Degree/ Plus Two	3.00	4.24		
	Degree	7.48	4.23		
	Master's degree	8.22	3.00		
	Doctorate	8.67	3.06		
Unplanned purchases	Below SSLC	19.33	8.96	1.353	0.260
	Pre Degree/ Plus Two	13.50	19.09		
	Degree	23.20	7.34		
	Master's degree	24.49	6.67		
	Doctorate	23.33	5.86		
Introvert character	Below SSLC	21.33	2.52	1.694	0.162
	Pre Degree/ Plus Two	12.00	16.97		
	Degree	20.68	2.30		
	Master's degree	20.62	5.26		
	Doctorate	21.67	4.04		
Family oriented	Below SSLC	25.33	1.53	2.322	0.066
	Pre Degree/ Plus Two	15.00	21.21		
	Degree	27.84	5.07		
	Master's degree	25.54	7.27		
	Doctorate	31.67	0.58		
Self reliant	Below SSLC	14.67	2.08	1.1	0.364
	Pre Degree/ Plus Two	10.00	1.41		
	Degree	13.68	2.72		
	Master's degree	13.68	2.63		
	Doctorate	13.67	1.15		

The table 4 shows that educational qualification does not play any role in impulse buying behaviour. But in the case of Monthly income, mean score of Shopping experience and Situations inside the store significantly differs with the income. The mean score of all the remaining variables have no significant difference between different income groups. Except the factor Introvert character, Family oriented and self-reliant, all the other factors the mean score considered differs with occupation of the respondents.

Table 5: Means and Standard Deviations and F –Value Comparing to Occupation

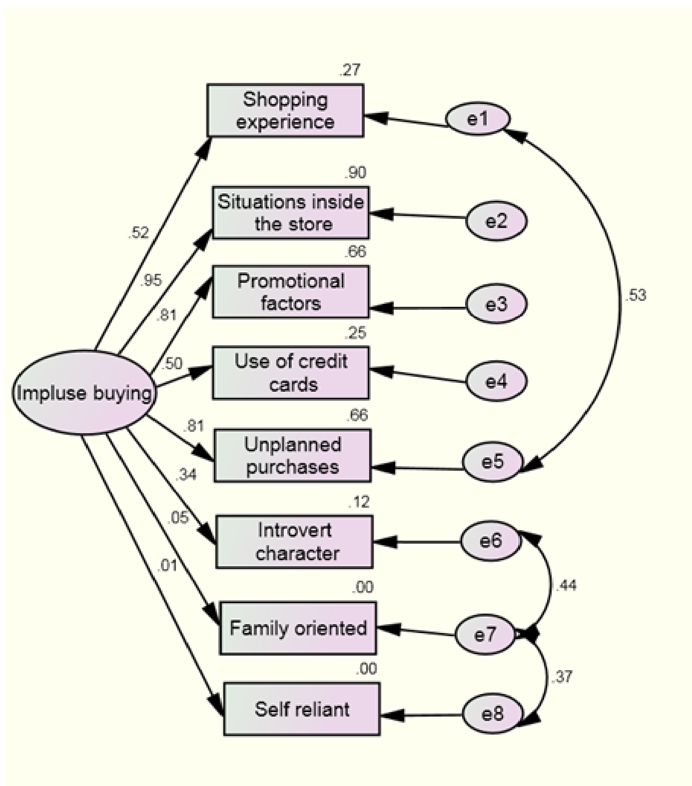
Variable	*Age*	*Mean*	*Std. Deviation*	*F*	*P*
Shopping experience	Student	21.96	3.80	3.178	0.009
	Government Employee	20.50	4.42		
	Professional	23.09	4.09		
	Private job	22.00	3.26		
	Teaching	21.75	4.86		
	Business	23.00	4.93		
	Others	12.00	7.55		
Situations inside the store	Student	41.24	6.94	11.589	<0.001
	Government Employee	37.50	5.13		
	Professional	38.36	7.57		
	Private job	39.21	8.91		
	Teaching	37.50	10.02		
	Business	37.86	7.73		
	Others	3.00	4.36		
Promotional factors	Student	22.00	4.34	4.159	0.001
	Government Employee	21.00	3.35		
	Professional	20.64	4.27		
	Private job	19.93	5.51		
	Teaching	19.50	4.12		
	Business	19.86	5.67		
	Others	7.00	10.44		
Use of credit cards	Student	8.96	2.49	3.897	0.002
	Government Employee	6.33	3.83		
	Professional	8.36	4.03		
	Private job	6.79	3.29		
	Teaching	8.25	2.63		
	Business	8.00	4.47		
	Others	0.00	0.00		
Unplanned purchases	Student	25.60	5.71	6.53	<0.001
	Government Employee	21.67	3.88		
	Professional	24.55	7.97		
	Private job	24.50	5.98		
	Teaching	20.75	6.65		
	Business	23.71	5.53		
	Others	3.00	5.20		
Introvert character	Student	21.28	3.85	1.843	0.105
	Government Employee	19.83	2.86		
	Professional	20.64	3.67		
	Private job	20.79	3.33		
	Teaching	16.00	10.86		
	Business	22.43	1.81		
	Others	14.33	12.66		
Family oriented	Student	25.48	5.22	2.23	0.052
	Government Employee	29.17	2.14		
	Professional	29.64	3.96		
	Private job	24.71	6.71		
	Teaching	24.25	16.28		
	Business	30.00	5.13		
	Others	17.00	14.73		
Self- reliant	Student	13.04	2.86	0.901	0.500
	Government Employee	14.67	2.80		
	Professional	14.09	2.98		
	Private job	13.93	2.02		
	Teaching	14.25	1.50		
	Business	14.00	2.52		
	Others	11.33	2.08		

VII. Findings and Conclusions

The study shows that the situations inside the store is the most influencing factor in the impulse buying behaviour, followed by unplanned purchases and promotional factors. Shopping experience came in the fourth position and use of credit card in the fifth position. Introvert character, family oriented and self-reliant character of consumers came in the last three positions. A one-way analysis of variance was conducted to explore the impact of age, educational qualification, monthly income and occupation. The study reveals that there is no significant difference between the different age group for the factors like shopping experience, introvert character, family oriented and self-reliant. But for the factors situation inside the store, promotional factors, use of credit cards, unplanned purchases the test is found to be significant. So we conclude that for these variables the mean score differs with age. The study also identifies that there is no much difference between males and females regarding the factors of impulse buying behaviour except for male's, factors like situation inside the store and promotion factors have an impact. The study also shows that educational qualification does not have any impact on impulse buying behaviour.

VIII. Limitation and Scope for Future Research

The study was conducted only in a limited geographic area that is Cochin City. Sometimes the respondent's will be biased while giving answers. If the study is conducted in a wider geographic area we will get a clear picture about the impulse buying behaviour. The future studies can concentrate on the entire state. A comparative study can be conducted among people belonging to different culture so a better result can be obtained regarding impulse buying behaviour.



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Analysis of Selected Phsiological Variables of Coimbatore District Zonal Team Games Winners in Bharahiar Day Games

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Abstract---

The purpose of the study is to find out the analysis of the selected physiological variables of Coimbatore District Zonal Team games winners on Bharathiarday games. To achieve the purpose of the present study, Coimbatore District Zonal Team games winners of hockey, football, basketball and handball on the bharathiar day games were selected as subjects at random and their ages ranged from 13to 17 years. The vital capacity and resting pulse rate were selected for this study. The collected data were statistically analyzed by using Two way ANOVA 4 x 4 factorial design was computed and further simple effect test was used. To test the obtained results one variables, level of significance 0.05 was chosen and considered as sufficient for the study. The result reveals that there was an insignificant difference on vital capacity and resting pulse rate among hockey, football, basketball and handball players of Bharathiar day games. There was an insignificant difference on vital capacity and resting pulse rate among north, south, east and west zones winners of Bharathiar day games. There was insignificant interaction difference in the vital capacity and resting pulse rate among north, south, east and west zones and zonal winners of hockey, football, basketball and handball players of Bharathiar day games. The vital capacity and resting pulse rate, the spirometer and stethoscope were used to measure the selected Physiological variables of the players.

Keywords--- Hockey, Football, Basketball and Handball, Vital Capacity and Resting Pulse Rate.

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I. INTRODUCTION

Sport is the most fashionable leisure activities since its inception. To develop the sports in Tamilnadu at school levels, the government is running sports activities. The Games Competitions and the Athletic meet are conducted as in the order of Zonal, Educational District, Divisional and finally State level. The Team Games' Competitions which are conducted for Higher Secondary Level are named as Bharathiar Day Games.

Hockey is a game with different type of athletic movements and as a result it requires different types of training for elite performance. Hockey players must meet the very physically challenging demands perhaps it is a multi sprint sport. Hockey is being played on a ground with the same number of players for a similar duration and physiologically it is close to soccer. In hockey power is required for acceleration, speed and quick changes in direction. Strength allows the players to shoot more powerfully with accuracy and pass over a greater range of distances. The distinctive demands of hockey are strength endurance and explosive power.

