SYNERGY

I.T.S JOURNAL OF I.T. & MANAGEMENT

— EDITORIAL ADVISORY BOARD —

CONTENTS

EDITORIAL

It gives me great pleasure to bring before you Vol. 15 No.1 of Synergy - the I.T.S Journal of I.T. and Management.

This issue of the journal is unique in the sense that we have a variety of papers dealing with several diverse areas.

Aishwarya Nagpal has carried out a review of literature on innovations in quantitative research in terms of the techniques applied over a period of ten years.

Dr Abhinav P. Tripathi and Arun Kumar have studied frontline sales executives at BSNL with regard to their sales orientation-customer orientation (SOCO), utilising the relevant statistical tools.

Dr Amit Singh Rathore's paper is different from the others both in terms of the use of the case study method, as well as the topic of time management, the study being carried out at Shriram Fertilizers and Chemicals in Kota.

Prof. (Dr) Hanuman Sharma's contribution is also noteworthy as it relates to stress management at the workplace, using a comparative study between the steel and healthcare industries.

Shivani Sardana and Dr V.N.Bajpai have investigated the issue of customer satisfaction vis-a-vis price while considering a performance specific study on Indian banks in the private sector.

Last, but definitely not the least, Dr Ritesh Singhal and Pankaj Chauhan have attempted to address the oft repeated gap between academic delivery on business research educational institutions and industry expectations.

As is evident from the above, the contributed papers delve into myriad aspects of management and its allied areas. It has always been our endeavour at Synergy to provide a framework for the furtherance of research into different aspects of management and information technology. It is hoped that the present issue shall continue the tradition of sparking path breaking research ideas from more such ignited minds.

Dr. Indraneel Mandal
Editor - Synergy

Innovations in Qualitative Research: A Review of Literature

Aishwarya Nagpal[1]

Abstract

Traditionally, the management and organization stream has been subjugated by various research studies based on quantitative techniques of data collection and analysis. Yet increasingly, there is an interest in the 'in-depth' studies that are produced from qualitative work. The current study provides a tailored solution for different qualitative researches techniques that are in-use from the past ten years. The study includes the assessment of 90 articles placed down in the reputed and internationally recognised journal "Qualitative Research in Organizations and Management: An International Journal", an Emerald publication over the period 2006-2016, including few papers from the year 2017. Papers are categorised based on the similarity of the qualitative techniques presented in the journal. The last section of the study concludes with strategic suggestions for future related studies.

Key Words: Qualitative Research, Innovations, Literature, Techniques

Introduction

A paradigm shift is taking place in business, marketing, social and political decision-making, and the social sciences generally, which is placing new demands on research. According to Glesne (2006), "Qualitative research methods are used to understand phenomena from the perspectives of those involved, to contextualize issues in their particular socio-cultural-political milieu, and sometimes to transform or change social conditions". Historically, qualitative research proceeded on the basis of a fairly conservative concern to defend its perspectives and practices. In more recent times, qualitative research is now widely used in local markets and internationally, and is increasingly influential in modern marketing and social policy-making. Qualitative research is evolving from rigid, complex structures to dynamic, real-time studies. With the help of mobile technologies, social media and other advances, qualitative researchers are enjoying a period of research advancement where greater market penetration, increased consumer willingness and skyrocketing business demand are pushing research to previously unseen heights. The challenge for qualitative research then is to incorporate insights, not just from the philosophy of science but from the philosophies of art, literature, ethics and aesthetics as well. One of the practical implications of this for qualitative research is that qualitative researchers may need to become more explicit at the beginning of their studies in articulating the kind of knowledge, understanding or purposes that the specific research aims to address.

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II. Objective of the study

The purpose of this study is to provide a rapid overview of the state of qualitative research in the renowned, high quality qualitative research journal, *"Qualitative Research in Organizations and Management: An International Journal"* in the organizational sciences over the period 2006-2016. This ten-year follow-up review of 90 qualitative articles assesses the progress made in qualitative research in management by specifically considering: (1) the strength and legitimacy of recent publications that challenge any positivistic stigmatizations of qualitative research; (2) the methodological advances in qualitative methods, including the use and elucidation of novel techniques; and (3) the general contribution of qualitative research to the accumulation of management knowledge.

The paper is organised as follows. Section III reviews literature (based on ninety plus research papers) for different qualitative research techniques and associated innovations in the last ten years in the referred journal. Section IV concludes the paper with a future roadmap for supplementary researches.

III. An Overview of Qualitative Research in Organizations and Management

Following is the detailed description of *innovations in qualitative research* which we have witnessed in the journal "Qualitative Research in Organizations and Management: An International Journal" over the period 2006-2016 and the relevant research papers in which they have been used:

i) Diary studies

A diary study is a research method that collects qualitative information by having participants record entries in a log or diary about the activity or experience being studied.

This collection of data uses a longitudinal technique, meaning that it is reported by the participants over a period of time ranging from some days to more a few months, meaning that it studies the same variables over a period of time. This research tool, although not being able to provide results as detailed as a true field study, it can still offer a vast amount of contextual information without the costs of a true field study.

- In the paper titled, "The diary project: revealing the gendered organisation" (2010), the author with experience of her own design and implementation of the diary method, via qualitative diaries, dialogues and interviews, develops an application known as the "diary project" and carries it out in a case-study organisation to discover about gender norms and practices embedded in organizational culture. The experience of the diary project is that it offers organizational researchers and change practitioners a methodology for study and intervention and is valuable to readers looking for a participatory organizational research methodology to examine the gendered organisation.

- In the paper titled, "Qualitative diaries: uncovering the complexities of work-life decision-making" (2013), the author uses the diary method in conjunction with semi-structured interviews to collect data from 24 dual-earner couples over a one month period and discusses the application of qualitative diary methods in the context of research on the work-family interface given its dynamic nature. The diary method revealed important novel insights into how

couples managed their work-family balance on a daily basis by allowing the researcher access to rich episodic data that would not have been available using more traditional approaches, which is a novel idea.

(ii) Ethnography

Ethnography is the process of describing a culture or way of life from a folk peoples' point of view. Another name for it is field research.[2] The folk point of view is the idea of a universe in a dewdrop, each person a reflection of their culture in that all their gestures, displays, symbols, songs, sayings, and everything else has some implicit, tacit meaning for others in that culture. It's the job of ethnography to establish the hidden inferences that distinguish, for example, a wink and a nod in any given culture. The ethnographic method involves observation and note taking. The anthropologist Clifford Geertz called it thick description. For about every half hour of observation, an ethnographic researcher would write notes for about two hours. These notes would contain rich, detailed descriptions of everything that went on. There would be no attempt at summarizing, generalizing, or hypothesizing. The notes would capture as factual a description of the drama as possible to permit multiple interpretations, and most of all, to later infer cultural meaning. A coding procedure (much like content analysis) would be used later for this. One of the assumptions of ethnography is naturalism, or leaving natural phenomenon alone. In essence, the researcher tries to be invisible. There are a variety of ways the researcher develops trust and rapport with the folk group in order to do this, to watch and listen carefully without being noticed. At some point, however, the researcher has to disengage, retreat to a private place, and take notes. The following are some standard rules for taking field notes[3]: • Take notes as soon as possible, and do not talk to anyone before note taking • Count the number of times key words or phrases are used by members of the folk group • Carefully record the order or sequence of events, and how long each sequence lasts • Do not worry that anything is too insignificant; record even the smallest things • Draw maps or diagrams of the location, including your movements and any reaction by others • Write quickly and don't worry about spelling; devise your own system of punctuation • Avoid evaluative judgments or summarizing; don't call something "dirty" for example, describe it • Include your own thoughts and feelings in a separate section; your later thoughts in another section • Always make backup copies of your notes and keep them in a separate location. On the other hand, auto-ethnography is a form of qualitative research in which an author uses self-reflection and writing to explore their personal experience and connect this autobiographical story to wider cultural, political, and social meanings and understandings. According to Marechal (2010), "auto-ethnography is a form or method of research that involves self-observation and reflexive investigation in the context of ethnographic field work and writing".

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[2]http://www.msu.ac.zw/elearning/material/1344156776Reading%20%201%20Qualitative%20research%20methods.pdf
[3]Adapted from Neuman & Wiegand, 2000

- In the paper titled, "Liminal ethnography: understanding segregated organisations" (2007), the author proposes liminal ethnography as a new approach for conducting research in segregated organisations and liminality as a conceptual key to understanding both the condition of the organizational ethnographer and that of her interlocutors. Conversatio, a novel hermeneutical method is also discussed in conjunction with liminal ethnography. Liminal ethnography as discussed in the paper is an approach emerging from preliminary contact with the organizational reality of the monastery as a type of total institution. Similarly, conversatio suggested itself as a method that maximizes limited face to face contact with interlocutors whose access to the external world is restricted by a behavioral code enshrined in a Rule. The analytical approach proposed by the paper should be of use to organizational researchers operating in total institutions or in organisations where initial limitations such as severely restricted access renders extant methodologies only partly applicable, if at all.

- In the paper titled, "Ethical confessions of the "I" of auto-ethnography: the student's dilemma" (2009), the authors take an innovative approach to auto-ethnography, addressing ethical value systems specifically within a PhD context. The paper draws attention to a unique paradox pertaining to doing an auto-ethnography as a PhD. On the one hand, a student may experience a pull towards revealing a weak, intimate, auto-ethnographic self, yet on the other hand she may be pushed away from this.

- In the paper titled, "Institutional change at the frontlines: A comparative ethnography of divergent responses to institutional demands" (2011), the author addresses the novel issue pertaining to how individual actors at the lower levels of organizations cope and work with institutional changes using ethnographic methodology, on which there is relatively scarce organizational research. This paper examines how middle managers and frontline staff in two similar Danish social care organizations respond to demands to adopt New Public Management (NPM) - based logic of individualized service delivery.

- In a paper titled, "Being me whilst learning Danish. A story of narrative identity work during the process of learning a foreign language" (2014), the author describes how the auto-ethnographic study illuminates narratives of subjectivity that inform notions of identity during his journey of learning Danish and how identity work is narratively accomplished within organizational contexts. Telling the story of the author's attempts acquiring the Danish language over the past three and a half years, the paper aims at developing an in-depth understanding of the process of identity work, which is being considered new with regard to its context.

- In a paper titled, "Virtual ethnography: corporate virtual diversity communication" (2015), the authors

employ a virtual ethnographic method, a novel yet contemporary method, to examine 100 corporate web sites across industries to capture the methods organizations employ to strategically communicate diversity in their respective organizations. This is one of the first social science/humanistic studies to examine diversity messages on corporate web sites and advances a conceptual framework for electronic diversity communication.

- In a paper titled, "Following traces: an organizational ethnography in the midst of trauma" (2016), the author brings forth a methodology of "traces" for organizational ethnography of the shadow, also understood as the realm of the repressed. Drawing on auto-ethnography – the paper incorporates the author's fieldwork experiences conducted with market women in post conflict Monrovia, Liberia. In the tradition of "confessional tales," it includes vignettes from field notes and in-depth qualitative interviews. The paper provides a methodology to recover information pertaining to the organizational shadow, where silence, absence, and suppression dominate. It extends existing literature focused on vision to consider alternative and holistic epistemologies in line with African worldviews.

(iii) Dramaturgy

Dramaturgy is a technique of doing research by role playing or play acting your own biases in some symbolic interaction or social performance.[4] Dramaturgy was popularized by the sociologist Erving Goffman in the early 1960s and is also associated with the pseudo patient study "On Being Sane in Insane Places" by Rosenhan in 1973. Both researchers pretended to be mentally ill to find out what it's like in a psychiatric hospital. It's important to note that the acting out doesn't have to be deceptive. In fact, it's preferable if the researcher act out on a self-conscious awareness of their own bias, and just exaggerates a bit, in order to instigate a more emotional response from the person being interviewed. The thing to focus on with this technique is the nonverbal body language, as it is believed that affective messages contained therein are more important than verbal messages. A debriefing session is usually held after the dramaturgical interview. This method is probably one of the most difficult qualitative methods as its basis is in phenomenological theory, but it has many advocates who point to its therapeutic value for both interviewer and interviewee.

- In the paper titled, "Dramaturgy in the internet era" (2013), the authors study the proposed merger of three accounting bodies in Canada using data obtained from publically available sources and employ dramaturgical techniques. The paper develops and applies Goffman's dramaturgical perspective to the study of organizations in the context of their internet presence(s), or as Goffman might have called it, internet play-acting. It sheds light on the significance of dramaturgy as a useful methodology

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to enable robust recovery of complex organizational stories providing insights into how and why individual behaviour unfolds in organizations.

(iv) Visual Research Methods

Visual research is a qualitative research methodology that relies on the use of artistic mediums to "produce and represent knowledge." These artistic mediums include, but are not limited to: film, photography, drawings, paintings, and sculptures. The artistic mediums provide a rich source of information that has the ability of capturing reality. They also reveal information about what the medium captures, but the artist or the creator behind the medium. Visual research in organization and management has taken many forms with a growing interest in this area of enquiry over the past decade. We have seen the development of alternative approaches to collecting and analyzing data through visual methodologies, different perspectives relating to the study of the "visual" in organizations and diverse set of thinking concerning the different visual metaphors and conceptual reflections with regard to images and practices of imagining. The links with qualitative research are particularly interesting given that perhaps more than any other, visual research is particularly resistant to the quantification that has been dominant in much organization and management research.

The set of six papers that were published as a special issue in the "Qualitative Research in Organizations and Management: An International Journal" addressed a range of innovative approaches within the field – from photo-elicitation and "snap-logs", to performativity, psycho-analysis and Derridean deconstruction.

The visual research has prompted many fruitful areas of enquiry and debate with regard to more conceptual and theoretical matters (such as the complex intersection of the objective and the subjective and links to ideas of semiotics and materiality). For instance, Gombrich (2002) has sought to explore the intersection between objective representation and subjective construction on the parts of both the creator(s) and the receiver(s) of messages, while others have developed approaches which seek to rethink this subjective/objective divide and how this links to our conceptualizations of the material with respect to the study of visuals. This includes studies based on approaches associated with Deleuzian thinking, actor network approaches (Puyou et al., 2011) and institutional theory (Boxenbaum et al., 2014) which link together discussions concerning the visual, material semiotics and organizing. There is also much work on the "power" of the visual in relation to cognition, memory (Carruthers, 1990; Tversky, 1974) and in its emotional and affective power (Albert et al., 2000). Of course, this is why images and visual processes are of particular interest to the qualitative visual researcher and a plethora of methods are emerging as ways to tap into these more aesthetic forms of knowledge. Images are used as elicitation tools to facilitate reflection on organizational issues – recent examples include Shortt and Warren's (2012) use of participant-led visual narrative to research hairdressers' identity, Alcadipani and Tonelli's (2014) study of participant made drawings to explore "shop-floor" masculinity, Slutskaya et al.'s (2012), photographic study of working life among

butchers, and Page and Gaggiotti's (2012) use of art appreciation and critique as a route into students' learning about business ethics. And as we also allude to above, organizational images – such as advertisements (Schroeder, 2013), logos (Phillips and Rippin, 2010), annual reports (Davison, 2014), viral videos (Bell and McArthur, 2014) and websites (Elliot and Robinson, 2014) are themselves the focus of study by qualitative researchers using a range of methods developed originally in media, communication, and other arts-based studies. Semiotics, social semiotics, qualitative content analysis, and critical visual analysis are all fruitfully employed to peel back the layers of strategic organizational images and reveal their less obvious associations, power and political effects.

- In the paper titled, "Visual images: a technique to surface conceptions of research and researchers" (2006), the authors use pictorial representation as an innovative and challenging technique for exploring how new and experienced researchers see research and researchers. Pictorial representation provides a means of exploring the various factors that may influence, limit or inhibit researchers in their practice. Drawing and discussing pictures allows emotional and unconscious aspects of engaging in research to surface, helping drawers put into words what may be difficult to voice. Such images enrich and enliven the difficult area of research methods teaching and their personal nature helps to "acknowledge the individual in the researcher".

- In the paper titled, "Lessons from photo-elicitation: encouraging working men to speak" (2012), the authors conducted 40 in-depth verbal interviews with male butchers, featuring the use of visual methods such as photo-elicitation and photo-voice, in order to increase participant control of data generation. The findings suggest that photo-elicitation enabled working-class men to engage with themes which are rarely discussed and which challenge traditional notions of gendered work. It prompted participants to elaborate and translate their daily experiences of physical labour into more expressive and detailed accounts. Photo-elicitation also evoked powerful nostalgic themes about the past: a lament for the loss of skills; the passing of the time of closer communities and more traditional values. The use of photo-voice and photo-elicitation in the exploration of a class and gendered "habitus" has highlighted the power of visual methods to offer a closer look at what participants considered important, to open space for the emergence of unexpected topics and themes and to allow for more comprehensive and reflective elaboration on specificities of personal experiences and emotions.

- In the paper titled, "(Im) perfect pictures: snap-logs in performativity research" (2012), the authors present empirical examples from a three-year qualitative research project where snap-logs are used as an experimental method. The paper exhibits a reading of performativity theory and discusses the performativity of using visual methods in the research process. Snap-log

combines 'snapshot' and 'logbook', and has been inspired by a performativity theory approach related to post-structural feminist theory and 'Non-Representational Theory'. Snap-log provides valuable contributions to studying perceptions of professionalism and professional knowledge. Snap-log helps to articulate what might otherwise remain tacit and offers the researcher the possibility to activate and cooperate with the researched phenomenon.

- In the paper titled, "Psychoanalysis, collective viewing and the "social photo matrix" in organizational research" (2012), the author extends Burkard Sievers' concept of the "social photo matrix" (SPM) through an interdisciplinary review of literature in psycho-analysis, audiencing, media studies and social theory. The Social Photo-Matrix is a new experiential method for promoting the understanding of the unconscious in organizations through photographs taken by organizational role holders. By association, amplification, systemic thinking and reflection, the hidden meaning and deeper experience of what is often unnoticed can be perceived and put into thoughts.[5]

- In the paper titled, "Regarding Derrida: the tasks of visual deconstruction" (2012), the author discusses how Derridean concepts, mainly located in literary criticism, are adapted to image research, on which there is little work to date in management studies.

- In the paper titled, "Beyond projection: using collaborative visualization to conduct qualitative interviews" (2014), the authors present a practical approach for the reflective use of visual techniques in qualitative inter-viewing and suggest using visuals not only as projective techniques to elicit answers, but also as facilitation techniques throughout the interview process. The integration of projective and facilitation techniques enables the interviewer to build rapport with the respondent(s), and to elicit deeper answers by providing cognitive stimulation. In the course of the interview, such an integrative approach brings along further advantages, most notably focusing attention, maintaining interaction, and fostering the co-construction of knowledge between the interviewer and the interviewee(s).

- In the paper titled, "Exploring identity: a figurative character image-elicitation approach" (2014), the authors explore the potential of incorporating visual methods in the study of identity and identity work and propose a method involving figurative character image-elicitation (FCI). FCI uses personal, contextual cartoon-style images to mobilize and encourage the narration of identity. The paper details the development of the approach, drawing on a pilot study, and reports its use in an exploratory study of employee identity, which is novel.

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[5]Source: International Society for the Psychoanalytic Study of Organisations

(v) Discourse Analysis

Discourse analysis may, broadly speaking, be defined as the study of language viewed communicatively and/or of communication viewed linguistically. Any more detailed spelling out of such a definition typically involves reference to concepts of language in use, language above or beyond the sentence, language as meaning in interaction, and language in situational and cultural context.[6] It is a general term for a number of approaches to analyse written, vocal, or sign language use, or any significant semiotic event.

On the other hand, Critical Discourse Analysis (CDA) is an interdisciplinary approach to the study of discourse stemming from a critical theory of language which sees the use of language as a form of social practice. All social practice are tied to specific historical contexts and are the means by which existing social relations are reproduced or contested and different interests are served. It is the questions pertaining to interests - How is the text positioned or positioning? Whose interests are served by this positioning? Whose interests are negated? What are the consequences of this positioning? - That relates discourse to relations of power. Where analysis seeks to understand how discourse is implicated in relations of power, it is called critical discourse analysis. Fairclough's (1989, 1995) model for CDA consists three inter-related processes of analysis tied to three inter-related dimensions of discourse. These three dimensions are 1. The object of analysis (including verbal, visual or verbal and visual texts). 2. The processes by means of which the object is produced and received (writing/speaking/designing and reading/listening/

viewing) by human subjects. 3. The socio-historical conditions which govern these processes. According to Fairclough, each of these dimensions requires a different kind of analysis: 1. text analysis (description), 2. processing analysis (interpretation), 3. social analysis (explanation). What is useful about this approach is that it enables you to focus on the signifiers that make up the text, the specific linguistic selections, their juxta positioning, their sequencing, their layout and soon.

Although CDA is sometimes mistaken to represent a 'method' of discourse analysis, it is generally agreed upon that any explicit method in discourse studies, the humanities and social sciences may be used in CDA research, as long as it is able to adequately and relevantly produce insights into the way discourse reproduces (or resists) social and political inequality, power abuse or domination. That is, CDA does not limit its analysis to specific structures of text or talk, but systematically relates these to structures of the socio-political context.

- In a paper titled, "A critical discourse perspective on managers' experiences of HRM" (2006), the author explores the potential of critical discourse analysis (CDA) to provide new and different understandings of HRM and processes of organizational change, and highlights the creative role of language in the shaping of organisation and management practice. Conflict and resistance is an inevitable feature of HRM-based initiatives and that CDA offers a powerful lens for exploring this dynamic. Importantly, it provides a less

[6]Hugh Trappes-Lomax

restrictive view of management decision making than that found in conventional understandings of HRM, which tend to treat management as a more or less culturally unified body, and ignores the subjectivity of managers. In contrast, the empirical evidence presented here provides an example of how the deployment of CDA can provide rich insights into the dynamics of HRM-based change rooted in a complex shifting network of alliances (and related discourses).

- In a paper titled, "Engaging with a Laclau & Mouffe informed discourse analysis: a proposed framework" (2014), the authors present an analytical method based on a consolidation of work using Laclau and Mouffe's discourse theory , through which a political analysis of intra and inter-organizational conflicts may be conducted. While the politically orientated discourse theory of Laclau and Mouffe has begun to be used by management and organization researchers, little guidance is available for how to actually conduct the analysis of data using this discourse approach. The method the paper proposes involves making explicit an analytical process for reading available textual data, which is claimed as an innovation.

- In a paper titled, "Evaluation of a management development programme: a critical discourse analysis" (2017), the author evaluates the management development (MD) programme in the Ghanaian mining industry and analyses the programme to ascertain the willingness to implement and the state of implementation by multinational companies operating in the industry as it is a legal requirement aimed at equipping national managers for eventual takeover of the management of industry from expatriates. The study employs critical discourse analysis (CDA), a problem-identification and problem-solving analytical tool to identify any obstacles suppressing the implementation and possible ways past the obstacles. Data for analysis were collected from 26 national managers from industry who were interviewed to gather views and expectations on their development. The findings suggest that CDA's emancipatory power succeeds in identifying unrealized possibilities for tackling the MD problem for a social change (development of national managers) in the industry.

