

Table of content

Editorial Note Prof. Dr. Zeeshan Amir	3
Dividend Determinant in Emerging Economy: An Empirical Evidence of Selected Manufacturing Firms of India Dr. Akash Agarwal	5
Emotional Intelligence-Influence on Harmonizing Relationship at Work Place Mr. Ashish Kumar Khanra	15
Role Efficacy: An Important Determinant of Effective Performance Dr Rajni Singh	21
Measuring Brand Power through Brand Image and Customer Satisfaction in Two Wheeler Automobile Industry Prof (Dr)Rajeev Kumar Shukla	30
Organizational Intervention Plan For Automation of SMEs: Case Study Gisitca Dr. José G. Vargas-Hernández. Mr. Ángel Daniel Rodríguez Ortega	43
BOOK REVIEW: “SUCCEED ON YOUR OWN TERMS” Prof. Sarang Dani	56

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Editorial Note

Today's business world places a premium upon knowledge as a source of competitive advantage in order to prepare organization , managers, professionals and employees to cope successfully with the demands of the changing economies. This creates the need for all round shifts at the interface between business and academic institutions, geared to be aware of the changing needs of individuals and firms and providing new domains to facilitate the swift and effective flow of knowledge to the most productive use.

Business is actually concerned with relevance, while management researchers stand accused of a lack of relevance to management practices. It demands for cooperation between management researchers and practicing managers to bridge the gap.

Hence, it is required that researchers should not derive the research questions from existing research but rather import them from practice. These kinds of collaborative researches and studies will generate scientific knowledge from the perspective of different academic and practitioner users.

GBAMS-VIDUSHI is a broad-based journal that advances thoughtful contributions by offering insights and perspectives extending knowledge and understanding of interdisciplinary research encompassing the areas of Commerce, Information and Business Management. It is committed to publishing scholarly, empirical and theoretical research, articles that have a high impact on the management practices as a whole.

We are presenting Volume 8 , Issue No,1 (January June ,2016),where in there are five papers and one book review.

Dr. Akash Agarwal in his paper, '*Dividend Determinant in Emerging Economy: An Empirical Evidence of Selected Manufacturing Firms of India,*' has dealt with research work to explore and identify the determinant of dividend policy with special reference to manufacturing industry of India. The research revealed the significant and positive impact of free cash flow on dividend policy whereas managerial ownership has a significant but negative impact. All other independent variables such as debt policy, firm size and profitability do not have a significant effect on the dividend policy of the firm.

Mr. Ashish Kumar Khanra in his paper, '*Emotional Intelligence- Influence on Harmonizing Relationship at Work Place,*' reveals emotional competence as a learned capability that results in outstanding relationship at work. Organizations involve complex relationships that are inter-dependent .Emotions are responses to specific events that have positive or negative meaning to the individual and involve several psychological subsystems, including the psychological, cognitive, motivational, and experiential systems. Organizations and individuals interface in ways that require a multitude of emotional intelligence abilities. This study suggests that emotionally intelligent employees are better able to exhibit organizational commitment.

Dr Rajni Singh, in her paper, '*Role efficacy: an important determinant of effective performance,*' advocates that there must be role efficacy, which enhances the personal

effectiveness of the individuals. For bringing role efficacy some components like flexibility, autonomy, creativity, good relations at workplace, growth, integration of the employee with the job demands etc. are required to be included in the job so that an employee can become more effective. This study can be a practical guide for practitioners about incorporating the desired components in the job role of their employees in order to prepare them to be more productive.

Prof (Dr) Rajeev K Shukla in his study , *'Measuring Brand Power through Brand Image and Customer Satisfaction in Two Wheeler Automobile Industry,'* emphasizes the relevance of 'Brand Management' that brings about clear differentiation between products, ensures consumer loyalty and preferences and may lead to a greater market share . India is the second largest producer of two-wheelers in the world. The Indian two wheeler industry has seen spectacular growth having several competitive brands, especially driven by the youngster's preferences for latest technology, variety and stylish looks motorbikes .The fast changing demand of new features in the product has made the brand management a challenging job.

Dr.José g. Vargas-Hernandez and Angel Daniel Rodriguez Ortega in their paper, *'Organizational Intervention Plan For Automation Of SMEs: Case Study Gisitca .'* aim to identify the main causes of a bad work environment leading to a high rate of turnover. The objective is to propose an intervention plan to increase the participation, commitment and employees' proactive behavior.

At the end ,Prof. Sarang Dani, in the review of the book entitled , *'Succeed On Your Own Terms: Lessons From Top Achievers Around The World On Developing Your Unique Potential ,'* authored by Herb Greenberg & Patrick Sweeny, recommends to read this book which tells real life stories of mediocre individuals that turns into celebrities by capitalizing on their unique personality attributes.

We are exceedingly grateful to our Chairperson, the respected Smt.Padma Binani, Shri.Braj Binani, Chairman ,Binani industries Ltd., and Shri I.K. Pugalia and Shri. R.K.Bagri, GD, Binani Education Society ,for their ever energetic support and encouragement in transforming GBAMS as a centre of professional brilliance.

'GBAMS-VIDUSHI' is being critically reviewed and edited with the view that it would infuse a sense of enquiry and a desire to stand out in our students and faculty. We hope that the selected papers would prove to be a valuable asset for our readers.

We take this opportunity to record and acknowledge our sincere thanks to our Advisory Board and the Editorial Board in particular, for contributing their valuable and precious time, in finalizing this issue of the journal.

Prof.Dr.Zeeshan Amir
Editor-in-Chief

Dividend Determinant in Emerging Economy: An Empirical Evidence of Selected Manufacturing Firms of India

* Dr. Akash Agarwal

Abstract:

The current research work is an attempt to explore and identify the determinant of dividend policy with special reference to manufacturing industry of India. For this purpose, five key determinants have been identified based on the review of literature and study have been conducted on eight selected firms of Indian Manufacturing Industry listed in Bombay Stock Exchange. The study was conducted during the period of 2013 to 2015 and multiple regression analysis has been used for identifying and establishing the relationship between key determinant and its effect on dividend policy. The research revealed the significant and positive impact of free cash flow on dividend policy whereas managerial ownership has a significant but negative impact. All other independent variables such as debt policy, firm size and profitability do not have a significant effect on the dividend policy of the firm. Keeping in view the industry specific characteristic the present study is an attempt to fill the dearth of empirical evidences in field of corporate finance with special reference to emerging economies like India.

Key Words: Dividend Policy, Determinants of Dividend, Indian Manufacturing Industry

Introduction

Dividend decision is most strategic decision in corporate parlance. A finance manager on one hand tries to maximize the value of the firm by meeting expectation of the shareholders, on the other, he has to take care of the liquidity requirement of the firm as well. He is responsible to maintain a sense of balance in every aspect of his financial decision by managing financial resources of a company. The dividend policy in this regard is considered to be a most complex strategic decision. As dividend payout ratio determines the profit amount that can be endured in a company as a source of funding. However, by enduring the profit in bigger amount in the company means that the fewer

money will be provided for dividend payout. Thus, the major aspect of company dividend policy is determining between a correct profit allocation and dividend payout with profit enduring by the company. For instance, a manager wants a small dividend distribution because the company needs much funding to fund an investment, while stockholders want a big distribution of dividend.

The manager's behavior in this situation is interesting to be conducted in a research. Apart from Managerial Ownership, there are some other empirical evidences from developed economies which signifies that free cash flow, debt equity ratio or debt policy of the firm, return on equity or assets, firm size etc have a significant effect on the dividend policy of the firm. But unfortunately, still there is no common consensus on this issue. Moreover, earlier results primarily focused on developed market while little attention near given to the emerging economies. The present research work is a serious attempt to fill the dearth on this issue.

Review of Literature and Development of Hypothesis

Dividend is the value of the company's net income after tax minus with retained earnings (retained earnings) which is being held as a reserve company. According to Hanafi (2004), the dividend is compensation received by the shareholders, beside the capital gains. This dividend is used to be distributed to the shareholders as profit from corporate profits. Dividends are determined by the general meeting of shareholders and kind of the payment depends on the type of policy leadership.

Dividend policy of the company is reflected in the dividend payout ratio that is the percentage of earnings distributed in the form of cash dividends, it means that the size of the dividend payout ratio will affect the investment decisions of shareholders and on the other hand also affect the company's financial condition. Considerations about the dividend payout ratio are supposedly related to the company's financial performance. When a company's financial performance is good then the company will be able to determine the amount of the dividend payout ratio in accordance with the expectations of shareholders and of course without prejudice to the interests of the company to stay healthy and grow.

The use of debt is also expected to reduce conflict of agency; the addition of debt in the capital structure can reduce the use of stock thereby reducing agency costs of equity. The company has an obligation to repay the loan and pay interest charges periodically. In addition, the company as a creditor can use assets as collateral for its debt. The amount of permanent assets used by lender as collateral called a permanent asset that can serve as

collateral (collaterizable asset). The greater assurance of fixed assets, the greater the company's funding which is invested in fixed assets, so that the smaller of the dividends distribution. Profitability is the net profit level that can be achieved by the company during the operation. Variable ROA (Return on Assets) as a proxy for profitability is used to determine the effect of profitability used by the company in setting dividend policy.

Nuringsih (2005), analyzing the effect of managerial ownership, debt policy, ROA and firm size on dividend policy, with a sample of 60 manufacturing firms in 1995-1996. The results found that managerial ownership and firm size relate positively whereas debt policy and profitability are negatively related.

Managerial Ownership Against Dividend Policy

Manager has the opportunity to be involved in the ownership of the shares with the aim of gaining equal shareholders. Through this policy the manager is expected to result in a good performance as well as direct dividends at a low level. With the establishment of a low dividend the company has high retained earnings so that it will have high internal sources of funding to fund an investment in the future. If the majority of shareholders like high dividends, then it will cause conflict of interest that required an increase in the dividend. In contrast, in the context of ownership by high managerial, the preference will be similar between the shareholders and the managers and it does not take as dividend increases.

Debt Policy Against Dividend Policy

Pecking order theory establishes a sequence of funding decisions in which, managers will first choose to use retained earnings, debt and the issuance of share as a last resort (Mamduh, 2004). The use of debt is preferred due to costs incurred for the debt is cheaper than the cost of issuing stock. Empirical evidences of Jensen (1992), Agrawal & Jayaraman (1994), Gugler & Yurtoglu (2003), Al Kuwari (2009) etc emphasized on role of debt policy in financial decision making with special reference to dividend decision. They argued that high levered firms look forward to maintain their internal cash instead of distribution of dividend in cash to shareholders.

