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A STUDY ON IMPACT OF CSR ON EVOKING BRAND FEELINGS - A CASE STUDY OF P & G INDIA

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Abstract

The activities of CSR are a source of competitive advantage for the companies, since it can be influenced consumer's perception, brand image and brand feelings. There is no direct model to study the relationship between CSR and brand feeling and this study has tries to bridge that gap. In this study CSR activity of P & G has been considered and asked responses on various brand feeling to total 320 respondents through structure questionnaire and SPSS and AMOS has been used to determine the result.
Keywords: *Brand, Brand Feeling, Brand Image, Brand perception, CSR*

Introduction

As far back as 1965, the then Prime Minister of India, LalBhahadur Shastri, presided over a national meeting that issued the following declaration on the Social Responsibility of Business: "Business has responsibility to itself, to its customers, workers, shareholders and the community, every enterprise, no matter how large or small, must if it is to enjoy confidence and respect, seek actively to discharge its responsibilities in all directions, and not to one or two groups, such as shareholders or workers, at the expense of community and consumer. Business must be just and humane, as well as efficient and dynamic."

"Business cannot succeed in a society that fails", Corporate Social Responsibility is being considered as an imperative for carrying on business in the society rather than as a charity. While Corporate Social Responsibility is relevant for business in all societies, it is particularly significant for developing countries like India, where limited resources for meeting the ever growing aspirations and diversity of a pluralistic society, make the process of sustainable development more challenging.

CSR refers to the idea that companies need to invest in socially and environmentally relevant causes in order to interact and operate with concerned parties having a stake in the company's work. CSR is termed as "Triple-Bottom-Line-Approach", which is meant to help the company promote its commercial interests along with the responsibilities it holds towards the society at large. CSR is different and broader from acts of charities like sponsoring or any other philanthropic

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activity as the latter is meant to be a superficial or surface level action as part of business strategy, but the former tries to go deep and address longstanding socio-economic and environmental issues. According to a report by the Centre for Social Markets for the International Finance Corporation (IFC), many leading foreign Multinational Companies and domestic titans, pre-eminently members of the Tata Group, have been standard-setters on core Corporate Social Responsibility issues such as labour conditions, health and safety, environmental management, corporate governance and integrity.

The Ministry of Corporate Affairs has adopted the role of an enabler, facilitator and regulator for effective functioning and growth of the corporate sector. A number of initiatives are underway on the legislative, service delivery and capacity building sides so that the corporate sector is provided with a buoyant and enabling regulatory environment for its growth. However, Schedule VII of the Companies Bill requires the CSR policy created by the CSR committee involve at least one of the following focus areas: Eradicating extreme hunger and poverty, Promotion of education, Promoting gender equality and empowering women, Reducing child mortality and improving maternal health, Combating [HIV], [AIDS], malaria and other diseases, Ensuring environmental sustainability, Employment-enhancing vocational skills, Social business projects, Such other matters as may be prescribed , Contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government or the state governments for socioeconomic development, and relief and funds for the welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women (CII, 2013).

Theoretical Framework

Corporate Social Responsibility (CSR):CSR means organisations promoting, participating and initiating social programmes in order to address an issue or concern in the wider community. A broad definition, including manifold dimensions such as philanthropy and stakeholders, is favoured by academics (De Los Salmones et al., 2005; Godfrey & Hatch, 2006; Piercy & Lane, 2009). The definition of CSR has developed over time from the 1950s to the present. Literature from the 1980s onwards presents fewer set definitions and further research into CSR (Carroll,1999).

During the 50s Bowen coined CSR concept and described it as "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Kashyap, Mir, & Mir, 2011, pp. 53). In the 60s the argument about CSR ongoing being beneficial and several researchers started to argue for CSR strategy being profit maximizing and requested by the society. In the early 80s the concept started to gain support as a possible business opportunity to create wealth (Kashyap, Mir & Mir, 2011).

CSR becomes more and more important issue in business (Duarte, 2010; De Los Salmones, Crespo& Del Bosque, 2005). The advent of CSR has led to the exploration of CSR in relation to many other aspects such as community, loyalty and consumer-company fit (Peloza& Shang, 2011)

Corporate Social Responsibility Activities Of P&G Company

Shiksha (Education): Padhega India. Badhega India, Disaster Relief, Parivartan - The Whisper School Program, Environmental Sustainability, Live, Learn and Thrive, P&G Children's Safe Drinking Water Program etc.

Brand Feeling : The road of brand loyalty passes through brand feelings. Brand feelings are customers' emotional response and reactions to the brand. In other words it tells what feelings are evoked by marketing and other programs for the brand or by the company. There are brand feelings like, warmth, fun, excitement, security, trust, social approval, self-respect, honesty etc.

Review of Literatures

Zaman Rashid et.al. (2011) conducted a study whose objectives is to study the impact of CSR on Brand Image of various telecom brands. For measuring CSR Carroll's model was used (Economical, legal, ethical and Philanthropic relationship). In brand image Keller's model was used (uniqueness, strength, favourability and the type of brand association). The result shows that there is positive relationship between CSR and Brand Image. Also it shows philanthropic responsibilities it has a very good influence on favourability of brand image. The study also showed influence of different CSR campaigning of different telecom brands.

NiaziShalkel et.al. (2012) conducted a study whose main objective was investigating the influence of CSR and corporate image on their Brand Equity. The conceptual frame of Brand Equity are extracted by Aaker Model (1991) which includes perceived quality, brand awareness, brand association, brand loyalty and the CSR model is extracted from Schwartz and Carroll model (2003) which contains the ethical, legal and economic CSR. From the result it can be said that the implementation of CSR leads to positive mental image in the minds of consumers and Positive mental image will reduce the risks of consumer's attitude and increase in their brief towards the brand. The activities of CSR are a source of competitive advantage for the companies, since it can be influenced consumer's perception of brand equity. Therefore, it is recommended that the companies should improve their social responsibilities activities s as to strengthen their brand equity.

Carrilha Nina (2014) conducted a study whose main objective was to see how children respond to on-in-school CSR activities when functionally sponsored by a brand. How product involvement, Brand familiarity and cause-brand fit moderate the impact of CSR activities on Brand image, brand identification, brand reputation and perceived intent. In conclusion, we find that brand familiarity has a very important impact on brand image, brand reputation and perceived intent. The impact of fictitious CSR activities was always positive and stronger for the brand in low involvement group.

Wu Shw-ingwang wen-Hsuan (2014) conducted a study whose main objective were: To see the effect of CSR on image, To see the impact of consumer's perception of CSR on brand recognition, attitude, satisfaction, loyalty and buying willingness and to compare difference of different generation. Consumer's perception of the customer oriented CSR, the economically oriented CSR, and the community oriented CSR would impact on some brand image aspect but not all. All three aspects of business brand image all have significant positive impact on brand image. Consumers' brand attitudes have significant and positive impact on satisfaction, loyalty, and future buying willingness especially with generation X. Comparison between generation groups shows that X generation groups shows that X generation is more significant than Y generation.

Gudjonsdottir Ellya and Jusubova Albina (2015) conducted a study is to investigate CSR's effect on brand image in order to increase the understanding of CSR as a marketing tool with in the service industry. The test indicates that the relationship between philanthropic dimension and the brand image and the ethical dimensions and the brand image were strong. The relationship between sustainability and the brand image, however, were rather weak. The regression model showed that the causal effect of the ethical dimensions on the brand image was rather strong. The philanthropic and the sustainability variables, on the other hand, turned out to have a weak effect on brand image. The weak effect of their 2 variables were not proven to be statistically significant.

Barjoeisahebeh et.al. (2016) conduct the study to investigate the influence of social responsibility and corporate image on their brand equity. It can be concluded that the implementation of CSR leads to a positive mental image in the minds of consumers and positive mental image will reduce the risks of consumers' attitude and increase their belief towards the brand. It can also be seen that good corporate image has a positive effect on brand equity.

Guzman Gonzala et.al. (2017) conducted a study in Mexico whose main objective is the analysis of the existing relation between CSR activities, firm reputation and brand image of products or services of SMEs. It is found that firstly, the level of the brand image of products or services will be seriously affected by the CSR activity and activities adopted and implemented by SMEs. Secondly, it is also possible to conclude that the level of firm reputation of enterprise will depend on the level of adaptation and implementation of CSR activities since firm reputation will greatly depend on the development of CSR activities.

Rodrigues Pauler (2017) conducted a study in Portugal whose main objectives are, to study the extent to which consumer perception of brands' social responsibility practices influence brand love. To find the latest measurement scale of brand love based on interpersonal theory of love. We find that CSR is an important antecedent in the explanation of brand love. Consumers' perception of CSR practices leads consumers to improve the emotional relationship. The emotional relationship of consumers with brands, translated into brand love, contributes to consumers' very interesting behaviour to pay more for the brand and positive word of mouth.

Huang Chujun (2017) conducted a study whose main objective is to understand the effect of CSR perception and Brand Image on CSR purchasing behaviour. CSR is at the beginning stage at China. The study uses Starbucks as its research object, CSR doesn't have a consensus yet. There are two well-known models of CSR, the model of Carroll (Carroll's Pyramid) and Wood's Model. Also stakeholders' approach is used to study CSR, it is of long-term unlike shareholders' approach. Brand image is also being studied by its two aspects 'Brand awareness and association.' As there is no model to understand the relationship between Brand image and CSR purchasing behaviour, a dissertation, mainly focusing on mediation effect is created. Companies with CSR behaviour and initiative might help to establish a good brand image, with further help consumers raise the positive perception of CSR and reward those companies through purchasing behaviour.

Salehzadeh Reza Pool (2018) conducted a study in Iran whose main objective is to explore the relationship between CSR, brand image and brand equity in banking industry of the Islamic Republic of Iran. The findings showed that CSR has a significant direct effect on brand image.

Also, the result showed that brand image has a significant direct effect on brand equity. It also indicates that legal and ethical responsibilities have a positive effect on functional image and symbolic image. As result showed each of legal and ethical responsibilities plays different roles in the formation of brand image.

The recent studies show a relation between CSR and brand image but there is no direct model to study the relationship between CSR and brand feeling and this study has tries to bridge that gap. The above reviews show that there is a positive relationship between CSR and Brand image and there is a lot of scope of study in the same. Brand feeling is helpful in increasing favorable brand response.

Objectives of The Study

Primary: To Study impact of CSR on brand Feeling for selected company.

Secondary:

- To identify various feelings evoked for selected brand that contributes to brand feelings.
- To identify inclination of customers towards different CSR practices of the company.
- To identify which type of CSR activities are mostly favored by customers.

Research Methodology

Nature of research: This study is of descriptive, cross sectional research in nature as this study was intended to study existence of relation between CSR and brand feelings.

Data collection & Sampling: For this study total 650 respondents were contacted with personal interview to collect primary data. Those respondents were selected with the convenient sampling technique. Here structured questionnaire was used to collect data on consumer buying behavior.

Limitations:In this study only 650 respondents were contacted which is not sufficient to generalize result in Surat city. Here attitudinal scale limitations may also there. Further this research only studied characteristics of consumer buying behavior. Its scope was limited to that only.

Data Analysis

Collected data has been analysed with the help of SPSS AMOS software package which helps to perform multivariate analysis. In this analysis initially all activites discussed earlier and all feeling showed earlier were analysed with multivariate analysis. The coefficient less than 0.50 were removed before performing below model. Following table 1shows the out of AMOS software.

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Table 1: Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Brand Feeling	<---	CSR OF P&G	-.047
Thank You Mom	<---	CSR OF P&G	.808
Open Mind	<---	CSR OF P&G	.572
Poshan	<---	CSR OF P&G	.510
Rebuilding	<---	CSR OF P&G	.323
SikshaAbhiyan	<---	CSR OF P&G	.339
Girl Education	<---	CSR OF P&G	.679
Proud	<---	BRAND FEELING	.357
Respect	<---	BRAND FEELING	.542
Considerate	<---	BRAND FEELING	.374
Superior	<---	BRAND FEELING	.574
Happy	<---	BRAND FEELING	.769
Trust	<---	BRAND FEELING	.705

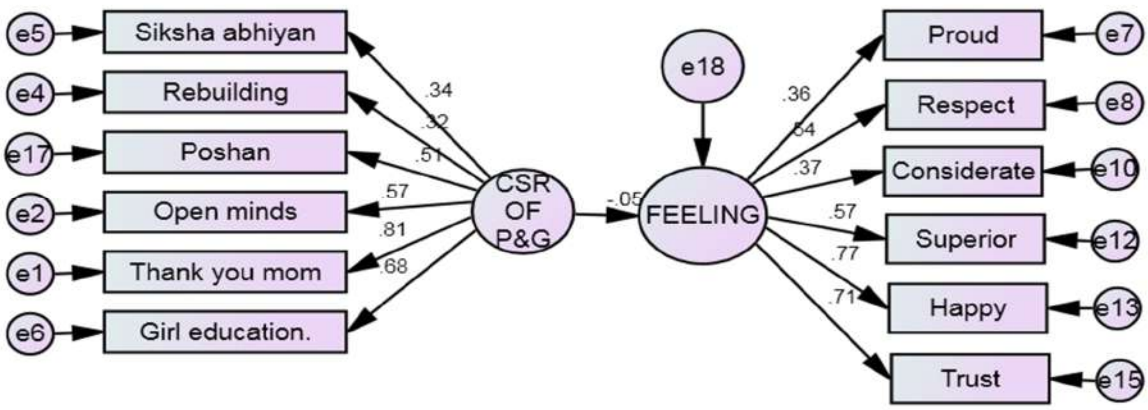

Fig.1: Working Model of CSR and Brand Feeling

It can be seen that When CSR OF P&G goes up by 1 standard deviation, image for "**Thank you mom"** goes up by 0.808 standard deviations which is highest among all. When CSR OF P&G goes up by 1 standard deviation, image for "**Open Mind"** goes up by 0.572 standard deviations. When CSR OF P&G goes up by 1 standard deviation, image for "**Poshan"** goes up by 0.510 standard deviations. When CSR OF P&G goes up by 1 standard deviation, image for "**Rebuilding"** goes up by 0.323 standard deviations, which is less than 0.50 and lowest amongst all. When CSR OF P&G goes up by 1 standard deviation, image for "**SikshaAbhiyan"** goes up by 0.339 standard deviations, which is also less than 0.50. When CSR OF P&G goes up by 1 standard deviation, image for "**Girl Education"** goes up by 0.679 standard deviations.

When Brand Feeling goes up by 1 standard deviation, image for "**Proud" for Selected Company** goes up by 0.357 standard deviations, which is less than 0.50 and lowest among all in this model. When Brand Feeling goes up by 1 standard deviation, image for "**Respect" for Selected Company** goes up by 0.542 standard deviations. When Brand Feeling goes up by 1 standard deviation, image for "**Considerate" for Selected Company** goes up by 0.374 standard deviations, which is again less than 0.50. When Brand Feeling goes up by 1 standard deviation, image for "**Superior" for Selected Company** goes up by 0.574 standard deviations. When Brand Feeling goes up by 1 standard deviation, image for "**Happy" for Selected Company** goes up by 0.769 standard deviations, which is highest among all. When Brand Feeling goes up by 1 standard deviation, image for "**Trust" for Selected Company** goes up by 0.705 standard deviations.

When CSR of P&G goes up by 1 standard deviation, Brand feeling goes down by 0.046 standard deviations.

Conclusion

The research revealed that CSR programs like Thank you Mom and Girl Child educations has high impact compare to other CSR practices of P&G. While regarding feeling evoked, happy and trust are mostly evoked in customers due to these CSR practices but surprisingly there is a negative but very minute effect of CSR on Brand feelings is noticed for P&G in this research.

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INNOVATIONS IN THE CORPORATE TRAINING AND DEVELOPMENT FOR BRIDGING THE SKILL GAP THROUGH CENTRE OF EXCELLENCE IN ENGINEERING COLLEGES IN ERODE ZONE

Dr. P. Mohanraj[1] **S. Sivaramakrishnan**[2]

Abstract

The focus of this research was to study the Innovations in Corporate Training and Development activities for Bridging the Skill Gap. One of the innovations is Centre of Excellences which Companies open in colleges and train the students in college itself for over a period of one year. The training will be on the skills expected from the fresher when they report at the office for work. It is more of an "On the Job" training as the actual person who work in project guide new recruits. Advantages are, companies get ample time of one year before a fresher join the company and fresher has been trained and tested before they join the company for work. The research was designed to collect data from companies that hire students through Centre of Excellence mode. The questionnaires were made available online for data collection. Standard questionnaires and simple random sampling were employed to collect data. Analysis results show that the companies that followed Centre of Excellence mode were able to bridge the skip gap which they usually experience when they hire a fresher. This model helps students to start working on the real projects from first day at office and in many cases they would have started working on real projects in the Centre of Excellence itself. It is found that that there is significant relationship between Centre of Excellence and fresher availability with right skills. Significance of the study is that in the future companies can opt for Centre of Excellence mode of hiring by engaging colleges in this mode for hiring. This study is limited to companies that have Centre of Excellence in Engineering Colleges in Erode zone. This cannot be generalized to other geographies.

Keywords
Centre of Excellence, Bridging Skill Gap, Fresher Hiring, Need Based Training.

Introduction

Companies hiring policy varies from company to company. One would like to hire and then train them in the skills they are in need of. These are service companies who develop customized application to clients based on their requirements. There are companies who would like to hire students with specific skills as they use to sell their proprietary software to clients. These companies need students are who are trained and tested in the technology they are using in their software product. Students are trained depending on the recruiter's requirements because skill set expectation varies from one company to another company. This model is not limited to Information Technology companies though they employ the most.

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Centre Of Excellence

Companies selling proprietary software are niche companies which lot financial resources. They employ a model called Centre of Excellence. Centre of Excellence is one which a company opens in the educational institution after engaging with them through a Memorandum of Understanding. Company will have a first say in selecting or rejecting a candidate. They will hire the student well in advance say by the end of 6th semester or before when it comes to engineering colleges. They will engage students in training for a period of one year or more generally. They training to start with involves introduction to the company, its products, clients and their business. After the basics are covered, training moves into the niche area of technology where the product specific technological aspects are covered. There will be periodical assessments as well to check whether the candidate is learning as expected when they were hired or is there a lag in learning curve. Cultural aspect or the value system of the company is also imbibed into the candidate over the period through the training programs and through the interaction with the seniors.

Students are trained in a simulated platform to start with during the initial days of training. Once they are taught the basics, do's and don'ts of using the platform a testing platform which is a recent of clone of a production system will be used for training purpose. Old requirements, case studies and other things are used from this platform for better understanding of the students. After every milestone set for learning students will be assessed to ensure they have learnt what they are intended to learn. Students who are found to have not learnt they intended once will have go through refresher to get into right groom. Gradually students will be permitted to work in the actual system and on real time cases. Once they are found to mature enough to work on their own and they will be permitted to migrate and work in actual work environment. Candidate will be productive from Day one at office.

At every stage of training, well trained seniors who are currently working in the real time system will be engaged for training. Students will be engaged by Subject Matter Experts from the respective area at any of point of time. This helps in ensuring students get the best possible learning resources for learning.

Training

For performing a specific task certain knowledge and skill has to be imparted and this process is called Training. Productivity of the candidate depends very much on the training he has received. Training is for performing the work in hand without any error while when a candidate is prepared for a future task then it is called development (William Fitzgerald, 1992).

Information Technology Sector

Information Technology Sector came into limelight by 1990s. Information Technology is the reason behind seamless operations of every other sector. It helped them manage their business better and easier by enabling to monitor their processes in a click of the finger. In any given sector, manufacturing or services involves stages of work progress. There will be completion and leakages at every stage. Activity Based Costing is one method used to track the effectiveness and efficiency of a work process. This costing can be best implemented using the information technology.

Mapping human resources available and their competencies with the competencies required for the job in hand are more successful (Shippmann, J. S., Ash, R. A., Battista, M., Carr, L., Eyde, L. D., Hesketh, B., Kehoe, J., Pearlman, K., & Sanchez, J. I, 2000). A centre of excellence helps in mapping the competencies required to complete the projects with the upcoming training and thus ensuring availability of trained resources. Such organizations that map skill requirements with the training programs are expected to be more lean and agile hence highly competitive (Shandler, D, 2000). Emotionally speaking companies would like to retain employees as they know the values expected from them but avoid retrenching they employ re-skilling programs (Spencer, L M. in Cherniss, C. and D. Goleman, eds, 2001).

Impact of Queuing Theory

Queuing Theory is one that proposes a model to ensure that there will regular in flow of resources to ensure smooth running of process. This is applicable for workforce, materials, projects, etc. Following queue theory any kind of resource shortage can be avoided. Organizations will become lean, agile and productive following queue theory (Tijms, H.C, 2003). In a dynamic business environment, keeping niche resources without billing them for client will have dent on the company’s financials. At the same, we cannot bid for project without having resources ready for deployment. So companies are in need of a model that can satisfy their resource requirements without causing much impact on cost and time. For a company to be future ready, it should have model that can track and ensure that all the resources requirements of the company are met on time at right cost (Spencer, L. M, 2004). For company based on knowledge, sum of the competence of its human resources decided its success in the market (Spencer, L., & Spencer, S, 1993). In all probability any kind of resource requirements can be met using Queuing theory as covers almost all t he possible scenarios (Sundarapandian, V, 2009). A company leveraging queue theory will see tremendous increase in their effectiveness and productivity (Harchol-Balter, M, 2012).

Queue theory requires companies to have two parallel queues namely buy queue and make queue. A Company will have resources available in all stages of hiring from the open market just in case to be processed and hired is called but queue. Job applied, interview completed, results pending, joining date pending are different stages to name a few. Train current employees or fresher in new areas of business just in case to be deployed if needed is called Make queue. Employees will be trained in additional areas apart from the current role. Companies use internal job rotation policies for make queue. New lateral hire from the market may or may not fit into company's culture and value system (Schmidt, F.L., & Hunter, J.E. 1998). It is the value system of the company that decides the success of make or buy queue (Ulrich, D. and Brockbank, W, 2005). It is skill based hiring model that helps the companies to succeed (Wood. R., & Payne, T, 1998).