(vi) Ethno-methodology and Conversation Analysis

Ethnomethodology is the study of common-sense knowledge, and is an ethnographic technique popularized by the sociologist Harold Garfinkel in the late 1960s. It assumes a more active role for the researcher, one that involves "breaking up" the standard routines of folk groups in order to see how strongly and in what ways group members mobilize to restore the cultural order. The researcher would do weird things, for example, at inappropriate times. One of the classic textbook examples is looking up at the ceiling in a crowded elevator. Some people would glance up to see what you're looking at; another person might ask what you're looking at; and yet another person might demonize you by saying "What's the matter, too good to ride the elevator with the rest of us?" The whole idea is not to break the law or even the

norms of social conduct, but just do silly little things that violate customs or folkways, which will most likely get you labeled as odd, eccentric, or a folk devil. The researcher is then in a better position to understand the fragile and fluid processes of social control, as well as the rules that people use for maintaining cultural boundaries. In spite of the great theoretical potential of this research method, it is not all that commonly used. In fact, since 1989, most people refer to refined versions of this method as conversation analysis or sociolinguistics.[7]

Conversation Analysis (CA), a research tradition that grew out of ethnomethodology, has some unique methodological features. It studies the social organization of 'conversation', or 'talk-in-interaction', by a detailed inspection of tape recordings and transcriptions made from such recordings. It is an approach to the study of social interaction, embracing both verbal and non-verbal conduct, in situations of everyday life. In a paper titled, "Sensitivity in topic development and meaning making in a process consultation contract meeting" (2013), the authors present an in-depth analysis of naturally occurring conversation in a meeting between a consultant and two client managers and explore the discursive practices used when the agenda for a consultation process was negotiated in a contract meeting. The audio-recorded data is analyzed by employing methodology introduced and developed in the traditions of Ethnomethodology and Conversation Analysis (CA). The authors demonstrate how both the consultant and the clients displayed

markers of sensitivity while introducing various potentials relevant to the topics under discussion, and how they eventually 'negotiated' meanings through formulations and reformulations of the topics.

(vii) Grounded Theory

Grounded theory (GT) is a systematic methodology in the social sciences involving the construction of theory through the analysis of data.[8]

Grounded theory is the generation of theories from data (Glaser in Walsh, Holton et al 2015). It is a research method that will enable you to develop a theory which offers and explanation about the main concern of the population of your substantive area and how that concern is resolved or processed.

Grounded theory is a research tool which enables you to seek out and conceptualize the latent social patterns and structures of your area of interest through the process of constant comparison. Initially you will use an inductive approach to generate substantive codes from your data; later your developing theory will suggest to you where to go next to collect data and which, more-focused, questions to ask. This is the deductive phase of the grounded theory process. Grounded theory is first and foremost a research method. But the term 'grounded theory' is used in two ways:

1. If you adhere to the strictures of grounded-theory-the-research-method you will engage in a research process that will produce;

2. A theory-which-is-grounded-in-data i.e. a grounded theory.

[7]http://www.msu.ac.zw/elearning/material/1344156776Reading%20%201%20Qualitative%20research%20methods.pdf
[8]Source: Wikipedia

Thus both the research method and the output of the research process have the same name, which can be confusing. Grounded theory is also an exploratory method. As such it requires its own research design.

- In a paper titled, "Methodological emotional reflexivity: The role of researcher emotions in grounded theory research" (2009), the author provides an "insider" account of his experience collecting field data during six months in a department of a Fortune 500 company and analyses the role of emotions in fieldwork by applying grounded theory (GT). The paper proposes acknowledging that emotions are part of, connected to, and both influence and are influenced by research decisions within GT. It is suggested that methodological emotional reflexivity (MER) becomes an integral part of methodology in GT. Memos provides a link between data and evolving insights, and is considered fundamental in GT. The inclusion of MER provides a more transparent and adaptive GT approach, which can be considered new.

(viii) Narratives

Narrative research is a term that subsumes a group of approaches that in turn rely on the written or spoken words or visual representation of individuals. These approaches typically focus on the lives of individuals as told through their own stories. Narrative research can be considered both a research method in itself but also the phenomenon under study.

Narrative methods can be considered "real world measures" that are appropriate when "real life problems" are investigated. In a basic linear approach, they encompass the study of the experiences of a single individual embracing story of the life and exploring the learned significance of those individual experiences. Narrative research is set out by the validation of the audience. It is a useful part of the social science investigation, but may not always stand alone for evidence and support for the conclusions of a report. Whether or not it is a part of a great presentation or whether it is a standalone piece of research, it has to be accepted on its own merits as individual experience and the interpretation of thereof. While some types of qualitative analysis have a standard set of procedures, narrative research is questionable in this regard. One of the weaknesses of studying narratives is that the text is by its own nature linguistically subjective i.e. difficult to quantitatively access in an objective manner since it is subjective i.e. personally meaningful.

- In a paper titled, "A narrative analysis revealing strategic intent and posture" (2008), the author illustrates how strategic intent of two companies, Nike Inc. and Reebok is revealed through their letters to shareholders over the period 1990-1999, using qualitative narrative analysis incorporating literary genres and strategic narratives. The originality of the paper lies in the use of organizational narrative as epistemology within the study of strategic management.

- In a paper titled, "Managerial narratives: a critical dialogical approach to managerial identity" (2010), the author explores the use of a dialogical approach, associated with the Russian

literary critic and philosopher Bakhtin, in understanding the portrayal of managerial identity in management narratives. The paper draws on three written narratives of managers. It applies a dialogical approach to consider how they position themselves interactional in the narratives in such a way as to highlight a managerial identity based on being "enterprising" and "for change," while simultaneously voicing alternative identities negatively. The use of the written narratives of managers and the application of a dialogical approach is an important novel contribution to the literature.

- In a paper titled, "Using personal narratives to explore multiple identities in organizational contexts" (2016), the author provides a fresh methodological perspective on organizational identity exploration by using personal narratives found in the 43 semi-structured in-depth interviews, to examine multiple identities that occur in dynamic organizational contexts. These narratives were examined following a textual and performativity analysis. Employing personal narratives has allowed the exploration of multiple identities that take place in organisations in a manner not previously achieved in organizational studies. The study, therefore, challenges previous organizational research and expands the boundaries of organizational identity studies, offering a new qualitative methodological account for identity exploration in organisations.

(ix) Shadowing

Shadowing is contextualized information about how, when and why people act is needed to generate the understanding of human need and to develop meaningful insights for innovation. Traditional observations or diary studies do not provide the same depth of contextual information or detail about purpose that is achieved through the shadowing method. Shadowing provides a rich, comprehensive data set about the patterns of actions, interdependence and motivations of users. Observation is enhanced with information about mood, body language, pace and timing in order to give a full picture of the world from the user's point of view. This methodology is used when exploring a research domain to gain a rich understanding of user/customer/employee motivation and to capture what people do and not what they say they do. Shadowing can be conducted over long periods of time if budget and schedule allow, or applied more rapidly to gain a quick understanding of a problem.

- In a paper titled, "Notes from the field on organizational shadowing as framing" (2012), the authors explicate the specific framing practices in which researchers engage while taking an inter-subjective approach to organizational shadowing. To demonstrate the value of viewing shadowing as framing, the paper grounds the theoretical discussion in actual fieldwork experiences, taken from three different ethnographic studies.

- In a paper titled, "Shadowing and Consensus Building: a golden bridge" (2014), the author upholds two things:

first, that shadowing is a field technique particularly attuned to action research and second, that the results of such a research are best understood by the organization's management when the interpretation and decision process follow an approach based on active listening and an inclusive participatory methodology such as Consensus Building. When this does not happen, the shadowing methodology allows a very rich research experience with no real impact on the organization's life.

- In a paper titled, "Unpacking the problem of research access(es): The case of large knowledge-intensive international consultancies" (2015), the authors build on discussions of research access issues in organizational ethnography, in part when setting out to employ shadowing as a method of inquiry. It focuses on the challenges of gaining access to KIBs, where confidentiality is central to the work. This paper examines the processes of accessing, a neglected but important part of research: the phase(s) of negotiating and gaining access to the field, and the need to fully absorb these phases into the research process as a whole. Access as such multi-level ongoing processes is often neglected, however, in both academic writing and importantly in doctoral education curricula. Therefore, the paper offers guidelines for use in research training.

(x) Longitudinal Textual Analysis

In a paper titled, "Longitudinal textual analysis: an innovative method for analyzing how realized strategies evolve" (2007), the authors present an innovative methodological framework developed out of primary research that will lead to new understanding about patterns in the strategic actions realized by firms within an industry. A qualitative approach was developed adapting techniques from text, thematic and content analysis to recognize and categorize strategic actions realized by pharmaceutical firms. Strategic actions were not pre-selected but were allowed to merge during the data collection process from public announcements by firms in the industry's main journal, Scrip. The innovative approach contributes to management research in two key ways: providing a methodological framework that overcomes the limitation of previous studies into strategy evolution; and providing a systematic approach to data collection and analysis that can contribute to theory building with regard to strategy evolution.

(xi) Case Study Research and Network theory

In a paper titled, "Case study research and network theory: birds of a feather" (2007), the author advocates that case study research needs to renew itself and employ its full potential as an innovative theory-generating methodology in management disciplines; and to propose that a viable strategy for such renewal is to exploit the power of case study research and network theory as supplementary methodologies. The methodologies supplement each other, since case study research uses primarily a verbal language and qualitative data, while network theory uses a nodes-and-links language that opens up for verbal, mathematical and graphic treatment. By drawing out a comparison between case study research and network

theory on a fundamental level, the paper offers a novel research perspective.

(xii) Focused groups in Role-play-like-setting

In a paper titled, "The indirect approach of semi-focused groups: Expanding focus group research through role-playing" (2009), the authors depict an alternative way of using focus groups in research- a role-play-enhanced focus group method- in which participants face the challenge of dealing with a specific task while playing a familiar but nevertheless fictive role. The research is carried out through an experimental approach in which a focus group of small business owner-managers are assembled and presented with a prepared case exercise. The design is a role-play-like setting in which the participants are supposed to act as the board of a company. Adding an experimental dimension to focus groups offers the possibility of addressing topics indirectly and thus increases their usefulness.

(xiii) Rhetorical Criticism

Rhetorical criticism is an approach to communication, which constitutes a systematic investigation of symbolic artifacts and analysis and interpretation of persuasive uses of communication. Rhetorical criticism analyses the symbolic artifacts of discourse - the words, phrases, images, gestures, performances, texts, films, etc. that people use to communicate. In a paper titled, "Rhetorical criticism as a method for examining cultural pressures on organizational form" (2010), the author postulates a rationale and step-by-step description of how to employ rhetorical criticism as a method for accounting for organizational isomorphism in organizational fields. A method of rhetorical criticism – a qualitative approach for analyzing the rhetorical dimensions of texts and practice – and its efficacy for institutional research is explicated. Using a popular television program about crime scene investigations (which has arguably produced a "CSI effect" that influences the criminal justice system as an organizational field) as a sustained example, steps are provided for conducting rhetorical criticism of popular culture texts in order to account for isomorphic trends in an organizational field. The potential value of the paper is in its function as a guide for (neo) institutional and organization scholars looking for innovative approaches to studying organizations from a cultural perspective.

(xiv) Subjective personal introspection

In a paper titled, "Subjective personal introspection in action-oriented research" (2011), the author discusses the rationale and use of subjective personal introspection (SPI) as a methodological approach. SPI was utilized to develop a "narrative" of the author's own "action-oriented" research experience within a multi-sector collaborative venture established by 13 partner organisations representing the academic, pharmaceutical industry and government sectors. The SPI approach is theoretical and reflective, as well as descriptive and analytical in reporting the antecedents, actions and outcomes in action-oriented research. The paper extends the forum for incorporating SPI beyond the consumer behavior context to the context in which action-oriented researchers incorporate introspection in their study of organisations. The paper goes on to fill the gap between SPI and reflexivity (if there is indeed a gap) and it causes action-oriented, qualitative

organizational researchers to contemplate a number of questions: what is the role of the researcher; what is the source of their authority to narrate and what are they authorized to recount; and what are the outcomes of this?

(xv) Interpretative Phenomenological Analysis

Interpretative phenomenological analysis (IPA) is an approach to psychological qualitative research with an idiographic focus, which means that it aims to offer insights into how a given person, in a given context, makes sense of a given phenomenon. Usually these phenomena relate to experiences of some personal significance, such as a major life event, or the development of an important relationship. It has its theoretical origins in phenomenology and hermeneutics, and key ideas from Edmund Husserl, Martin Heidegger, and Maurice Merleau-Ponty are often cited. IPA is one of several approaches to qualitative, phenomenological psychology. It is distinct from other approaches, in part, because of its combination of psychological, interpretative, and idiographic components.[9]

- In a paper titled, "Online exchanges among cancer patients and caregivers: Constructing and sharing health knowledge about time" (2012), the authors study knowledge- and practice-construction among advanced cancer patients and caregivers, and explore the suitability of online forums for analysis of these processes. The paper discusses the results of a qualitative study based on one online forum for long-term cancer patients (second relapse) and one for caregivers. The discussions explored show how patients and caregivers attribute meanings to their time with cancer. Verbatim transcripts of the discussions were analysed according to the Interpretative Phenomenological Analysis (IPA) procedure.

(xvi) Participatory Action Research

Participatory action research (PAR) is an approach to research in communities that emphasizes participation and action. It seeks to understand the world by trying to change it, collaboratively and following reflection. PAR emphasizes collective inquiry and experimentation grounded in experience and social history. Within a PAR process, "communities of inquiry and action evolve and address questions and issues that are significant for those who participate as co-researchers". PAR contrasts with many research methods, which emphasize disinterested researchers and reproducibility of findings.[10]

In a paper titled, "Managing participatory action research in a health-care service experiencing conflicts" (2012), the authors proposed and realized a PAR in response to the committee group's request concerning the need to better understand and manage the criticalities and conflict episodes experienced by a health-care service for sufferers of Alzheimer's disease. The PAR is described considering: the process, some outcomes, the functions and actions performed by the action researchers, and the dilemmas and challenges they faced.

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[9]https://en.wikipedia.org/wiki/Interpretative_phenomenological_analysis
[10]https://en.wikipedia.org/wiki/Participatory_action_research

(xvii) Thematic Analysis

Thematic analysis is one of the most common forms of analysis in qualitative research. It emphasizes pinpointing, examining, and recording patterns (or "themes") within data. Themes are patterns across data sets that are important to the description of a phenomenon and are associated to a specific research question. The themes become the categories for analysis. Thematic analysis is performed through the process of coding in six phases to create established, meaningful patterns. These phases are: familiarization with data, generating initial codes, searching for themes among codes, reviewing themes, defining and naming themes, and producing the final report.

- In a paper titled, "Managing stress: A matter of proactivity or trust? A thematic study of female- and male-dominated Swedish work settings" (2015), the author focuses on understanding the way in which employees' stress is perceived and managed in female- and male-dominated sectors, characterized by new management-oriented steering methods, given the parallel processes of stress development and organizational changes towards increased managerial-ism. The paper is based on a thematic analysis of interviews with managers and employees at one Swedish female-dominated work setting and one male-dominated work setting. The paper offers an analysis of how managerial approaches to stress mediate the ways in which employees may come to govern their own subjectivity through stress-management practices.

(xviii) Template Analysis

Template analysis is described as an approach that involves applying a template (categories) based on prior research and theoretical perspectives. This is a relatively new method and while Langdridge (2007) mentions that it is now as well-known as IPA it still provides similar analytical rigour and facilitates the production of similar findings.

In the view of King (2004) template analysis is not associated with a single delineated method, it refers to multiple but related techniques for thematically organising and analysing codes, therefore template analysis is a way of thematically analysing qualitative data (Miles & Huberman, 1994). The key difference between IPA and template analysis in the view of Langdridge (2007) is that IPA is always inductive and is grounded in the data with themes emerging from the text; thematic analysis differs from this and often uses pre-selected codes as a way of interrogating the data. The differences do not just stop there, King (2004) argues that template analysis is ideal for handling large data sets in an efficient and timely manner as opposed to other analysis approaches such as IPA, which is a lot more time consuming.[11]

- In a paper titled, "Professional association group mentoring for allied health professionals" (2016), the authors discuss the issue of mentoring, which is widely used in the health sector, particularly for early career professionals in the public health system. In this context, a purposeful sample of 15 allied health professionals were interviewed using semi-structured interviews that were then analyzed using

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[11]https://researcholic.wordpress.com/2016/04/14/templateanalysis/

template analysis. This research contributes to the limited literature on many-to-many group mentoring by reviewing the effectiveness of an existing many-to-many group mentoring program for allied health professionals delivered by a professional association.

(xix) Critical Incident Technique

- In a paper titled, "The critical incident technique reappraised: Using critical incidents to illuminate organizational practices and build theory" (2016), the authors offer a reconceptualization of the critical incident technique (CIT) and affirm its utility in management and organization studies. Utilizing a case study from a leadership context, the paper applies the CIT to explore various leadership behaviours in the context of non-profit boards in Canada. Semi-structured critical incident interviews were used to collect behavioural data from 53 participants – board chairs, board directors, and executive directors – from 18 diverse non-profit organizations in Alberta, Canada. The authors offer a novel view of incidents as typical, atypical, prototypical or archetypal of organizational phenomena that extends the analytical value of the approach in new directions.

(xx) Actor Network Theory

In a paper titled, "Self-initiated expatriation: changing the ontological and methodological box" (2016), the author critique the dominant functionalist approach to the study of Self-initiated expatriate (SIT) through actor-network theory (ANT). A case history of a geographically mobile professional is offered to support the use of ANT as an ontological and methodological alternative in this field. The study of SIE is an important emerging field of expatriate research. It is currently dominated by the functionalist paradigm. The paper offers an alternative ontological and methodological approach to the study of this field through the use of ANT. In this sense the authors challenge the developing dominant discourse of functionalism currently driving research on this topic.

(xxi) E-research

In a paper titled, "Autopilot? A reflexive review of the piloting process in qualitative e-research" (2012), the authors examine an oft-neglected aspect of qualitative research practice – conducting a pilot – using the innovative approach of "e-research" to generate both practical and methodological insights. Using the authors' "e-research" pilot as a reflexive case study, key methodological issues are critically reviewed. This review is set in a broader context of the qualitative methods literature in which piloting appears largely as an implicit practice. Using a new and emerging approach ("e-research") provides a prompt to review "autopilot" tendencies and offers a new lens for analyzing research practice.

(xxii) Mixed Methods

- Institutional ethnography and Shadowing- In the paper titled, "Not for the faint of heart: Insider and outsider shadowing experiences within Canadian health care organizations" (2014), the authors make use of institutional ethnography to provide a reflexive elaboration of the researcher's experience about the challenges associated with shadowing, which is

increasingly being used as a data collection method, within the health care context.

- Ethnography, Participant observation, Shadowing, and Interviews- In the paper titled, "Embodying emotional dirty work: a messy text of patrolling the border" (2014), the authors draw on a two and a half year ethnography of the US Border Patrol by employing creative analytical techniques such as participant observation, shadowing, and interviews. Based upon the iterative data analysis and narrative writing techniques using verbatim quotations and field data, the paper provides a series of vignettes that explore the embodied emotions of dirty work and doing dirty research.

- Grounded theory and Case Study- In a paper titled, "Cultural revitalisation: The importance of acknowledging the values of an organization's "golden era" when promoting work-life balance" (2008), the authors challenge the notion that culture change programmes will inevitably gain support from employees by exploring ways in which policy implementation is affected by and provokes shifts in organizational cultures. A grounded theory approach was adopted in the collection and analysis of the data, largely but not exclusively obtained through three sets of interviews, giving a limited longitudinal dimension to the study. Case studies investigated aspects of cultural change post-implementation of family-friendly policies. Its novelty lies in the fact that it is unusual for case studies to look in detail at processes of change.

- Grounded theory and Triangulation Methods- In a paper titled, "Using triangulation to validate themes in qualitative studies" (2009), the authors provide instructional guidance on how to increase validity and reduce subjectivity in qualitative studies, such as grounded theory and propose three complementary triangulation methods such as tree graphs, concept mapping, and member checking, which can be used for validation and exploration of concepts and themes in qualitative studies such as conventional grounded theory approach and thematic analysis. The paper positions the approach over the range of the triangulation literature and it argues that it is important to be aware of different triangulation mind sets, and these they are not necessarily contradictory.

- Conversation and Discourse Analysis- In a paper titled, "From re-presentation to re-creation: Contributing to a radicalisation of linguistically turned interviewing in management studies" (2009), the author explores the possibilities of letting ideas from ethnomethodology inform a radicalisation (i.e. going to the roots) of interviewing in management and organization studies, by drawing upon insights from discourse and conversation analysis, specifically the acknowledgement of the productive function of language use in social life.

- Storytelling, Episodic interview and Grounded theory- In a paper titled, "Between the hand and the head: How

things get done, and how in doing the ways of doing are discovered" (2014), the authors attempt to add a new term to the vocabulary of practice-based studies: "formativeness", which denotes the kind of knowledge that is generated in the process of realizing the object of the practice and that is discovered while the form of the object is being shaped. This term focuses the analysis on how the elements of a practice are held together, rather than on what elements are involved in a practice. For this purpose, an empirical research study inspired by grounded theory, on craftswomen and their practical creativity (between the hand and the head) was designed. Storytelling was used in order to elicit the verbalization of the craftswomen's ways of knowing/doing, and the episodic interview was the technique employed to access and present the data.

- Interpretative Phenomenological Analysis and Ethnographic Content Analysis- In a paper titled, "Salesperson work engagement and flow: A qualitative exploration of their antecedents and relationship" (2016), the authors provide an interpretation of the lived experiences of salespersons' work engagement and work-related flow and how these states are related. A mixed-methods qualitative investigation on a sample of 14 salespeople from a large Australian-based consumer goods enterprise was conducted. Using interpretative phenomenological analyses and ethnographic content analyses the antecedents and conditions for salesperson work engagement and work-related flow were investigated. This study represents one of the first attempts to interpret, compare and contrast the lived experience of salesperson work engagement with that of work-related flow. The study also adds to the relative paucity of research published on work engagement using qualitative methods.

- Bricolage, Kairotic time and Action Nets- In a paper titled, "From bricolage to thickness: making the most of the messiness of research narratives" (2013) , the authors first draw on the concept of "bricolage" to validate informal research practices as researchers seek to lend "thickness" to their research. To deal with the apparent "messiness" of research narratives, they apply the concepts of kairotic time and action nets. Kairotic times are key moments in research narratives when actions, under tension, interconnect to form action nets, which, in turn, generate meaning or knowledge. This paper provides an operational method of using kairotic time and action nets to account for, and acknowledge, the messiness in research narratives.

IV. Conclusion

Qualitative research is evolving from rigid, complex structures to dynamic, real-time studies.

To sum up, we can make four main generalizations about innovative research methodologies.