Profitability Against Dividend Policy

Profitability (ROA), have long been regarded as a key determinant in the dividend policy. Jensen (1992), Han (1999), Glen et al (1995), Gitmann (1991), Amidue & Abor (2006) and Al Kuwari (2009) evidenced that profitability is a significant and explanatory variable of dividend policy. Glen et al, in their study revealed that firms in developed countries often pay much higher dividend than the firms of developing countries.

Firm Size Against Dividend Policy

Size of a firm is another important determinant which affects the dividend policy. According to Eriotis (2005), Vogt (1994) Ghosh & Wood (1988), Fema & French (2000),

Mollah (2002) etc argued that larger firms are in better position to offer high dividend payout in comparison to smaller firms. They argued that more mature firms have better access to capital market and generate more funding comfortably

Free Cash Flow Against Dividend Policy

Dividend borne out from profitability but paid out of liquidity. Cash usually cause a conflict of interest between managers and shareholders. On one hand, a finance manager prefer to reinvest the available cash into business for generating more revenue and stronger financial position, shareholders having the expectation of dividend in return of their investment. According to the free cash flow hypothesis, when the company has extra cash, then what is needed is to fund projects that have a positive net present value (NPV). But it's better for the manager to return excess cash to shareholders in the form of dividend payments in order to maximize shareholder wealth. It shows that dividends may reduce agency cost, because it reduces the free cash flow available to managers.

Based on the background research and theoretical review, the hypothesis of this study as follows:-

Null Hypothesis (H₀₁): There is no significant relationship between Managerial Ownership in Dividend Policy.

Alternate Hypothesis (H_{a1}): There is a significant relationship between Managerial Ownership in Dividend Policy.

Null Hypothesis (H₀₂): There is no significant relationship between the Debt Policy and Dividend Policy.

Alternate Hypothesis (H_{a2}): There is a significant relationship between the Debt Policy and Dividend policy.

Null Hypothesis (H₀₃): There is no significant relationship between Return on Asset and Dividend Policy.

Alternate Hypothesis (H_{a3}): There is a significant relationship between Return on Asset and Dividend Policy.

Null Hypothesis (H₀₄): There is no significant relationship between the size of the Company on Dividend Policy.

Alternate Hypothesis (H_{a4}): There is a significant relationship between the size of the Company on Dividend Policy.

Null Hypothesis (H₀₅): There is no significant relationship between the Company Cash Flow and Dividend Policy.

Alternate Hypothesis (H_{a5}): There is a significant relationship between the Company

Cash Flow and Dividend Policy.

Research Methodology:

The objective of this study is evaluate Managerial Ownership, Debt Policy, Return on Assets, Company Size, and Free Cash Flow at manufacturing companies in Bombay Stock Exchange by using data from 2013 to 2015. In present study, eight companies are selected as samples based on their market capitalization. The secondary data have been collected from Prowess Database. In order to identify and evaluate the influence of independent variable viz. Managerial Ownership (OWN), Debt Policy (DEBT), Return on Assets (ROA), Company Size (SIZE), and Free Cash Flow (FCF) as the independent variable on the dividend policy (DP) as the dependent variable then this reseach used Multiple Linear Regression Analysis have been used with SPSS 21 package.

The Result of the Study

Multiple Linear Regression

The test results of the multiple linear regression model of the factors that affect dividend policy on manufacturing companies in Bombay Stock Exchange can be seen in Table 1.

Based on the table 1, it can be formulated the multiple linear regression equation of the result of this study as follows:

$$Y = 0.705 - 1.262 \text{ OWN} - 0.032 \text{ DEBT} + 0.344 \text{ ROA} - 0.016 \text{ SIZE} + 1.663 \text{ FCF}$$

Based on the results of the regression calculation, only ROA and FCF that has associated direction of the dividend policy while OWN, DER and SIZE are in contrast to the dividend policy.

Table 1. Multiple Linear Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.705	1.420		.496	.626
	OWN	-1.262	.441	-.616	-2.862	.010
	DEBT	-.032	.030	-.197	-1.071	.298
	ROA	.344	.270	.314	1.273	.219
	SIZE	-.016	.050	-.086	-.321	.752
	FCF	1.663	.648	.596	2.565	.019

a. Dependent Variable: DP

(F- Test)

F test is used to test the effect of managerial ownership variables, debt policy, profitability, firm size, and free cash flow simultaneously on dividend policy (DPR). This can be seen by looking at the value of F, if the calculated value of the F-> table value means Ho is rejected but if the calculated $F < F$ -table then Ho is accepted. Multiple regression analysis showed that managerial ownership variables, debt policy, profitability, firm size, and free cash flow is simultaneously having significant effect on dividend policy. It can be showed from the count value of 2,881 $F > F$ -table 2.773 with the significance $0.044 < 0.05$. It means that H_{o1} is rejected and H_{a1} is accepted. Because the probability is less than 0.05 then the regression model can be used to predict the dividend policy or it can be said that managerial ownership, debt policy, profitability, firm size, and free cash flow jointly affect dividend policy.

Table 2. Result of F-Test

ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	.801	5	.160	2.881	.044 ^a
Residual	1.001	18	.056		
Total	1.802	23			

- a. Predictors: (Constant), FCF, ROA, DEBT, OWN, SIZE
- b. Dependent Variable: DEBT

Table 3. T-Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t- calculated	t -table	Sig.
	B	Std. Error	Beta			
1 (Constant)	.705	1.420		.496	1.734	.626
OWN	-1.262	.441	-.616	-2.862	1.734	.010
DEBT	-.032	.030	-.197	-1.071	1.734	.298
ROA	.344	.270	.314	1.273	1.734	.219
SIZE	-.016	.050	-.086	-.321	1.734	.752
FCF	1.663	.648	.596	2.565	1.734	.019

- a. Dependent Variable : DP

Based on the table above, it can be explained the result of partial test as follows:

Influence of Managerial Ownership on Dividend Policy

From the calculation OWN significance level that is $0.010 < \alpha = 5\%$ and $t\text{-count} < t\text{-table}$, which is $-2.862 < 1.734$, means that partially, managerial ownership is negative and significant on dividend policy of companies in manufacturing industry. It shows the level of ownership of the shares owned by the company's board of directors and commissioners have negative effect on how much dividend will be distributed. If the level of ownership is high, then the companies tend to allocate earnings on retained earnings rather than paying dividends on the grounds of internal financial resources more efficiently than sources of external funding. While at the low ownership level, the company tends to distribute large dividends to provide a good signal about the performance in the future thereby it can increase the company's reputation in front of investors. This description also proves that H_1 can be accepted.

Influence of Debt Policy on Dividend Policy The calculation found that the debt policy significance level (DEBT) that is equal to $0.298 > \alpha = 5\%$ and $t\text{-count} < t\text{-table}$, which is $-1.071 < 1.734$, means that partially DEBT has negative effect and is not significant on dividend policy of manufacturing companies in manufacturing industry. It shows that if the company has a high debt level then the company will try to reduce agency cost of debt by reducing its debt. The use of debt can be done by paying the investment with internal cash resources so that shareholders will give up their dividend to finance its investment. It is also suitable with a pecking order theory of sequences funding decisions in which managers will first choose to use retained earnings, debt and the issuance of shares as a last choice. These results suggest that H_2 is rejected.

Influence of Profitability on Dividend Policy From the calculations, the significance level ROA is equal to $0.219 > \alpha = 5\%$ and $t\text{-count} < t\text{-table}$, i.e. $1.273 < 1.734$, it meant that partially profitability has positive effect and not significant on dividend policy of manufacturing companies on the Stock Exchange. It is proved that if a company has a high profit company, it will use the profits for the company's operations or investments that will reduce dividends. Conversely, if ROA is low then high dividends are paid. This is done because the company's profit decreased so tha in order to maintain its reputation in the eyes of investors, the company will distribute a large dividend. These results indicate H_3 was rejected.

Influence of Firm Size on Dividend Policy From the calculations, it is found that the significance level of firm size is equal $0.752 > \alpha = 5\%$ and $t\text{-count} < t\text{-table}$, which is $-0.321 < 1.734$, means that the size of the company partially negative and not significant on dividend policy of manufacturing companies on the Stock Exchange. It can be seen that large companies do not distribute large dividends to shareholders since the company's reputation has been known by investors, so investors trust the company. Large companies tend to use the funds to expand the company. Small companies distribute big dividends in order to provide a good signal to the market. Thus, its stock value will go up, this is in accordance with the signaling hypothesis. These results indicate that H_4 is not accepted (rejected).

Influence of Free Cash Flows on Dividend Policy From the calculations, the significance level of free cash flow is equal to $0.019 < \alpha = 5\%$ and $t\text{ count} > t\text{-table}$, ie $2.565 > 1.734$, meaning that the partial free cash flow positive and significant impact on dividend policy of manufacturing companies on the Stock Exchange. Free cash flow truly affects the dividend policy since the main factor that determines the size of the dividend is the amount of funds available, the greater the funds in the company, the greater the funds will be distributed to the distribution of dividends, and vice versa. This is similar to the free cash flow hypothesis, namely, when the company has excess cash, and then what is needed is to fund projects that have a positive net present value (NPV). But it is better for the manager to return excess cash to shareholders in the form of dividend payments in order to maximize shareholder wealth. It shows that dividends may reduce agency cost, because it reduces the free cash flow available to managers. These results indicate that H_5 is accepted.

Table 4. The Test of Coefficient Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.687 ^a	0.495	0.390	0.23584

a. Predictors: (Constant), OWN, DEBT, ROA, SIZE, FCF

b. Dependent Variable: DP

From the above table, it can be seen that the coefficient of determination (R^2) is 0.495. With a coefficient of determination of 0.495, it means that 49.5% dividend policy can be explained through five independent variables, managerial ownership, debt policy, profitability, firm size, and free cash flow. Whereas the rest (50.5%) is influenced by other variables which are not included in our research model such as the growth of the company, the level of corporate liquidity, etc.