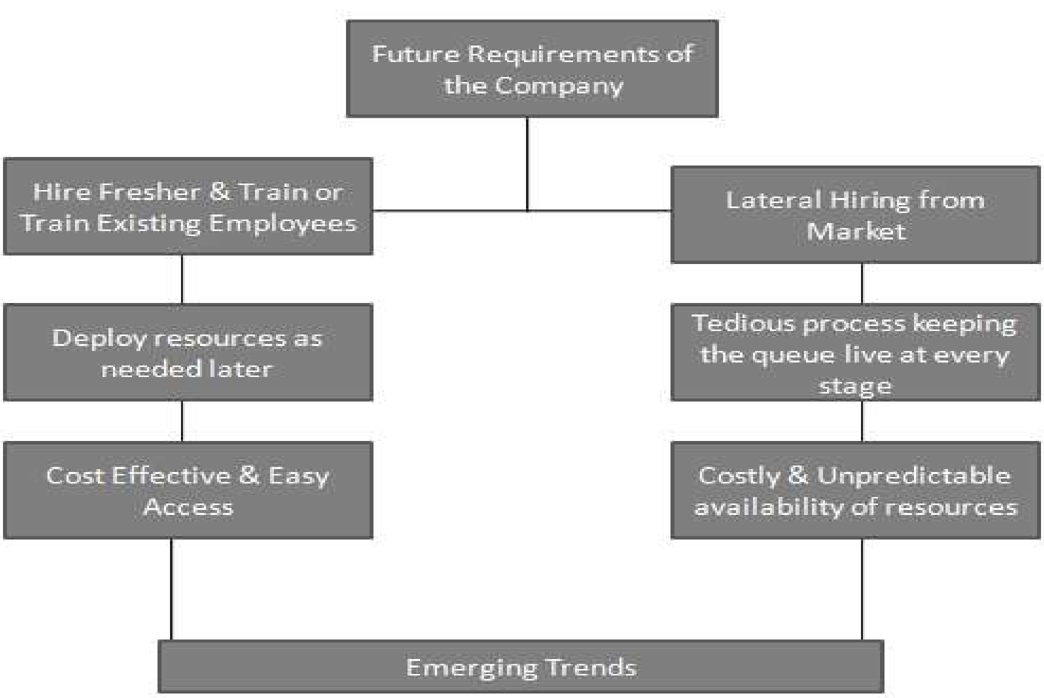

Figure 1: Queue Theory: Make & Buy Process

Conceptual Model

There are lot of Innovations happening in Corporate Training and Development activities for Bridging the Skill Gap. One of the innovations is Centre of Excellences which Companies open in colleges and train the students in college itself for over a period of one year. The training will be on the skills expected from the fresher when they report at the office for work. It is more of an "On the Job" training as the actual person who work in project guide new recruits. Advantages are, companies get ample time of one year before a fresher join the company and fresher has been trained and tested before they join the company for work. This model helps students to start working on the real projects from first day at office and in many cases they would have started working on real projects in the Centre of Excellence itself.

Hypothesis

H1: Companies that leverage Centre of Excellence mode for bridging the skill gap of the future work force are better off meeting their human resource requirements.

H2: Students who get hired and trained through Centre of Excellence perform from Day One and are better performers at work.

It is always a Win-Win situation for Information Technology and Engineering colleges as the information technology sector is in demand of lot of talented and trained resources while the engineering colleges have such candidates in abundance. As the industry evolved skills requirements become niche and every company has a unique skill requirement. Companies started opening an office in the colleges for engaging the fresher hires there. The duration of training has started growing and it has become something like more than a year. So Companies started hiring by the time students complete third years of engineering and train them for over a year.

72% of them opinioned that, companies that utilize Centre of Excellence mode for bridging the skill gap of the future work force are better off meeting their human resource requirements. Centre of Excellence mode comes with lot of advantages as the companies get prime talent regularly and train them in the areas that are on demand. Colleges are also opting for and encouraging Centre of Excellence as it is helping their students to learn the emerging technologies directly from their employer. Students is getting trained on the job, for sufficient duration of time, by right mentors, get introduced to the company culture and value system and not least get to know the expectation from them when they enter the company. Hence, H1: Companies that leverage

Centre of Excellence mode for bridging the skill gap of the future work force are better off meeting their human resource requirements is valid.

90% of them opinioned that students who get hired and trained through Centre of Excellence tend to perform from Day One and are better performers at work. Students are getting the right exposure such as technology, mentors, platforms, case studies, ecosystem, etc. that help them to perform well through the centre of excellence mode. Further, the only intend of the company, college and student is to learn to get into the company for a particular which is well informed and shared in advance with crystal clarity. Hence, H2: Students who get hired and trained through Centre of Excellence perform from Day One and are better performers at work is valid.

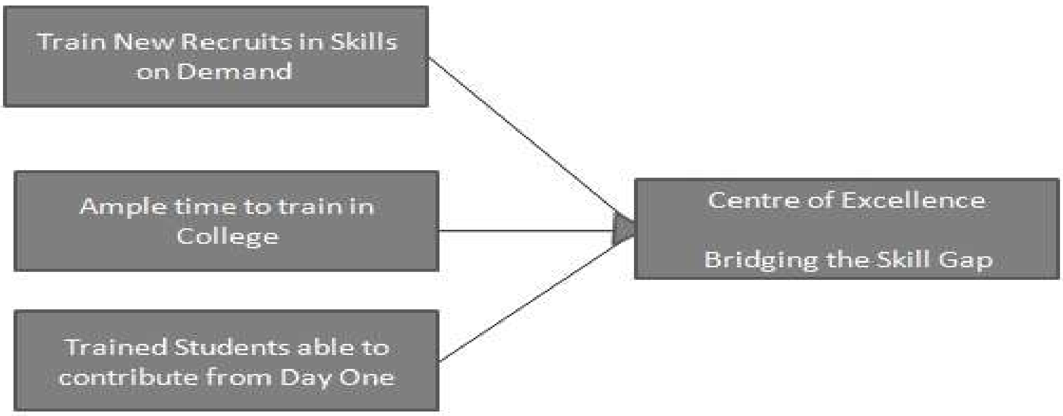

Figure 2: Conceptual Model

Table 1: Hypothesis

Assessment Area	% of Participated Companies
Centre of Excellence helps companies in Bridging the Skill Gap	72
Centre of Excellence helps students to perform better at work	90

Key Findings

Centre of Excellence is an extraordinary innovation that creates Win-Win situation for the stakeholders involved. The company that promotes in gets a low cost facility since except software and machines the other infrastructural requirements are taken care by the college. It ensures regular supply of talented work force who dreamt of getting into it. For a college, it gets its students into one of the best places to work. Further, it helps their students transition from college to company smoother. It satisfies both its customers. For student, he learns from a familiar ecosystem, through Subject Matter Experts, for right amount of Duration, understand the company’s value system and finally the expectations company has on him. This model is tend grow leaps and bounds and stakeholders involved in this model too found grow better than their peers.

Implications

Information Technologies companies that are need of steady supply talented, trained, well oriented and ready to be deployed workforce will start to expand this model if not launch it. Colleges that are aspiring to help their students get into best work places will start engaging companies that offer this model of recruitment. For students, it won’t get better than this to have all the training completed before start working. Major Stakeholders in this case are companies, colleges and students; since it is going to beneficial to each one of them everyone will start looking for such model to take it.

Limitations

This study is limited to Information Technology sector based companies operating from Chennai and hiring fresher through Centre of Excellence mode from the Engineering Colleges in Erode region. This study cannot be generalized to other sectors, companies in other geographies.

Suggestions

As the technologies evolve faster and faster, requirement for skilled and trained resources become high. Centre of Excellence model can be leveraged by companies for ensuring steady supply talented and trained resources. Colleges can also support this by offering necessary support in terms infrastructure and other modes. Students should utilize such opportunity without a second thought.

Information Technologies based companies that are need of steady supply well oriented and ready to be deployed workforce shall think of expanding this model if not then launch it. Colleges aspiring to help their students in a big way to help them get into best work places can start engaging companies that offer this model of recruitment. For students, it is good to have all the training completed before start working. Companies, Colleges and students shall think of ways and means to enrich this model further.

Conclusion

Our study conclusively says that Companies that leverage Centre of Excellence mode for bridging the skill gap of the future work force are better off meeting their human resource requirements. Companies that are need of steady supply talented, trained, well oriented and ready to be deployed workforce can utilize this model. Colleges should support this model by support it in its ecosystem. Students who get hired and trained through Centre of Excellence perform from Day One and are better performers at work. Students are getting immensely benefitted because they complete the training and development activities before getting into work and they will be productive from Day One keeping his confidence high.

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MARKETING STRATEGIES OF EDIBLE OIL INDUSTRIES AND CUSTOMERS' PERCEPTION TOWARDS EDIBLE OIL-A WITH SPECIAL REFERENCE TO SOUTHERN DISTRICTS OF TAMILNADU.

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Abstract

In the past years the intensification of competition has changed the way in which companies communicate with their customers. The main challenge doesn't represent anymore to create good products but also to be able to sell them. The best marketing strategy of a company can be best eveloped if the needs and the behavior of the consumer are known. In the past years the intensification of competition has changed the way in which companies communicate with their customers. The term market is the root word for the word marketing. Market refers to the location where exchanges between buyers and sellers occur. Marketing pertains to the interactive process that requires developing product, places, price and promotion of goods or services in order to facilitate exchanges between customers and sellers to satisfy the needs and wants of consumers. In olden days, goods were exchanged for goods. The evolution of marketing is as old as the Himalayas. It is one of the oldest professions of the world. Marketing is indeed an ancient art: it has been practiced in one form or the other sine the days of adam and eve. The word, marketing has been defined differently by authorities in different ways. The traditional objective of marketing has been to make the goods available at places where they are needed. This idea was later on changed by shifting the emphasis from "exchanges" to "satisfaction of human wants". Edible oil is one of the most important consumer items. Consumers use it in the preparation of food items every day. It enhances the quality of food items. At most, all the people in the world use edible oil in their cooking. The above statement underlines the importance of edible oil. Different families prefer different varieties of edible oil to cook their food items. There researcher has taken only nine edible oils for research. They are, Sunflower oil, Sesame oil, Groundnut oil, Coconut oil, Olive oil, Mustard oil, Rice bran oil, Safflower oil, and Palmolein. The main objective of study to ascertain the factors influencing the customers to purchase edible oils in southern districts of Tamilnadu. And to examine the pattern of edible oils consumptions in southern districts in Tamilnadu. The study has two sections. Section A of the interviews schedule deals with customers' perception of the edible oil and Section B deals with the marketing strategies of the edible oil units in Southern Districts of Tamilnadu. 612 respondents were selected from southern districts and 366 oil units were selected from southern districts of Tamilnadu. The objective of edible oil manufacturing units should be consumers' health and, by means of which, serving the society. Seeking profit should not be its first goal; however, Edible oils should be manufactured only from the seeds, and not from crude oil. Importing the so-called edible oils/crude oils can be ceased. Instead, seeds can be imported and processed into edible oils. Produce on of edible oils from seeds would be a real service to the society.

Keywords: *Edible oil, Goals, Health, Market, Manufacturing Produce and Processed.*

Introduction

The term market is the root word for the word marketing. Market refers to the location where exchanges between buyers and sellers occur. Marketing pertains to the interactive process that requires developing product, places, price and promotion of goods or services in order to facilitate exchanges between customers and sellers to satisfy the needs and wants of consumers.

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In olden days, goods were exchanged for goods. Production was restricted to domestic consumption. As human wants are unlimited, many productions is carried out. Due to the growth of civilisation and standard of living of the people, business activities were developed. As a result of this money as a medium of exchange, has come into existence.

Market

The word 'Market' is derived from the Latin word 'Marcatus' meaning Merchandise, wares, traffic trade or a place where business is conducted. The common usage of market means a place where goods are bought or sold. In its strict meaning market need not necessarily mean a place of exchange.

Marketing is a human activity directed at satisfying needs and wants, though an exchange process. A demand is a want for which the consumer is prepared to pay a price. The aim of marketing is to make sales in order to earn reasonable profit for the producer. "Marketing includes all activities which are concerned with effecting changes in the ownership and possession of good and services". Marketing in economic point of view, it aims at the creation of welfare and standard of living to the society as the object of marketing It is also defined as "That part of economics which deals with the creation of time, place and the possession utilities. That phase of business activity through which human wants are satisfied by the exchange of goods and services for some valuable consideration".

Marketing Strategy

Marketing planning involves the selection of a marketing strategy and the tactics of implementing it to reach a defined set of goals. Strategic market planning is a process yielding a marketing strategy that is a framework for marketing plan. The aim of strategic market planning is to adapt, adjust or reshape on an ongoing basis the corporation's different businesses to accomplish the target growth and profit objectives. The whole process involves keeping in focus the changing market opportunities and developing a viable fit between the corporation's objectives, resources and competencies.

Edible oil

An oil is a substance that is in a viscous liquid state ("oily") at ambient temperatures or slightly warmer, and is both hydrophobic (immiscible with water) and lipophilic (miscible with other oils, literally). This general definition includes compound classes with otherwise unrelated chemical structures, properties, and uses, including vegetable oils, petrochemical oils, and volatile essential oils. Oil is a no polar substance. The word "oil" is used for any substance that does not mix with water and has a greasy feel, such as petroleum (or crude oil) and heating oil, regardless of its chemical structure.

Edible or cooking oil is fat of plant, animal or microbial origin, which is liquid at room temperature and is suitable for food use. Some of the many different kinds of edible vegetable oils include: olive oil, palm oil, soybean oil, canola oil, pumpkin seed oil, corn oil, sunflower oil, safflower oil, peanut oil, grape seed oil, sesame oil, argan oil and rice bran oil. Many other kinds of vegetable oils are also used for cooking. The generic term "vegetable oil" when used to label a cooking oil product refers to a blend of a variety of oils often based on palm, corn, soybean or sunflower oils..Edible oil of animal origin is e.g. fish oil. Microbial oil are also encompassed.

Types of oils:

Vegetable oil	**Nut oils**	**Citrus oils**
1. Coconut oil 2. Corn oil 3. Cotton seed oil 4. Olive oil 5. Palm oil 6. Peanut oil 7. Rapeseed oil 8. Safflower oil 9. Sesame oil (gingelly oil) 10. Soybean oil 11. Sunflower oil	1. Almond oil 2. Beech Nut oil 3. Cashew oil 4. Hazelnut oil 5. Macadamia oil 6. mongongo nut oil 7. pecan oil 8. pine nut oil 9. pistachio oil 10. walnut oil	1. Grapefruit seed oil 2. Lemon oil 3. Orange oil & lot of oils.

Industries

Industries are engaged in transforming raw material into finished product with the help of machines and manpower. The finished goods can be either consumer goods or producer goods. The production side of business activity is referred as an industry. Industry involves the production of goods and materials. The term industry refers to that part of business activity which concern itself with the increase in production. When the goods of an industry is used for final consumption it is called “consumer goods”.

MSME

The Government of India has enacted the Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 in terms of which the definition of micro, small and medium enterprises is as under:

The central government, in the year 2013, brought a change in the investment amount for equipment's. The following is the rule for equipment investment found;

1. A **micro enterprise** is an enterprise where the investment in equipment **does not exceed Rs. 10 lakh**;
2. A **small enterprise** is an enterprise where the investment in equipment is **more than Rs.10 lakh but does not exceed Rs. 2 crore**; and
3. A **medium enterprise** is an enterprise where the investment in equipment is **more than Rs. 2 crore but does not exceed Rs. 5 crore**.
4. A large enterprise in an enterprise where the investments in equipment is **more than Rs.5 crore.**

Later, the rules were amended as follows;

1. A **micro enterprise** is an enterprise where investment in plant and machinery **does not exceed Rs. 25 lakh;**
2. A **small enterprise** is an enterprise where the investment in plant and machinery is **more than Rs. 25 lakh but does not exceed Rs. 5 crore;** and
3. A **medium enterprise** is an enterprise where the investment in plant and machinery is **more than Rs.5 crore but does not exceed Rs.10 crore.**
4. A **large enterprise** is an enterprise where the investment in plant and machinery is **more than Rs.10 crore.**

Consumer Perception

Merchants aim to increase their sales by determining what drives their customers' purchase decisions. Consumer perception theory attempts to explain consumer behaviour by analyzing motivations for buying—or—not buying. Three areas of consumer perception theory relate to consumer perception theory, self perception, price perception and perception of a benefit to quality of life. Consumer perception applies to the concept of sensory perception to marketing and advertising. Just as sensory perception relates to how humans perceive and process sensory stimuli through their five senses, consumer perception pertains to how individuals form opinions about companies and the merchandise they offer through the purchases they make. Merchants apply consumer perception theory to determine how their customers perceive them. They also use consumer perception theory to develop marketing and advertising strategies intended to retain current customer and attract new ones.

Statement of The Problem

Edible oil is one of the most important consumer items. Consumers use it in the preparation of food items every day. It enhances the quality of food items. At most, all the people in the world use edible oil in their cooking. The above statement underlines the importance of edible oil. Different families prefer different varieties of edible oil to cook their food items. Some families prefer a combination of cooking oil. They use different edible oil for different food preparation. Consumer purchase of cooking oil for frying and other types of cooking also depends on factors like culture, preferences, taste, flavour and health. The government supplies edible oil through its public distribution shops. Varity of edible oil are available in market.

A researcher has focused on the problems, of consumer is selecting the edible oil, the major factors while select the edible oils, edible oil industries, marketing strategies of edible oil, sales the edible oil. A researcher has taken only nine edible oils for research. They are.

1. Sunflower oil
2. Sesame oil.
3. Groundnut oil.
4. Coconut oil.
5. Olive oil.
6. Mustard oil.
7. Rice bran oil.
8. Safflower oil.
9. Palmolein.

One of the major problems for consumers is in selecting the best cooking oil and the best oil for health. How are the consumers buying edible oil? What are their expectations while purchasing edible oil? What is their perception towards edible oil? At the same time, marketing the edible oil is also challenging for the edible oil sellers/industries.

Objectives of The Study

1. To ascertain the factors influencing the customers to purchase edible oils in southern districts of Tamilnadu.
2. To examine the pattern of edible oils consumptions in southern districts in Tamilnadu.
3. To know the preferences of the respondents regarding the 4 ps of edible oil.
4. To ascertain marketing problems faced by the edible oil units in southern districts.

Limitation of The Study

The primary data collected from the edible oil manufacturers are highly based on their memory. Hence,its is subjected to memory bias. Only edible oil units in Southern districts of Tamil Nadu a taken into consideration. Units in other areas of TamilNadu are excluded since the number is neg ligible.

Hypothesis

The following hypotheses were framed for the study.

- There is no significant difference in opinion on the varieties of edible oil among customers of different education qualification.
- There is no significant difference in product factors influencing perception among consumers of different occupation.
- There is no significant difference in level of satisfaction towards health factors influencing the preference of edible oil among consumer of different family monthly income.
- There is no significant difference in level of satisfaction towards product factors influencing the preference of edible oil among consumer of different gender groups.
- There is no significant difference in level of satisfaction towards economy factors influencing the preference of edible oil among consumer of different socio economic characteristics of customers in Southern Districts of Tamilnadu.
- There is no significant difference between mean rank for socio economic characteristics of the respondents and problems in using edible oils.

Methodology of The Study

Research Design

Empirical research method has been used in this study. The survey method is used to collect data from industries and their Proprietors from regarding different aspects of marketing strategies of edible oil. Consumers were to contacted ascertain the bases of selecting edible oil .A variety of questions asking the consumer, that's also survey research method followed.

Collection of Data

The data related to marketing strategies of edible oil industries were collected through interview schedules. They were asked question about the variables related to marketing strategies of edible oil, market orientation among the proprietors. In the second set of questionnaire, consumers' perception related towards edible oil. Question related to consumer perception were collected through interview schedules.

This study is based on both primary and secondary data. Secondary data were collected from research articles, journals, magazines, government surveys and reports (Both Central and State), Planning Commission reports etc. Primary data were collected through well structured interview schedule from those who use edible oil and edible oil units in southern districts of Tamilnadu.

Sampling Procedure

Since the study focuses on the edible oil industries and customers' perceptions of edible oil in southern districts in Tamilnadu, the oil industries for the southern districts of tamilnadu were selected by the application of stratified proportionate random sampling. The study has two sections. Section A of the interviews schedule deals with customers' perception of the edible oil and Section B deals with the marketing strategies of the edible oil units in Southern Districts of Tamilnadu. 612 respondents were selected from southern districts and 366 oil units were selected from southern districts of Tamilnadu on the basis of small, medium and large scale units.

Since the study focuses on the edible oil industries at various districts in Tamilnadu. The oil industries for the southern districts of tamilnadu are selected through stratified proportionate random sampling.