Football, as it is observed today, has experienced an enormous change since its introduction to the world. Of the considerable number of occasions in mankind's history the one to draw in the biggest group of onlookers was neither an extraordinary political event nor an exceptional festival of some intricate accomplishments in the workmanship or science, yet straightforward ball game a Football coordinate. On the off chance that it is analyzed all the more precisely one would soon understand, that every Football match is a typical occasion of some many-sided quality. One of the best quality of the diversion is its straight forwardness. At its crudest level all that are required is a ball and an open space with something to go about as an objective post. No other game is so effectively accessible thus promptly rousing.

The game of basketball involves much footwork and body balance. It is therefore, important that it should be mastered. Much time has, therefore to be devoted towards this technique. These are elementary steps but lay the foundation of a solid game structure. Without these a player will be far from success. Body balance has to be maintained and footwork is necessary whether he plays offensively or defensively. In the game the player has to pick up speed or slow down abruptly. He has also to take turns move around and pivot. And in all these he has to keep his balance. The weight has always to be directed towards his base, the feet. Now a days, the tactics of the modern game of basketball comprises a large number of means, methods and elements. Its effective application is only possible if all factors that are characteristic of the particular match are taken into account. These factors result from the objective assessment of the possibilities of one's own team and those of the opponent. But also to be considered are the concrete external conditions under which the match takes place. If these factors are not taken into account a team will not be able to achieve an optimum score. Gaining effective control of these factors will only be possible if the tactics of basketball is mastered. The tactics in basketball is constantly developing. The word a technique is used here refers to the particular movements and skills both on and off the ball which required in basketball. It is especially important in basketball to master the fundamental techniques.

Handball is a perfect blend of the three central athletic controls of running, hopping and tossing. Subsequently it is an absolutely focused game as well as a fine game to be brought up with preferred standpoint by numerous for reasons for preparing and wellbeing. The player must have the capacity to begin rapidly, he should be a continuing on runner, he should have the capacity to skilfully hoodwink his rival, he should have the capacity to quickly get the ball or catch it noticeable all around, he should pass the ball with exactness to his partners and he should have the capacity to execute a wide range of tosses; to put it plainly, his body, his arms and his legs should be amicably prepared. As the name of the amusement proposes, hands assume the most essential part; hands being normally the deftest individuals from the body, the developing prevalence of Handball is effectively clarified. Numerous sorts of tosses to score an objective are conceivable. The Handball player is enlivened to utilize his hands as a methods for doing his thoughts. The diversion is, obviously, likewise quicker than other ball-games.

II. METHODS AND MATERIALS

The purpose of the study was to find out the analysis of selected physiological variables of Coimbatore district Zonal team games winners in bharathiar day games. To achieve the purpose of the present study, Coimbatore district Zonal team games winners of hockey, football, basketball and handball in bharathiar day games were selected as subjects at random and their ages ranged from 13 to 17 years. Only two physiological variables were tested to collect the data by using spirometer (Vital Capacity). Stethoscope (resting pulse rate) and The data was collected during Coimbatore district inter zone school level tournament. The collected data were statistically analyzed by using two way ANOVA 4 x 4 factorial design was computed and further simple effect test was used.

III. RESULTS

The results were presented in the following tables.

Vital Capacity

The mean and standard deviation values on vital capacity of different games (Hockey, Football, Basketball & Handball) and different zones (North, South, East and West) have been analyzed and presented in table 1.

Table 1: The Mean and Standard Deviation on Vital Capacity of Different Games and Different Zones

		North	South	East	West
Hockey	Mean	3.79	3.73	3.81	3.84
	SD±	0.12	0.09	0.12	0.10
Football	Mean	3.77	3.68	3.81	3.79
	SD±	0.17	0.23	0.11	0.12
Basketball	Mean	3.80	3.85	3.70	3.79
	SD±	0.12	0.09	0.26	0.09
Handball	Mean	3.79	3.77	3.74	3.84
	SD±	0.10	0.13	0.13	0.12

(Scores on 'Vital Capacity' are expressed in litres)

The data on vital capacity are analyzed by two-way factorial ANOVA (4x4) and the obtained results are presented in Table 2.

Table 2: Two-Factor ANOVA on Vital Capacity of Different Games and Different Zones

Source of Variance	Sum of Squares	df	Mean Squares	Obtained F-ratio
A factor (Games)	0.033	3	0.011	0.539
B factor (Zone)	0.114	3	0.038	1.834
AB factor (Interaction) (Games and Zone)	0.346	9	0.038	1.861
Error I	4.956	240	0.021	

*Significant at 0.05 level

(Table values required for significance at 0.05 level with df 3 & 240; 3 & 340; and 9 & 112 are 2.64, 2.64 and 1.91 respectively.)

From the above Table, the obtained F-ratio for Factor A (Games) is 0.539, which is lesser than the table value of 2.64 with df 3 and 240 required for significance at 0.05 level of confidence. The result of the study indicates that there is insignificant difference between the means of Factor A (Games) on vital capacity.

The Table above shows that the obtained F-ratio for Factor B (Zone) is 1.834, which is lesser than the table value of 2.64 with df 3 and 240 required for significance at 0.05 level of confidence. The result of the study indicates that there is a insignificant difference among the means of Factor B (Zone) on vital capacity.

Resting Pulse Rate

The mean and standard deviation values on resting pulse rate of different games (Hockey, Football, Basketball & Handball) and different zones (North, South, East and West) have been analyzed and presented in table 3.

Table 3: The Mean and Standard Deviation on Resting Pulse Rate of Different Games and Different Zones

		North	South	East	West
Hockey	**Mean**	73.00	73.05	73.16	73.27
	SD±	0.59	0.53	0.70	0.66
Football	**Mean**	72.83	73.00	73.00	73.05
	SD±	0.78	0.76	0.68	0.72
Basketball	**Mean**	72.66	73.08	72.83	73.08
	SD±	0.65	0.66	0.71	0.66
Handball	**Mean**	72.81	73.25	73.00	72.93
	SD±	0.91	0.77	0.81	0.57

(Scores on 'Resting pulse rate' are expressed in heart beats/minute)

The data on resting pulse rate are analyzed by two-way factorial ANOVA (4x4) and the obtained results are presented in Table 4.

Table 4: Two-Factor ANOVA on Resting Pulse Rate of Different Games and Different Zones

Source of Variance	**Sum of Squares**	**df**	**Mean Squares**	**Obtained F-ratio**
A factor (Games)	1.479	3	0.493	0.977
B factor (Zone)	2.913	3	0.971	1.925
AB factor (Interaction) (Games and Zone)	1.776	9	0.197	0.391
Error I	121.042	240	0.504	

*Significant at 0.05 level

(Table values required for significance at 0.05 level with df 3 & 240; 3 & 340; and 9 & 112 are 2.64, 2.64 and 1.91 respectively.)

From the above Table, the obtained F-ratio for Factor A (Games) is 0.977, which is lesser than the table value of 2.64 with df 3 and 240 required for significance at 0.05 level of confidence. The result of the study indicates that there is insignificant difference between the means of Factor A (Games) on resting pulse rate.

Table above shows that the obtained F-ratio for Factor B (Zone) is 1.925, which is lesser than the table value of 2.64 with df 3 and 240 required for significance at 0.05 level of confidence. The result of the study indicates that there is a significant difference among the means of Factor B (Zone) on resting pulse rate.

From the above Table, the obtained F-ratio value of interaction factor A x B (Games x Zone) is 0.391, which is lesser than the table value of 1.91 with df 9 and 240 required for significance at 0.05 level of confidence. The result of the study shows that there is a insignificant difference among the means of interaction factor A x B (Games x Zone) on resting pulse rate.

IV. CONCLUSIONS

From the analysis of the data, the following conclusions were drawn:

1. There was an insignificant difference on vital capacity and resting pulse rate among hockey, football, basketball and handball players of Bharathiar day games.
2. There was an insignificant difference on vital capacity and resting pulse rate among north, south, east and west zones winners of Bharathiar day games.
3. There was insignificant interaction difference in the vital capacity and resting pulse rate among north, south, east and west zones and zonal winners of hockey, football, basketball and handball players of Bharathiar day games.

The physiological training preparation of hockey, football, basketball and handball players must be taken into serious consideration during the coaching procedure. Professional help and programming of the training schedule preparation of the players and observation of their expressive condition before and during a game is necessary to improve the Vital Capacity contribute to the high effectiveness of hockey, football, basketball and handball players.