Conclusion

From the analysis that has been discussed, the following points may be concluded as mentioned:

- The Independent variable viz. managerial ownership, debt policy, profitability, firm size, and free cash flow have their influence on the dividend policy with special reference to manufacturing firms listed in Bombay Stock Exchange during the study period.
- Free cash flow and managerial Ownership significantly has effect on dividend policy, but the managerial ownership variables negatively affect dividend policy, while the debt policy variable and the size of the company are negative and does not have any significant effect on the dividend policy. Profitability is positive but do not have significant affect on dividend policy of manufacturing companies listed in Bombay Stock Exchange during the period of this research.
- Overall, managerial ownership variables, debt policy, profitability, firm size, and free cash flow together and significantly affect the dividend policy upto the extent of 49.5% whereas the remaining 50.5% are influenced by other variables which are not included in the research model.
- It is also implied that a company should pay close attention on free cash flow while determining their dividend policy because free cash flow affects the dividend policy to a great extent.
- For investors who will invest in Bombay Stock Exchange with the aim of obtaining the dividend has to be more accurate in analyzing the company and stock companies that will be invested especially at the level of free cash flow that can produce expected profits that can be done by using several analytical instruments like using the factors that have been proved influent the dividend policy significantly in this study.

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Emotional Intelligence-Influence on Harmonizing Relationship at Work Place

* Mr. Ashish Kumar Khanra

Abstract: Emotional competence is a learned capability that results in outstanding relationship at work. Organizations are emotional hotbeds because they produce situations likely to be meaningful to employees. Organizations involve complex relationships that are inter-dependent often competitive, and compulsory. Employees are often characterized by hierarchical relationships, and stark differences are a primary cause of emotional response. Emotions are responses to specific events that have meaning to the individual, either positive or negative. They are generally more focused, of shorter time duration, and more intense than moods or feelings, and emotional responses involve several psychological subsystems, including the psychological, cognitive, motivational, and experiential systems. Organizations and individuals interface in ways that require a multitude of emotional intelligence abilities. Like emotional self control supports the empathy competency. This study suggests that emotionally intelligent employees are better able to exhibit organizational commitment. As this paper is descriptive, analysis of this paper is totally depending upon secondary data like research journal, articles and various websites of internet.

Key Words: Emotional Intelligence (EI), Harmonizing, Psychological, Motivational.

Introduction

Today, the rules of the workplace are rapidly changing; a new yardstick is being used to judge the people. This is not merely in terms of how smart a person is or what is his or her academic qualification or expertise, but also by how well one is able to handle himself and others. These new rules predict who is most likely to become a successful performer and who is most likely to fail. As high emotional intelligence develops in person adaptability, creative responses to setbacks and obstacles, personnel management, listening and verbal communication, confidence, motivation to work towards goals, a sense of wanting to develop one's career group and interpersonal effectiveness, cooperativeness and teamwork, skills, skills in solving disagreement, effectiveness in the organization, leadership potential, social skills and various other competencies which make Managers potential savvy. Today whatever the job is understanding how to cultivate political savvy is essential for a successful career. Moreover high EI motivates a person for pursuing noble goals, to be committed to action and not to get absorbed in Organizational Politics.

Self regulation, well handling of impulses and emotions, again let managers overcome organizational politics. Thus, emotional intelligence abilities are vital if people are to successfully overcome organizational politics and in turn to succeed at workplace and thus keep harmonized relationships (Theogaraj, 2006).

Emotional Intelligence

Emotional Intelligence is a person's self-awareness, self-confidence, self-control, commitment and integrity and a person's ability to communicate, influence, initiate change and accept change (Goleman, 1988). Emotional intelligence can be considered a mental ability that involves the ability to reason validity with emotional information, and the action of emotions to enhance thought. The term encompasses the following five characteristics and abilities:

- A. Self-awareness- knowing emotions, recognizing feelings as they occur, and discriminating between them.
- B. Self-motivation- “gathering up” feelings and directing towards a goal, despite sub-doubt, inertia, and impulsiveness.
- C. Empathy- recognizing feelings in others and turning into their verbal and non-verbal cues.
- D. Mood management- handling feelings so they are relevant to the current situation and to react appropriately.
- E. Managing relationship- handling interpersonal interaction, conflict resolution, and negotiations.

Emotional Competence

Emotional competence is a learned capability that results in out-standing performance at work. Emotional intelligence is what determines one's potential to learn practical skills. According to Singh (2003), the emotional competency dimension of emotional intelligence constitutes the capacity to respond to emotional stimuli elicited by various situations and to have high self esteem and optimism among others. One's emotional competence shows how much of this potential is translated into on-the-job capabilities. For instance, being good at managing organizational politics is an emotional competence. Similarly, trustworthiness is a competence based on self-regulation, or handling impulses and emotions well. Both political savvy and trustworthiness are competencies which can make people outstanding in developing and maintaining relationship at work. However, just being high in emotional intelligence does not necessarily guarantee that a person will have learned the emotional competencies which matter at work; it only means that he or she has excellent potential to learn these. For example, a person might be highly empathic, yet may not have learned the skills based on empathy that translate themselves into superior customer service, or the ability to coach or monitor staff, or the ability to bring together a diverse work team. Emotional competencies are clustered into groups, each based on common emotional

intelligence ability. These emotional intelligence abilities are vital if people are to successfully learn the competencies necessary to succeed at the workplace. If people are deficient in social skills, for instance, they will be inept at persuading or inspiring others or leading teams or catalysing change. If their self-awareness is low, they will be oblivious to their own weaknesses (Singh, 2001).

Objective of Study

1. To study whether Emotional Intelligence (EI) is more important for personal success than Intelligence Quotient (IQ).
2. To study whether unlike Intelligence Quotient (IQ), Emotional Intelligence (EI) is also improved.

Research Methodology & Data Collection

Secondary data: Data is collected from various published & unpublished Journal, Articles available in various websites, popular Journal, Text Books etc.

The data has collected from the secondary sources by content analysis methodology and some observations have done by personal interviews, facebook pages, internet surfing, etc.

Review of Literature

EQ impacts one not only outside but also at work. It affects how good, one feels and how much one can achieve and quality and richness of one's relationship (Singh, 2003). Organizations typically involve pressure surrounding deadlines and productivity, and high personal stakes-often an individual's self-identity is wrapped up with his or her perceptions of organizational achievement. Emotions originate from exposure to specific situations. The nature and the intensity of the emotion are usually related to cognitive activity in the form of the perception of the situation. That thought process or perception results in the experience or the expression of a related feeling. Emotions are human beings warning systems that alert them to what is really going on around them. They are also like an internal gyroscope and help keep one on the right track by making sure that he is led by more than cognition.

Emotions are our responses to the world around us, and they are created by the combination of our thoughts, feelings and actions. What is most important is for each of us to learn that we create from our own emotions. Our responses are governed by our thoughts by what we tell ourselves. As we clarify our understanding of our own beliefs and patterns, we learn that we are actually choosing our own lives. We take responsibility for our thoughts, feelings, and actions; we become accountable. Emotion is an 'umbrella term' which includes the situation, the interpretation/perception of the situation and then response or feeling related to the perception of the situation (Goleman, 1995).

Emotional Intelligence: A New Science

Emotions are not only wellsprings of intuitive wisdom; they also provide us with

potentially profitable information every minute of the day. But it is not enough just to have emotions. We have to know how to acknowledge and value feelings in ourselves, how to respond to them appropriately. People who possess such qualities are using emotional intelligence- the ability to sense, understand, and effectively apply the power and acumen of emotions as a source of human energy, information, trust, creativity, and influence.

Research suggests that people with high levels of emotional intelligence (measured by EQ, the emotional-intelligence equivalent of IQ) experience more career success, build stronger personal relationships, lead more effectively, and enjoy better health than those with low EQ. People with high emotional intelligence motivate themselves and others to greater accomplishment. Q-Metrics in San Francisco, working with thousands of executives, managers, and other professionals in the United States and Canada, has developed two nationally norm-tested, statistically reliable measurement instruments- the EQ Map and Organizational EQ Map Profiles- that address emotional intelligence and other dimensions of human intelligence at work (Cooper Robert K, 1997).

The good news is that, by many indications, emotional intelligence is learnable at almost any age. As we form the various characteristics of our own emotional intelligence, we will likely find that we also increase these powers:

- a) Intuition
- b) The capacity to trust and be trusted
- c) A sense of integrity and authenticity
- d) An appreciation of constructive discontent
- e) The ability to find breakthrough solutions in difficult circumstances and make sound decisions
- f) Leadership effectiveness, etc.

Organizational Behaviour

Emotional Intelligence is what gives a person a competitive edge. Even in certain renowned business establishments, where everyone is trained to be smart, the most valued and productive managers are those who have strong traits of emotional intelligence. The lack of emotional intelligence explains why people who, despite having a high IQ, have been such utter failures and disastrous in their professional lives. An analysis of the traits of persons high on IQ but low on EQ yields the stereotype of a person who is critical, condescending, inhibited, and uncomfortable in different atmosphere of the organization of different country. In contrast, persons high on emotional intelligence are as poised, outgoing, committed to other people and worthy causes, sympathetic and caring, with a rich and fulfilling emotional life; they are comfortable with themselves, others and they inhabit social universe so can handle uncertainty smartly (Agrawal et al., 2013).

EQ competencies call for higher levels of trust, confidence and reliance in organizations. The distinguishing feature of trust is that it should be based on 'evidence of experience' and more 'subjective grounds', such as knowledge, affection,

admiration, respect or reverence. It is interesting to note that those who are considered as unreliable and dishonest are also the ones who are perceived as selfish and un-cooperative. A significant relationship has also been found between altruism and trustworthiness. It is generally believed that people who are by and large good can be trusted, whereas those who are known to lay cheat and steal cannot be trusted.

Managerial effectiveness and organizational development require several essential competencies such as increased self-esteem, self-disclosure, self-confidence and receptivity to feedback. EQ offers guidance on how to deal with interpersonal trust. Interpersonal trust is one way to effective interpersonal communication. Employees will not send accurate and open messages to their supervisors unless they trust their supervisors (Bhattacharya and Sengupta, 2007).

Findings and Conclusion

The review of literature reveals that there is a positive relation between EI and organizational behaviour. Employees who have high emotional intelligent level are better able to exhibit organizational commitment. High EI employees are better able to manage their emotion and establish good relationship with their colleagues and hence are able to exhibit organizational commitment. The finding signifies the necessity of attracting and employing highly emotionally intelligent individuals, training them in different levels in order to energize organizational commitment. Organizations now need to realize the benefits of emotional intelligence by cultivating employees who generate the emotional resonance that may make the organization a better work place.

