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IMPACT OF GREEN MARKETING AND GREEN BRANDING ON CONSUMER BEHAVIOR

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ABSTRACT

As the resources are limited and human wants are unlimited, it's an imperative to make judicious use of resources available. Growing deteriorating environment has given rise to growing interests among the consumers all over the world; regarding protection of the environment. Green marketing refers to the process of selling products and/or services based on their environmental benefits. Such a product or service may be environmentally friendly in itself or produced and/or packaged in an environmentally friendly way. The term Green Marketing came in the late 1980s and early 1990s, began in Europe in the early 1980s when certain products were found to be harmful to the environment and society as a whole. Consequently new types of products were created, called "Green product" that would cause less damage to the environment. Green Marketing refers to holistic marketing concept which includes product modification, changes to the production process, packaging changes, as well as modifying advertising. During the course of this study it was found that Green marketing is relatively a new notion to the most of the consumers and hence there is still a need for green brands to fetch a wider market at domestic and international levels. Thus the government of India launched an Eco-mark Scheme in 1991 to increase consumer awareness in respect of environment friendly product & to encourage the customers to purchase those products which have less harmful environmental impact.

Keywords: Green marketing, benefits, branding, awareness.

INTRODUCTION

The term Green Marketing came in the late 1980s and early 1990s, began in Europe in the early 1980s when certain products were found to be harmful to the environment and society as a whole.

1980s when certain products were found to be harmful to the environment and society as a whole. Consequently new types of products were created, called “Green product” that would cause less damage to the environment. Green Marketing refers to holistic marketing concept which includes product modification, changes to the production process, packaging changes, as well as modifying advertising. The evolution of green marketing can be divided into three phases:

1. First phase was termed as “Ecological” green marketing, to help solve the environment problems through remedies.
2. Second phase was ‘Environmental” Green Marketing with focus on clean technology that involved designing of innovative new products, when take care of pollution and waste issues.
3. Third phase was “Sustainable” where it becomes essential for companies to produce environment friendly products as the awareness for such products in on the rise as customers are demanding eco-friendly products and technologies.

OBJECTIVES:

1. To understand the effects of green marketing on consumer behavior.
2. To understand the value that customers receive from purchasing green products.

REVIEW OF LITERATURE

Aswal & Kadyan in the year 2013, conducted a survey on “Practice Green Marketing in Electronic Industry”. The main objective of this research paper is to analyze the impact of green marketing on consumers and companies in India particularly in the electronics industry using comprehensive literature review and also examines the present trends of green marketing in India. Our learning from this paper is the challenges and opportunities of green marketing.

Rahbar & Nabsiah Abdul Wahid in the year 2011, conducted an investigation of "Green marketing tools' effect on consumers' purchase behavior". The purpose of this research is to determine the effect of green marketing tools on consumer's actual purchase behavior in case of Penang (Malaysia). Our learning from this research paper is that Green marketing tools such as eco-label, eco-brand and environmental advertisement will make easier perception and awareness of green

products attributes and characteristics, consequently, guiding them into purchasing environmentally friendly products. Applying these policy tools plays an essential role to switch consumer's actual purchasing behavior to buy environmental friendly products, therefore, reduce the negative impact of synthetic products on the environment.

Hartmann, Ibañez, and Sainz in the year 2005 conducted a survey on “Green branding effects on attitude: functional versus emotional positioning strategies”. The main objective of this research paper is to test the suggested green positioning strategies against one another, assessing their effect on perceived brand positioning and brand attitude. Our learning from this paper is how to position a green brand in the market.

Boztepe in the year 2012 conducted a survey on “Green Marketing and Its Impact on Consumer Buying Behavior”. The main objective of this research paper is to analyze the impact of green marketing on consumers using comprehensive literature review and also examines the present trends of green marketing. Our findings from this research paper are the challenges and opportunities of green marketing.

Ottman in the year 2011, conducted a survey on “The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding.” She says that marketing primary benefits of green products can broaden their appeal. She claims that customers today are looking for more than just functional benefits in their products. Our learning's are that customers want to use brands that share their values and benefit systems.

METHODOLOGY:

A questionnaire with objective questions was developed and responses were collected to gain insight into general perception of green marketing and its effects on consumer behavior.

Size of Sample

The total size of the sample was 100 respondents from Mumbai and Pune. The study is limited to group of professionals with college degrees, in the age group of 20-45 years of age. The study was conducted in the year 2014.

HYPOTHESIS

Following hypothesis were formulated:

H₀: The general awareness level and understanding of Green Marketing is limited

H₁: Young, educated professional are generally aware of green marketing.

H₀: Consumers are not willing to spend more on green products

H₁: Some Consumers are willing to spend more since green products provide long term benefits

RESULTS

Table 1. Knowledge of “Green Marketing”

Sr. No.	Particulars	N=50	Percentage
1	Print Ads	10	20%
2	Television Commercials	20	40%
3	Word of Mouth	3	6%
4	Outdoor Advertisement	15	30%
5	Internet Advertisement	2	4%

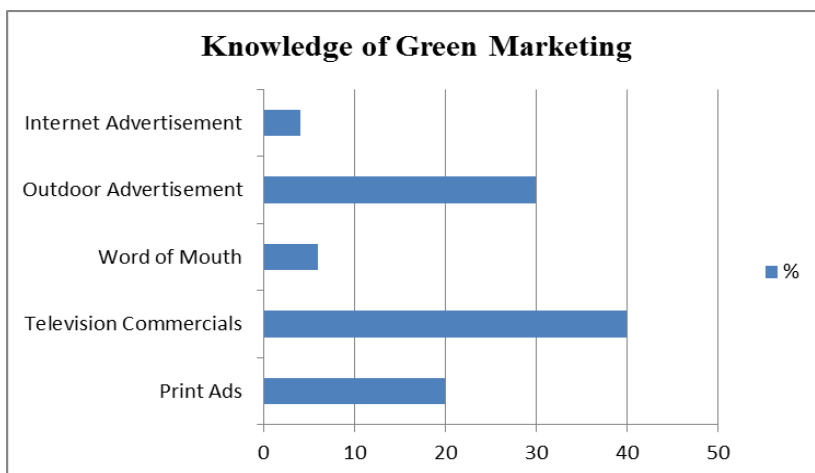


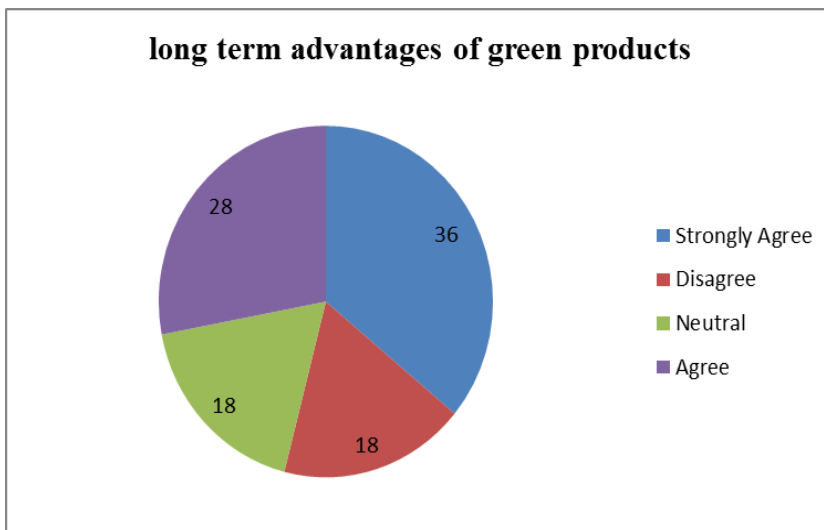
Figure – 1: Knowledge of green marketing

DISCUSSION:

As shown in figure 1, the study has considered some critical factors that influence knowledge amongst consumers for green marketing. 40% of the respondents are influenced by television commercials, 30% outdoor advertisement, 20% by print ads, 6% by word of mouth and 4% by internet advertisements.

Table 2. Long Term Advantages of Green products

Sr. No.	Particulars	N=50	Percentage
1	Strongly Agree	18	36%
2	Disagree	9	18%
3	Neutral	9	18%
4	Agree	14	28%

**Figure – 2: Long Term Advantages of Green products****DISCUSSION:**

As shown in figure 4, 36% of the respondents strongly believe that green products have long term advantages, 28% agree, 18% are neutral, and 18 % disagree.

Hence hypothesis 1 is accepted which states that “Consumers are willing to spend more since green products provide long term benefits”.

Table 3: Willingness to pay more for Green Products over identical non-Green products

Sr. No.	Particulars	N	Percentage
1	0%	7	14%
2	10%	28	56%
3	25%	12	24%
4	>50%	3	6%

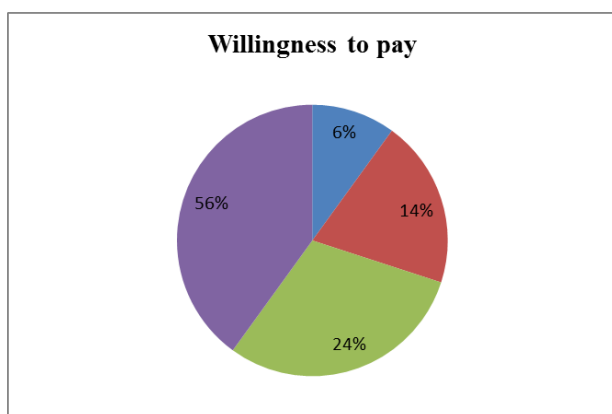


Figure – 3: Willingness to pay more for green products

DISCUSSION:

In the study conducted only 14% of the respondents were not willing to pay more for green marketing, 56% were willing to pay 10 % more and 24% were willing to pay 25% more while 6% were willing to pay more than 50% for green products .The same is shown in table no. 7.

Hence hypothesis 1 is accepted which states that “Consumers are willing to spend more since green products provide long term benefits”.

Table 4. Green Products- The need for the hour

Sr. No.	Particulars	N	Percentage
1	Strongly Agree	18	36%
2	Agree	20	40%
3	Maybe	8	16%
4	Disagree	3	8%
5	Strongly Disagree	1	2%

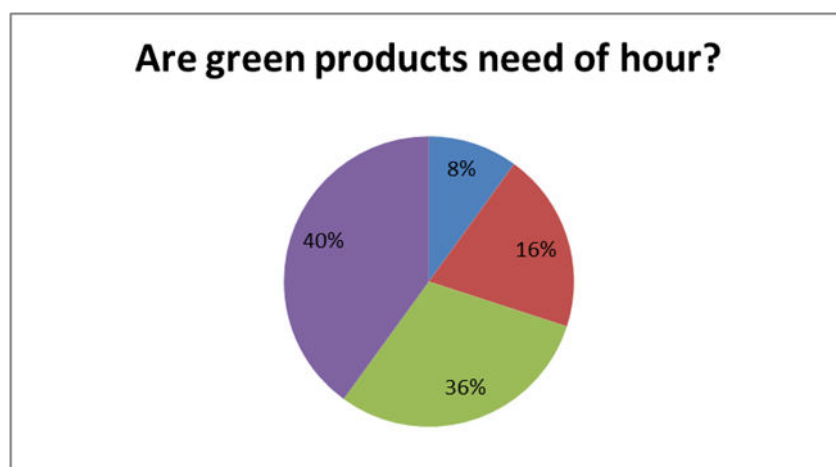


Figure – 4: Are green products need of hour?

DISCUSSION: In the study conducted 36% of the respondents strongly agree to the thought of green products being need of hour, 40% of the respondents agree to the thought of green products being need of hour and 16% of the respondents don't have clear view regarding thought of green products being need of hour while 8% and 2% disagree and strongly

CONCLUSIONS AND RECOMMENDATIONS

The first objective of the study was “To understand the effects of green marketing on consumer behavior” and from the analysis made it can be concluded that environmental consciousness is the one factor that is responsible for the preference of green products. The factors that influence a consumer’s buying behavior (in the order of importance) are advertising, price and aesthetic appeal. This shows that consumer attitude plays a vital role in selecting green products.

Secondly the objective of the study was “To understand the value that customers receive from purchasing green products”. The satisfaction level with the green products is high amongst high income earning people as they believe green products causes less side effects when compared with non-green products. The green products are more expensive than the non-green products and people think that it should be priced less so that it can be purchased by all income level groups and this proves the hypothesis “Some Consumers are willing to spend more since green products provide long term benefits” correct.

Thus more promotion of green products should be done in order to allow the users to get in depth knowledge of green products which would further encourage them to buy these products. In terms of advertising, the “internet” could be better utilized as it has a greater reach to the masses as compared to most other mediums. Since pricing contributes to large extent in the consumers decision to buy a product, more attention should be paid to the pricing of green products to enhance the sales of these products.

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EDUCATIONAL USE OF FACEBOOK AMONGST MANAGEMENT STUDENTS IN INDIA

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ABSTRACT

In today's techno-centric generation Social network sites (SNS) have become integral part of life. The usage of SNS in youth has been increased globally. SNS impacts the way people communicate, connect, and even learn. This paper aims to investigate the educational use of Facebook and student perspectives. The investigator has adapted the Facebook Instructional Use Scale (Mazman 2009). The questionnaire was developed and survey through structured questionnaire consisting close and open ended questions. The study was carried out in various management institutes from 5 metros cities in India for 2013-15 and 2014-16 batches. (Delhi/NCR, Mumbai, Pune, Bangalore, Hyderabad). The research concludes that Facebook impart students with numerous advantages such as greater amount of sharing and collaboration, strong communication between students and faculty members.

Keywords: Facebook, education, management students

INTRODUCTION

In today's digital world Social Networking Sites (SNS) has impacted the way people communicate and connect. Social networking has not only transformed the social environment but also the way organizations function and market themselves. People now feel more comfortable with online communication rather than face to face communication.

SNS, allow its users to share information, establish personal, professional relationships and to take part in various online activities. This has resulted in significant increase in the number of users. The active participation in social networking usage has been increasing continuously. SNSs provide interactive multimedia platform as well as permit people to share their experiences, opinion and thoughts by commenting on each other's posts. Users are also able create interest based groups which is helping them to peruse their hobbies and connect with like-

minded people. Number of people using smart phones and tablets to access social media has increased drastically. 76% of the SNS users feel positive after using social networking sites (The Nielson Company, 2012). SNSs have become integral part of student's life and this resulted in spending maximum time online contributing significantly for learning and teaching process. Social technologies are here to stay.

In the past the importance of interactivity and interaction in face to face as well as online learning process is been emphasized (Muirhead, B., &Juwah, C., 2004). Social Networking Sites are adaptable to use audio video tools. They are also easy to use to share information and provide feedback which help students and faculties to interact though they are not face to face. Though there are instances where the contradictory views on the usage of SNSs has been mentioned in literature, but at the same time literature has also emphasized the benefits of using SNSs.

It appears that faculties do make considerable use of social media in their teaching but the same time they also face the challenges which limits the usage of SNSs. (Moran, M., Seaman, J., Ph, D., &Tinti-kane, H., 2011). Faculties using social networking sites in education are as follows:

Stimulating students to participate in discussion boards by assigning them to read or view social media as part of course assignments. Integrate social media into course assignments Assign students to comment on or post to social media sites. Sharing online video is the most common type of social media used in class and posted outside class for student use. Podcasts and blogs are next in popularity. Opinions and barriers: Faculties have also expressed their concerns and barriers which limit the usage of social networking sites for educational purpose. Selection of social media sites as part of student assignments.

Time consuming.

Integrity concern.

Privacy concern.

Lack of faculty training.

Faculty not confident to use social media.

Lack of support from institution.

It is been explored that the utilization of social network application in education is restricted due to above mentioned barriers. Majority of the faculties use YouTube and Facebook for professional use. Facebook is the most visited SNS amongst various sites like My space, You Tube, Wiki etc. Facebook is the most popular social network in India, and despite the country's low internet usage

rates, the population is vast enough to place the nation among the top countries in terms of number of Facebook users worldwide. EMarketer's estimates place India even higher—ranking No. 2 globally, with 114.8 million users in 2013 (The Global Social Network Landscape, 2013). Hence the objective of this study was to carry out a sample application regarding the instructional use of Facebook, a social network site, and to determine students view in India.

METHOD

Study Group

The study was carried out in various management institutes from 5 metros cities in India (Delhi/NCR, Mumbai, Pune, Bangalore, Hyderabad, Kolkata). The study group was made up of 300 students consisting first and second year of MBA (2013-15 and 2014-16 batch). By adopting stratified random sampling adequate number of questionnaire was distributed and 300 valid samples were collected and analyzed.

2.2. Data Collection Tools

It's a quantitative study using the frame work of The Facebook Instructional Use Scale (Mazman, 2009). The scale was a 5 –point Likert- type one with a reliability coefficient of $\alpha = 0.97$. Few open-ended questions were asked to the respondents on the advantages and disadvantages of instructional use of Facebook, usability of Facebook for instruction purpose and the impact on communication between student and faculty. The most frequently used statements were recorded.

2.3. Procedure

The application of the study was carried out during The first semester first year and 3 semester of second year of MBA semester of 2014-15.

FINDINGS

A total of 300 respondents took part in the study. 50 respondents from six cities from India - Delhi/NCR, Mumbai, Pune, Bangalore, Hyderabad, Kolkata. 48% (144 participants) of them were females and 52 % (156 participants) were male. The respondents frequency of Facebook use was 'often everyday' with a rate of 60% (180 participants), 'sometimes everyday' with a rate of 20% (60 participants), 'a few times a week' with a rate 13% (39 participants) and 'few times a month' with a rate of 8% (24 participants). Of all the participants 85% of them (255 participants) had a faculty members in friend list.

Table 1- The mean scores regarding participant's views about "Facebook Instructional Use"

Facebook Instructional Use Scale		
Contributes of the establishment of communication among classmates.	3.8	0.99
Contributes of the establishment of communication between students and the teacher.	3.4	0.90
Contributes to in-class discussions.	2.75	0.83
Allows delivering course materials and sources.	2.52	0.90
Allows making announcements regarding the school, class or courses.	3.37	1.14
Allows assigning homework or course-related tasks.	2.55	0.98
Allows forming groups in line with the common interests and needs.	3.9	0.67
Allows sharing information about the lessons and about other instructional studies.	3.05	0.98
Contributes to the execution of group works.	3.07	1.07
Allows access to rich sources and materials for learning.	3.02	1.02
Allows rich multimedia support during teaching (videos, animations, audios and so on)	3.35	1.05
Overall Mean Score	3.16	

The above mentioned Table 1 is observed that the respondents had encouraging opinions.

3.1. What are the advantages and disadvantages - of the instructional use of Facebook?

3.1.1 Advantages:

It is easy and quick information source.

It helps us in creating awareness, helps in sharing knowledge and improves group performance.

It can be used to interact with students on any issues regarding academics in an informal way.

It create amicable bond between faculty and students.

It involves large number of people. It help us to get rid of hesitation.

Facebook's reach is wide. Almost every young student uses Facebook and thus communication with faculty and peers result in effective learning.

It connects us to our Alumni for references and advices.

3.1.2. Disadvantages

There is lot of irrelevant information and news on Facebook. We may get distracted and the purpose of learning may not be achieved. Those students who do not use smart phones may lose out information. We find what's up more users friendly. We may miss personal touch.

3.2. Do you think Facebook should be used for instructional purposes? If answer is 'Yes', what should we pay attention to? If 'No', then why?

3.2.1. Yes:

Contents can be shared on separate page or in group.

It can be used for sharing limited information.

It would help all students to access information and instructions easily and constructively.

It can be used for specific subjects.

Students spend more time on Facebook than books, it will create interest.

3.2.2. No:

Students use Facebook to socialize and recreation. They would not want to use it for educational purpose. We will prefer it on institute's software or on intra net or through different apps due to privacy reasons. It will distract us.

3.3. How does a faculty member being in your friend list (if any) influence your communication with him or her?

It enables us to develop a friendly relationship with the faculty outside campus.

We follow faculty members' posts. It helps us to know them better and it inspires us.

It increases personal bonding.

CONCLUSION AND SUGGESIONS

This study discovers that students certainly gain knowledge and information on Facebook. Students get connected, share and personal bond between students and faculties. This study has also brought few interesting points like students want to be in touch with teacher outside class, students prefer more friendly and informal relationship with their teachers. Facebook help them to work

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DRIVERS OF SUPPLY CHAIN MANAGEMENT AND PROFITABILITY ANALYSIS OF FMCG SECTOR IN KARNATAKA

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ABSTRACT

Supply chain Management (SCM) is a new concept involving the integration of all the value-creating elements in supply, manufacturing and distribution processes. Supply chain management is a function which encompasses clear accountability and responsibility for deliverables starting from customer's customer to supplier's supplier. It translates customer's customer requirement and links through till vendor's vendor. The concept of SCM is getting rooted in industry. However, during the past ten years, there has been an increased focus on SCM as competitive weapon due to the significant effects that supply chain activities have on all elements of an organizations financial performance, including operating costs, revenue growth and asset management. It has great implication on profitability of an organization. The profitability can be improved through efficient supply chain management in organization. The purpose of this paper is to explore the learning on enhancing profitability through efficient supply chain management in Fast Moving Consumer Goods Industry in Indian context. A survey is conducted to understand impact of supply chain performance drivers on organizational profitability in FMCG sector in Karnataka region in India. As Supply chain is emerged out as custodian of wealth in the organization which is clearly sounded during the study. Understanding of Key deliverables with focused approach, fixing right talents in supply chain and motivating them for results compliments in achieving KPIs which adds on profitability.