Firstly, innovative methodologies usually entail the use of one or more technological innovations (visual, digital or online). This

could be new software (e.g. animated agents, unitizing datasets, statistical analysis or CAQDAS) or new online methods to conduct research (e.g. Netnography, analyzing RSS feed and para data collected online). Secondly, innovative methodologies entail crossing boundaries, either that between disciplines or between existing methods or both. This is observed in the combination of disciplines and methods such as in ethnography and anthropology (where complexity theory seems to drive a significant amount of development in research practice), psychology, social medicine and politics among others. Thirdly, innovative methodologies entail the use of existing theoretical approaches and methods in reformed or mixed and applied ways. This is observed in participatory methods, action research, professional work, social and consultancy work (e.g. appreciative inquiry, intuitive inquiry and the water cooler logic). Finally, innovative methodologies reside both inside traditional academic institutions (universities) and outside (research centres, institutes, consultancy agencies and organisations), but even in the latter case methods developers and experts have academic backgrounds and close academic ties.

The study is valuable to researchers wishing to experiment with more intuitive forms of writing in the field of qualitative research. The study also illuminates the unique strengths of qualitative research methods that can allow a deeper understanding of the issues being studied. But at the same time, there is a need for greater awareness amongst management researchers more generally of the rich diversity of techniques that are available under the banner of "qualitative" research and

the various roles that such research can have. Despite the rise in texts designed to inform researchers about techniques available, and the variety of approaches in which qualitative methods can be used (e.g. postmodernism, critical theory, constructivism), it would seem that there is still a view in some quarters that qualitative research is only suitable as a prelude to a more quantitative design. Profiling qualitative research in a themed issue such as this is one way forward.

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Measuring the Sales Orientation - Customer Orientation (SOCO) of Frontline Sales Executives with Reference to BSNL (Bharat Sanchar Nigam Limited) services in Western Uttar Pradesh (U.P West Region)

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Arun Kumar[2]

Abstract

Telecom is one of the fastest-growing industries in India. Today India stands as the second-largest telecommunications market in the world. The reason for the tremendous growth of telecommunications is because, as people, cities and governing system throughout the country grew, we needed a better way to relay messages between one another. The Indian telecommunication market is occupied with many of the competitors. BSNL (Bharat Sanchar Nigam Limited) and MTNL (Mahanagar Telephone Nigam Limited), the two PSU (Public sector Units) access service providers in India, had only a market share of only 8.81% in wireless category while the remaining 91.19% of share is in the hands of private sector competitors. This situation is further alarming under the fact that these PSUs are having largest employee bases and present in all most all the telecom circles of the country. It is largely believed that Customer orientation of sales professionals is the key to success in the market. In most of the circumstances and situation a sales professional who emphasizes more on the customers could produce better results as compared to an average sale professional. This research paper is an effort to analysis and measure the variance of different demography on Sales Orientation - Customer Orientation (SOCO) Score of Sales Professionals with reference to BSNL (Bharat Sanchar Nigam Limited) services in western Uttar Pradesh (U.P West region). This deductive research study follows the descriptive research design since the research problem and theoretical part is widely researched and stated. It contributes with information to various executive managers by stating what actions should be taken so as to get out of current situation. Therefore, the aim of this study is to primarily analyze the variance of demography of different sales professionals on their customer orientation.

Key Words: Sales Orientation - Customer Orientation (SOCO), BSNL and MTNL, PSU, Variance, Demography, Sale Professional

Introduction

Communication is an important linkage of growth and development of any society. Programs which are initiated by the governing system could only achieve its defined objectives if it could be accessed by the target section of the society. Communication plays a major role in achieving the same. The Indian telecommunication market is occupied with many of the competitors. As per the press

release of March, 2017 by telecom regulatory authority of India, there are 1,102.94 Million total subscribers out of which 1,078.42 Million (97.77%) are the wireless subscriber and 24.52Million (2.22%) are wire line subscribers. The overall tele-density (i.e. number of telephone connections for every hundred individuals living within an area) in urban area under wireless section is 155.35 where as in rural area, it is 51.98 under the same category. The tele-density under wireline category in urban area is 5.15 whereas in rural area it is 0.45% in the same category. As on 28th February, 2017, the private access service providers held 91.19%

market share of the wireless subscribers whereas BSNL and MTNL, the two PSU access service providers, had a market share of only 8.81% which is not very healthy situation for a company which have a dedicated staff, which is bigger than any other telecom company, as BSNL has more than 2 lakh employees across 22 telecom circles in India. However, BSNL and MTNL, the two PSU access service providers, held 70.29% of the wireline market share. The graphical representation of access service provider-wise market share and net additions in wireless subscriber base are given below (Graph 1.1.a).

Access Service Provider-wise Market shares in terms of Wireless Subscribers as on 28th Feb, 2017
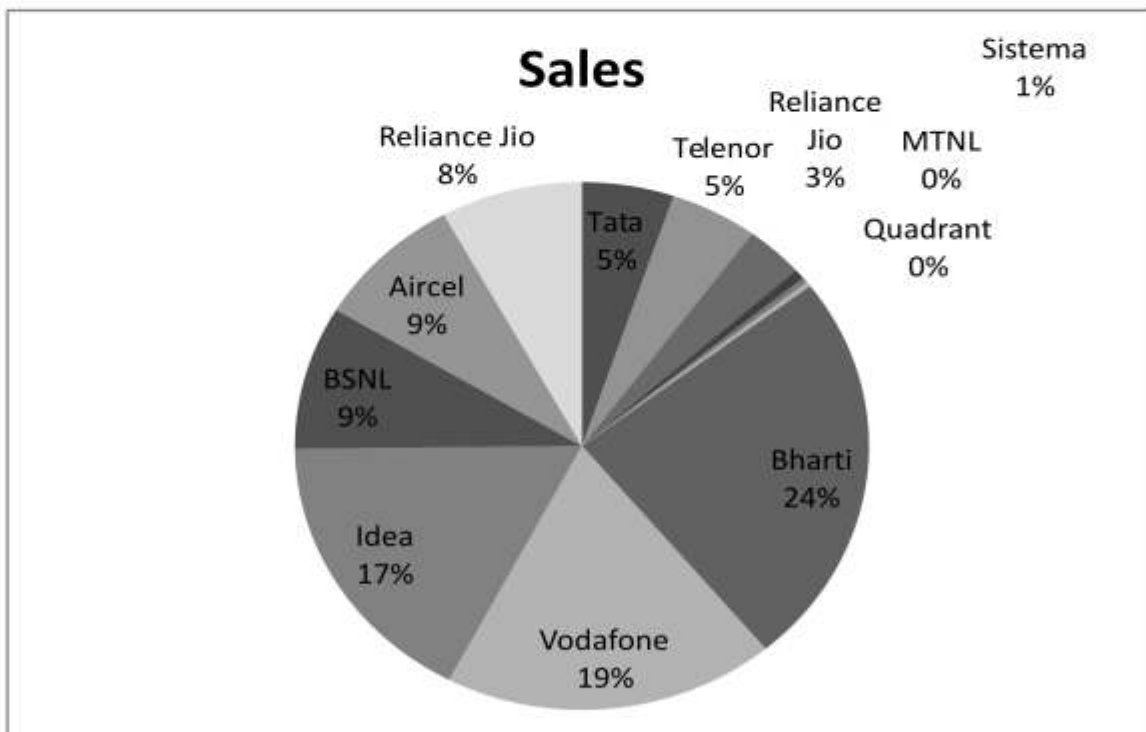
Literature Review:

In marketing literature reaching to your target audience is the question of worry for all marketing practitioners. The resent telecommunication market of this country is the buyer's market. No firm can survive without understanding the requirements of customers. Hence the growth prospects of executives in a firm largely depend on their ability to become customer oriented rather than limiting themselves to remain sales oriented. It is largely believed that Customer orientation of sales professionals is the key to success in the market. In most of the circumstances and situation a sales professional who emphasizes more on the customers could produce better results as compared to an average sale professional. Companies are also experiencing the same wisdom since last several decades so that more value could be develop and delivered during the transaction.

The SOCO scale (sales orientation-customer orientation) was designed to measure the degree to which a salesperson engages in customer-oriented selling (i.e. the degree to which salespeople practice the marketing concept by trying to help their customers make purchase decisions that will satisfy customer needs). Highly customer-oriented salespeople avoid actions that might result in customer dissatisfaction. Specifically, the SOCO scale measures six components:

(a) A desire to help Customer make good purchase decisions,

(b) Helping customers assess their needs,

(c) Offering products that will satisfy those needs,

(d) Describing products accurately,

(e) Avoiding deceptive or manipulative Influence tactics, and

(f) Avoiding the use of high pressure

As per an article published in "Journal of personal selling and sales management" on the theme of "The selling orientation – customer orientation (S.O.C.O): A proposed short form by Raymond W. Thomas, Geoffrey N. Soutar& Maria M. Ryan, it is reported that the results of an examination of the Selling Orientation-Customer Orientation scale to determine if the number of items could be reduced while still maintaining the scale's dimensionality and consistency. Analysis of a new Australian data set was undertaken using data from 250 salespeople, 157 of their managers and 276 of their customers in a range of business to business markets. The findings provide evidence that salespeople's customer orientation, as defined by Saxe and Weitz (1982), can be measured with little information loss by ten items, rather than the twenty-four items originally suggested.

In a research paper written by Ronald E. Michaels and Ralph L. Day, in "Journal of Marketing Research", Vol. 22, No. 4 (Nov., 1985), pp. 443-446 titled "Measuring Customer Orientation of Salespeople: A Replication with Industrial Buyers", a national sample of purchasing professionals was used to replicate the SOCO scale with buyers assessing the customer orientation of salespeople. The results are almost identical to those obtained when salesperson assessed their own degree of customer orientation.

Objectives of the study: The study was undertaken to measure the variance across the different demography of sales professionals of BSNL (Bharat Sanchar Nigam Limited) services in Western Uttar Pradesh (U.P West Region).

This study encompasses a few of the research objectives which are being mentioned here by:

1) To study the variance of gender of the salespersons on their customer-orientation.

2) To study the variance of the academic qualification of the salespersons on their customer-orientation.

3) To study the variance of selling experience on salesperson's customer-orientation.

4) To study the variance of different designation of the sales professionals on their customer-orientation.

The aim of this study is therefore to primarily answer the degree to which a salesperson engages in customer-oriented selling i.e. the degree to which salespeople Practice the marketing concept by trying to help their customers make purchase decisions that will satisfy customer needs.

Research Methodology & Hypothesis

Formulation:

This research study is deductive in its nature and follows the descriptive research design since the research problem and theoretical part is widely researched and stated. This present study is having four independent variables: Gender, Qualification, designation or authority level and Years of experience in selling. The gender variable is classified into two categories i.e. Male and Female. The variable, academic qualification have three categories i.e. Below than Graduate i.e. senior secondary, Graduate and / or Postgraduate while the variable designation is divisible under six different categories. Fourth variable, i.e. Sales experience is divided into three groups' viz. sales experience between one to five years, sales experience between five to ten years and more than ten years of experience. The effect of these independent variables was examined on the dependent variable i.e., sales orientation-customer orientation (SOCO) score of different sales executives.

Following null-hypotheses were framed to study the sales orientation-customer orientation of sales executives in telecom services:

Criteria	Hypothesis	Statement
Demography	$H_{01.1}$	H_0: The distribution of performance (SOCO) score is same across the two gender (Male and Female employees of B.S.N.L)
Demography	$H_{01.2}$	H_0: The distribution of performance (SOCO) score is same across the qualification.

Data Analysis & Interpretation:

The independent t-test, also called the two sample t-test, independent-samples t-test or student's t-test, is an inferential statistical test that determines whether there is a statistically significant difference between the means in two unrelated groups.

The null hypothesis for the independent t-test is that the population means from the two unrelated groups are equal:

$$H0: u1 = u2$$

(I.e. Population mean from two unrelated groups i.e. male employee and female employee are equal)

Group Statistics

Gender of Respondend		N	Mean	Std. Deviation	Std. Error Mean
Sum	Male	116	91.5603	10.62752	.98674
	Female	17	93.7059	8.81593	2.13818

The above table shows that the average performance score for male is 91.56 with standard deviation of 10.62 and the average performance score for females is 93.70 with the standard deviation of 8.81. The difference between the sample mean is found to be very small.

The table stated below shows that the p-value of Levene's test for equality of variances is .793, which is higher than 5 percentage level of significance. Thus, the null hypothesis of equal sample variance can be accepted.

Dependent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
										95% Confidence Interval of the Difference	
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Sum	Equal variances assumed	.232	.631	-.793	131	.429	-2.14554	2.70689	-7.50042	3.20935
	Equal variances not assumed			-.911	23.393	.372	-2.14554	2.35488	-7.01245	2.72138

The result also shows that the p-vale of t-statistic is .631, which is also higher than 5 percentage level of significance. Hence, we are 95% confidence the null hypothesis of equal performance level of male and female employees can be accepted. Thus, it can be concluded from the results of an independent sample t-test that the average performance of male and females of the enterprise is the same.

In case of qualification standards, the null hypothesis is that all group means are equal.

i.e. H0: u1 = u2 = u3

The relative alternate hypothesis is HA: u1 ≠ u2 ≠ u3

To do this, we need to set a significance level (also called alpha) that allows us to either reject or accept the alternative hypothesis. In this case, this value is set at 0.05.

The table stated below represents the result of the Leven test, which assumes the null hypothesis that all sample variances are same.

Test of Homogeneity of Variances

Sum

Levene Statistic	df1	df2	Sig.
1.978	2	130	.143

The sig value of .143 indicates that with 95 percent level of confidence, the null hypothesis of equal variances can be accepted. The homogeneity of variance is one of the desired conditions for one way ANOVA test.

ANOVA

Sum

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	350.898	2	175.449	1.635	.199
Within Groups	13949.463	130	107.304		
Total	14300.361	132			

The table stated above represents the F-test in one –way ANOVA. The p –value of F-statistics (1.63) is more than five percentage level of significance. Hence with 95 confidence level, the null hypothesis of equal group mean can be accepted. It means that the average performances of all the qualification achiever are the same.

Conclusion & Recommendation:

The data were analyzed and grouped according to different criteria gender and qualification. Very interesting results were obtained in terms of gender effect that the average performance score for male is 91.56 with standard deviation of 10.62 and the average performance score for females is 93.70 with the standard deviation of 8.81. The difference between the sample mean is found to be very small. The p-value of Levene's test for equality of variances is .793, which is higher than 5 percentage level of significance.

Thus, the null hypothesis of equal sample variance can be accepted. The result also shows that the p-vale of t-statistic is .631, which is also higher than 5 percentage level of significance. Hence, we are 95% confidence the null hypothesis of equal performance level of male and female employees can be accepted. Thus, it can be concluded from the results of an independent sample t-test that the average performance of male and females of the enterprise at BSNL is the same.

When the data were analyzed on the parameter of qualification it was observed that the table indicates that mean of senior secondary qualified executives is 92.77, graduation 90.55 and post graduation 94.04. This indicate that the average performance towards customer orientation –sales orientation of post graduates executives are highest followed by senior secondary and graduation. It is also evident that the p –value

of F-statistics (1.63) is more than five percentage level of significance. Hence with 95 confidence level, the null hypothesis of equal group mean can be accepted. It means that the average performances of all the qualification achiever are the same.

The presented project work is organized to fetch some valuable information about the customer orientation of different executives (sales/marketing) of B.S.N.L. It is largely believe that sales experience has proportionately direct relation with the sales oriented-customer oriented behavior of sales executives. It is being observed throughout the studies that the SOCO score is more or less same across the different criteria selected for the study. In the perspective of the finding of the study I further wish to recommend a few of the initiatives as my recommendation.

- There should more emphasis on objective based employee training and developmental facilities as the research finding suggest a very generic approach across the different levels of gender and qualification.

- Increases in productivity in terms of getting more client/customer acquisition require more sensitization of sales and marketing executives towards customer orientation, which in this case lacks among the employees.

- It is also recommended to have a more vibrant and dynamic segregation of role as per the experience gained throughout the years at B.S.N.L

The present market is the buyer's market. No firm can survive without understanding the requirements of customers. Hence the growth prospects of executives in a firm largely depend on their ability to become customer oriented rather than limiting themselves to remain sales oriented. Thus, the study could prove to be of great use to marketers in framing their sales management policies.

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A Case Study on the Significance of Time Management By Executives

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Abstract

This article covers the importance of time management in business and personal life of the executives. This reveals the various aspects and significance of time management for achieving business objectives. This empirical study is based on the information collected from the companies located in Kota City such as DSCL: Shriram Fertilizer & Chemicals. The study shows the present time significance of time management concepts and contemporary practices in the organisations and disclosing the impact of such practices.

In this various aspects of the time management,which benefits the executives in enhancing their capabilities by managing their time smartly. Time management factors for managing the work, managing the people and balancing the life are also discussed.

Not only is there an abundance of reasons as to why time management is important, but there is a multiplicative benefit of time management. Implementing good time management allows you to accomplish more in a shorter period of time, which leads to more free time, which leads to lower stress, which increases your attention span and increases your work quality, which leads to more success. Each benefit of time management improves another aspect of your life and it keeps going in a constant cycle.

Key Words: *Time Management, Managing the work, Managing the people, Balancing the life, Stress, Attitude.*

Introduction

Time management is nothing more than applying the principles of management on ourselves. So, as a basis for our discussion on managing time, it is probably a good idea to start with a fundamental review of the management process. Whether we're managing a large-scale industry organisation, one secretary or ourselves (Alessandra, 1985).

The research work was undertaken to access the factors and parameters which affect time orientation of the individuals for doing three parameters which affect the time orientation of the employees. The following three major factors are the prominent variables which effect the time orientation of the executive (Bliss, 2002).

The three factors are:

(1) Managing the work

(2) Managing the people

(3) Balancing the life

1. Managing The Work

The attitude and nature of the individual about

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the work, whether he or she is organised, determines how time efficient he or she is. It depends upon three following variables:-

1.1 ATTITUDE OF THE EMPLOYEES

How an employee views, his or her work or life. The attitude of the employee will have enormous impact on his or her ability to achieve desired goal. Organisational support available is crucial in managing his or her time effectively.

Attitude to manage the time is largely determined by one's experience combined with his expectations and habits.

1.2 PRIORITIES

Time orientation of any employee depends upon his own priorities about the job or the life. If any job or activity comes within his own priority the employee may become more time effective.

According to D.A. Tylen "if the employee has enough information to make right decision, he can make it in lesser time. Moreover good decisions about priority areas are highly dependent on clarity about the job role, responsibilities and key result areas. Priorities driven people are more time efficient and can take sound decisions as well (Barrett, 2002)."

1.3 TASK

Sometimes a person can abort for his priority job but the task leading to that job is not properly designed. It will not as time saver activities. In other words how effective the employee is in managing and implementing the system that support in making best use of his time.

2. MANAGING PEOPLE

Managing the people and meeting them is time consuming. The things someone thinks that he is good and successful while dealing

with the people might be perceived or viewed differently by others. The people's perception is formed by the behaviour shown by the managers. To be effective at dealing with the people in a time effective manner one needs some basic skills (Adcock, 1970).

2.1 MEETINGS

Meetings are the place to get together to exchange the views and discuss the problems resulting in saving of the time. Meetings are one of the most important segments in managing the people. For many individuals work involves attending meetings only but some other people wonder why we are attending meetings? Because they are sheer time wasters.

2.2 INTERRUPTIONS

Interruptions are unavoidable part of life. It may be due to various reasons i.e., tension, temperament, interruption in work by others, wrong filing system, unnecessary number of desk trays, family involvements etc. If not handled effectively they can disrupt the best laid time management plans. Sometimes these interruptions are situation specific and sometimes individual specific.

3. BALANCING THE LIFE

Managing time is not only guided by prioritizing the task or running tight meetings. It is not just about the work someone needs to manage time outside the work. One should be sure to have sufficient time for his family, friends and for himself. The balance determined by him between life and work is crucial to manage the time effectively (Bliss, 1976).

3.1 MANAGING THE STRESS

Stress is the part of life both at work and home. The ability to manage the stress at work and

home is key to achieve a balanced life, and being more effective at work.

Stress factors arise in a state of mind lower than the normal. The normal state is a state of balance between wanting and becoming, and between desire and achievement. The mind that seeks more than it can get is lower than normal, hence subject to stress factors. Stress occurs when the environment is so demanding that it threatens to exceed the person's capabilities and resources for meeting it.

Stress is invariably related with tension as it is the anxiety of mind or the uneasiness caused due to continuous failure in achieving something. Today, we are all living under stress. Rather, it has become a part of our lives. If we are not in a state of stress or tension, we feel as if we are not living a normal life. Stress to a certain extent is healthy. It helps us to perform well. But when it goes beyond a particular limit, it affects our health, mind, body and also the people around us.

When stress helps us to perform in order to meet a deadline, that is, when a certain amount of anxiety is needed to do a job, it is a positive situation. This kind of stress is known as eustress. But, when stress crosses a limit, the person becomes too tense and is unable to perform. He then suffers from symptoms such as blackouts, nervous breakdowns and frustration, leading to distress.

3.2 SYMPTOMS OF STRESS

Stress cannot be generalized with a single yardstick. A particular situation may cause anxiety and tension in a person leading to stress; but the same situation for another person may have no effect at all. Therefore, stress is alarming only when it affects the quality of life.

Stress can also be defined as a non-specific response of the body to any demand. In some respects, every demand made on the body is unique-heat, cold, joy, sorrow, drugs and hormones elicit highly specific responses. For instance, heat produces sweating, cold produces shivering; muscular exertion affects the muscles and the cardiovascular system. But all these have one thing in common-they increase the demand for the readjustment of the performance of adaptive functions, which establishes normalcy.

3.3 RESPONSE: THE REAL MEANING

It has been seen that stress is caused by a stimulus, physical or psychological, and it is up to the individual in what manner he responds to it. In this way, stress becomes an adaptive response of a person to a stimulus which places excessive psychological or physical demands on him (LeBoeuf,1980).

To summarise, one can say that stress always relates to an imbalance between demands made on us from external sources and our capabilities to meet these demands. This imbalance can, and does, lead to physical, psychological, physiological and mental consequences which threaten our happiness on the one hand, and create conditions for physical diseases on the other.

OBJECTIVE OF STUDY

The objective of the study is to explore the time orientation among the executives of DSCL: SHRIRAM FERTILIZER & CHEMICALS, KOTA, particularly the senior and the middle level and find out the impact of the identified factors (managing the work, managing the people, balancing the life) in explaining the time orientation of the employees since time orientation of the individual is the result of the interplay of situational and personal variables (Sriram

Fertilizer and Chemicals, Kota. Annual Report, 2008-09). It has also been an objective of the present study to examine the significance of attitudes, priorities ,task, family life and stress, all of which are the important factors affecting the time orientation of the individuals have been selected for this purpose in the study.

QUESTIONNAIRE DESIGN

The success of any research depends upon the quality of the questionnaire. The quality of the question depends upon the factor that "it must measure all the things which it intends to measure "and secondly it must motivate the respondents to answer without fear, biases and prejudice. The questionnaire design for this purpose was developed keeping in view the three important factors which affect the time orientation of the executives viz. managing the work, managing the people and balancing the life for all these three factors the dependant variables were also identified in managing the work. Three dependant variables identified were attitudes, priorities and task. While the second factor managing the people was dependant upon three variables viz. people, meetings and interruptions. The third factor balancing the

life had two depending variables viz., balance in life and stress. In all there were three factors and 8 dependent variables. Total 78 questions were developed.