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Impact of Drop Jump Training on Selected Performance Related Fitness Variables among the Kho Kho Players

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Abstract---

The purpose of a the study is to find out the impact of drop jump training on the selected performance related fitness variables among kho kho players. A total of thirty kho kho players from the Schools in Coimbatore District are selected randomly as subjects. The age of the students ranged from 15 to 17 years. The selected subjects are divided into two groups namely Drop Jump Training Group and Control Group, The drop jump training is given to Group A for eight weeks as two days per weeks. Group B acts as control group, who are not engaged in any special activities other than their daily routine. The Selected performance related fitness variables namely speed and power are measured by 50 yards dash and vertical jump test. The data are collected from each subject before and after the training period and statistically analyzed by dependent 't' tests which is used to find out the significant improvement on the selected criterion variables and Analysis of Covariance (ANCOVA) is used to find out the significant difference between the experimental and control groups on the each variables separately, All the cases, 0.05 level of confidence is fixed as a level of confidence to test the hypotheses. It was found that there is a significant improvement in drop jump training group on selected performance related fitness variables among kho kho players. It was found that there is a significant difference between the drop jump training and control groups on the selected performance related fitness variables.

Keywords--- Drop Jump, Speed, Power and Kho Kho Players.

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I. INTRODUCTION

A variety of training regimens are commonly used to improve the power and work output of the athlete. Whether in sprinting, jumping, or throwing, the ability of the athlete to accelerate one's own body, an opponent, or an implement is crucial to the sport performance. Plyometric exercises are a commonly used type of exercise in the development of power. Performing plyometric exercises makes use of the stretch-shortening cycle. In the stretch-shortening cycle, a muscle is stretched directly before it is explosively a contracted. This has been shown to allow the muscle to produce higher force and power outputs. One commonly performed plyometric exercise is the drop jump. In executing a drop jump, the athlete drops down from a height and directly lands and performs an explosive vertical jump. In the literature, drop jumps have been examined regarding various drops a heights (5, 7, 13 and 17 cm) and differences in jump parameters regarding jump techniques (1, 5, 11 and 12cm).

In sport training, the terms "Depth Jump" and "Drop Jump" are usually understood as synonyms and both of them are used to name the same exercise: a jump executed by dropping from a height with vertical rebound. It is well known that this exercise was invented by Verkhoshansky at the end of the1950' a for Track & Field jumpers and sprinters, and was also successfully used in many other Olympic sports. These coaches recognized it as the most powerful training means for increasing the explosive Power. "The way drop jumping has become popular is typical of how training methods evolved. It is rumored that the Russian athlete who won the 100 and 200m dash in the 1972 Olympics, Valery Borzov, utilized plyometric drills as part of his training.

II. METHODOLOGY

Subjects and Variables

A total of thirty kho kho players from Coimbatore District schools were selected randomly as subjects. The age of the students ranged from 15 to 17 years. The selected subjects were divided into two groups namely drop jump training group and control group, Group A underwent drop jump training for eight weeks of two days per weeks. Group B acted as control group, who were not engaged in any special activities other than their daily routine. The Selected criterion variables namely speed and power were measured by 50 yards dash and vertical jump test.

Training Programme

The training program was scheduled for one session a day and each session lasted between forty five minutes to one hour approximately. Training programme was administered to the kho kho players for eight weeks with two training units per week.

Statistical Technique

The data were collected from each subject before and after the training period and statistically analyzed by dependent 't' test which is used to find out the significant improvement on the selected criterion variables and Analysis of Covariance (ANCOVA) was used to find out the significant difference between the experimental and control groups on each variables separately. All the cases 0.05 level of confidence was fixed as a level of confidence to test the hypotheses.

III. ANALYSIS OF THE DATA

The analysis of dependent 't' test on the data obtained for speed and power of the pre-test and post-test means of drop jump training and control groups have been analysed and presented in the table 1.

Table 1: The Summary of Mean and Dependent 'T' Test for the Pre and Post Tests on Speed and Power of Drop Jump Training and Control Groups

S.N	Variable	Test	Drop jump Training group	Control group
1.	Speed	**Pre test mean**	7.55	7.621
		Post test mean	7.45	7.622
		't' test	7.26*	0.07
2	Power	**Pre test mean**	42.93	41.8
		Post test mean	49.13	41.6
		't' test	8.19*	0.31

*Significant at 0.05sa level. (The table value required for .05 level of significance with df 14 is 2.145).

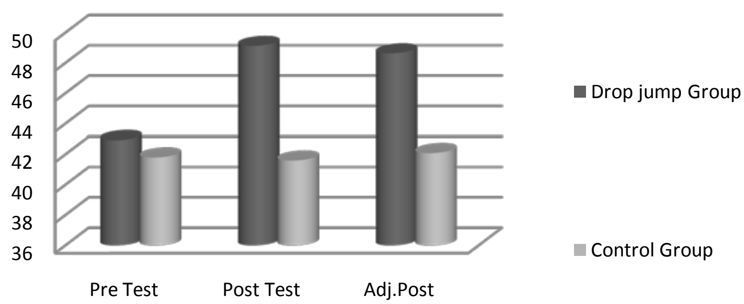
The Table 1 shows that the pre-test mean value of performance related fitness variable namely speed and power in drop jump training group and control group are 7.55 & 7.621 and 42.93 & 41.8 respectively and the post test means are 7.45 & 7.622 and 49.13 & 41.6 respectively. The obtained dependent t-ratio values between the pre and post test means of speed and Power in drop jump training group are 7.26 and 8.19. The obtained dependent t-ratio value between the pre and post test means of speed and Power in control group are 0.07 and 0.31 respectively. The table value required for the significant difference with df 14 at 0.05 level is 2.145. Since, the obtained 't' ratio value of experimental group is greater than the table value, it is understood that the drop jump training group had significantly improved the speed and Power. However, the control group has not improved significantly because they obtained 't' value is less than the table value, as they are not subjected to any specific training. The analysis of covariance on speed and Power of drop jump training and control groups have been analysed and presented in the Table 2.

Table 2: ANCOVA of Drop Jump Training and Control Groups on Speed and Power

S.No	Variable	Adjusted post test mean		Source	SS	df	MS	F
		DJT	CON					
1.	Speed	7.48	7.58	SSB	0.08	1	0.08	35.35*
				SSW	0.06	27	0.0022	
2.	Power	48.64	42.09	SSB	319.85	1	319.85	49.34*
				SSW	175.04	27	6.48	

*Significant at .05 level of confidence (The table values required for significance at .05 level of confidence with df 1 and 27 is 4.21)

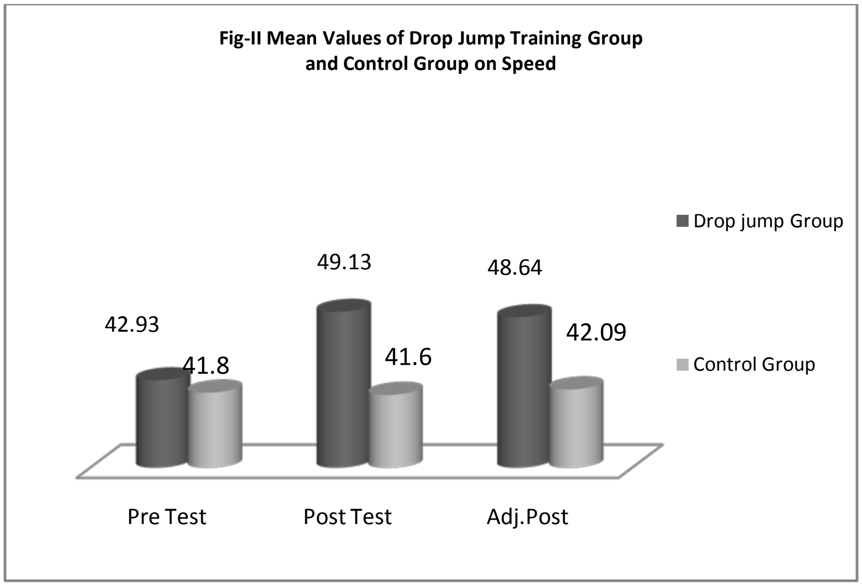
Fig-I Mean Values of Drop Jump Training Group and Control Group on Power



The table 2 shows that the adjusted post test means of speed and agility of drop jump training and control groups are 7.48 & 7.58 and 48.64 & 42.09 respectively.

The obtained 'F' ratio value of speed and agility are 35.35 and 25.08 which are higher than the table value of 4.21 with df 1 and 27 required for significance at 0.05 level. Since the value of F-ratio is higher than the table value, it indicates that there is a significant difference among the adjusted post test means of drop jump training and control groups on selected performance related fitness variable namely speed and power.

The results of the study showed that there was a significant difference between the adjusted post test mean of drop jump training group and control group on speed and power among the kho kho players. The pre, post and adjusted post test mean value on Speed and power are graphically presented in the figure I & II.