Sample Size $n = (ZS/E)^2$

Z = Standardised value corresponding to confidence level of 95% = 1.96

S = Sample standard deviation from pilot study of 80 sample = 0.631

E = Acceptance Error = 5% = 0.05

$$n = \left(\frac{1.96 \times 0.631}{0.05}\right)^2$$

$$= 611.83$$

n = 612

Hence, the data were collected from 612 customers in southern districts of Tamilnadu

Table 1.1

Table shows the sample unit

S.No	Districts	Sample size	
		Customer	Oil units
1	Tirunelveli	68	41
2	Thoothukudi	68	48
3	Ramanathapuram	68	37
4	Virudhunagar	68	57
5	Madurai	68	56
6	Dindigul	68	35
7	Kanyakumari	68	41
8	Sivaganga	68	31
9	Theni	68	25
Total		612	366

Type of Edible Oil Usage

The type of edible oil preferred by the respondents is classified as sunflower oil, sesame oil, groundnut oil, coconut oil, olive oil, mustard oil, rice bran oil, safflower oil and palm oil. An attempt has been made to find out the type of edible oil used by the customers and the data have been collected from the customers. The results are shown in the table 1.2

Table 1.2

Type of edible Oil Used

Sl. No	Types of oil	Yes	No	Total
1.	Sunflower oil	480(78.4)	132(21.6)	612(100)
2.	Sesame oil	510(83.3)	102(16.7)	612(100)
3.	Groundnut oil	390(63.7)	222(36.3)	612(100)
4.	Coconut oil	492(80.4)	120(19.6)	612(100)
5.	Olive oil	162(26.5)	450(73.5)	612(100)
6.	Mustard oil	102(16.7)	510(83.3)	612(100)
7.	Rice bran oil	138(22.5)	474(77.5)	612(100)
8.	Safflower oil	170(27.8)	442(82.2)	612(100)
9.	Palm oil	444(72.5)	168(27.5)	612(100)

Source: Primary data

It is clear from the table 5.8 that out of 612 sample respondents, 78.4 percent of the respondents consume sunflower oil, 83.3 percent of them consume sesame oil, 63.7 percent of them consume groundnut oil, 80.4 percent of them consume coconut oil and 72.5 percent of them consume palm oil. It is further clear from the table that only 26.5 percent of them consume olive oil, 16.7 percent of them consume mustard oil, 22.5 percent of them consume rice bran oil and 27.8 percent of them consume safflower oil.

Monthly Consumption Pattern of Edible Oil

The monthly consumption pattern of edible oil is classified as below 1 litre, 1.100 litres to 3 litres, 3.100 litres to 5 litres and above 5.100 litres. The following table shows the monthly consumption pattern of edible oil.

Table 1.3

Monthly Consumption Pattern of Edible Oil

Sl. No	Types of Oil	Monthly Consumption Pattern of Edible Oil				Total
		Below 1 litre	1.100-3 litres	3.100-5 litres	Above 5.100 litres	
1.	Sunflower oil	336(70)	126(26.3)	18(3.7)	-	480(100)
2.	Sesame oil	340(66.7)	135(26.5)	35(6.9)	-	510(100)
3.	Groundnut oil	272(69.7)	78(20)	40(10.3)	-	390(100)
4.	Coconut oil	342(69.5)	85(17.3)	65(13.2)	-	492(100)
5.	Olive oil	94(58)	45(27.8)	23(14.2)	-	162(100)
6.	Mustard oil	64(62.7)	24(23.5)	14(13.7)	-	102(100)
7.	Rice bran oil	75(54.3)	37(26.8)	26(18.8)	-	138(100)
8.	Safflower oil	97(57.1)	48(28.2)	25(14.7)	-	170(100)
9.	Palm oil	311(70)	89(20)	44(10)	-	444(100)

Source: Primary data

In order to find out the nature of edible oil and the monthly consumption pattern of edible oil by the respondents the above tabulation could be used. It is clear from table that 54.3 percent to 70 percent of the respondents use less than 1 litre for a month (from all the nine major edible oils). It is further clear from the table that 17.3 percent to 28.2 percent of the respondents use 1.100 litres - 3 litres for a month (from all the nine major edible oils). The table further shows that 3.7 percent to 18.8 percent of the respondents use 3.100 litres - 5 litres for a month (from all the nine major edible oils). The table exhibits that majority (70 percent) of the respondents use palm oil and sunflower oil of below 1 litre for a month and lowest (3.7%) respondents use sunflower oil of 3.100 litres - 5 litres for a month.

Amount Spent for Consumption of Edible Oil

The amount spent by the respondents regarding consumption of edible oil for a month is classified as below Rs.200, Rs.201 – 400, Rs.401 – 600 and above Rs.601. The following table shows the amount spent by customers for consumption of edible oil.

Table 1.4

Amount Spent for Consumption of Edible Oil

Sl. No	Types of Oil	Amount Spent for Consumption of Edible Oil				Total
		Below Rs.200	Rs.201-400	Rs.401-600	Above Rs.601	
1.	Sunflower oil	288(60)	159(33.1)	33(6.9)	-	480(100)
2.	Sesame oil	317(62.2)	142(27.8)	51(10)	-	510(100)
3.	Groundnut oil	265(67.9)	90(23.1)	35(9)	-	390(100)
4.	Coconut oil	298(60.6)	145(29.5)	49(9.9)	-	492(100)
5.	Olive oil	-	144(88.9)	-	18(11.1)	162(100)
6.	Mustard oil	85(83.3)	17(16.7)	-	-	102(100)
7.	Rice bran oil	102(73.9)	36(26.1)	-	-	138(100)
8.	Safflower oil	122(71.8)	-	48(28.2)	-	170(100)
9.	Palm oil	289(65.1)	97(21.8)	58(13.1)	-	444(100)

Source: Primary data

It is recognized from the above-shown table, that the highest (60%, 62.2%, 67.9%, 60.6%, 83.3%, 73.9%, 71.8% and 65.1%) respondents spent below Rs.200 per month to consume the edible oils namely sunflower oil, sesame oil, groundnut oil, coconut oil, mustard oil, rice bran oil, safflower oil and palm oil. Around 60 percent to 83.3 percent of the respondents incurred the expenditure below Rs.200 per month regarding the consumption of edible oil. Similarly around 16.7 percent to 88.9 percent of them met the expenditure between Rs.201-400 per month for the purchase of edible oil and further 6.9 to 28.2 percent of the edible oil users had spent between Rs.401-600 for a month to purchase edible oil. It is finalized that 88.9 percent of the respondents spent between Rs.201 – Rs.400 per month for purchase of olive edible oil.

Opinion on the Flavor of Edible Oil among Different Marital Status of Customers

In order to find out the significant difference in opinion on the flavor of edible oil among different marital status of customers, ‘t’ test is attempted with the null hypothesis as, **“There is no significant difference in opinion on the flavor of edible oil among different marital status of customers in southern districts of Tamil Nadu”.** The result is presented in Table 1.5

Table 1.5

Opinion on the Flavor of Edible Oil among Different Marital Status of Customers

Sl. No	Opinion on the Flavor of Edible Oil	Marital Status		T-Statistics
		Married	Unmarried	
1.	Sunflower oil	4.5267	4.6176	1.394
2.	Sesame oil	4.5046	4.4872	0.283
3.	Groundnut oil	4.6058	4.5778	0.360
4.	Coconut oil	4.6190	4.6389	0.320
5.	Olive oil	3.0889	3.1111	0.117
6.	Mustard oil	2.6267	2.5926	0.181
7.	Rice bran oil	3.7411	3.8519	1.212
8.	Safflower oil	4.6224	4.6667	0.435
9.	Palm oil	2.4884	2.4737	0.092

Source: Computed data

*-Significant at five percent level

It is understood from the table 5.21 that the important opinion on the flavor of edible oil among the married customers are safflower oil and coconut oil and their respective mean scores are 4.6224 and 4.6190 and among the unmarried customers, safflower oil and coconut oil and their respective mean scores are 4.6667 and 4.6389. Regarding the opinion on the flavor of edible oil no significant difference among the different marital status of customers is identified in the case of sunflower oil, sesame oil, groundnut oil, coconut oil, olive oil, mustard oil, rice bran oil, safflower oil and palm oil, since the respective 'T' statistics is not significant at 5 percent level, the null hypothesis is accepted.

Opinion on the Flavor of Edible Oil among Different Educational Qualification of Customers

In order to find out the significant difference in opinion on the flavor of edible oil among different educational qualification of customers, 'ANOVA' test is attempted with the null hypothesis as, **"There is no significant difference in opinion on the flavor of edible oil among different educational qualification of customers in southern districts of Tamil Nadu".** The result is presented in Table 1.6.

Table 1.6

Opinion on the Flavor of Edible Oil among Different Educational Qualification of Customers

Opinion	Educational Qualification (Mean Score)					F Statistics
	Illiterate	Up to HSC	Graduates	Post Graduates	Diploma	
Sunflower oil	4.5000	4.5135	4.5263	4.5585	4.5789	0.306
Sesame oil	4.4750	4.4839	4.4901	4.5130	4.6923	0.569
Groundnut oil	4.5677	4.6233	4.6250	4.6333	4.6364	0.327
Coconut oil	4.6334	4.6000	4.6218	4.6330	4.6610	1.203
Olive oil	2.5000	3.0320	3.0794	3.2500	3.3571	0.965
Mustard oil	2.0000	2.4444	2.6000	2.6389	2.6522	0.254
Rice bran oil	3.7736	3.8125	3.7736	3.8125	3.9091	1.086
Safflower oil	4.0000	4.5882	4.6667	4.7500	4.8000	1.103
Palm oil	1.8333	2.3764	2.5723	2.5926	2.7059	2.267*

Source: Computed data

*-Significant at five percent level

The above-seen table shows that the important opinion on the flavor of edible oil among the customers who are illiterates are coconut oil and groundnut oil and their respective mean scores are 4.6334 and 4.5677 and among the customers who are up to HSC qualification, groundnut oil and coconut oil and their respective mean scores are 4.6233 and 4.6000. The table further shows that the important opinion on the flavor of edible oil among the customers who are graduates are safflower oil and groundnut oil and their respective mean scores are 4.6667 and 4.6250 and among the customers who are post graduates, safflower oil and groundnut oil and their respective mean scores are 4.7500 and 4.6333. The table further reveals that the important opinion on the flavor of edible oil among the customers who are diploma qualification are safflower oil and sesame oil and their respective mean scores are 4.8000 and 4.6923. Regarding the opinion on the flavor of edible oil, the significant difference among the different educational qualification of customers is identified in the case of palm oil, since the respective 'F' statistics is significant at 5 percent level, the null hypothesis is rejected.

Opinion on the Flavor of Edible Oil among Different Occupation of Customers

In order to find out the significant difference in opinion on the flavor of edible oil among different occupation of customers, 'ANOVA' test is attempted with the null hypothesis as,

"There is no significant difference in opinion on the flavor of edible oil among different occupation of customers in southern districts of Tamil Nadu". The result is presented in Table 1.7.

Table 1.7

Opinion on the Flavor of Edible Oil among Different Occupation of Customers

Opinion	Occupation (Mean Score)					F Statistics
	Agriculture	Business	Government Employee	Private Employee	Others	
Sunflower oil	4.4783	4.5000	4.5062	4.6164	4.6471	1.758
Sesame oil	4.4815	4.4875	4.4898	4.5000	4.5138	0.821
Groundnut oil	4.5876	4.4912	4.6500	4.6486	4.7143	1.558
Coconut oil	4.5429	4.6250	4.6220	4.6623	4.4293	0.615
Olive oil	2.7778	3.0750	3.1333	3.1364	3.2963	0.929
Mustard oil	2.5370	2.6154	2.6667	2.6923	2.9000	0.440
Rice bran oil	3.6923	3.7500	3.7571	3.7895	3.8095	0.172
Safflower oil	4.5185	4.6316	4.6429	4.6522	4.7059	0.483
Palm oil	2.3364	2.4490	2.5349	2.5538	2.8857	3.365*

Source: Computed data
*-Significant at five percent level

The above-shown table discloses that the important opinion on the flavor of edible oil among the customers who are agriculturists are groundnut oil and coconut oil and their respective mean scores are 4.5876 and 4.5429 and among the customers who are businessmen, safflower oil and coconut oil and their respective mean scores are 4.6316 and 4.6250. The table further discloses that the important opinion on the flavor of edible oil among the customers who are government employees are groundnut oil and safflower oil and their respective mean scores are 4.6500 and 4.6429 and among the customers who are private employees, coconut oil and safflower oil and their respective mean scores are 4.6623 and 4.6522. The table further reveals that the important opinion on the flavor of edible oil among the customers who are in other occupations are groundnut oil and safflower oil and their respective mean scores are 4.7143 and 4.7059. Regarding the opinion on the flavor of edible oil, the significant difference among the different occupation of customers is identified in the case of palm oil, since the respective 'F' statistics is significant at 5 percent level, the null hypothesis is rejected.

Opinion on the Flavor of Edible Oil among Different Type of Family of Customers

In order to find out the significant difference in opinion on the flavor of edible oil among different type of family of customers, 't' test is attempted with the null hypothesis as,

"There is no significant difference in opinion on the flavor of edible oil among different type of family of customers in southern districts of Tamil Nadu". The result is presented in Table 1.8

Table 1.8

Opinion on the flavor of edible oil among different type of family of customers

Sl. No	Opinion on the flavor of edible oil	Type of Family		T-Statistics
		Joint family	Nuclear family	
1.	Sunflower oil	4.5537	4.5314	0.472
2.	Sesame oil	4.6105	4.4375	3.825*
3.	Groundnut oil	4.7361	4.5244	4.205*
4.	Coconut oil	4.6484	4.5769	1.579
5.	Olive oil	3.1379	3.0673	0.479
6.	Mustard oil	2.8684	2.4688	2.397*
7.	Rice bran oil	3.8367	3.7222	1.518
8.	Safflower oil	4.6481	4.5968	0.665
9.	Palm oil	2.5215	2.4662	0.501

Source: Computed data

*-Significant at five percent level

It is understood from table 5.24 that the important opinion on the flavor of edible oil among the customers who belong to joint family are groundnut oil and coconut oil and their respective mean scores are 4.7361 and 4.6484 and among the customers who belong to nuclear family, safflower oil and coconut oil and their respective mean scores are 4.5968 and 4.5769. Regarding the opinion on the flavor of edible oil, the significant difference among the different type of family of customers, are identified in the case of sesame oil, groundnut oil and mustard oil, since the respective 'T' statistics is significant at 5 percent level, the null hypothesis is rejected.

Opinion on the Flavor of Edible Oil among Different Monthly Income of the Family of Customers

In order to find out the significant difference in opinion on the flavor of edible oil among different monthly income of the family of customers, 'ANOVA' test is attempted with the null hypothesis as, **"There is no significant difference in opinion on the flavor of edible oil among different monthly income of the family of customers in southern districts of Tamil Nadu".** The result is presented in Table 1.9.

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Table 1.9

Opinion on the Flavor of Edible Oil among Different Monthly Income of the Family of Customers

Opinion	Monthly Income of the Family (Mean Score)					F Statistics
	Below Rs.10000	Rs.10001-15000	Rs.15001-20000	Rs.20001-25000	Above Rs.25001	
Sunflower oil	4.3636	4.4762	4.5230	4.5714	4.6000	1.258
Sesame oil	4.3333	4.4883	4.5625	4.5059	4.6250	0.744
Groundnut oil	4.4444	4.5294	4.6094	4.6173	4.8333	0.901
Coconut oil	4.5000	4.6000	4.6349	4.6367	4.6220	0.279
Olive oil	2.0000	3.0000	3.0581	3.1731	3.2105	1.347
Mustard oil	2.0000	3.1500	2.4242	2.5455	2.7500	1.009
Rice bran oil	3.6667	3.7059	3.7429	3.8085	4.0000	0.433
Safflower oil	4.3333	4.5000	4.5500	4.6333	4.6727	0.556
Palm oil	2.4000	2.4286	2.2770	2.9074	2.5289	3.377*

Source: Computed data

*-Significant at five percent level

The above-shown table discloses that the important opinion on the flavor of edible oil among the customers who belong to the monthly income of the family of below Rs.10000 are coconut oil and groundnut oil and their respective mean scores are 4.5000 and 4.4444 and among the customers who belong to the monthly income of the family of Rs.10001-15000, coconut oil and groundnut oil and their respective mean scores are 4.6000 and 4.5294. The table further discloses that the important opinion on the flavor of edible oil among the customers who belong to the monthly income of the family of Rs.15001-20000 are coconut oil and groundnut oil and their respective mean scores are 4.6349 and 4.6094 and among the customers who belong to the monthly income of the family of Rs.20001-25000, coconut oil and safflower oil and their respective mean scores are 4.6367 and 4.6333. The table further reveals that the important opinion on the flavor of edible oil among the customers who belong to the monthly income of the family of above Rs. 25000 are groundnut oil and safflower oil and their respective mean scores are 4.8333 and 4.6727. Regarding the opinion on the flavor of edible oil, the significant difference among the different monthly income of customers, are identified in the case of palm oil, since the respective ‘F’ statistics is significant at 5 percent level, the null hypothesis is rejected.

Product Factors Influencing Perception

The product factors influencing perception among different socio-economic characteristics of customers were analysed with the help of 't' test and ANOVA and the results are presented below.

Product Factors Influencing Perception among Different Gender Group of Customers

In order to find out the significant difference in product factors influencing perception among different gender group of customers, 't' test is attempted with the null hypothesis as, **"There is no significant difference in product factors influencing perception among different gender group of customers in southern districts of Tamil Nadu".** The result is presented in Table 1.10.

Table 1.10

Product Factors Influencing Perception among Different Gender Group of Customers

Sl. No	Factors	Gender		T-Statistics
		Male	Female	
1.	Quality feature	3.5102	3.8108	2.907*
2.	Health benefits	3.8299	4.2237	3.869*
3.	Price	3.9728	4.1075	1.215
4.	Tasty food preparation	3.4286	3.6151	1.318
5.	Less expensive	3.7755	4.0452	2.874*
6.	Cardiac health	3.8367	4.0065	1.539
7.	Reduced fat content	3.8571	4.1204	2.538*
8.	Nutrition content	3.4966	3.8043	2.642*
9.	Smell of oil	3.7891	3.9312	1.213
10.	Storage stability	3.7551	3.9935	2.206*
11.	Suitability of all ages	4.0612	4.2667	1.986*
12.	Advertisement & media coverage	3.7279	4.0172	2.881*
13.	Celebrity endorsement	3.7891	4.1183	3.111*
14.	Availability at all places	3.9728	4.1355	1.574
15.	Recommendation of retailers/sellers	3.8156	4.2312	2.845*
16.	Attractive packing	3.8435	4.1462	3.018*
17.	Multi-purpose	3.8027	4.0000	1.808

Source: Computed data
*-Significant at five percent level

Table 5.26 shows that the important product factors influencing perception among male customers are suitability of all ages and price as the mean scores are 4.0612 and 3.9728 respectively. It is found that the important product factors influencing perception among female customers are suitability of all ages and health benefits as the mean scores are 4.2667 and 4.2237 respectively. A significant difference for the different gender group of customers was identified regarding the different product factors influencing perception such as quality feature, health benefits, less expensive, reduced fat content, cardiac health and nutrition content, storage stability, suitability of all ages, advertisement & media coverage, celebrity endorsement, recommendation of retailers/sellers and attractive packing, since the respective "T" statistics were significant at 5 percent level.

Product Factors Influencing Perception among Different Age Group of Customers

In order to find out the significant difference in product factors influencing perception among different age group of customers, 'ANOVA' test is attempted with the null hypothesis as, **"There is no significant difference in product factors influencing perception among different age group of customers in southern districts of Tamil Nadu".** The result is presented in Table 1.11.

Table 1.11

Product Factors Influencing Perception among Different Age Group of Customers

Factors	Age (Mean Score)					F Statistics
	Below 30 years	31-40 years	41-50 years	51-60 years	Above 61 years	
Quality feature	3.5000	3.7852	3.7176	4.0930	3.8947	2.800*
Health benefits	3.6944	4.3289	4.1490	4.3023	4.2105	6.142*
Price	3.9074	3.9664	4.1098	4.5581	4.1579	2.856*
Tasty food preparation	3.4352	3.4497	3.5882	4.0000	3.7368	1.540
Less expensive	3.8333	3.9329	4.0196	4.4419	3.8596	3.330*
Cardiac health	3.8056	3.9463	3.9647	4.2791	4.0877	1.454
Reduced fat content	3.6481	4.0537	4.1529	4.4186	4.1404	5.611*
Nutrition content	3.5185	3.7785	3.6824	4.0930	3.9474	2.328
Smell of oil	3.7407	3.7248	4.0039	4.0000	4.0877	2.053
Storage stability	3.7500	3.7450	4.0745	4.0698	4.0702	3.060*
Suitability of all ages	4.2130	4.3289	4.1608	4.2093	4.2930	0.562
Advertisement & media coverage	3.8704	3.8523	3.9529	4.2093	4.1228	1.474
Celebrity endorsement	3.7593	3.9262	4.1451	4.3488	4.1579	3.639*
Availability at all places	3.7407	4.0268	4.0961	4.4186	4.1632	4.920*
Recommendation of retailers/sellers	3.7963	4.0557	4.0608	4.0744	4.0333	2.981*
Attractive packing	3.7593	4.1275	4.1137	4.2558	4.2000	3.119*
Multi-purpose	3.7778	3.8725	4.0392	4.0000	4.0702	1.324

Source: Computed data
*-Significant at five percent level

From the above-shown table, it is understood that the important product factors influencing perception among customers who are in the age group of below 30 years are suitability of all ages and price as the mean scores are 4.2130 and 3.9074 respectively. It is found that the important product factors influencing perception among customers who are in the age group of 31 to 40 years are health benefits and suitability of all ages as the mean scores are 4.3289 and 4.3289 respectively. The table further reveals that the important product factors influencing perception among customers who are in the age group of 41 to 50 years are reduced fat content and suitability of all ages as the mean scores are 4.1961 and 4.1608 respectively. It is further found that the important product factors influencing perception among customers who are in the age group of 51 to 60 years are price and less expensive as the mean scores are 4.5581 and 4.4419 respectively. The table further indicates that the important product factors influencing perception among customers who are in the age group of above 61 years are suitability of all ages and health benefits as the mean scores are 4.2930 and 4.2105 respectively. A significant difference for the different age group of customers was identified regarding the different product factors influencing perception such as quality feature, health benefits, price, less expensive, reduced fat content, storage stability, celebrity endorsement, availability at all places, recommendation of retailers/sellers and attractive packing, since the respective “F” statistics were significant at 5 percent level.