SAMPLE DESIGN

Out of the universe the totals work force of DSCL: SHRIRAM FERTILIZER & CHEMICALS, KOTA a sample of 100 executives, comprising of senior and middle level, were selected. The sampling was purposive and randomly, drawn from Kota only.

RESULTS AND ITS INTERPRETATION

Managing your work effectively means managing your time. Majority (67 %) of executives of DSCL was good at managing their work and 17% were found excellent in their work management. This group can set an example for others and also teach others how to manage their work. Although almost all executives were good in work management, but they required some skilled work management training, through which they can enhance their ability and become excellent in work management. A very few executives (16%) require urgent training so as to improve their work efficiency & understand tie management skill. (Fig. A)

Table 1: Calculated Mean, SD and percentage of the executives for work management.

Sr. No.	Managing your Work				Mean	SD
	Excellent (%)	Good (%)	Average (%)	Poor (%)		
1.	17	67	16	0	89.757	±1.428

Fig. A: Showing the efficiency of executives in managing their work.

Managing The Time

■ Excellent ■ Good ■ Average ■ Poor

0%

16% 17%

67%

A-1 ATTITUDE

Attitude is most important aspect of work management and the attitude of executives to manage time is largely determined by his experiences combined with their expectations and habits. The attitude of 66% respondents was found fit and that of the rest 33% was moderate which is good sign for the organisation but still a possibility to improve or change attitude towards positiveness.(Fig. A-I)

Table A-1: Interpretation of the obtained scores according to standard method.

Sr. No.	Attitude towards work management			Mean	SD
	Fit (%)	Moderately fit (%)	Not fit (%)		
1.	66	33	1	18.842	±1.428

Fig. A-I: showing the attitude of executives towards his work.

The results show that attitude of executives towards time management, workload and completion of task within the stipulated time schedule is positive and it is the key factor of time management.

A-II PRIORITIES

The ability to identify your priorities accurately is a way that helps you to make good decision as to what to do when, and saving valuable time. It is essential to effective time management. Simply priority means to order things according to their relative importance. So, being able to prioritize means that you know what task are most important and need to be done first and/or need to be more time spent on them have a higher level of resources attention. The mean scores of executives shows that 73% of them were moderate in setting priorities, 24% were fit or excellent and only negligible i.e. 3% were not setting their priorities. These results show that the executives of the organisation are quite fit and doing their work well. (Fig. A-II)

Table 1: Interpretation of the obtained scores according to standard method.

Sr. No.	Priorities of work			Mean	SD
	Fit (%)	Moderately fit (%)	Not fit (%)		
1.	24	73	3	23.942	±1.858

Fig. A-II : Showing responses of the executives in terms of their priorities related to work.

The executives preferred sitting of priorities, do & don'ts list and following the plan of work which is another important component of work management.

A-III TASKS

Having simple and effective system to help you manage the tasks, makes a big difference to how well you are able to maintain a positive attitude, where as you essentially feel in control and at same time deliver on your priorities.

Most of us at work are inundated with paper, e-mail, voice mail and all the other things of working life. However, there are some simple techniques and systems which can help us to cope.

When we calculated the mean of the scores obtained it was observed that 37% of the respondents were not fit to manage their tasks whereas 63% were moderate in managing. Not a single executive of the organisation was fit in task management, which is very surprising and also adverse for the organisational growth. Another research on this may be done which predicts in detail the causative factor of the problem and give the appropriate suggestion for the executives of the organisation. (Fig. A-III)

Table A-III : Interpretation of the obtained scores according to standard method.

Sr. No.	Management of Task			Mean	SD
	Fit (%)	Moderately fit (%)	Not fit (%)		
1.	0	63	37	46.971	±1.352

Fig. A-III : Showing the suitability of the tasks.

The respondent executives were of the opinion that they preferred to the standard technology in handling the task.

Majority of the executives were found to be excellent in the affair of managing their work while managing their routine work, the attitude of 2/3 executives was moderately fit. Similarly more than half of the respondents have expressed their views that there was full control on managing their time. Most of the executives were found to be jubilant and interested while thinking and balancing their work. However maximum numbers of respondents were ready to accept the challenge of the work load and intended to maintain minimum standard quality of work.

There is need to motivate the executives from the top management to opt for highest quality of standard rather going for minimum standard requirement. On-the-job training may be arranged for motivating the executives.

The maximum number of executives (73%) of the organisation have shown their inclination that they were moderately fit to save their priorities of their assignments in terms of key result area (KRA). More than half of the executives were well-versed with the expectations from them. However, regarding conflicting priorities, priorities of tasks, the task to be done first, the list of work to be done and use of such list along with sticking with the plan of work more than half of the respondents were comfortable and well informed.

It is suggested that a more competent and/or authentic mechanism may be applied to improve the various components related to priorities to be set while working in the organisation.

The component of "task" applied in the present study included usage of pending tray, use of ticker system, diaries, filing system, post and e-mails, inward and outward papers and use of IT (Information Technology). The results obtained have shown that in general, maximum numbers of respondents were found to be comfortable with all such good habits. Comparatively less number of executives have shown a little bit deficiency with dealing their e-mails, handling their desk papers and following habits of preparing the 'to do list'.

Task is an integral and most important aspect of the functioning of an organisation. There seems to be an urgent need to make the necessary arrangements to improve various

components of task management.

B. MANAGING THE PEOPLE

Managing the work is important in the organisation equally important is managing the people. The way people interact with the other department interacting with the subordinate and the bosses' way of attending the meeting, attending the telephone calls etc. often affect the significant time of the executives. This section was structured in such a way so that time utilization in dealing with the human factor as asset. To assess this kind of phenomena 14 question were asked. How people interact with each other depends upon their familiarity with other people. There is a very high degree of familiarity among the people of DSCL: SHRIRAM FERTILIZERS & CHEMICALS KOTA working in various departments. People are time-consuming! They waffle, butt in and don't listen. They make mistakes. How you handle people affects your ability to have your job done well, and time used effectively. The mean scores of the executives of the organisation reflects that 21% of them were excellent in managing people, 49% were good, 29% were average and only 1% were not able to manage the people.(Fig.B-I)

Table B: Calculated Mean, SD and percentage of the executives for work management.

Sr. No.	Managing People				Mean	SD
	Excellent (%)	Good (%)	Average (%)	Poor (%)		
1.	21	49	29	0	30.985	±0.773

Fig. B-I : Showing the efficiency of executives of the organisation in managing the people.

The results had shown that according to respondent dealing with different group of peoples is the specified function of the executive.

B-II MEETING

Many people feel that meetings are a waste of time. However, meeting people is one of the ways to get our jobs done, regardless of whether the meeting is formal and prearranged or ad hoc and impromptu. The main reason why people dislike attending meeting is because thy badly run; attendees go off the point or pontificate endlessly while others don't say a word. Often it's not clear what the purpose of meeting is or what it has achieved. Clearly, having a good chair in a meeting makes all the difference, however, you can't guarantee that. Almost all the executive. (90%) of this organisation, according to the calculated mean of scores, felt that meetings are the worth full thing for the development of organisation. (Fig.B-II)

Table B-II: Interpretation of the obtained scores according to standard method.

Sr. No.	Management of Meetings			Mean	SD
	Fit (%)	Moderately fit (%)	Not fit (%)		
1.	90	10	0	18.128	±0.808

Fig.B-II : Showing the viewpoint of executives regarding meeting with others.

Organising, conducting and participating a meeting is a useful task and is an integral part of with the job profile of the executives.

B-III INTERRUPTIONS

Handling interruptions is a crucial part of successful time management, but it is a skill that many of us have to work on. The thing about interruptions is that they usually involve other people. The combination of a desire to please and be helpful with feeling of guilt if we are not available to people makes it very difficult to say No or to send people away. The results shows that the 73% respondents were not able to get rid of their interruptions, only 6% were fit and 21% are moderately fit in that. So the organisations have to give emphasis on this point and try to solve it. Having said that, interruptions can often be self-inflicted. We interrupt ourselves. (Fig.B-III)

Table B-III: Interpretation of the obtained scores according to standard method.

Sr. No.	Management of Interruptions			Mean	SD
	Fit (%)	Moderately fit (%)	Not fit (%)		
1.	6	21	73	3.257	±1.074

Fig.B-III : Showing the feelings of respondents about the interruptions during routine working.

From the results it can be inferred that executives are facing interruptions in their work.

The second parameter of assessment of the functioning of DSCL: Shriram Fertilizers and Chemicals, Kota, was assessing the capabilities of executives in managing the co-workers, subordinates and clients. Overall observation under this parameter reveals that 70% of the executives were having good capacity of managing the people.

While dealing with people, most of the executives were found fit in understanding, helping and handling their difficulties. Majority of the executives have shown the capability of handling annoyed colleagues and difficult situation.

This component of managing the people needs continual efforts to sustain the existing status of the executives in this regard.

Executives of the organisation were found to

be dynamic in holding, conducting and attending the meetings. They were quite proactive in analyzing the purpose of meeting, outcome and utility of the meeting. Few of them were found to be alert in sticking with the agenda during the discussion in the meeting and not allowing others going off track from the agenda.

It appears that there is a need to let the executives understand a little more about the importance of the meetings, due preparation before coming to attend the meetings. Agenda should be circulated to the executives well in advance so that they can prepare themselves accordingly for the discussion during meetings.

Disciplined continuity at work is the key to quality productivity of an organisation. Any interruption during work hours, by any means, leads to break down in the rhythm of work. Most of the executives of the DSCL, Shriram Fertilizers and Chemicals, Kota, were of the opinion that there are several interruption during work hours and they found themselves unable to manage the interruptions regarding duration of interruption. The response was mixed from several times in a week and/or month. It was also observed that most likely interruption sources were their own colleagues and customers.

A clear cut strategy and schedule of meeting with colleague / customer / client should be framed to avoid undesirable interruption during work.

C-GETTING A LIFE

This section deals with balanced life of an executive, his family engagements, his social occupations, his role as loving husband, caring father, affectionate brother, and generous human being all these roles affect his role on the job. This section has 20 questions covering all the major dimensions of life. The first in this category was asked about a balance between work and home.

In this section we deal with stress and personal or social life of the executives. This is also an important part of their mental and emotional health, which is also an integral part of our health. The respondents were good, when they were asked for their personal life. (fig. C)

Table C: Calculated Mean, SD and percentage of the executives for getting a life.

Sr. No.	Getting a Life				Mean	SD
	Excellent (%)	Good (%)	Average (%)	Poor (%)		
1.	4	96	00	00	65.514	±1.353

Fig. C: Showing the quality management capacity of respondents.

C-I : BALANCING LIFE

Having balance does not mean that everything is equal. What it simply means is, that you feel that you are giving the right amount of time and attention to any given aspect of your life. Clearly, your life cannot be in balance at all times. There will always be occasions when for one reason or the another you will have to spend more time at work or at home. This is normal; the important point is to ensure that we eventually redress the balance.

Almost i.e. 21% executives feel that they have a moderately balance in their life while the rest 79% feel that they have a good balance in

their professional and personal life. (Fig. C-I)

Table C-I: Interpretation of the obtained scores according to standard method.

Sr. No.	Balance in Life			Mean	SD
	Fit (%)	Moderately fit (%)	Not fit (%)		
1.	79	21	00	32.257	±1.488

Fig.C-I : Showing balancing capacity of executives between work and home.

C-II : MANAGING STRESS

Stress is essentially a term used to describe the pressure that is being put on us, either internally or externally. In itself it is not a bad thing and, in fact, a certain amount of stress (or pressure if you prefer) is actually essential to life. You must have noticed that when you are operating at a level of optimum stress you are busy and feeling challenged but at the same time feels that you are able to cope; you feel in control, positive and creative. It is when we are experiencing too much challenge (or, more importantly, when we perceive we are), combined with feeling that we do not have enough support, that problems occur.

Stress is different for different people. What causes you to feel stressed may not necessarily be the same thing that causes someone else stress. Additionally, we all have different symptoms of stress.

The executives of the organisation have moderate level of stress, they are trying to cope it but sometimes they fail, it might be due to the reason that they do not know the right technique of stress management. So it is recommended that the organisation should arrange some training sessions on stress management for their executives. As none of the executives found himself fit to manage stress. (Fig. C-II)

Table C-II : Interpretation of the obtained scores according to standard method.

Sr. No.	Management of Stress			Mean	SD
	Fit (%)	Moderately fit (%)	Not fit (%)		
1.	0	99	01	33.257	±1.354

Fig. C-II : Showing the capability of respondents regarding managing the stress.

The executives of the organisation are good in handling the stress

The parameter of observation was applied to assess the capability of respondents in making balance in between their professional and personal life.

Most of the executives (96%) have shown excellent capacity of coping with stress at work and handling the problem of their personal and social life.

The majority of the executives have shown their ability of balancing in between their work and home and at the same time they successfully managed their bosses / partner. More than 50% of the executives were found to be quite comfortable while at home after work and leading a healthy social life and also handling their personal affairs.

CONCLUSIONS:

Almost all the executives of DSCL: Shriram Fertilizers and Chemicals, Kota, were found to be only moderately fit in managing the stress. To develop the stress management skills, most of them used various stress reducing exercises and develop happy attitude and good relationship with the senior officers. Half of the respondents were found having a habit of sharing personal problems and feelings of stress at work with their colleagues and co-workers which seems to be a good sign of the harmonious relationship amongst the personnel.

As the stress is a silent enemy of both workers and organisation, it's timely and proper management is must. In addition to the prevailing methods, certain other stress management techniques viz; yoga, meditation, relaxation and life style training etc. may also be introduced which will not only improve the personnel's physical and mental health but also help develop the capability of handling various difficult situations.

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Stress at Work Place: A Comparative Study of Steel vs. Healthcare Industry

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Abstract

Stress has been always a great concern for both the employees as well as employers for the improvement of the business environment. It has been never as alarming as it is now, and different reasons can be attributed to it. Controlling of stress at the work place is becoming prime concern of senior management. Stress can be measured by using stress symptoms. Some of the stress factors have been identified by the renowned psychologists. All organisational dimensions like role, task, structure, physical working conditions, leadership, and interpersonal relations have the potential to produce stress, but it is not necessary that every organisational characteristic is a stressor in every organisation. The success of any intervention effort to reduce/manage organisational stress and enhance employer's wellbeing will depend on accurate diagnosis of various stressors and type of industries, location, environment and work culture. Research has highlighted a number of factors that can negatively affect individual's wellbeing. It shall assess perceived occupational stress related to job insecurity and unmet financial needs, roles overload, role ambiguity, role conflict, group and political pressures, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions, behaviour of seniors and rigid rules, shortage of resources, and regulations of the organisation. These factors with related organisational dimensions should be examined for their potential to produce stress in the minds of employees and affect the functioning/working environment of the organisation. It is not necessary that the dimensions, which appear to be a source of organisational stress, will actually be a source of stress. To reduce stress at work place, coping efforts at individual as well as at the group and organisational level should be employed. The present study also gives some directions for further research. This study should have been conducted on a much wider front, but due to time and financial constraints, the survey has been confined to seven different industries of both categories of the same district.

Key Words: *Stress, Stressors, Strain, Appraisal, Stress management, Prevention, Organisation Development.*

Introduction

Stress S…T…R…E… S… S…. In the present environment of technology change, reduction in manpower and globalisation, visit any organisation, industry, institute there is always stress of one kind or the other. So it won't be wrong to comment "Stress is becoming increasingly globalised and affects all countries both developed and developing, all professions and all categories of workers

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including both blue and white collar workers". It is surprising that stress is being perceived in numerous and often inconsistent ways in different types of organisations. Because of this stress and coping with stress have become important concerns in research, industries, health institutions and all other different types of organisations. A major source of confusion is the divergent of opinion among researcher on where stress reside. Is it a characteristic of the environment, a transactional phenomenon or a response of the individual? We take stress in this study as an individual's state of mind when s/he encounters a situation of demand and/or constraint in an organisation and perceives it as harmful or threatening.

Thinker's Thoughts

Researchers provide different views and different sides of work stressors. For example:

1. Landy and Trumbo had identified job insecurity, excessive competition, hazardous working conditions, task demands and long or unusual working hours as five categories of stressors (1976)[1].

2. Cooper and Marshall had classified as intrinsic to job, role, career development, relationship with other organisational structure and climate as five main clusters of work stressors' (1976)[2].

3. Singh and Srivastava developed an occupational stress index. It assesses perceived occupational stress related to role overload, role ambiguity, role conflict, group and political pressures, responsibility for person, under participation, powerlessness, poor peer relations intrinsic impoverishment, low status, strenuous working constitutions and unprofitably were identified as common stressors (1981)[3].

4. Parker and De Cotiis had proposed six specific causes of work stress in 1983 which included job characteristics, organisational structure, climate and information flow, role, relationship, career development and external commitments responsibilities[4].

5. Hendrix identified work overload, work autonomy and control supervision and support, role ambiguity and role conflict as major organisational stressors (1985)[5].

6. Summers, De Cotiis and De Nisi proposed personal characteristics, structural organisational characteristics, procedural organisational characteristics and role characteristics, as the main categories of work stressors in their model (1994)[6].

7. Lim and Hian conducted a study to identify key factors at the workplace, which generate stress among informational personnel in Singapore (1999)[7].

   Following four broad categories of stressors were identified in this study:-

   (a) Lack of career advancement

   (b) Work overload

   (c) Risk taking and decision making, and

   (d) Employee morale and organisational culture

8. Adguide.com conducted a survey on 1400 chief informational officers working in U.S. companies. Rising work overload, office politics, work / life balance issues, commuting, and pace of technology were reported as stressors (2001)[8].

9. Liu et al. Excessive workload is one of the most salient stressors at work place

(2007)[9]

(10. Bowling & Kirkendall – Excessive physical workload may result in physical discomfort or illness. Excessive mental workload will cause psychological distress such as anxiety or frustration (2012)[10]

11. Lin, Kain, and Fritz found that interruptions delay completion of job tasks, thus adding to the perception of workload (2013)[11].

12. After going through all the above statements it can be seen that there are four major sources of stress viz.

    (a)   Individual stress factor,

    (b)   Job/ organisation factor,

    (c)   Family and environment including social, economic, political and

    (d)   Physical environment

In this research paper an attempt has been made to comparatively study, identify and examine the different organisational stressors leading to stress in Steel and Health Industries of a particular district, as case model.

Research Methodology

Present study is an endeavour to identify organisational stressor and measure stress through stress symptoms by surveying the employees of the Steel and Healthcare Industry in Haryana. The universe of the study consists of seven operating Steel and Healthcare industries from Haryana (HR). As per the list procured form the Haryana State Productivity Council there are about 318 units engaged in the production of Healthcare and 297 Steel industries.12 This study has been restricted to people working at the junior, middle and senior management levels only. A sample of 700 respondents was taken from the selected organisation on the basis of convenience sampling from seven operating Healthcare and Steel Industries from District of Faridabad. The data was collected during the year 2016 by personally interviewing the selected respondents with the help of a protected questionnaire. The respondents were asked to express their level of agreement/disagreement on a five point Likert scale ranging from strongly agree to strongly disagree with respect to the aspects included in the study.

The vast majority 70.2 percent of the respondents were male and only 29.8 percent of the respondents were females with 54 percent of the respondents from the age group of 20 to 30 years, 31.7 percent from 30 to 40 years and only 14.3 percent were of the age group 40 to 60 years. Thus the majority of the respondents, that is, 85.7 percent, were from the young and middle age group. Around 59.9 percent of respondents were married and 40.1 percent of them were unmarried. About 17 percent of the respondents were under graduated, 47.2 percent respondents had medical/engineering background, while 36.8 percent had a non-engineering/medical background. About 30.6 percent of the respondents were having experience of less than 5 years, 31.1 percent of 5 to 10 years, 13.8 percent of 10 to 15 years, 16.0 percent of 15 to 20 years, 7.1 percent of 20 to 25 years and 1.4 percent of more than 25 years. While 47.5 percent of the respondents were working at the junior level of management, 45.1 percent were working at the middle level and only 7.4 percent were working at the senior level of management.

Data Analysis

Factor analysis has been employed in this study to identify the structure of organisational factor that have the potential to produce stress amongst employees. In order to

serve the purpose, the information related to organisation factors has been collected through forty-three statements. But the factor analysis of the forty-four aspects identified seven factors with multiple and conflicting loading and therefore, were excluded from the analysis. Finally thirty-seven organisational factors were considered for the purpose of analysis.

Results and Discussion

Different factors of stressors at work place have been categorized under ten different group aspects and all factors are grouped under these group heads. The respondents were asked to answer the questionnaire on the Likert scale, the maximum points (5) to be given to the factor/aspect effecting most and causing stress and minimum points (1) to the factor/aspect affecting the least and causing stress. The results of the principal component analysis with weightage to different aspects have been analysed.

All the ten group factors extracted have been given appropriate name on the basis of various variables represented in each case. The group factors have been named as 'Job Insecurity & Unmet Financial Needs' (JIUFN), 'Work Overload' (WOL). 'Poor Interpersonal Relations' (PIR), 'Shortage of Resources' (SOR) Poor organisational Structure & Climate'(POSC), 'Rigid Rules' (RR), 'Superiors Inconsiderate'(SI), 'Ambiguity in Role' (AR) 'Monotonous Job'(MJ) Work Inhibitors (WI). The final weightage / average weightage of these aspects are tabulated in Table No.1.

Table 1: Position of Different Group Aspects as Average Weighed by Respondents

#	Different Group Aspect	Average Percentage Healthcare Industry	Average Percentage Steel Industry
1	Job Insecurity & Unmet Financial Needs	79.83 Percent	81.47 Percent
2	Work Overload	77.76 Percent	79.75 Percent
3	Poor Interpersonal Relations	76.58 Percent	78.54 Percent
4	Shortage of Resources	76.55 Percent	76.45 Percent
5	Poor organisational Structure & Climate	74.88 Percent	75.58 Percent
6	Rigid Rules	74.65 Percent	74.10 Percent
7	Superior Inconsiderate	72.40 Percent	72.27 Percent
8	Ambiguity in Role	64.67 Percent	71.33 Percent
9	Monotonous Job	63.67 Percent	67.80 Percent
10	Work Inhibitor	52.30 Percent	56.77 Percent

Positon of Different Group Aspects as Weighed by Respondents

Aspect	Steel Industry	Healthcare Insdustry
Work Inhibitor	56.77	52.3
Monotonous Job	67.8	63.67
Ambiguity in Roles	71.33	64.67
Superior Inconsiderate	72.27	72.4
Rigid Rules	74.1	74.65
Poor Organisational Structure and Climate	75.58	74.88
Shortage of Resources	76.45	76.55
Poor Interpersonal Relations	78.54	76.58
Work Overload	79.75	77.76
Job Insecurity & Unmet Financial Needs	81.47	79.83

■ Steel Industry   ■ Healthcare Insdustry

It can be observed from the Table No. 1, and more clearly visible in the Graph No. 1 that job insecurity and unmatched financial needs have been allotted maximum percentage weightage i.e. 81.47 and 79.83 in Steel and Healthcare Industries respectively. It appears that because India is having very high rate of unemployment, so job insecurity remains always in the mind of the employees, may be any type of industry/work place. It also reflects that employees are unable to meet their family's financial needs with the salary they get. The problem of unmet own and family's financial needs get worse when one perceives that the pay and other benefits s/he is getting are not fair, considering what other people are getting while doing the similar job in different organisations in the market. The second highest weightage allotted is 79.76 and 77.76 percentage in Steel and Healthcare Industries respectively to Work Overload at work place. Lim and Hian in 1999 conducted a study to identify key factors at the work place, which generate stress among information

personnel in Singapore and found the work overload at the second place, which co-relates in this comparative study of Steel and Health Care Industry also. It has been indicated as a potential stressful situation when the employees have to work beyond normal working hours and it gets intensified when the respondents have to work hard physically as well as mentally. The situation gets aggravated further when the nature of his/her job assumes the responsibility for the work career of others. At the third place in rating is Poor Interpersonal Relations at the work place with 78.54 and 76.58 weighted percentages in Steel and Healthcare Industries respectively. It co-relates with the study conducted by Schuler in 1982 where most framework include relationships with others in one's organisation as a source of occupational stress.17 In the present study also, different factors of interpersonal relationship have made it to the third important aspect of stress at the job place.