Although all this attention suggests that emotions are an important aspect of organizational life, but it has been found that people's emotions remain, in large part, un-discussable work. The researchers have also found that, far from being irrational, emotional feelings and expressions tend to follow predictable patterns and their antecedents and consequences, through widely varied, are not finite. The purpose of this experimental exercise is to emphasize that emotions are a central, rather than hidden, part of work life. By observing, how emotions are felt and expressed and becoming aware of their own and others' emotional tendencies, people/ employees can increase the chances that their emotions are expressed in ways that enhance individual and organizational effectiveness. Emotional Intelligence has proven a better predictor of future success than traditional methods like the GPA, IQ, and standardized test scores.

Emotional intelligence abilities are vital if people are to successfully develop and maintain good relations and in turn to succeed at workplace. Today, emotional intelligence indeed is considered as valuable predictor to judge the success at work place in terms of behaviour.

The study recommends that the management in organization must focus on emotional intelligence for improving employees' organizational commitment. Emotionally intelligent people are more cooperative and creative and hence are able to display good interpersonal relations which in turn influence the employee's commitment.

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Role efficacy: an important determinant of effective performance

* Dr Rajni Singh

Abstract

As a result of global competition, organizations are facing an intense pressure for becoming more productive. As a result of which there is a lot of exertion on the employees for being more creative and innovative in their job roles but this can be achieved only when the jobs allow them to do so and are properly designed. People having potentially effective roles are likely to have less role stress and are more productive. In other words there must be Role efficacy, which enhances the personal effectiveness of the individuals. For bringing role efficacy some components like flexibility, autonomy, creativity, good relations at workplace, growth, integration of the employee with the job demands etc. are required to be included in the job so that an employee can become more effective. This study can guide practitioners about incorporating the desired components in the job role of the employees with which they can prepare their employees to win the battle.

Keywords: Role Efficacy, Productivity, Win -Win Situation, Personal Effectiveness

Introduction

In the present competitive world, strategists are required to be a step ahead from their competitors. It requires continuous and rigorous search of ways by which both the satisfaction and productivity of the employees can be increased. A person can perform well if he loves his role. Swami Vivekananda in his book titled “Karma Yoga” (1896) discussed that the role which everyone is performing has a direct bearing on his character i.e., if a person is enjoying his role then happiness and satisfaction can be seen reflecting from his face and he would become more effective in his role.

Role has been defined by Pareek as a set of functions that an individual performs in response to expectations of others about the role, as also his/her own expectations. The concept of role efficacy in the Indian context has been introduced by Pareek (1974, 1980, 1986 & 1993). According to Katz and Kahn (1996), an organization can

be defined as a system of roles. Role efficacy can be defined as “the potential effectiveness of an individual occupying a particular role in an organization”, (Pareek, 1987). This effectiveness depicts optimum levels of efficiency and productivity of the concerned person. “Effectiveness is also considered as an attribute representing ones personality in its best form” (Anand, 1981). Herzberg (1968) proposed the need for humanizing jobs and giving more dignity to them by redesigning work. His research suggested that at the time of redesigning the jobs, the job occupiers must be involved in work-related decisions.

Role efficacy is the potential effectiveness of an individual occupying a particular role in an organization. People having potentially effective roles are likely to have less role stress.

Roles, which the employees are required to perform must be designed in such a manner which can provide satisfaction to the employees. Various researches have supported that a satisfied worker is more productive (Judge, Thoresen, Bono, & Patton, 2001) while with low job satisfaction there is a higher probability of quitting (Clark, Georgellis, & Sanfey, 1998), higher absenteeism (Drago & Wooden, 1992) and lower productivity (Mangione & Quinn 1975). Satisfaction level of the employees can be increased by enhancing their role efficacy and bringing more role clarity in their jobs (Yadav. M & Rangnekar.S., 2014). Role efficacy brings job enrichment which further increases both the satisfaction as well as the productivity of the employees (William, Werblow, Jack 2012). Hence role efficacy must be adopted as a competitive strategy by the organizations for reaping the fruits of success.

Research Methodology and Design

Present research has been conducted on the middle level employees working in different FMCG organizations with an aim to find out the important factor affecting their role efficacy and hence their personal effectiveness. A sample of 64 middle level managers from different FMCG organizations has been taken. The research design of this study is descriptive. Data has been collected through questionnaires which were filled either through one to one meeting or through emails. KMO and Bartlett's Test has been conducted to check the reliability of the sample. Cronbach's Alpha has also been checked to find out the reliability of different variables. In order to extract the important factors affecting role efficacy of an employee, factor analysis has been done.

Analysis and findings

Factors like pro-activity, challenges, flexibility, autonomy, creativity, communication, super-ordination, helping relations, control, power, growth, role loyalty, dependence of role and integration have been taken for the study. All these factors are discussed in detail in the Discussion section. It was assumed that to increase the efficacy of an employee his role is required to have all the above mentioned factors. “Factor analysis” has been done to identify the most relevant factors for increasing the role efficacy of an employee.

Factor Analysis is a commonly used data/ variable reduction technique. This multivariate statistical technique is used for three primary reasons-to reduce the number of variables from large to small, to establish underlying dimensions between measured variables and constructs and to provide construct validity evidence.

KMO & Bartlett's Test of Sphericity has been done to measure the sampling adequacy. In most academic and business studies, KMO & Bartlett's test play an important role for accepting the sample adequacy. Result shows that the sample is adequate.

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.524
Bartlett's Test of Sphericity	Approx. Chi-Square 465.289 df 105 Sig. .000

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.751	15

Table4: Component Matrix^a

	Component				
	1	2	3	4	5
PR	.864				
CH	.826				
FL	.772				
AT	.567				
CR	.542				
CN					
SO					
HR		.765			
CO		.668			
PW		-.562			
PS			.599		.506
GR	.516		-.591		
RL			-.587		
DR				.516	
IN					.536

Extraction Method: Principal Component Analysis.

a. 5 components extracted.

PR=pro-activity, CH=challenges, FL=flexibility, AT=Autonomy, CR=creativity, CN=communication, SO=super-ordination, HR=helping relations, CO=control, PW=power, GR=growth, RL=role loyalty, DR=dependence of role, IN=integration

Table:3 Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.901	26.005	26.005	3.901	26.005	26.005
2	2.193	14.623	40.628	2.193	14.623	40.628
3	1.635	10.899	51.527	1.635	10.899	51.527
4	1.334	8.897	60.424	1.334	8.897	60.424
5	1.154	7.695	68.119	1.154	7.695	68.119
6	.885	5.899	74.018			
7	.846	5.637	79.655			
8	.805	5.365	85.019			
9	.636	4.241	89.260			
10	.516	3.442	92.702			
11	.434	2.896	95.598			
12	.290	1.933	97.531			
13	.251	1.672	99.203			
14	.097	.648	99.851			
15	.022	.149	100.000			

Extraction Method: Principal Component Analysis.

Discussion

In this paper perception of middle level managers about different aspects of role has been studied. KMO value measured is 0.054 which shows the reliability of the sample size. According to Terre Blanche, Durrheim & Painter (2006), a rule of thumb of 0.75 is set as an acceptable level for the Cronbach alpha. Cronbach alpha for all the 15 variables taken comes 0.751 which shows the reliability of all the variables. 5 factors have been extracted after doing factor analysis. These are role enrichment, role impact, role prompt, interdependence of role and integration. These five factors are required to be included in the role of an employee for increasing their role efficacy. The more of these factors are there in a role, the higher is the efficacy of the role likely to be. Increased role efficacy ultimately increases the performance of the employees. These five factors are as follows-

1. **Role enrichment-** A job role can be enriched by increasing pro-activity, challenge,

flexibility, autonomy, creativity and growth in the job design.

- i) **Proactivity-** When the job role of an employee allows him to take initiatives and decisions on his own then he can become more proactive. If a person likes to take initiative but has no opportunity to do so in his present role in the organization, his efficacy will be low. If such an employee gets a chance of taking initiatives then he can be more effective in his role. When people know all details of their position in the organization, they find it comfortable to take responsibility for their actions and become proactive, (Mahfuz, 2011).
- ii) **Challenge-** Nowadays employees also want challenging jobs on which they can prove their talents. If the role has challenges then it can become a source of inspiration to the employee.
- iii) **Flexibility-** Job roles must have some sort of flexibility for empowering the employees. Various researches supports that roles with flexibility enhances effectiveness of the employees.
- iv) **Autonomy-** Freedom to perform duties and responsibilities is needed in a job for being effective in a particular role.
- v) **Creativity** - A role must also provide an opportunity to the employees for being creative and must give the freedom to try new and unconventional ways of solving problems. If the role does not allow any time or opportunity to be creative, efficacy of the employee is bound to be low.
- vi) **Growth-** Growth is an important element of a job, if an employee understands that he is going to learn some new skills in his current role which are beneficial for his future advancement and growth then his role efficacy would be increased.

2. Role impact-

- i) **Helping relations-** This dimension measures feelings of an individual of helping others and also aspiring for taking help from others. It is a two way relationship of give and take. If helping relationship is high in the organization then it contributes to an increased role efficacy. Such mutuality should exist in all the relationships including the boss and the employees. Manshor, Fontaine and Chong Siong Choy (2003) in their study revealed the sources of occupational stress among Malaysian managers working in multinational companies (MNCs).It was found that workloads, working conditions, and helping relationship at work were the main concern of the managers that lead to stress and low role efficacy at the work place. If the employees get helping relationship at the workplace then they develop a good perception about the organizational climate which increases their role efficacy thereby reducing their role stress (Deepti Pathak,2012)
- ii) **Control** - In general, if people in an organization gain control over the tasks to be performed by them and can control or handle the working environment of the company then their efficacy are likely to be higher compared to situations where they either deny

having such problems or refer them to their higher officers.

3. **Role prompts problem solving-** This dimension measures the perception about the capacity of an individual for solving problems. Managers have now become more empathetic and have started providing their employees a better solution to their problems with greater time flexibility and other arrangements required for managing their life schedule. Quantitative studies showed that these new arrangements, together with employer high expectations and workers' job insecurity resulted in increased role efficacy (Moen, Lam, Ammons, & Kelly, 2013; Perrons, 2003). A role occupant is required to be empathetic and must have high score on confrontation.
4. **Interdependence of Role-** Katz and Kahn (1978) an individual's effectiveness is shaped by other members of the system. Linking one's role with others' in the organization increases efficacy. If there is a joint effort to understand problems and find solutions etc, efficacy of the various roles involved is likely to be high. Similarly, if a person is a member of a task group that set up for a specific purpose, his efficacy (other person works without any linkage with other roles) reduces role efficacy. Kahn, Wolfe, Quinn, Snoek, and Rosenthal, (1964) and French and Caplan (1970) found that mistrust of coworkers is positively related to high role isolation and low job satisfaction.
5. **Integration-** When role provides an employee an opportunity for using his strength, experience, technical training and special skills, then his role efficacy is likely to be higher. This is called role integration. Such integration can provide a platform where employees can give their best performances. On the other hand, if there is a distance between the self and the role, role efficacy is likely to be low. Kahn and Quinn (1970) suggested that in the absence of role integration, role overload is likely to occur.