Product Factors Influencing Perception among Different Marital Status of Customers

In order to find out the significant difference in product factors influencing perception among different marital status of customers, ‘t’ test is attempted with the null hypothesis as, **“There is no significant difference in product factors influencing perception among different marital status of customers in southern districts of Tamil Nadu”.** The result is presented in Table 1.12

Table 1.12

Product Factors Influencing Perception among Different Marital Status of Customers

Sl. No	Factors	Marital Status		T-Statistics
		Married	Unmarried	
1.	Quality feature	3.7311	3.8489	1.389
2.	Health benefits	4.3161	4.2000	1.691
3.	Price	4.0832	4.0316	0.394
4.	Tasty food preparation	3.5725	3.5579	1.088
5.	Less expensive	3.9536	4.1263	1.553

6.	Cardiac health	3.9188	4.3211	2.929*
7.	Reduced fat content	4.0658	4.0105	1.449
8.	Nutrition content	3.6770	4.0211	2.503*
9.	Smell of oil	3.8994	3.8642	1.110
10.	Storage stability	3.9226	4.0105	1.687
11.	Suitability of all ages	4.2089	4.2632	1.443
12.	Advertisement & media coverage	3.9381	4.0000	1.519
13.	Celebrity endorsement	4.0290	4.0947	1.522
14.	Availability at all places	4.0928	4.1158	1.188
15.	Recommendation of retailers/sellers	4.0708	4.2263	1.467
16.	Attractive packing	4.0754	4.0632	1.103
17.	Multi-purpose	3.9323	4.0439	1.015

Source: Computed data *-Significant at five percent level

It is clear from the table 5.28 that the important product factors influencing perception among married customers are health benefits and suitability of all ages as the mean scores are 4.3161 and 4.2089 respectively. It is found that the important product factors influencing perception among unmarried customers are cardiac health and suitability of all ages as the mean scores are 4.3211 and 4.2632 respectively. A significant difference for the different marital status of customers was identified regarding the different product factors influencing perception such as cardiac health and nutrition content, since the respective "T" statistics were significant at 5 percent level.

Opinion Regarding the Multiuse of Edible Oil

The following table shows the opinion of customers regarding the multiuse of edible oil.

Table 1.13

Opinion Regarding the Multiuse of Edible Oil

Sl. No	Opinion Regarding the Multiuse of Edible Oil	No. of Respondents	Percentage
1.	Used for cooking all food items	420	68.6
2.	Used for cooking of selected items	110	17.9
3.	Used for oil bath	65	10.6
4.	No idea	17	2.8
	Total	**612**	**100**

Source: Primary data

It is understood from the table 5.17 that 68.6 percent of the respondents used edible oil for cooking all food items, 17.9 percent of the respondents used edible oil for cooking of selected items, 10.6 percent of the respondents used edible oil for bath and only 2.8 percent of the respondents have no idea.

Profile of Edible Oil Industries

Types of the Unit

The researcher has covered three different types of edible industries namely small, medium and large unit. The following table shows the types of the unit.

Table 4.14
Types of the Unit

S. No	Types of the Unit	No. of Respondents	Percentage
1.	Small	198	54.1
2.	Medium	102	27.9
3.	Large	66	18.0
	Total	**366**	**100**

Source: Primary data

It is clear from the table 4.14 that 54.1 percent of the respondents are running small edible oil industries, 27.9 percent of the respondents are running medium edible oil industries and 18 percent of the respondents are running large edible oil industries.

Gender

The gender of owners who run the edible oil units selected in the present study is considered here. Since the gender is one of the important factors to determine the level of acceptance on the changes in the market and also the quick response on the competitors' strategy, it is included as one of the profile variables in the present study. The distribution of owners on the basis of their gender is shown in Table 4.15.

Table 4.15
Gender

S. No	Gender	Types of the Unit			Total
		Small	Medium	Large	
1.	Male	172(86.9)	94(92.2)	57(86.4)	323(88.3)
2.	Female	26(13.1)	8(7.8)	9(13.6)	43(11.7)
	Total	**198(100)**	**102(100)**	**66(100)**	**366(100)**

Source: Primary data

The important gender group among the respondents is male which constitute 88.3 percent to the total respondents. The important gender group among the respondents in small units is male which constitute 86.9 percent to its total of 198 owners. In the medium units, the important gender group among the respondents is male which constitute 92.2 percent to its total of 102 owners. In the large units, the important gender group among the respondents is male which constitute 86.4 percent to its total of 66 owners.

Number of Years Running the Edible Oil Industries

The number of years running the edible oil industries indicates the level of experience gathered by the owners in edible oil industries. Since the number of years running the edible oil industries plays an important role in the enterprise management, the problem of perception and also the performance of the enterprises, it is considered as one of the profile variables. The number of years running the edible oil industries is confined to less than 10 years, 11 to 15 years, 16 to 20 years, 21 to 25 years, 26 to 30 years and above 31 years. The distribution of owners on the basis of number of years running the edible oil industries is presented in Table 4.16

Table 4.16

Number of Years Running the Edible Oil Industries

S. No	Number of Years	Types of the Unit			Total
		Small	Medium	Large	
1.	Less than 10 years	75(37.9)	39(38.2)	25(37.9)	139(37.9)
2.	11-15 years	24(12.1)	12(11.8)	8(12.1)	44(12)
3.	16-20 years	36(18.2)	18(17.6)	11(16.7)	65(17.8)
4.	21-25 years	25(12.6)	12(11.8)	8(12.1)	45(12.3)
5.	26-30 years	23(11.6)	13(12.7)	9(13.6)	45(12.3)
6.	Above 31 years	15(7.6)	8(7.8)	5(7.6)	28(7.7)
	Total	**198(100)**	**102(100)**	**66(100)**	**366(100)**

Source: Primary data

The important number of years running the edible oil industries among the respondents is less than 10 years and 16 to 20 years which constitute 37.9 percent and 17.8 percent respectively to the total respondents. The important number of years running the edible oil industries among the respondents in small units is less than 10 years and 16 to 20 years which constitute 37.9 percent and 18.2 percent respectively to its total of 198 owners. In the medium units, the first two important numbers of years running the edible oil industries are less than 10 years and 16 to 20 years which constitute 38.2 percent and 17.6 percent respectively to its total of 102 owners. In the large units, the first two important numbers of years running the edible oil industries are less than 10 years and 16 to 20 years which constitute 37.9 percent and 16.7 percent respectively to its total of 66 owners.

Product Attributes in Product Strategy Formulation

Product strategy aims at placing the right product to the right consumer. The consistent innovation in the product healthiness, different litres, refinement, taste, colouring, packaging, utility, Agmark and other attributes is highly essential to succeed in the market. The importance of product attitudes in large, small and medium enterprises is identified. In edible oil industries, the product attributes are listed with the help of experts in the field. In total, the attributes have been listed as healthiness, different litres, refinement, taste, colouring, packaging, utility, Agmark, customization and lifetime. The owners are asked to rate the above said ten attributes according to their order of importance in their strategy formulation. The scores assigned on the scales namely highly important, important, moderate, not important and not at all important are 5,4,3,2 and 1 respectively. The mean score of the attributes has been computed to show the importance of attributes in product strategy formulation. The significant difference among the owners who belong to large, small and medium units regarding their importance attached with the product attributes has been examined with the help of "F" test. The results are given in Table 1.17

Table 1.17

Importance of Product Attributes in Product Strategy Formulation

S. No	Product Variables	Mean Scores in			'F' Statistics
		Small	Medium	Large	
1.	Healthiness	4.1515	4.2576	4.5196	3.245*
2.	Different litres	3.9394	3.9848	4.1275	1.106
3.	Refinement	4.2121	4.4697	4.6863	6.400*
4.	Taste	4.0606	4.1566	4.2157	0.445
5.	Colouring	3.7576	3.8529	3.8889	0.357
6.	Packaging	3.6768	3.7745	3.8788	0.623
7.	Utility	4.0202	4.0882	4.3636	2.267*
8.	Agmark	3.7121	3.7879	4.0490	2.596*
9.	Customization	3.7424	3.7626	3.8039	0.937
10.	Life time	3.4040	3.6970	3.7647	2.740*

Source: Primary data

It is understood from the above-seen table that the highly viewed product attributes in product strategy formulation among the small units are refinement, healthy and taste since the respective mean scores are 4.2121, 4.1515 and 4.0606. It is further understood from the table that the highly viewed product attributes in product strategy formulation among the medium units are refinement, healthy and taste since the respective mean scores are 4.4697, 4.2576 and 4.1566. In large units, the highly viewed product attributes are refinement, healthy and utility since the mean scores are 4.6863, 4.5196 and 4.3636 respectively. Regarding the perception on the product attributes, the significant differences among the three groups of units are identified in the case of importance given to healthy, refinement, utility, Agmark and life time, 'F' statistics are significant at five percent level.

Pricing Variables in Strategy Formulation

In order to formulate the pricing strategy, the respondents may give importance to various factors like cost of material, market conditions, competitors' price, mark-up, and customer, quality of the product, discount offer, gift coupon and going price. The pricing variables are necessary to formulate appropriate pricing strategy, which are derived from one product to another and one industries to another. It is based on the experts view. The identified pricing variables are cost of material, market conditions, competitors' price, mark-up, customer, quality of the product, discount offer, gift coupon and going price. The owners are asked to rate the above said ten variables on a five-point scale according to the order of importance given. The mean score of each variable has been computed to show the importance given to pricing variables among the owners. Regarding the importance given to price variables, the significant difference among three groups of owners has been analyzed with the help of 'F' test. The results are given in Table 1.18.

Table 1.18

Importance of Pricing Attributes in Strategy Formulation

S. No	Pricing Variables	Mean Scores in			'F' Statistics
		Small	Medium	Large	
1.	Cost of material	3.9848	4.1869	4.2745	1.341
2.	Market conditions	3.4545	3.6313	3.8627	1.630
3.	Competitors price	3.4394	3.8941	4.0101	6.286*
4.	Mark-up	3.6970	3.7929	3.8529	0.296
5.	Customer	3.5455	3.6863	3.7626	0.683
6.	Quality of the product	3.2424	3.3889	3.5784	1.547
7.	Discount offer	3.1970	3.3350	3.5196	1.028
8.	Gift coupon	3.6061	3.8137	3.8586	1.152
9.	Going price	3.8535	3.9314	4.0606	0.688

Source: Primary data

It is understood from the above-shown table that the highly viewed pricing attributes in pricing strategy formulation among the small units are cost of material, going price and mark-up since the respective mean scores are 3.9848, 3.8535 and 3.6970. It is further understood from the table that the highly viewed pricing attributes in pricing strategy formulation among the medium units are cost of material, going price and competitors price since the respective mean scores are 4.1869, 3.9314 and 3.8941. In large units, the highly viewed pricing attributes are cost of material, going price and competitors price since the mean scores are 4.2745, 4.0606 and 4.0101 respectively. Regarding the perception on the pricing attributes, the significant differences among the three groups of units are identified in the case of importance given to competitors' price; 'F' statistics are significant at five percent level.

Importance of Place Attributes in Placing Strategy Formulation

The aim of placing strategy is to place the right products to the right consumer through right marketing channel. This strategy is used to increase the sales of edible oil. In placing strategy, the selection of intermediary, business networks and movement of goods play an important role.

Table 1.19

Importance of Place Attributes in Placing Strategy Formulation

S. No	Placing Variables	Mean Scores in			'F' Statistics
		Small	Medium	Large	
1.	Distribution system	3.7424	3.7871	3.8737	1.477
2.	Number of agencies	3.5303	3.7059	3.8838	2.381*
3.	Business networks	3.5202	3.6515	3.6961	1.393
4.	Market coverage	3.5000	3.7647	3.8737	2.301*
5.	Distribution time	3.8030	3.7941	3.9495	0.721
6.	Distribution cost	3.7273	3.9293	4.0098	1.054

Source: Primary data

It is understood from the above-seen table that the highly viewed placing attributes in placing strategy formulation among the small units are distribution time, distribution system and distribution cost since the respective mean scores are 3.8030, 3.7424 and 3.7273. It is further understood from the table that the highly viewed placing attributes in placing strategy formulation among the medium units are distribution cost, distribution time and distribution system since the respective mean scores are 3.9293, 3.7941 and 3.7871. In large units, the highly viewed placing attributes are distribution cost, distribution time and number of agencies, since the mean scores are 4.0098, 3.9495 and 3.8838 respectively. Regarding the perception on the placing attributes, the significant differences among the three groups of units are identified in the case of importance given to number of agencies and market coverage, 'F' statistics are significant at five percent level.

Importance of Promotion Attributes in Promotion Strategy Formulation

In order to formulate the promotion strategy, the respondents may give importance to various factors such as festival offers, sales offers, exhibition, visiting the customers, gift coupon, television programmes, commission to agents, posters, pamphlets and free samples. The promotion variables are necessary to formulate appropriate promotion strategy, which are derived from one product to another and one industries to another. It is based on the experts' view. The identified promotion variables are festival offer, sales offer, exhibition, visiting the customer, gift coupon, television programmes, commission to agents, posters, pamphlets and free samples. The owners are asked to rate the above-said ten variables on a five-point scale according to the order of importance given. The mean score of each variable has been computed to show the importance given to promotion variables among the owners. Regarding the importance given to price variables, the significant difference among three groups of owners has been analyzed with the help of 'F' test. The results are given in Table 1.20.

Table 1.20

Importance of Promotion Attributes in Promotion Strategy Formulation

S. No	Promotion Variables	Mean Scores in			'F' Statistics
		Small	Medium	Large	
1.	Festival offer	3.7424	3.8030	3.9314	0.509
2.	Sales offer	3.4091	3.5303	3.6176	0.442
3.	Exhibition	4.6818	4.7071	4.8137	1.940
4.	Visit the customer	4.6364	4.7452	4.8824	5.750*
5.	Gift coupon	3.2549	3.5758	4.0606	5.908*
6.	Television programs	3.8638	3.9848	4.0294	2.294
7.	Commission to agents	4.5455	4.7172	4.8235	5.778*
8.	Posters	3.7626	3.7843	3.9091	2.027
9.	Pamphlets	3.0608	3.6869	4.2424	6.198*
10.	Free samples	3.1078	3.7020	4.5455	6.669*

Source: Primary data

It is understood from the above-shown table that the highly viewed promotion attributes in promotion strategy formulation among the small units are exhibition, visit the customer and commission to agents, since the respective mean scores are 4.6818, 4.6364 and 4.5455. It is further understood from the table that the highly viewed promotion attributes in promotion strategy formulation among the medium units are visit the customer, commission to agents and visit the customer since the respective mean scores are 4.7452, 4.7172 and 4.7071. In large units, the highly viewed promotion attributes are visiting the customer, commission to agents and exhibition, since the mean scores are 4.8824, 4.8235 and 4.8137 respectively. Regarding the perception on the promotion attributes, the significant differences among the three groups of units are identified in the case of visiting the customer, gift coupon, commission to agents, pamphlets and free samples, ‘F’ statistics are significant at five percent level.

Findings of Customer Perception towards Edible Oil

- It is found that 78.4 percent of the respondents consumed sunflower oil and only 16.7 percent of them consumed mustard oil.
- Majority (77 percent) of the respondents purchases coconut oil monthly and lowest (7.1%) respondents purchase coconut oil weekly once.
- Majority (70 percent) of the respondents used palm oil and sunflower oil of below 1 litre for a month and lowest (3.7%) respondents used sunflower oil of 3.100 litres - 5 litres for a month.
- It is recognized that the highest (60%, 62.2%, 67.9%, 60.6%, 83.3%, 73.9%, 71.8% and 65.1%) respondents spent below Rs.200 per month to consume the edible oils namely sunflower oil, sesame oil, groundnut oil, coconut oil, mustard oil, rice bran oil, safflower oil and palm oil.
- It is portrayed that 55.6 percent of the olive oil users, 67.6 percent of the mustard oil users, 65.9 percent of the rice bran oil users and 38.2 percent of the safflower oil users purchased below 2 years of duration. It could be understood that there was a brand loyalty and product preference among the edible oil users in the study area.
- It is observed that majority of the respondents (100%) preferred pet jar pack for olive oil and lowest of the respondents (12.6%) preferred pet jar pack for palm oil.
- It is recognized that the highest (39.6%, 57.8%, 62.8%, 64.6%, 61.8%, 66.7%, 48.2% and 58.3%) respondents are influenced by wife to take decision to purchase the edible oils namely sunflower oil, sesame oil, groundnut oil, coconut oil, mustard oil, rice bran oil, safflower oil and palm oil. It is finalized that 66.7 percent of the respondents are influenced by wife to take decision to purchase the rice bran oil.
- It is identified that majority of 68.6 percent of the respondents used edible oil for cooking all food items and only 2.8 percent of the respondents have no idea.
- It is observed that 23.5 percent of the respondents used sesame oil in their home and only 3.6 percent of them used mustard oil in their home.

Findings of Profile of Edible Oil Industries

- It is found that 54.1 percent of the respondents are running small edible oil industry, 27.9 percent of the respondents are running medium edible oil industry while 18 percent of the respondents are running large edible oil industry.
- The important gender group among the respondents is male which constitute 88.3 percent to that of the total respondents. The important gender group among the respondents in small units is male which constitute 86.9 percent to its total of 198 owners. In the medium size units, the important gender group among the respondents is male which constitute 92.2 percent to its total of 102 owners. In the large units, the important gender group among the respondents is male which constitute 86.4 percent to its total of 66 owners.
- The important number of years running the edible oil industry among the respondents is less than 10 years which constitute 37.9 percent. The important number of years running the edible oil industry among the respondents in small units is less than 10 years which constitute 37.9 percent. In the medium units, the important number of years running the edible oil industry is less than 10 years which constitute 38.2 percent and 17.6 percent. In the large units, the important number of years running the edible oil industry is less than 10 years which constitute 37.9 percent.

Conclusion

Customer View

Customers are encouraged to buy edible oils based on its quality and price. They purchase oils based on their friends' opinion, advertisements and doctors' advice. However, no customer knows about the manufacturing processes. There are customers who pick the oil once they see it on the racks. They do not seem to bother about the details about manufacture, expiry date details etc.

This research means to say that the edible oil pockets should not have nor use the word 'refined'. Refined oil is hazardous to one's health. Edible oil should be manufactures only using the seeds of plants etc. The quality of edible oil can last up to 3 months from the date of manufacture. Exceeding this date, the oil should not be consumed.

In those days, the very smell of oil attracted people to purchase it. Coconut is plucked from trees every three months. Coconut oil is extracted from it. Once in a year, gingelly oil is extracted from the source concerned. In those days, people extracted oil by means of a process wherein sesame is dried and taken oil from it. During the non-seasonal time, coconut oil is used in the non-availability of sesame oil. In course of time, sunflower began to hit the market. Sunflower oil is taken from sunflower seeds. No extra ingredient is added with this seed to extract sesame oil. However, palm sweet candy is added in order to highlight the quantity of oil extraction. Nothing is added for the sake of smell and to ensure the product's qualitative duration. With all these above-mentioned processes, these edible oils acted as a very good immunity power which really helped people to lead a healthy life.

As against the manufacturing process of edible oils of these days, the earlier days saw a natural ways and means to manufacture and extract edible oils. Seeds were dried and later extracted oil from it after cleaning everything. During the grinding of sesame in order to extract oil, the lees stayed behind the good ones which float on the surface.

Refined oil these days adds many ingredients unwontedly in order to boost the sales. These extra ingredients only added fuel to the fire to an already unhealthy physic.

Through such researches, such information about unhealthy products is brought to light. Besides, newspaper, magazines and weeklies should create awareness to the consumers.

Oils should be extracted only from seeds in order to be a healthy component in the food items. In India, it is not quite common to have an access to the seeds of sunflower, safflower, palm oil, olive oil and mustard oil. However, consumers were made to believe that the existing edible oils are from the extraction of the above-mentioned flowers etc. The so-called oils are imported from foreign countries.

Oils taken from original seeds are, across the board, good to health.

Of all the oils, gingelly oil is considered good, healthy and hygienic. Coconut oil is second in quality, followed by groundnut oil. These three oils have some salient features in it. During the purchase of oils, one should be careful not to buy refined oil so as to guard one against untoward healthy issues.

Conclusion

Manufacturing view

The objective of oil manufacturing units should be consumers' health and, by means of which, serving the society. Seeking profit should not be its first goal, however. Edible oils should be manufactures only from the seeds, and not from crude oil.

Importing the so-called edible oils/crude oils can be ceased. Instead, seeds can be imported and processed into oils. Doing such things would be a real service to the society. Coconut oil from coconut, gingelly oil from sesame, groundnut oil from pea nuts/groundnuts would successfully benefit both the consumer and the manufacturer in terms of monetary benefit and health concerns.

It is important while in the process of manufacturing, one should not add any chemicals. It is also to be remembered the life or the quality of edible oil can last long only for 2 or 3 months. Adding chemicals, however, would sustain the life of the edibility of oil exceeding its natural span of time. It is here oil manufacturers go off the back. Almost, all the oil manufacturers add chemicals to artificially lengthen the expiry date.

It is by nature almost all the oils have many salient features which is good for health. Artificially made chemicals should not be added

When edible oil is extracted from seeds, there is no need to refine it, for it is, by nature, hygienic. When manufacturers refine in the name processing, what they do is guilt the lily.

Consumers should be very caution no to fall for advertisements. They also should be given enough awareness about the reality of oil manufacturing process.

When oils exceed the life span or the actual expiry date, the bad fat in it starts increasing. This, in turn, does havoc one's health. No matter what the mechanism is used to extract oil, oils can be good as long as chemical is not added.

Hence, having all these above mentioned points in minds, consumer should choose between the lucrative advertisements for cheap products and the original edible oils

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A STUDY ON EMPLOYEE SKILL MILIEU IN SAMSUNG, TIRUCHIRAPPALLI

Dr.M.Uma Maheswari[1]

Abstract

Skills Milieu is a visual tool that identifies the key skills needed in each department and then recognizes our team members and their level of proficiency against these skills. A good skills milieu can start the conversation about each person's confidence with the tasks needed. From here a training plan can be created to cross train your team members, providing job variety and a robust team that can still perform at the same level, even when people are away. This paper is about employee skill milieu in Samsung. The respondent's answers are analyzed through statistical tools such as correlation and F- Test. The table shows the efficiency and efficacy of the employees

Introduction:

A skills milieu, or competency matrix, is a tool to map required and desired skills for a team or project. It is a grid that visualizes the required and available skills and competencies in a team. This makes it an essential tool for any data-driven HR professional. A completed skills matrix visualizes the skills that are required, the skills that are available in the team and the skills that the team is missing. This is the skill gap.