Next in the chain comes the Shortage of Resources with 76.45 and 76.55 percentage weightage in the Steel and Healthcare Industry respectively, because employees feel that with the constraint of time to complete the job the resources available should be sufficient so that the functioning is not hindered / hampered. But an important point has emerged that in the case of Healthcare Industry this factor of Shortage of Resources is running neck to neck and is just 0.13 percentages behind in comparison to Poor Interpersonal Relations at the work place with 76.58 weighted percentages. Poor organisational structure and climate aspect describe different factors and dimensions of organisation 75.58 and 74.88 percentage weightage in Steel and Healthcare Industry respectively.

According to the weightage allotted, next aspect is rigid rules with 74.10 and 74.65 percentage weightage of Steel and Healthcare Industries respectively. Rules, regulations & procedures in any organisation have to be user friendly; however, to maintain the discipline & functional environment the rules have to be followed. The rules should be such that they accommodate and facilitate the functioning & should not hinder the smooth functioning of the organisation. Rigid Rules had been allotted more weightage in case of Healthcare Industry in comparison to Steel Industry because of peculiarity of industry. Superior inconsiderate is the next factor with weightage of 72.27 and 72.40 percentage in Steel and Healthcare Industry respectively. Workers who were under pressure reported that their superior did not give the criticism in a helpful way, played favouritism to subordinates and took advantage of their position / power. 71.33 and 64.67 percentage weightage has been allotted to Ambiguity in Role which creates stress at work place. It may clearly be observed that ambiguity in role is much higher in the Steel Industry in comparison to Healthcare Industry. Monotonous Job also causes stress at the shop floor and hardly there exists job rotation or job enrichment in both types of industry with percentage weightage of 67.80 and 63.67. More than sixty percent respondents reported that work inhibitors also provide stress at the work place in both types of industries.

The structure of these ten group aspects is discussed individually and in more detailed in the succeeding paragraphs:-

Job Insecurity & Unmet Financial Needs

India being the developing country and masses being the poor and majority of population still living below poverty line, the job insecurity and financial needs not being

fully met had been always the top priority. Here also, this factor has emerged as a separate aspect from the factor analysis with a very high weightage i.e. 81.47 and 79.83

percentage in the Steel and Healthcare Industries respectively. This aspect consists of following factors and tabulated along with their weightage.

Graph No. 2

Job Insecurity & Unmet Financial Needs
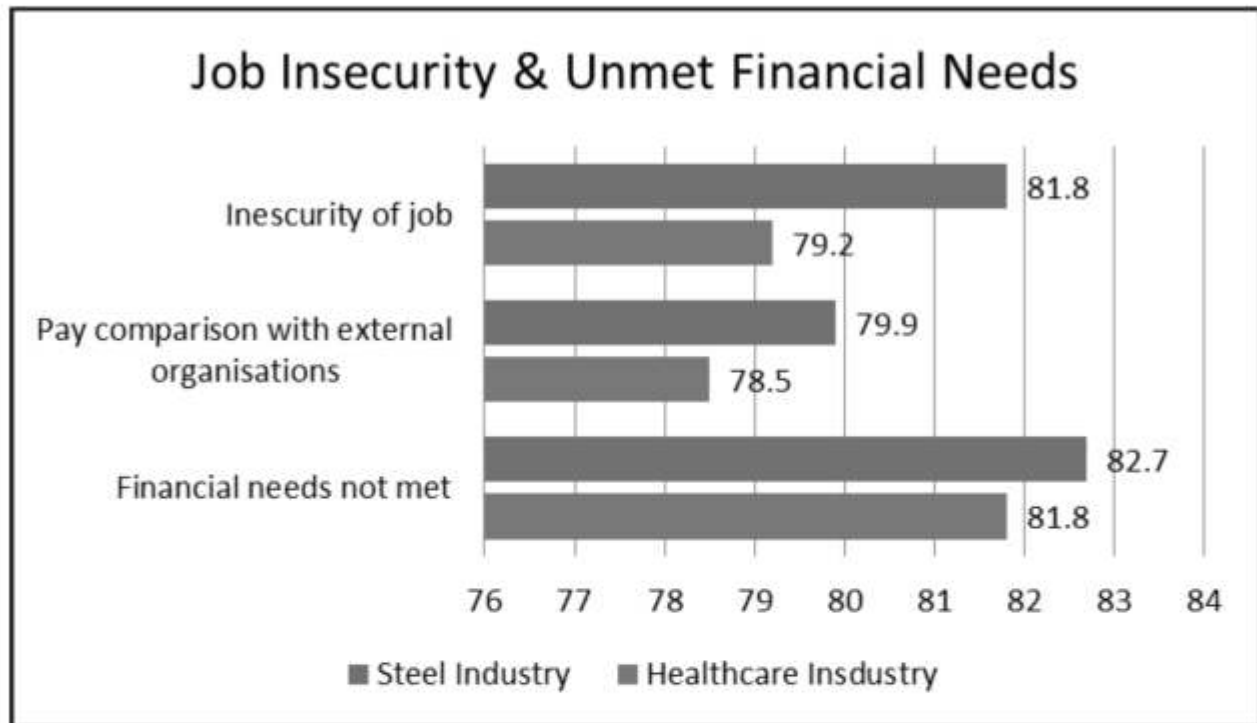
It is evident from the graph above that very high majority of respondents feel that it is very difficult in the present environment to fulfil own and family's financial needs which are the highest weightage among the all three variables with percentage weightage as 82.7 and 81.8 in the Steel and Healthcare Industries respectively. Very high rate of unemployment in the country puts the employees in defensive mode and creates a continuous stress in the mind of workers in the present environment especially when the perks are limited and barely sufficient in meeting the day to day financial needs of own and family of employees. Consequent to it the Insecurity of job has the second highest rating with percentage weightage as 81.2 and 79.2 in

Steel and Healthcare Industries respectively. Even pay comparison with the other organisations has been also very highly weighed by the respondents rating as 79.9 and 78.5 Healthcare and Steel Industry respectively. The large emerging factor of financial needs not met has been evident from the studies carried out by different researchers in developing and under-developed countries. This study co-relates with study conducted by Landy F. and Trumbo D. A. In 1976[1] who also found Job Insecurity at first place.

Work Overload

In 1989 La Rocco, Tetrick, & Meder stated, "There are two types of workload: quantitative and qualitative workload.13 A study conducted in 1992 by Kok's in which

the Work over load had been among the top five stressors identified.14 In 1994 Hendrix have found quantitative work load as one of the major factor affecting job stress in the work environment.5 Similarly Lim and Hian in 1999 identified "Work Overload' as the second significant stressor7. Work overload was on the top of the list in the survey carried out by Adguide.com in 2001.8 In a summary of a Chartered Institute of Personnel &

Development Report from 2006, Dewe and Kompier (2008)15 noted that quantitative workload was one of the top three stressors workers experienced at work place. Here also we find that the work overload has been on the second highest place by the weightage given by the respondents with 79.75 and 77.76 percentage weightage in Steel and Healthcare Industry respectively.

Graph No. 3

Work Overload
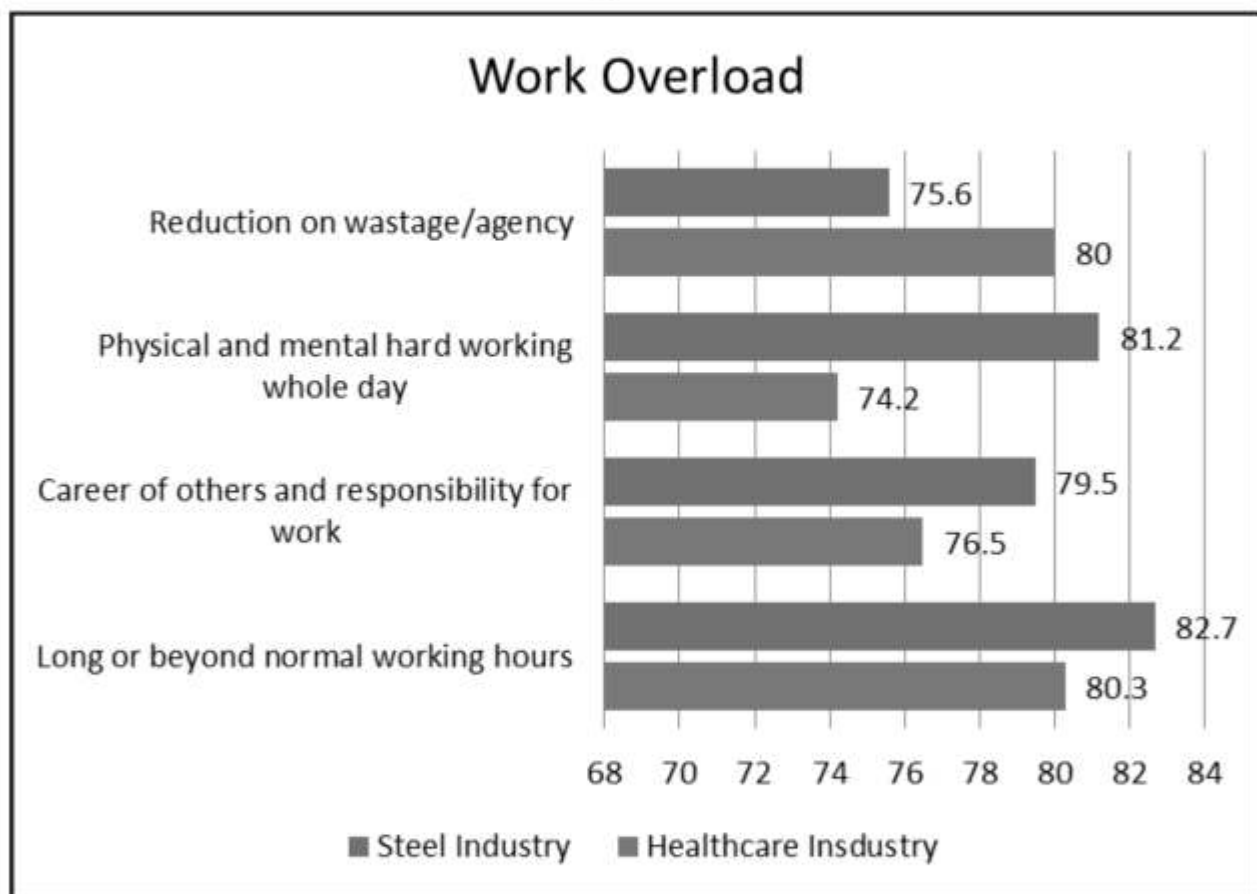
The Graph No 2 shows that long and beyond normal working hours had been the top concern of workers and allotted 82.70 and 80.30 percentage weightage in the Steel and Healthcare Industry respectively; followed by Physical and mental hard working whole day with 81.20 in the case of Steel Industry but in

the case of Healthcare Industry the second place is assigned to Reduction on wastage / agency with 80.0 percentage weightage and physical and mental hard working whole day gets only fourth place with 74.20 percentage weightage. This may be because of physical and mental hard work is not as strenuous as in

the case of Steel Industry, and need further study.

Poor Interpersonal Relations

A major source of organisational stress has been that nature of relationship with one's boss, subordinates, and colleagues. Leiter and Maslach (1987)16 found that nurses cited interaction with co-workers a ten times bigger source of stress than interaction with patients.

Most frameworks include relationship with others in one's organisation as a source of occupational stress (Schular, 1982)17. In the present study also, different statements representing various aspects of inter-personal relations were included and have been revealed as the third important factor, as reported in Graph No 4.

Graph No. 4

Poor Interpersonal Relations

Different factors in the Graph No 3 reveal an association among factors such as 'subordinate's performance below expectations'. Subordinates have less respect or disrespect in nature, having low or zero trust worthiness among colleagues, lack of team work or having individualism or even it can be linked with cut throat competition or bad / negative competition to show other being led down. Employees not being consulted while making such decisions which

affect them directly. In all these factors subordinates being disrespectful hit the list of weightage with 82.7and 79.3 percentage in Steel and Healthcare Industry respectively; followed by the work group members having distrust with 81.7 and 79.2 weightage percentage in Steel Industry and Healthcare Industry. In list, the third factor is Performance below expectation of the subordinates in the case of Steel Industry but in the case of Healthcare Industry it is the Less

involvement of subordinates in decisions making with 77.1 percentage weightage showing that majority of employees in the Healthcare Industry are more sensitive to that of Steel Industry employees to this factor.

Shortage of Resource

In the same study Kok (1992)14 found that the shortage of resources as the next most important stressor after work overload; however, in this study it shows that shortage of resources have gone a step down and listed after Poor Interpersonal Relations. It hopefully shows that an increase in education level and sensitivity level makes employees more sensitive to Poor Interpersonal Relations. It can be in kind of time, stores, and equipment's financial, physical movable or immovable resources as need for the functioning of worker or the employee. The preference given by the respondents is tabulated in Graph No. 5 along with its weightage.

Graph No. 5
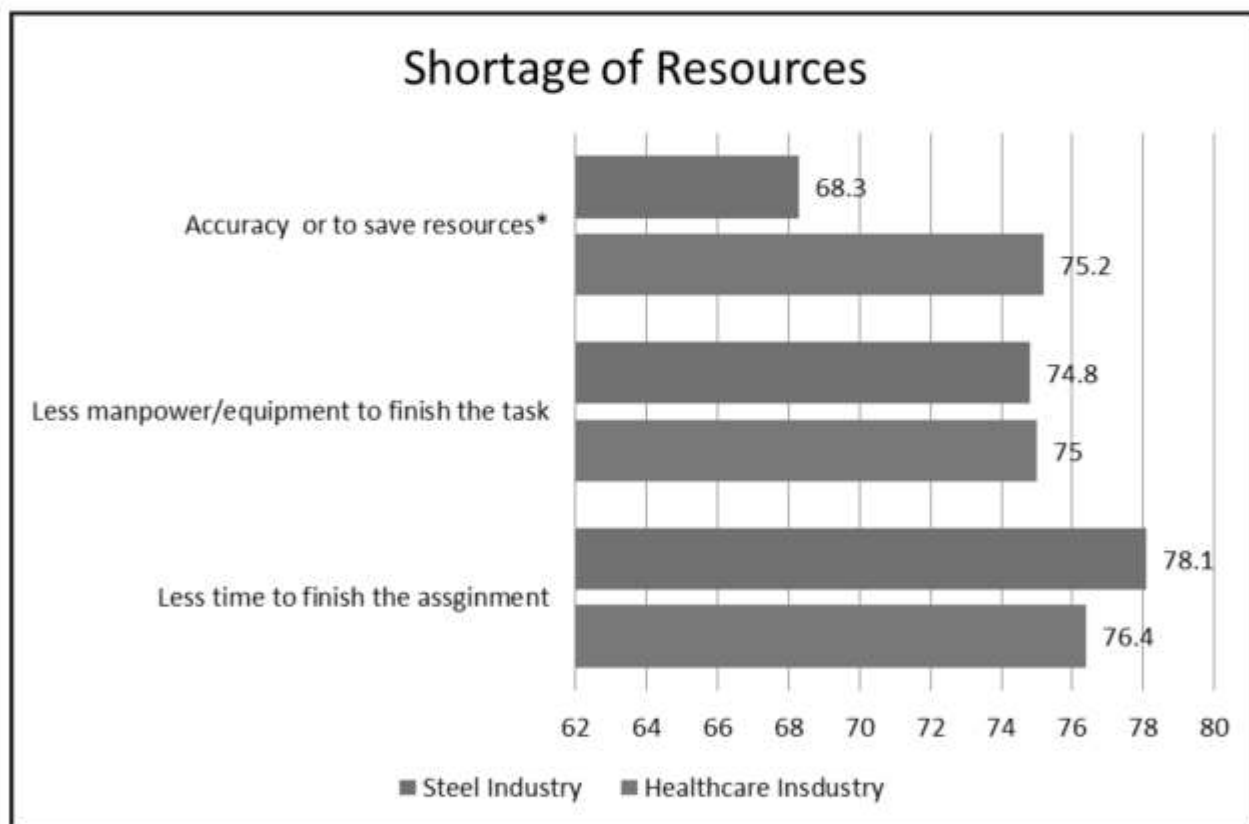
The Graph No 5 shows that shortage of resources has been divided into three factors i.e. less time to finish the assignments, less manpower or equipment and accuracy to save resources, but it is repeated factor, hence, left out. Out of two, the time factor has been rated with 78.10 and 76.40 percentage weightage in the Healthcare and Steel Industry respectively, because in this competitive world the time is at premium and all organisation are running against time. It gives immense pressure and stress on the employee to finish the work timely. Manpower and equipment has also been graded with 74.8 and

75.0 percentage weightage in Steel and Healthcare Industry, but remains on second position to the time factor.

Poor Organisational Structure and Climate

Different aspects or organisational design and process such as formulation, standardization, centralization, decision making processes, various modes of information sharing, and management policies and practices may influence the perception of stress. The pattern metric has revealed this factor as the fifth most important factor with weightage of 75.58 percentage weightage in the case of Steel Industry whereas it remained at 74.88 percentage weightage in Healthcare Industry. It clearly shows that the Poor organisational Structure and Climate is creating more stress in Steel Industries than in the Healthcare Industries.

Total eleven factors are considered, however, while calculating the overall weightage only nine factors have been considered because two factors have been repeated, hence, left out. Different factors along with their weightage allotted by the respondents are shown in Graph No 6.

Graph No. 6

Poor Organisational Structure and Climate

Factor	Steel Industry	Healthcare Insdustry
Contradictory policies and guidelines*	62.1	67.8
Frequent changes in policies and procedures*	66.3	67.3
Lack of feedback about performance	75.7	74.9
Non recognition of good performance	76.1	75.7
Unreponsibe management	76.7	75.6
Lack of opportunities for personal growth	76.1	75.7
Selective Communications	76.1	74.9
Less involvement of subordinate in decision making	75.7	73.1
Unrealistic and inconsistent management attitude	75.7	74.2
Limited freedom of epression on the working of the...	74.5	73.5
Office Politics	73.7	76.3

Graph No 6 reveals all those factors, which are perceived as the general factor prevailing in the organisation, at the general management level. Some of these may also be perceived at the local or area or immediate environment level of the respondents. Non-recognition of good performance and office politics are also perceived as dimensions of the factor 'inconsiderate superior'. Some local issues may also be perceived as general factor prevailing at the organisational level, viz. the variable contradictory policies and

procedures is perceived mainly at the job level factor but can also be at the organisational level. This finding relates to Salvo's finding in 199418, they also found performance feedback, participative decision making, restricted communication and power etc. as important source of job stress.

Rigid Rules

This aspect consist of three parts, first that the rules and regulations are rigid, at the second place penalties or sanctions are quite harsh and not user friendly and frequent changes in policies and procedures, but this factor is repeated, so only two factors have been considered. In the present environment with the multinational firms come-in the rules are quite harsh in comparison to the benefits given to the employees. This aspect has emerged as a separate factor than the organisational structure because of the disliking of the employees to such rigid rules. The Graph No 7 shows the weightage allotted to both the factors of this aspect.

Graph No. 7
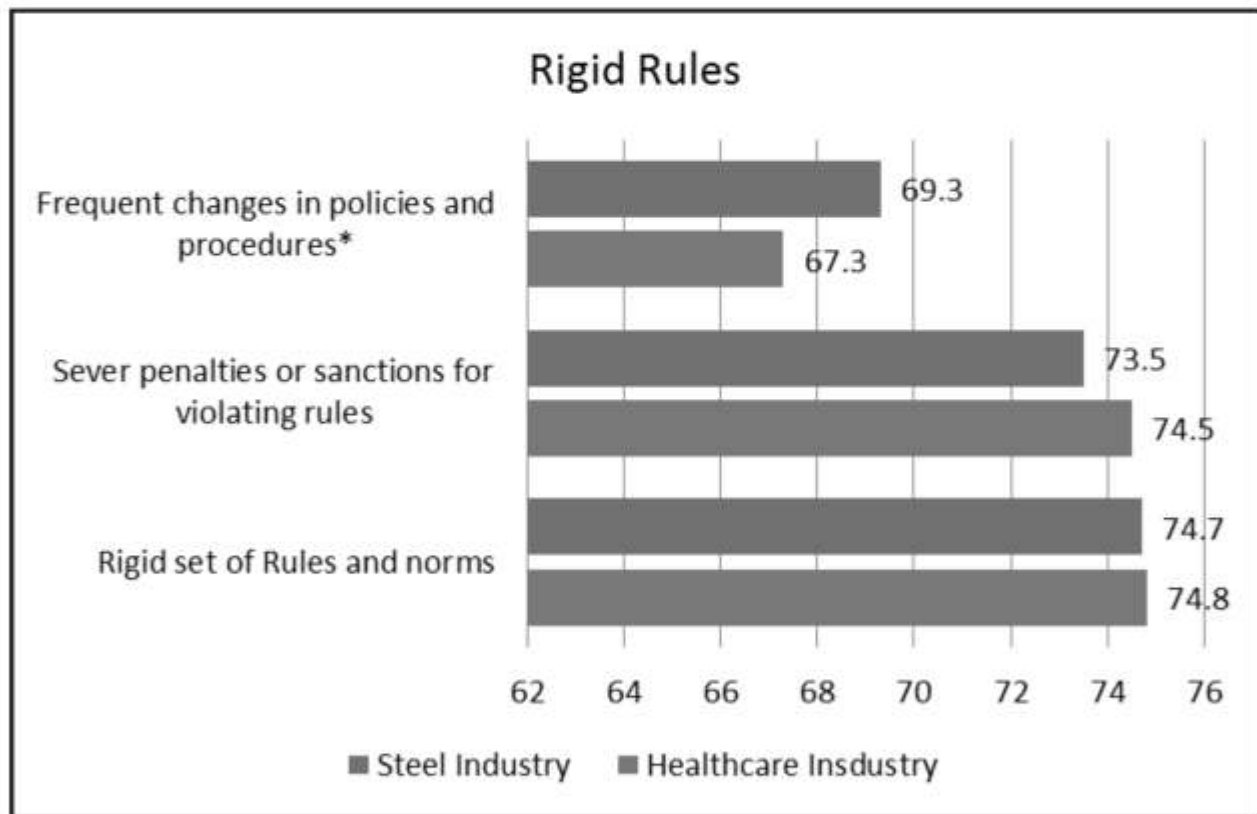
The Graph No 7 shows that rigid set of rules and norms has got the highest weightage of 74.7 and 74.8 percentage in the case of Steel and Healthcare Industry respectively and followed by server penalties or sanctions for violating the rules as 73.5 and 74.5 percentage weightage in Steel and Healthcare Industry respectively. This shows a close association between these two factor which suggests that the situation characterized by rigid rules becomes tense when there are heavy penalties for violating these rules and procedures resulting in strenuous environment at the work place in the both types of industries.