Keywords: FMCE sector, Supply chain management, KPIs,

INTRODUCTION

As Supply chain Management (SCM) is getting rooted in Indian industry, to make organization cost competitive, supply chain is emerged as important function in early 21st century. It evolved from traditional store keeping to purchasing, distribution, warehousing to materials management; logistics to integration of important functions with encompassing to emerge in the form of Supply Chain Management. In other words, it is a linked set of resources and processes that begins with

the sourcing of raw materials and extends through the delivery of the end items to final customer. Increasing level of competition and globalization in the world economy has major impact on looking for improving supply chains performance. Companies pay millions of dollars in order to improve their supply chain performance using process reengineering, new systems, training employees (Douglas, 2004). As a critical result, the need of using raw data and measures to better understands their supply chain performance and improves decisions taken (Douglas et. al., 2004). Supply chain exists to support the market that it serves. To identify the performance that a supply chain should deliver, we need to measure different drivers and analyze them. Linking supply chain KPIs by the proper analysis which gives better understanding of the issues and mistakes happened in history and recording these changes and root causes is very important, as learning phase (Rui and Xiaomin, 2007).

The question arises as how many SCM professional understand, recognizes and drives for overall profitability which can be optimized. Understanding of such drivers with its impact on function and opportunity for improvements are also evaluated during the study. SCM professionals should be updated with recent trends in the markets, imparted with trainings and properly motivated for results. The major objective of this paper is to explore the learning on enhancing profitability through efficient supply chain management in Fast Moving Consumer Goods Industry in Indian context. The research described in this article is carried out to ascertain SCM drivers for its efficiency leading to enhancement of profitability in organization in FMCG sector.

LITERATURE REVIEW

SCM was a term invented by Keith Oliver, a consultant belonging to the firm Booz Allen Hamilton, in the year 1982, to describe the overall process of planning, implementing and controlling what goes on at the supply chain in order to satisfy customers' needs in a quick, efficient manner. Supply management is evolved through various phases in industry starting from traditional store keeping, Purchasing, logistic, materials management, integrated materials management to supply chain management (Sharma & Kulkarni, 2004).

SCM performance is measured through attributes and parameters like Reliability, responsiveness, flexibility, cost and asset management's are defined for better clarity, understanding and removing ambiguities from the function. Each attributes has its own sub functions which are parts and parcel of supply chain activities. The function is supported with its resources like Manpower, Technolo-

The interface between marketing and supply chain management (SCM) within both fields emphasize the mutual benefits of a close alignment. It has been suggested that SCM can leverage marketing strategies and a firm's market orientation (Martin and Grbac, 2003) or facilitate marketing strategy in global supply chain contexts and lead to the creation of superior customer value (Flint and Mentzer, 2004).

RESEARCH METHODOLOGY

The current SCM practices in FMCG sector are examined by way of structured questionnaire survey. It helped in identifying strength & weakness of current supply chain model. The findings from survey are analyzed focusing mainly on impact of drivers of SCM on business profitability. Sampling strategy was adopted in such a way that samples are from cross section of FMCG industries and represents various aspect of supply chain management. Target industry from FMCG sector comprises of Food, Beverages, Health care, Seeds, Engineering (durable/non-durable) etc. a sample of 50 supply chain professional respondents of Karnataka region were chosen for the survey.

Table no 1: Response of FMCG sector

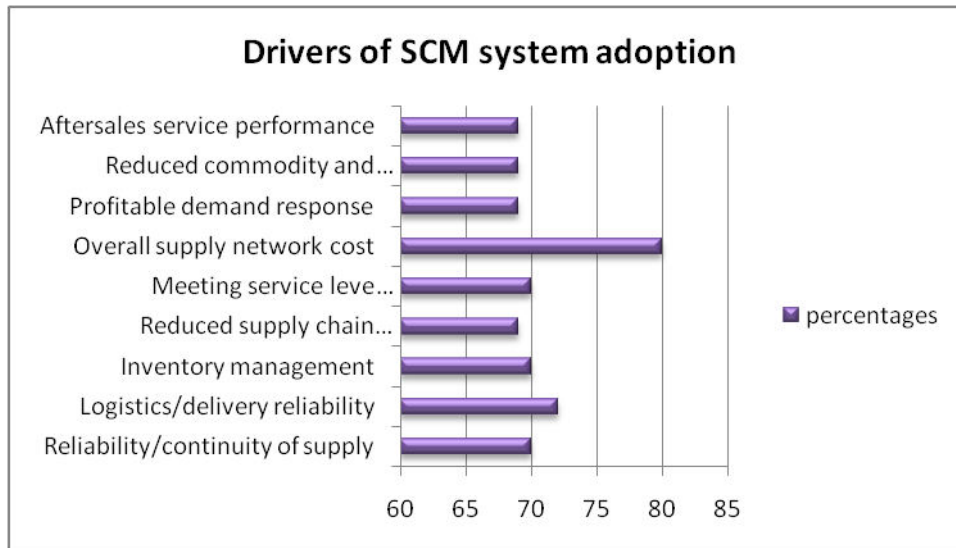
S. No.	FMCG sector	% of respondents
1.	Food	30
2.	Beverages	30
3.	Health care	10
4.	Seeds	10
5.	Engineering	20

The sampling technique used was a combination of convenient and judgment sampling. Convenient sampling is a non-probability sampling. The technique was chosen as convenient and saves time. Respondents who were easily available for survey were selected. In judgment sampling; the researcher uses his/her judgment in selecting the units from population of study based on population parameters. The sample size included respondents of various FMCG sectors of Karnataka were chosen. The sample size for the survey was chosen to be 50 was considered to analyze and interpret the data easily. After scrutiny of field data, the processing was done.



Inference: From the fig with risk more pervasive, more companies are paying attention to it a large majority of respondents 76 percent consider operations risk management important or very important to addressing supply chain risk issues but about the other 24 percent these companies did not consider operations risk management important.

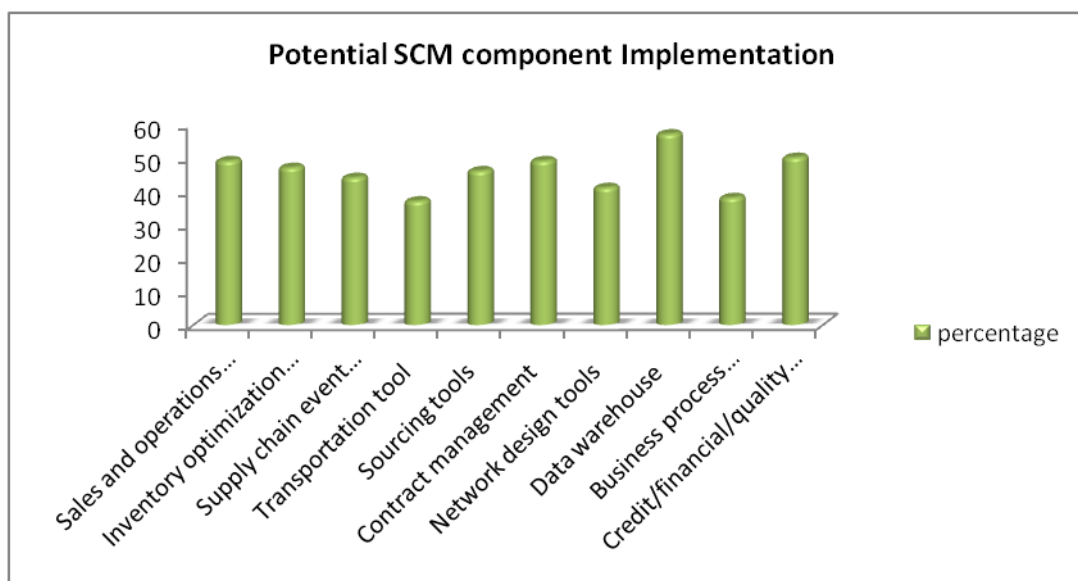
2. Drivers of SCM system adoption



INFERENCES

Form the above graph the range of adoption of drivers in the FMCG companies varies from reliability of supply chain to overall supply network cost.

3. Potential SCM components do you use today or plan to implement.



INFERENCES

From the above graph we can infer that the companies give more importance to data warehousing i.e. 57% and least importance is given to transportation i.e. 37%.

CONCLUSION

Volatility and risk is all around and, if not properly addressed, can pose a major threat to the stability and viability of virtually any business. With risk being such a significant concern, companies need to identify the drivers to operations risk management that is most appropriate to their business. Regardless of the approach taken, visibility is vital, Companies should invest in capabilities that enable them to effectively monitor their end-to-end supply chain in real time so they can identify potential threats and proactively respond before they become problems.

As Supply chain is emerged out as custodian of wealth in the organization which is clearly sounded during the study. Understanding of Key deliverables with focused approach fixing right talents in supply chain and motivating them for results compliments in achieving KPIs which adds on profitability.

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ROLE OF RUSHIKULYA GRAMYA BANK FINANCE ON THE FARMERS IN THE GANJAM DISTRICT OF ODISHA: AN EMPIRICAL STUDY

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ABSTRACT

Rushikulya Gramya Bank is the first of the three Regional Rural Banks sponsored by Andhra Bank was established on 14th February, 1981 under the provision of the section 3 of the Regional Rural Bank Act, 1976 with its head office at Berhampur, Ganjam, Odisha. Descriptive research design is used in the study. The study makes use of primary data. Systematic sampling is used for selecting the beneficiary farmers. The study finds and concludes that the bank has been playing a crucial role in developing the social economic status the agriculturists.

Nigdi, Pune

key words: Rushikulya Gramya Bank, Land Productivity, Agricultural Inputs.

INTRODUCTION:

Banks play an important role in the mobilization and allocation of resources in any country. Rural people in India are facing problems in the inadequate supply of credit. The major source of credit to the rural households, particularly low income working households, has been the informal sector. Informal sector advances loans at very high rates of interest; the terms and conditions attached to such loans have given rise to an elaborate structure of intimidation of both economic and non-economic conditions in the rural population in India. Rushikulya Gramya Bank is the first of the three Regional Rural Banks sponsored by Andhra Bank was established on 14th February, 1981 under the provision of the section 3 of the Regional Rural Bank Act, 1976 with its head office at Berhampur, Ganjam, Odisha. As a scheduled commercial bank, it is authorized to conduct all types of banking activities under the section-5B of the Banking Regulation Act 1949. The bank is affecting the socio-economic life of the people of Ganjam district.

NEED AND IMPORTANCE OF THE STUDY:

Banks play a crucial role in the economic development of any economy. The importance of

Rushikulya Gramya Bank as a Regional Rural Bank cannot be ignored. 68.24 percent of the Ganjam population lives in the rural area. Without the upliftment of the rural people, the objectives of economic planning cannot be achieved. The present study will throw light on the role of the Rushikulya Gramya Bank on farmers in the Ganjam district of Odisha.

OBJECTIVES OF THE STUDY:

To study the impact of the Rushikulya Gramya Bank finance on land productivity.

To study the impact of the Rushikulya Gramya Bank finance on agricultural inputs.

To study the land holdings of the farmers of the district.

HYPOTHESIS OF THE STUDY:

There is no significant difference between the pre loan land productivity and post loan land productivity.

There is no significant difference between the pre loan value of agricultural inputs and post loan value of agricultural inputs.

RESEARCH METHODOLOGY:

The present study is descriptive in nature and is based on primary data collected with the help of interview schedule from the beneficiaries of the Rushikulya Gramya Bank. From the list of 49 rural branches of the Rushikulya Gramya Bank, 20 percent of the branches i.e. 10 branches were selected by using the systematic sampling as sample branches; semi-rural and urban branches were neglected purposefully. There are 116 farmers been selected from the selected branches on the basis of systematic sampling. Thus, the sample size is 116. The survey was conducted during June 2014 to July 2014. Pre loan means before taking the loan and post loan means after taking the loan from the Rushikulya Gramya Bank. For the analysis of the data SPSS is used and for the verification of the hypotheses 't' test is used.

REVIEW OF LITERATURE:

Reserve Bank of India (1981) has conducted a field study on all the qualitative aspects of lending by the Regional Rural Banks. The aim of setting up the Regional Rural Banks is to develop the rural economy. By providing credit for the development of agriculture, trade, commerce, industry and other productive activities in the rural areas was being fulfilled. The Regional Rural Banks had successfully maintained their image as a small man's bank by confining their credit facilities to the target groups like small farmers, marginal farmers, agricultural labourers, artisans and small enter-

prises for the productive activities. **Rao (1991)** has conducted a comprehensive study on 'The Role of Regional Rural Banks in the Economic Development of Odisha' covering all nine Regional Rural Banks in Odisha for the period from 1976-1987. The author has made an in depth analysis of the sectorial disbursement of credit by the Regional Rural Banks in Odisha. The impact of branch expansion and growth of advances of the Regional Rural Banks on rural development of the state in terms of food grains production, per capita income and agricultural development dealt with in this study. **Jain (1998)** has conducted a study in the Mandela district under the title 'Impact of Institutional Credit on Farmers'. The findings of the study are the total farm production has increased 31.15 percent after providing loans to the farmers. The total farm production of the borrowers group has increased by 43.04 percent and non-borrower groups total farm production has increased by 18.47 percent. The borrowers thus become better after using borrowed funds. Small farmers performed very satisfactory in raising their production as compared to the other group of farmers. The researchers also concluded that the increase in average yield per hectare of kharif and rabi crops before and after borrowing of small, medium and large group of farmers were 98 quintals, 1.26 quintals and 0.73 quintals respectively. **Vashist et al. (2000)** in their study on 'The Credit Needs of the Tribal Farms in Himanchal Pradesh' have concluded that the farm income could be increased by as much as 62 percent over the existing situations with the help of introducing the agricultural credit by Regional Rural Bank. They further concluded that capital availability also increased with the increase of farm-size. Employment about 50 additional man-days was created with the help of agricultural finance. **Bapanna (2001)** has studied on the organization and working of the four Regional Rural Banks in Rajasthan. He has concluded that there was spectacular increase in number of branches, deposits and advances. Credit deposit ratio of the Regional Rural Banks was higher than that of the commercial banks. Recovery performances of the banks were better in respect of non-agriculture sector compared to the agriculture sector. **Mohindra et al (2005)** cited in Mohammad and Mohammed (2007) said the microfinance banks and micro credit helps to empower the society especially among the women clients and there by the standard of living. Bank finance increases people's incomes, employment opportunities, consumption, building of assets and accumulating savings. Armendariz de Aghion & Morduch (2005), the Grameen Bank is a microfinance institution that supplies loans to the most of poor and destitute villagers in the rural Bangladesh. **Ishwara (2011)** has conducted a research on 'The Performance of Regional Rural Banks from 1980 to 2009'. The study focuses the financial results before and after amalgamation. The researcher found that the Regional Rural Banks alone have organized roughly 12 lakhs self-help groups, 45 percent of the total self-help groups in the country. Regional Rural Banks

have also issued over 40 lakhs Kisan Credit Cards to the farmers and organized over 5000 out of 11000 farmers' clubs under the National Bank for Agriculture and Rural Development scheme. Though the growth in credit, it gives an impression of the impressive strides made by the Regional Rural Banks in disbursing credit. Malaprabha Grameen Bank went ahead to finance vehicles for the rural transport system. Financing of vehicles for the rural transportation has helped the villagers, as they sold their produce in the urban areas.

DATA ANALYSIS:

Impact of the Rushikulya Gramya Bank finance on the land productivity: Ganjam is mostly an agricultural district and majority of the people depend on agriculture as their major occupation. Improving the land productivity, rural people can be developed. Table-1 exhibits the pre loan and post loan land productivity (kg/acre) in the study area for some major selected crops. It is seen from the table that the paddy productivity has increased by 65.53 percent after availing the bank loan. Similarly, sugar productivity has increased by 126.73 percent in the post loan period. It is Seen that the crop productivity of all crops considerably has increased in the post loan period.

Table-1
Pre and post loan land productivity of the selected crops

Sr. No.	Agricultural inputs	Pre Loan Total	Pre Loan Average	Post Loan Total	Post Loan Average	Difference	Percentage
1	High Yielding Verities	222600	1918.97	400000	3448.28	177400	79.69
2	Fertilizers / Pesticides	340600	2936.21	600000	5172.41	259400	76.16
3	Agricultural Machinery	100402	865.53	200000	1724.14	99598	99.20
4	Godowns	49002	422.43	90000	775.86	40998	83.67
5	Livestock	197202	1700.02	356700	3075.00	159498	80.88
6	Irrigation Facilities	131903	1137.09	236720	2040.69	104817	79.47
7	Others	21220	182.93	33710	290.60	12490	58.86

Source: Field Survey

Table-2
Pre and post loan value of the agricultural inputs in rupees

Sr. No	Name of the Crops	Pre Loan Productivity (Kg/Acre)	Post Loan Productivity (Kg/Acre)	Difference	Percentage
1	Paddy	1208.21	2000.00	791.79	65.53
2	Maize	204.00	300.00	96.00	47.06
3	Groundnut	362.35	481.67	119.32	32.93
4	Cotton	454.29	682.86	228.57	50.31
5	Sugarcane	2460.00	5577.50	3117.50	126.73
6	Ragi	317.02	438.19	121.17	38.22
7	Wheat	1017.62	1500.00	482.38	47.40
8	Mung/Biri	193.25	360.00	166.75	86.29
9	Pea	212.5	303.75	91.25	42.94
10	Mustard	165.45	400.00	234.55	141.76
11	Vegetable	493.98	800.00	306.02	61.95
12	Fruits	978.02	1300.00	321.98	32.92
13	Flower	696.53	1100.00	403.47	57.93

Source: Field Survey

HYPOTHESIS-1: There is no significant difference between the pre loan land productivity and post loan land productivity.

The difference between the pre loan and post loan land productivity is tested statistically by using the difference of means test. The value of two tail significance is 0.047 is less than .05 ($p < .05$), as such the difference between the means is significant. The test output indicates that there is a significant difference in the pre loan land productivity and post loan land productivity. Hence, the post loan land productivity is more than the pre loan land productivity, with $t(12) = 2.217$, $p < 0.05$. Hence, it can be concluded that the post loan land productivity is more than the pre loan land productivity.

Impact of the Rushikulya Gramya Bank finance on the use of agricultural Inputs:

Development of agriculture many a time depends on the use of the agricultural inputs. Agricultural inputs can be defined as the resources used in the farm production such as fertilizer, equipment, livestock, seed, irrigation, godowns etc. Table-2 shows the value in rupees of some of the important inputs in the pre and post loan period. It revealed that all the inputs have shown a positive increase in percentage in the post loan period. Some of the inputs like the agricultural machinery; godowns have increased by 99.20 percent and 83.67 percent respectively in the post loan. It is also clear that all the inputs have increased more than 50 percent in the post loan period. From the data

it can be concluded that the bank loan has positive impact on the use agricultural inputs in the study area.

HYPOTHESIS-2: There is no significant difference between the pre loan value of agricultural inputs and post loan value of agricultural inputs.

The difference between the pre loan and post loan value of the agriculture inputs are tested statistically by using the difference of means test. The value of two tail significance is 0.009 is less than .05 ($p < .05$), as such the difference between the means is significant. The test output indicates that there is a significant difference in the pre loan value of agricultural inputs and post loan value of agricultural inputs. Hence, the post loan value of the agricultural inputs are more than the pre loan value of the agricultural inputs, with $t(6) = 3.827$, $p < 0.05$. Hence, it can be concluded that the bank loan has a positive impact on the value of agricultural inputs.

LAND HOLDINGS OF THE AGRICULTURISTS:

Land holdings refer to that number of acres of land possessed by the farmers. The results depicted in the table-3 indicated the distribution of the agriculture is based on the extent of land possessed by them. It is evident from the table that no agriculturists were large farmers. Only 9 percent of them are medium farmers and 27 percent of the agriculturists are small farmers and 65 percent of the agriculturists are marginal farmers. The average size of the land holdings of the agriculturists are 2.51 acres in the study area which is higher than the average size of operational holdings of the Ganjam district 2.42 acres. It shows that the average size of land holdings among the agriculturists is satisfactory.

Table-3

Distribution of the agriculturists by the land holdings

Sr. No	Particulars of land holdings	Total	Percentage
1	Marginal farmers (2.5 acres)	75	65
2	Small farmers (2.5-5 acres)	31	27
3	Medium farmers (5 acres- 10 acres)	10	09
4	Large farmers (above 10 acres)	0	00
Total Beneficiaries		116	100
Total Land Area(Acres)		292.3	-
Average Land Holding (Acres)		2.51	-

Source: Field Survey

The difference between the pre loan and post loan value of the agriculture inputs are tested statistically by using the difference of mean test. The value of two tail significance is 0.009 is less than .05 ($p < .05$), as such the difference between the means is significant. The test output indicates that there is a significant difference in the pre loan value of the agricultural inputs and post loan value of the agricultural inputs. Hence, the post loan value of the agricultural inputs are more than the pre loan value of the agricultural inputs, with $t(6) = 3.827$, $p < 0.05$. Hence, it can be concluded that the post loan value of the agricultural inputs is more than the pre loan value of the agricultural inputs.

It is found that The average size of the land holdings of the agriculturists are 2.51 acres in the study area which is higher than the average size of operational holdings of the Ganjam district 2.42 acres. It shows that the average size of land holdings among the agriculturists is satisfactory.

CONCLUSIONS:

The Rushikulya Gramya Bank has been playing a pivotal role in the Ganjam district of Odisha in prompting the socio-economic life of the farmers of the district. The Rushikulya Gramya Bank as a Regional Rural Bank is established to provide credit to the rural people who are not economically strong enough, especially to the small and marginal farmers. Form the above analysis and findings of the study it can be concluded that the bank has justified for its set up in the district. The bank finance has improved the land productivity, increased the value of the agricultural inputs. It can be concluded that the bank loan has improved the rural area by fulfilling the socio-economic needs of the people of the district.