Conclusion

As long as the person enjoys his work he can show true colors of his performance. Role of an employee plays a very important part in his personal effectiveness. Present research concludes that role efficacy of an employee can be increased by including various components like pro-activity, challenge, flexibility, creativity, growth, role loyalty, role power, problem solving, helping relations and dependence of role. People wanted to utilize their full potential which can be done with the help of an enriched role. According to Pareek (1993) the role systems of role space and role set are significant from an employee's point of view. Role Space is the dynamic inter relationship, both between the self and the various roles an individual occupies. Herzberg (1959) also emphasized in his two factor theory that role is one of the biggest motivator for an employee. Job descriptions are required to be revised if the companies wanted to

increase the satisfaction, performance and the effectiveness of their employees (Smith, Kendall and Hulin, 1969).

Managerial implications- This study can encourage the managers for increasing the role efficacy of their employees. Present paper explored the important factors needed to be included in the role of an employee. Various researches also support that if the role of employees is enriched only then they are satisfied and work with their full potential (Spring 2012).

Organ (1988) explained that practicing managers endorse thinking that satisfaction with role and job increases willingness to do 'little extras. Managers must realize this and must start working on redesigning the roles of their employees for increasing their role efficacy.

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Measuring Brand Power through Brand Image and Customer Satisfaction in Two Wheeler Automobile Industry

*Prof. Dr. Rajeev Kumar Shukla

Abstract

Due to the rapid changes in the global market and the increased competition experienced between firms, “Brand Management” has become more important. Good brand management brings about clear differentiation between products, ensures consumer loyalty and preferences and may lead to a greater market share

India is the second largest producer of two-wheelers in the world. In the last few years, the Indian two wheeler industry has seen spectacular growth especially driven by the youngster's preferences for latest technology, variety and stylish look motorbikes. Customers of Two Wheelers are also getting multiple options to choose their product or brands by considering quality and other features due to presence of competitive brands in the market and managing brand is really a challenge for brand managers.

The purpose of present study was to identify the perceived brand image by customer, how brand image affects the purchase decision for two wheelers, Brand loyalty of customers and their overall satisfaction with brand. For identifying this, a survey was done using questionnaire having required. Respondents were selected randomly for this purpose both from urban and rural locations and spread in demographic characteristics.

Findings of the study revealed brand wise significant difference in customer's perception towards Brand Image and Brand Loyalty for different brands of Two Wheelers. However, there was no significant difference observed in satisfaction level of customers towards their owned brands of Two Wheelers.

Key words: Brand image, Customer Satisfaction, Two Wheeler, Brand Image.

Introduction

Due to the rapid changes in the global market and the increased competition experienced between firms, “Brand Management” has become more important. Good brand management brings about clear differentiation between products, ensures consumer loyalty and preferences and may lead to a greater market share. Aaker (1991) is of the view that establishing and managing brand should not be taken to be the core operating target for most industries but should also be seen as a source of competitiveness.

In other words, value is added to a brand when the brand is able to compete

successfully with other brands.

There are three components to a brand image: attributes, consequences and brand personality. It is perhaps more inclusive to think of a brand's image as encompassing all the associations that a consumer has for that brand: all the thoughts, feelings and imagery—even colors, sounds and smells that are mentally linked to that brand in the consumer's memory. Attributes means qualities or functions or advantages of a particular brand. A brand is known by its attributes i.e. the qualities it offers. Attributes affect the brand image i.e. a product or brand with lot of advantages in comparison to its nearest substitute is considered more suitable. Thus it enhances the brand image. Then comes the consequences, consequences mean the effect of the product. The product or brand which gives ultimate good result is considered good brand. Thus, consequences also affect brand image. Last component of brand image is brand personality. Brand personality includes associations with particular characters, symbols, endorsers, life styles and types of users. Together, such brand personality associations create a composite image of a brand. It gives the brand a sense of human; it makes you feel a brand as a person. Thus it is characterized as adventurous, head strong, undependable, excitable etc. Brand image is an important tool for making effective sales. Brand image builds the confidence in customers. A product which owns high brand image always has an advantage in comparison to products with low brand image. Thus, brand image can be described as impression of brand in the eyes of customers.

Indian Two-Wheeler Industry

India is the second largest producer and seller of two-wheelers in the world.

Majority of Indians, especially the youngsters prefer motorbikes rather than cars. Capturing a large share in the two-wheeler industry, bikes and scooters cover a major segment. Bikes are considered to be the favorite among the youth, as they help in easy commutation. Large variety of two wheelers is available in the market, known for their latest technology and enhanced mileage. Indian bikes, scooters and mopeds represent style and class for both men and women in India.

Due to the growing middle class and overall standard of living, the demand for commercial and private vehicles has gone up. The overall domestic automotive wheelers dominate the market with sales of 11.7 million.

Demand Drivers

The demand for two-wheelers has been influenced by a number of factors over the past five years. The key demand drivers for the growth of the two-wheeler industry are as follows:

1. Inadequate public transportation system, especially in the semi-urban and rural areas.
2. Increased availability of cheap consumer financing in the past 3-4 years.
3. Increasing availability of fuel-efficient and low-maintenance models.
4. Increasing urbanization, which creates a need for personal transportation.
5. Changes in the demographic profile.

6. Difference between two-wheeler and passenger car prices, which make two wheelers the entry level vehicle.
7. Steady increase in per capita income over the past five years and
8. Increasing number of models with different features to satisfy diverse consumer needs.

Two wheeler companies in India

In Indian market Hero MotoCorp, Honda Motorcycle & Scooter India (HMSI), TVS Motor Company and Bajaj Auto account for over 90 % of the industry sales (90.36 per cent in 2015 and 91.08 per cent in 2014). The other key players in the two-wheeler industry are India Yamaha Motors, Royal Enfield, Mahindra Two Wheelers, Suzuki Motorcycle India, Piaggio Vehicles, Harley-Davidson Motor Company India, India Kawasaki Motors and Triumph Motorcycles India. Company-wise Two-Wheeler sale for year 2014 and 2015 are given in Table 'A'.

Table 'A' Comparative sales of Two-Wheeler in 2014 and 2015

Two-Wheeler sales in India in 2015			Difference	
Company	CY 2015	CY 2014	Units	Growth (%)
Hero MotoCorp	62,96,920	64,44,542	-1,47,622	-2.29%
Honda Motorcycle & Scooter India	43,14,558	41,72,717	1,41,841	3.40%
TVS Motor Company	21,48,025	20,82,676	65,349	3.14%
Bajaj Auto	18,09,612	18,85,263	-75,651	-4.01%
India Yamaha Motor	5,94,608	5,66,749	27,859	4.92%
Royal Enfield	4,44,527	2,96,380	1,48,147	49.98%
Suzuki Motorcycle India	3,28,423	3,37,620	-9,197	-2.72%
Mahindra Two Wheelers	1,50,927	1,94,516	-43,589	-22.41%
Piaggio Vehicles	27,830	26,998	832	3.08%
Harley-Davidson Motor Company India	4,445	4,080	365	8.95%
India Kawasaki Motors	1,312	851	461	54.17%
Triumph Motorcycles India	1,135	1,055	80	7.58%
TOTAL	1,61,22,322	1,60,13,447	1,08,875	0.68%

(Courtesy - 'India Sales Analysis Cy2015: Two-Wheelers'.
<http://www.autocarpro.in>)

Overall domestic sales of two-wheeler industry, including all categories was 1,61,22,322 units in 2015 over total sales of 1,60,13,447 units in 2014. Thus, year-on-year growth of 108,875 units (0.68 percent) registered. The comparative yearly sales show that substantial downfall in domestic demand for products of Hero Moto Corp and Bajaj. Royal Enfield and Honda Motorcycle & Scooter India (HMSI) were the biggest gainers. Market share of Mahindra Two Wheelers (MTWL) and Suzuki Motorcycle India (SMIL) declined, whereas mild improvements in sales of TVS Motor Company and India Yamaha Motor and Piaggio Vehicles observed. Further, it has been observed that demand for premium motorcycles in India is increasing. Harley-Davidson Motor Company India, India Kawasaki Motors and Triumph Motorcycles India recorded substantial sales growth.

Brief Review of Literature

Kotler et al 2005, defined a brand as “a name, term, sign, symbol, design or a combination of these that identifies the makers or seller of the product or services”. According to Kapferer 2004, a brand is a name that has the power to influence a buyer. He went further to say that this influence could be as a result of a set of mental association and relationship built up over time among customers or distributors. Brand image is referred to as consumer perception about the brand or how they view it. Brand image is also seen as “a symbolic construct created within the minds of people and consist of all the information and expectations associated with a product or service”. (Keller,1993)

Brands are highly regarded as an important source of capital for most business. The term brand has different meaning attached to it; a brand can be defined as a name, logo, symbol and identity or a trademark. Prasad and Dev, 2000 also states that a brand can be seen to include all tangible and intangible attributes that a business stands for.

A powerful brand will enhance a customer's attitude strength of the product association of a brand. Attitude strength is developed by experience with the product. According to Keller 1993, customer awareness and association influences inferred attributes, perceived quality and finally result to brand loyalty. He went further to say that the advantage of this dimensionality of customer-based brand equity is that it allows marketing managers to study how their marketing programs enhance their brand values in the minds of customers.

Many researchers (Aaker 1991&1996, Keller 1993, Lasser 1995, Yoo & Donthun 2001, Prasad & Dev. 2000 etc) have been interested in the concept and measurement of brand equity because of the necessity in today's marketplace to develop, maintain and use product branding to acquire a certain level of competitive advantage.

(Aaker 1991) defined Brand loyalty as “the attachment that a customer has to a brand”. It can also be seen as consumer's preference to purchase a particular brand in a product class and this could be as a result of the consumer awareness about that particular brand.