Objectives of the study

Primary objective

- To study the levels of skill milieu of employee in Samsung Private Limited, Trichy
- To learn about the Volume Pump matrix of employees in Samsung
- To learn about the Score matrix of employees in Samsung

Secondary objective

- To find out task involved and skill essential in executing the job.
- To improve the evaluating skill matrix format for the employee.
- To prepare the quadrant chart (skill matrix) for every employee working in operation section.
- To find out relationship between experience and skill levels.

Limitations of the study

- This study is limited to the company Samsung Pvt Ltd in Trichy
- The method of data collection being a questionnaire, data is limited to the extent of data generation available through the method.

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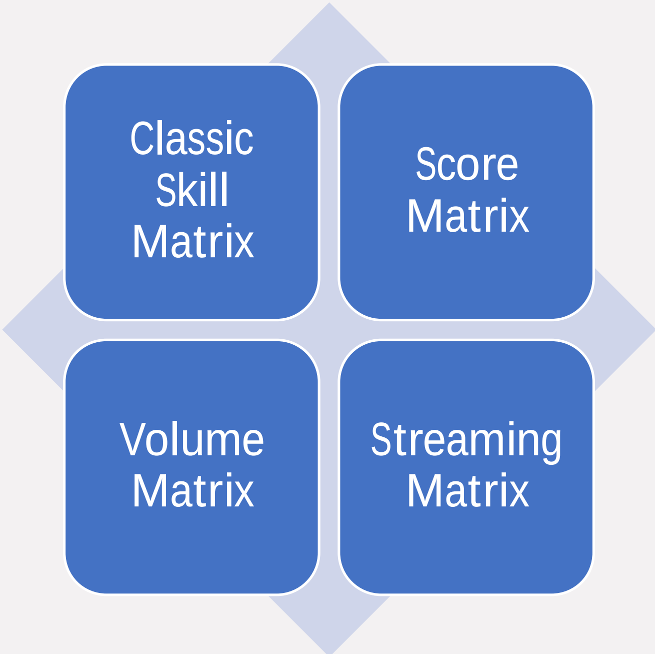
- The busy schedule of personnel is a biggest limitation

The Four Levels of the Skill Milieu



The classic skill matrix and forming a team

The classic skill matrix works like this:

1. Skills identification is a must and that can benefit the team as a whole
2. Prioritize skills in a row
3. Team members name should be jotted in a column to be able to map names to skills
4. Let the team indicate what skills they possess
5. Identify knowledge gaps or risks
6. Devise a knowledge sharing program to confront knowledge gaps and risks

Drafting a skill matrix like this creates a secondary effect: better understanding between team members and a deeper respect for skills. The subsequent knowledge transfer sessions help team bonding along as well.

Skills / Names	Name 1	Name 2	Name 3	Name 4	Name5	Name 6
Skill 1	X		X	X		

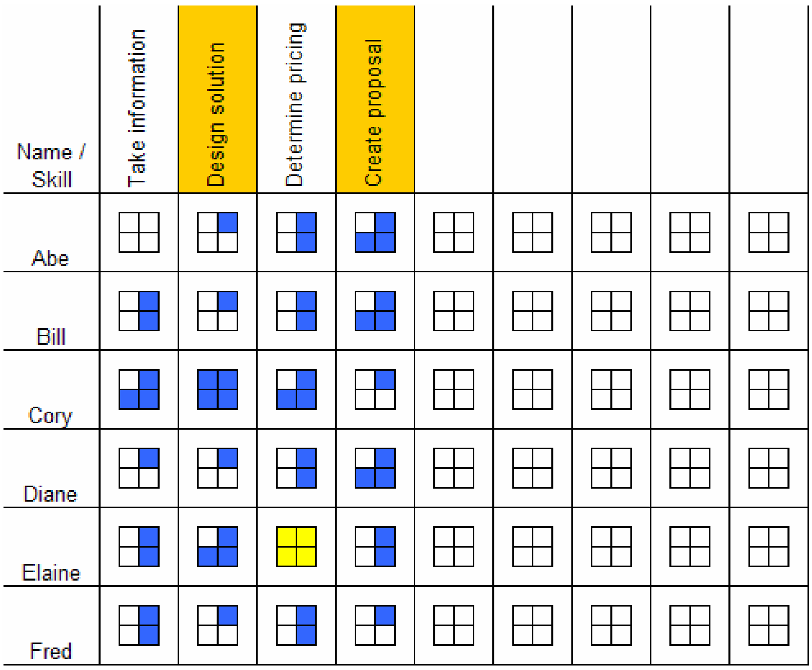
Skill 2		X	X			X
Skill 3			X	X	X	X
Skill 4	X	X	X		X	

One step further – Score Matrix

In a lot of organisations, the simple x indicators are quickly replaced by scoring. The knowledge level is scored either in a pie-system or a score from 0-4:

- No skill
- Basic knowledge
- Perform basic tasks
- Perform all tasks
- Teach all tasks

These might also be compared to the shuhari levels of competence from martial arts, a concept which is also widely spread in agile organisations. The skill matrix then starts to look something like this:



This allows you to refine the knowledge needs. Can the team handle knowledge transfer between team members or is a traveler or external trainer a good idea?

Volume Pump Matrix

The below example gives a nice optical version of the available skill and skill level, but it doesn't really indicates whether certain team members are interested in further developing a skill, or would rather go into a new direction within their skill set after for example doing some knowledge transfer. To visualize this, revert to numeric indicators and have the team give 2 scores: the first one for their current skill level, and a second score for the desired skill level. This way we create more empowerment of the team members over their own career path, growth within the team and we actually identify volunteers for new challenges early in the forming process of the team!

	Skill			Skill			Skill			Skill			Skill		
Name 1	1		3	2		1	0		1	0		0	2		2
Name 2	1		2	1		1	1		1	0		0	1		3
Name 3	1		1	1		3	1		2	0		0	0		3
Name 4	1		0	2		2	0		2	0		0	2		3
Name 5	0		3	0		1	2		0	0		0	2		2
Name 6	1		3	1		1	2		1	0		0	2		2
Name 7	1		2	1		3	1		3	0		0	1		3

Sortie or Storming Matrix

This sortie skill matrix version are very valuable for newly formed teams and empowerment of the team members. When your team has had the time to get to know each other and when storming is taking place, you can consider taking this skill matrix view even one step further and add the element of peer-to-peer reviews. This works out only when the team members are bonded atleast a little. If the team is not bonded yet then this is not a good option to proceed. However, teams that are further maturing and storming can actually learn a lot and move further ahead during this part of the exercise.

For this we add a third dimension to the skill matrix: next to the current level, as evaluated by the team members themselves, and their ambition within a certain skill, we add a third column indicating the level of a skill as observed by the team. This level can be in line with the team member's own vision, but can obviously also vary. Sometimes a team member can be indicated as more knowledgeable about a certain topic than this person had indicated. The inverse can be possible as well: team members might have overestimated themselves and are confronted by their peers about this, urging them to further their journey in getting more knowledgeable about this topic for them to avoid failing and being picked up by the team.

	Skill			Skill			Skill			Skill			Skill		
Name 1	1	1	3	2	1	3	0	1	1	0	2	0	2	3	2
Name 2	1	1	2	1	1	2	1	2	1	0	1	0	1	2	3
Name 3	1	1	1	1	2	3	1	3	2	0	0	0	0	2	3
Name 4	1	0	2	2	2	2	0	1	2	0	2	0	2	2	3
Name 5	0	2	3	0	1	1	2	2	0	0	0	0	2	1	2
Name 6	1	2	3	1	1	1	2	3	1	0	0	0	2	3	2
Name 7	1	1	2	1	2	3	1	3	3	3	3	3	2	2	3

Suggestions will be based on the marks allotted

In this example, the first column is the skill level as indicated by the team member possessing the skill, the second column is the peer-to-peer evaluation by the team, and the third column indicates the desired skill level on short to mid-term.

An important element here is to approach this exercise as a team willing to support one another to fix what they observed as impediments in skill levels or apparent skill levels. The goal is not to painfully confront anyone, but to make knowledge gaps or perceived knowledge gaps more visible, and the action plan the team can pick up to remedy can be more clearly discussed. Knowledge gaps can then be filled and your team can get to work to becoming truly cross-functional

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Data analysis and Interpretation

Volume Pump Matrix of employees

C	Rajesh		Sankar		Joseph		Vikram		Vijay		Shalini		Rajasekar		Anitha	
	P	I	P	I	P	I	P	I	P	I	P	I	P	I	P	I
BA	2	0	3	3	2	2	1	2	2	2	0	2	2	2	2	0
DA	1	3	1	1	2	3	2	1	3	1	1	2	3	3	1	3
ADA	3	1	2	2	3	1	3	1	0	0	1	3	0	1	3	1
DV	0	1	0	0	2	0	2	3	3	1	3	1	1	2	0	1
A	2	0	3	2	3	1	2	3	0	1	3	3	2	2	2	0
MT	3	1	3	2	3	0	1	3	1	3	2	1	2	3	0	1
PM	1	1	2	3	3	2	1	3	0	2	2	2	3	1	3	2
CM	2	1	3	1	1	2	2	3	1	0	3	0	2	0	2	1
PS	2	3	2	3	2	3	0	2	1	1	0	2	1	3	1	3

C	Kalyani		Meena		Priyanka		Ramesh		Ananth		Lakshmi		Catherine		Ebenezer	
	P	I	P	I	P	I	P	I	P	I	P	I	P	I	P	I
BA	2	0	3	1	2	2	0	2	1	0	3	0	2	1	3	3
DA	0	2	3	1	2	1	1	2	1	2	0	1	2	2	0	0
ADA	3	3	2	3	1	2	1	2	1	3	3	1	3	2	1	1
DV	0	2	3	1	1	2	3	1	2	0	2	1	2	0	2	2
A	1	2	2	0	3	2	3	2	3	1	2	3	0	1	3	3
MT	2	3	1	3	2	3	0	1	3	2	3	1	3	2	3	3
PM	2	1	0	1	2	0	1	0	2	0	2	0	2	0	2	2
CM	2	2	2	0	3	1	2	1	0	2	1	1	0	2	1	0
PS	1	3	3	2	3	2	3	0	1	2	2	2	3	1	0	3

C	Raji		Aaqil		Parveena		Ravi		Aadvik		Rithwik		Saanvi		Aaradhana	
	P	I	P	I	P	I	P	I	P	I	P	I	P	I	P	I
BA	3	1	1	2	1	2	2	2	0	2	2	3	1	3	2	3
DA	2	0	3	2	2	3	3	1	3	1	2	1	3	0	0	2
ADA	1	3	2	3	2	0	1	3	1	0	3	1	2	1	3	3
DV	0	1	2	0	3	1	2	0	1	3	2	3	1	2	0	2
A	2	0	3	1	2	2	2	2	0	2	1	3	2	3	1	2
MT	1	1	3	2	1	3	1	3	1	2	2	0	1	3	2	3
PM	1	2	1	3	1	0	0	1	1	3	2	1	0	2	0	2
CM	3	2	0	3	3	1	3	2	1	2	0	2	1	0	2	1
PS	2	3	1	3	3	2	3	2	3	0	1	3	2	3	1	0

C	Rohit		Ramya		Kushi		Olivia		Nithya		Abbreviations
	P	I	P	I	P	I	P	I	P	I	C – Capabilities , P – Proficiency, I – Interest, BA – Business Acumen, DA – Data Analytics, ADA – Advanced Data Analytics, DV – Data Visualisation, A- Administration, MT – Multi Tasking, PM – Perormance Management, CM – Conflict Management, PS – Problem Solving
BA	1	2	2	3	1	3	0	1	3	1	
DA	3	2	2	0	3	1	2	0	1	3	
ADA	2	3	3	1	0	1	3	1	1	2	
DV	2	0	1	3	2	0	1	1	3	1	
A	3	1	0	2	3	1	2	1	3	2	
MT	3	2	1	0	1	1	2	0	0	1	
PM	3	1	2	3	2	1	2	1	1	0	
CM	3	2	0	2	2	3	0	2	2	1	
PS	1	3	1	3	2	0	1	3	1	3	

	Proficiency Level	Interest Level
0	No capability	No interest in applying his capability
1	Basic Level	To a Certain extent interested in trying to apply his capability

2	Intermediate Level	Moderate interest in applying his capability
3	Advanced Level	Very much interested in applying his capability

Statistical Tool

Correlation

To Test the relationship between the Experience and Ability to work with limited supervision of the employees.

Factor / Months	**6 to 12**	**12 to 2 years**	**2 to 4 Years**	**4 Years and Above**
Experience **(X)**	2	9	7	11

Factor	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**
Able to work with limited supervision**(Y)**	8	19	2	0

X	**Y**	X^2	Y^2	**XY**
2	8	4	64	16
9	19	81	361	171
7	2	49	4	14
11	0	121	0	0
∑X=29	**∑Y=29**	**∑=255**	**∑=429**	**∑XY=201**

$$r = \frac{n\sum XY - \sum X \sum Y}{\sqrt{n\sum X^2 - (\sum X)^2}\sqrt{n\sum Y^2 - (\sum Y)^2}}$$

$$r = \frac{4988}{\sqrt{6554}\,\sqrt{11600}}$$

$$r = \frac{4988}{80.9568 * 107.7032} = \mathbf{0.572}$$

Inference:

The correlation is highly positive and there is a relationship between the experience and Ability to work with limited supervision of the employees.

F Test

To test the relationship between experience and replacement of absentia of any employee.

Null hypothesis (H_o):

H_o: There is the relationship between the experience and replacement of absentia of any employee.

Alternative hypothesis (H_1):

H_1: There is no relationship between the experience and replacement of absentia of any employee.

Factor	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Work with attitude to learn new things **(X)**	15	11	3	0	0
Can replace in absentia**(Y)**	17	9	3	0	0

Formula:

$$F = \frac{\sigma_1{}^2}{\sigma_2{}^2}$$

$$\sigma_1{}^2 = \frac{S_1{}^2}{n_1-1} = \frac{\Sigma(x_i-\overline{X})^2}{n_1-1}$$

$$\sigma_2{}^2 = \frac{S_2{}^2}{n_2-1} = \frac{\Sigma(y_i-\overline{Y})^2}{n_2-1}$$

Using F-Test,

$$S_1{}^2=\frac{1}{5-1}\{(15-5.8)^2+(11-5.8)^2+(3-5.8)^2+(0-5.8)^2+(0-5.8)^2\}$$

$$S_1{}^2 = \frac{1}{4}\{84.64+27.04+5.6+33.64+33.64\}$$

$$S_1{}^2 = \frac{184.56}{4} = 46.14$$

$$S_2{}^2=\frac{1}{5-1}\{(17-5.8)^2+(9-5.8)^2+(3-5.8)^2+(0-5.8)^2+(0-5.8)^2\}$$

$$S_2{}^2 = \frac{1}{4}\{125.44+10.24+7.84+33.64+33.64\}$$

$$S_2{}^2 = \frac{210.8}{4} = 52.7$$

F-test; $F = \frac{\sigma_1{}^2}{\sigma_2{}^2}$

F= $\frac{46.14}{52.7}$ = .8755

$F_{\alpha} = \frac{n_1-1}{n_2-1} = \frac{5-1}{5-1} = \frac{4}{4}$

Method

Tabulated F_{α} for (4,4) degree of freedom at 5% level of Significance is 6.3882

The calculated value > or <tabulated value i.e. .8755< 6.3822

Inference

Since the calculated value is lesser than the tabulated value, Null hypothesis (H_o) is accepted. Therefore, there is a relation between the experience &replacement of absentia of any employee.

Findings

- The correlation is highly positive and there is a relationship between the experience and Ability to work with limited supervision of the employee.
- There is a relation between the experience & replacement of absentia of any employee.

Suggestions

Individual

- Employees should have a feel of investment into their role and their development to progress themselves and a good team
- Fully aware of what their 'role' entails including the relevant skills competencies required
- Need to be aware of the desired areas of growth and where they need to focus their training efforts

Company

- Aid in understanding the value they bring to the organisations (which in turn can boost morale)
- A rolled-up view of skills and skills gaps across an organization can enable its executives to see areas of skill strength and weakness
- Customers experience a quality of product/service increasing the likelihood of them returning and advertising your products/services.
- Customers experience a quality of product/service increasing their loyalty levels

Customers / End Client

- Faster response rates (decreased lead times)

- Increased rate of quality in service or products (reduced defect and return rates)
- Increased employee competencies leads to speed which can result in 'faster to market' products and services
- Customers feels valued
- Customers experience a very easy and smooth transaction with company

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A STUDY ON MENTAL HEALTH PROBLEMS FACED BY AN EMPLOYEES IN THE HIGH ENERGY BATTERIES INDIA LTD, MATHUR, PUDHUKOTTAI DT, TAMIL NADU, INDIA.

Dr.N.Hemalatha[1]

Abstract

Mental Health is "emotional, behavioural, and social maturity or normality; the absence of a mental or behavioural disorder; a state of psychological well-being in which one has achieved a satisfactory integration of one's instinctual drives acceptable to both oneself and one's social milieu; an appropriate balance of love, work,and leisure pursuits".The review of the Mental Health is "a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community". WHO stresses that mental health "is not just the absence of mental disorder".The objective of the study isTo study about various inventories of employees mental health problems.To analyse the level of employees mental health. There is a significant difference between the education and the mental health problems.There is a significant difference between the experience and the mental health problems. management can arrange family get to gather among the employees for reducing the mental health problems.

Key Words: Mental Health Problem Faced By The Employees

Introduction

Mental health is thus the balanced development of the individual’s personality & emotional attitudes which enable him to live harmoniously with his fellowmen. Mental health is not exclusively a matter of relation of the individual towards the community he lives in, towards the society of which the community is a part, & towards the social institutions which for a large part guide his life, determine his way of living, working leisure & the way he earns & spend his money, the way he sees happiness, stability & security.

Characteristics Of Mentally Healthy Person:

Mental health is not mere absence of mental illness & mentally healthy person has three main characteristics:

1) He feels comfortable about himself, which is he feels reasonably secure and adequate. He neither under estimates his own ability. He accepts his short comings. He has self- respect.
2) The mentally healthy person feels right towards others. This means that he is able to be interested in others. He has friendship that is satisfying and lasting. He is able to feel pact of

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a group without being submerged by it. He is able to like and trust others. He takes responsibility for his neighbours and his fellow men.

3) The mentally healthy person is able to meet the demands of life. He does something about the problems as they arise. He is able to think for himself and to take his own decisions. He sets reasonable goals for himself. He shoulders his daily responsibilities. He is not bowled over by his own emotions of fear, anger, love or guilt.

Types of Mental Illness

There are many different conditions that are recognized as mental illnesses. The more common types include:

- **Anxiety disorders:** People with anxiety disorders respond to certain objects or situations with fear and dread, as well as with physical signs of anxiety or nervousness, such as a rapid heartbeat and sweating. An anxiety disorder is diagnosed if the person's response is not appropriate for the situation, if the person cannot control the response, or if the anxiety interferes with normal functioning. Anxiety disorders include generalized anxiety disorder, post-traumatic stress disorder (PTSD), obsessive-compulsive disorder (OCD), panic disorder, social anxiety disorder, and specific phobias.
- **Mood disorders:** These disorders, also called affective disorders, involve persistent feelings of sadness or periods of feeling overly happy, or fluctuations from extreme happiness to extreme sadness. The most common mood disorders are depression, mania, and bipolar disorder.
- **Psychotic disorders:** Psychotic disorders involve distorted awareness and thinking. Two of the most common symptoms of psychotic disorders are hallucinations -- the experience of images or sounds that are not real, such as hearing voices -- and delusions, which are false beliefs that the ill person accepts as true, despite evidence to the contrary. Schizophrenia is an example of a psychotic disorder.
- **Eating disorders:** Eating disorders involve extreme emotions, attitudes, and behaviours involving weight and food. Anorexia nervosa, bulimia nervosa and binge eating disorder are the most common eating disorders.
- **Impulse control and addiction disorders:** People with impulse control disorders are unable to resist urges, or impulses, to perform acts that could be harmful to themselves or others. Pyromania (starting fires), kleptomania (stealing), and compulsive gambling are examples of impulse control

disorders. Alcohol and drugs are common objects of addictions. Often, people with these disorders become so involved with the objects of their addiction that they begin to ignore responsibilities and relationships.

- **Personality disorders:** People with personality disorders have extreme and inflexible personality traits that are distressing to the person and/or cause problems in work, school, or social relationships. In addition, the person's patterns of thinking and behaviour significantly differ from the expectations of society and are so rigid that they interfere with the person's normal functioning. Examples include antisocial personality disorder, obsessive-compulsive personality disorder, and paranoid personality disorder.

Other, less common types of mental illnesses include:

- **Adjustment disorder:** Adjustment disorder occurs when a person develops emotional or behavioural symptoms in response to a stressful event or situation. The stressors may include natural disasters, such as an earthquake or tornado; events or crises, such as a car accident or the diagnosis of a major illness; or interpersonal problems, such as a divorce, death of a loved one, loss of a job, or a problem with substance abuse. Adjustment disorder usually begins within three months of the event or situation and ends within six months after the stressor stops or is eliminated.
- **Dissociative disorders:** People with these disorders suffer severe disturbances or changes in memory, consciousness, identity, and general awareness of themselves and their surroundings. These disorders usually are associated with overwhelming stress, which may be the result of traumatic events, accidents, or disasters that may be experienced or witnessed by the individual. Dissociative identity disorder, formerly called multiple personality disorder, or "split personality," and depersonalization disorder are examples of dissociative disorders.
- **Factitious disorders:** Factitious disorders are conditions in which physical and/or emotional symptoms are created in order to place the individual in the role of a patient or a person in need of help.
- **Sexual and gender disorders:** These include disorders that affect sexual desire, performance, and behavior. Sexual dysfunction, gender identity disorder, and the paraphilias are examples of sexual and gender disorders.