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ORGANIZATIONAL CULTURE: A STUDY OF THEORIES AND DETERMINANTS

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ABSTRACT

The topic of organizational culture is increasingly understood as a company asset that can be used to increase business performance. Organizational culture refers to a set of shared values, belief, assumptions, and practices that shape and guide members' attitudes and behavior in the organization

Development of compelling organizational culture is critical issue in the organization. To create such a competitive organizational culture organization must find out cultural deficiencies in it and should overcome it. To find out such a gap, leader of the organization must aware about determinants of the organization culture. Before doing research on organizational culture of any company, it is crucial to study the determinants on the basis of which organizational culture can be studied. There are numerous theories & concept put forth by different authors. Purpose of this study is to examines theories & different significant determinants of the Organizational Culture.

Keywords: Organizational Culture, Dennison Model, Hofsted's Cultural Dimension Theory, Schein's Model of Organizational Culture

INTRODUCTION

Organizational culture is a widely used term but one that seems to give rise to a degree of ambiguity in terms of assessing its effectiveness on change variables in an organization. For the past number of decades, most academics and practitioners studying organizations suggest the concept of culture is the climate and practices that organizations develop around their handling of people (Schein, 2004). Watson (2006) emphasizes that an important trend in managerial thinking in recent decades has been one of encouraging managers to try to create strong organizational cultures. Organizational culture is the basic pattern of shared assumptions, values, and beliefs considered to be the correct way of thinking about and acting on problems and opportunities facing the organiza-

tion. It defines what is important and unimportant in the company. You might think of it as the organization's DNA—invisible to the naked eye, yet a powerful template that shapes what happens in the workplace.

Organizational culture as a symbol of the personality of each institution and Organization and distinguishing them from each other is. Understanding organizational culture can also be a context for understanding the organization history and major events that are likely to shape the organization helps provide Moreover, the growing knowledge about organizational culture can lead to the emergence of leaders, managers and researchers with specific understanding of the fundamental organization properties, which in turn helps to manage cultural change.

To strengthen and improve the existing organizational culture must be recognition of the dominant culture. To be improving through the cultural areas identified and promotion of organizational culture can provide.

Culture is important, because each action without knowledge of cultural forces (which always grow) may have unintended and unforeseen consequences.

LITERATURE REVIEW

Organizational culture has been identified as a mediating variable in this study. There are many terms used by different researchers to denote organizational culture. Similarly, there are many definitions of organizational culture. Organizational culture has been characterized by many authors as something to do with people and the unique quality and style of the organization (Kilman et al; 1985), and the way things are done in the organizations (Deal & Kennedy, 1982). Sometimes, organization culture is also known as “corporate culture”. “Corporate Culture” is used to denote the more “commercialized” meaning of organizational culture (Deal & Kennedy, 1982). This study adopts the definition of Hofstede (1980). According to Hofstede (1980), organizational culture refers to the collective programming of the mind that distinguishes the members of one organization from another. This includes shared beliefs, values and practice that distinguish one organization from another. The beginning of formal writing in an organizational culture started with Petigrew (1979). He introduced the anthropologist concepts like “symbolism, myths,” and “rituals” that could be used in organizational analysis.

Organizational culture: a set of shared beliefs and values affect the behavior and thoughts of the members and can be the starting point for the movement and dynamism and comes considered an obstacle to progress, (zare'i matin, 1999, 1)

Henry toosy and colleagues (1990) considered the organizational culture, way molded the thinking, feeling, the answer that there is in an organization or part sections.

Organizational culture is a system of social control who sees potential in the formal monitoring system in place. Experts, organizational culture and the unique pattern of assumptions, values and norms common to know that socialization activities, language, symbols and actions that shape organizations, (toosi, 1993)

Culture, organization and its application is launching. It's something like "operating system" of the employees in how to think and how to feel up leads. Culture is dynamic and fluid, and will never be fixed. Culture under a set of conditions may not be effective or effective.

For managers and researchers, understanding the organizational culture is always important. (Robbins, 2006)

In the past twenty years due to the rapid growth of industry and commerce in a number of countries, the organizational culture as one of the factor determining the extent of the effective in progress is known and a team of researchers have tried to analyze it. (toosi, 1993)

Impact of organizational culture on organizational members so that we can investigate and angles, how they behave towards the feelings, attitudes and approaches members realized and it's probable reaction to facilitate the changes and the new direction of the organization's sustainability. (Robbins, 2005)

Organizational culture represents a set of values, beliefs, norms, and agreement that their organization is a member of the staff and the atmosphere. (Daft, 2001, 33)

Models to study dimensions of the Organizational Culture:

Although there were many dimensions of organizational culture, two major ones that have been widely recognized are Hofstede (1980) and Schein's (1985). These dimensions of organizational culture are a useful way of comparing the basic properties of organizational culture in general.

2. Hofstede's Cultural Dimensions

Hofstede's "dimensions of culture" were derived mainly from his extensive organizational anthropology research in the late 1970s and early 1980s – the scores are general comparisons of values in the countries and regions he studied and can vary greatly within each country. Although Hofstede's work is somewhat dated and has rightly been criticized on a number of grounds the dimensions are useful in understanding that members of various societies are likely to behave in dif-

ferent ways in a given situation.

A. Power Distance Index (PDI):

It is defined as “the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally”. (Hofstede, 1994, p. 28)

A High Power Distance ranking indicates that inequalities of power and wealth exist within the society and that the less powerful members of the society accept this situation.

A Low Power Distance ranking indicates the society de-emphasizes the differences between citizen's power and wealth. In these societies equality and opportunity for everyone is stressed.

B. Individualism (IDV):

Hofstede defines this dimension as follows: “individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family.”

A High Individualism ranking indicates that individuality and individual rights are paramount within the society.

A Low Individualism ranking typifies societies of a more collectivist nature with close ties among its members. In these societies "...people from birth onwards are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty.” (Hofstede, 1994, p. 51)

C. Masculinity (MAS)

MAS focuses on the degree to which ‘masculine’ values like competitiveness and the acquisition of wealth are valued over ‘feminine’ values like relationship building and quality of life.

A High Masculinity ranking indicates the society values assertive and aggressive 'masculine' traits.

A Low Masculinity ranking typifies societies in which nurturing and caring 'feminine' characteristics predominate.

D. Uncertainty Avoidance Index (UAI)

It focuses on the level of tolerance for uncertainty and ambiguity within the society.

A High Uncertainty Avoidance ranking indicates the country has a low tolerance for uncertainty and ambiguity. This creates a rule-oriented society that institutes laws, rules, regulations, and controls in order to reduce the amount of uncertainty.

A Low Uncertainty Avoidance ranking indicates the country has less concern about ambiguity and uncertainty and has more tolerance for a diversity of opinions. This is reflected in a society that is less rule-oriented, more readily accepts change, and takes more and greater risks.

E. Long-Term Orientation (LTO):

LTO (formerly called "Confucian dynamism") focuses on the degree the society embraces, or does not embrace, long-term devotion to traditional values.

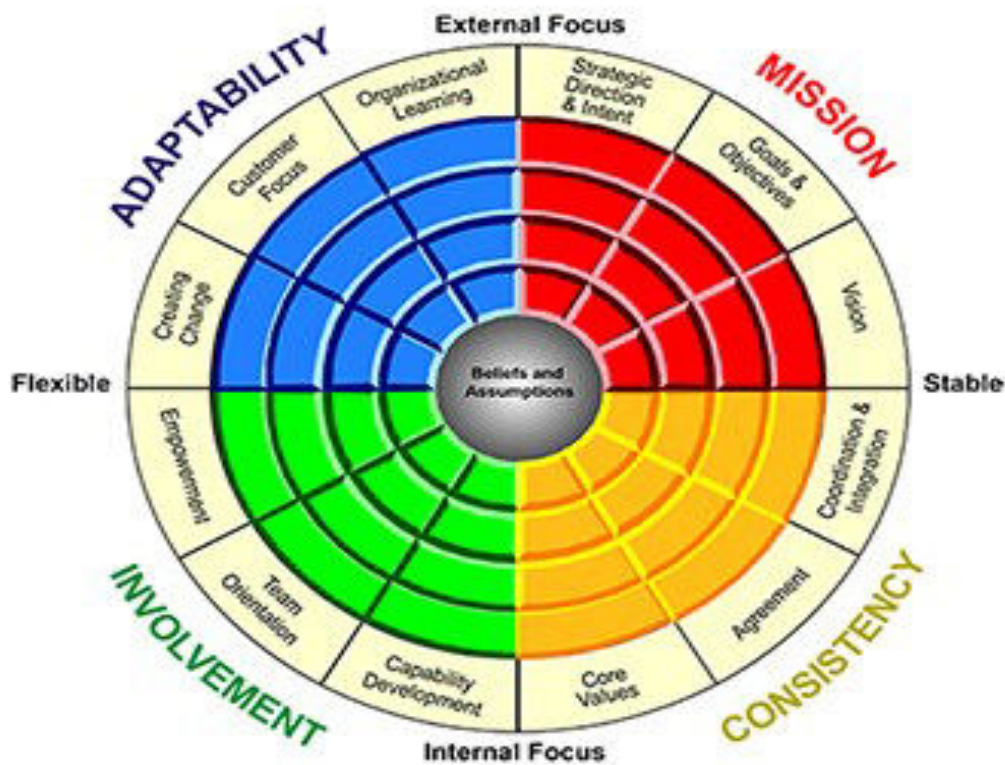
A High Long-Term Orientation ranking indicates the country prescribes to the values of long-term commitments and respect for tradition and where long-term rewards are expected as a result of today's hard work.

A Low Long-Term Orientation ranking indicates the country does not reinforce the concept of a long-term, traditional orientation and people expect short-term rewards from their work.

3. Dennison's Model of Organizational Culture:

This model helps to measure, understand, and/or change organization's culture using the Denison Organizational Culture Survey. This survey was developed by Dr. Daniel R. Denison and William S. Neale and has been used by over 1000 organizations worldwide. The Denison Organizational Culture Model is based on a series of studies conducted during a 15-year period. These studies examined the impact of culture on performance, and identified four culture traits that impact organizational performance:

- Mission - Defining a meaningful long-term direction for the organization
- Consistency - Defining organizational systems and values
- Involvement - Building human capability, ownership, and responsibility
- Adaptability - Translating the demands of the business environment into action



1- Involvement:

The characteristics with three indicators empowerment, team building, development potential is measured. Effective organizations make empower the right people, the organization on the base form team working and capabilities of human resources at all levels are developed. The commitment of individuals increased and their sense themselves as a part of the body the organization.

2- Integration:

These characteristics with three index fundamental values, agreement and harmony and cohesion, is measured. Research has shown that organizations that are most effective and stable and consistent, employee behavior is derived from fundamental values. Leaders and followers are skilled at reaching agreement (even when they have opposite views) and organizational activities are well coordinated and continuous.

3- Adaptability:

These characteristics with three index creating change, customer orientation

and organizational learning are measured. Organizations that are well integrated into the difficulties have been modified, organizations are consistent with the customer, there are risks, and they are reminded of their mistakes and have the capacity and experience to bring about change. They continually improve the organization's ability to value for customers. These organizations typically experience sales growth and increase in market share.

4- Mission:

These characteristics with three index, strategic intent and direction, vision and fundamental values are measured. Perhaps the most important characteristics organizational culture is its mission. Successful organizations have a clear vision of its goals and direction, so that organizational goals and objectives and define the strategic vision of the organization procedure are drawn. (Denison,2000)

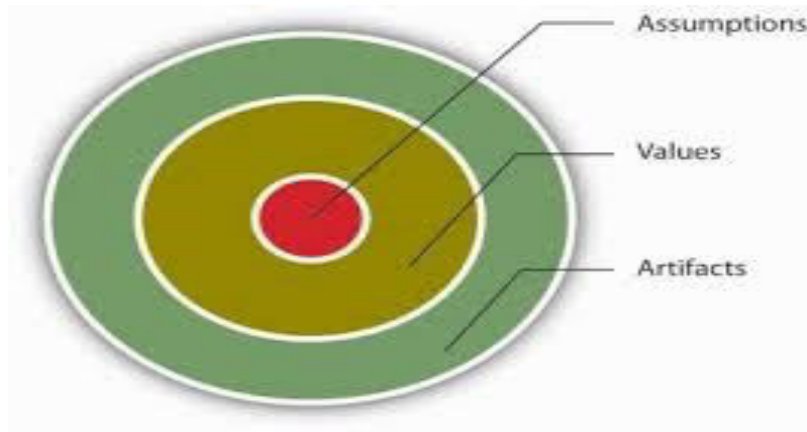
Fixed ranges

The model has two vertical and horizontal axis is the model that has been divided into part four. The vertical axis contains the amount and type of focus organizational culture is. The axis has two ends focus internal and external. The horizontal axis refers to the degree of flexibility of a static culture on the other side of the flexible ends.

4. Schein's Model of Organizational Culture:

At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer - collectively known as artifacts. Included are the facilities, offices, furnishings, visible awards and recognition, the way that its members dress, how each person visibly interacts with each other and with organizational outsiders, and even company slogans, mission statements and other operational creeds.

A. Artifacts: It comprises the physical components of the organization that relay cultural meaning. Daniel Denison (1990) describes artifacts as the tangible aspects of culture shared by members of an organization. Verbal, behavioral and physical artifacts are the surface manifestations of organizational culture.



b. Values: The next level deals with the professed culture of an organization's members - the values. Shared values are individuals' preferences regarding certain aspects of the organization's culture (e.g. loyalty, customer service). At this level, local and personal values are widely expressed within the organization. Basic beliefs and assumptions include individuals' impressions about the trustworthiness and supportiveness of an organization, and are often deeply ingrained within the organization's culture.

c. Assumptions & Belief: These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Additionally, these are the elements of culture which are often taboo to discuss inside the organization. Many of these 'unspoken rules' exist without the conscious knowledge of the membership. Those with sufficient experience to understand this deepest level of organizational culture usually become acclimatized to its attributes over time, thus reinforcing the invisibility of their existence.

4. Deal and Kennedy's Model of Organizational Culture:

Deal and Kennedy defined organizational culture as the way things get done around here.

Deal and Kennedy created a model of culture that is based on 4 different types of organizations. They each focus on how quickly the organization receives feedback, the way members are rewarded, and the level of risks taken:

- 1. Work-hard, play-hard culture:** This has rapid feedback/reward and low risk resulting in: Stress coming from quantity of work rather than uncertainty. High-speed action leading to high-speed recreation. Examples: Restaurants, software companies
- 2. Tough-guy macho culture:** This has rapid feedback/reward and high risk, resulting in the fol-

lowing: Stress coming from high risk and potential loss/gain of reward. Focus on the present rather than the longer-term future. Examples: police, surgeons, sports.

3. Process culture: This has slow feedback/reward and low risk, resulting in the following: Low stress, plodding work, comfort and security. Stress that comes from internal politics and stupidity of the system. Development of bureaucracies and other ways of maintaining the status quo. Focus on security of the past and of the future. Examples: banks, insurance companies.

4. Bet-the-company culture: This has slow feedback/reward and high risk, resulting in the following: Stress coming from high risk and delay before knowing if actions have paid off. The long view is taken, but then much work is put into making sure things happen as planned. Examples: aircraft manufacturers, oil companies.

CONCLUSION

In this paper researcher investigated that organization culture plays crucial role in success & failure of the organizations. So, every organization must study all the aspects of their culture. Strategic Direction and Intent, Goals and Objectives and Vision, Creating Change, Customer Focus and Organizational Learning, Empowerment, Team Orientation and Capability Development Consistency - Core Values, Agreement, Coordination/Integration these are the measure determinants of the organizational culture.

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TALENT ACQUISITION REVISITED

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ABSTRACT

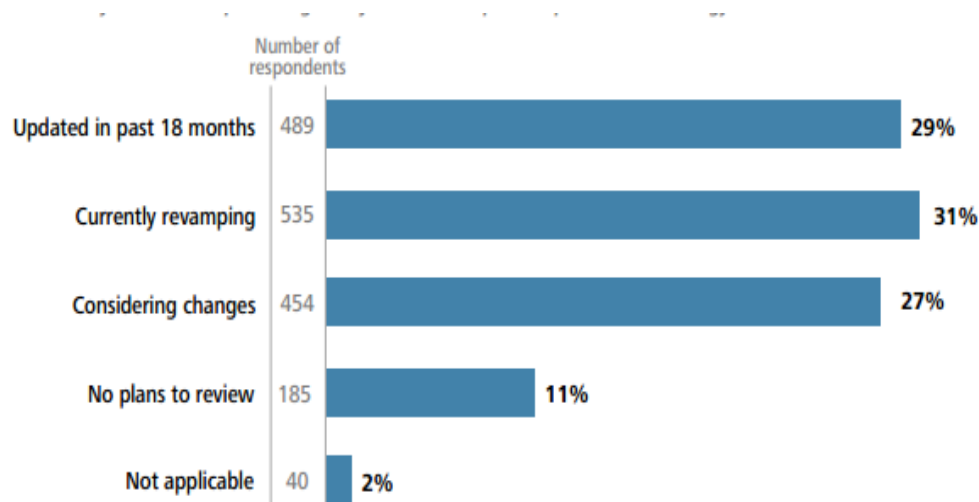
Talent acquisition for the next generation has to be revamped as companies look for new ways to access and engage people, including through joint ventures, contracting, freelancers, and open source talent. These approaches are pushing the boundaries of talent acquisition to include new models of employment and new types of relationships for accessing skills and ideas. High Performing Companies should build unique and powerful ways to source and access quality employees. One of the innovative tactic is the use of Social Networks to build “talent communities” supported by full-time employees, retired workers, independent contractors and everyone in between. These communities have tremendous potential to attract good resources and provide a forum to talk about their areas of interest on the go. Many companies are exploring various other options like LinkedIn, Facebook, Twitter, Glassdoor, Google & other social networks to build a compelling employment brand, find talent and market their companies to prospective job seekers. Extending it further, we propose two additional ways to create a talent acquisition engine powered by aggressive marketing campaigns and utilizing big data and analytics to locate and assess high quality candidates who fit the need and culture of the organization. Developing candidate pools is the most influential driver of talent acquisition performance outcomes. The task of recruiting has moved from the reactive filling of requisitions to proactively courting high-quality talent. Ultimately, with talent pools done well, recruiters can deliver talent on demand.

Key words: Talent Acquisition, HR Analytics, Recruitment, Talent Social Networks

INTRODUCTION

The global economic situation has stalled major investment in the talent acquisition function with no lessening of C-suite pressure to deliver topnotch talent. In fact, the ante has been raised on recruiting solutions. Leaders demand a predictable, sustainable, and performance-ready talent supply at the best possible price. This comes at a time when social, economic, and technology trends have yielded a complicated talent market. Candidates demand an engaging

experience and an employer value system that matches their own, while applicant skills and attitudes often do not lend themselves to on-the-job success. What can you do? What recruiting solutions will ensure your ability to hire and engage talent that will win business, retain clients, and move the organization forward? Hiring volumes and budgets heat up for the first time in four years. With the continued gap between budgets and hiring, doing more with less is more important now than ever before. Competition and compensation continue to be the top obstacles for attracting talent. Organizations small and large face unique challenges in recruiting, and therefore must play to their own competitive advantages. Broader technology advancements have also begun to disrupt the talent industry, setting the stage for a dynamic and exciting future for recruiting. In many ways, acquiring and accessing talent is among a company's most critical goals.



There is no question that millennial workers have a different mindset from their predecessors about employment and what they expect from the workplace. To resolve the new retention issues that they face, employers need to look toward the front end of their talent management lifecycle. Talent management comprises three areas: talent acquisition; talent development and deployment; and workforce engagement and retention. While challenges exist in all three phases, many companies struggle at the very beginning of the cycle. For instance, they fail to conduct adequate pre-hire assessments, and they spend too little time creating job profiles and formal competency frameworks.

OBJECTIVES

- To study the need for revamping existing Talent Acquisition processes and strategies to serve the needs of future demands
- To analyze how Talent Social Networks can play a major role in Sourcing quality talent

- To explore how HR Analytics can provide path-breaking ways to provide ways for easy access and assess large pool of candidates

HYPOTHESIS

Strong Talent Social Networks combined with Big Data & HR Analytics can provide tremendous boost to talent acquisition strategies and processes

RESEARCH METHODOLOGY

This whitepaper is a combination of the qualitative and primary information based on the own experience in the industry work and observations made thereof. The secondary data available in the public domain which mainly include the various articles, papers and books are also taken in to consideration.

CONCEPTUAL UNDERSTANDING

Talent acquisition is the process of finding and acquiring skilled human labor for organizational needs and to meet any labor requirement. When used in the context of the recruiting and HR profession, talent acquisition usually refers to the talent acquisition department or team within the Human Resources department. The talent acquisition team within a company is responsible for finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet company goals and fill project requirements. Talent acquisition as a unique function and department is a relatively new development. In many companies, recruiting itself is still an indistinct function of an HR generalist. Within many corporations, however, recruiting as a designation did not encompass enough of the duties that fell to the corporate recruiter. A separate designation of talent acquisition was required to meet the advanced and unique functions. Modern talent acquisition is a strategic function of an organization, encompassing talent procurement, but also workforce planning functions such as organizational talent forecasting, talent pipelining, and strategic talent assessment and development. Talent acquisition has quickly become a unique profession, perhaps even distinct from the practice of general recruitment. Talent acquisition professionals are usually skilled not only in sourcing tactics, candidate assessment, and compliance and hiring standards, but also in employment branding practices and corporate hiring initiatives. Talent acquisition as a function has become closely aligned with marketing and PR as well as Human Resources. As global organizations need to recruit globally with disparate needs and requirements, effective recruiting requires a well thought out corporate messaging around hiring and talent de-

therefore encompasses not only the procurement of human capital, but the approach to corporate employee development. The unique needs of large companies especially to recruit and hire as well as attract top talent led to the development of a unique talent acquisition practice and career.