According to De Chernatony and MacDonald, 2003, a brand goes beyond physical constituents and what it stands for, it has some additional attributes which although

maybe intangible but are still important to consumers consideration. A brand has an added value which differentiate it from a product (Doyle 2002, De Chernatony and MacDonald 2003, Jones and Slater 2003).

Objectives of Study

The main objective of research is to analyze how the brand image affects the customers purchasing decision and satisfaction with two wheelers. Other objectives of the study are

- To know customers perceived brand image of two wheelers.
- To identify factors influencing brand image and purchase decision for two wheelers.
- To know whether brand image affects the purchasing decision of consumers for two wheelers.
- To identify relationship between brand image of two wheelers and customer satisfaction

Hypothesis:

Following hypotheses were stated for the study and tested at 5% level of significance.

H₁: Brand wise there is significance difference in customer satisfaction for two wheelers.

H₂: Brand wise there is significance difference in customer perception for brand loyalty of two wheelers.

H₃: Brand wise there is significance difference in customer perception for brand image two wheelers.

H₄: There is significance difference in perception of rural and urban customers for satisfaction of two wheelers.

H₅: There is significance difference in perception of rural and urban customers for brand loyalty of two wheelers.

H₆: There is significance difference in perception of rural and urban customers for brand image of two wheelers.

Research Methodology

Type of research - Descriptive research

Sampling type - Non-probabilistic Convenience sampling

Sampling Size - Data collected from 199 respondents

Sampling Unit - Two wheeler automobile users of brands Hero Honda, Bajaj, TVS, Yamaha and Honda(Activa).

Data Collection

Secondary Data

Books, Internet web sites, Magazines, Journals etc used as source for secondary data collection.

Primary Data

Primary data for the study collected through self structured questionnaire comprising of 14 statements. Reliability of questionnaire has been checked with the help of Cronback alpha. Its value has been found to be 0.776. Validity checked with the help of experts in the field.

Tools for Data Analysis: Mean, Standard Deviation, ANOVA (Analysis of Variance).

Analysis and Interpretation:

Table 1 Respondent Profile

Age	Number of Respondents	Percentage
18-25 years	119	59.8
25-40 years	66	33.2
Above 40 years	14	7.0
Gender		
Male	134	67.3
Female	65	32.7
Location		
Urban	116	58.3
Rural	83	41.7

Age	Number of Respondents	Percent
Income		
< 10000	38	19.1
10000-20000	67	33.7
> 20000	94	47.2
Education		
Higher Secondary	38	19.1
Graduate	95	47.7
Post Graduate	66	33.2
Brand		
Hero Honda	100	50.2
Yamaha	4	2.0
Honda	38	19.1
18-25 years	119	59.8
25-40 years	66	33.2
Above 40 years	14	7.0
Bajaj	20	10.1
TVS	37	18.6

Respondents profile is exhibited in Table 1. 67.3% of respondents were male and 32.7% were female. Urban respondents were 58.3% and rural respondents were 41.7%. 59.8% of the respondents were of the age group 18-25 years, 33.2% of respondents were of the age group 25-40 years and 7% of the respondents were of the age group above 40 years. Education wise 47.7 % of respondents were graduate, 33.2% were post graduate and only 19.1% of the sample was having Higher Secondary qualification. 47.2 % of the respondents were in the income group of above Rs 20000 per month, 33.7% were in the group of Rs10000-20000 and only 19.1% have earning less than Rs10000.

In the sampled data majority of respondents were having Honda Brand Two Wheelers.. The respondents having Hero Honda Brand were 50.3%, Honda (Activa) 19.1%, TVS 18.6% and only 10.1 % having Two Wheeler of Bajaj brand

Table 2: Overall Mean and Standard Deviation for Brand Image Attributes

	Mean	Std. Deviation
My Two wheeler is powerful.	4.1156	.72593
It is stylish.	4.0153	.69755
It is maintenance free.	3.9899	.73161
It is fuel efficient.	3.9347	.76591
It has good resale value.	3.7990	.93733
It is reliable.	4.1608	.66989
It is aesthetic in look.	4.1407	.65928
Its Brand name is familiar to me.	4.3920	.73659
the price is reasonable.	3.9697	.90070
Availability of service centre.	4.2814	.72558
Satisfaction with Brand.	4.3216	.64125

It is shown in **Table2** that most of the respondents were agreed that their two-wheeler is Powerful and Stylish. Respondents were consistent in their opinion. Findings of the study confirms the brand management practices of Two Wheelers, as today, companies are concentrating more on designing their vehicles to appeal large base of consumers, particularly in environment of stiffer competition. All the leading automobile companies are spending continuously in their Research and Development to bring the latest designs to their customers.

It was also observed that respondents were quiet consistent in their opinion and agreed on Fuel Efficiency, Reliable, Maintenance free service and Availability of Service Centers as major determinants of their two wheelers brand image. However difference in opinion found for resale value of different brand of Two Wheelers Many of the respondents agreed that their Two Wheeler has a good resale value while many others disagreed.

Most of the respondents have expressed that Brand name of their Two Wheeler is familiar and they appreciated aesthetic look of their owned brand of Two Wheeler. The reason might be due to higher level of Brand loyalty towards particular Brand or frequent exposures to advertisements of two wheelers or ease of availability. Also the competition in two wheeler industry is getting stiffer and stiffer day by day so the companies are giving more importance to look apart from other features as a result consumers have a wide variety of options to choose.

It was also observed in the study that most of the respondents were somewhat satisfied with the prices of their Two Wheelers. However, somewhat difference in opinion might be due to availability of less priced other Brands of Two Wheelers having more or less the same features. However, overall satisfaction level with existing brand of Two Wheeler was found to be very high.

Table 3: Mean and Standard Deviation for Brand Loyalty Attributes

	Mean	Std. Deviation
I would recommend this brand to others.	4.3568	.65778
I will not switch to another brand for Two Wheeler if purchased in future.	3.3015	1.24704
I will prefer other products of same Brand.	4.4523	.66400

It is shown in **Table 3** that respondents were consistent in their opinion and agreed that they would recommend their brand to others and will prefer other products of the same brand. It shows they are satisfied with their brand, and are more brand loyal. However many were indecisive and inconsistent in their opinion that they will not switch to other Brands of Two Wheeler in the future. The reason for confusion might be non clarity for purchasing any Two Wheeler in future or they have no plan yet and will be decided when the need for purchase arises.

Table 4: Brand Wise Mean and SD for Brand Image, Brand Loyalty and Satisfaction

		Mean	Std. Deviation
Brand Image	Hero Honda	4.1710	.37987
	Yamaha	4.3000	.64807
	Honda(Activa)	4.0155	.54060
	Bajaj	3.9250	.39320
	TVS	4.0135	.38381
Brand Loyalty	Hero Honda	4.1833	.61111
	Yamaha	4.2500	.50000
	Honda(Activa)	3.9211	.70789
	Bajaj	3.8333	.71328
	TVS	3.8468	.58052
Satisfaction with Brand	Hero Honda	4.3600	.67450
	Yamaha	4.2500	.95743
	Honda(Activa)	4.4474	.50390
	Bajaj	4.0000	.79472
	TVS	4.2703	.50819

Table 5: Brand Wise Analysis of Variance for Brand Image, Brand Loyalty and Satisfaction

		Sum of Squares	df	Mean Square	F	Sig.
Brand Image	Between Groups	1.804	4	.451	2.529	.042
	Within Groups	34.600	194	.178		
	Total	36.404	198			
Brand Loyalty	Between Groups	5.001	4	1.250	3.107	.017
	Within Groups	78.062	194	.402		
	Total	83.063	198			
Satisfaction with Brand	Between Groups	2.935	4	.734	1.814	.128
	Within Groups	78.482	194	.405		
	Total	81.417	198			

It can be Interpreted from **Table 5** that Brand wise there was significant difference in customers perception for Brand Image and Brand Loyalty towards Two Wheelers. However, there was no significant difference observed in satisfaction level of customers towards their owned brands of Two Wheelers. So hypothesis H_1 is rejected and hypotheses H_2 and H_3 are accepted. Findings of the study show that customer's perception towards Brand Image of Two Wheelers varies as they have distinct feature requirements and gives importance to the features according to their requirements.

It was found that the Brand image of Yamaha and Hero Honda have relatively higher than the brands of Bajaj and TVS Two Wheelers. It might be due to difference in perception regarding Resale value, Fuel efficiency, Power and Availability of After sales services. Similarly customers of Yamaha and Hero Honda Two Wheelers have shown relatively higher level of brand loyalty than other brands.

Customers of Honda Activa were found to be highly satisfied with their Two Wheelers overall performance. Overall satisfaction level of other brands was also relatively high and there was no significant difference observed. Findings reflect that brands under study have substantial market share with brand loyal customers.

Conclusion:

The Indian two wheeler automobile industry is witnessing a continuous growth. There are many brands available in Indian two wheeler automobile industries which are competing with each other on the basis of product features to attract the consumers. Consequently customers are also getting multiple options to choose their brand by considering Quality and other

features.

The purpose of this study was to test empirically the conceptualization of consumer evaluation of brand image, loyalty toward Brand, the overall satisfaction level of customers with their brand. How Brand image influence the purchase decision for two wheelers among customers. To analyze the preference of consumers in automobile industry on the basis of brand image, product features and specifications such as fuel efficiency, style and design, price and resale value, power, durability, maintenance cost, additional features and technology used. To know whether there is any difference in perception of rural and urban customer towards Brand image, Brand loyalty and their satisfaction level and also to know is their gender wise difference in perception for the same.

Findings of the study will help the Brand managers of Two Wheelers to know how their brands are being perceived by existing and potential users and how the image of brand could be shaped for targeted market segment.

Findings of the study would also help the brand managers and marketers in taking efficient and effective measures to persuade the customers for their creative addition to the existing attributes of the product. It might be technological change in product or may be change in style, shape or in design. Findings would help Manufacturers in the sense that they would be well informed about the dimension of desirable product attribute and quality emphasized by customers for taking their purchase decision. Brand loyalty among customers can be improved by providing various promotional programmers, including providing information regarding maintenance of their two wheeler and by providing information regarding upgradation of their model through exchange programs

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Organizational Intervention Plan For Automation Of SMEs: Case Study Gisitca

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Abstract

This study has aim to identify the main causes of a bad work environment with a high rate of turnover. The objective is to propose an intervention plan to increase the participation, commitment and employees proactivity. This job is performed with a case study with the quantitative paradigm, transversal and exploratory; the selected sample is from a PYME dedicated to automation power services. For it is based on the model of situational leadership Hersey and Blanchard, in addition to job satisfaction survey NTP213.