IV. DISCUSSION

A wide variety of training studies shows that the plyometric can improve the performance in vertical jumping long jumping, sprinting and sprint cycling. It also appears that a relatively small amount of plyometric training is required to improve the performance in these tasks. Just one or two types of plyometric exercise completed in 1-3 times a week for 6-12 weeks can significantly improve motor performance (Blackey & Southard, 1987; Gehri et al., 1998; Matavulj et al., 2001). In addition, several studies on plyometric training have demonstrated that a significant increase in vertical jump height of ~10% is accompanied with similar increase in sport-specific jumping, (Bobbert, 1990; Little, Wilson & Ostrowski, 1996) sprinting (Chimera et al., 2004; Kotzamanidis, 2006) and distance-running performance. Also consistent with previous studies, Abass (2009) found that plyometrics exercises (BWT) with depth jumping and rebound jumping characteristics are best used in developing the muscle strength of the lower extremities.

V. CONCLUSION

There was a significant improvement on speed and power due to the effects of the drop jump training among the kho kho players. There was a significance difference between drop jump training group and control group on speed and power among the kho kho player.

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Delight: Beyond Loyalty-A Literature Review

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Abstract---

Sustainability in business exists when customers size keep on increasing. Days have changed when companies concentrate on customer satisfaction and customer loyalty. Now, customer delight only will enhance the sustainability in the present market. Though different definitions have been used to explain customer delight, few could be clearly and precisely conceptualize the meaning, while few others explain indistinctly. This paper portrays the definitions, and studies related to delight. Also, comparison has been given between loyalty and delight.

Keywords--- Delight, Loyalty, Satisfaction, Expectation.

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I. INTRODUCTION

IN an age of increasing competition, merely 'satisfying' customers is not enough; rather 'delighting' customers has become essential for long-term success. Customers are the life blood of any organization. Without customers a firm has no revenue, no profit and no market value. These simple facts are not lost on most senior executives (Gupta & Lehmann, 2005). In a world wide survey of 681 senior executives conducted by the Economist during October – December 2002, 65% of the respondents reported that customers were to be their main focus over the next 3 years, compared with 18% who reported that shareholders were to be their main focus. Another study, conducted in 2000 with 148 financial institutions found that 72% of the companies stated that customer-related performance was an extremely important driver of long tern success, compared with 31% who chose short term financial performance as the most important driver of long term success (Gupta & Lehmann, 2005).

There is extensive literature on customer satisfaction than customer delight. Delight is emerging concept in product and service when quality concepts put forth its importance through customization and relationship management. Customer satisfaction can be measured through various tools like SERVQUAL, SERVPERF and so on. In delight concepts there are some researcher tried to measure and distinguish satisfaction and delight.

The literature on customer satisfaction has identified various factors that influence satisfaction. The awareness of the importance of customers to long term success means that companies are cognizant that their future is determined by their ability to respond to customer needs quickly and efficiently (Willis, 1996). There is other definition given by K.Matzler, et.al., 1996, Yung, 2011 for delight as "extent of satisfaction".

II. SATISFACTION AND DELIGHT COMPARISON

Fulfilling the attractive requirements leads to more than proportional satisfaction (K.Matzler, et.al., 1996). Delight and satisfaction also differ in terms of their antecedents and the process by which they are formed. Delight is evoked in the customer whenever a company acting above and beyond the norm provides the customer with an unexpected service or benefit that improves his/her well being (A. Kumar,1996).

Even though the relationship between satisfaction and delight lacks clarity in relevant literature (Oliver, Rust & Varki, 1997; Anderson and Mittal 2000), delight and satisfaction are interrelated but different constructs (Oliver, Rust & Varki, 1997). Positive reactions, including satisfaction and delight, are thought to occur when customer's expectations are exceeded or positively disconfirmed (Kotler, Armstrong & Saunders, 1999 & Oliver, Rust & Varki, 1997). Schneider & Bowen, 1999 defined, 'Quality' and 'Satisfaction' result from a firm meeting customer expectations, 'delight' requires a firm to provide customers with more than they expected. Disconfirmation of expectations plays a critical role in influencing customer's satisfaction (Kumar & Iyer, 2001). Verma, 2003 defined satisfaction as getting the expected whereas delight implies getting the unexpected. If basic requirements fulfilled, it leads to the state of "not dissatisfied". The author concluded that higher the level of fulfillment, higher the level of customer satisfaction and vice versa. Berman (2005) distinguishes, satisfaction is based on fulfilling the expected, meeting or slightly exceeding expectations but delight is based on fulfilling unexpected positive surprise. (Torres and Kline, 2006) satisfying customer is not enough and firms should aim to delight their customers. Firms should move from satisfaction to delight in an effort to obtain loyal customers and profitable operations. Delight therefore entails a stronger emotion and a different physiological state than satisfaction. Whereas customer satisfaction entails delivering according to customer expectations, customer delight requires exceeding expectations (Torres and Kline, 2006). Wang (2011) differentiate satisfaction is confirmation of expectations regarding the core service. But delight is positive disconfirmation unexpected of supporting services either related or unrelated to core service.

III. DELIGHT DEFINITION

According to a psychologist (Plutchik, 1980), surprise and joy come together, expressed as delight. According to Westbrook and Oliver (1991) the concept of delight comprised of pleasure and surprise (pleasant surprise) is similar to Plutchik (1980) joy and surprise. Wills, 1996 stated a customer 'delight' goes a step further by providing customers with better service and quality than they expect. A. Kumar, 1996 defined customer delight is as an emotion, characterized by high levels of joy and surprise, felt by a customer towards a company or its offering (product/service). Oliver, Rust & Varki, 1997 defined delight is the function of surprising consumption, arousal and positive effect. Delight occurs when the outcome is anticipated.

In other words, Ngobo, 1999 defined delight as 100% satisfaction. Schneider & Bowen, 1999 suggested that the businesses must strive for 'total customer satisfaction' or 'customer delight'; if they are to achieve the kind of loyalty they desire. Kumar et.al., 2001 described 'delighted' customers as the customer who were 'completely satisfied' or 'totally satisfied'. He added that the emotion of 'delight' comprised 'Joy' and 'Surprise' – both of which feature prominently in most of the existing literature on the subject of customer delight. For the firm that have frequent transactions or interactions with their customers, the notion of 'surprising' customers at every transaction is impractical and cost prohibitive (Kumar et.al., 2001). The firm should attempt to 'surprise' its customers at every transaction, but it should also identify activities that are at the core of an ongoing relationship with its customers.

Kumar and Iyar (2001) provided empirical evidence that high levels of performance on interpersonal behavior attributes' are likely to evoke delight. Low or medium level of performance on interpersonal behavior attributes' is not likely to evoke delight and need not affect satisfaction levels. Interestingly, a research says that consumers can be delighted even when they were not surprised (Kumar, Olshavsky & King, 2001). In contradiction, Oliver, op.cit, 2002 believed positive surprise is to lead customer delight. Verma, 2003 opined that the customer is pleasantly surprised in response to an experienced disconfirmation, delight is experienced.

According to Verma, (2003) when performance of a product or service is as expected, then this state is called confirmation of expectation. On the other hand, when both are at inconsistency to each other, there exists disconfirmation, either positive (when performance exceeds expectations) or negative (when performance worse than expectation).

Berman 2005 suggested to have a competitive advantage over its competitors, the firm can have a methodology that enables it to identify and focus on the desired attributes with the fulfillment of unexpected, valuable, and memorable experiences to customers.

Berman (2005) concludes delight is the positive end of satisfaction and outrage is the negative end of dissatisfaction. Finn 2005 conceptualized delight as an emotional response from surprising and positive levels of performance.

According to Evans & Burns, 2007 delight experienced by customers when their expectations are surprisingly disconfirmed. Further Evans& Burns, 2007 defined delight is an extension of satisfaction, characterized by pleasure or positive affect. Kanji, 2008 suggested to fulfill the vision and to achieve high customer satisfaction levels (delight the customer), the organization must improve continually all aspects of its operation.

Wang (2011) conducted a research on unrelated supporting service quality on consumer delight, satisfaction and repurchase intentions in a field experiment with MBA students at a university located in Southern China. In their study they found that unrelated supporting services could provide unanticipated value to consumers and can be surprising but not delightful. He then defined unrelated supporting service as a service that is not substantially relevant to furthering operation of the core service but rather provides an extra benefit to enhance the attractiveness of the core service to consumers. He defined the core service is the fundamental value the service product offers and the primary reason for consumer purchase. Added to that to delight consumers, a firm must offer unexpected value in a positive way like provide valued supporting services unrelated to the core service. Occurrence of delight requires more that simply gaining satisfaction, hence resulting in a positive disconfirmation delight would be produced.

To sum up, several authors have developed their own framework to conceptualize delight. Some researchers stated surprise plays a major role to delight customer. Some researchers debated that the level of satisfaction determined the expression of delight. The other researchers were completely different from the above opinion. According to them delight means exceeding expectation.