LITERATURE REVIEW

This whitepaper points out a few references which were instrumental in taking the long term strategic approach to talent acquisition has a huge impact on how an approach is made to a candidate. Going over secondary research over literature from Deloitte Press its crystal clear that if the approach is purely tactical in nature, all we ask of the prospective candidate is “are you qualified and interested?” However, if the approach is more strategic in nature, the intent of the talent acquisition is to go much further, and the conversation becomes more relationship building. The candidate has an opportunity to explain his/her future career aspirations, and the recruiter gathers enough information to determine if there is a potential fit in the client organization. If during a strategic recruiting call the candidate declares that they are both qualified and interested, then the tactical nature of the call has been automatically fulfilled. If, however, the candidate lacks sufficient experience, or the timing for a career move is not propitious, then they become candidates for the future, and all the recruiter has to do is keep in touch until either they become available, or a position with the client organization opens up.

METHODOLOGY

The challenges in talent acquisitions are many as highlighted in below figure:

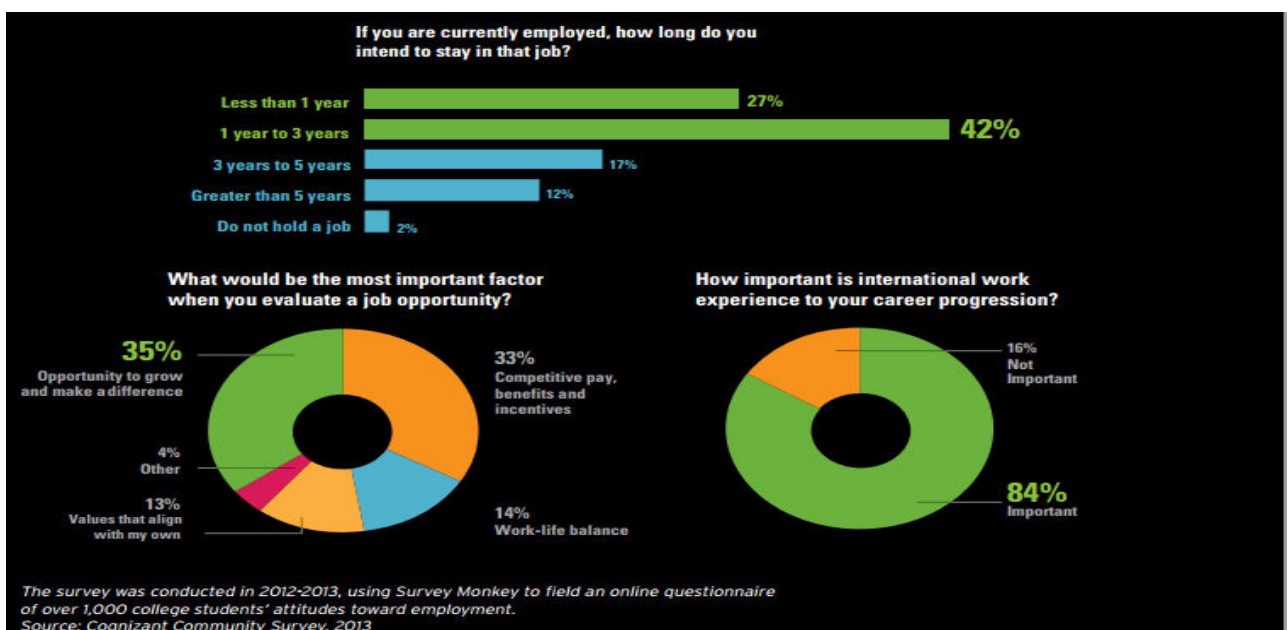


Fig. 2 Current Challenges in Talent Acquisition

After past few stressful years in an economy that turned people out of their jobs in record numbers, closed businesses, and turned global economy upside down, there is hardly any good news for those involved with talent acquisition. As the economy slowly recovers, talent acquisition trends to watch in 2014 include hiring vets and disabled candidates, a focus on strategic recruiting with talent pipelines, internal talent advocates, diversity recruiting, attention to candidate experience, and operational effectiveness.

Hence, in this whitepaper, we propose few practical approaches of revamping talent acquisition by enhancing strong Talent Social Networks combined with Big Data & HR Analytics can provide tremendous boost to talent acquisition strategies and processes

Analytics driven social Networks: Go beyond LinkedIn and Facebook– Way beyond!!!

Nearly every company uses social networks to post job openings. Innovative companies also leverage social media to build broader, more robust talent communities – networks of people interested in the company who might turn into company's high quality recruits. Social professional networks are the fastest growing source of quality hires globally, increasing 73% over the past 4 years. Getting ahead of this trend by tapping into social professional networks for quality hires has become the need of the hour.

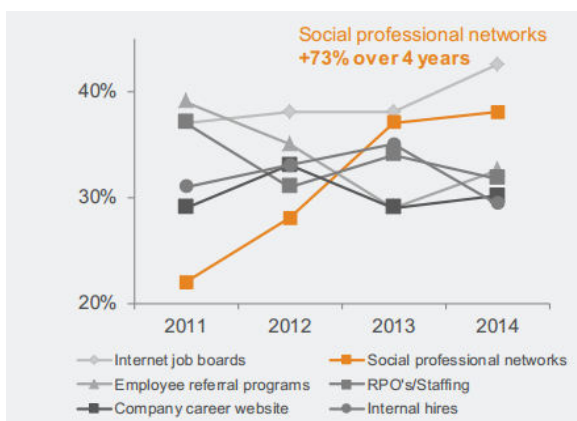


Fig 3: Changing Talent Sourcing Channels

Leveraging Talent Networks to expand low cost talent pool

As the war for talent continues, talent acquisition organizations must evolve to manage both active and passive candidates. As described in an Aberdeen study (“The Talent Acquisition Lifecycle,”

Aberdeen Group, 2011), “Best-in-Class” talent acquisition organizations share three common characteristics:

- The ability to define talent requirements that meet business needs
- A culture where all employees view finding great talent as a part of their jobs

A focus on building relationships and talent pools that target critical roles with the greatest impact on organizational performance

The first step in executing this strategy is defining key talent pools/pipelines for your organization. A talent pool is a group of qualified internal and external candidates who are identified by common characteristics required for a select group of jobs. A well-planned talent pool strategy incorporates:

“Hot Jobs” or hard-to-fill positions

“Hot Jobs” typically require more effort to fill because: (1) the talent supply is low—there is a lack of qualified candidates with the necessary experience and/or education requirements, or (2) the demand for qualified candidates is extremely high due to industry growth

Example “Hot Jobs”

Utility industry: Nuclear Engineers

Healthcare industry: Critical Care RNs/Neonatal Intensive Care Unit Nurse

Common candidate characteristics by job (e.g., core competencies, education requirements)

Tags that clearly identify required qualifications and competencies by job

Competitors with desired job candidates able to demonstrate the required skills and a proven track record

After talent pools are clearly defined, social networking and Candidate Relationship Management (CRM) tools provide opportunities to exponentially grow the number of external and internal candidates within each talent pool. We shouldn’t only be thinking about social networks when we’re looking for a new person to hire. Instead, we can improve our company’s online presence (while at the same time sourcing for potential candidates) by building an employer’s brand. Getting job seeker mindshare as a top recruiter for a specific industry, or as a go-to place for career advice should be the long term vision.

Develop Competitor Intelligence

Social networking gives talent acquisition organizations limitless capacity to gain competitor intelligence. However, many organizations do not leverage social networks to learn about the candidates working for competitors or do not understand which competitors provide the best pipeline for future openings. To ensure talent acquisition organizations are proactively learning about their competition and are translating that intelligence into action, we recommend the following:

1. Identify the top five to ten companies competing for the same talent within your industry and/or market
2. Include competitor information in your talent pool definition and social networking sourcing strategy
3. Encourage sourcers and recruiters to follow the top five to ten competitor companies on social networking sites
4. Encourage sourcers and recruiters to establish connections with passive candidates at the top five to ten competitor companies
5. Monitor competitor-recruiting activity (e.g., campus visits, career fairs, conference attendance) on social networking sites

Several marketing groups now offer a Social Recruitment Monitor (SRM) score, which measures customer and candidate engagements across multiple social media platforms. These services are able to track interest and clicks affiliated with your company versus those of your close competitors.

Big Data Analytics to power ways to access and assess large pools

Companies can now leverage big data tools from vendors like LinkedIn, Facebook, Entelo, Gild, TalentBin, Work4 and others to identify and source quality candidates around the world. Leveraging new scientific assessments and big data tools to access and assess high quality candidates who can fit in the need and culture of the organization has become need of the hour. Applying talent analytics to identify company's top sources of talent, understand effective interviewing techniques and determine goodness-of-fit to improve the quality and efficiency of hiring.

CONCLUSION

In order for talent acquisition organizations to fully leverage the benefits of social networking, talent acquisition professionals must become social networking resident experts for the enterprise and become super users of both internal and external social networking tools. Ideally, talent acquisition professionals should also:

1. Establish connections with the business managers and employees they support
2. Participate in social networking forums and groups that may provide leads to potential candidates (e.g., corporate alumni groups, industry groups, higher education groups)
3. Promote aspects of the company culture through strategic use of social networking status updates

Companies that explore opportunities for business leaders to maintain connections with strategic talent through the use of social networking to complement talent acquisition processes will experience greater success in recruitment. Why not say hello now?

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A STUDY OF THE EXISTING CONVENTIONAL PRACTICES OF PERSON-ORGANIZATION FIT (POF) IN THE ORGANIZATION

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ABSTRACT

Purpose: This paper addresses how to manage Person Organization fit effectively based on a literature study published by the international researchers.

Reducing employee turnover is a strategy which one factor that has significant relation is the degree of fit between a person and the organization. When the team activities had a good “fit” with other organizational activities then performance was enhanced and resistance to change reduced. The importance of P–O fit for organizations is indicated by significant relationships between P–O fit and employee’s turnover. Person’s fit with the organization (P–O fit) associates a person’s personality, goals and values with those of the organization. The Person-organization fit essentially argues that people are attracted to and selected by organizations that match their values, and they leave organizations that are not compatible with their personalities.

Keywords: P-O fit, employee turnover, personality, culture and values, intervening culture

INTRODUCTION

Today, organizations functions in a very competitive global environment. The major expense for most organizations is the cost of labor; any steps that can be taken to reduce these costs will be beneficial. While downsizing and automation can be effective, these approaches have their own costs. Therefore, increasing productivity or reducing employee turnover are better strategies. Since well-run corporations of the world have distinctive cultures that somehow responsible for their ability to create, implement, and maintain their world leadership positions, finding employees that have good fit with the organization is critical. There has been a shifting away of employment from full-time and ongoing employment arrangements towards and increased use of contingent workers and professionals such as lawyers and doctors.

abilities to meet organizational demands. People's fit with the organization associates a person's personality, goals and values with those of the organization. People's values are important attributes to establish their fit. Characteristics for organization include the culture, climate, values, goals, and norms. Person side characteristics are values, goals, personality, and attitudes. When similarity between an organization and a person on these characteristics occur, supplementary fit exists. In addition to these underlying characteristics, organizations and individuals can also be described by what they supply and demand in employment agreements.

More specifically, organizations supply financial, physical, and psychological resources as well as the task-related, interpersonal, and growth opportunities that are demanded by employees. When these organizational supplies meet employees' demands, needs-supplies fit is achieved similarly, organizations demand contributions from their employees in terms of time, effort, commitment, knowledge, skills, and abilities. Demands-abilities fit are achieved when these employee supplies meet organizational demands. The Person-organization fit essentially argues that people are attracted to and selected by organizations that match their values, and they leave organizations that are not compatible with their personalities. The important question in Person Organization fit is how workers and organizations select each other, why they continue to maintain an association, and how person-organization compatibility impacts that association. In times of both economic hardship and fiscal health, when employers seek to maintain their market share by attracting and

retaining the most qualified personnel, fit is an important consideration. There are ten ways in managing the person-organization fit effectively to ensure that the organization gain the objectives in term of organizational objectives such as employee turnover, profitability, sustainability, market leadership as well as individual and or organizations member objectives such as having meaningful work, appreciation, career, well-being, good human relationship at work and quality of life. Sutarjo *International Journal of Business and Social Science Vol. 2 No. 21 [Special Issue – November 2011]*

1. Process of hire and selection of employees

To succeed, employers need to hire applicants who perform well on the job and who are unlikely to quit the organization. In pursuit of optimal hiring goal, the organization needs to examine the effectiveness of actual Person Organization fit in predicting employee retention. During the processes of employee selection the understanding Person Organization fit , that occur beyond KSA

(knowledge, skill, abilities) matching, and how to offer the potential candidates for a more flexible and comprehensive approach is very important. Recruiters often rely on implicit P–O fit judgments to distinguish between qualified candidates by determining fit with the organization's values or congruence on personality with the organization. However, recruiters' perceptions of fit are often inaccurate, and these inaccurate perceptions of fit have been shown to be more predictive of hiring decisions than the actual fit between an applicant and an organization. Increased accuracy in fit measurement is crucial for recruiters to obtain the beneficial outcomes of Person Organization fit. Organizations can assess the risk of hiring an individual with a known probability of turnover.

Defining values and culture set up as an objective of hiring is important. Once the values and culture are made clear, the organization then designs screening processes that help the organization identify who will fit in and screen out those who do not share these values. It has also been recommended that organizations use a standardized common metric to assess applicant fit for selection purposes.

This does not mean that organization ignore a candidate's abilities. Instead organization should recognize that to really contribute over a long period, a person must feel comfortable in the organization, the abilities that are important are thus those that help someone grow, change, and develop to meet changing business challenge.

Various studies (Ryan and Ployhart, 2000; Anderson *et al.*, 2001) highlight the importance of focusing on the graduate's future fit with the organization on the grounds that it is a describable outcome for organizations. Selection processes in organizations are very much concerned with assessing the graduate's future fit with the Considering the trend of organizations shifting away from

full-time and ongoing employment arrangements towards and increased use of contingent workers and increasing professionals, such as lawyers, doctors and engineers working in organizations.

Organizations should use different ways of person-organization fit as selection criteria for different types of employees, because the effect of each type of fit on various employee and organizational outcomes may differ according to the type of employees or employment relationships. Related to the process of hire and selection, Robbins and Judge (2009) explained that following the guidelines at the time of hiring should lead to selecting new employees who fit better with the organizations culture, which should, in turn, result in higher employee satisfaction and reduced turnover.

2. Convey message during hire and selection of employee

From the beginning of the recruitment process through long-term employment, managers should pay attention to how clearly they are communicating work unit and organizational values. This should aid in attraction, hiring, and retention of individuals who shares those values and are inspired by an organization that reinforces them. Organizations seeking to recruit individuals would be well advised to provide detailed and specific information about training opportunities, level of responsibility, their values, policies, and culture so that individuals can assess their Person Organization fit. This is based on the finding that initial attraction is influenced by perceived Person Organization fit. Inducing a perception of a caring organization has considerable positive impact on individuals. Behaviour that demonstrates a genuine interest in helping the applicant choose a job that fitted their KSA (knowledge, skill, abilities) and values, needs and abilities is probable to result in perceptions of a caring organization.

3. Socialization

No matter how good a job in the organization does in recruiting and selection, new employees are not fully indoctrinated in the organizations culture. Because they are unfamiliar with the organizations culture, new employees are potentially likely to disturb the beliefs and customs that are in place. The organization will, therefore, want to help new employees adapt to its culture. This adaptation process is called socialization.

Socialization is the process by which organization bring new employees into the culture. To be able to work in an organization the employee must internalize its values, norms and way of operating so that they become part of one's mental life. In terms of culture, socialization involves a transmittal values, assumptions, and attitudes from the older to the newer employees. Socialization of new members emphasizes the “fit” between the new employee and the culture. Socialization attempts to make this fit more comfortable for the employee and the organization. Socialization process goes on throughout an individual's various career stages, but individuals are more aware of it when they change jobs or change organizations. Socializing employees to enhance Person Organization fit potentially improves effectiveness because employees who feel they belong to the organization are more satisfied.

4. Intervening culture

There are courageous managers who believe that they can intervene and make changes in the culture. Managers can get benefit by taking into account when conceiving and implementing organizational change. Person attitudes are not only affected by their own perceptions but also by those of others. Managers must get employee to see the inherent worth in behaving in a new way because people tend to rationalize in term of external justifications, sometimes people are likely to cooperate just for the incentives, rather than because they fundamentally believe in what they have been asked to do. Typically, communication is the method used by managers to motivate the new behaviors. Cultural communications can include announcements, memos, rituals, stories, dress, and other forms of communications. Another set of interventions are socialization of new members and removal of existing members who deviate from the culture. Each of interventions must be done after careful diagnoses are performed. Some individuals may not perfectly fit with the organization, but may possess exceptional skills and talents. Removal of cultural misfits might be necessary, but it should be done only after weighing the cost and benefits of losing talented performers who deviate from the core cultural value system.

5. Ample training

According to Greenberg and Baron (2008), training is a process of systematically teaching employees to acquire and improve job-related skills and knowledge to make employees job performance getting better. For skill-driven jobs such as manufacturing and warehouse positions, a systematic and comprehensive training program will result in greater fit with the organization. It is suggested that providing employees with the knowledge, skills, and abilities needed to excel on the job through training programs such as instructional systems design modules may increase fit. Instructional systems design training modules specifically to address the KSAs needed to perform the job.

Organizations must choose the best training programs to fit the strategic goals of the organization that will differentially influence employee perceptions of Person Organization fit. Training takes many forms. Some training is quite informal in nature, consisting of having experience employees take new employees under their wings to show them how to do the job in question.

Most of the time, however, training, involves highly systematic, formal efforts to teach employees how to do specific things that are required for job success. There are varieties of training such as classroom training, apprenticeship programs, cross-cultural training etc.

Training is used not only to prepare new employees to meet the challenges of the jobs they will face, but also to upgrade and refine the skills of existing employees.

6. Measure “ideal” and “actual” of organization culture and values

Based on P-O fit research has shown that the discrepancy between actual and ideal organizational culture (i.e. discrepancies between what the organization and the individual values) can influence important organizational criteria. Once actual and ideal profiles are specified, they can be compared to see where discrepancies and similarities exist. If managers want their culture to be different they can take specific actions to achieve the desired profile.

7. Career planning and development management process

Career is the evolving sequence of work experiences over time. To avoid the problems associated with career plateaus, the organization should develop career development intervention. This is a systematic effort to help manage peoples careers while simultaneously helping the organizations in which the employees are working. Organizations should invest significant resources in development and career management processes for high potential employees. Organizations may utilize a number of HR tools to achieve Person Organization fit including selection processes; socialization processes and tactics followed by career development. It is recognized that career development and that career management and career planning have a great impact on whether organizations can meet corporate goals and individuals meet personal goals.

8. Maintain diversity in the organization

Employees in almost any organizations are divided into subgroups of various kinds. Formation of groups is determined by two broad sets of conditions. First, job-related (which is created by the organization) differences and similarities such as type of work, rank in the organization, and physical proximity to one another, sometimes cause people to align themselves into groups. However, second set of non-job related condition (those related to culture, ethnicity, socio-economics, sex, and race) arise primarily from an individual's personal background. Besides work attitudes, Person Organization fit may be related to other consequences that are both positive and negative and are at not only the individual level but group and organizational levels also. Similarity among individuals, be it values, goals, or personality congruence, facilitates understanding of one's interpersonal environment. Similar individuals are expected to behave in similar manners; which reduces role

confusion and could increase group task performance. Too much similarity, however, decreases the diversity in ideas and processes needed in decision-making group performance. This lack of diversity may also inhibit the flexibility necessary in organizational survival.

9. The role of the leader

Interactive style of leadership had significant effects on subjects' motivation, commitment and employees trust in the leader. The subordinates working under leaders with high interactive style reported significantly higher motivation, commitment and trust than did their counterparts under leaders with low interactive style, even though they all had lower-than-average person-organization value fit. Employees apparently are sensitive to the general perceptions of their work group. Social information processing research has convincingly shown that employees' perceptions can be influenced through the communication and behaviors of their supervisors. Consequently, organizational leaders are not only able to manage employees' experiences but also their fit with the organization.

10. Focus on both the individual and the organization culture.

The change process emphasizes the importance of the individual in creating and supporting the organization culture, and of the organization culture in creating and supporting the individual.

Through this process, a synergy and interdependence is developed that can assure the success of both employee and the organization. The positive outcomes of Person Organization fit remain at the individual and group levels with congruence among members potentially impeding organizational functioning; a balance is necessary where the level of fit necessary is determined by group function and the time in the organizations life.

At the end employees who share the organization's values will be more likely to help the larger causes of the organization. People-centered organization understand that money is important to people and can be a powerful driver of behaviour. However, organization can combine monetary incentives with intrinsic rewards of fun, growth, teamwork, challenge and accomplishment.

CONCLUSION

Organization faces a dynamic and changing environment and requires employees who are able to readily change tasks and move easily between teams, it is more important that employees personalities fit with the overall "s culture than with the characteristics of any specific job. The im-

importance of Person Organization fit for organization is indicated by significant relationships between Person Organization fit and performance of the person.

Person-Organization fit defined as the compatibility between people and organizations, which people may fit or misfit, associates with person's personality, goals and values with those of the organization. There are ten ways in managing the person-organization fit effectively to ensure that the organization gain the objectives in term of organizational and personal objectives.

This paper will be useful as an insight for the organization to manage Person Organization fit effectively through the process of hire, communication and socialization to find high degree of Person Organization fit which in the future will have a highly compatible between employees and the organization. Intervening culture and comprehensive training conducted by the organization will develop better attachment between employee and the organization.

Organization which is successfully measure the ideal condition and actual situation of culture and values will be able to develop action plan to narrow the gap and improve employee Person Organization fit. A clear career development management process for the employee will reduce turn over, career development and career planning have a great impact on whether organizations can meet

corporate goals and individuals meet personal goals. Only those organizations that negotiate careers will survive into the next century, while maintaining diversity in employees assists in keeping the organization fluid to external market demands. Focusing on both the individual and the culture of the organization in which employees share the organization's values will be more likely to help the larger causes of the organization , and at the last the role of the leader will be critical had significant effects on employee" motivation, commitment and employees trust in the leader.