Superior Inconsiderate

In a study conducted in 1972 by Buck19, who considered the factors associated with behaviour indicative of friendship, mutual trust, respect and certain warmth between boss and subordinate. He found that those workers, who felt that their boss was low on consideration, reported feelings of more job pressure. In the present study the factor has emerged as s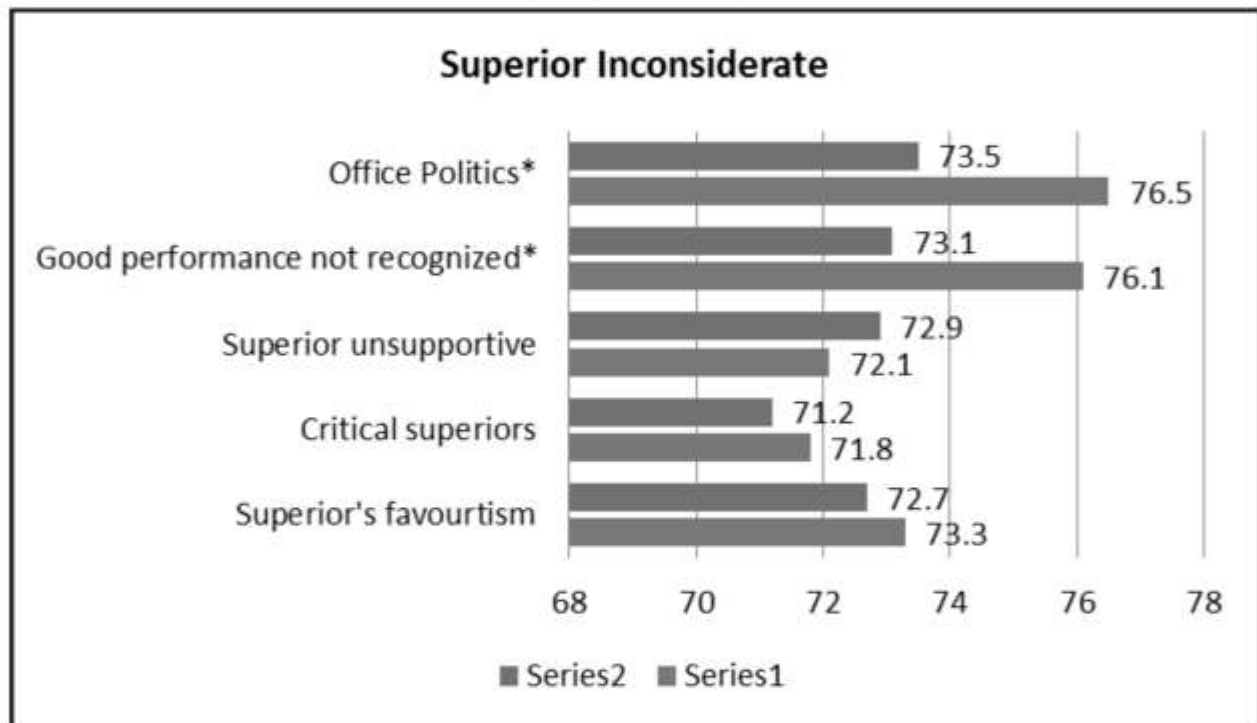eparate aspect with 72.27 and 72.40 percentage weightage in Steel and Healthcare Industries respectively. Total five factors were considered under this group aspect; however, two have been repeated, hence, not included in the overall weightage. Different factor weightage in shown in the Graph No.8 below.

Graph No. 8

Superior Inconsiderate

Factor	Series2	Series1
Office Politics*	73.5	76.5
Good performance not recognized*	73.1	76.1
Superior unsupportive	72.9	72.1
Critical superiors	71.2	71.8
Superior's favourtism	72.7	73.3

It is evident from the Graph No. 8 that Superior's favouritism got the highest 73.3 weightage percentage and followed by Superior unsupportive with a weightage of 72.1 percentage in case of Healthcare Industry. Whereas in case of Steel Industry the highest percentage weightage 72.9 is assigned to Superior unsupportive and followed by Superior's favouritism with percentage weightage of 72.70, hence, this factor may require further study. It reveals that issues of non-recognition of performance and office politics are prevailing at the supervisory level as well as at the organisational level and the weightage of these factors reveal that there is relationship among these factors, however, could not be considered here, because of repetitive factors. There appears to be favouritism and less recognition of the work and competency. Under such circumstances, the responsibility of the senior managers and management increases many fold, to control the work environment stress in both types of industries.

Ambiguity in Role

The awareness is the prime factor of the globalisation and international business. This factor has emerged as a separate aspect in the present survey. It consists of four different factors, however, only three have been considered in overall weightage because the fourth has been repeated. All four factors are shown below with weightage in the Graph No. 9.

<u>**Graph No. 9**</u>

Ambiguity in Roles

Factor	Steel Industry	Healthcare Insdustry
Selective Communication/Communication gap*	56.9	59.1
Contraditory policies and guidelines at work place	71.2	67.2
Less clarity about work collegues' expectations	69.5	66.5
Lack of clarity in job	72.7	60.3

■ Steel Industry   ■ Healthcare Insdustry
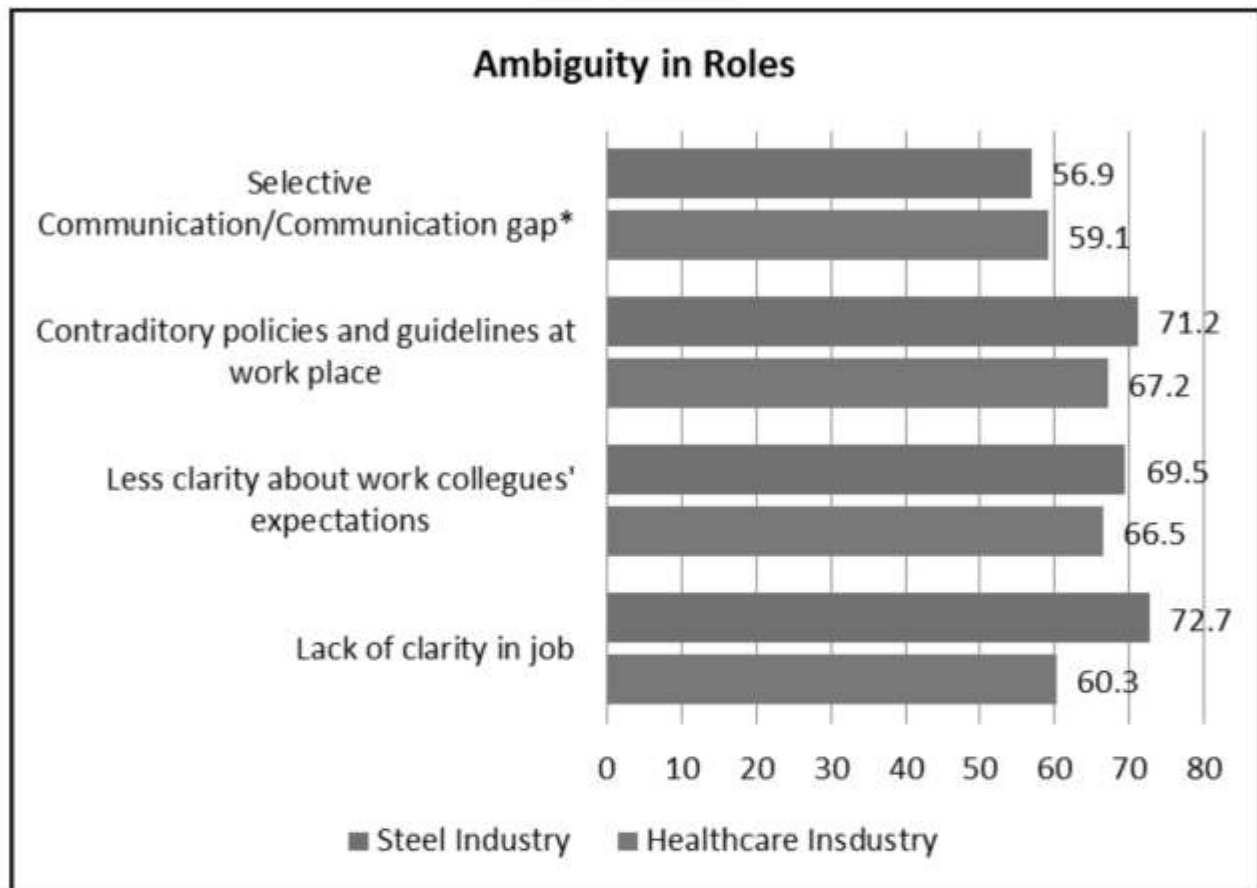
This graph shows that the variables 'Lack of clarity in job and duties assigned' has the highest rating of 72.7 percentage followed with Contradictory policies and guidelines with 71.2 percentage weighted at work place in the Steel Industries; where as in the case of Healthcare Industries the highest percentage weightage 67.2 is assigned to Contradictory policies and guidelines at work place followed with less clarity about work colleagues is expectations with 66.5 percentage weightage. The third place as per percentage weightage is assigned to Lack of clarity in job with 60.3 percentage weightage in Healthcare Industry and in the case of Steel Industry it is Less clarity about work colleagues' expectations with 69.5 percentage weightage. Here it can be clearly observed that in the case of Healthcare Industries the lack of clarity of job is much lesser than the Steel Industry. Communication gap is a repeated factor with 56.9 and 59.1 percentage weightage in Steel and Healthcare Industries respectively, hence, not considered.

Monotonous Job

Monotonous Job has been revealed as an important factor with 67.80 and 63.67 percentage weightage in Steel and Healthcare Industry. This part consists of three factors i.e. same nature of task assigned repeatedly, lack of opportunity of personnel growth or job enrichment and frequent change in policies and system / procedure. All the three factors are given in table No 10 below along with their weightage:-

Graph No. 10
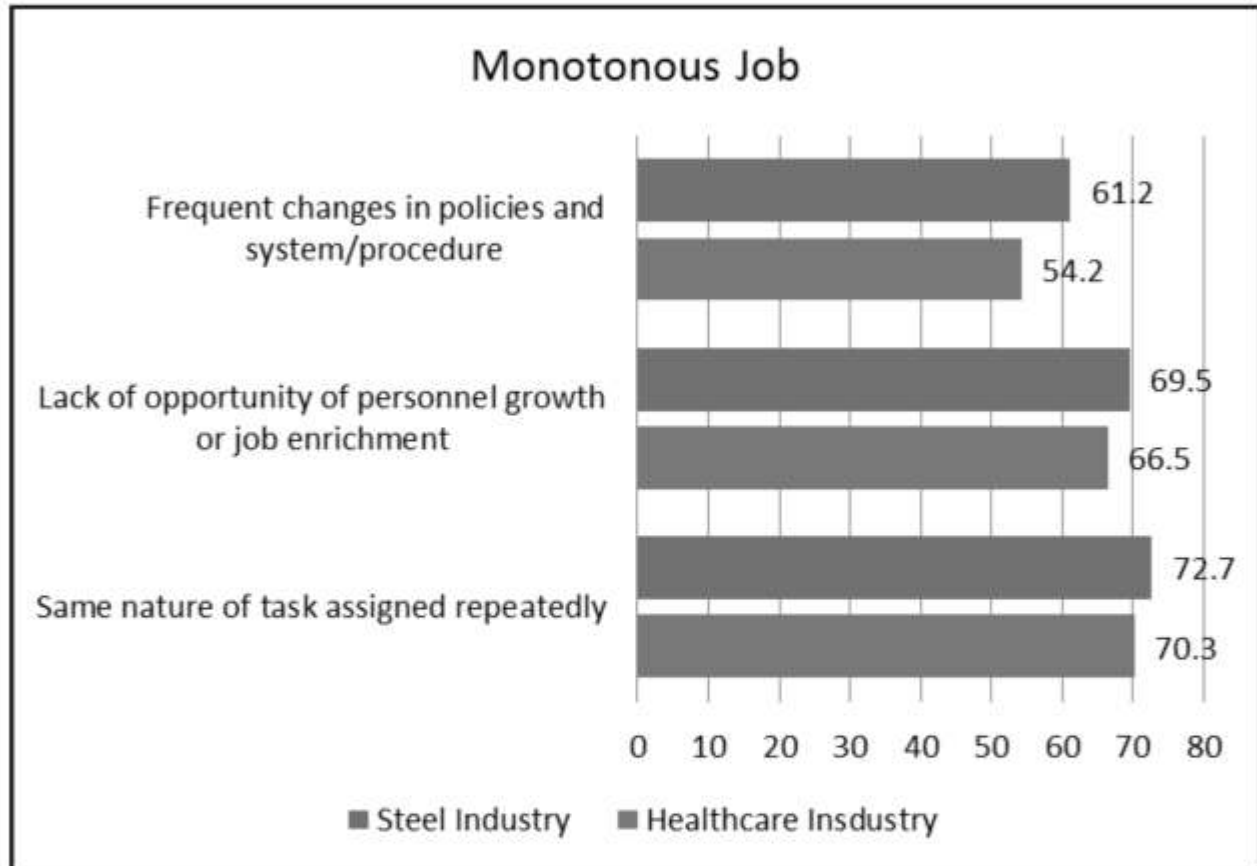
Graph No 10 reflects that the same nature of task assigned repeatedly has the highest weightage of 72.7 and 70.3 percentage in Steel and Healthcare Industry respectively. That means there is hardly any job rotation or job enrichment prevalent in the both types of industries. The weightage pattern indicates relationship among these factors, especially in the case of repetitive jobs and opportunities for furtherance of life objectives and goal. These findings are in parallel to findings of Herdrix in 1994, which found job boredom as one of the major factor affecting job stress.5 It reveals that the higher the score of job boredom the higher the job stress reported in different previous studies also.

Work Inhibitor

These are those factors or events and situations which block the completion of work, red tapism, interruptions, government regulations, family, meetings, bureaucracy, decisions taking time or system rooting etc.

Overall percentage weightage awarded by the respondents is 56.77 and 52.30 in Steel and Healthcare Industry. The graph below shows the different factors and their weightage given by the respondents.

Graph No. 11
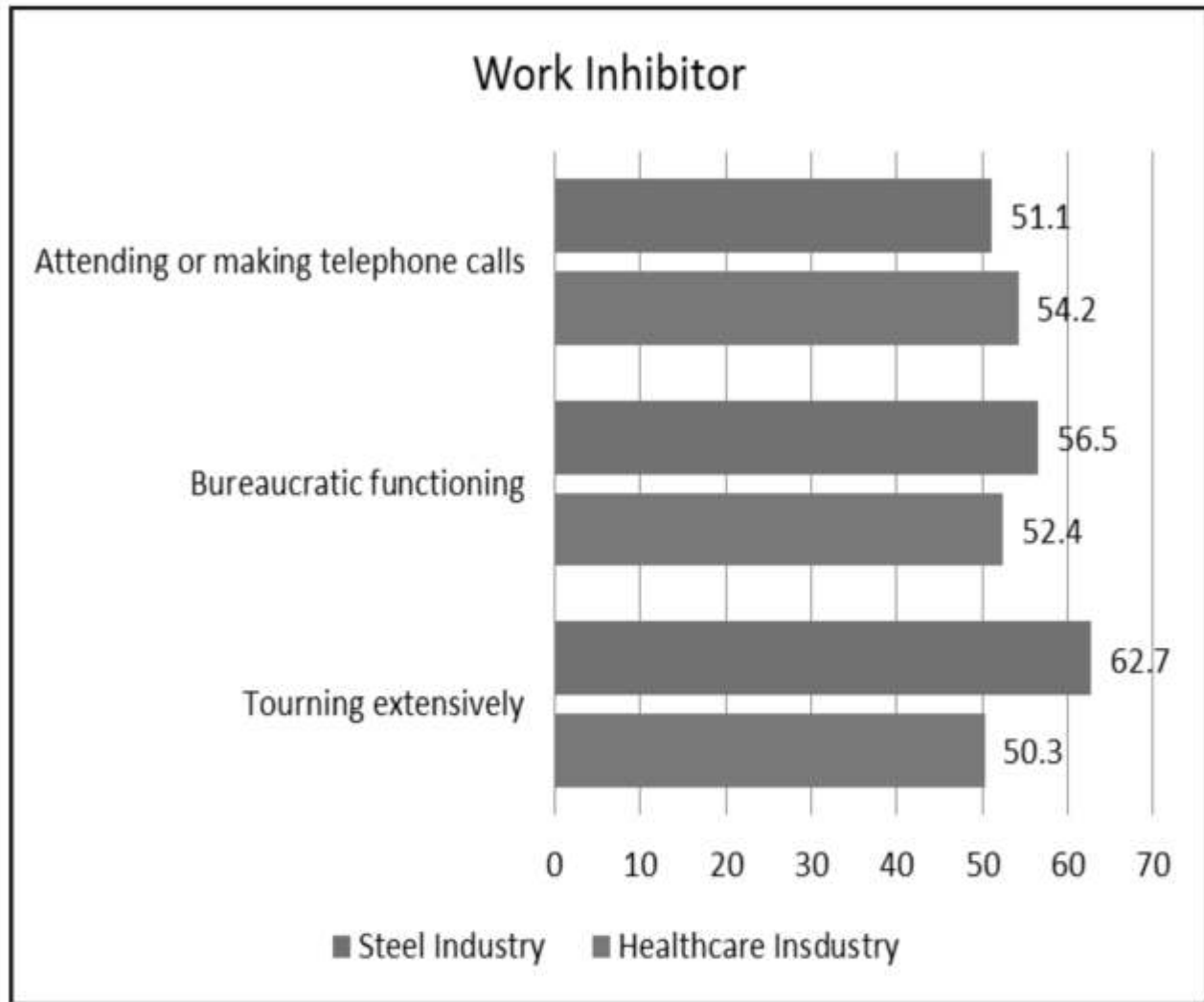
The Graph No.11 indicates certain vital factors i.e. touring extensively becoming work inhibitor with weightage of 62.70 percentage followed with bureaucratic functioning with rating of 56.50 percentage in the cases of Steel Industry, followed by Attending or making telephone calls with 51.10 percentage weightage; whereas in the case of Healthcare Industry highest percentage weightage is given to 54.20 followed with Bureaucratic functioning 52.40 and Touring extensively 50.30 percentage weightage at third place. This factor has got the high weightage as was revealed in study conducted in 1994 by Salvo, 'work inhibitors as one of the major sources of job stresses'.18

The foregoing analysis reveals that there are ten underlying organisational aspects having

number of factors as many as forty-four, however, seven have been repeated, hence, thirty seven have been weighted to examine the stress factor at the job place. The list as per the weightage is Job Insecurity and Unmet Financial Needs (81.47 and 79.83 percentage), Work Overload (79.75 and77.76 percentage), Poor Interpersonal Relations (78.54 and 76.58 percentage), Shortage of Resource (76.45 and 76.55 percentage), Poor organisational Structure & Climate (75.58 and 74.88 percentage), Rigid Rules (74.10 and 74.65 percentage), Superior Inconsiderate (72.27 and 72.40 percentage) Ambiguity in Role (71.33 and 64.67 percentage), Monotonous Job (67.80 and 63.67 percentage) and Work Inhibitor (56.77 and 52.30 percentage). All these aspects have number of factor underling them. Out of these aspects Job insecurity & Unmet Financial Needs, Work Overload and Poor International Relations have been identified as the most effective factors producing the stress at the work place, since about two third respondents have given weightage to these factors. This study has revealed another aspect in the case of Superior Inconsiderate and Ambiguity in Role the weightage allotted by Steel and Healthcare Industry vary, which may be because of nature of industry's or otherwise, which means needs further study on the issues. Stressors can also be categorized in the two ways i.e. controllable and uncontrollable stressors. Controllable stress factors are those, which can be controlled by individuals and uncontrollable stress factors are those, which are not in the control of individuals.

Conclusion

On the basis of the study conducted Job Insecurity and Unmet Financial Needs, Work Overload, Poor Interpersonal Relations, Shortage of Resources, Poor organisational structure & climate Rigid Rules, Superior Inconsiderate, Ambiguity in Role, Monotonous Job and Work Inhibitor have been identified as the major aspects under lying various factors and dimensions of the stress in any organisation. Job insecurity and unmet financial needs, poor international relations, work overload, shortage of resources and Poor organisational structure & climate have been found as the major stress producing factors. The respondents were coping effectively with stress produced by these organisational factors. However, it has to be further investigated. It is concluded that there is a need to identify all organisational dimensions in specific terms and further these specific organisational dimensions be examined for their stress producing potential as well as potential of individual/employee or employer to reduce these factor for better working environment in the organisation.20 Not necessarily that the dimensions which appear to be a sources of organisation stressors will actually be a source of stress.21 These stressors can be categorised into controllable, partially controllable and uncontrollable factors by the employee as well as by the employer. For the controllable factors by the employee and the employer the company efforts will be effective but for all those factors which are not under control by the individuals and employer, the copying efforts at the group level or organisational level be made. Such activities will reduce the stress factors' effect considerably as well as provide strength to the workers/employees to

cop-up with these stress factors as a team to enhance their capabilities and better stress-free work environment resulting in better performance in this competitive business world.

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Role of Price in Customer Satisfaction - A Performance Specific Study on Indian Banks

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Abstract

Studies on goods/products have found strong linkage between price perception, customer satisfaction and behavioral responses. However, this relation in services is questionable as services differ from products. Though research work measuring service quality, customer satisfaction adequately considered most of the service marketing mix attributes it missed the price component. Being the only tangible attribute in services, the 'price' might help service quality measurement. However, the service marketing literature is not adequately researched on this topic. This study seeks to examine the role of price perception in customer satisfaction in banking services. Identification of factors critical for customer satisfaction with price as the mediating variable can help strategic decision making directed towards key result areas. Recommendations of the empirical study can help managers in resource allocation for bringing significant improvement in customer satisfaction. Collecting data from one of the largest and fastest growing private sector banks, the study examines the mediating effects of price on customer satisfaction. Adopting the performance specific scale, the exploratory factor analysis produced a four-factor structure. The regression results found reliability, responsiveness, assurance and empathy as the most important factors and price perceptions as the least important factor in predicting customer satisfaction in Indian banking service. The study results suggest improving customer satisfaction scores through relationship building between the customer and bank employee.