Key words: Empowerment, organizational intervention, leadership, automation PYME

JEL: M140, M190, L890

Introduction

In recent years, several associations and public institutions in Mexico have been concerned about supporting the creation of small and medium enterprises (SMEs) which are the main source of employment in the country with 72%. It has been worrying the failure rate of these companies in their early years and alarming life expectancy, as indicated by the National Institute of Statistics and Geography (INEGI, 2015) who mentions that 64% in 10 service companies survive the first year and has a life expectancy of 8 years at birth. The probability decreases as they are older enterprises and life expectancy tends to increase with increase in size. Such companies have a mature age of 20 years and a range of employees from 31 to 100; 65% only remain alive

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CONDUSEF (2013) states that the most common mistakes made by SMEs and that can be very costly to them is the lack of a strategic analysis. Mismanagement and the dreaded incompetence of the administrator, who usually is the owner, and who fails to take over the business because often undertakes the business and makes decisions according to his gut feeling, also is not prepared to have his staff. That is, no lead in his own company.

This study aims to propose a plan of action to increase participation, commitment and proactivity of employees of family through SMEs automation service provider - GISITCA case study.

This research consists of six sections, the first is the background and origin of the problem is described. The second is delimited and defined the problem. In the third the realization of this project is justified. In the fourth the methodology used to support research is established. In the sixth diagnostic results are analyzed and the intervention plan is designed. And seventh section the conclusions and recommendations arise.

This research consist of the background origin and definition of the problem and its justification followed by methodology used, diagnostic result analysis, design of intervention plan and faculty conclusion and recommendations.

Background of the problem

Family businesses are the most common organization type in the world. In fact, most of the large companies were born as a family business (Lee, 2004). In Mexico micro, small and medium enterprises (SMEs) are the backbone of the country's economy since they are the main source of job creation, that is according to data provided by the National Institute of Statistics and Informatics (INEGI): of the 4 million 15 thousand companies, 99.8% are SMEs which correspond to 52% of GDP and 72% of jobs in the country (PROMEXICO, s.f.) Belausteguioitia (2003) mentions that in Latin America 9 out of 10 companies are family based which dominate most of the industries and are led by their founders (e.g. Grupo Carso, FEMSA, Televisa, etc.).

A determining factor in the growth of SMEs is the role of leader, who must direct the course of the company and to overcome the difficulties that may arise. Usually, the founder of the company and owner is its leader who exerts a paternalistic leadership style. He decides everything about the business and is responsible for the success or defeat of this. He must overcome luck in a sea of uncertainty of a globalized market, where technology has changed the way production and marketing of products take place. Given this scenario, companies and especially SMEs require leadership that is an agent of change (Belausteguioitia, 2003).

SME Integrator Group of solutions and technological innovations control systems, enhancement and automation (GISITCA) is a Mexican company founded in 1999. It specializes in the design, development and manufacturing of control systems and

power while systems integration PLC-based automation is oriented primarily to serve the electricity sector of the domestic industry. Currently its workforce is made up of 45 people.

Since its inception, GISITCA has been characterized as a leader in the research and development of new and better technologies to help promote and ensure excellent quality of products and services for the proper functioning of industries through studies, analysis and engineering design; implementing appropriate and necessary equipment that requires the client to a high degree of reliability in the management of its electricity. In 2011 GISITCA and Casas Co. created GC Power to offer its services to the US industry, based in Houston, TX.

Currently the company is in the process of expansion. However, since late 2014 it has been detecting deterioration in the working environment, causing an increase in turnover, which is an alarm signal for the directors. Middle level managers with extensive experience have left the company, being affected by delays in the completion of projects. In turn, there is an overload of work on new personnel which causes discomfort and tension in the team.

Defining the problem

GISITCA is currently facing a major turnover and increased operational controls that can be detrimental to the economy of the company. Also the company is about to face a potential growth due to the approval of the energy reform. However, it must be prepared efficiently. Thus, the following research question arises:

How to improve the participation, commitment and proactivity of employees?

Justification

Until the energy reform of 2013, the contribution of the private sector in the electricity sector was only allowed in the form of Independent Power Producer (IPP) and self-sufficiency. This means that after covering the needs of the generator, it can sell the surplus energy only to the Federal Commission of Electricity (CFE). Only in 2011 the IPPs accounted for 29.1% of gross electricity generation (CFE, 2012). With energy reform it is expected that to have an increase in energy infrastructure through private initiative. The above will result in increased demand for automation in this sector. In turn, participation of foreign companies is expected in supply service, representing that GISITCA will compete with them.

With a proper intervention, it is expected to commensurate direction according to the challenges that it faces, promoting a better work environment, reducing turnover by having employees committed to the goals of the company with greater participation and initiative.

Conceptual framework:

A. Concepts

For Tannenbaum, Weschler & Masarik, (1964) leadership is the interpersonal influence exercised in a situation and directed through the communication process towards achieving a target or targets (quoted in Yukl, 1994, p. 2). Hersey, Blanchard and Johnson (1998, p. 99) argue that leadership is the process of influencing the activities of an individual or group in efforts to reach a goal in a certain situation (quoted in Sánchez, 2010, p. 26). Jacobs and Jaques (1990) define leadership as a process of providing a purpose to the collective effort, and cause based on the willingness to achieve this effort (quoted in Yukl, 1994, p. 3).

This document describes the ecliptic concept of leadership which is used as the process of influencing an individual or group who, using their skills and expertise strive to meet the objectives of the organization.

B. Review of theories

1) Situational leadership

Paul Hersey and Ken Blanchard developed the theory of situational leadership in 1969. It is an important intuitive model in the situational approach to leadership effectiveness. It is the best known model used by managers in the US industry, because it can be applied in any situation where a person influences another leader (Sanchez, 2010).

The basis of situational leadership is the relationship between the type of leadership that a leader exerts and the degree of support that gives to the contributor. Likewise, it is the level of development that the employee exhibits to an activity for individual or group specific target. This provision may vary depending on the assignment. For example, a seller may have a high level of development for sales calls, but not to write proposals for clients. This means that the leader provides a great direction and supervision in developing proposals and little guidance and help in the calls (Benavides, 2004).

Little or excessive oversight negatively affects the development of individuals. It is necessary that the manager adapts leadership style according to the development which has contributor, being the essence of situational leadership (raised in the 60s). In situational leadership II (updated in 2007), it assumes that individuals can and want to develop, but there is a leadership style that encourages development. Leadership must fit the situation (Blanchard, 2007). Situational leadership defines four quadrants that establish the kind of maturity employee and leadership style to be applied: Direction (S1), training (S2), support (S3) and delegation (S4). See Figure 1.



Figure 1. Leadership styles

Source: Blanchard (2013)

Development levels are classified as enthusiastic beginner (D1), disillusioned learner (D2), capable but cautious performer (D3) and self-reliant achiever (D4). Their characteristics are shown in Figure 2 (Blanchard, 2007).



Figure 2. Levels of development

Source: Blanchard (2013)

The meaning of the curve, from the perspective of the leader, is that according to the type of development or disposition of the employee (or group) to a target, a type of leadership will be applied as appropriate, as shown in Table 1.

Table 1. Types of leadership by level of development

Level of partner development		Leadership to use
D1: Little competition Much commitment	→	S1: LEAD Structuring, control and monitor
D2: Some competition Less commitment	→	S2: INSTRUCT Explain, guide and ask for suggestions
D3: Competition average to high Variable commitment	→	S3: SUPPORT Recognition, listening
D4: High competition High commitment	→	S4: DELEGATE Responsible decisions but giving support when needed

Source: Adaptation from Blanchard (2013)

The level of competence of an employee increases when strikes a target. The leader should begin his task of instructing or supporting until maturity of staff and their level are raised from moderate to above average. At this point the partner is motivated and committed, so the support of the supervisor requires not be the same and this will decrease, increasing the responsibility on the individual, this being a positive indicator of confidence (Benavides, 2004).

Empirical review: Who has done similar research?

Cortes (1999) argues that among all major leadership approaches such as trait theory, behavioral, contingency, it stands the theory of situational leadership proposed by Hersey and Blanchard, which is the most widely used in business. In the academic

field, it is challenged by scarce empirical evidence to validate their hypotheses and are not consider important situational factors beyond the maturity of employees (Northouse, 1997; Yukl, 1989). This, combined with the research instruments that are copyrighted, may be a reason why there are little empirical investigations of cases (even more in Mexico) that make use of situational theory II of Blanchard and the existing use adaptations of instruments. It is still rarer to find studies on automation of electricity companies.

A study enabled as determinants in the management of Human Resources in service companies that incorporate systematically new technologies, can be cited. It is a case study in the Valencian community which deals with the charges in companies using technology and human resources as set of policies that contribute to improvements in performance of service companies using technology. HR must ensure loyalty and belonging of employees and monitor employee performance. Among its results obtained is the difference between the public and private sector, with the public sector having an autocratic leadership with poor management autonomy (Dominguez, 2008)

In Veracruz a diagnostic study was conducted to determine the leadership profile of the manager and his collaborators in the operational management of a chemical company, using the model range Bass and Avolio. It uses the instruments proposed by these authors as multifactor leadership questionnaire. Among the findings highlighted there is an organizational and preponderantly transformational leadership. (Garcia, 2013).

Methods

To obtain data of first level of development an interview with the director was taken and the project scope was established. Below is a guide of questions that was conducted to later meet with key personnel at all levels: administrative and operational. The sample was determined on the criterion of discrimination the years of seniority: less than 1 year, 3 to 5 years and 10 years and older. Subsequently a non-participant observation was conducted to gain insight into the working environment and identify their most obvious characteristics.

An adaptation proposed by Hersey and Blanchard to determine the situational leadership style instrument was applied. The sample size was 10 of people, which represented the entire management and control and were classified as follows: managers and area managers. A work plan was agreed with the CEO, with revised and suggested amendments to facilitate understanding of the questionnaires and protect the confidentiality of respondents, preserving the original format to meet the desired objective. To all personnel it was applied the instrument 213 NTP: Job satisfaction: evaluation survey from the Minister of Labor and Social Affairs of Spain, to determine the perception of workers about their work and providing clues about the motivational profile of subjects.

With the data obtained, the diagnostic tool called Pareto chart was applied to identify the main causes generating this problem.