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A STUDY ON STRATEGIC DIMENSION OF EMPLOYER BRANDING FOR INFLUENCING ORGANIZATIONAL ATTRACTIVENESS

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ABSTRACT

Today's young generation brings a new set of values to the organization. The emerging workforce is not just looking for a high salary, or a successful career. Young people want more with this aspect and it is vital to have a better employer brand which will be associated to have a good organizational attractiveness.

Employer Branding is a collection of ideas and beliefs that influence the way current and potential employees view an organization and the employment experience that the organization is offering. It communicates the company's culture and values and helps to ensure employees are passionate about and fit in with, the organizational culture to help to move the company forward which often includes set of attributes and qualities often intangible that makes an organisation distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture.

Organizational attractiveness is signified by positive affect toward an organization and toward viewing the organization as a desirable entity with which to initiate relationship with the organization which can be built by developing the right strategies for Employer Branding of the organization. Employer branding is the process of promoting a company, or an organization, as the employer of choice to a desired target group, one which a company needs and wants to recruit and retain. The process facilitates the company's ability in attracting, recruiting and retaining ideal employees which leads to have better organizational attractiveness.

This Paper outlines the concept of employer branding and the relationship it has with organizational attractiveness. The aim of this study was to understand Employer Branding and its influence on organizational attractiveness as a strategic imperative.

Keywords: Employer Branding, Organizational Attractiveness, Employee Value Proposition

INTRODUCTION

The ability to attract and retain the best talent in the market is key for any organisation, but never more so than in highly competitive sectors where niche skill sets are in high demand. Our guide to employer branding examines how organisations can strengthen their relationship with existing and

potential employees, and external stakeholders through the effective communication of the brand's values, personality and culture and creating a strong employer brand.

An employer brand refers to the perceptions key stakeholders, and more specifically current and potential employees, have of your organisation. It is about how they view the company; from how you conduct yourselves in the market, through to what they think it would be like to work for your organisation. An effective employer brand presents your organisation as a good employer and a great place to work and can, as a result, help with recruitment, retention and generally affect market perception of your company.

Employer branding is therefore about effectively communicating your organisation's values, personality and culture to create the desired perceptions. Employer branding affects every touch point the organisation has with the employee, starting with the recruitment and on-boarding process. It then extends to every aspect of their employment including; training and development, support networks, the development of career paths and benefits and incentives, right through to their exit from the organisation and beyond.

1.1) Employer Branding Process:

Employer branding is the process, the employer brand is the identity of a company as an employer of choice. For effective employer brand promotion, however, the company can only attract current and future employees if it has an identity that is true, credible, relevant, distinctive and aspirational. To achieve this, extensive research needs to be conducted, so as to ensure that the employer's identity addresses not only Top Talent's but also Top Management's demands.

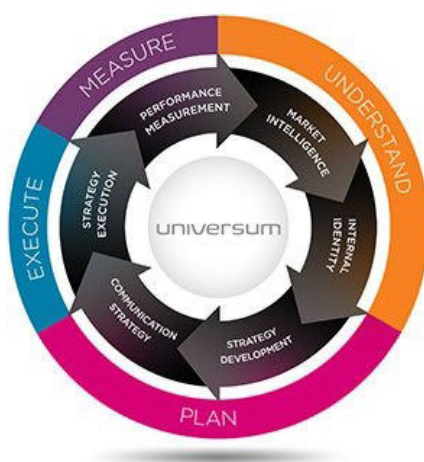


Fig-1: Employer Branding Process

1. Research & Advisory Services: The Company needs to understand what it offers of value, as

defined in the EVP, to current and prospective employees. Top Management also needs to believe and actively support the EVP. If the company is unaware or unsure of the value it offers Top Talent, the Employer Brand cannot be activated or effectively promoted.

2. Activation & Talent Sourcing: The activation phase requires a holistic communication, marketing and talent sourcing plan to ensure the company is getting the right kind of talent. While the talent sourcing's role is to ensure company-candidate compatibility, marketing and communications aim for top talent in establishing the company as the employer of choice.

3. KPI Development & Tracking: For effective employer brand promotion, constant testing and measuring – when using different campaign techniques, messages, channels, etc. – is required. It is imperative for a company to set Key Performance Indicators (KPIs) and keep track of performance levels in order to make continuous improvements.

1.2) Benefits of a strong employer brand:

A clear and defined employer brand can offer significant benefits to your organisation. It can significantly improve application rates and put your company in the enviable position of having a wide pool of talent to choose from.

In tight recruitment markets, where competition for the best talent is fierce, it can also help keep the organisation top of mind, make your company stand out in a crowded market and provide compelling reasons to join your company rather than going elsewhere.

In companies where values, personality and desired behaviour have been deeply embedded across the organisation employers are also likely to benefit from increased engagement from employees. Greater employee engagement and motivation has been shown to result in greater productivity and higher retention rates – all of which contribute to retaining skills and knowledge, and ultimately improving your bottom line. Increased engagement with the brand will also help build employee loyalty reducing the risk of losing your best people to competitors, and therefore avoiding the financial implications of recruiting and on-boarding their replacements.

With such significant benefits associated to creating a compelling employer brand it comes as

no surprise that research from the EBI has shown that despite the economic downturn and unstable recruitment market, over a third of all businesses plan to increase their spend on developing their employer brand in the next 12 months.

It is important that the employer brand is not merely rhetoric espousing the organization's values, but is reflective of the actual experience of employees. An employer brand approach involves research with employees to understand their attitudes and behavior through a staff attitude survey. This employee insight data can inform metrics on people performance in the organization, providing an opportunity to demonstrate links to organization performance

1.3) OBJECTIVES OF THE STUDY

The objectives of this study are:

To analyse the significance of employer branding

To understand the relationship of employer branding and organizational attractiveness

To review the related literature to elaborate the concept of employer branding

To understand the strategic orientation of Employer Branding

DEVELOPING EMPLOYER BRAND

It's important to remember that most relationships between employees and the brand can actually start even before you commence the recruitment process and that their relationship with the organisation will develop and change over time.

Employer branding is used as a retention management technique that increases employee engagement, communicates the organisational culture and improves it, and enhances the expectations of responsibilities between the employer and employee, the psychological contract. Literature and empirical research shows that employee engagement is strongly linked to high retention rates. The employer value proposition aims to communicate the existing organisational culture as clearly and truthfully as possible in order to attract the best candidates to the company. The employees that feel attracted to the specific company values will find it easier to adjust and will feel more satisfied hence are more likely to stay. However, a question of the changing nature of employment may have altered employees' feeling of commitment, and thus intention to stay, yet the employer brand has the power to modify this "new psychological contract" leading to lower turnover. A well-rounded, compelling employer brand will consider all of the

stages of the employee lifecycle:

Attracting new talent:

Attracting new talent is the first stage of any recruitment process and whilst it is widely recognized that in order to attract applicants organisations need to promote the strongest attributes of the organisation, what many fail to recognize is that they may be fighting a losing battle if the pre-existing perceptions held by employees aren't addressed. How to strengthen your employer proposition:

- Promote culture and rewards

- Show what success in the organisation looks like

- Introduce current employees

- Promote awards and accreditations such as 'Top 100 employers' or 'Investors in People'

- Demonstrate a commitment to CSR

- Promote your commitment to career development and training

Interviewing and on-boarding:

The interview process is a prime opportunity to reinforce your employer brand so make sure your interviewers live and breathe your brand values. An interviewer who is negative, unprofessional or ill-prepared will not only give the wrong impression of the organisation but could also determine whether the interviewee chooses to accept a job offer or not. They could also have a negative impact on your attractiveness to other potential employees. Once you've found the right person and they've accepted a job offer, You should reinforce your employer brand prior to the new employee's start date and deliver a well-planned induction process to ensure the reality of the organisation matches the brand they've bought into.

Retaining your best talent:

A strong employer brand isn't just for attracting new talent; it also provides a compelling reason for your current employees to stay with your organisation. With extensive knowledge and developed skill sets, existing employees are an invaluable asset to any organisation and it's therefore worth investing time in building stronger relationships with this key set of stakeholders. Your employer brand should be reinforced regularly; employees need to be reminded of the qualities that first attracted them to the organisation. More importantly though you need to deliver on the brand promises you have made to those employees, whether through reward and

recognition, training and development or a clearly defined career path.

Leaving on a good note:

There will always be a level of churn within your organisation but just because you're saying goodbye to a current employee doesn't mean your relationship is over. With a strong connection to your brand, leavers can remain some of your best brand ambassadors – if their exit is dealt with well. Employees often go on to be other stakeholders for your organisation, whether as a customer, competitor or an industry peer. Exit interviews are often a good way to gain further insight into your employer brand and perceptions within the organisation, whilst demonstrating to leavers that their views are valued

SIGNIFICANCE OF EMPLOYER BRANDING:

Universum gives five reasons why employer branding should be a vital management tool for every organisation and company today.

1.Shortage of skilled labor: competition for skilled workers has or will continue to increase. Adding to this trend, there is also a clear shift in students' preferences moving from technical degrees to non-technical degrees. Companies or organisations that are perceived to be attractive employers will have an easier time to recruit top talent.

2.More with less: a mantra coined during this economic downturn, there is high pressure to cut costs and increase productivity, which has made the need to get the right people in the right jobs even more crucial. Employer branding results in more successful recruitment and retention of top talent. Moreover, by properly communicating the reality of the work environment, companies are more likely to attract talent

3. Growth & profitability: hiring and retaining top performers is essential for growth and to maintain a competitive edge. Employees who have the right skills, experience and knowledge, in relation to the critical areas of a business to drive growth

4. Popularity:research on the talent market reveals that graduates and professionals want to work for companies with great reputations; they often turn to family members, friends or colleagues for advice and approval when making a decision about which employers to consider

5. Strength: being an attractive employer provides a company or organisation more bargaining power, as employees will want to work for them more than anyone else, even those that have rare or most in demand skills irrespective of salary levels.

SUMMARY OF THE LITERATURE

The importance of reconciling perceptions of the firm's internal and external image in Managing the congruence of all brand messages has been recognized (Dukerich and Carter 2000; Duncan and Moriarty 1998). Not only does this positively influence the perceptions of these messages among employees, potential employees, and customers, but it also ensures that employees are 'properly aligned' with the brand and what it represents (Keller 2002). This allows employees to 'live the brand' and reinforces corporate values and expectations of performance among new and existing employees (Ind 2001). Ind also recognizes that some companies, such as Patagonia, Nike and the Body Shop, have de facto employer brands without a formalized marketing approach. However, at a time when the financial markets are increasingly recognizing human capital as a source of value for firms and shareholders (Cairncross 2000); Michaels et al. (2001) propose the explicit development and communication of the Employee Value Proposition (EVP) to attract and retain talented employees. Clearly, there are a number of different marketing inputs that contribute towards the formation of the employer brand, from the development of an EVP to recruitment marketing plans and Outputs which may require

Chapman *et al* (2005) adds that the concept of EB is directly related to talent management because talent management is combination of various HR practices which determine the future reputation of the organization as an employer. Morton (2005) and Fernon (2008) had also mentioned the retention and search of the talent. It is worth mentioning to discuss the key features of talent management as given by various researchers. Talent management is important for the organization and in the views of Lewis and Heckman"s (2006) talent management consists of HR practices like recruitment, selection, development and career management

Bhatnagar (2007) said that employee engagement and a better talent management and retention can play an important role for organizational success. Gbervbie (2010) have mentioned that the core job of talent management is to arrange the best performers in such a way that they should highlight the brand image in the employee market which makes the organization attractive for the

potential employees.

Baptiste (2008) mentioned techniques of talent management which mainly include talent retention and talent acquisition or talent hunt.

EMPLOYER BRANDING AS A STRATEGIC INITIATIVE

Organizations are using branding as a strategic tool in today's business environment with increasing regularity. Although brands and branding are not new ideas, firms are applying them to more diverse settings where the role of branding is becoming increasingly important

Employer branding is nothing but “a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm”

Employer branding is a strategic initiative rather than done through ad-hoc communication and they suggest making the employer value proposition the message platform. An employer value proposition is the unique selling points as employer. The employer value proposition should therefore be the focal point of the strategic process of branding the company, as the employer value proposition should reflect the unique selling points of the company as employer.

Looking at employer branding in a strategic point of view, it is argued that employer brands work best “when they are credible (which is at the heart of all good external and internal communications), aspirational (embracing a distinctive focal point and ‘big idea’), and sustainable” It is becoming an increasingly important issue to manage corporate reputations, amongst other things because there is emerging empirical proof of a strong link between corporate reputations, brands and financial performance. Increasing use of employer branding is due to its power to attract new employees and at the same time making sure that these new employees are engaged in the culture and the strategy of the firm.

Five step model, which focus more on how to develop an employer brand than the employer branding process itself. First they suggest that it is made clear what the goals of the employer branding initiative are. These, both short term and long term goals should be based on the main goals of the company. When the goals of the initiative have been made clear, the target group of the employer branding will be. This will often be both potential and current employee segments,

but it may be necessary to focus on one of the two groups initially if there is an issue with either recruitment or retention.

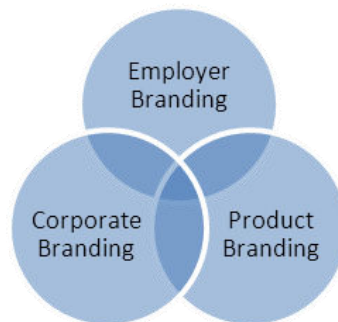


Fig : Concept of Employer Branding

The message developed for the employer branding of the company should be aligned with the aims and the target groups of the employer branding, and should as such be a product thereof. As the message, the channels chosen for the employer branding communication should also be aligned with the prior stages. When these things have been analyzed, an action plan with concrete milestones about what, when and where can be laid out. The action plan will be similar to a marketing plan for a product in the company

5.1 Five Step Model of Employer Branding:

Now that the importance of employer branding has been explained, the next step is for companies or organisations to start their employer branding. Employer branding model that identifies key processes that will work for any organisation or company. This model can be useful for those that are new to employer branding and are not sure where to start.

1. Research: to understand where an employer is positioned in the employment market and to determine the appropriate action plan is fundamental. The four important factors, both internally and externally, are:

- Know how the target group perceives the employer
- Learn what the target group wants and needs from the employer
- Discover where the employer is positioned in relation to its competition
- Ensure that the research is updated regularly

2. Employer Value Proposition (EVP): the company or organisation needs a unique employer

offer. The EVP gives current and future employees a reason to work for an employer and reflects the company's competitive advantage. Employers that manage their EVP effectively benefit from an increase in their talent pool and employee engagement, as well as a potential decrease in salary costs. By analyzing the factors influencing the employer brand, and by defining a strong and true EVP, the employer will be able to deliver sound and consistent communications during the communication phase and develop an attractive, as well as unique, employer brand.

3. Communication strategy: the development of a communication strategy is always based on research findings and a well-defined EVP. The EVP is a useful tool used by HR, Marketing or Communications to be able to emphasize the most attractive factors and be consistent in the employer communications. Once an employer knows who they want to talk to and what to communicate, the employer then has to choose the most efficient and effective channels for reaching them.

4. Communication Solutions: the aim at this step is to express the employer value proposition (EVP) by using the right words and images, so it becomes consistent with the corporate identity and branding efforts. The communication material should have the same look and feel irrespective of communication channel. Since organisations use many different channels, it is vital that the target groups recognize the organisation and relate to the employer offer, no matter if they are being reached via the corporate website, reading an advertisement in the newspaper or taking part in an event.

5. Action: implementing all the steps and monitoring closely what works and needs to be adjusted along the way is the final stage. It is of great importance at this point that the organisation sets targets on what they want to achieve with the planned activities in a clear and measurable way.

SURVEY DATA ANALYSIS

A study was done to understand the organizational attractiveness towards the Employer brand and the data is collected for 1250 people which are as follows

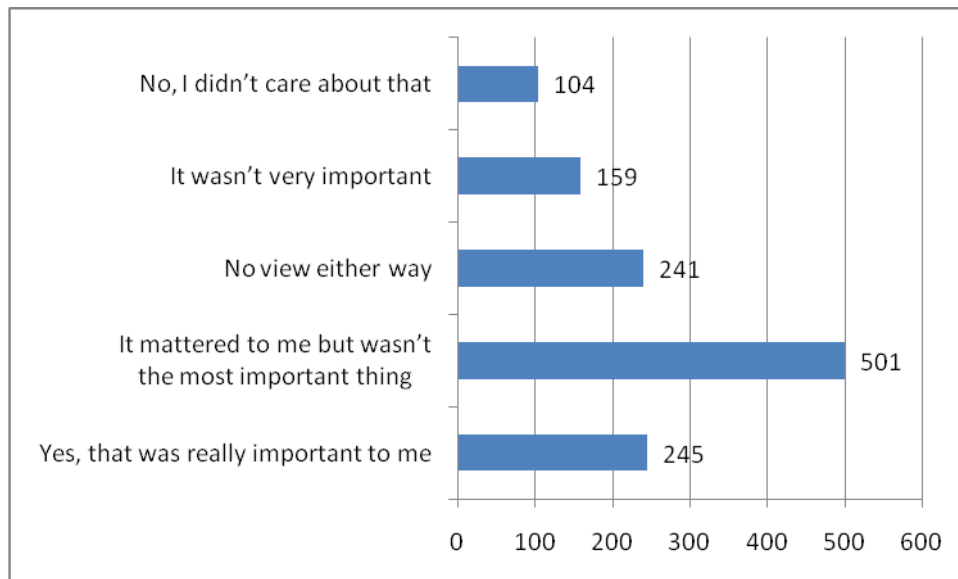


Chart-1: Organizational Attractiveness and Employer Brand

It is observed that, more than 60% people care about employer branding, that is why the employer brand has recently become a significant component of human capital management (HCM) strategy

Employer Branding Objectives Report

No	Factors	Rating Out of 7
1	Having a clearly defined strategy	6.04
2	Senior management engagement	6.02
3	CEO engagement	6.01
4	Development strategies for retaining talent	5.94
5	Communication planning	5.80
6	Development strategies for recruiting talent	5.80
7	Defining employer's value proposition	5.77
8	Producing communications	5.67
9	Collaboration between different departments	5.63
10	Conducting internal research	5.57
11	Conducting external research	4.92

(Source : Employer Brand Institute)

Note : Rank is in order from 1 to 7 (1=least important, 7=most important)

The results of the global study should be a concern for CEOs where money invested in employer branding initiatives may be misdirected and/or misaligned with the business strategy. As far as the companies having a clear defined employer branding strategy is concern, most companies are in the early stages of developing an employer brand strategy that builds competitive advantage

(globally only 16% have a clearly defined strategy). So the survey results (see below Table) provide some important guidance for leaders to ensure their investments are focused on priority areas.

Has your company developed a clear employer branding strategy?	
Yes, we have a clear strategy	16%
Yes, it can be further developed	31%
No, but we are working on it	37%
No, we have not developed a strategy	13%
We don't know	03%

(Source: Employer Brand Institute)

The survey also found while 31% have a strategy, it can be developed further. Importantly, 37% of companies have already begun work on developing their employer brand strategy. A small percentage of respondents (13%) said their company does not have an employer branding strategy. These companies may be in the early stages of developing a business case for investment or the department responsible for managing the employer brand may be having difficulty engaging the CEO and senior managers to allocate resources toward the strategy.

It is also observed that, reasons for why employer branding is not just another business buzz-word but a strategic initiative with, if done right, has positive consequences such as:

- Lower recruitment costs due to the streamlined processes, the use of common tools that can be produced centrally and then be used by all parts of the company, and the opportunity to look for potential employees for more than one specific job via the employer branding activities. This should ultimately bring down cost per newly hired employee and also the time spent per newly hired employee.
- More qualified applicants for positions with the company and through this less unsuccessful recruitment processes.
- Lower employee turnover.
- More satisfied employees, which in turn can lead to a better performance by employees and in the long run the company itself.
- Positive spill-over effect on the corporate brand and product brands.

CONCLUSION

Organizations all over the world operate in a very competitive environment, and this calls for pragmatic strategies to be ahead in any sector. Employer branding has become a major tool for organizations to attract quality employees in their organizations which is tool of organizational attractiveness. It is essential to create work environments that make employees feel secure psychologically. Workplaces that offer opportunities for growth also make it easier for employers to attract and retain employee. It is important for modern organizations to be able to retain talents to enable them become efficient and effective. Work environment that is socially rich and psychologically empowering is also needed for organizations to be ahead of competition and have better organizational attractiveness.

Employees today are choosing to work for reputable organizations. They consider employers who value their employees and treat them fairly. The employee is judicious about the company's employee experience policies and inquires hard about the reality of this experience. Important to an employee is the organisation's employee/employer relationship. Important to the employer, however, is the length of time it takes before the new employee is returning the opportunity and performance value back to the business. For some jobs, it can take months to return value, and for those employees who turnover within one year, the employer value yield for opportunity and performance is very small, zero or possibly in deficit. So making sure that your employer brand is attracting and retaining the right employees who will perform, commit and remain loyal is cost effective to your business. Organisations must aim to be employers where potential employees are attracted to work and existing staff remain loyal and perform for the good of the whole business.

In the present scenario, there is not only the need of creating a satisfaction in minds of employees, but also an urgent need of creating this positivism in the minds of external customers and stakeholders. The study shows the challenges faced by many organizations and the strategies adopted. It was also observed that many organizations are still not very much aware of this concept, though are unknowingly working on employer branding because everyone wants organization to be the best. It will be comparatively easier to welcome the new world of employment brands. Employer branding is a useful tool to help organizations differentiate what they have to offer in the labor market, and recruit, retain and engage the people they need to succeed. Just as marketers seek to

understand their customers, HR people will benefit from gaining employee insight through methods such as employee attitude surveys and focus groups. This insight should inform the HR strategy, influence how internal communications are handled and help in the design of effective people management initiatives.