Key Words: *Service Quality, Price perception and fairness, Financial Services.*

Introduction

Amongst the broad range of financial services providers available, banks are an important and discrete way to manage funds. With a start as early as 18th century, the Indian banking system has witnessed tremendous growth. The 1947 partition initiated measures towards nationalisation whereby the government started playing a significant role in the financial system. However, a major boost came in 1990's with liberalisation and privatisation. Economic reforms allowed the entry of private and foreign banks into the Indian banking system. Since then, the banking system has undergone transformation from a small count to a huge network of 26 public sector, 20 private sector, 43 foreign, 56 regional rural and 1589 urban cooperative banks.

Banks play an important role in the economic

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growth and development. From mobilising savings, acting as a financial intermediaries (for insurance, bonds and shares), providing loans (car, mortgage, education etc.) etc. they have become an indispensable part of today's life. However, an important and unique feature about banking products is homogeneity i.e. all banks offer homogenous products. With a huge banking system offering similar products with little scope of differentiation, the only way to distinguish is through enhancing customer experience at an affordable and fair price. This service experience acts as a differentiator for firms striving to survive and sustain in the market.

Literature on service quality has agreed for service quality as a critical differentiating factor (Ladhari, 2009; Sachdev & Verma, 2004). It helps business gain an edge over the competitors and survive in the long run. As cited in Parasuraman et al., 1985:

"Research has demonstrated the strategic benefits of quality in contributing to market share and return on investment (Anderson and Zeithmal, 1984; Phillips et al., 1983) as well as lowering the manufacturing costs (Crosby, 1979), improving productivity (Garvin, 1983), improving customer retention (Bolten and Drew, 1991)"

Due to plethora of benefits offered by service quality, several researchers have studied the service quality concept (Gronroos, 1984; Parasuraman et al., 1985, 1988, 1991, 1994; Cronin and Taylor, 1992, 1994; Brown and Swartz, 1989; Johnston, 1995; Carillat et al., 2007; Aldlaigan and Buttle (1996), Zeithmal et al., 1996; Zhou, 2004). With initial work in 1980, study in the field of service quality has been subject to constant debates with researchers trying to build their own measurement metrics. Few notable ones include SERVQUAL (Parasuraman et al.,

1988), SERVPERF (Cronin and Taylor, 1992), customer satisfaction (Oliver, 1997), Technical–Functional quality (Gronroos, 1984) etc. However, SERVQUAL and SERVPERF have been the most widely used measurement models in service quality. They have been used in different industries such as banking (Cronin & Taylor, 1992; Cui et al., 2003; Arasli et al., 2005); health care (Brown and Swartz, 1989; Alexander et al., 1994); education (Rodrigue et al., 2010); fast food (Jain and Gupta, 2004); advertising (Quester and Romaniuk, 1997). They have also been used in different countries like China (Lam, 1995, 1997); South Korea(Cui et al., 2003); US (Parasuraman et al., 1988; 1991; 1994); India (Angur et al., 1999); Australia (Quester and Romaniuk, 1997); Greece (Arasli et al., 2005) etc.

An efficient marketing tool focusses on 7 P's namely product, price, place, promotion, people, process and physical evidence. Though SERVQUAL and SERVPERF cover most of the P's but miss a few. Price is amongst one of them. An important element of the marketing mix, price influences the consumers buying decision, his intention to stay and make repeat purchase. However, the intangible nature of services and lack of knowledge with the customers makes price judgment a difficult task. As cited in Parasuraman et al., 1985, Darby and Karni (1973) explained the existence of few characteristics which the consumer may find impossible to evaluate even after consumption because of insufficient skills or knowledge.

Marketing literature is replete with studies examining service quality using product, place, people, process and physical evidence in different economies and business but few researchers have studied the role of price

perception in customer satisfaction. Research work with price perception include Munnukka (2005); Varki and Colgate (2001); Bolton et al., 2003; Ranaweera and Neely (2002) etc. However, most of the studies were conducted outside India under different industrial settings. Studies by Malhotra et al. (2005) highlighted the difference in service quality perceptions because of difference in culture, economic and industrial settings. They cautioned the service marketers to evaluate the relative importance of service quality dimensions in their country and service context before taking service improvement measures. Basis this, the study attempts to fill the gap by measure the role of price perception and fairness on customer satisfaction in Indian banking sector.

The main objective of the paper is to:

• Identify the critical factors of service quality in Indian banks using SERVPERF model

• Study the impact of perceived price and fairness in determining customer satisfaction

• Study the factor importance in determining customer satisfaction

This paper is organized as follows:

1. Theoretical Background and Hypothesis
2. Methodology
3. Results and Analysis
4. Conclusions and Implications
5. Limitations

1. Theoretical Background & Hypothesis

1.1. Services and Quality

The term service quality comprises of two terms: services and quality. Parasuraman et al., 1985 studies described services in terms of its characteristic's such as intangibility, heterogeneity, and inseparability. They described services as performance rather than objects making them intangible in nature.

Services vary from time to time and place to place due to the engagement of human factor. This makes them heterogeneous. Moreover, we cannot measure them prior to purchase as production and consumption happens as a simultaneous event rendering inseparability of services.

The initial work on quality talked about quality in reference to products. With the phenomenal growth of services, researchers defined quality in terms of services as well. However, intangibility makes defining quality in services a difficult task. This difficultly has been best explained by Garvin (1988) as "Quality is an unusually slippery concept, easy to visualize yet exasperatingly difficult to define". This elusively has given several authors the opportunity to define quality in their own terms. Explanations such as "conformance to requirements "(Crosby, 1979), "zero defects – doing it right the first time" in Japanese philosophy have been used to define quality.

1.2. Perceived Service Quality

Several studies have described service quality "as an elusive and abstract construct, difficult to define and measure" (Crosby, 1979; Parasuraman et al., 1985; Oliver, 1980). Parasuraman et al., 1985 studies identified perceived service quality as a form of attitude resulting from consumer's comparison of expected and perceived services. They related service quality to disconfirmation paradigm. Similarly, Gronroos (1984) studies too explained perceived service quality in terms of expectation and perception. He explained customers' expectations to be influenced by advertising, word of mouth communication and past experience wherein service perception would form post consumption. With expectations as a reference point, customers compare them with service

perception and form opinion. His studies added the role of corporate image in measuring service quality.

The Parasuraman et al., 1988 studies defined service quality in equation form as:

$$SQ_i = \sum_{j=1}^{k} (P_{ij} - E_{ij}) \qquad (1)$$

Where
SQi= perceived service quality of individual i
k= number of service attributes

However, several other researchers have defined perceived service quality in terms of performance. Cronin and Taylor (1992) studies suggested measuring service quality using only the performance scores based on attitude literature.

They proposed the following model:

$$SQ = \sum_{j=1}^{k} P_{ij} \qquad (2)$$

Where
SQ=Overall Service Quality
k= number of attributes
Pij= performance perception of stimulus I with respect to attribute j

1.3. Service Quality Measurement

The complex nature of services and quality makes service quality measurement a herculean task (Parasuraman et al., 1985). Parasurman et al. (1988) studies developed a multi-item scale called SERVQUAL based on 4 key gaps on the service provider's side affecting perceived service quality. Their scale utilized the 4 key gaps which were based on 10 determinants of service quality. These dimensions were further collapsed to 5 dimensions. This 5-factor structure was however criticized by Cronin and Taylor (1992) who found SERVQUAL inadequate and suggested an alternate performance only scale (SERVPERF) based on attitude literature.

Since then, debate in the field of service quality has never ended. Research efforts in service quality measurement have been criticized for inadequate definition,

conceptual issues, inconsistent measurement procedures etc. Several researchers have tested these models under different settings, cultural variation and found different results. Studies by Malhotra et al. (2005) identified the role of economic and social-cultural differences in customer's service quality perception. Their studies found a predictable difference in service quality dimensions between developed and developing countries. They suggested service marketers to first identify the antecedents of the relevant market and economy before devising a suitable service marketing strategy without negating the role of cultural values and systems (Malhotra et al., 2005).

1.4. Dimensions of Service Quality

Based on a focus group study in 4 different service categories (retail banking, credit card, securities brokerage and product repair and maintenance), Parasuraman et al. (1985) studies found 10 determinants of service quality. These were later collapsed into 5 service quality dimensions namely reliability, responsiveness, assurance, empathy and tangibles.

Parasuraman et al. (1988) studies described the service quality evaluation process as multi-dimensional in nature whereas studies by Cronin (1992) found it a unidimensional structure. Studies by Angur et al., 1999, Lam (2005) too found service quality concept as multi-dimensional. Several studies have found service quality dimensions as non-generic in nature. Gronroos (1984) worked out three dimensions namely technical, functional quality and corporate image. Mersha and Adalka (1992) found a six dimension model. Avkiran (1994) developed their own model with a four dimension structure excluding the tangibles. Kettinger and Lee (1994) too excluded tangibles thus

producing a four factor structure. Bahia and Nantel (2000) studies added price dimension to produce a six-dimension structure. Aldaigan and Buttle (2002) studies produced a four dimension structure. Mels et al., 1997 studies in South Africa and UK found a two-dimensional structure comprising of intrinsic and extrinsic service quality. Araseli et al., 2005 studies on Greek Cypriot banks produced a three factor structure with tangibles, reliability, assurance and empathy. Chi Cui et al., 2003 studies produced a three-dimensional structure on

banking customers in South Korea. Ekinci (2001) studies recommended a three-dimensional structure. Thus, different researchers worked out different set of dimensions, retained some, added new while dropping some thus making the dimensions as non-generic in nature.

Owing to difference in dimensions across industries and economies, our research seeks to find the factorial pattern best suited in Indian banking context.

1.5. Customer Satisfaction

Literature has agreed for satisfaction to be described as a function of some initial standards and perceived discrepancy from the initial reference point (Parasuraman et al., 1988). Satisfaction has also been referred as the outcome of individual service transactions and the overall service encounter (Johnston, 1995). Oliver (1980, 1997) studies explained satisfaction as a function of expectancy disconfirmation, happening post consumption and affecting the attitude and emotional responses such as complaining, repurchase intention. Ekinci et al., 2008 studies found satisfaction to mediate the relation between its antecedents and consequences. They found consumer satisfaction to have multiple antecedents.

They further described satisfaction as a better reflector of consumers overall attitude to service firm as opposed to service quality. Oliver (1980) explained satisfaction experience to guide human behavior. Anderson & Sullivan (1993) also established the link between customer satisfaction and behavioral intention. Studies by Cronin & Taylor (1992) found satisfaction to have a potent and more consistent effect on purchase intention than service quality.

1.6. Relation between Service Quality Perception and Customer Satisfaction

The Parasuraman et al., 1988 studies defined service quality as an attitude related but not equivalent to satisfaction. Research work has explained service quality as one of the main determinants of customer satisfaction (Cronin and Taylor, 1992; Angur et al., 1999). Cronin et al., 2000 studies confirmed a direct linear effect of service quality perceptions, customer satisfaction and value on behavioral intention. Shanka (2012) studies found positive relation between all the service quality dimensions and customer satisfaction.

The strong linkage between customer satisfaction and service quality perceptions has been explained by several researchers. Some researchers have described service quality as antecedent to customer satisfaction. Cronin et al. (2000) research identified perceived service quality as antecedent to customer satisfaction. They found a strong magnitude of relationship between satisfaction and service quality.

Contrary to this explanation, some researchers (Bitner, 1990; Oliver, 1980; Bolton & Drew, 1991, 1992) explained satisfaction as an antecedent to service quality. A study by Alexander et al., 1994 explained strong relationship between service quality and customer satisfaction which

worked either ways i.e. satisfaction affecting service quality assessment and service quality assessment affecting satisfaction.

Meta-analytical study on satisfaction in banking sector by Ladeira et al. (2016) found combination of some antecedents to increase consumer satisfaction in retail banking. They suggested bank managers to use these antecedents strategically to improve consumer satisfaction. Zeithmal (2000) studies further cautioned spending on service quality not as guarantee for success. Strategic execution is more important than just spending on service quality. Johnston (1995) highlighted the predominance of some determinants over others. By determining the relevant importance of service quality dimensions, bank managers can diagnose the key attention improvement areas (Karatepe et al., 2005) and devise suitable marketing strategy.

This discussions regarding relationship between service quality perceptions and customer satisfaction lead to the development of the following hypothesis:

H1- Service quality perceptions have a positive influence on customer satisfaction in Indian Banking context

H1- 1a: Reliability has a positive influence on customer satisfaction

H1- 2a: Responsiveness has a positive influence on customer satisfaction

H1- 3a: Assurance has a positive influence on customer satisfaction

H1- 4a: Empathy has a positive influence on customer satisfaction

H1- 5a: Tangibility has a positive influence on customer satisfaction

1.7. Price

Price is a monetary sacrifice incurred for services (Zeithmal, 1988). Price in banking services covers but not limited to, charges (overdraft, cheque bounce, non-maintenance of minimum balance) and fees such as processing fees etc. These charges and fees are capped and regulated by Reserve Bank of India. However, banks have some discretion in price setting. This price differentiation attracts customers and further intensifies competition. It is the only marketing mix element which produces revenue.

1.8. Price Perception and Fairness as drivers of Customer Satisfaction

An important element in purchasing decision, price influences satisfaction (Cronin and Taylor, 1992). Also, it is one of the visible elements of service quality which has been ignored while measuring service quality and customer satisfaction (Zeithmal and Bitner, 2000). Johnston (1995) studies pointed out price as an important dimension left out in the list of determinants which might affect the expectation and /or perception of service quality. Research studies have talked about two aspects of price namely: price perception and price fairness.

Price Perception

Perceived price is the price understood or felt by the consumers. Studies have proved the dominance of price perceptions on customer's decision making and behavioral intentions (Bolton and Lemon, 1999; Varki and Colgate, 2001). Bolton and Drew (1991) confirmed the role of price perception in value perception. Empirical studies by Ranweera and Neely (2002) supported the linear effects of price perceptions on retention. Varki and Colgate

(2001) studies suggested not leaving the price perception to chance. Campbell (1999) studies suggested unfavorable price as the cause of switching behavior. Price has been explained as an important variable in customer satisfaction (Singh and Sirdeshmukh, 2000).

Price Fairness

Price fairness includes customer's judgment about a services average price in comparison to its competitors (Chen et al., 1994). A study on 170 service firms covering six different service sectors in Greece revealed "competitor's current price" as be the most important factor while determining

the price of services (Avlonitis and Indounas, 2006). Based on a study in cellular industry, Bolton and Lemon (1999) found "price disconfirmation, fairness and actual price to have a significant effect on the customer satisfaction process". Their work suggested comparative price to have a stronger and significant effect on overall customer satisfaction and behavioral intention. To add, Varki and Colgate (2001) found comparison price rather than the price itself to have an effect on consumer behavior and satisfaction on New Zealand and US banking customers. However, this price fairness determination is possible only with a comparative reference point (past price, competitor price) (Bolton et al., 2004; Bolton and Lemon, 1999; Varki and

Colgate, 2001). Srikanjanarak et al., 2009 studies too proved price fairness as an important reason for customer retention. Kaura et al., 2015 studies found fair and reasonable price perceptions to improve customer satisfaction and loyalty. A study on consumers switching behavior in Indian banks by Vyas & Raitani (2014) found switching behavior as the outcome of negative service experience related to any of the factors like price, perceived service quality, customer satisfaction, price including interest rate or response to service failure.

On the basis of this background, it seems reasonable to assume that price perception and fairness are likely to be important in determining customer satisfaction. Hence, we propose the following hypothesis:

> **H2a:** Perceived price and fairness have a positive impact on customer satisfaction

1.9. Research Model

Figure 1 represents our research model. Original 5 dimensions of service quality along with price perception and fairness are conceptualized as antecedents of consumer satisfaction within SERVPERF (Cronin and Taylor, 1992) model. The model tests the linkage between service quality dimensions, customer satisfaction and price as a mediating variable. **Figure 1: Research Model**

Figure1:

Reliability	:	H1:1a -----
Responsiveness	:	H1:2a -----
Assurance	:	H1:3a -----
Empathy	:	H1:4a ----
Tangible	:	H1:5a -----
Price	:	H2a -------

→ Customer Satisfaction
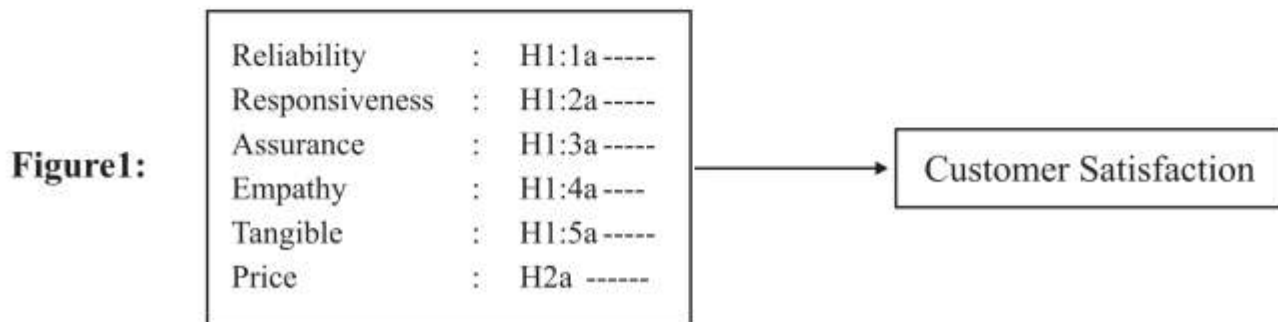
2. Methodology

2.1. Data Collection & Sampling

Data collection was administered in two stages. First, the data was pretested on 20 respondents. This pilot study helped in making necessary change in wordings for the final survey. In the second stage, the modified questionnaire was administered through trained graduates during a four week period in October 2016.

The study was conducted in 2 branches (Branch A and Branch B) of one of the leading bank in Delhi. The bank under study is amongst the largest and fastest growing banks in India. Also, Delhi is amongst the fastest growing modern cities in India with a heterogeneous mix of population from different caste, culture, educational and occupational background. However, due to confidentiality concerns, the identity of the bank has not been revealed.

Using convenience sampling, response was gathered from 243 respective walk-in customers of both the branches. Also, it was ensured that respondents selected had used banking services in the last 30 days. The survey further ensured to maintain age diversity in the age group. However, due to the length of the questionnaire, only 180 completed questionnaires were received as few customers left the questionnaire in between and few were not interested to spare time to the lengthy survey. Hence the research study had a response rate of 74%.

2.2. Measurement

Amongst all the measurement metrics to measure service quality, SERVQUAL and SERVPERF have been the most widely used measures. Based on the meta-analytical study on service quality literature, it was decided to use the SERVPERF model.

Studies by Cronin and Taylor (1992); Carman

(1990); Angur et al., 1999 empirically validated performance perceptions to sufficiently capture customer's expectation. Bolton & Drew (1991) research further suggested perceived service quality to be strongly affected by current performance thus delimiting the impact of disconfirmation model. Buttle (1996) meta-analysis highlighted the fact that customers use standards rather than expectations in service quality evaluation process. He found little evidence to the premise that customers assess service quality in terms of P minus E gap. Carman (1990) found it vague to expect the customers share their expectations before the service experience and perceptions immediately afterwards.

Several researchers argued for SERVPERF to be a better predictor; void of ambiguous customer expectation. Carillat et al., 2007 using data from 17 studies across 5 continents found SERVQUAL and SERVPERF to be equally valid predictors of overall service quality. Lee (2007) found SERVPERF to be slightly more reliable than SERVQUAL. Also, Johnston (1995) studies explained that though SERVQUAL had greater diagnostic power but a dimension specific high-low gap could not be attributed to overall service quality and consequent customer satisfaction.

Also, SERVPERF was found not only superior but also more efficient in reducing the number of items to be measured by 50% (Babakus and Boller (1992); Bolton and Drew (1991); Zhou (2004)). Additionally, a two way administration measuring both P and E would create boredom and confusion for the respondents (Buttle, 1996; Bouman and Van, 1992).

Basis these recommendations, we used the SERVPERF model for measuring service quality. Also, as the original SERVPERF

battery was empirically tested in banking sector (Cronin and Taylor, 1992) hence it was decided to use the questionnaire in its original form with 22 performance only scale items for rating customers' service quality perception. A 5-point Likert scale was used instead of the original 7- point scale to reduce the respondent's frustration and increase response rate and quality (Babakus and Mangold, 1992).

2.3. Survey Instrument

The study seeks to examine the relationship between the 5 service quality dimensions as independent variables and customer satisfaction as dependent variables, with price as a mediating variable. The survey questionnaire (Appendix 1) comprised of three sections. Part A covered respondent's personal profile (gender, education, age, occupation). Part B covered the 22 service quality perceptions covered in Cronin and Taylor (1992) and 3 items covering price perception and fairness (2 items adapted from Bahia and Nantel, 2000 & 2 items from Hallowell, 1996 were clubbed into one). Section B responses were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Section C measured customers overall service quality on a scale ranging from 1 (Very poor) to 5(Excellent). These items were adapted from Cronin et al., 1992.

2.4. Respondent Characteristics

An analysis of the respondent's demographic characteristics is presented in Table

Table 1: Demographic Profile of the Sample

Profile	Characteristics	%
Gender	Male	47.2
	Female	52.8
Age (years)	18 – 25	10.6
	25 – 35	17.2
	35 – 45	22.8
	45 -55	18.3
	More than 55	31.1
Occupation	Employed	22.2
	Professional	22.8
	Business	14.4
	Student	6.1
	Retired	18.9
	Homemaker	15.6
Education	10 Pass	0.0
	12 th Pass	21.7
	Graduate	55.0
	Post graduate	23.3
Account Type	Savings Account	83.3
	Current Account	16.7
	Others	0.0
Income (Rupees)	Up to 5 Lacs	18.3
	5 - 10 Lacs	26.1
	More than 10 Lacs	15.0
	Not Applicable	40.6
Duration a/c held	5 years or less	24.4
	6 - 10 years	23.3
	more than 10 years	52.2
Avg. Trans p.m.	Less than 2	72.2

		2 - 5 times	15.6
Branch Name		More than 5	12.2
		Branch 1	47.7
		Branch 2	52.2

3. Analysis & Findings

Before initiating data analyses through SPSS Statistics, the responses were scrutinized for incomplete and missing information. This process resulted in 180 usable questionnaires.

3.1. Factor Identification & Analysis

To understand the dimensionality of service quality concept, we first measured the suitability of data for Factor Analysis using Kaiser-Meyer-Olkin (KMO) Test. A KMO value between 0.8 and 1 indicates sample adequacy for each variable in the model. The KMO test value 0.88 found the sample adequate and suitable for factor analysis. Also, Bartlett's test of sphericity was significant at .01 indicating the sample suitable for factor analysis.

Due to the exploratory nature of study, we performed an Exploratory Factor Analysis using varimax rotation on the original 22 item scale plus 3 items of price component for assessing the construct validity. The correlation matrix suggested negative correlation of variable 19 to all other items as in Cronin & Taylor (1992) studies and was hence dropped. Also, item 3 and item 24 were dropped due to low communalities (value <.5). This resulted in a 22 factor structure, which was again subject to factor analysis.