- **Somatoform disorders:** A person with a somatoform disorder, formerly known as psychosomatic disorder, experiences physical symptoms of an illness, even though a doctor can find no medical cause for the symptoms.

Tic disorders: People with tic disorders make sounds or display body movements that are repeated, quick, sudden, and/or uncontrollable. (Sounds that are made involuntarily are called vocal tics.) Tourette's syndrome is an example of a tic disorder. Other diseases or conditions, including various sleep-related problems and many forms of dementia, including Alzheimer's disease, are sometimes classified as mental illnesses, because they involve the brain.

Symptoms of Mental Health Problems:

- Depression
- Bipolar Disorder
- Attention Deficit Hyperactivity Disorder
- Anxiety

Issues of Employee Mental Health

Several key issues have been shown to have a significant effect on employee mental health. Organizations need to consider all of these in their efforts to create a mentally healthy workplace. Psychosocial Risk Factors (PSRs) are thirteen organizational factors that impact organizational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs:

1. Psychological Support
2. Organizational Culture
3. Clear Leadership & Expectations
4. Civility & Respect
5. Psychological Job Fit
6. Growth & Development
7. Recognition & Reward
8. Involvement & Influence
9. Workload Management
10. Engagement

11. Balance
12. Psychological Protection
13. Protection of Physical Safety

Workplace issues also that affect mental health include:

- stigma and discrimination
- demand/control and effort/reward relationships
- presenteeism
- job burnout
- harassment, violence, bullying and mobbing

What Else Can Employers Do?

Below are eight strategies that employers can use to encourage positive mental health:

1. Encourage active employee participation and decision making
2. Clearly define employees' duties and responsibilities
3. Promote work-life balance
4. Encourage respectful and non-derogatory behaviors
5. Manage workloads
6. Allow continuous learning
7. Have conflict resolution practices in place
8. Recognize employees' contributions effectively

Additionally, employers can:

- Assess psychological safety in your workplace and develop a plan to address it. See Guarding for more information.
- Develop a policy statement reflecting your organization's commitment to making workplace mental health a priority. A policy demonstrates leadership and commitment.
- Explicitly include mental health and psychological safety in your occupational health and safety (H&S) committee mandate.
- Develop policies and practices for workplace harassment, violence and bullying. Review your current policies and procedures and consider how they might be positively or negatively contributing to issues of violence and harassment.

- Provide education and training that ensures managers and employees know how to recognize hazards such as harassment, bullying, and psychologically unhealthy work conditions. This training provides concrete ways for co-workers to recognize and talk about mental health issues in general. Managers can additionally contribute to a positive work environment if they have the skills and knowledge to identify and respond to issues before they escalate.
- Educate all health and safety (H&S) committee members about the importance of mental health in the workplace.
- Ask the worker representative(s) on the H&S Committee to bring forward general workplace mental health issues that affect their workforce rather than any individual's particular situation. Require that individual privacy and confidentiality be respected at all times.
- Develop substance abuse policies (i.e., use of illicit drugs at work, alcohol consumption at work, inappropriate Internet use, etc.) and make sure that all employees are aware of them.

WHO, (2007)

Mental Health is not just the absence of mental illness. It is defined as a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.

Ways to Improve Mental Health in the Workplace

There are many mental health conditions that require the care of a mental health professional. In these cases, the best thing an employer can do is to be sympathetic and supportive of the employee's efforts to recover.

There are also some steps an employer can take to improve the workplace atmosphere, such as:

- Ensuring employees take breaks
- Praising employees for a job well done
- Putting measures in place to allow employees to feel heard by superiors
- Allowing mental health days when necessary

It's important to remember that improving mental health in the workplace benefits employers, too. Mentally healthy individuals tend to work harder, longer and more efficiently than those who are suffering.

Research Methodology

Introduction

This chapter deals with the methodology adopted for the study by the researcher. It includes Title, Significance of the study, Statement of the problem. Objectives of Research, Hypothesis, Research Design, Tools of Data Collection, Operational Definition, Pilot Study, Statistical testing applied, Limitations encountered by the researcher and chapterizations.

Title of The Study

"A Study on Mental Health Problems faced by an Employees in the High Energy Batteries India Ltd, Mathur, Pudhukottai Dt, Tamil Nadu, India."

Significance of The Study

In an industry, employees are blocked under mental health problems such as job stress, depression, anxiety, angry, absenteeism, unsound sleep, feeling unhappy, etc. This may create an employee to feel that job unsatisfaction. This research study plays a vital role to know about the mental health problems of the employees. It helps the employees to overcome the mental health problems through suggestion. In lines with this the researcher need to study the mental health problems faced by an employees.

Statement of The Problem

At present world, all humans having lots of problems especially it results in mental health problems irrespectively. At workplace, employees having work stress and depression, anxiety, absenteeism, violence, harassment, bullying, etc. It leads the job uncomfortable and mental ill problems arise. This study may help the employees to control the problems in the workplace.

Objectives of The Study

General Objective:

- To study the mental health problems faced by an employees.

Specific Objectives:

- To study the socio- demographic characteristics of the respondents.
- To study about various inventories of employees mental health problems.
- To analyse the level of employees mental health.

Hypothesis

- There is a significant difference between the age and the mental health problems.

- There is an association difference among the sex and the mental health problems.
- There is a significant difference between the education and the mental health problems.
- There is a significant difference between the education and the mental health problems.
- There is a significant difference between the experience and the mental health problems.
- There is a significant correlation between the age and the mental health problems.
- There is a significant correlation between the experience and the mental health problems.

Operational Definition:

It was operationally defined as the state of mental pleasure and lacking of psycho-physiological complaints. The inventory at hand is designed to assess the mental health of personnel working in different organizations.

Pilot Study:

The researcher interacted with the HR Manager for data collection and need of the project. Then the researcher came to know about the flexibility of the industry for doing project.

Research Design:

In this study the researcher attempts to describe the various characteristics/ inventories related to mental health problems & to find out that association between the selected socio- demographic variables & the variables. Hence the researcher adopted descriptive design.

Universe:

The Universe of the study assistant manager, assistant superintendent, technical assistants and chemist of the various departments of High Energy Batteries, Mathur. The size of the Universe is 75**.**

Sampling:

The total number of 31 respondents were selected from the Universe through the meeting and interacted with the respondents about the research data collection by using census method.

Tools for Data Collection:

The researcher used standard questionnaire developed by Jagdish (Agra) Employees Mental Health Inventory. The questionnaires focus on Inventories of Mental Health Problems & have totally 30 questions. The first part of the questionnaire deals with the socio- demographic characteristics & the second part deals with the EMHI.

Reliability of The Tools:

The split half reliability of the test was determined by computing the Pearson Product Moment coefficient of correlation between odd- even halves of the inventory. The obtained reliability coefficient, corrected with Spearman- Brown Prophecy formula, and index of reliability have been presented in the following table:

Reliability of the Inventory (EMHI)

Reliability Coefficient (R.C.)	R.C. Corrected with Spearman-Brown formula	Index of Reliability
.66	.79	.89

Validity of The Tools

Content Validity: Each statement of the inventory was selected after the agreement of the expert opinions. On the basis of constructive comments by the judges, the statement/items were dropped/ eliminated of modified, hence, it can be stated that the inventory possesses content validity.

Construct Validity: The construct validity refers the extent to which the constructed scale measures the psychological construct as reported in theoretical considerations. It is determined by computing the coefficient of correlation between the scores on EMHI and Mental Health Scale (Buck, 1972). The Coefficient was found to be .74. Besides, the inventory was also validated by computing its relationship with 'Personal Adjustment' scale (a sub-scale of S-D Inventory) developed by Pestonjee (1973). The validity coefficient was found to be .57.

Scoring:

The scoring of the subjects' responses can be accomplished by hand. The inventory has both positive and negative statements. The responses indicating 'Yes' alternatives with regard to positive (indicating of good mental health) items are to be awarded a score of one and 'No' alternatives are to be awarded a score of zero. The scoring would be reverse for negative worded items. The items at serial number 4, 14, 18 and 22 are positive and remaining are negative. It may be presented in the following data:

ITEMS	RESPONSES	SCORE
Positive items (4,14,18,22)	'Yes' marked 'No' marked	1 0
Negative items (Except the above items)	'Yes' marked 'No' marked	0 1

Difference between Educational Qualification and Employees Mental Health Inventory by the respondents

S. No	Educational Qualification	Mean	S. D	Statistical Inference
1	School & Diploma	19.54	1.33	t= 1.288 .208>0.05 **Not Significant**
2	Graduate	18.78	1.80	

t-test was applied to test the difference between the educational qualification and employee's mental health inventory.

The above table describes that there is no significant difference between the educational qualification and employees mental health inventory with the regard of overall total. The researcher found that the calculated value t = 1.288 is less than the table value at 5% significant level. Since the calculated value is less than the table value it is inferred that there is no significant difference between educational qualification and employee's mental health inventory with regard to overall total.

Findings

- Nearly half 41.9(percent) respondents were the age group of 36-45 years.
- Majority 38.7(percent) respondents were the experience group of 11-15 years.
- Nearly one fourth 38.7(percent) respondents have completed their diploma.
- Significant majority 83.87(percent) of the respondents were males.
- More than half 61.29(percent) respondents belongs to the department of superintendent
- Majority 93.5(percent) of the respondents not feel weak /dull.
- Vast majority 90.3(percent) of the respondents often not get angry over little things while at work.
- Majority 96.8(percent) of the respondents often not having a headache at work place.
- 77.4(percent) of the respondent's family members feel very happy with this service.
- Majority 87.1(percent) of the respondent's family members often not like to talk about things unconnected with job.
- It is found that 80.6(percent) of the respondents not feels difficulty in breathing.

- Majority 80.6(percent) of the respondents didn't seek doctor's help for illness
- Majority 90.32(percent) of the respondents frequently not bothered by night dreams.
- Majority 90.32(percent) of the respondents frequently not bothered by night dreams.
- Majority 90.32(percent) of the respondents not feels stomach pain at work place.
- Majority 77.4(percent) of the respondents not worry with job related problems while at home.
- It is found that 93.5(percent) of the respondents not feel trembling in my hand/ leg while working at job.
- Majority 87.1(percent) of the respondents not lose any temper over job related matters.
- More than half 67.7(percent) of the respondents feel mental satisfaction with this service.
- Majority 96.8(percent) of the respondent's blood pressure not tends to be very high or very low.
- Majority 93.5(percent) of the respondents not taking intoxicants.
- Majority 83.87(percent) of the respondents frequently having sound sleep.
- More than half 54.8(percent) of the respondents feel self encouraged.
- Majority 87.1(percent) of the respondents not losing their appetite.
- Majority 80.65(percent) of the respondents not feels that job harming his health.
- Majority 96.78(percent) of the respondent's life not has been dull owing to service/ job.
- Majority 80.6(percent) of the respondents feel often fresh and happy after rise
- It is found that 93.55(percent) of the respondents not losing their weight.
- 83.87(percent) of the respondents of the respondents not job seems to be a burden
- Majority 96.8(percent) of the respondents perceive medium level of mental health problems.
- There is no significant association between the sex and employees mental health inventory with regard to overall total.
- There is no significant association between the educational qualification and employees mental health inventory with the regard of overall total.
- There is no significant difference between the educational qualification and employees mental health inventory with the regard of overall total
- There is a significant association between the experience of the respondents and employees mental health inventory with the regard of overall total.
- There is no significant correlation between the age of the respondents and employees mental health inventory with the regard of overall total.

- There is no significant correlation between the experience of the respondents and employees mental health inventory with the regard of overall total.

Suggestions

Majority 96.8(percent) of the respondents perceive medium level of mental health problems. It is that low level of mental health problems gives an employee's job satisfaction and fewer problems. To improve, counselling can be arranged to employees in the organization in a practical point of view.

Employees must be given some recreational programmes in the organization to reduce the mental health problems. Also management can arrange family get to gather among the employees for reducing the mental health problems.

Management must know about the employee's capacity to allot the work and professional bond between the employers and the employees. Labour need should be identified and given to the employees at right time.

Management can appoint social work counsellor to identify the need and problems of employees.

Conclusion

At present, majority employees having mental health problems at work place because of work stress, burden and pressure. This is the task to show the employees capacity and fulfilling the objectives of the organization. Employer must know the capacity and mental health level of employees to allot the task. Employees should be well treated in all aspects to ensure betterment life and by motivating them. The study was made in HIGH ENERGY BATTERIES (INDIA) LIMITED, Mathur, Pudhukottai Dt. The researcher has concluded that there is a medium and low level of mental health problems faced by the employees.

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DEVELOPING POSITIVE ATTITUDE IN FUTURE EXECUTIVE TO MANAGE TURBULENT BUSINESS ENVIRONMENT

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Abstract

Change and growth are only natural in the living world. We cannot have a control over it but can protect us from its evil effects by using certain strategies like facing the changes in the weather conditions. Virtually every industry has been experiencing rapid, massive and sometimes devastating change over the last couple of years. The result of geopolitical instability across continents with the increase of populism, terrorist attacks, as well as impact of technology advances turbulence exists and will exist in business also. Turbulence is an ongoing condition to be managed, and not a problem to be solved. The skill and positive attitude of executives play a vital role to manage these situations. This paper is going to deal with the concept of turbulent business environment, positive attitude, importance of positive attitude, the successful leaders of positive attitude today and the responsibility of organizations to train their managers (future executives) the positive attitude for restructuring their organization in order to manage the turbulent environment.

KEY WORDS: Turbulent Business Environment, Positive Attitude, Future Executive.

Introduction

Business turbulence refers to the state of unrest in the environment due to the surprise shocks as mentioned in Thirukkural. It is the environment that affects the performance both positively and negatively like our life faces both sorrows and joys. Turbulence encompasses the various forms of restructuring (e.g. reorganization, recapitalization) but also includes other forms of organizational change such as rapid growth, merger and hostile takeover. The turbulence creates new opportunities across a broad range of sectors. Challenges are more complex; the world feels less safe and the tools and opportunities to solve many problems abound. We have greater opportunities to make positive change than any other in history. For doing all these the leaders/executives/managers who have positive attitude are required. A good manager will have all the humility of recognizing his weaknesses and respecting other people's strength.

Meaning and definition of Turbulent Business Environment

A **turbulent environment** exists when changes are unexpected and unpredictable. The key **environmental** issues concern the nature of the pressure for change and the speed at which the organization must be able to respond an act. The level of **environmental turbulence** appears to influence structure.

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Environmental Turbulence refers to the amount of change and complexity in the environment of a company. The greater the amount of change in the environmental factors, such as technology and government regulations and/or the greater the no. of environmental factors that must be considered the higher level of environmental turbulence. For many reasons environmental volatility and instability have been increasing for the past 100 years

Meaning and Definition of Positive Attitude

Positivity doesn't always refer to simply smiling and looking cheerful, however—positivity is more about one's overall perspective on life and their tendency to focus on all that is good in life.

Definition:

"Positive thinking is a mental and emotional attitude that focuses on the bright side of life and expects positive results." - Remez Sasson (n.d.)

"Positive thinking actually means approaching life's challenges with a positive outlook. It does not necessarily mean avoiding or ignoring the bad things; instead, it involves making the most of the potentially bad situations, trying to see the best in other people, and viewing ourselves and our abilities in a positive light." - Kendra Cherry at Very Well Mind (2017B):

We can understand from these definitions a positive mindset as the tendency to focus on the bright side, expect positive results, and approach challenges with a positive outlook.

Having a positive mindset means making positive thinking a habit, continually searching for the silver lining and making the best out of any situation we find ourselves in.

Need and importance of positive attitude in Executive/Leader

Researchers Hannah, Woolfolk, and Lord (2009) outlined a framework for positive leadership that rests on the idea that leaders with a positive self concept (a positive idea of who they are and a habit of thinking positively about themselves) **are more able to bring the "right stuff"** to their leadership role.

In their theory, a leader with a positive mindset is not only more likely to be actively engaged and to perform at a high level, he or she is also more able to influence followers toward a more positive mindset through **role modeling and normative influence**.

A study completed around the same time provides support for the relationship between leader and follower positivity; trust in management influenced positive **PsyCap,** which had a big impact on performance for leaders and followers (Clapp-Smith, Vogegesang, & Avey, 2008).

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Further, trust in management was linked to positive leadership and performance. While trust in management isn't necessarily indicative of a positive mindset in both leader and follower, it is certainly a likely outcome of a generally positive attitude in the workplace.

Forbes writer Victor Lipman (2017) puts findings like these in simpler terms:

"It's always easier to follow someone with a positive outlook."

In other words, positive attitudes in a leader will draw followers and encourage motivation and engagement in subordinates. Lipman also notes that having a positive outlook and being resilient is vital in leadership positions because there is a lot of stress involved in managing and leading others.

Leaders must always be "on" and spend much of their time "performing" as a strong, confident leader and perhaps even a public face. This role is a tiring one, and being optimistic and resilient will help leaders **stay sane and healthy in challenging contexts**.

The Executives are in the energy business

Whatever energy the executives bring to their work will be noticed and amplified. Their personal attitude is a huge part of the energy they inject into their team and organization. If they aren't injecting positive, supportive and encouraging thoughts and actions into the workplace, it is far less likely that others will either. They can't rely on someone else to do this for them—They are the Executive /leader.

Positive attracts

Positive attitude and energy are attractive. The best leaders know this and that is a major reason they lead successfully.

Positive creates productivity

People will get more done in a positive environment. Enthusiasm is contagious, and someone must inject that energy into a group, team or organization in order for it to grow. Positive energy doesn't happen automatically, someone must start. As in many other ways, leaders must go first.

Benefits of a Positive Mental Attitude in the Workplace

No construct better captures the essence of a positive attitude in the workplace quite like psychological capital (or PsyCap for short). This multicomponent construct is made up of four psychological resources:

1. Hope

2. Efficacy
3. Resilience
4. Optimism

PsyCap was first conceptualized as "positive psychological capital" by renowned management and leadership researchers Luthans and Youssef in 2004. The concept quickly took off among positive organizational psychologists, and by 2011 there were already hundreds of citations of PsyCap in the literature.

The first meta-analysis of all the research on PsyCap was conducted in 2011, and it outlined some of the many benefits of PsyCap in the workplace:

- PsyCap was positively related to job satisfaction, organizational commitment, and psychological well-being.
- PsyCap was also positively related to organizational citizenship (desirable employee behaviors) and multiple measures of performance (self-rated, supervisor evaluations, and objective measures).
- PsyCap was negatively related to cynicism, turnover intentions, job stress, and anxiety. PsyCap was also negatively related to negative employee deviance (bad employee behaviors; Avey, Reichard, Luthans, & Mhatre, 2011).

It seems that positive attitudes like optimism and resilience lead to positive outcomes for the organization and for the employees.

Another study by a few of the giants in the field of positive psychology (Sonja Lyubomirsky, Laura King, and Ed Diener, 2005) investigated the relationship between happiness and benefits to employees. They showed that positive attitudes in the workplace also benefit the employee in addition to the organization:

- Happier employees are more productive than other employees.
- Happy salespeople have higher sales than other salespeople.
- Happy employees are more creative than other employees.
- Happy employees are evaluated more positively by their supervisors.
- Happy employees are less likely to show job withdrawal (absenteeism, turnover, job burnout, and retaliatory behaviors).
- Happy employees make more money than other employees.

So, a positive attitude can have great benefits for the organization as a whole and for all of its employees.

It turns out that a positive attitude can also result in benefits for leaders and their followers as well as spreading positivity throughout the organization.

Guidelines for Developing a positive attitude in business:

The executive can follow the following guidelines to develop positive attitude in their work place.

1. **Keep an open mind.**

When the executives are willing to keep an open mind, they are responding positively to the challenge of a organizational change that has the possibility of a great reward.

2. **Be proactive, not reactive.** A reactive individual is at the mercy of change. A proactive individual sees change as a part of the process and takes action to make the best of it.

Having a proactive attitude requires work. The executive must be able to think ahead and anticipate. It involves being involved.

In business (and life) we cannot simply sit back and let things just happen as they will. In truth, we could, but that attitude is a negative response that influences negative action, namely, reaction. The executive must always be proactive.

3. **Go with the flow.** Present an easy, casual and friendly attitude that shows our flexibility, yet at the same time portrays our persistence in the face of obstacles and adversity.

This is not the negative "sit back and let things happen" attitude described above. Persistence in the face of obstacles and adversity is what sets it apart.

Having an attitude that is easy and casual, without stepping outside the bounds of proper etiquette and being friendly makes the executive to be successful in making their team more involved in the changing environment.

4. **Think big.** If we think big, then we are more likely to achieve a goal that is beyond our wildest dreams.

When the executive to have an attitude that pushes boundaries and explores possibilities, he or she can draw in people who have the same attitude. In other words, by thinking big they find big thinkers.

5. **Be persuasive, not manipulative.** The Executive has to use his or her persuasive talents to persuade others of their worth. They don't use it to convince someone that others are worth less than they.

6. **Enter action with boldness.** When the executive do something, they have to do it boldly and with confidence so that they can make their mark. Wimping out is more likely to leave us stuck in the same old pattern and immune to positive change.

In the end it's all about getting things done – with a positive attitude. As leaders/executive, they need to be able to move and work with a certain sense of boldness. A boldness that inspires them and those around them to reach for new horizons in all they do.

It's obvious, action is better than no action – but bold action that leaves a mark is what we should be doing in our life and business.

7. Trust while adapt to new challenges. Successful executives approach uncertainty with confidence. When faced with an unfamiliar challenge, they think of similar situations they've handled before or skills sets that might apply. "Focus on the abilities you do have and apply your general knowledge to whatever comes your way," says Matthew Della Porta, a positive psychologist and organizational consultant.

8. Attribute the success to hard work, not luck. Successful executives believe their achievements are due to hard work, not just lucky circumstance. "That's a result of self-efficacy," Della Porta says, meaning that people who believe they've worked hard trust their ability to master new or unfamiliar skills.

Executives who are confident in their ability to learn are more likely to seek out and persevere through tough challenges, increasing their chances of success.