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USE OF SOCIAL MEDIA FOR EMPLOYEE ENGAGEMENT

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ABSTRACT

Social media has become one of the major networking arenas in today's era. Employees spend a great deal of their work time accessing these sites. This had laid to severe measures like restrictions on usage of social media at workplace. This paper studies the evolution of social media. This paper tries to highlight various generations at workplace and how the social media can be brought to an advantage as engagement tool through various secondary sources.

Key words: social media, multi –generations, employee engagement.

1.1 INTRODUCTION:

“A group of people get together and exist as an institution we call a company so they are able to accomplish something collectively that they could not accomplish separately”

David Packard, Late co-founder of HP

Organizations are successful when employees' effort are in sync with the organization's goals. The achievements of an organization are the results of the combined effort of each individual. Its essential to the success of a business to recognize that not all individuals in the workplace will work, learn, and act in the same manner. Each individual brings his or her own enthusiasm and work habits to an organization, and understanding the types of generations represented in the workforce today will help HR manage employees productively and thus create an engaged employee. An engaged employee helps to take the organization to higher level.

Human beings have always been known as social beings. People love to be connected with each other. Earlier times bulletin boards or family gathering would help them to stay connected. Today this has been replaced by the digital media. One of the reason why people prefer to be socially active is that it allows them to be connected with each other that are valuable, meaningful and convenient on their own terms and on unprecedented scale.

1.2 NEED AND SIGNIFICANCE FOR STUDY:

According to an article on Employees Really Do Waste Time At Work by Cheryl Conner in Forbes, it has been found that a great working time is wasted on social media activities such as web surfing, searching for new job opportunities, exploring media sites etc. 64% employees visit non related websites every day and waste certain amount of time in office leading to loss of money for the companies. 39% employees spent less than 1 hour, 29% for 1-2 hours, 21% for 2-5 hours, and 8% for 6-10 hours¹.

According to a survey carried out by salary.com, in July 2013, 69% of the people said they waste time at work every single day. Most people (34%) routinely waste 30 minutes or less each day while on the clock. Nearly one-quarter (24%) waste between 30-60 minutes daily, with 11% claiming they spend several hours per day wasting time on non-work-related items on a daily basis. Of the people who don't waste time each day, 21% reported slacking off 1-2 times a week while only 10% claimed they never waste time on the job².

According to the report in Irish Times, One in seven employees spend more than an hour on social media during work hours, according to a new survey by recruitment firm CPL. CPL's Employment Market Monitor for the fourth quarter 2014 found 14 per cent of employees use social media for more than one hour each day³.

Thus, it can be observed that employees spend a great deal of time on social networking sites which reduces the productive time of employees at workplace. Hence a need is seen to understand the engagement of employees at their workplace through digital media.

1.3 OBJECTIVES OF PAPER AND METHODOLOGY ADOPTED:-

The paper is based on secondary source where data has been collected from various sites like books and internet. The paper tries to understand the history of social media, different generations at workplace and the role of social media as an engagement tool. The objective of the paper are as follows

- To know the social media and its usage.

- To understand how social media can be used for employee engagement.

1.4 SOCIAL MEDIA AND HISTORY OF SOCIAL MEDIA:-

Social media is the collective of online communications channels dedicated to community-based input, interaction, content-sharing and collaboration. Websites and applications dedicated

to forums, micro blogging, social networking, social bookmarking, social curation, and wikis are among the different types of social media. There are sites to share photos, videos, status updates, sites for meeting new people and sites to connect with old friends.

Usenets, BBSs, Online Services: -

Usenet services were first conceived in 1979 which let users to post articles or posts to newsgroups. Bulletin Board Systems came online in late 70s which were primarily hosted on personal computers and users had to dial in through the host computer's modem. Online services like CompuServe and Prodigy followed BBSs and were first real corporate attempts at accessing the Internet.

Six Degrees, Friendster and MySpace: -

Six Degrees was launched in 1997 and was the first modern social network. It allowed users to create a profile and to become friends with other users. Friendster was really the first modern, general social network. Friendster operated by allowing people to discover their friends and then friends-of-friends, and so on to expand their networks. MySpace differentiated itself from competitors by allowing users to completely customize the look of their profiles. Users could also post music from artists on MySpace and embed videos from other sites on their profiles.

Facebook:-

While Facebook started out as a Harvard-only social network back in 2004, it quickly expanded to other schools, then to high schools, businesses and eventually everyone (by 2006). Facebook doesn't allow the same kind of customization that MySpace does. Facebook does, however, allow users to post photos, videos and otherwise customize their profile content, if not the design. Some of the other sites are NING, YOUTUBE and PHOTOBUCKET etc.

1.5 DIFFERENT GENERATIONS AT WORKPLACE: It is essential to the success of a business for executives to recognize that not all individuals in the workplace will work, learn, and act in the same manner. Each individual brings his or her own enthusiasm and work habits to an organization, and understanding the types of generations represented in the workforce today will help HR manage employees productively. To gain a competitive advantage, organizations must address intergenerational challenges and focus on generation-specific needs.

In this day and age, the work place is no longer dominated by one generation with a single set of shared values and professional standards; the business world is now filled with a variety of generations that come from different backgrounds and hold different priorities. Today's organizations

are unique in terms of employee diversity. They constitute the traditionalists, boomers, Generation X, Millennial and Gen 2020.

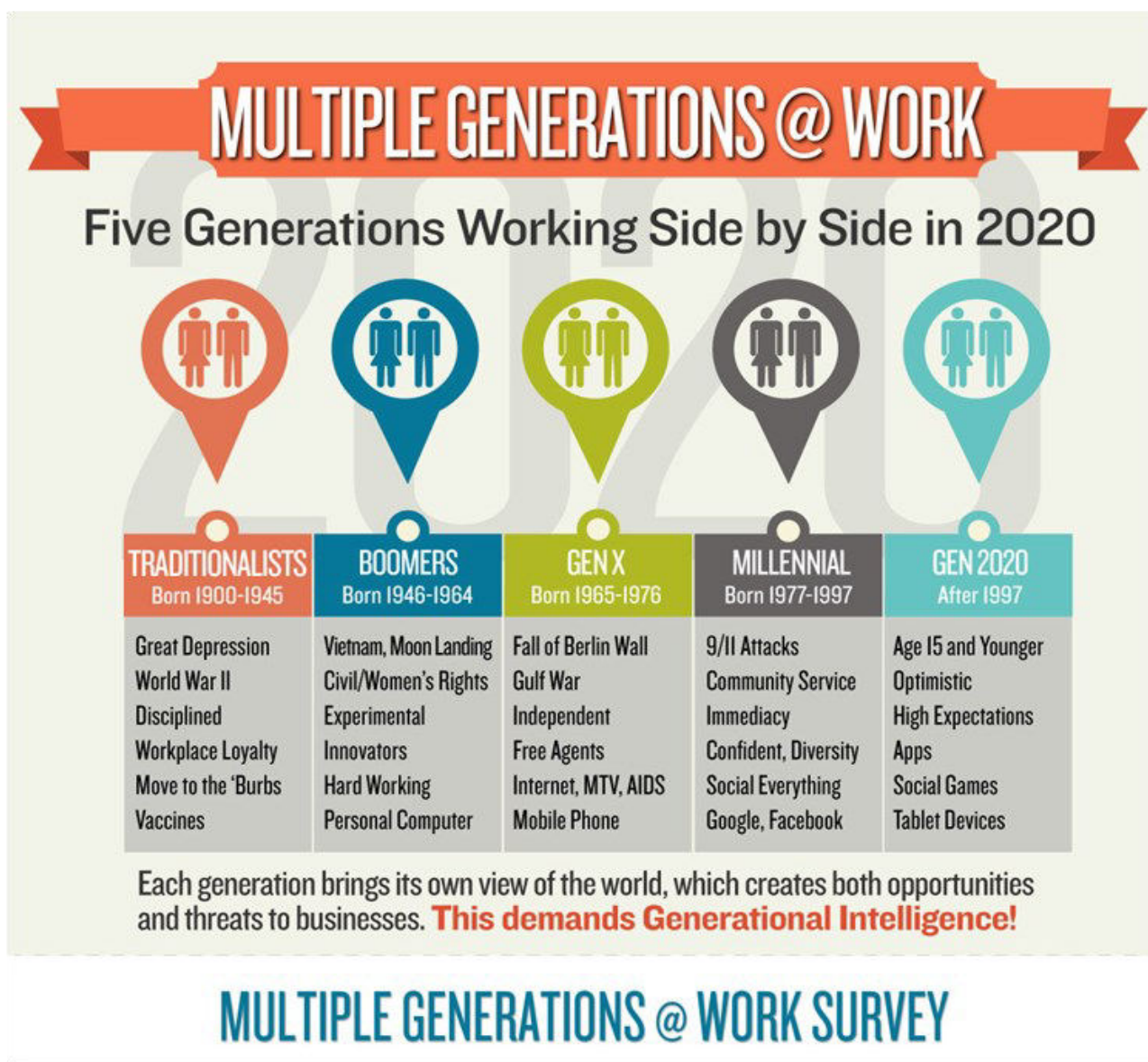


Fig.1: Multiple Generations at work place

Source: <http://execdev.kenan-flagler.unc.edu/blog/managing-the-multigenerational-workplace-unc-executive-development>.

<p>Generation Y (16-30 years):</p> <p>I like to “ping” my social media network or just send a quick text. It’s all about efficiency and speed.</p> <p>I think Facebook, Twitter, blogs, etc., are great ways to foster collaboration and innovation in my company.</p> <p>I don’t need to see my peers to build a strong relationship with them</p>	<p>Generation X (31-46 years):</p> <p>I prefer to do business over e-mail. I find it more effective.</p> <p>Face-to-face meetings are needed occasionally but in reality, things can be done via e-mail.</p> <p>I don’t have a problem adjusting to Facebook and the other social media sites, but I don’t have to use it.</p>
<p>Baby boomers (47-65 years):</p> <p>Business is most effectively conducted in face-to-face meetings or at least over the phone.</p> <p>Face-to-face interactions build better rapport and stronger relationships.</p> <p>I have started experimenting with Facebook and Twitter, but I honestly don’t understand what all the hype is about.</p>	<p>Traditionalists (66-86 years):</p> <p>I have only conducted business through face-to-face meetings. That is just how it works best.</p> <p>What even is Facebook? I don’t see the value of social media as a workplace tool. It lowers productivity.</p> <p>Why do I have to share everything I know with the younger workforce? I have worked long and hard to gain the knowledge I have today</p>

Fig.2 Title: Different Generations’ view of Social Media

Source:- <https://www.kpmg.com/US/en/IssuesAndInsights/ArticlesPublications/Documents/human-resources-social-media.pdf>.

1.6 PERCENTAGE OF SOCIAL MEDIA USAGE:

76 percent of U.S. companies used LinkedIn’s 100 million registered users for recruiting. 84 percent of job seekers have a Facebook profile, and 48 percent of them have done at least one job-hunting activity on Facebook in the past year. 61 percent of millennials don’t go to the traditional company support groups first; they prefer to turn to the Web and other external resources. Corporate e-mail is growing 20-25 percent per year, with data storage costs soaring. 41 percent of 2011 university graduates used social media in their job search. 40 percent of companies admit to having no training or governance of social media⁵.

1.7 EMPLOYEE ENGAGEMENT:-

Employees who report receiving recognition and praise within the last seven days show increased productivity, get higher scores from customers, and have better safety records. They're just more engaged at work - TOM RATH, Author, Researcher and Speaker.

Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being. Employee engagement is the emotional commitment the employee has to the organization and its goals. Engagement factors involve meaning, autonomy, growth, impact and connection.

High levels of employee engagement are linked to increased profitability, employee retention and increase in business performance. There are 3 types of Employee Engagement Levels:-

- 1) **ACTIVELY DISENGAGED:** They are the people who are unhappy and spread unhappiness in the organization. These people provoke other people to leave jobs and are the longest to stay in an organization.
- 2) **ENGAGED:** These category of people can be identified with words like Passion, Alignment and Innovation. They are connected to the company and provide new ideas and spread positivity in the organization they are working.
- 3) **NOT ENGAGED:** These category of people are present in majority and do what is told only. They don't put energy and passion in work and may be positive and negative.

No longer can an organization publish an employee newsletter or update its intranet and assume that it has successfully communicated with employees. Unaccustomed to reading bulletin boards and not likely to pick up a newsletter, some under-30s even shun e-mail as outmoded technology. To reach them or any other employee more inclined to use Twitter than Outlook, smart employers build a strong social media component into any of their internal communications plan. A strong effective communication helps employee engagement.

1.8 HOW SOCIAL MEDIA CAN BE USED IN COMPANY FOR EMPLOYEE ENGAGEMENT:-

Talent acquisition is one of the first areas within many companies to embrace the social media opportunity. At its best, this can include accelerating the entire recruiting process from posting openings to sourcing candidates, reviewing résumés, making an offer, and on boarding. Sites such

as Facebook and LinkedIn are the sites used for recruiting.

Once employees are on board, social media can be leveraged for connecting employees to interest groups (e.g. volunteerism, mentoring, and diversity). More sophisticated companies are using technology and social media tools to create deep expert directories that are populated by employees with information about themselves and others.

Progressive organizations are dispensing with the annual performance cycle and moving to more real-time feedback and coaching. Social media tools make true 360-degree feedback a reality through the use of social media.

Staying connected with passive job seekers becomes more critical. Innovative companies are mining connections on key social networking sites, maintaining organization's reputation online, and watching how their own talent is interacting online. They are also leveraging social media to create talent communities that engage passive candidates and promote their brand.

Blogs can be used as a way to reach workers who prefer online communications, and are often promoted through tools such as Twitter, Facebook and Google+. By engaging employees through blogging, leaders can reach a larger audience and build credibility with techno-savvy workers as well as learn about the issues important to employees.

1.9 WHY EMPLOYEES LIKE TO CONNECT THROUGH SOCIAL MEDIA?

Human Beings are known as Social Beings and likes to be connected. The reasons are:-

- 1) **Pride:** - Employees want to share what makes them proud to work because it is core to their identity and sense of meaning in life. Thus they feel pride in sharing the photos or videos of work they have accomplished through social media.
- 2) **Recognition:** - When executives retweet an employee's comments, shout out over Facebook or post a story about how one department just invented the next big thing, employees remember it and feel appreciated.
- 3) **Advancement:-** The companies that see social media as a training ground for professional development will motivate employee advocates to their full potential.

1.10 EXAMPLES OF COMPANIES USING SOCIAL MEDIA FOR EMPLOYEE ENGAGEMENT:-

IBM: IBM launched Beehive, a social networking website behind IBM's firewall for IBM employees designed to blur the boundaries of work and home, professional and personal, and business and fun. They did not build in limitations on the types of content that could be shared, for ex-

ample whether or not the content was personal or professional in nature.

Salesforce.com: Salesforce.com developed Chatter, a Facebook-inspired application for companies that allows users to keep track of their colleagues and customers and share information and ideas. The application had been used by employees within and across different work groups and has become an effective way to bring top-tier closer to workplace. A special “Chatter forum” had been set up, through which managers who attended the meeting and the employees who watched it can comment and interact with each other.

Infosys-iEngage:-Infosys Launches Social Commerce and Employee Engagement Platforms. Smartphone-enabled platforms to drive the next generation of digital engagement. Infosys Technologies Ltd announced a new Social Commerce and an enhanced Employee Engagement platform as part of Infosys iEngage. Consumers rely on social networks to guide purchase decisions. Infosys iEngage Social Commerce Platform uses everyday social interactions on the World Wide Web to personalize and enhance users' online shopping experience. Organizations can monetize these social interactions and increase customer wallet-share. The platform brings the power of social shopping through features such as: co-shopping, group-gifting, product combination and social rewards.

INTEL:-

Social Media @ Intel

- **Planet Blue: A social platform**
 - Blogs, forums, media galleries, calendars etc.
 - Wikis, RSS, SharePoint
- **An open & inclusive platform**
 - Governed by a guideline
 - Anyone can request a new group and/or wiki
 - Anyone can blog and comment
- **Public and private groups**



Social Media @ Intel India



Conversation on Business Priorities and Organization Behaviors



Leader to Employee Connect

Leaders' Blogs

- Organization Strategy
- Key Behaviors
- Updates
- Exchange of ideas

**Cyber Chat
Video Blogs
Web Jams**



Employee to Employee Connect

Employees' Blogs

- GPTW events/Celebrations
- Career Development
- Benefits
- Engineering milestones

Hobby Communities

- Painting-Drawing
- Photography
- Trekking
- Music
- Running
- Cycling

Contests



- New products
- Professional Profile
- Idea generation campaign for GPTW

**Metrics:
of views
& Comments**

intel | 5

Intel uses Planet Blue- a social platform for the employees to interact and connect with each other. It has led to interaction between employees as well as higher management and employees helping to enhance the connectivity and social connection between them. The extra-curricular activities carried out also helps the employees to remain engaged and thus in productivity.

1.11 ADVANTAGES OF SOCIAL MEDIA:-

Social media helps to communicate efficiently, Stay Connected as well as help in generation of New Ideas.

Internal social networking encourages people to connect and communicate with each other, cross pollinate ideas and develop valuable insights. People can share resources and information easily and effectively.

These tools flatten the corporate hierarchy, empower individual employees at all levels and provide a direct path to decision-makers and executors.

The company can be more easily and effectively search for and consolidate employee skill-sets to match specific project requirement.

1.12 DISADVANTAGES OF SOCIAL MEDIA:-

Open up the possibility for hackers to commit fraud and launch spam and virus attacks.

Increase the risk of people to result in data and identity theft.

May result in negative comments from employees about the company or potential legal conse-

quences if employees use these sites to view objectionable or offensive material. Potentially result in lost productivity, especially if employees are busy updating profiles, etc.

CONCLUSION:-

The paper has helped to know about the social media, History of social media all these years. Also, different Generations' view on social media has been discussed along with working patterns carried out by these generations of people. Employee engagement is important in all companies. Thus use of social media for employee engagement has been represented in this paper with some examples. Social media had disadvantages of time being wasted more in organizations which led to restrictions on them. But nowadays companies have come up with ideas of using social media in companies leading to employees working efficiently and effectively in organizations.

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MEASURING EFFECTIVENESS OF APPRENTICESHIP TRAINING PROGRAMME THROUGH KIRKPATRICK'S EVALUATION MODEL

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ABSTRACT

Training is an area in which there have been considerable advances over the past few years including new methods, approaches, training aids and technology. Companies have been continuously training their employees. This study has been conducted with a view towards being able to contribute to these programmes in a constructive manner.

For the training companies invest in terms of time, money and efforts. Thus it is vital to find out the effectiveness of the training programme. Training programme assists in enhancing the efficiency and effectiveness of a person at work by improving and updating his/her professional knowledge, skill relevant to his work, cultivating appropriate behavior and attitude towards work and people. The purpose of this article is to know and measure the effectiveness of Apprenticeship training by using Kirkpatrick's four level evaluation models. The sample survey based on questionnaire was conducted among the apprentice trainees who have undergone the training programme. The Research Design is Exploratory in nature where the total respondents were 50. Analysis was made by using Statistical Package for Social Sciences in which one way Anova is used. The major Finding of the study is that there is not significant association between impact of age and learning and there is indeed no difference between Results and Work Experience.

Keywords- Evaluation, Reaction, Learning, Behavior, Results, Training effectiveness, Apprenticeship training

Introduction-

As the field of HRD continues to grow, it is important to point out the different pieces that make up Human Resource Development. HRD is focused on improving job performance and growth of the employee. Training, education, and development are three distinct components of Human Re-

source Development (Nadler, 1990). Many HRD professionals use these terms interchangeably, but each has a distinct purpose in improving performance and expanding the growth of employees.

Training is vital for any and every organization. With the changing socio-economic and technological relevance of training, the definitions, scope, methods and evaluation of training programmes have also changed. One of the earlier classic definitions of training is ‘bringing lasting improvement in skills in jobs’. The present day definitions take a multi-dimensional perspective enveloping the needs of individuals, teams, organizations and the society. The steps in the training programme development are planning, programme implementation, and programme evaluation and follow-up. The evaluation of any training system helps measure the ‘knowledge gap’, what is defined by Riech as ‘the gap between what the trainer teaches and what the trainee learns’. Evaluations help to measure Reich’s gap by determining the value and effectiveness of a learning programme. It uses assessment and validation tools to provide data for the evaluation.

Evaluation of training systems, programmes or courses tends to be a demand of a social, institutional or economic nature. A training program is not complete until you have evaluated methods and results. A key to obtaining consistent success with training programs is to have a systematic approach to measurement and evaluation.

Training is the activity to enhance an employee’s current skills for his or her present job. As technology changes, training is necessary to keep pace with these changes. Education prepares an individual for a future job and enables an employee to gain skills for a future job and/or promotion within the company. Development of an employee refers to individual growth for the employee but is not tied to any specific current or future job (Laird, 1985; Nadler, 1990). Training is one of the most important HRD activities in organizations today.

The paper presents the pathway to measure an effectiveness of Apprenticeship training programme.

REVIEW OF LITERATURE

In the empirical literature there is a **general consensus on the positive effects of apprenticeships in easing the school-to-work transition**. Cross-country evidence shows that in those European countries where the apprenticeship system is most developed young people have better labour market outcomes than in other countries (Van der Velden et al., 2001; Quintini and Martin, 2006; Quintini and Manfredi, 2009). Furthermore, national studies, based on individual data, provide ev-

idence of the superiority of apprenticeships in smoothing the transition from school-to-work compared to vocational school-based education or to entering the labour market immediately after compulsory education. Apprentices achieve better job matches (Ryan, 2001); higher wages; shorter periods of unemployment before finding a first job (Ryan, 1998; Bonnal et al., 2002; Parey, 2009); or a longer duration of first job (Bellmann et al., 2000) compared to individuals with low educational attainment or school-based vocational education.