A re-run resulted left the KMO value unchanged. Also, high loadings on the same factor with no cross loading confirmed convergent and discriminant validity. We retained factors with Eigen value greater than 1.0. (Cattel, 1966). Also, factor loadings greater than 0.49 were retained. The factor analysis results in Table 2 revealed a modified factor structure with 4 factors as compared to the original 5 factor structure.

Table 2: Factor Analysis

Factor	Factor Clustering	Items	Eigen Value	Loading	% Variance	Cumulative %	Alpha Score
Factor 1	Reliability + Empathy	8	13.27	60.34	33.54	33.54	0.99
Factor 2	Responsiveness + Assurance + Personal attention	9	2.03	9.25	31.23	64.77	0.96
Factor 3	Tangible	3	1.67	7.59	11.95	76.72	0.85
Factor 4	Price	2	1.57	7.12	7.58	84.30	0.72
Combined	All	25					.97

The 4-factor structure explained 84.30 % of the total variance and was thus considered adequate (Table 2). Also, items loaded on the first factor related to all items of reliability and 3 items of empathy. The second factor contains all responsiveness and assurance items with 1 item from empathy. Items loaded on the third factor represented tangibility items from the SERVQUAL tangibility dimension. The fourth factor contains items measuring the perceived price and fairness.

3.2. Reliability & Validity

The scale reliability was tested through ronbach Alpha. An alpha score above.

7 exhibits sample adequacy. The alpha value of 0.96 confirmed the reliability of the measure. This score matched well with Cronin and Taylor studies. Deletion of item 3, 9, 24 (with negative or low correlation) further improved the alpha value to 0.97 with alpha value ranging from .72 to .85 across dimensions (Table 2).

Semi-structured discussion with 15 customers confirmed the construct reliability. However, the respondents found item 27 (Appendix 1) measuring customer satisfaction vague and similar to item 26. Hence, this was dropped from the survey.

For assessing the convergent validity, we performed a dimensional correlation between the study variable. The inter-variable correlation was highest (0.74) between factor 1 and factor 2 and lowest (0.05) between factor 1 and factor 4 in Table 3. The results show reliability, responsiveness and assurance and empathy as the highest correlated items and price as the least correlated item. The high positive correlation between the variables shows high convergent validity. Also, the correlation coefficient value lying between 0 and 1 confirms the dimensions as neither perfectly correlated nor have zero correlation. This reasonably proves the discriminant validity of the scale.

Table 3: Dimensional Correlation

Factor	Description	Factor1	Factor2	Factor3	Factor 4	Customer Satisfaction
Factor1	Reliability + Empathy	1.00				
Factor2	Responsiveness + Assurance + Personal attention	0.74	1.00			
Factor3	Tangibles	0.45	0.49	1.00		
Factor4	Price	0.05	0.12	0.08	1.00	
Customer Satisfaction		0.82	0.78	0.40	0.07	1.00

3.3. Dimensional Ranking

The mean score and ranking of all the 4 dimensions is presented in Table 4. The mean score difference is very low amongst factor 1 (reliability, empathy), factor 2 (responsiveness, assurance, personal attention) and factor 3 (tangibles). A rank order study shows tangibles as the highest perceived factor and price (factor 4) as the lowest perceived by the customer. Most of the customers gave a rating of 3 (neither agree, nor disagree) to price factor. This is probably due to lack of knowledge in judging price.

Table 4: Dimensional Ranking

Statistics	Factor 1	Factor 2	Factor 3	Factor 4
Mean	3.10	3.10	3.14	2.95
Ranking ((I) Highest - (III) Lowest)	II	II	I	III

3.4. Hypothesis Testing

The second step of analysis was hypothesis testing. This was done using multiple regression analysis. For understanding the interaction effects between variables, regression analysis was performed with customer satisfaction as dependent variable and service quality perceptions as independent variable. The results of regression analysis revealed the inequality of dimensions in explaining variance in overall service quality and customer satisfaction (Table 5). The adjusted R square value is 0.73. Thus 73% of the variance in dependent variable i.e. customer satisfaction is explained by independent variables. Also, F statistics value is significant. The individual regression coefficients were examined to identify the variables more significantly related to dependent variable. The regression results in Table 4 illustrates factor 1 and factor 2 as significantly related to overall service quality and customer satisfaction at level of $p<0.05$. Evaluation of beta values in factor 1(0.53) and factor 2(0.40) shows an increase in customer satisfaction with an additional unit of the said factors. Thus, the results support H1 from H1a to H4a with adequate evidence at .05 level of significance. This indicate significant and positive linear effects of SQ perceptions (reliability, responsiveness, empathy and assurance) on customer satisfaction. However, as the p-value of factor 3(tangibility) and factor 4 (price) is more than .05 hence we summarize that tangibles and price are not of significant importance in predicting customer satisfaction.

Table 5: Regression Model for Service Quality Perceptions and Customer Satisfaction

Hypothesis	Variable	Description	Coefficients	t-Statistics	P-value	Results (p<0.05)
H1-1a; H1-4a	Factor 1	Reliability + Empathy	0.53	9.39	0.00	Supported
H1-2a; H1-3a	Factor 2	Responsiveness + Assurance + Personal Attention	0.40	6.47	0.00	Supported
H1-5a	Factor 3	Tangibles	-0.04	-0.89	0.37	Not Supported
H2a	Factor 4	Price	0.01	0.12	0.91	Not Supported

4. Discussions & Implications

The study contributes to service quality literature by examining the impact of service quality dimensions on customer satisfaction with price as a mediating variable thereby provide a comprehensive model of customer satisfaction.

A firm has an inherent risk of focusing on less critical areas which could have little impact on the overall customer experience (Sachdev and Verma, 2004). They further added, service attributes were valued higher by the customers and hence required greater attention and resource support. Identifying and working on specific satisfaction drivers can significantly improve service quality and customers perception of service quality. A factorial pattern analysis followed by a causal relationship investigation can help achieve this objective.

The empirical study identified reliability, responsiveness, empathy and assurance as the most important dimensions affecting customer satisfaction whereas tangibility and price were rated as the least, thus providing strong support to four of the hypothesised statements in the model.

The price perceptions findings are consistent with previous findings by Cronin et al. in their 2000 studies which emphasised the importance of quality of service over the cost of acquiring the service. Also, difficulty in evaluating price makes customers rely on experience properties rather than credence properties (Parasuraman et al, 1985. Zeithmal (1988) studies suggested the relationship between quality and price to be product-specific and possibly weak. Kangis and Passa (1997) in their studies found that though price awareness had some bearing on quality

perception, the possible influence of other factors must not be underestimated. An important point emphasised in Cronin & Taylor (1992):

Perhaps consumers do not necessarily buy the highest quality services. Convenience, price or availability may enhance satisfaction while not actually affecting consumer's perception of service quality.

The study found tangibles such as pamphlets, equipment's etc. not having any strong bearing on customer satisfaction. Parasuraman et al., 1988 studies explained banking as a high contact point service industry. This justifies the low significance of tangibles in customer satisfaction. Zeithmal et al., 1990 studies found tangibles as the least important dimension in service quality. Moreover, banks have identifiable customers with ongoing relationship spread across years through many transactions (Johnston, 1995). This uniqueness further adds to our study implications for increasing the staff-customer interaction. In developing countries additional aspects of service quality are less important as the emphasis is on core service Malhotra et al., 1995 found intangible elements as a tool for strengthening the bond with the customers. Arora and Arora (2015) studies on Indian banks too suggested tangibles as the least important factor accounting for the lowest variance. Tangibles have been found to be non-significant for creating bond between customer and employee rapport (Fatima & Razzaque, 2013).

The study results suggest working on promise fulfilling, sincere, prompt, helpful, responsive, courteous and knowledgeable, attention giving staff for improving customer

satisfaction. Though service channels have moved beyond branch banking, customers still demand personal relations, one to one contact to build trust (Angur et al., 1999). Johnson et al., 1995 studies too suggested increasing need fulfilling, helpful, caring, friendly staff for improving the service experience. All these attributes focus on human aspects of service deliverance creating a positive vicious circle between employees and customers for increasing customer satisfaction. Gronroos (1993) studies highlighted the inter-relatedness of quality dimensions and focused on managing the buyer-seller interaction. He further explained high level of functional quality to compensate for temporary problems in technical quality. Also, a dimensional scoring analysis can further aid focus on the medium service quality score customers and reduce the defection rate. However, Redchuk (2010) cautioned the use of the average service quality score which might not truly depict customer satisfaction due to the presence of some very bad scoring by customers because of different evaluation attributes or weights.

5. Conclusion & Limitations

The study is has a few limitations. Due to the length of the questionnaire, most of the customers were not willing to be a part of the survey. This limited the sample size. Also, the survey was conducted on customers of two branches of a single bank. This might raise concerns about limited generalisability. Both banks and customers are spread across the country; hence generalisation of the results is debatable. However, it was ensured to maintain age diversity across sample.

Also, the study covered only the branch banking aspects of service quality. The tide of technological advancements has brought change in customer's tastes and preferences. The study did not cover the self-service technology aspects of banking which might give different results.

The research was conducted after a comparative evaluation of SERVQUAL and SERVPERF. Other metrics might give different outcomes. Today's well informed customer looks for the best possible solution to meet his ever growing needs from an infinite range of service providers. Besides these dimensions, other factors such as word of mouth, service recovery encounter, product innovativeness, image, market position etc. too have a bearing on the selection process. Meeting and exceeding customers' expectations calls for a deeper understanding through data analytics and development of a marketing mix for targeting specific market segments.

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Capturing Emerging Trends for bridging Relevancy Gap between Academic Delivery of Courses on Business Research and Talent Expectation of Research Industry

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Abstract

What is changing in business research in terms of practices and methods? Are the emerging trends in business research valuable enough to be included as essential contents for the course on business research? This research paper aim to cast light on the trends that are likely to stay for a significant time and hence are academically must to deliver in classroom session while teaching course on business research. This paper investigates business related emerging research practices and tools with an objective to find their suitability from academic perspective. This paper will uncover the trends that may help students in becoming potentially more suitable and job ready for research industry that offer solutions to businesses and also helps in upgrading the subject matter of course on business research methods. The overall content in this paper creates valuable insight on the basis of exploration of emerging research trends hence this paper shall contribute as a reference material for the future research related to this topic.

Key Words: *Business Research Methods, Emerging Research Trends, Big Data, Business Intelligence, Web Analytics*

Introduction

Business research industry is among the most inquisitive industry where information is the product and service too (Ferguson, 2005). Revenue of the firms in research industry like other industries also depend on the values (Jobber, 2007) but nature and meaning of value in this industry is quite differentiated than the nature and meaning of value in most of other industries. In research industry availability of information have negative effect on most of research products and services (Colm, 2012). Hence firms working on new methods of data processing and analytics are bearing the risk of unconventional sudden disrupting due to breakthrough information generating technology and related new business models (Kieser, 2009). At present this industry is witnessing a set of never before kind of unique challenges. On the basis of 'information' all most every business consume information thus business research industry has never ending opportunities but on the other hand every business is developing customized and automated source of information to avoid the recurring cost of information. Consequently the competitive sphere of business research industry has expanded to such an exterminate horizon where the customers are becoming

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competitors. In such volatile business environment survival of research firms is largely derived from secrecy but adopting this route of success limits the promotion of products and services (Pfeffer, 2006) . Overall this industry is a quite challenging and discriminatingly engaged in nature. The business environment and related peculiarities of research industry adversely affected its relationship with academic institutions of professional education. Development of highly innovative business models, research products and services are at priorities of research organization catering to the research need of other businesses (Starkey, 2001). Against this most of the academic institutions are generating the talent knowing the basic and old advance methods of research and this resulting in the employable talent crunch in industry and employability of professional students a challenge for academic institution. This situation is the prime motivation for the present research study.

Trends are the consequences of development and these hints about their impending impact on the current and future practices related to a specific field. It is therefore essential to always have an eye on the emerging trends in order to take precautionary measures well in advance either to safeguard from or to adopt the trends (Van Aken, 2005). Academic institutions of professional education are key sources of talent to industry hence these have to ensure that there should be congruence between talents related industry specifications and the courses included in a specialized professional program (Locke, 2002) . For this a viable course content delivery in classrooms is a must. This paper latently stress upon the necessity of exploring emerging trends in research industry catering to the needs of business organizations from academic view point with an intention to include the significant ones in syllabi of the course on business research methods. The basic nature of knowledge related to business research used by practitioners in industry and by the academicians in classroom is sourced to a specific terms and vocabulary hence industry and academic use a common language. Still gaps prevail because of the difference in their target audience which demands a different level of communication in their respective contexts (Van De Ven, 2007). Making students of research course relevant and job ready to serve business organizations engaged in the business of research is now on priority list of the academic institutions because plenty of job opportunities are offered by business research organizations in recent years. The bright job prospects in research industry motivate students to take the business research course more sincerely (Stewart, 2014). Following sections of this paper express the specific objective and methodology of this paper, a versatile literature review developed by using diverse information documents and sources and a consequential discussion to address the inclusion of recent trends from industry into classroom discussion and content of course on business research methods.

2. RESEARCH OBJECTIVE

This paper is an attempt to connect the recent developments observed in the area of business research with specific reference to real time practices, methodology, technology and tools to the classroom content. Thus the sole objective of this paper is to appraise the promising research industry trends and existing course structure of business research methods in order to provide a discussion revealing how the inclusion of such trends in

academic delivery of business research course can make students practically more relevant for business research organizations as well as improve the overall viability of the course.

The research question attempt to answer is why exploration and adaptation of emerging trend in research industry are academically important with specific reference to the development of more competent talent which can serve business research organizations.

3. METHODOLOGY

This research study is purely exploratory in nature and incorporates the feature of desk research thus the nature of data and information of this study is partially secondary with reference to literature review and partially primary with reference to the discussion part of this study. The present research was accomplished in three phases. The first phase embrace exploration of number of studies and articles published in various forms such as research papers, dissertations, essays, white papers, blog, online articles etc. have been studied during this study in order to analyze course objectives, learning outcomes and course content of business research methods. The second phase is an extension of exploration. A detailed assessment of trends happening in research industry was done with a focus on trends emerging in the areas of research methodology, research tools and techniques and new kind of research. The third phase was devoted to structure the discussion in a way that demonstrate the need of frequent course content revision due to quick changes taking place in the research practices in industry. The discussion raises some painful academic questions and tries to justify the gap between academic delivery and industry expectations on the basis of unavoidable and distinctive limitations of academics and industry.

4. LITERATURE REVIEW

4.1 Business Research: the academic chase

Practical and pragmatic point of view speculate that it is in the self- interest of research industry practitioners, researchers and academic institutions to close the relevance gap then only each will be better able to achieve their goals (Rousseau, 2007). In the back drop of the situation described in the introduction part a review of how academics treat business research course was conducted. In the review of the syllabi disclosed that the main course objective was to provide in depth knowledge about research and to offer details about how to conceptualize and conduct research and how to select appropriate analytic method (Stewart, 2014). Following are the commonly described expected learning outcomes in most of the syllabi:

- Developed problem analysis skills and understanding of how to prepare research proposal
- Improved sensitivity of student toward the biases and limitations of different research design and data
- Comparative understanding of the different types of data, data source & data collection methods and measurement systems
- Students will be well verse about sampling and sample size determination
- Students will have workable skill of MS-Excel and SPSS
- Student shall critically evaluate the quality of evidences in published research

A brief detail about how the entire course will be delivered was specified in most of the syllabi under different headings. Observation

of common course delivery methods suggested that the contribution of classroom lecture using audio visual aids of teaching account for approximately 70% to 75% of course coverage and selective case studies, term projects, research quiz and activity based assignments contribute to the rest. Many universities' syllabi proposed a common evaluation scheme but in many autonomous institutions a course specific evaluation scheme was also found. The common feature of evaluation scheme was that maximum marks were devoted to written exams and only ornamented low percentage of marks were devoted to the other means of evaluation (Wall, 2006).

4.2 Business Research: an industry hunt

Universities and institutions of higher education are supposed to be the creator and synthesizer of new concepts and knowledge (Pfeffer, 2006). However the contribution of research firms, consultancy companies and start ups in the development of new concepts and knowledge frameworks is much higher than academic institutions (Susan Albers Mohrman, 2010). The knowledge comprehended by academic institutions as a result of academic research efforts found to have limited utility for the industry research professionals and research organizations. This reflects disconnect between academic and business world of research (Colm, 2012). Academic research mentors perhaps have brilliant conceptual understanding of research but industry professionals working in research domains criticize academic research of being out of touch from the changing business research practices and new technology driven research tools (Rudolph H.R, 1992).

Research industry professionals and organizations principally seeking for easily accessible, short and snappy, pragmatic and practical knowledge on how to get a quick yet relevant solution to a clients' research problem thus industry appreciate case based and action oriented research (Vermeulen, 2007). A review of job description related to entry level to middle level job profile clearly point out the lacunas between industry need and the academic delivery of research course content. Research organizations develop information based products and their development includes technology based platforms, computer programming based mathematical and statistical algorithms (White, 2015). In research industry those days gone away long back when research organizations sign long term contract with clients because clients are now dealing with more than one research organizations for various time bound research projects. Thus most of research firms are driving their business revenue from project based contracts. This has enforced the research firms to have highly competent research professionals as their strength of manpower directly affects their very survival in the industry. Research firms are now not looking for ready to work people who can perform after a short term on the job training. In fact these are seeking for ready to deliver without training kind of people.

Online business models and internet based technology with highly economic availability has revolutionized the research need of businesses consequently business research is also undergoing a revolution hence traditional research methods are hybridized with online research possibilities. This again creates a need of professionals who can handle research projects online with the same level of effectiveness with which they handle offline research projects. Data collection software

and online platforms have significantly reduced the demand of people for field work. At the same time application of technology like Radio Frequency Identification (RFID), Quick Response (QR) codes, Bluetooth and Bluetooth Low Energy Beacons (BLE Beacons) etc. in data collection in various other kind of interaction with respondent has significantly impacted the need of field workers and also have created the job for the professionals having skills in these areas.

5. Discussion

A close comparative understanding of research industry need of talent and the academic preparation to embellish students as per current need magnify the 'relevancy gap' of talent developed by academic institutions for research industry and demand of research organizations (Vermeulen, 2007). This has raised some painful questions and following discussion is drafted in such a way that it addresses these questions as well as includes significant emerging trends related to business research so that the relevancy gap can be locked well in time and a long term symbiotic relation between industry and academics can be expected.

5.1 Whether we want to connect course content and overall structure of course with the industrial practice?

The first painful question that all faculty teaching researchers must answer is whether they aspire to connect their course content and overall structure of course to industrial practice (Susan Albers Mohrman, 2010). A student of research can perform effectively only when academic delivery of business research course equipped him or her with the knowledge which is useful for research firms and make student comfortable in providing solution to the problem at hand (Stewart, 2014). Now the issue is that the content of

business research methods course is by and large developed, delivered and evaluated by academicians only and the representation from industry is either completely missing or if included the its contribution is limited to one or two guest lecture by industry expert.

5.2 Industry Trend: from descriptive to perspective

One of the important trends that this study observed is that industry people are dealing with a complex level of research design and research output while academic research training is far away from this level. The course content of business research seem to mainly aim for spreading awareness about research methods and methodologies however industry is working with the research practices that aim for extracting evidences from data (Ferguson, 2005). Academicians bearing the responsibilities of a research mentor must put steps forward to make the course content enriched by including advanced statistical techniques, software and most importantly by changing the approach of problem formulation for a research need.

Academically trained and industry experienced professionals are generally found different because of their approach toward a research issue. Academically trained professional is much concerned with appropriateness of research design, sampling method, statistical testing technique, type of data required and its source etc. and would plan an impressive analysis that can offer a good description but would not go beyond usual variables and general analysis to dissect research issue into practically important concerns that must be addressed to bring a workable research driven perspective and its more that the direct application of research knowledge.

5.3 Academic deception due to course nomenclature

Syllabi of various central, state universities approved autonomous colleges and deemed universities considered in this paper reveal the facts that the name of the course is varying to the extent that it deceives students and thus causes a lesser interest among many students. For example in many institutions the course on research was included as a core course with a title 'Marketing Research' in first year of the master degree or diploma level management program. The name does not motivate students going to opt specialization in human resource or finance or operations management. Research is an area which opens job opportunities in almost all kinds of specializations but many institutions offer course on advance research only under electives of marketing and this further limit the students in thinking about career in research.

5.4 Big Data

In the past decade business intelligence has revolutionized and superseded the areas of business research. The data collection has become very quick resulting explosion of data and finally data is now become big data (Colm, 2012). Spreadsheets sent to backseat for actionable part to play while insightful data visualizations are projected through interactive business dashboards. The generation of huge data on daily basis has created a situation where researchers are using more sophisticated analytics to manage and mine the avalanche of data. Though big data is directly linked to statistics, mathematic and related interpretation but the structuring of big data largely dependent on the tools of research methodology (White, 2015). Hence it is the right call if at least basics of big data are included in the course of business research (White, 2015).

5.5 Predictive analytics

One of the popular services in research industry is extracting information from existing data sets in order to forecast future probabilities. Every firm collect tons of transactional data on daily basis and effective and goal based mining of such data can reveal important information. Predictive analytics point out what may turn out in the future within a reliability limit and it also deals with framing some alternative future scenarios along with related risk estimation (Stewart, 2014). Predictive analytics is used to analyze current data and historical facts in order to better understand customers, products and partners and to identify potential risks and opportunities for a company. Unexpectedly predictive analytics is not given enough space in course of business research (Susan Albers Mohrman, 2010). Though some basic predictive techniques like simple regression is included in almost all syllabi. Keeping in view the way industries harness predictive analytics a detailed course structure has to be included in academic business research course.

5.6 Web Analytics and terminology

So far web analytics is considered as a part of digital marketing hence it has absolute absence in business research course in academics. However web analytics as well as social media analytics are trending in most of job profile of research and analytics (Colm, 2012). Off course the terminology, the tools and matrices of web analytics has complete new order but students of business research must be delivered the content about internet related analytics.

6. CONCLUSION

It is in the self- interest of practitioners and researchers to close the relevance gap,

because each will then be better able to accomplish their purposes. Industry has expectations that professional schools will deliver knowledge that can be used in practice but in absence of relevant knowledge the professional graduates can't be absord by the industry. This research study propese that including one course on business research as core will not produce useful talent for industry. Offering research as separate specialization like Business analytics or Business intellegence or Data and decision making modeling etc. is failing to attract enough numebr of students to run the specialization classes. It is therefore this study propose that due to pervasive nature of research requirement it would be more feasible if every specialization include specialization specific electives of business research methods and methodologies. So many concepts with so much speed is changing in the field of busienss research that only updation in one core course of busienss would not solve the issue hene a regular watch on industrial trend is essential for bridging the relevancy gap realted to talent. Every content in the course has to be evealuated to answer the question that how long this content can make student relevant to serve reseerch industry. Academics take a safe side commenting that it prepare students not for immediate engagement but also to make them appropriate for the future roles in industry. Hence including every trend directly from industry into course curriculum is not possible. This research find that such opininon are developed due to the deficiency of a ecosystem where the limitations of academis as well as over expectations of industry address in such a creative way that in any case always benefit the students .

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