IV. DELIGHT AND LOYALTY

It is obvious that customers are becoming increasingly demanding in their search for suppliers who can supply quality products, provide excellent service, and continuously improve their offerings (Berry, Ziethaml, & Parasuraman, 1990; Willis, 1990).The effective way of increasing customer loyalty is to satisfy the customers, still recent studies have suggested that merely 'satisfying' customers is not enough to ensure that they are retained. Even satisfied customers have been found to defect at a high rate in many industries

(Kumar, Olshavsky, & King, 2001; Reichheld, 1994; Schneider & Bowen, 1999). The most satisfied customers, who could be described as ‘totally satisfied’ are actually 6 times more likely to repurchase a product or service than those who are merely ‘satisfied’ (Matzler & Hinterhuber, 1998; Schneider & Bowen, 1999). Retaining customer may be more profitable than attracting new ones. Schulman (1994) calculated the cost of attracting new customers to be approximately five times that of keeping current customers happy. Several studies have revealed that the degree of loyalty differs substantially depending on whether the customers are ‘very satisfied’ or ‘merely satisfied’ (Finkelman & Goland, 1990; Heskett, Jones, Loveman, Sasser, & Schlesinger, 1994; Oliver, Rust,& Varki, 1997; Schneider & Bowen, 1990). Satisfaction is a key to customer loyalty and retention in those days (Forness et al. 1996a). “No delight, No retention” become the motto of many executives nowadays (Ngobo, 1999).

In today’s highly competitive markets, products that merely satisfy fail to encourage loyalty in their purchasers (Schneider & Bowen, 1999). Delight comes with luck won’t bring in benefits to the business, on the contrary, delight attributes brings business to the firm (Kumar, Olshavsky & King, 2001). The marketer is facing the challenges to create a service package which can win and assures customers loyalty. When the customers are in the zone of delight, it will drive them towards commitment and loyalty (Verma 2003). Berman, (2005) described the term ‘customer delight’ can be used to express the greatest level of satisfaction which leads to loyalty and loyalty driven profit. He added customer delight assumes that the relationships between customer satisfaction and loyalty are not linear. In contradictory, a study indicates there exists a linear relationship between customer satisfaction and loyalty (Ngobo, 1999).

The service literature has increasingly made use of behavioral concepts in postulating the existence of ‘greatest levels’ of satisfaction and service quality that might produce exceptional behavioral results for instance greater loyalty (Chin Chow Yang 2011). So, in recent years, delighting customers has been proposed as a way to increase customer loyalty towards a firm (Kumar, Olshavsky & King, 2001). In loyalty programmes, customers should get a chance of giving feedback about delightful experience to the firm and others (Word-of-Mouth) which will help the firm to measure the benefits expected from the delight programs are as, word-of-mouth promotion; lower selling and advertising costs, low customer acquisition costs, higher initial and repeat sales, increased brand equity, increased ability to compete (Berman 2005). Satisfied customers are loyal customers.

According to Torres and Kline, 2006 a loyal customer will not be prone to switch brands or patronize a competitor. By emphasizing customer delight, a firm will seek to create more loyal customers. For many years it has been thought that satisfied customers are loyal customers. But the condition of being satisfied is not strong enough to retain customers in a highly competitive environment. Being satisfied or being very satisfied does not imply being delighted. Delight is yet a stronger state of customer engagement. Thus the real way to increase loyalty and improve retention is not to satisfy customers, but to delight them. When the customer is satisfied; the risk or danger is somewhat greater, since the competitor must be able to deliver a comparable experience. When the customer is delighted, the risk or danger associated with switching brands is very high, since they will expect the new property to meet and exceed their expectations (Torres and Kline, 2006).

Delighting customers is a very effective mechanism to retain customers and can lead to higher profitability. Delighted customers are more profitable than simply satisfied customers. Many things can easily be imitated by competitors like remodeling, price drop for which they need capital investment. But delightful service is hard to replicate. Therefore one should master customer service in order to deliver a delightful experience with cost-effective and difficult to imitate. This will become competitive advantage of distinctive competence. Rather than selling, fulfilling the customer’s needs and innermost desires is a path the few business enterprises dare to choose to delight customers (Torres and Kline, 2006).

V. CONCLUSION

Sustainability in business exists when customers size keep on increasing. Days have changed when companies concentrate on customer satisfaction and customer loyalty. Now, customer delight only will enhance the sustainability in the present market. Though different definitions have been used to explain customer delight, few could be clearly and precisely conceptualize the meaning, while few others explain indistinctly. Customer delight is influenced by several factors but, yet it should be probed. Studies need to be conducted in delight and also to derive the scale to measure customer delight.

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Consumers Awareness in India: A Review

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Abstract---

Consumer Awareness is making the consumer aware of his/her rights. Only knowledgeable and attentive consumers are aware of their rights and responsibilities can protect themselves effectively. The need of the hour is, therefore, to educate the common consumers particularly those in rural areas who are more susceptible to exploitation.

Once they are educated and made aware of the schemes that have been drawn up for their benefit and also the redressal forum that is available, the benefit of various schemes, in true sense, will reach the common consumers of the country. Making existing and potential customers knowledgeable about products/services, consumer awareness programs create more informed buying decisions. Consumers cannot purchase products and services if they do not know they exist.

Keywords--- Consumer Awareness.

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Special Issue on "Management Studies"

I. INTRODUCTION

A Lack of consumer awareness in any industry can harm sales. If specific products and services are better known, those products and services will remain on the front line in sales. Therefore, it is important to implement consumer awareness programs that will introduce and make the target audience aware of the products and services a company offers.

II. BIS AND THE CONSUMER AWARENESS

The consumer movement in India is as old as trade and commerce. Still in Kautilya's Arthashastra, there are references to the concept of consumer protection against exploitation by the trade and industry with respect to quality, short weight and measurement, adulteration etc. Till recently, there was no organized and systematic movement for safeguarding the interests of consumers. The ordinary citizen today depends on products, design and construction of which he or she may not understand. In this situation, reassurance is an over-riding need; reassurance that the product is reliable and will meet the expectations of the consumers in terms of performance, safety, durability etc.

Need for Consumer Awareness

It has been observed that the people for, whom various schemes have been taken up by Bureau of Indian Standards (BIS), in fact, do not get benefit as expected. This is mainly because they are not fully aware of these schemes and their benefits. Also, only knowledgeable and alert consumers aware of their rights and responsibilities can protect themselves effectively. The need of the hour is, therefore, to educate the common consumers particularly those in rural areas who are more at risk to utilization.

Once they are educated and made aware of the schemes that have been drawn up for their benefit and also the redressal forum that is available, the benefit of various schemes, in true sense, will reach the common consumers of the country. It is, therefore, our bounden duty to play our part jointly and effectively in disseminating various schemes to the common consumers of the country. In this regard, the role of the voluntary consumer organizations, consumer activists, non-governmental organizations, educational institutions and media cannot be ignored.

Formulation of National Standards

BIS is engaged in formulating Indian Standards laying down parameters for the products and services. These Standards are prepared by Technical Committees that are represented by experts from various fields including scientists, technologists, manufacturers and consumers. BIS seek and encourage participation of consumer organizations in formulation of national standards.

Certification Schemes

a. Product Certification

BIS operates Product Certification Scheme that is governed by the Bureau of Indian Standards Act, 1986 and Rules and Regulations framed there under. Presence of Standard Mark on product indicates conformity to the relevant Indian Standard. Before granting licence to any manufacturers, BIS ascertains the availability of required infrastructure and capability of the manufacturer to produce and test the product conforming to the relevant Indian standard on a continuous basis. Samples are also drawn from the production line as well as from market and got tested in independent laboratories to ensure their conformance to the relevant Indian Standard.

1. Mandatory Certification: The BIS Certification Mark Scheme is essentially voluntary in nature. However, keeping consumer's interests in view, the Central Government has made BIS Certification Scheme compulsory for items meant for mass consumption, consumer safety, health and energy conservation. As on date 133 products have been covered under the Mandatory Certification Scheme. These orders have been issued under the various acts like Essential Commodities Act, PFA Act, etc.
2. Hallmarking of Gold Jewellery: Hallmarking of Gold Jewellery is a Purity Certification Scheme of BIS. Hallmarked Jewellery has to go through stringent norms of manufacture and quality control. Hallmarked Jewellery is assessed and marked by BIS recognized Assaying & Hallmarking Centres only. The Hallmark indicates that the Jewellery articles have been independently tested and assures that it conforms to the marked fineness. BIS logo is marked on BIS Hallmarked Jewellery along with fineness (that is 916 for 22 carat), A&HMC's logo (Assaying & Hallmarking Centre's Mark) — where

the Jewellery has been assayed & hallmarked, Code letter that is year of hallmarking of Jewellery as decided by BIS, for example letter 'B' denotes year 2001 and logo of BIS certified jeweller/jewellery manufacturer.