The empirical evidence seems to be consistent about a **positive effect of apprenticeship on wages only when compared to workers with low education and no apprenticeship training**, but not when compared to workers having completed full-time vocational education (Ryan, 1998; Clark and Fahr, 2002; Hofer & Lietz, 2004; McIntosh, 2007; Fersterer et al., 2008).

The educational level and quality apprenticeship applicants is found to influence the selection process into high or low quality apprenticeships in Germany and Switzerland. Furthermore, in Germany previous low educational achievement is found to continue to exert a negative effect on labour market prospects, even for those individuals with poor educational results who complete a high quality apprenticeship (Büchel, 2002). On the contrary, in Switzerland once the transition to apprenticeship is taken out of the equation (controlling for ability), apprentices with poor educational results are not further penalized once they complete apprenticeship training (Bertschy et al., 2009).

NEED AND SCOPE OF THE STUDY

The scope of the study is only restricted to only one company where 50 respondents who have gone through the apprenticeship training programme were taken for the responses for this study. By using this understanding of survey we may find out the following things for enhancing the knowledge;

- To know areas in training where training is effective and in which area Training is not effective.
- To solve the problem and even help in taking precautions for future while providing Apprenticeship Training Program
- To provide path for identifying needs for further training and effectiveness of the training

OBJECTIVES OF THE STUDY

Primary Objective of the Study

To study and Measure the effectiveness of Apprenticeship Training Programme.

Secondary Objectives

To know how Apprentice candidates perceive Apprenticeship training program and their awareness towards training programme.

To find out the relationship between various variables consider like: reaction, learning, behavior and results for carrying out the effectiveness of the training programme.

To find out the relationship and difference in perceiving training by the candidates by comparing variables gender with reaction to the training, Age with Learning, Educational Qualification with Behavior and Work Experience with results.

To study the four levels of Kirkpatrick's model and its effectiveness for assessing the training program of Apprenticeship

Hypotheses

H0- "There is no significant association between Impact of Age and the learning of the respondents towards training program".

H1- "There is significant association between Impact of Age and the learning of the respondents towards training program"

H0- "There is no significant difference between work experience and the results of the respondents towards training program".

H1- "There is significance different between work experience and the results of the respondents towards training program".

THEORITICAL FRAMEWORK OF THE STUDY

Apprenticeship Training: Apprenticeship training develops employees who can do many different tasks. They usually involve several related groups of skills that allow the apprentice to practice a particular trade, and they take place over a long period of time in which the apprentice works for, and with, the senior skilled worker. Apprenticeships are especially appropriate for jobs requiring

production skills.

EVALUATION OF TRAINING PROGRAM

Training Evaluation

Evaluation has been defined in many ways over the years. Tyler (1942) saw evaluation as a determination of whether program objectives had been achieved, looking at actual outcomes versus intended outcomes. In a broad sense, evaluation research includes all efforts to place value on things, people, events, or processes (Rossi, Lipsey, & Freeman, 2004). From an instructional viewpoint, evaluation may be defined as “the determination of the merit or worth of a curriculum (or portion of that curriculum).

Apprenticeship training develops employees who can do many different tasks. They usually involve several related groups of skills that allow the apprentice to practice a particular trade, and they take place over a long period of time in which the apprentice works for, and with, the senior skilled worker. Apprenticeships are especially appropriate for jobs requiring production skills. Here in this paper the researchers tried to evaluate the training Programme and provide the effectiveness of the training.

Purpose of Evaluation of Training Program:

The process of examining a training program is called training evaluation. Training evaluation checks whether training program has had the desired effect. Training evaluation ensures that whether candidates are able to implement their learning in their respective workplace, or to the regular work routines.

Purpose of Evaluation

Feedback:

It helps in giving feedback to the candidates by defining the objectives and linking it to learning outcomes.

Research:

It helps in ascertaining the relationship between acquired knowledge, transfer of knowledge at the work place, and training.

Control:

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

Power games:

At times, the top management (higher authoritative employee) uses the evaluative data to manipulate it for their own benefits.

Intervention:

It helps in determining that whether the actual outcomes are aligned with the expected outcomes.

Methods of Training Evaluation

As Organization spend a large amount of their time and resources in the training and development of their employees, it is important to evaluate these programs for their effectiveness.

Cost-Benefit Analysis:

A Cost- benefit analysis helps in analyzing and evaluating any development efforts. A Cost-benefit analysis measures the benefits from the development program, against the monetary costs of development. These costs include the costs of materials, supplies, lost work time, travel expenses, consultant fees, and the like. Though it is easy to calculate the monetary costs it is difficult to translate the benefits into economic terms. For example, an improvement in an individual's Leadership skills cannot be measured in monetary terms. Though the cost benefit analysis sounds appealing, it may not always be practically useful.

Gap Analysis:

Another strategy to evaluate development efforts is to measure the extent to which the objectives of the program are met. Identifying the gap between the actual and desired level of performance helps in measuring the level of success of the development program. However this strategy depends on the quality of the objectives set.

Kirkpatrick Model:

In the late 1950's D.L Kirkpatrick developed a model for evaluating workplace education programs. Kirkpatrick's system has four levels of evaluation. He proposed applying each level of evaluation to a program, which includes the participant's reaction, participant's learning, change in participant's behavior and impact of the program on the organizational effectiveness.

Kirkpatrick's Model in Brief

Assessing Training Effectiveness often entails using the four-level model developed by Donald Kirkpatrick (1994). According to this model, evaluation should always begin with level one, and

then, as time and budget allows, should move sequentially through levels two, three, and four. Information from each prior level serves as a base for the next level's evaluation. Thus, each successive level represents a more precise measure of the effectiveness of the training program, but at the same time requires a more rigorous and time-consuming analysis.

The other approaches and models found in assessing the effectiveness of training could be Askryvn approach (1987), Papham approach, Septet Pattern of Center for Assessment Studies (CIPP), IPOO evaluation pattern, Sullivan's evaluating pattern, Traveling Validation System (TVS) evaluation pattern (accreditation), Kirkpatrick's evaluation model and the evaluation model of Phillips (return on investment ROI). In this study, Kirkpatrick's evaluation model was used to evaluate the effectiveness of apprenticeship training programme. Kirkpatrick's evaluation model to evaluate human resource management is one of the most effective models (Chang et al, 2010). The model is used to evaluate the effectiveness of training period, introducing four levels or four requirements as follows:

Since the training of tour guides should be fully functional and service-oriented, and analyzing the employers' perspective in this industry is very impressive, therefore, in order to evaluate the effectiveness of tour guides training courses in Tehran, Kirkpatrick's model was used.

The Kirkpatrick Four-Level Approach to judge the effectiveness:

Probably the most well-known framework for classifying areas of evaluation, developed by Kirkpatrick, contains four levels of evaluation. This conceptual framework assists in determining the types of data to collect and answers four very important questions, as shown in following table;

Table.1: Kirkpatrick Four-Level of Evaluation

Sr. No.	Level	Questions
1	Reaction	Were the participants pleased with the program?
2	Learning	What did the participants learn in the program?
3	Behaviour	Did the participants change their behaviour based on what was learned?
4	Results	Did the change in behaviour positively affect the organisation?

REACTION

Reaction is defined as what the participants thought of the program, including materials, instructors, facilities, methodology, content etc. participant reaction is sometimes a critical factor in redesigning

or continuing HRD programs. Responses on reaction questionnaires help ensure against decisions based on the comments of a few very satisfied or disgruntled participants.

Thus, at this level learners will be asked to reveal their reactions (attitudes) about the training programs they have gone through.

Learning: Learning evaluation is concerned with measuring the extent to which principles; facts, techniques, and skills have been acquired. There are many different measures of learning, including paper-and-pencil tests, skill practices, and job simulations. Thus, at this level, learners indicate their assessing about learning levels (Knowledge, Skills and Attitude) obtained.

Behaviour: Behavioural change is measured to determine the extent to which skills and knowledge learned in the program have translated into improved behaviour on the job. Evaluations in this category may include before and after comparisons of observations from the participant's superiors, subordinates, and peers, and self-assessments. So, At this level, the changes emerged in behavior of participants during the training courses will be evaluated.

Results: Evaluation of results includes monitoring organisational improvement such as cost saving, work output changes, and quality changes. Thus, At this level, the realization of goals directly related to the pervasive work place is evaluated. Since at this level topics such as: cost reduction, over doings, increasing the quality of products and services, and sales and profits are examined, it is very difficult to measure the results.

Research Design

This study focuses on primary collection of data of Apprenticeship training. For this research the data has collected through primary and secondary data collection methods in which primary data has collected by using research instrument of Questionnaire and secondary data has collected through the research papers , journals, articles, books and internet etc sources. The samples of 50 respondents have collected who have undergone the apprenticeship training. Probability Sampling under which Simple Random sample method has used for the selecting the respondents. Researchers have analyzed the data by using SPSS Package for analysing data.

Data Analysis and Results

H0- "There is no significant association between Impact of Age and the learning of the respondents towards training program".

H1- "There is significant association between Impact of Age and the learning of the respondents towards training program"

Table No.2: Output of One Way Anova Test

ONE WAY ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Did the training gave you knowledge about the history and Factory work culture	Between Groups	8.502	2	4.251	1.377	.262
	Within Groups	145.118	47	3.088		
	Total	153.620	49			
Did the learning helped you in developing your skill	Between Groups	2.480	2	1.240	.478	.623
	Within Groups	121.940	47	2.594		
	Total	124.420	49			
What you learned in training is it useful in practicality.	Between Groups	7.440	2	3.720	1.205	.309
	Within Groups	145.060	47	3.086		
	Total	152.500	49			
Did training helped you in improving your skill and personality	Between Groups	19.822	2	9.911	3.101	.054
	Within Groups	150.198	47	3.196		
	Total	170.020	49			
Did the learning lead to change in your attitude	Between Groups	4.807	2	2.403	.812	.450
	Within Groups	139.193	47	2.962		
	Total	144.000	49			

Source- Primary Data collected with the help of questionnaire.

Result: Since P values are greater than the Level of significance value i.e. $P > 0.05$, Hence Null Hypothesis- H_0 is accepted and Alternative Hypothesis - H_1 is rejected. Thus, the test concludes that, there is indeed no significant difference between Learning and impact of age on it.

2. H_0 - There is no significant difference between work experience and the results of the respondents towards training program.

H_1 - There is significance different between work experience and the results of the respondents towards training program

H1- There is significance different between work experience and the results of the respondents towards training program

Table No.3: Output of One-way Anova of Hypothesis B

ONE WAY ANNOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Training made you a responsible person who knows what job he is expected to do in future	Between Groups	15.714	2	7.857	2.516	.092
	Within Groups	146.786	47	3.123		
	Total	162.500	49			
Training improved your commitment level towards factory	Between Groups	7.920	2	3.960	1.505	.233
	Within Groups	123.700	47	2.632		
	Total	131.620	49			
The benefits received from the training are more than the cost incurred on this program	Between Groups	2.777	2	1.389	.872	.425
	Within Groups	74.843	47	1.592		
	Total	77.620	49			
This training will help in Reduction of errors while doing the job	Between Groups	1.657	2	.829	.256	.776
	Within Groups	152.343	47	3.241		
	Total	154.000	49			
This will help you to communicate and co-ordinate properly with other colleagues	Between Groups	1.414	2	.707	.223	.801
	Within Groups	149.086	47	3.172		
	Total	150.500	49			
This will increase your overall satisfaction	Between Groups	8.409	2	4.204	1.713	.191
	Within Groups	115.371	47	2.455		
	Total	123.780	49			

Source- Primary Data collected with the help of questionnaire.

Results: In all Questions - Since $P > 0.05$, H_0 is accepted and H_1 is rejected.

We accept H_0 in all the questions. The test concludes that, there is indeed no difference between Results and Work Experience.

Results in brief:

Thus, we may say that the effectiveness of training on the employees is not significant irrespective of impact of age, work experience. Hence the research concludes that if the proper identification of training needs, design of the program and implementation assured by the organisation one can assure about the effectiveness of it.

questions by the respondents in learning section have indeed no difference with the age of respondents. This gives clear picture that there is indeed no significance difference between impact of Age and the learning of the respondents towards training program.

When Researcher considered **Hypothesis 2**, In which all the responses of Results section was analyzed with Work Experience, It gave the output (Please refer table no.3) which showed clearly that all the responses given to the questions by the respondents in Results section have indeed no difference with the Work Experience of respondents. This gives clear picture that there is indeed no significance difference between Results and the Work Experience of the respondents towards training program.

This research has implication towards the apprenticeship programs evaluation, which provides the insight that Kirkpatrick's model of evaluations is useful to derive results for evaluating Apprenticeship Programme in the organization.

Conclusion: In the present study, Apprenticeship Training is on right track and fulfilling the need of the whole training objective. The Research Paper pave the way to measuring the effectiveness of Apprenticeship training by utilising the Kirkpatrick's Model.

In this research the study provided relationship among age with learning and experience with results achieved no greater significance. Hence the research concludes that if the proper identification of training needs, design of the program and implementation assured by the organisation one can assure about the effectiveness of it.

The future scope of the study has provided the parameters which are based on Kirkpatrick model. i.e. Reaction, learning, behaviour and results will help to conduct the assessment of apprenticeship training for other organisation too. But not the results directly to perceive it and carry it in the organisation.

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ORGANIZATIONAL DOWNSIZING & ITS EFFECTS ON SURVIVORS

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ABSTRACT

This paper is focusing on the assessment and study of 50 recent studies (2000-2008) of literature search on the downsizing effects on survivors at the individual level, of the organization. Most of the empirical studies in previous years before year 2000 had focused on negative responses of survivors. 50 relevant studies in the literature search within the year 2000 until 2008 were analyzed and be compared to the studies that had been done before year 2000.

The findings show that almost all 50 relevant studies of the downsizing practices have direct and indirectly negative consequences on survivors emotionally and behaviorally which were grouped under 'Survivor Syndrome'.

These downsizing effects were known to be almost related with the findings of other researchers in previous years (1980 until 1999) suggesting that negative effects of downsizing on survivors are unavoidable.

Keywords: Downsizing, Survivors, Survivor Syndrome, Organization

INTRODUCTION

The literature has strained on various theories originate from psychological and social sciences about downsizing. Downsizing is an enormously applicable issue to organizations today in that it has become the most common problem in recent years. Downsizing can be defined as a purposeful reduction in the size of an organization's workforce (Cascio 1993; Spreitzer & Mishra 2002). Sometimes, it alternatively termed as rightsizing, reorganization, restructuring, and rationalization downsizing (Cummings & Worley 2002) in which mostly the reason is to strengthen competitiveness (Freeman & Cameron 1993; Kozlowski et al. 1993; Leung & Chang 2002).

cerned. More specifically, the purpose of this research is therefore to investigate the effects of current downsizing practices on survivors and to find gaps that exist in the recent literature compared to previous literature.

Downsizing Effects on Survivors

Determinants of downsizing usually link with job insecurity (Brockner 1988; Brockner et al. 1992; Greenhalgh & Rosenblatt 1984; Armstrong-Stassen 2002), role ambiguity (Greenhalgh & Rosenblatt 1984; Fisher & Gitelson 1983; Rizzo et al. 1970; Jackson & Schuler 1985; Shannon et al. 2001), role overload, added responsibilities (Forst 1996; Woodward et al. 1999, Lewin and Johnson 2000; Buhler 2003), shifted positions, realign (Spreitzer & Mishra 2002; Holmes 2007) and demographic information. Empirical studies demonstrate that effects of downsizing on survivors are more negative than positive (Grunberg et al. 2001). Mostly survivor syndrome has become the most known effects of downsizing (Brockner 1988, 1992; Brockner et al. 1997; Ciancio 2000; Davy et al. 1991; Guiniven, 2000; Bashford 2004) which refer as the emotional and attitudinal characteristics of those who have survived a downsizing (Kozlowski et al. 1993; Allen et al. 2001) while Fong & Kleiner (2004) defined survivor syndrome as the increased workload for remaining workers in the aftermath of downsizing.

Some of the reactions are the survivors expressed grief for those who had been laid off, felt resentment and anger at employers for not giving them adequate time to say good-bye or acknowledge the loss (Leana and Feldman 1992; Armstrong-Stassen 1993; Noer 1993; Cook 2002). Moreover, Grunberg et al. (2001) reported that survivors with coworkers who were laid-off reported significantly more health problems and incidences of depression than those with no experience with layoffs. This agreed by Shah (2000), survivors had a profound impact watching how those laid off were treated. However there are empirical findings that there does not actually exist such a survivor syndrome has presented an interesting view particularly for the management (Baruch and Hind 2000).

Many psychological, psychosocial, behavioral, socialization, health and well-being were reported with the effects of downsizing on survivors. However, certain researchers have identified instances where no such syndrome characteristics are evident. Many survivors also experience decreased satisfaction or involvement in their jobs after the downsizing (Brockner, Grover, & Blonder, 1988;

Brockner, DeWitt, Grover, & Reed 1990) coupled with increased absenteeism and turnover intention (Brockner, Grover, Reed, DeWitt, & O'Malley 1987; Brockner et al., 1990).

David M. Noer (1993) has found that survivors experience 12 different types of negative feelings (job insecurity, unfairness, depression, anxiety or fatigue, reduced risk taking and motivation, distrust and betrayal, lack of reciprocal commitment, dissatisfaction with planning and communication, lack of strategic direction, lack of management credibility, short-term profit orientation, and sense of permanent change). Some other known consequences of downsizing on survivors are the impact it has on the social relationship of employee both at work and at home (Farewell 2007).

Seven steps to smother downsizing

According to Jackie Greaner (CEO and president, of EnterChange Inc.), there are seven steps to take to make a reduction in force or downsizing go more smoothly.

1) Develop a careful, systematic transition plan. The plan should include: your goals and objectives; programs and services you will provide to both departing and remaining employees; and thorough consideration of how the plan will be implemented and communicated within the organization. As part of this planning, an organization needs to ask: "What is our purpose in undertaking this effort? To reduce overhead? Cut expense? Improve productivity? Improve departmental responsiveness? Serve other agencies or departments better?"

2) Ensure that top managers understand the "visionary" role they must play.

Top managers must spearhead the downsizing plan if it is to be successful. They must explain clearly where the organization is going and provide support to middle-level managers who may have hands-on responsibility for implementing the plan.

3) Involve your personnel or human resources department. Work closely with human resources professionals to develop action plans and communication strategies.

4) Plan a communication strategy. How do you plan to "roll out" your downsizing plans? Will you downsize incrementally, or all at once? Be careful about boxing yourself in with a one-time action.

5) Communicate as much as you can, as soon as you can. Although you may be afraid of "over communicating" with employees, you need to keep in touch as RIF plans progress to create a climate of trust and to squelch the rumor mill that can imperil your plans.

6) Remember that you are changing the rules. RIFs or downsizing fundamentally change the operating assumptions and organizational realities by which everybody in the organization has always thought about his or her job, career, peers and relationship with the organization itself. Ca-

reer transition and re-employment workshops for departing employees are critical, as are team-building and change-management programs for those who remain. Indeed, extra will be needed to forge common work values and organizational goals in the new environment.

7) Communicate tough decision in a human way. Talk about people and how the organization wants to help them make successful transitions to what comes next.

Downsizing

1) Ways of downsizing

- * Across the board cutbacks
- * Early retirement and voluntary severance
- * De-layering
- * Contract out specialized functions
- * Drop the product lines

2) Across the board cuts

- * Advantage
 - Pain is shared across organization
- * Disadvantages
 - Efficient parts of the organization are hurt
 - Lack of a strategic plan
 - Little opportunity for transfers

3) Early retirement and voluntary severance

- * Advantages
 - Concentrates job loss on the willing
 - Higher paid long service employees likely to leave
- * Disadvantages
 - Competent (with other opportunities) most likely to leave
 - Concentrated losses
 - Lack of strategic plan
 - Loss of corporate memory

4) De-layering: This is coupled with either more centralization or more delegation

- * Advantages

- Pain is shared across all departments
- Possibility of locating decision making at appropriate level

- * Disadvantages

- Organization memory lost
- Top management may become overloaded
- Costs of retraining
- Cost of transition

5) Contracting out functions

- * Advantage

- Easy and immediate cost savings

- * Disadvantages

- Potential long term cost increases; suppliers engage in opportunism
- Cost of coordinating a larger number of subcontractors
- Time to train sub-contractors to your standards

6) Dropping product lines

- * Advantages

- Close connection with the strategic planning of the firm
- Concentration of disruptions in a few business units

- * Disadvantages

- Potential for unanticipated business losses
- Only a few people carry the burden

7) Alternative to downsizing

* Share the cuts across the organization. Rather than firing 10% of workforce, all members of the organization can take a 10% cut in both hours of work and pay. Perhaps surprisingly, this is the alternative for which employees often vote (Coral, 1996).

Downscaling versus Down scoping

A first step in deriving genera of downsizing strategies is to recognize that the reasons for downsizing can be placed in either of two basic groups, adaptive responses or strategic responses to environmental pressures or changes. Adaptive responses suggest fine-tuning changes and adjustments in the scale of an organization's activities. The emphasis is on improving or restoring performance and/or competitiveness through doing things differently while maintaining the same

scope of business. Adaptive responses to environmental pressures can be provoked by: Eroding market share;

- International competition;
- Economic contractions;
- Change in customer's preferences;
- Political changes; or
- Development of new technologies or products that make current technologies or product obsolesces.

Strategic responses suggest more fundamental change and adjustment in the scope of an organization's activities. Strategic responses focus on doing different things rather than doing things differently.