9. Believe that they are unique. Every great leader stands on the shoulders of giants, but successful leaders champion their individuality. In other words, they don't try to become "the next Steve Jobs." To be successful, learn from the people they admire but don't try to emulate them.

10. Challenge their negative beliefs. If the executive want to succeed, stamp out negative beliefs that might be holding her/him back. "People have a tendency to self-handicap," Della Porta says. For example, an executive who believes he won't meet his sales goals is more likely to prioritize other tasks, giving him a preemptive excuse for a poor performance. His belief becomes a self-fulfilling prophecy.

Notice the goals or tasks that the executive shy away from and articulate his beliefs about them. Challenge any negative thoughts by reminding himself that he will succeed if he apply himself. When his beliefs are confident and positive, his actions will promote success.

Attitude really is everything in business. It is the force that empowers the executive to respond positively to the challenges he face on a daily basis. It allows him to enjoy what he does as he does it. It builds him and his teams.

The Greatest living business leaders today

- Jeff Bezos, Amazon
- Anne Mulcahy, Xerox
- Brad Smith,Intuit
- Howard Schultz, Starbucks
- Larry Page, Google
- Tim Cook, Apple
- Indira Nooyi, Pepsico
- Warren Buffett, Berkshire Hathway
- Sir Richard Branson, Virgin Group
- Rupert Murdoch, News Corporation

Responsibility of the organization to train their Managers The Positive Attitude

All business enterprises operate in an environment that is subjected to continuous change. Managers must be capable of adapting to changing environment. They must infuse the quality of adaptability to change into their organizations.

Dr. Joseph L. Massie, in his book Essentials of Management defines management of change as " a continuous, concerted initiative by those who are in charge of destiny of the business undertaking to keep a constant and intelligent watch over the behavior of uncontrollable forces, to assess their impact and influence on the controllable forces and to evolve strategies and action program to maintain a dynamic equilibrium between the controllable and uncontrollable forces- a lengthy but accurate definition.

An organization should adapt itself to the changing environment. Failure to adapt to changes will lead the organization to ruin, for sure.

Any change is likely to destabilize a person's existing alignment with his environment. Hence, it is normal that employees to put up resistance to change. The manager, as a change agent, is responsible to educate the employee about the need for change and introduce the required changes in a suitable and efficient way.

The recent management thinking in terms of Business process Re-Engineering is only a step ahead of adapting to changes. Business process Re-engineering is a continuous review and redesigning of business to suit its environment.

Michael Hammer and James Champy in their book Re-engineering the corporation define Business Process Re-engineering as" the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed"

The words fundamental rethinking emphasizes the need to consciously evaluate to see if the organization is update with its environment, to identify if the functions of the organization have not become obsolete, inappropriate and irrelevant to changing conditions. The dramatic improvements indicate that Re-engineering is not about making marginal or incremental improvements, but about achieving quantum leaps in performance. The evolution of the concept of Business process Re-engineering is to make the organization fit enough to face the ever changing environment and to face ever growing competition. In othe words, an organization will continue to survive only if suits the requirement of the world and satisfies the world's needs continuously.

"Those who do not act according to the world
are ignorant though learned". (Verse 140, Tirukkural)

Excellent Executives look to the future and prepare for it. One important way to do this is to develop and train managers so they are able to cope with new demands, new problems and new challenges. Indeed, executives have a responsibility to provide training and development opportunities for their employees so that the employees can reach their full potential.

Adapting the continuously changing environment requires strong positive attitude in the minds of all working for the organization is must. So the organizations are responsible for inculcating and provide an environment of continuously applying the positive attitude to face the challenges of turbulent business environment.

Conclusion

We now-a-days are seeing how various industries (Banking, Aviation, Education, Transportation, Telecommunication, Hospitalization) are affected due to the technological advancements. Even leading industries could not face the challenges and failed in their line. Changes take place in politics, leadership, economic conditions, governmental decisions, legal decisions, consumer's attitude also affect various industries. Apart from these terrorist attacks, climatic changes all affect the business environment. We can see only the change everywhere and in everything. To face all the changes innovative things also comes in daily. New Researches also emerge in all the fields. However all the organizations are striving to face all these things they could face all the changes to a certain extent and thus not always succeeding. In such a situation Positive attitude of the Executive play a vital role in revitalizing the organization and set its going smoothly. Many kurals stressing the positive attitude should also be viewed. Some of these are as follows:

- "What is aimed is easier to achieve
  when one pursues relentlessly with a firm mind" (Verse 540, Thirukkural)
- "There is nothing hard to achieve for those who persist
  vigilantly with passion to achieve" (Verse 537, Thirukkural)
- "Never give up saying, "It is hard to achieve":
  all pervasive efforts will over hurdles". (Verse 611, Thirukkural)
- "Even if fate acts against your mission, you will be
  Rewarded for your efforts" (Verse 619, Thirukkural)

Hence, the organizations, to face the Challenges and Responds positively towards the Turbulent Global Business environment has to develop its managers (future executives) with Positive Attitude.

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A STUDY ON THE INNOVATIVE BUSINESS FOR SUSTAINABLE DEVELOPEMNT IN GLOBAL TURBULANT TIMES- WITH SPECIAL REFERENCE TO JOSE ADOLFO QUISOCOLA'S BARTSELANA STUDENT BANK

Thirumala.M[1]

Abstract

This research paper studies how an individual idea can lead into the development of a business that will both enhance the business as well as the environment in which it is operating. In an era of change continuous change in the policy style technology environment there is a need of new innovative and sustainable business ideas that could do best for the company as well as the environment as a whole. This paper tries to through light into to such kind of an idea which is a beautiful solution for sustainability and exploring new frontiers without exploiting the nature and its resources but cleansing her.

Keywords: *environment, business, innovation, sustainability*

Introduction

Ever since the industrial revolution be it manufacturing industries or service industries all have focused on the growth of their business and have always been directed towards gaining number one spot in the business and be a leader thus exploiting the nature and the natural resources resulting in the creation of wealth but at the cost of health and residuation of much waste on this earth. Rarely business got this and started to rewind their business into one which was to help the nature and the business to remain in tandem but time had already passed and much damage was already been done and now business houses should have different goal setup and different operational strategies to remain and sustain in the world of business.

Literature Review

Yang Liu (2013) Sustainable competitive advantage in turbulent business environments Shows that future competitiveness of manufacturing operations under dynamic and complex business environments relies on forward-thinking strategies Kazem chaharbaghi in his research titled Sustainable competitive advantage: towards a dynamic resource based strategy showed that the concept of strategic advantage and distinguishes it from competitive advantage.

R.Duane Ireland Justin W.Webb Strategic entrepreneurship: Creating competitive advantage through streams of innovation. (2006, December 22) said that Achieving a balance between

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exploration and exploitation consists of more than merely allocating resources evenly between the two processes.

John Elkington in his paper towards the Sustainable Corporation: Win-Win-Win Business Strategies for Sustainable Development shows that some of ways business developing win win win strategies in those areas benefiting simultaneously the company customers and the environment.

Objectives

1. To find the innovative idea
2. To find the sustainable business style adopted

Methodology

The study is a case based study and it is studied on the base of the secondary data available from various sources like journals internet and websites.

Scope Of The Study

This research paper focuses and studies only the idea of a young entrepreneur Jose adolfo quisocola from peru and his way of innovation in banking business in Peru and how it is influencing in protecting the environment.

Case Study

The quality of a teenager of saving money at an early age to buy his needs gave rise to a quality in him lead to an innovative idea of starting a bank at that age of 7.Jose Adolfo Quisocola's The Bartselana Student Bank is the world's first cooperative bank for kids established in the year 2012 with 200 members in the bank.

To become a member of this bank one has to get atleast 5 kilograms (11 pounds) of solid waste, it can be paper or plastic and establish a savings goal. Once this is accepted by the bank, and then all bank "partners" are required to deposit at least one additional kilogram (2.2 pounds) of recyclables on a monthly basis and comply with other requirements for being the member of the bank, such as attending financial education and environmental management workshops.

Then the waste or recyclables accumulated is sold to local recycling companies, who, thanks to some clever negotiation by Jose, pay a higher-than-market rate for everything brought in by Bartselana Student Bank members. The funds received, are placed in the individual's account where they collect until his/her savings goal is reached. The account holder can then withdraw his/her money, or choose to leave it and continue to grow for a bigger target.

Bartselana Student Bank had over 200 members by 2013 and the bank had collectively brought in one ton of recyclable waste. From that moment bank has started only on the path of improvement Today, the bank which can be termed as eco bank, has the support of several local institutions, and boasts ten educational centers. They are designed to teach the over 3,000 clients, aged 10-18, to become economically independent, invest wisely, and help the environment. On December 6, 2018, in response to the growing demand, Bartselana Student Bank began accepting applications from kids all across Peru.

Findings

1. The innovative idea is in converting waste into value
2. Gives awareness of nature and financial management
3. Reduces waste by converting it into money in market
4. Money thus collected is deposited in the members account
5. This account on maturity is settled or left to grow further.
6. Environment protection is not part of a business but its core as well.
7. Reducing turbulence in nature is duty of a business.
8. Business should grow through environment by protecting it.

Suggestion

- Business should have idea of innovation in its birth itself
- Exploiting environment should end and exploring environment should begin
- Business houses should have goal to be in and protect the environment
- Business should satisfy every stake holder as well as the environment.
- Business schools should impart such kind of education to start to run and manage sustainable business for future good.

Conclusion

In a world of change being the blood and environment being the life of a business no business can be started or it can run without it hence business have redo their ideas and strategies of operation to remain and gain much more from the society thus benefiting everyone who I slinked to the business and creating a winning situation because of sustainability though the times are turbulent and leading to the lifting the cup of joy health and wealth in this one beautiful world.

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INVESTORS' ATTITUDE TOWARDS POST OFFICE SAVINGS SCHEMES WITH SPECIAL REFERENCE TO AKKUR POST OFFICE, TAMILNADU, INDIA

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Abstract

'India Post' is the brand name of Indian Postal Service. India Post is a Government operated post service in India and mostly referred as 'The Post office'. In India, Postal Service has a long tradition of postal system since it was created as a replacement for all separated postal systems of the Indian Union Pre-Independence. For more than 150 years, the Department of Posts (DoP) has been the backbone of the country's communication and has played a vital role to connect the whole of the country and has also provided banking facilities in the absence of banks. There are different types of institution provided financial services in India like commercial banks, co-operative banks, post office savings banks, life insurance corporation public limited company, etc. However, the Post Office Savings Bank plays a vital role in India. It provides several financial services to the people especially the post office improve the rural savings habits by providing various savings schemes. Hence, an attempt is made to analyze the investors' attitude towards post office savings schemes in sample post office. The overall objective of the study is to analyze the investors' attitude towards the post office saving scheme in the study area. The study based on both primary and secondary sources. The descriptive research method was followed. The primary data was collected from 100 investors through a well structured interview questionnaire. Simple random sampling method was used to select the sample respondent from the study area. The study concludes that majority of the sample investors have the good opinion towards postal savings scheme, majority of the investors knows only three postal savings scheme i.e., Recurring Deposits, Post Office Saving Bank A/C and Sukanya Samridhi Yojana for Girl child. The study also found that majority of the sample investors opined that the postal savings schemes help to improve the rural savings habits.

Keywords: Postal Savings Scheme, Investors attitude, India Post and investors' attitude.

Introduction

'India Post' is the brand name of Indian Postal Service. India Post is a Government operated post service in India and mostly referred as 'The Post office'. In India, Postal Service has a long tradition of postal system since it was created as a replacement for all separated postal systems of the Indian Union Pre-Independence (India Post Website). For more than 150 years, the Department of Posts (DoP) has been the backbone of the country's communication and has played a vital role to connect the whole of the country and has also provided banking facilities in the absence of banks (Ms. Ruhika Kothari, 2012**)**. India possesses the largest postal network in the world with 155000 post offices spread all over the country. The post office saving schemes basically started for rural area development motive, now days the peoples are lagging to save in

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post office because of other saving banks & more schemes are available in our country with high interest to pay the people, so this study analysis about customers perception to saving in post office (Karthik Pk, 2016). There are different types of institution provided financial services in India like commercial banks, co-operative banks, post office savings banks, life insurance corporation public limited company, etc. However, the Post Office Savings Bank plays a vital role in India. It provides several financial services to the people especially the post office improve the rural savings habits by providing various savings schemes. Therefore, post office saving bank is the largest savings institutions in the country. It is the best form of savings schemes which provide substantially lesser risks of suffering losses for small investors. Also it provides different types of savings scheme all over the India in same name and procedure. The minimum amount required to starting the post office time deposits scheme is only Rs. 200 and there is no maximum limit, also the scheme allows nomination facility. The rate of interest also similar to nationalized commercial banks in India. Hence, an attempt is made to analyze the investors' attitude towards post office savings schemes in sample post office.

Types of Post Office Deposits Schemes

- **Post Office Monthly Income Scheme:** Post Office Monthly Income Account is meant for those investors who want to invest a lump sum and earn interest on monthly basis for their living.
- **Public Provident Fund:** Public Provident Fund, popularly known as PPF, is a savings cum tax saving instrument. It also serves as a retirement planning tool for many of those who do not have any structured pension plan covering them.
- **National Savings Certificate:** National Savings Certificate, popularly known as NSC, is a time-tested tax saving instrument that combines adequate returns with high safe.
- **Post Office Saving Account:** Post office saving account is similar to a savings account in a bank. It is a safe instrument to park those funds, which you might need to liquidate fully or partially at very short notice.
- **Post office time deposit:** Post office time deposit account is just like the bank fixed deposit account. These time deposits are meant for those investors who want to deposit a lump sum for a fixed period.

- **Senior Citizens Savings Scheme*:*** Offers fixed investment option for senior citizens for a period of five years, which can be extended, at a higher rate of interest that are paid in quarterly installments.
- **Recurring deposit account:** Recurring deposit account is a systematic way of saving money. The scheme is meant for those investors who want to deposit a fixed amount regularly or periodical basis.

Literature Review

Ganapathi (2010) studied that investor's behavior about Postal Saving Schemes provided by India Post. The study found that the small savings schemes were improved savings habits of small investors. The study further found that in the study area most of the village people were not aware about postal savings schemes due to lack information or advertisement. Therefore the study concluded that the if the India Post gives a proper advertisements will improve the savings habits of all types of people such as agricultural labour, daily wage holders like layman etc.

Diraj Jain and Ruhika Kothari (2012), has successfully studied the investors attitude towards post office deposits schemes in Udaipur district. The study found that there is no relationship between demographic variables of investors and source of awareness and the study also found that the major problems faced by the investors while depositing in the post office deposits schemes were low rate of return.

Saranya B and Karthikeyan GB (2015), the paper entitled "A study on preferences and level of satisfaction towards post office savings schemes with special reference to coimbatore city" focused on the level of satisfaction of investors about post office savings schemes. The study found that the perception of investors has an impact on their risk-bearing capacity and range of investment. The study also found that the investors perception was influenced by demographic profile of the investors such as age, sex, experience and tax payment.

Ms S. Mathumitha (2015), in the article entitled on "Investors attitude towards Post Office savings schemes in Cumbum Town" found that the post offices have a greater significance in the formulation of policies for the betterment, development and regulation of savings in general and in particular the post offices protect and promote the small and household investors in the study area. The study further revealed that the post office in the rural areas has placed vital role in the rural finance.

Scope of The Study

The present study is an attempt to know the attitude of investors about postal savings schemes with special reference to Akkur Post office, Nagapattinam district of Tamilnadu. The scope of the present study is both wide and narrow. The result of the study will help the investors to know about various types postal savings schemes available in India and its importance for life and to get idea to invest their small amount to postal savings schemes.

Objectives of The Study

The objective of the study is to analyze the investors' attitude towards the post office saving scheme in the study area.

Methodology

The study based on both primary and secondary sources. The descriptive research method was followed. The primary data was collected from 100 investors through a well structured interview questionnaire. Simple random sampling method was used to select the sample respondent from the list of investors received from sample post office. Data were collected from the sample investors through direct interviewing method using a pre-tested structured interview schedule. The interview schedule consists of two parts viz., demographic profile and their attitude towards postal savings schemes. The collected data have been properly tabulated and analyzed using SPSS package. The secondary data has been collected from various standard text books, Journals. magazines, newspapers and websites.

Limitation of The Study

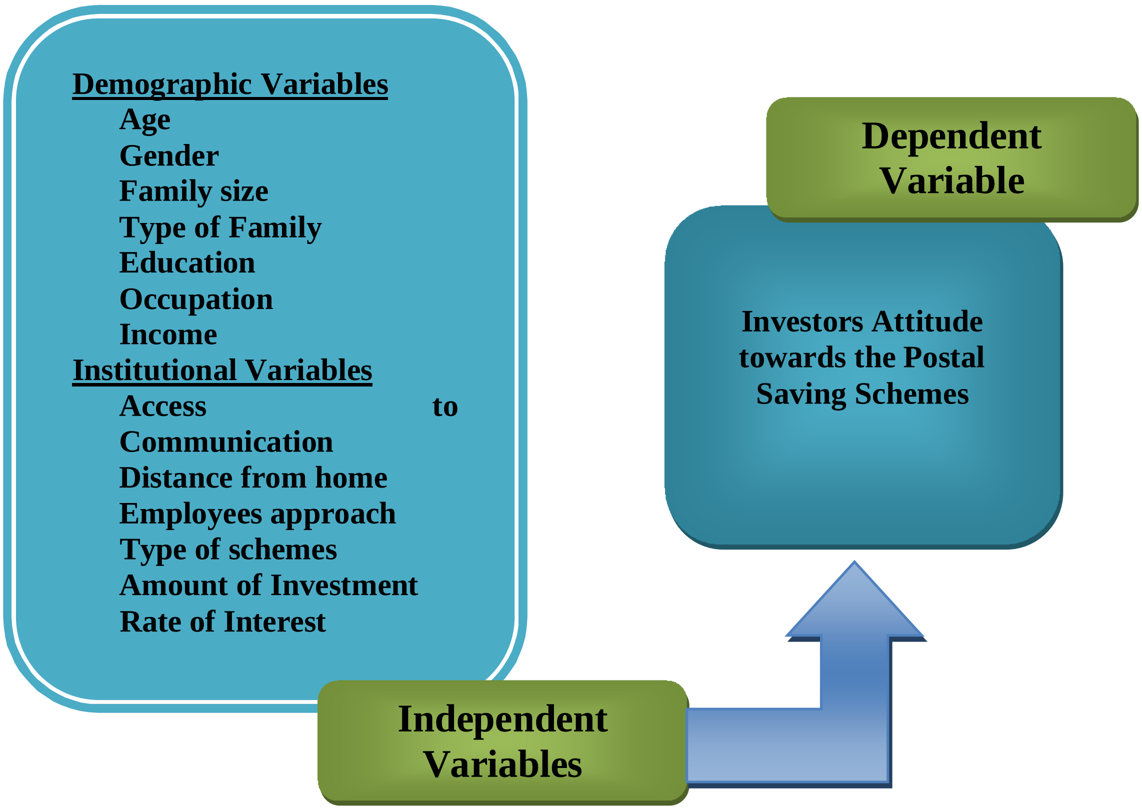
- The study covers only the investors who are residing in the geographical location of Akkur.
- The study is based on the reported responses evoked through the schedules and direct interview technique rather than on direct observation therefore some of the respondents were unwilling provides all the answer and it was difficult to convince them to get answers for all the questions.

Analysis and Discussion

The investors' attitude towards the postal savings schemes was analysed by using Multiple Linear Regression analysis. For the analysis purpose the some of the important demographic and institutional variables were used as independent variables and the sample investor's satisfaction level about the postal saving schemes was used as dependent variable. A conceptual model for the analysis has been presented as follows.

Figure 1

Conceptual Model: Investors Attitude towards the Postal Saving Schemes and their demographic and institutional variables



The level of satisfaction was measured by using five points Likert's rating scale statements (i.e. highly satisfied, satisfied, neither nor satisfied, dissatisfied and highly dissatisfied). The investor's attitude towards the postal savings schemes were measured by fifteen Likert's rating scale statements. The total score of statements were used as dependent variable. The analysis result is presented in the following Table 1.

Table 1

Investor's attitudes towards postal savings schemes and demographic profile of members and institutional variables - Multiple Linear Regression Analysis

Independent Variables	Level of Satisfaction
Demographic Variables	
Age	3.252*
Gender	2.496**
Family size	-0.984
Type of family	0.219
Education	0.932
Occupation	-0.558
Income	1.806
Institutional Variables	
Access to communication	2.816**
Distance from home	3.984*
Employees Approach	2.601**
Type of Schemes	3.812*
Amount of Investment	2.732**
Rate of Interest	-2.056**
Constant	39024.611
R2	0.657
N	616

Source: Compiled from primary data, * Significant at 1 percent level ** Significant at 5 percent level.

It is evident from the multiple linear regression analysis that the demographic variables such as Family size, Type of family, education, Occupation and Income do not influence on the investors level of satisfaction about the postal saving schemes. However, the demographic variables such as age and gender and institutional variables Access to communication, Distance from home, Employees Approach, Type of Schemes, Amount of Investment and Rate of Interest exerts influence on the sample investors attitude towards the satisfaction about the postal saving schemes.

The demographic variable age and institutional variables distance from home and type of schemes exerts high positive influence on the investor's level of satisfaction about the postal saving schemes. It implies that the more age group people, post office near to home and various types of saving schemes are highly influence to the level of satisfaction about the postal saving schemes in the study area. Further, the demographic variable gender and institutional variable access to communication, employees approach and amount of investment exerts positive influence on the investors' level of satisfaction about the postal saving schemes. It implies that the female investors and easy access to communication, employees approach and various amount of investment are influenced to the investors' level of satisfaction about the postal saving schemes in the study area.

However, the institutional variable rate of interest exerts negative influence on the investor's attitude towards postal savings schemes. It implies that the sample investor opined that they were not happy about the interest rate given by postal savings schemes. Thus, the result clearly indicates that most of the investors were happy about the postal savings schemes except the rate of interest given by postal saving schmes.