3. Certification Schemes *for Imported Goods:* BIS also operates two Certification Schemes for imported goods; one for the foreign manufacturers and the other for Indian importers. The Schemes are essentially similar to BIS Product Certification Schemes for domestic industry barring slight modifications necessary for operation of such schemes.
   The schemes for foreign manufacturer at present are being centrally operated through Central Marks Department at Headquarters and schemes for Indian importers are operated by respective ROs / BOs under whose jurisdiction Indian importer falls. It may, however, be noted that in case of 133 products covered under mandatory certification, only foreign manufacturers can seek BIS license and for products other than 133 products both foreign manufacturer and Indian importers can seek BIS licence.
4. Eco Mark Scheme: BIS is operating Eco Mark Scheme for labeling of household and other consumer products which meet certain environmental criteria along with quality requirements prescribed in relevant Indian standards.

b. System Certification

In addition to Product Certification Scheme, BIS also operates following System Certification Schemes.

1. Quality System Certification: BIS is operating Quality System Certification Scheme against IS/ ISO 9000 series of standards. This scheme is governed by the Bureau of Indian Standards Act, 1986 and has been accredited by Raad Voor Accreditatie (RVA), Netherlands. Under this scheme, the capability of supplier of goods or services is certified to IS/ISO 9000 series of Standards for ensuring the quality of goods and services satisfying the customer as relevant to the particular contracts entered into between the respective parties.
2. Environmental Management System Certification: BIS is operating EMS Certification Scheme against IS/ISO 14000 series of Standards.
3. Hazard Analysis and Critical Control Point (HACCP) Scheme: BIS has also launched Hazard Analysis and Critical Control Points (HACCP) Certification Scheme against IS 15000 to ensure consistent high quality of food safety, compliance with regulations, international acceptance, global competitiveness and total customer satisfaction for the food processing units.

III. CONSUMER PROTECTION

Legislation Concerning Consumer Rights

The Consumer Protection Act 1986 provides for consumer disputes redressed at the state and national level. With the help of this law the agencies can solve grievances in a speedy, simple and inexpensive manner. A separate department of consumer affairs was set up at the state and central government. A three tier system of consumer courts at the National, State and District levels were set up. These agencies have done good work by handling lakhs of cases.

Public Distribution System

To protect the poor from price rise and black marketing the government food security to the poor by supplying essentials through the ration or Fair price shops.

Standardization of Products

These are done to assure the quality of products. The ISI stamp on goods is placed by the Bureau of Indian standards. This caters to industrial and consumer goods. These goods can be trusted to confirm to specific standards. Agmark is meant for Agricultural products. At the International level the International Organization for Standardization (ISO) located in Geneva sets common standards. The FAO and WHO provide food standards.

IV. THE CONSUMER HELPLINE

Consumer doubts and to allow them to express their views and grievances to consumer forums have been in existence in India for a long time. Consumers have been approaching these forums and consumer NGOs regarding their problems and complaints. **BIS** have a full-fledged Grievance Cell functioning at its

Headquarters in New Delhi and Public Grievance Officer at all Regional & Branch Offices to provide consumers with prompt attention and speedy redressal of their grievances. In case of any complaint about the quality of its marked products, the consumers should get in touch with the nearest office of the Bureau of Indian Standards.

BIS has a system of attending the complaints and redressal by way of replacement repair of ISI Marked products in case the complaint is found to be genuine. Necessary actions are taken to ensure that corrective measures are taken by erring manufacturers so that other consumers are not put to inconvenience. Such complaints are also treated as feedback information on the performance of the manufacturers who are granted licence to use ISI Mark on their product(s).

Legal Formality to Filing a Complaint

The complaint can be written on plain paper. The supporting documents like the warranty card must be attached. A lawyer is not required.

V. CONCLUSION

The Consumer Protection Act, 1986 and various other laws like the Standards, Weights & Measures Act have been formulated to ensure fair competition in the market place and free flow of true information from the providers of goods and services to those who consume them. However, the success of these laws would depend upon the vigilance of consumers about their rights, as well as their responsibilities. In fact, the level of consumer protection in a country is considered as the correct indicator of the extent of progress of the nation. The production and distribution systems have become bigger and more complicated today. The high level of complexity achieved by the providers of goods and services in their selling and marketing practices and various types of promotional activities like advertising resulted in an increased need for higher consumer awareness and protection. In India, the Government has realized the troubles of Indian consumers and the Ministry of Consumer Affairs, Food and Public Distribution has established the Department of Consumer Affairs as the nodal organization for the protection of consumer rights, equalized of all consumer grievances and promotion of standards governing goods and services offered in India.

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Private Label Brand: A Growth Prospect in Organized Retail Sector

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Abstract---

The retail sector has witnessed unprecedented growth in recent times and is currently one of the fastest growing sectors in India; the retail sector in India is highly fragmented, with 97 percent of business run under unorganized retailing. A study estimates that the total retail business in India will grow at 13 per cent annually from US$ 322 billion in 2006-07 to US$ 590 billion in 2011-12.

Keywords--- Retail Sector, Private Brand, Private Label Brands, Store Brands, Merchandising, National brands, Hypermarkets.

* *Corresponding Author*

I. INTRODUCTION

The unorganized retail sector is expected to grow at approximately 10 per cent per annum with sales rising from US$ 309 billion in 2006-07 to US$ 496 billion. Organized retail, which constituted a low four per cent of total retail in 2006-07, is estimated to grow at 45-50 per cent per annum and attain a 16 per cent share of total retail by 2011-12. In short, both unorganized and organized retail are bound not only to coexist but also achieve rapid and sustained growth in the coming years.

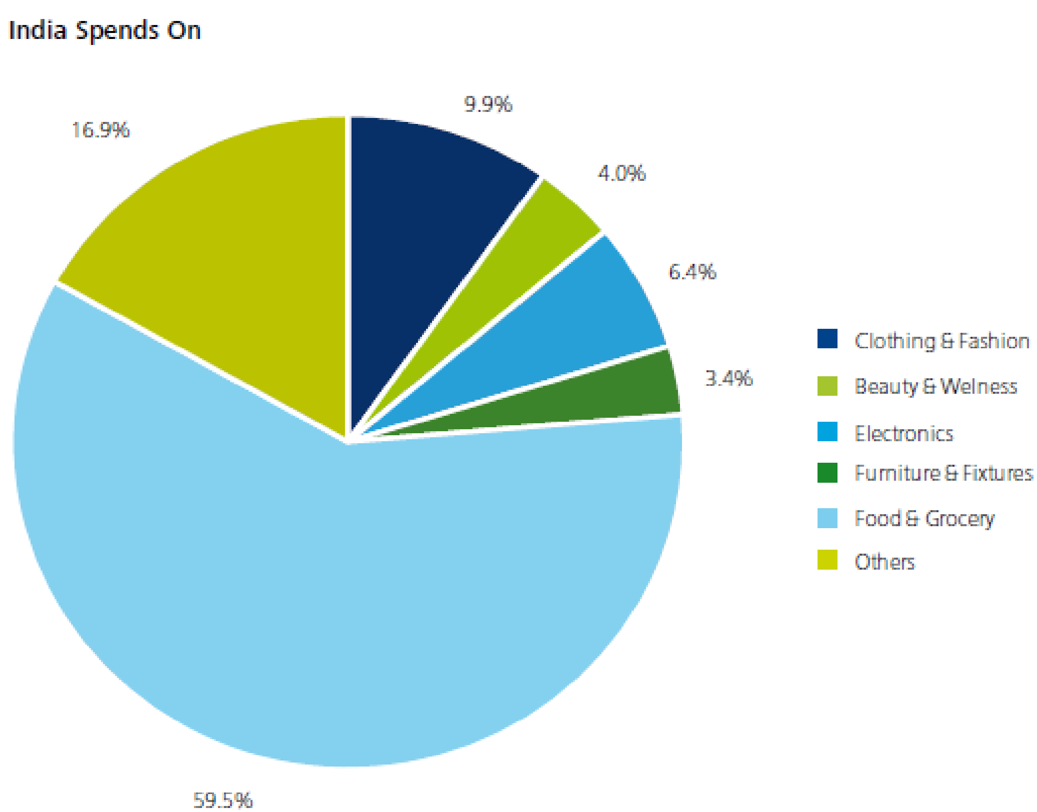
The real GDP is expected to grow at 8-10 per cent per annum in the next five years. As a result, the consuming class with annual household incomes above Rs. 90,000 is expected to rise from about 370 million in 2006-07 to 620 million in 2011-12. Consequently, the retail business in India is estimated to grow at 13 per cent annually from US$ 322 billion in 2006-07 to US$ 590 billion in 2011-12.