Strategic responses can be triggered by such changes as:

1. New goals;
2. Renewed focus on core business or strategy
3. Shifting to a new core business;
4. Opportunities to enter new product markets created by new technologies or actions of other firms;
5. Acquisitions or mergers; or
6. Divestitures

Viewing downsizing as either strategic or adaptive allows downsizing strategies to be grouped as those directed toward a reduction in the scope of an organization's activities and directed toward a reduction in the scale of an organization's activities. Implementing strategies to reduce the scope of a firm's activities is known as downsizing (Hoskisson & Hitt, 1994) while implementing strategies to reduce the scale of an organization's activities, by extension, can be referred to as downsizing.

Down scoping is intended to correct problems associated with over-diversification (e.g., increased managerial risk aversion) that inhibit innovation and competitiveness (Hoskisson & Hitt, 1994) or with the use of inappropriate strategic controls.

Down scoping may be formally defined as the implementation of strategies intended to reduce the scope of an organization's strategic controls. This can be accomplished through divestitures that

permit the organization of divestitures and acquisitions that move the firm from a related-linked diversification strategy to either a related-constrained (increased reliance on strategic controls) or an unrelated (increased reliance on financial controls) diversification strategy (Hoskisson & Johnson, 1992).

Similarly, downscaling is intended to correct problems associated with the over accumulation of slack resources (Bourgeois, 1981) that may contribute to inefficiency and low productivity and, therefore, to higher costs and decreased competitiveness. Downsizing may be formally defined as the implementation of strategies intended to reduce the scale of an organization's activities, centering on a reduction in the level of the organization's slack resources.

Organization effect from downsizing

The goal of downsizing program is to improve the performance of the organization, but does it really do so? The anecdotal evidence suggests a mixed picture. A Society of Human Resource

Management survey of downsized companies found that 50 % of the company respondents reported that productivity was either unchanged or dropped after downsizing. The conventional wisdom claims that the rapid productivity growth experienced in the manufacturing sector in the United States has been caused in large part by the employment declines associated with corporate downsizing. However, recent analysis of company-level data shows that "there are in fact many manufacturing establishments where productivity growth accompanies increase in employment. Overall, plants that added workers contributed about the same to aggregate productivity as plants that downsized" (Baily, Bartelaman, and Haltivanger, 1994).

Many downsizing research also demonstrates that in many cases downsizing bring unanticipated harmful consequences to service quality and costs (Cascio, 1993). For one thing, the high performers that management wants to keep sometimes take advantage of early retirement or other severance options, and management ends up after downsizing with the wrong people.

Organizational response

There are many immediate steps that organizations can take in the wake of a downsizing to help remaining employees adjust to the change. As can be seen from

Some actions are more universally successful than others, but all had a positive effect in more than

half of the organizations that implemented them.

To improve trust in Management

- Make senior management visible

- Explain reason for the downsizing

- Explain criteria used to decide who was terminated

Employee effect from downsizing

While employers appear to be generally satisfied with the outcomes produced by downsizing, employees are quite disturbed by these events. Employer satisfaction with downsizing is evident as well as in the frequency with which companies have adapted downsizing. The harmful effects of downsizing on the income of laid-off employees are clear from the evidence discussed earlier. Perhaps as troubling is the evidence that has surfaced in recent years showing that downsizing also brings severe morale problems among retained employees after a downsizing.

The organizational behavior literature has created a new term, “survivor’s syndrome,” to refer to morale problems among those who remain in the downsized organization. Survivors are also affected by how their work conditions and work environment are altered by downsizing. A review of studies of survivor’s reactions finds that “the post layoff environment has the potential to be quite stressful for a variety of reasons (e.g., survivors’ concerns about job insecurity). Stress, in turn, has the potential to affect adversely survivors’ work attitudes and behaviors” (Brockner, 1998). Some individuals are driven to work harder after surviving a layoff, particularly those with low self-esteem who become worried about their own job security after watching layoffs.

In addition, downsizing can create job demands that employees are not prepared for or equipped to handle. “A common complaint among top managers was that downsizing created job demands that most of their managers were not qualified to fulfill” (Cameron, Freeman, & Mashra, 1993). Employees were asked, in the face of downsizing, to take on broader and unfamiliar responsibilities as

part of efforts to cover the tasks previously performed by those who were let go. Because of such demands, burnout, frustration, and declines in organizational commitment follow many corporate downsizing.

CONCLUSION AND RECOMMENDATIONS

While downsizing is aimed to improve the organization's competitiveness, productivity and effectiveness, organizations and society should not underestimate the negative effects of downsizing and must take into account the difficulties of the survivors who are majority emotionally damaged. Survivor syndrome can be reduced by actions of many parties. Findings from Noer (1993), Cascio (1993) and Brockner studies describe that employee, employer and the organization roles are essential to overcome the problem so that the remaining employee becomes more motivated for example; good communication and employee empowerment to deal with the survivors before, during and after downsizing. The studies also mostly describe the negative effects of survivors which match with almost all the recent studies.

Some additional suggestions are by giving opportunities for employees to involve in the downsizing decision, provide financial and training assistance to manage change and transition or perceived organizational support. There is a need to explore the moderating and mediating variables between downsizing practices and survivor's reactions and its significant relationship in future research. Moderator variables will help explain why the incidence occurs. There is also a need to review the existing models that had been proposed in the downsizing literature in relation to the employee and organizational outcomes. Besides, due to the limited literature review on the positive effects of downsizing, such research should also explore the positive side of downsizing can have on the employees and organization. Although downsizing topic is extremely sensitive and confidential issues, findings from this area would be the biggest contribution to the industry, organization, managers and country in managing termination of employee without their consent.

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A PERCEPTUAL STUDY OF CONSUMER BUYING BEHAVIOUR IN ONLINE SHOPPING

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ABSTRACT

The invention of the internet has created a paradigm shift of the traditional way people shop, a consumer is no bound to opening time & location. Internet has developed a new delivery channels electronic transaction are increasing rapidly, most of the people purchased a goods from online but that there are still some reasons for which customer are reluctant to buy online sometimes they hesitate to go for online. The e-Commerce sector has seen unprecedented growth in 2014.

The growth was driven by rapid technology adoption led by the increasing use of devices such as smart phones and tablets, and access to the internet through broadband, 3G, etc, which led to an increased online consumer base. Furthermore, favored demographics and a growing internet user base helped aid this growth. In terms of highlights, the growth shown by homegrown players such as Flipkart and Snapdeal and the huge investor interest around these companies displayed the immense potential of the market.

The main objective of this research paper is to study “What are the factors which are affecting the consumers directly for online shopping” to this end a survey was conducted & the 120 questionnaires were distributed among the student of the different colleges, professors & general public. Time, Price, Trust & Security have been identified as the important factors.

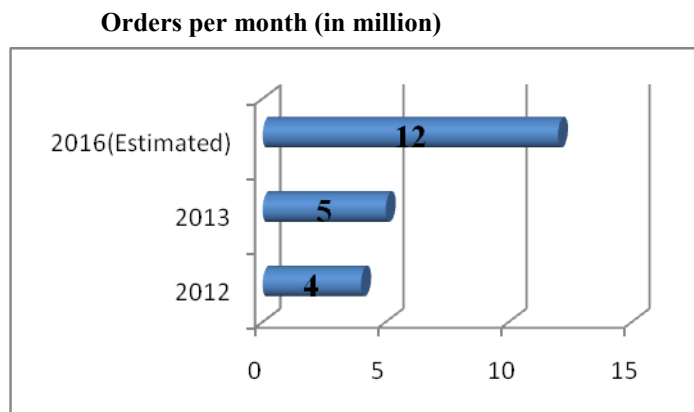
Keywords: Delivery channels, factors affecting, online shopping, E-commerce.

INTRODUCTION

It has been more than a decade since the e-commerce first evolved. Researchers and practitioners in the electronic commerce constantly strive to obtain a better insight in consumer behavior in cyberspace. With the development of the retail E-commerce, researchers continue to explain E-attitude of consumers of different perspectives.

The e-Commerce sector has seen unprecedented growth in 2014. The growth was driven by rapid technology adoption led by the increasing use of devices such as smart phones and tablets, and access to the internet through broadband, 3G, etc, which led to an increased online consumer base. Furthermore, favored demographics and a growing internet user base helped

aid this growth. In terms of highlights, the growth shown by homegrown players such as Flipkart and Snapdeal and the huge investor interest around these companies displayed the immense potential of the market.



Source: Techno park; Accel Partners, IAMAI-IMRB

With the entry of e-Commerce behemoths such as Amazon and Alibaba, the competition is expected to further intensify. Both these international players come with deep pockets and the patience to drive the Indian e-Commerce market. Also, their strong domain knowledge and best practices from their international experience give them an additional edge. Additionally, these companies have been part of markets where they have seen the e-Commerce market evolve and are aware of the challenges and strategies to address issues thereof.

Today e-commerce has become an integral part of everyday life. Accessibility to e-commerce platforms is not a privilege but rather a necessity for most people, particularly in the urban areas. There are alternative e-commerce platforms available (instead of the traditional physical platforms) for almost every aspect of our lives, starting from purchasing of everyday household items to online brokage. Mail order or catalogue shopping has been in existence in the United States since 1980. This was the predecessor of online commerce, which started in India post 2000.

Critical understanding of consumer behavior in the electronic environment, as in this physical world, can be achieved if the factors that affect the purchase decision are ignored or unequivocal. For example, online consumers' fears about the lack opportunity to examine products before purchase specifically regarded as influential factors in direct purchase decision. Therefore, several researchers have proposed that the consumers' purchasing behavior in online shops can be fundamentally different from that in the traditional environment [Alba et al., 1997; Winer et al., 1997]. More online buyers and frequent use of the Internet shopping expected more often will be marketed and enhances their confidence on web site for the less online prevalent and buyers. It is clear that some electronic markets unique characteristics. If the electronic means any ignored basic facts about consumer behavior, and because of this point more than promises and marketing electronic

in this context business to consumers will not be achieved [Nunes, 2001].

An internet negotiate incarnation applies to the psychological state of our customers, in terms of online shopping. Consumers are reluctant to buy products online and it has many reasons for this phenomenon because they consider that they do not believe in the process of online purchases for the insecurity of credit or debit cards, the passwords, the process of hacking information, less time to devote, unreliable, untrustworthy, a breach of privacy and social risks.

Research objective

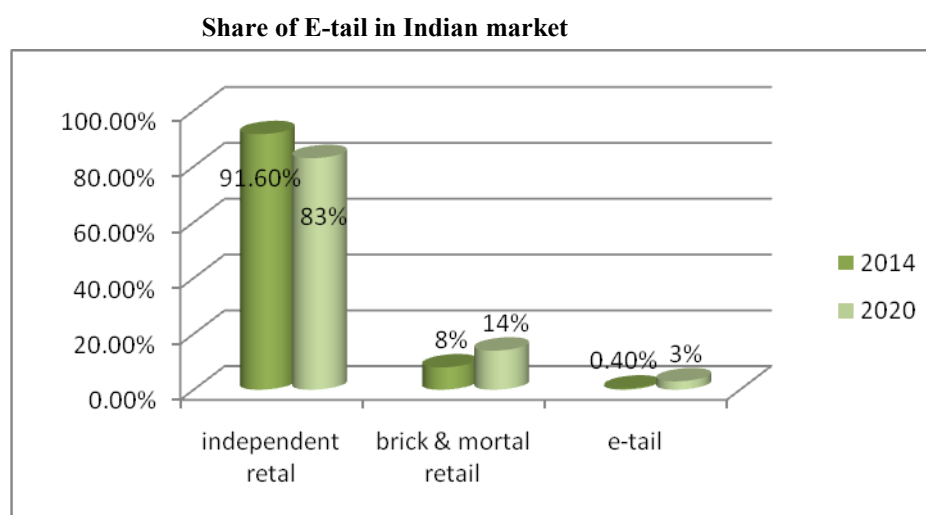
To Study which are the factors affecting the consumers buying behavior at the time of Online shopping? How these factors influencing the consumers, when shopping online?

Why is it that consumers hesitate to make decision for online shopping?

Literature Review

Ernst & Young (2000) is stated that its cost and competitive prices, due to the purchase on the internet delivery but the products cinch to review the system and fear of credit card hacking consumers are major concern. Internet shopping refers to purchase of goods and services through the Internet.

By 2020, e-Tail in India is expected to account for 3% of total retail. Further, orders per million are expected to more than double from five million in 2013 to 12 million by 2016, which will mean more opportunities for both consumers and e-Tail companies. While the share of online shopping in total retail has increased at a fast pace in the last few years, it is still miniscule compared to the figure in China, where the share is 8-10%.



Source: Technopak; Accel Partners, IMAI-IMRB

According to (Vesterby & Chabert, 2001) the internet can make it easier for businesses to have

information on their products and services available to their potential customers. A company can meet the individual needs of the customer information to a lower cost per report to the dispatch of product catalog. (Vesterby & Chabert, 2001) asserts that the businesses without physical presence must market themselves considerably, both online and off line, for that the consumers to remember their name.

The invention of the internet has created a new pattern of the traditional way people shop. Customers are no longer tied to the opening hours or specific locations; it may become active virtually at any time and any place to purchase products and services. The Internet is relatively new medium for the communication and the exchange of information which has become present in our daily lives. The number of Internet users is constantly increasing, which is also significance that online purchasing is increasing rapidly (Joines, Scherer & Scheufele, 2003)

An internet negotiate incarnation applies to the psychological state of our customers, in terms of online shopping. Consumers are reluctant to buy products online and it has many reasons for this phenomenon because they consider that they do not believe in the process of online purchases for the insecurity of credit or debit cards, the passwords, the process of hacking information, less time to devote, unreliable, untrustworthy, a breach of privacy and social risks.

Changchit, Douthit, and Hoffmeyer (2005) Conducted a study on online shopping was related to online some interesting factors which is about to effect of online shoppers when they purchase from a website, more or less feedback to buy or to the website. They have been discussed the success of the business online burden on their ability to attract and retain for customers to their customers are able to better use of their time than the prices and to get any type of product information through internet.

Research methodology

The study was carried out with the help of questionnaire and it aimed at the basic profile of the respondent like age, sex etc.

Further they had to state what the most important thing is for the online buyers at the time of online shopping.

The respondents were required then to rank their responses on the following parameters (factor affecting consumers for online shopping) i.e. Price factor, Time factor, Trust & security factor.

Sample size

The study was to examine the attitude of the 120 of the people to fill questionnaire on online shopping based on closed ended questions & 1 open ended question. Data was gathered through different population of Professors & students from different institutions and from the general public

with different professions. Questionnaires were circulated among 86 teachers & students and 34 from general public of pune region of the Maharashtra state.

DATA ANALYSIS AND FINDINGS

Demographic summary of survey participants

Gender

Category	Frequency	Percentage
Male	64	53.33%
Female	56	46.67%
Total	120	100%

Age

category	frequency	percentage
0-20	00	00%
21-35	97	80.83%
36-45	14	11.67%
45 & above	9	7.5%
Total	120	100%

Factor Analysis (Data Reduction Techniques)

Factor analysis is a technique used when the research is interested in identifying a smaller number of factors underlying a large number of observed variables. Variable that have high correlation between them but largely independent of each other.

The factor model:

In This research paper I am having 12 variables (Time, Price, Security, Convenience, Language familiar, 24*7 accessibility, Risk Perception, Trustworthy & in mode of payment (COD i.e. Cash on Delivery, Credit card payment, Debit card payment)) etc.

The factor analysis includes:

Exploratory & confirmatory analysis

Extraction

Factor loading

Rotation

Communalities

Eigen value & scree plot

Scale reliability

Communalities		
	Initial	Extraction
Time factor	1.000	.634
Security	1.000	.794
COD	1.000	.925
Price	1.000	.402
Convenience	1.000	.655
Accessibility(24*7)	1.000	.743
Trustworthiness	1.000	.722
Language_ familiar	1.000	.320
Risk_ perception	1.000	.899
DC	1.000	.767
NO_OF_OPTIONS	1.000	.925
CC	1.000	.748
Extraction Method: Principal Component Analysis.		

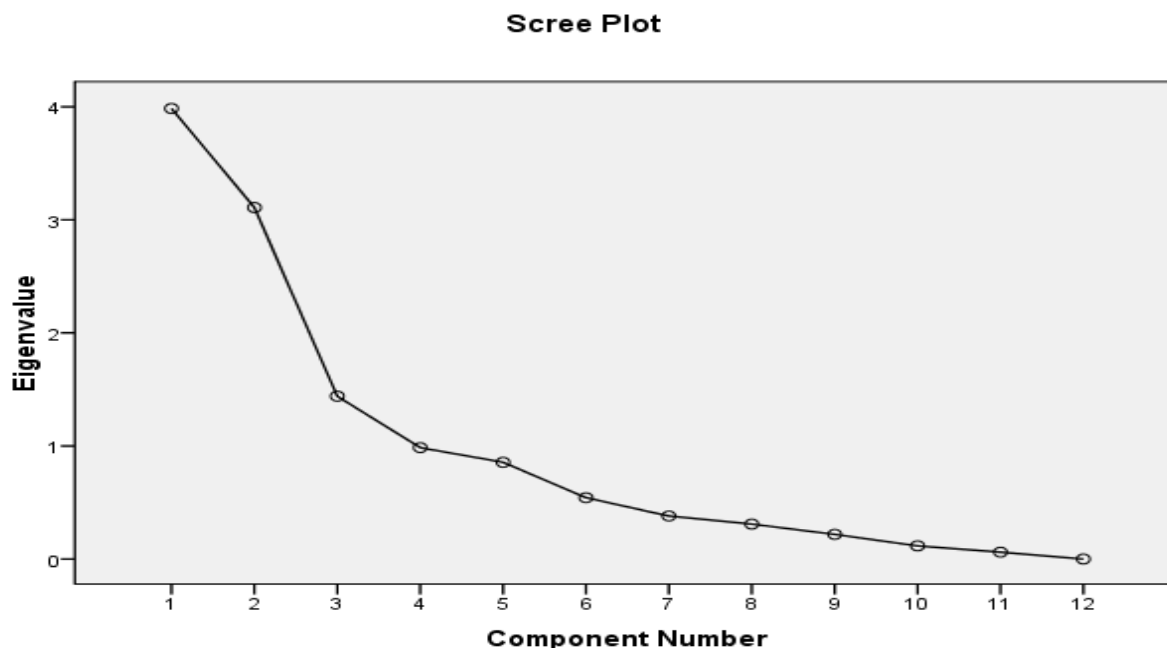
Extraction communalities are useful as these are obtained using the extracted factors. Extraction factors give the total amount of variance in that variable explained by all the factors. In this research paper the variable Cod (cash on delivery) & No. of options show the variance of 92.5% both in positive way which attracts the consumer towards online shopping & risk perception related with the product quality, quantity, shape, size etc. in negative way with the variance of 89.9% which repulse consumers from online shopping.

Total Variance Explained						
Com- ponent	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.985	33.206	33.206	3.985	33.206	33.206
2	3.109	25.906	59.112	3.109	25.906	59.112
3	1.440	12.000	71.112	1.440	12.000	71.112
4	.985	8.210	79.322			
5	.855	7.124	86.447			
6	.543	4.521	90.968			
7	.380	3.170	94.138			
8	.309	2.573	96.711			
9	.218	1.815	98.525			
10	.116	.969	99.495			
11	.061	.505	100.000			
12	5.329E-17	4.441E-16	100.000			
Extraction Method: Principal Component Analysis.						

The above table Total variance explained summarizes the total variance explained by the FA solution & gives an indication about the number of useful factors. The table has three parts, The first part titled Initial Eigen values gives the variance explained by all the possible factors. There are total of 12 factors, which is same as the total number of variables entered into a FA. Please note that factors are not the variables. The first column under initial Eigen values give the Eigen values for all the factors in a decreasing order this follows the variance as the percentage and then cumulative percentage.

The second part is known as sum of square loadings give the information about the extracted factors after rotation from the above table we can analyze that from the column of cumulative % that the three extracted factors explains 71.112 % of the variance.

From the below graph you can analyze that slope of scree plot changes from steep to shallow after first three factors this show that the three factor solution may be the right choice. i.e.(Time factor, security, Cash on delivery (COD)).



CONCLUSION

The study was accomplished to discover the affects of online shopping towards the attitude of consumer buying Behavior in online shopping. According to our survey, online shopping is getting popularity in the young generation such as students and professionals. Students usually prefer to buy goods from its original source and they mostly prefer online shopping.

When a consumers to make purchases online to buy something, he or she is affected by assorted factors. The main influencing factors have been identified as, Time factor, security, convenience, price factor, & cash on delivery. The price factor exists because the prices are often lower through online shopping as compared with physical purchases in the market. Buy online can be of great benefit to the consumer in terms of convenience, saving time and money.

In 2015, e-Commerce players see mobile commerce as the most preferred route with mobile wallet as the preferred way of payment. With 4G services expected to be launched in 2015, internet penetration is likely to take a significant leap, which is likely to give another boost to mobile commerce. Changes in lifestyle and shopping choices will see buyers preferring online and mobile channel over physical channel to save time and seek wider range and possibly comparative pricing. For mobile wallets, improvements on the payments front with multiple payment instruments

and increase in payment gateways aided by enhanced security with multiple authentication layers will help the consumers with a seamless mobile experience.

The number of mobile subscribers in India jumped from 261 million in 2007-2008 to 910 million in 2013-2014. Along with telephony, internet penetration is soaring in rural and urban India. Moreover, the number of rural internet users is growing by 58% annually. Increases in the number of smart phones and 3G subscriptions are further driving this growth. Indeed, the number of Smartphone's users is expected to grow at a CAGR 91% from 2012 through 2016, jumping from 29 million to 382 million. Similarly, the number of 3G subscribers could expand at a CAGR of 84%—from 23 million to 266 million—during the same period.

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