Conclusion and Suggestions

The India post has providing financial services for millions of rural people especially, it provides small savings scheme to rural people. From the analysis it may be conclude that majority of the sample investors have the good opinion towards postal savings schemes and the sample investors were satisfied about the postal savings schemes in the study area except interest rate given by postal savings schemes. The study also found that majority of the sample investors opined that the postal savings schemes help to improve the rural savings habits and they knows only some of the postal schemes. Based on the findings of the study the following suggestions are drawn.

1. There is need to improve the awareness among the rural people.
2. The rate of interest offered by the post office should be increased.
3. Lack of Advertisement in postal services, the government has to take necessary steps to adopt advertisement strategy in wider range.

Scope for Further Research

1. This study was analyzing only investor's attitude about postal savings schemes only in the study area. Further, the study area is covered by many small investors. Therefore, there is a wide scope to study the different types of investor's attitude about different types of investments.
2. The sample size of the study is restricted to 100 investors from one post office. Further extension of sample size and sample area can also be made to provide best results regarding the investors attitude about investments.

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EMPLOYEE PARTICIPATION AND ORGANIZATIONAL PERFORMANCE IN MANUFACTURING SECTOR IN CHENNAI CITY

Vijayashree P[1] **Dr. M Chandran**[2]

Abstract

This study discovers the relationship between employee participation and organizational performance. At the same time, the concept of employee participation is highly involvement with the management. The employee involvement is positively related to the organizational performance. Some of the management only allowing their employees to contribute their opinions and involves to organizational decision making process. Companies should adopt employee participation programs it would be encouraged the employee to improve the employee performance, growth and competitiveness on the global market. This study helps the organization to improve relationship between employee and management. Increasing employee participation is motivates the employee and improve their productivity. Employees are not allowed to participate in the management process the employee performance will come down and ultimately which will lead to reduction in the management effectiveness. The organization should implement employee participation programme and other motivational programme it is not only benefit for employee it is benefit for both the organization and their employee.
Key words: Employee participation, Organizational performance, manufacturing industry,

Introduction

In this today's competitive business environment employee participation is most important for organization and its employee. When the companies are in under pressure they seek new strategies and solutions to make quick decisions to overcome the issues and changes also they need fast and immediate response. Such circumstances the organization has to increase importance of the participation of talented employees into the management process. It improves the human relations with the management. Management has to utilize the employee knowledge, skills and their abilities to gain broader strategic position. Employee participation in the management process will encourage the staff and they will assist the management in running and improve the business process and the organizational operations. So the employee can understand the management process and help to the management without any hesitation.

Literature Review

Dodi W. Irawanto(2015)according to this study employee participation is very important element of the organization. There is a positive relationship between employee's participation in decision-making, management process and work motivation. Adrian Wilkinson, Keith Townsend, John Burgess(2013)they stated that employee involvement and participation has to develop the

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employee and they can focus with all role and it ensuring the employees had the opportunity to play a role in the decision-making process at their workplace.

Kenneth McLennan(2001) they examined that most of the business executives are support for strengthening the implementation of unfair labor practices associated with union elections. In this situation the employee can express their views and opinion on these programs.

A. Pandu, S. Kamaraj(2013)they stated that organization has to make this performance is more effective, first it should make the workers participation is more effective, this effectiveness will lead to the workers job satisfaction. Participation in the management, equal right, employee recognition, training programme and awareness about the benefits of workers will improve the employee job satisfaction.

Salvo Leonardi(2015) according to this employee participation is the procedure that allows the employee and the representatives of employees to mediate in organizational decision-making process within the enterprise and execute joint decisions on company management.

Employee Participation

Employee participation means individual involvement and focus on the organizational process. So, organizational participation will give right to the employees to make decisions and they have similar amount of responsibility. The aware of contributing to organizational performance and the employee participation is increases the motivation and it will brings individual benefits and organizational effectiveness. Employee participation increase the motivation of employee, job satisfaction, less stress, successful teamwork and more commitment to achieve the organizational goals.

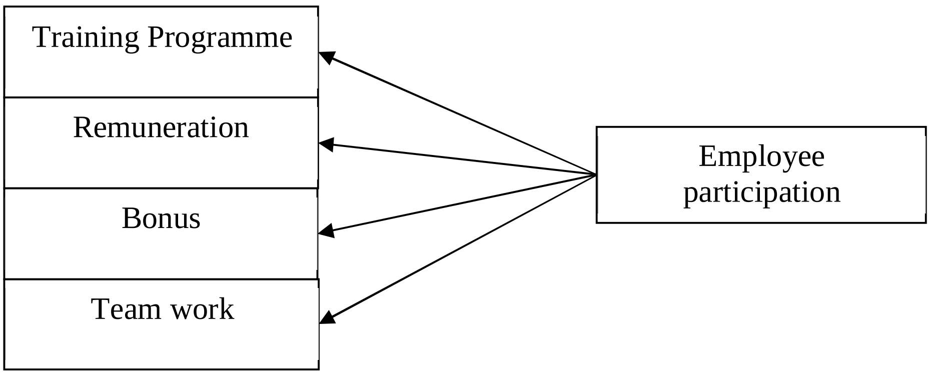
Employee participation increases the employee effort subsequently which will improves the efficiency and productivity, reduces the monitoring cost and leads to increase the commitment. Participation in decision-making of the employees are important also expected a strong motivation and loyalty towards the organization. Employee participation involves encouraging the staff to assist running and improving the business processes and its operations. Management should provide reward based on their performance, implemented their suggestions, encourage to speak freely about their problems, provide ideas to solve the problems.

When the decision-making authority is given to the skilled employees so that the problems are resolved quickly because the employees can act very fast and they aren't required to seek permission for their decision. The result is more productive and more efficient at their workplace.

Organizational Performance

The outcomes of organizational performance are financial performance, product market performance and shareholder return. Organizational performance includes operations, planning, finance and organizational development. There is a positive relationship between employee participation and organizational performance. The method of employee participation is generate positive attitudes at the work, lead to better organizational environment it consisting lower absenteeism, higher commitment, improved employee relations and employee turnover. Money invest in employee participation is supporting to success of the organization rather than stimulating future success. If the organizational performance is poor, employee wealth may decrease.

Conceptual Frame Work



Manufacturing Sector

Manufacturing is production of products for the purpose of use or sale to others using labour, machines and tools. The raw materials are transformed into finished products on small, medium or large scale. Such finished goods are sold to final consumers or other manufacturers for the production of other products. Manufacturing is the process to change the raw materials in to the final product. The manufacturing process begins with product design and materials specification.

Objectives of The Study

a. To find out the effect of employee participation on organizational performance in manufacturing sector.

b. To find out the relationship between employee participation and the organizational performance.

Scope of The Study

The main aim of this study is to find out the effect of employee participation on organizational performance in manufacturing sector.

Hypothesis

H1: Employee participation has a positive effect of organizational performance.

H2: Employee remuneration has a positive effect of organizational performance.

Methodology

This study consists of primary as well as secondary data the primary data has been collected through questionnaire. 50 well-structured questionnaires were used to collect the primary data. The secondary data has been collected from books, internet and articles. A master table was prepared with the help of collected data and the data taken for analysis. One way ANOVA applied for this study. Employee participation and organizational performance rated with 5 point likert scale.

Analysis:-

Table 1: Demographic profile

Variable	Frequency	Percentage
Age		
21-30	17	34
31-50	29	58
Above 50	4	8
Educational Qualification		
Graduate	19	38
Post graduate	3	6
Other	28	56
Work experience		
Less than 3 years	14	28
3-5 years	21	42

5-10 years	13	26
Above 10 years	2	4
Annual Income		
Less than 3,00,000	37	74
Rs.3,00,000 to Rs.5,00,000	11	22
Above 5,00,000	2	4
Marital status		
Married	28	56
Single	22	44

Interpretation

Table 1 shows the demographic profile of the respondents 34% of the respondents are 21-30 age group, 58% of the respondents are 31-50 age group, only 8% of the respondents are above 50 age group, under educational qualification 38% of the respondents are graduate, 6% of the respondents are post graduate and 56% of the respondents are other category, majority of the respondents are other category.Based on work experience 28% of the respondents are less than 3 years' experience, 42% of the respondents are 3-5 years' experience, 26% of the respondents are 5-10 years' experience and 4% of the respondents are above 10 years' experience. It is observed that majority of the respondents are 3-5 years' experience. Annual income wise distribution 74% of the respondents are less than 3 lakhs income group, 22% of the respondents are 3-5 lakhs income group, only 4% of the respondents are above 5 lakhs income group. It is observed that more than half of the respondents are less than three lakhs income group. Under marital status 56% of the respondents are married, 44% of the respondents are unmarried. It is observed that majority of the respondents are married.

Table 2: Respondents based on Employee participation and Organizational performance

S.N	Particulars	SA		A		N		DA		SDA	
		No	%	No	%	No	%	No	%	No	%
1	Employees receive positive recognition	5	10	9	18	2	4	19	38	15	30
2	Monitoring and evaluation system in your place	21	42	17	34	4	8	3	6	5	10
3	Satisfy with my remuneration	7	14	12	24	1	2	14	28	16	32
4	Employees can easily access to others and they can easily communicate with management	4	8	17	34	5	10	6	12	18	36
5	Participation in problem solving group	7	14	13	26	3	6	21	42	6	12

Table 2 shows employee participation and organizational performance, according to this study majority of the companies are not giving preference to employee participation and they don't have any policy related to employee participation. Under employees receive positive recognition10% of respondents are strongly agree, 18% of respondents are agree, 4 % of respondents are neutral, 38 % of respondents are dis- agree, 30% of respondents are strongly dis-agree. Monitoring and evaluation system in your place 42% of the respondents are strongly agree and 34% of the respondents are agree. It is observed that most of the companies are monitor the work activities of their employee. Satisfy with my remuneration 28% of the respondents are dis agree and 32% of the respondents are strongly dis agree. It is observed that most of the employees are not getting proper salary based on their work. Employees can easily access to others and they can easily communicate with management 8% of the respondents are strongly agreed and 34% of the respondents are agreeing their company employees can easily access to others and they can easily communicate with management. Under participation in problem solving group 42% of the respondents are dis- agree, 12% of the respondents are strongly dis - agree. It is observed that majority of the companies are not allowed their employees for participation in problem solving group.

Calculation Of One Way ANOVA

Summary of Data						
	Treatments					
	1	2	3	4	5	Total
N	5	5	5	5	5	25
∑X	88	136	30	126	120	500
Mean	17.6	27.2	6	25.2	24	20
$\sum X^2$	2320	3888	220	4172	3464	14064
Std.Dev.	13.8852	6.8702	3.1623	15.7861	12.083	13.0128

Result Details				
Source	***SS***	***df***	***MS***	
Between-treatments	1483.2	4	370.8	F = 2.87353
Within-treatments	2580.8	20	129.04	
Total	4064	24		

The f- ratio value is 2.87353. The p-value is .049593 the result is significant at $p<.05$. Std. Dev is 13.0128.

Findings and Conclusion

This paper helps to understanding the relationship between employee participation and organizational performance in manufacturing sector. This study provides empirical support to the manufacturing sector and the employee to participate in management process. This study suggests a positive relationship between employer and the employee, the employee participation has the moderate effect on employee productivity, job satisfaction and motivation. In this competitive environment employee participation is very important for employee empowerment, problem solving, decision making process and organizational innovation and its effectiveness.

According to this study some of the companies only encouraging their employeealso they adopt employee participation and development programmeto improvetheirperformance, growth and competitiveness on the global market. Motivated employee will provide best to the organization motivation will reflects their work towards the organization. Remuneration and other monetary benefits will encourage the employee to participate the management process. The organization needs to create awareness and encourage them to participate in management activities.

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PROSPECTS OF IMPROVING TRAINING IN VALUE ENGINEERING FOR PERFORMANCE MANAGEMENT

Dr.P.Balaji Kumar[1]

Abstract

This paper presents a study on the training work using the Value engineering approach for performance management. Presently, implementation of value engineering has got to have a commitment at organizational level through training. Performance management style has a major influence on individual and team behaviour. The influence of management training did not give positive results in the study wherein one team members improved and the other became worse. Team work based product evaluates many factors such as tooling, plant and equipment, labour and skills through training methods. However it must not be overlooked that individual and teams must establish their own positive value engineering culture and climate. Human resource Management needs to create a positive climate and a realization that a value engineering policy is worth-while. Learning and development needs identified during the performance review process are supported and usually auctioned by the organization. Value Engineering thinking on Man- Machine relationships have made current performance better, showing that the training was more desirable.
Keywords - Value Engineering, Training, Performance Management.

Introduction

Value Engineering is the systematic application of recognized techniques by a multi-disciplined team to improve product efficiency by intentionally and systematically developing less costly alternatives. During World War II, many manufacturers were forced to use substitute materials and designs as a result of critical material shortages. Demonstrate an understanding of the history, development, and tools of Value Methodology develop thorough understanding of the Value Methodology Change Management Techniques. Value engineering started to spread across the world and has been applied training too many different industries. Value engineering has phases in training plan, developed step by step by Use of human relations and Inspire team work. Value Engineering began with a creative team-based approach which then allowed many alternatives to the existing solution. Value engineering seeking and selecting more cost effective training and higher value solutions. The concept quickly spread through private industry as the possibilities for large returns from relatively modest training were recognized. Value Engineering lies in its ability to respond with timeliness, flexibility, and creativity. This paper outlines the basis framework of value engineering and presents a training show the performance of Value Engineering in Manufacturing Industries.

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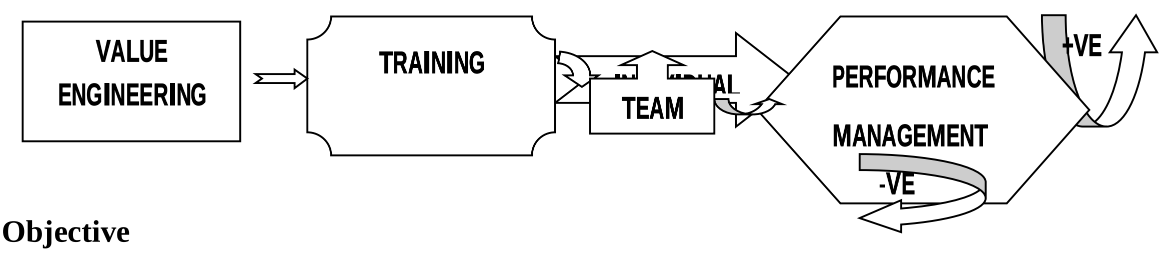
Training

Training is a critical organization function. Training is specifically designed to meet defined needs which will be satisfied by improving and developing the knowledge, skills and attitudes by individual to perform behavioural change .Behavioural change can occur through knowledge and skill acquisition in an work experience. Effective training facilities change to achieve organizational goals. Training focuses on facilitating change to improve employee performance. Training refers to the methods used to give new or present employees the skills they need to perform their work.

Performance Management

The proposition that the economic and social wellbeing of society, and those in it, is substantially dependent on the effective and efficient training of organisations of all kinds, that this in turn depends on adequate or performance management. Performance expectation creating new process workflow developed employee strengths through training "whether you have individual or team on your organization, Performance management is a systematic approach that can help employees to achieve their goals. Performance management makes every interaction opportunity with an employee in to a learning occasion. Performance management can focus on the performance of an organization, a department, an employee, or even company processes to build a product or service, as well as reach the goals of the organization.

Conceptual Frame Work



Objective

1. To identify the individual Performance through training.
2. To determine the Team Performance through training.
3. To examine value engineering in Performance Management.
4. To examine performance management through individual and team.

Review of Literature

Value Engineering:

Zimmerman (1982) said about Value Engineering that it is a proven management technique using a systematized approach to seek out the best functional balance between the cost, reliability and performance of a product or project.

Connaught on and Green (1996) defined VE as a systematic approach to delivering the required functions at lowest cost without detriment to quality, performance and reliability.

Training

Alphonsa V.K. (2000) has conducted training climate survey in a large private hospital in Hyderabad. 50 supervisors from different departments of the hospitals randomly selected for the study. The researcher used training – climate survey questionnaire (Rao-1989). “The analysis of training climate as perceived by the supervisors” Covered various aspects such as corporate philosophy policies superior, subordinate relationships, valued performance features and behaviours, interpersonal and group relationship.

Performance Management

Armstrong and Baron (1998) defined it as “A strategic and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors”

Performance management is ‘The development of individuals with competence and commitment, working towards the achievement of shared meaningful objectives within an organisation which supports and encourages their achievement’ (Lockett,).

Value Engineering and Training

“Value Engineering“(VE) is a systematic approach to “HOW to reduce manufacturing cost” with training and sacrificing the functions. The need for importance of “training” within a company cannot be overstated.

Company Employees that are having Low skills and that are losing money, very low bottom employee, need to increase training or must become more skill, need to cut expenses in order to succeed, and stay in Business locally as well globally. The need for “Value Engineered” trained to Employee is becoming more and more significantly important due to liberalized national economic situation as well the Emerging Global Market situations with increasing skill demands, continuing material price increase, cost reduction and Norms and increased competition, affecting the profitability (bottom-line).

The training programme will address the concepts of 'Value Engineering' a systematic approach to investigation of the Function/Cost aspect, thereby to reduce “Manufacturing Cost” with no compromise in the Functional aspects. Participants will be able to learn how to define and segregate the necessary and unnecessary costs, Review waste in manufacturing, and Develop alternate measures of accomplishing the necessary at LOWER TOTAL COST and help the Organization to improve the bottom-line and stay competitive at Global market.

Performance Management and Training:

Alphonsa V.K. (2000) has conducted training climate survey in a large private hospital in Hyderabad. 50 supervisors from different departments of the hospitals randomly selected for the study. The researcher used training – climate survey questionnaire (Rao-1989). “The analysis of training climate as perceived by the supervisors” Covered various aspects such as corporate philosophy policies superior, subordinate relationships, valued performance features and behaviours, interpersonal and group relationship.

Hypothesis Of The Study

The degree of training on the average differs significantly between the various groups of employees.

The training is having a relationship with that Performance and Value Engineering.

All the dimensions of training significantly influence the selected contributory variables of team as well as individual in the organization.

Methodology

Type of Research: Descriptive
Data Used: Primary and Secondary data
Secondary data: Collected from sources like magazines, journals, websites, etc.,
Primary data: Collected using personal enquiry method
Tool for Primary data Collection: Structured Questionnaire
Sample Size Determination: n = $Z^2_{1-\alpha/2} P (1-P)/d^2$

$n = 1.96^2 \times 0.52 \times 0.48 / 0.05^2$

$n = 100$

Statistical Tools for Data Analysis:

1. Multiple Regression Analysis
2. Correlation Analysis
3. Descriptive Statistics

Analysis

Total organization training at the time 100% but using training at time of employment is 72.4% remaining 27.6% should not attend. Measuring the training results are 68.3% at team performance and remaining 31.7% are Individual Performance. Pre training mean value 2.50 standard deviation 0.42 and number of weeks are five(5).Studies of skilled workers have a rule been in terms of correlations with training records rather than with objective measures of Performance on the job. Performance in training for skilled and unskilled works significantly with tests. Performance rating correlated .79 with a series of several tests of team. Individual test correlated .66 with rating of sixty five employees.

TRAINING

INSTRUCTION	PREPARE WORK	TRY OUT PERFORMANCE	FOLLOWUP
TEAM PERFORMANCE	0.48	0.38	0.32
INDIVIDUAL PERFORMANCE	0.46	0.34	0.39
ACCURACY	0.56	0.49	0.43

Influence on training in Performance Management

Model	R	R Square	Adj R Sq	Std. Err	F	Sig.
1	0.890[a]	0.793	0.791	4.898	418.810	0.000[b]

Model		Unstandardized Coefficients		Standardized Coefficient	t	sig
		B	Std Error	Beta	0.631	0.528
1	constant	0.620	0.982			
	Team performance	0.356	0.027	0.421	13.327	0.000
	Individual performance	0.230	0.052	0.100	4.420	0.000
	Importance of Training	0.185	0.063	0.092	2.928	0.004

	Training awareness	0.503	0.038	0.465	13.077	0.000

Findings

The assessment of the overall F-Value 418.840 and p-Value (0.000) which is significant indicates greater level of model fit for the data coefficient of determine denoted by R^2 value is the measure of the strength of association in the regression analysis. Higher value of R^2 (0.793) indicates that the higher proportion of the variation in Performance is explained by the dimensions of Training. The adjusted R^2 is the modified version of R^2 that has been adjusted for the number of predictors in the model. Here adjusted R^2 value is found to be 0.791 which indicates the 79.1% of Performance is explained by 4 dimensions of Training also it is noted that all the independent variables are found to have a positive impact on values. B – Values which represent the standardized co-efficient indicates the relative importance of the predictors on Performance.

Therefore, Performance = 0.620+0.356 (Team Practices) +0.230(Individual Practices) + 0.185 (Importance of Training) + 0.503(Training Awareness).

$H_{0:}$ Dimensions of Training does not Influence the Performance.

Conclusions

Increase in the gap of the assembly of employees, training should increase in the gap of the team reduced the individual effort of Performance. The training also has some limitations and disadvantages. Since the training requires several stages, it is dependent on individual interaction of different teams and qualities of organization. Also, there‘s no monitoring stage, consequently Value Engineering is not paying attention to improving training continuously. Value Engineering is a systematic approach to reduce manufacturing cost without training and sacrificing the employees. The development of team and individual skills is a high priority and not easily achieved through conventional formal training. Employees believe that training developed their performance improve. Countries like India and China, with their new found capabilities of cheap labour and large scale high volume production, present opportunities for low cost sourcing. Invited to take training for fresh look selected individual and team for Value Engineering. Poor human relationship lack of good communication, misunderstanding, jealousy and normal frictiosn between the team and individual. The organization wants employee to take the improving their training and seeks to develop their responsibility for the delivery of Positive Performance. Training provided clear direction and structure expectation for the organization in value engineering.

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