II. GROWTH OF RETAIL AND ITS DISTRIBUTION

The NCAER, based on its Market Information Survey of Households (MISH), has projected that the consuming class consisting of the "aspirers", the middle class and the rich with annual household income of above Rs. 90,000 will rise from about 336 million in 2005-06 to 505 million in 2009-10. This implies a huge growth potential of retail in the country. The sales of the Indian retail industry have been about US$ 322 billion (Rs. 14,574 billion) in 2006-07, amounting to about 35 per cent of India's GDP. It is the seventh largest retail market in the world. Indian retail industry is projected to grow to about US$ 590 billion by 2011-12 and further to over US$ 1 trillion by 2016-17.

III. OPPORTUNITY IN INDIA

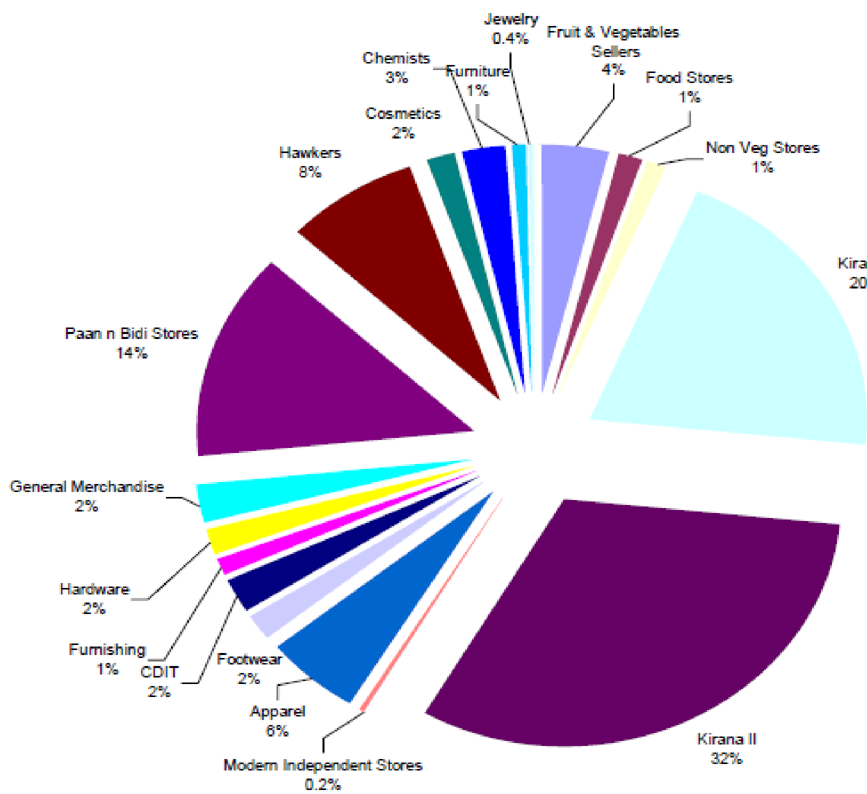
India's economy witnessed a GDP growth rate of 7.4% during the fiscal year 2009-10 and is further expected to grow at c. 8.5% in 2010-11. With the boom of the service sector and increased industrial output, the growth pace has spiraled in the last decade. This has set a sustainable platform for consumerism and rising per capita spend leading to an inclusive growth.



Growing disposable income has led to increasing consumer aspiration, with easy access to consumer finance lending a source to achieve these aspirations and desires. The middle class today accounts for c. 47 percent of the total households in the country, which has rapidly grown over the last decade and is expected to have a similar trend over the coming years. The Indian consumer today is exposed to a large variety of products from where they pick and choose till they get the right product at the right price.

IV. CATEGORIES OF TRADITIONAL RETAILERS

1. Fruit and Vegetable Sellers - Sells fruit and vegetables.
2. Food Store - Reseller of bakery products. Also sells dairy and processed food and beverages.
3. Non -Vegetable Store - Sells chicken and mutton (supplemented by fish), or predominantly fish.
4. Kirana I - Sells bakery products, dairy and processed food, home and personal care, and beverages.
5. Kirana II - Sells categories available at a Kirana I store plus cereals, pulses, spices,
6. Modern Independent Stores - Sells categories available at a Kirana II store and has self- service. Operates single or several stores (but not an organized chain of stores).
7. Apparel – Sells men's wear, women's wear, innerwear, kids' and infant wear.
8. Footwear – Sells men's wear, women's wear, and kid's wear.
9. CDIT (Consumer Durables & IT) – Sells electronics, small appliances, durables, telecom, and IT products.
10. Furnishing – Sells home linen and upholstery.
11. Hardware - Sells sanitary-ware, taps and faucets, door fittings, and tiles.
12. General Merchandize – includes lightning, stationery, toys, gifts, utensils, and crockery stores.



Source: Technopak Analysis Projection of the Share of Organized Retail

The emergence of organized retail has been a recent phenomenon in the country, starting in the late 1990s. Its growth till 2006-07 was reasonably fast, at nearly 20 per cent per annum during the past three years. Unorganized retail also grew but at a slower pace of nearly 11 per cent per annum. There are signs that the growth of organized retail has accelerated in 2007-08 and is expected to gather further momentum during the coming years.

Manufacturers felt that, in the future, modern retailers might have to be given higher margins than traditional retailers but this would be compensated by the larger volumes, and the more efficient, shorter supply chain. However, they do not foresee that the traditional supply chain will ever die out or be completely replaced for a long time to come. Since traditional retail will co-exist with modern retail, so will traditional and modern supply chains

Share of Organized Retail in Selected Countries, 2006

Country	Total Retail Sales(US$ bn)	Share of Organized Retail(%)
USA	2,983	85
Japan	1,182	66
China	785	20
United Kingdom	475	80
France	436	80
Germany	421	80
India	**322**	**4**
Brazil	284	36
Russia	276	33
Korea, South	201	15
Indonesia	150	30
Poland	120	20
Thailand	68	40
Pakistan	67	1
Argentina	53	40
Philippines	5 1	35
Malaysia	34	55
Czech Republic	34	30
Vietnam	26	22
Hungary	24	30

Source: Planet Retail and Technopak Advisers Pvt. Ltd.

In the developed economies, organized retail is in the range of 75-80 per cent of total retail, whereas in developing economies, the unorganized sector dominates the retail business. The share of organized retail varies widely from just one per cent in Pakistan and 4 per cent in India to 36 per cent in Brazil and 55 per cent in Malaysia. Modern retail formats, such as hypermarkets, superstores, supermarkets, discount and convenience stores are widely present in the developed world, whereas such forms of retail outlets have only just begun to spread to developing countries in recent years. In developing countries, the retailing business continues to be dominated by family-run neighborhood shops and open markets. As a consequence, wholesalers and distributors who carry products from industrial suppliers and agricultural producers to the independent family-owned shops and open markets remain a critical part of the supply chain in these countries

V. NEW RETAIL STORES

Given the expected investments and future projections of growth of retail area, there will be a huge increase in the number of stores in the next five years. It is estimated that around 44,500 new stores of different formats will open

Number of New Organized Retail Stores During 2007-12

	Hypermarket	Supermarket	Cash & Carry	Department Store	Speciality Store
New retail space (million sq. ft.)	218	86	76	32	75
Average store size (sq. ft.)	80,000	4,000	1,50,000	40,000	4,000
No. of stores	2,725	21,500	507	803	18,725

Source: Technopak Analysis and Industry Estimates.

VI. RETAIL FORMAT

The hypermarket format is predominantly the backbone and primary driver of the modern retailers' market access strategy. The product mix in the hypermarket format is typically 60 per cent food and 40 per cent non-food. The format incorporates a larger share of apparel, grocery products in staples, and FMCG goods, of which the share of apparel merchandize is 30 per cent. Fruit and vegetables, mobile phones, alcohol-based beverages and pharmaceutical electronics and household durable product categories encompass a much smaller share.

VII. MANUFACTURERS ANTICIPATE SEVERAL THREATS

The Price Pressure Threat

Manufacturers anticipate that the growth of organized retail will put pressure on their prices as large retailers are already demanding lower prices in return for larger volumes. Manufacturers also face the additional issue of delayed payments vis-à-vis large retailers that impacts their profitability. Manufacturers felt that some of these price/payment pressures arise from the underlying cost structure of large retailers who arefacing increase in costs in the entire value chain because of high real estate prices and increased employee cost.

The Private Label Threat

Manufacturers anticipate that large retailers will expend efforts on building their own store brands and will favour those brands in building in-store visibility and allocation of shelf space. This will become more of a threat as the point of consumer decision-making shifts from the home to the shop floor as consumers build a preference for self-service formats. The threat is somewhat mitigated in the short term by their belief that modern retailers will tend to launch private labels more in the staples category, where the presence of brands is currently low. Manufacturers also felt that they have constantly battled strong regional/local brands successfully and that private labels are another form of such competition. Also, modern retailers will first face the arduous task of building strong, differentiated store brands before developing and building their private label brands. The multiplicity of categories in which private labels will need to be built also makes this task harder for the retailers.

VIII. ORGANIZED RETAIL INVESTMENT

As per Technopak Advisers Pvt. Ltd. estimates, investments amounting to approximately US$ 35 billion are being planned for the next five years or so Of this, about 70 per cent is expected to come from top seven players including Reliance Industries, Aditya Birla Group, Bharti-Wal-Mart, Future Group and others. Also, it is estimated that about 40 per cent of the total investments will be contributed by foreign players including Wal-Mart, Metro, Auchan, Tesco and many others, signifying the importance that the international community is attaching to the Indian retail opportunity.

Organized Retailers' Gross Margin (per cent)

Product Category	General Margin	Margin for Private Labels
Clothing	30	60
FMCG	1-2	13
Staples		12
Fruit & vegetables	10	Fruit 40 Seasonal & exotic vegetables 30

Private label Brands (PLBs), also called Store Brands (SBs), are goods owned and merchandized by Retailers. Traditionally, they have been considered as cheaper alternatives to conventional brands. But over a period of time, these private labels are becoming more innovative, are adding more value to the consumers and are able to offer innovation that is similar to an established brand.

From a customer's point of view, he is getting a similar quality at a much lower price. All across the country, store brands power is driving big increases in store brands sales with new categories, new merchandising ideas, new package designs, new shelf allocation. Store brands are reaching unheard of levels of consumer popularity and retailer commitment. For manufacturers, store brands power is the power to compete with big national brands in category after category without big advertising budgets and promotion allowances. It's the power to make a small and medium-size company important to retailers. It's the power to market your products to millions of consumers.

Reliance Retail will sell its private brands of footwear under Reliance Footprint format, which include Mancini for men, Viviana for women, Pittar Patter for infants, Monza for sportswear and Tosca for ladies party wear. Reliance Footprint is targeting a market share of 10 percent of the Rs. 15,000 footwear market. Subhiksha, Vishaal Mega Mart, Spencer, Food World. and M.K. Ahmed's Departmental stores are using same name as private label on commodities like sugar, wheat flour and spices etc.

Growth Drivers

- Retailers need differentiation and better profit margins.
- They imitate designer brands which will reduce their R&D expenses.
- Better margin and better control in deliveries.
- Independent pricing strategy.
- Brand equity and loyalty.

Challenges faced by Private Labels

- Higher risk of inventory.
- Higher Research and Development expense.
- Markdown or return allowances will not be available.
- Failure of the product will create a negative image about the retailer.
- More marketing expenses.

IX. CONCLUSION

Being considered as a sunrise sector of the economy, several large business houses are entering the retail industry under multiple modern retail formats. The concept of Private labels is still at a very micro level stage in India given the age of modern retail in India. Penetration of private labels in emerging markets is expected to be about 6% of retail sales (Source: India Retail Report) which in India is estimated to be about 10 – 12%. Few players have introduced private labels in the category of Food & Grocery, Apparels, Consumer Durables etc. but reservations still exists towards acceptance of these products with the Indian consumer. Private labels offering competitive pricing proposition has helped to generate interest and a slow but steady acceptance from the Indian consumer. Private labels enable retailers to offer products at a better price point attracting footfalls to the store.

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Career Persistence of Women in IT Industry

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Abstract---

Building gender balanced business is competitive advantage for organizations in India. IT sector hold highest women employees than any sector in India, every year there is consistent increase of women employees in entry level. Various studies says that there is a serious drop in number of women in senior level comparing with number of women at entry level. This study aims at finding the barriers of women employees' career persistence and current practices of organizations to attract and retain women employees and how women's career aspirations are? And what are the effort she is making to build her own career. This article presents the finding of study and provided suggestions to organization and women for herself to break this barrier and move forward in career ladder.

Keywords--- Women in IT, Career Advancement, Career Persistence, Women, Career Women. Successful Women, IT Women.

* *Corresponding Author*

I. INTRODUCTION

Development of Information technology business in India opened door for many employment opportunities. Over last two decades, college graduates are largely attracted by IT industry immediately after their education. And it is the only sector which holds quarter of its total workforce comprises of women. In last three years IT firms have largely placed women at entry level positions, when it comes to middle and senior level the figure is abysmally low. In 2011, 3% of women occupied senior management roles, while 16% of them were at the mid management level and 81% of women were at the junior rung in the IT industry, said a report by a global recruitment firm Kelly Services. This drop is the result of changes in their social expectations and marital commitments.

Working women in India is facing more challenges than their counterparts comparing to the other parts of the world. Combining family life and making a career especially for Indian women is still a very difficult issue.

This study attempts to find barriers of marital women for career persistence. To identify their goals and relating it with their aspirations, self development, productivity and career satisfaction. To study about organizational support for women and family support for their career persistence.

II. TECH FIRMS ARE IN NEED OF WOMEN

Tech firms are making their best effort to attract and retain women talents for various reasons.

1. Building gender balanced business is the breakthrough.
2. More women in higher placesmean better business.
3. Having women employees in organization help to understand and succeed in women market
4. To win war for talent

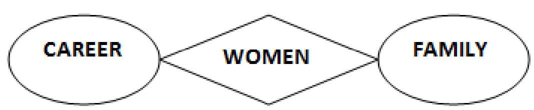
Apart, Evidences shows that women are capable enough to run the technology project effectively, often brings more efficiency and profitability in the work than man.

A Research conducted by both Catalyst and McKinsey & Company demonstrates that companies with significant numbers of women in management have a much higher return on investment.

Teams are smarter when they contain more women; that's what The Harvard Business Review published in new research by Anita Woolley and Thomas Malone.

III. WOMEN–CAREER VERSUS FAMILY

Life stages of women designed with more responsibilities than man, naturally she tied with the role of mother and family care taker. Career in IT industry has its own demands like, being in 'industry-ready' status all the time, should be well equipped with latest skill sets, managing performance pressures, providing 24/7 support, unpredictable workloads etc. Working harder and longer is unsaid rules of this industry. Employees are always expected to fulfill these demands, especially for married women this demands are stressful effort to navigate happily in professional life.



Motherhood & family care is another extreme. There are new pressures on mothers to provide fine grained attention to raise the children. No wonder a larger number of working moms are quitting. Apart, caring elderly parents and managing household activities again falls under the responsibilities of women than men.

IV. BARRIER FOR CAREER PERSISTENCE

Findings of the study revealed following barriers affect women's career persistence.

Factors	*Ranking*
Child care & Family management	1
Extended work hours	2
Performance pressures	3
Geographical Restrictions	4
Harassment & discrimination	5

V. CURRENT "FAMILY FRIENDLY" POLICES OF ORGANISATION

Many organizations are having different women friendly polices to attract their best talents, some of the familiar polices are flexible work hours is familiar practice still an employee need to travel certain years with the company to utilize this benefit, and job sharing & part time work polices, this will not be fruitful in times of project delivery pressures, Facilities at the workplace for looking after young children (e.g. creche, nursery) are available in many organizations, paid maternity leave and leave without pay kind of polices are available in many IT organizations.

VI. REENGINEERING ORGANISATION "FAMILY-FRIENDLY" POLICES

Though many organisations making serious effort to attract talent and bringing family friendly policies, still there is gap. Indian organizations are in need of reframe their policies by considering industry demands, cultural changes and psychology of new generation. Tech firms has to implement below said practices to avoid drastic drops of female employees.

1. Providing "re-entry" opportunity.
2. Flexible working solutions not just flexible work time.
3. Personalised annual leave & annualized work hours.
4. Enchanced training support to improve their leadership skills, managing challenges and stress management, work- life balance, family management & relationship management etc.
5. Target setting for participation of women in every aspect of business.
6. Special mentoring & Career management support, individual concentration will be highly affective.
7. Teaching managers & co workers to be supportive for women employees.
8. Making every attempt to build gender balanced business.

VII. WOMEN–AN ARCHITECT FOR HER OWN CAREER

In spite of many obstacles there are certain percentage of women who successfully marched forward in career ladder. Women herself should be self motivated and should make a bold attempt to achieve her aspirations. Women's personal quality to be fine tuned because career persistence involves various qualities such as confidence, ambitious, flexibility, risk taking etc

Here the suggestion for women to reach for the stars

1. Building good professional network, it will open door for new opportunities.
2. Find a Mentor who is already successful in the field and be a mentor, this will help to break a glass ceiling.
3. Build your reputation by building required skills on time.
4. Know your rights; arm with understanding of rights and laws.

VIII. CONCLUSION

This study indicated the barriers of women employees' career persistence in IT industry, Kelly study says that women at top level is unbearably low by comparing the number of women entering in IT industry, findings says of this study that childcare & family management, extended work hours and performance pressures where the top reasons for drastic drop of women employees in IT industry. Balanced workforce is competitive advantage for IT industry today, Suggestions such as re-entry opportunity, flexible work solutions and enhanced training support will help organization to attract and retain their female workforce. Apart women also need to push herself beyond the comfort zone and to find new opportunities to climb in career ladder.

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