Analysis of results

A. Diagnosis

As a result of the interviews, observation and surveys of all staff, then the characteristics of the current situation of the company are listed:

- 1) Workers are limited to doing what is asked of them and not go beyond, that is, they are more reactive than proactive.
- 2) Some employees both in key positions and technical positions are in a state of comfort, because they know that regardless of the results they receive their salary and bonuses.
- 3) Employees do not put on the company shirt, do not seek the common good, and only care to see what are given to them.
- 4) For employees it is not clear or easy to understand the rules and guidelines of the company for perceived injustices among staff.
- 5) In the offices it is common for employees to misunderstand and abuse the freedom and confidence of the leadership style of the company.
- 6) In the daily work there are employees who do not respect the work schedule and company standards because the sanctions are not executed.
- 7) The leadership has not been established in some cases because they take away authority (the manager decides and another senior officer arrives and says otherwise)
- 8) There is authoritarian leader who has his language and style of action.

Then the perceptions of the company employees are listed:

- a) GISITCA is a company with competitive advantage; specialized work is done with the latest technology, it has a status and constant challenges.
- b) There is willingness to learn and research to meet the projects.
- c) Projects are different and this makes the job interesting.
- d) The owners are considerate and patronizing.
- e) The technical ability of employees is from good to very good.
- f) Employees perceive the company competitive advantage for specialized projects, made with advanced technology.
- g) The projects are different and this makes the job interesting.

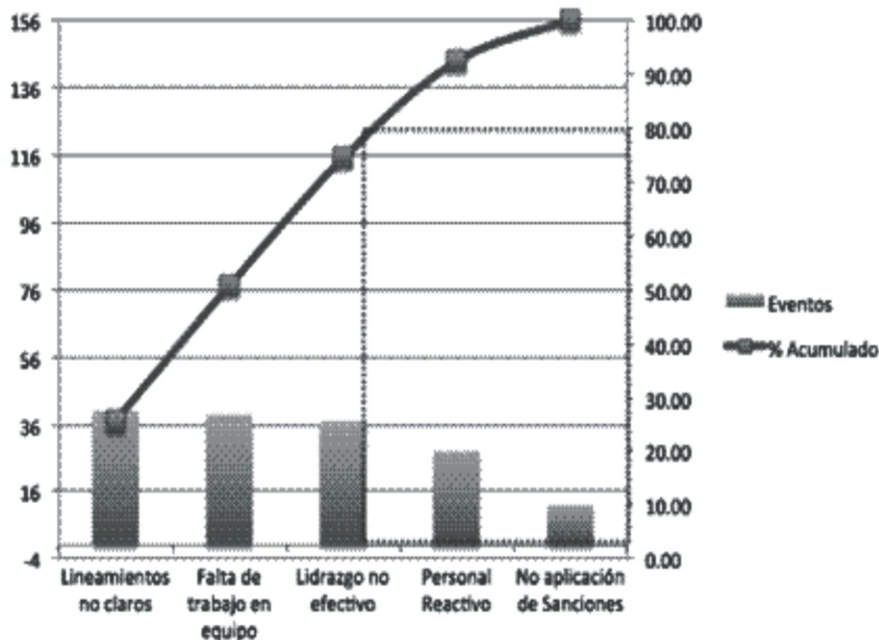
After collecting the data, they are grouped by category and the presence of each type of problem is recorded in an orderly table as a basis for Pareto chart.

Table 2. Cumulative for the Pareto chart

Problematic	Events	%	% Accumulate
Unclear guidelines	40	25.6	25.64
Lack of teamwork	39	25.0	50.64
Ineffective leadership	37	23.7	74.36
Reactive personal	28	17.5	92.31
No sanctions	12	7.69	100.00
<i>TOTAL</i>	<i>156</i>		

Source: Own elaboration

Figure 3. - Later, totals are plotted as cumulative percentages



Source: Own elaboration

The information provided by the Pareto chart indicates that the 3 main problems to be solved are (i) no clear guidelines, (ii) lack of teamwork and (iii) not effective leadership.

As a result of applying the questionnaire on leadership style Hersey and Blanchard to senior management, the following information was obtained:

Table 3. Auto appreciation of leadership style

	Directing	Coaching	Supporting	Delegating
2	4	1	3	4
3	2	6	2	5
4	3	10	1	12
5	4	15	4	14
6	3	19	1	20
7	2	22	3	24
8	4	25	1	27
9	4	30	2	31
10	3	34	1	33
11	3	39	3	37
12	4	43	1	42
13	3	46	1	45
14	3			47
TOTALS	40	23	36	19

<u>Characteristics</u>	Directs	Coaches	Supports	Delegates
	Controls	Guides	Consults	Facilitates
	Own plans	Clarifies tasks	Outlines task	Gives overall direction only
	Instructs	Offers advice	Discusses	Gives team responsibility
	Supervises	Gets team ownership	Invites ideas	Expects team to report on progress
	Monitors		Gets team agreement	

Source: Own elaboration

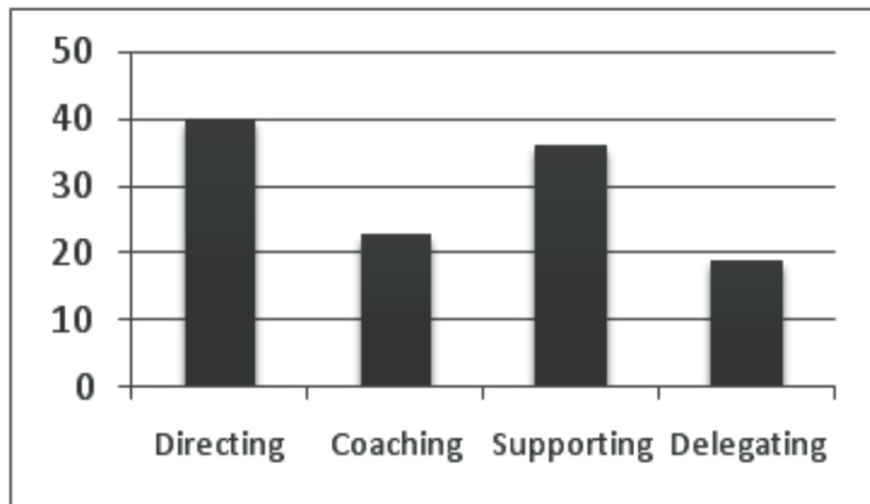


Figure 4. Preferred leadership styles today
Source: Own elaboration

As shown in Figure 4, the directing is self-considered mainly authoritarian but open to support all processes, i.e. a paternalistic leadership where there is a low delegation of authority and therefore low support to facilitate decision-making by collaborator.

B. Intervention Plan

Taking as a basis the 3 main problems leadership ineffective in the Pareto chart, identified, it can be appreciated that 2 of them are of the same nature: leadership ineffective and lack of teamwork. So applying effective leadership empowerment, are encouraged to employees and teams to execute orders and improve processes, products and services that leads to positive results in growth and organizational development. The remaining problem about no clear guidelines is addressed by performing revision and updating of administrative manuals: organizational manual, manual of rules and procedures manual positions and functions, the training manual and also apply techniques for dissemination and training to give know the updates.

Here in Table 4, the areas covered by the intervention plan in detailed.

Table 4. Intervention plan

Problem	Proposed solution
Unclear guidelines	Review and update of administrative Manuals: Organizational manual Manual of rules and procedures: Incentives Permits Reviewing manuals Manual of posts and functions Training manual Dissemination and communication upgrades
Ineffective leadership	Courses of leadership, direction and empowerment to senior management.

Lack of teamwork

Empowerment
 Teamwork course
 Conflict management
 Technical courses according to the area
 Middle Management:
 Comprehensive development courses
 Middle Management
 Course management skills
 E4 Partners: empowerment courses

Source: Own elaboration

Conclusions and recommendations

This paper has analyzed a very common type of leadership prevailed in Family SMEs growing, with a paternalistic style, and the problems this creates in the workplace. The characteristics of the theoretical model mostly used in industry, leadership for analysis was presented: Situational Leadership II Blanchard. With regard to automation companies in the electricity sector, which are facing challenging due to opening up the sector, promoted by the energy reforms in Mexico. With this the doors are open to advise and assessed power companies that require services of these businesses. Moreover there are strong domestic and foreign competition from providers of the same service, especially Chinese companies.

In this essay, a guide is provided for SMEs that are growing and wish to migrate from the paternalistic leadership with which they were created to democratic leadership that enables them to successfully meet the challenges ahead. As stated by Blanchard (2007) to provide better customer service, the employee needs to be motivated and for this, thus employee empowerment is the solution. To achieve this, there is a need for comprehensive and flexible managers who are able to adapt their leadership to the situation and to extract the best from each employee.

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Review For The Book “Succeed On Your Own Terms”

SUBMITTED BY: Prof. Sarang Dani, Assistant Professor, Sinhgad Institute of Business Administration and Research, Kondhwa, Pune-411048

No. of Words: 1128

Details about the Book: *Succeed on your own terms: Lessons from top achievers around the world on developing your unique potential* (Hardback) by Herb Greenberg & Patrick Sweeny, US\$20.75 Tata McGraw Hill, New Delhi. ISBN 0-07-063601-X, xiii+294 pp

About the Author: Herb Greenberg, Ph.D. is the founder, President and CEO, and Patrick Sweeney is Executive Vice President of Caliper, an international consulting firm. Through the use of its signature personality assessment, Caliper has helped over 25,000 organizations to assess and develop the talents of employees. Greenberg and Sweeney are also co-authors of “**How to Hire and Develop Your Next Top Performer**” which is available in six languages.

Book Review:

Everybody has a curiosity to reveal what makes top achievers successful? It is a universal fact that everyone has the capability to succeed however only few are able to succeed and retain their success and attain higher levels of success. To find out the recipe of the success, authors of the book Herb Greenberg & Patrick Sweeny spent almost two years, visited twelve countries, took in depth interviews of more than hundred individuals who are successful and identified the qualities of each individual which makes that individual extra-ordinary. Based on their experience they wrote this book which is divided into four distinct parts. They identified the following traits which were common among most of the *interviewee which* makes them a real success. These nineteen traits are covered as chapters of the book under the second part of the book titled “**Profiles of Those Who Have Succeeded on Their Own Terms**”

1. Optimism is hopefulness and confidence about future of something.
2. Resilience is how to deal with rejection and recover from difficulty.
3. Empathy is the ability to understand and share the feelings of another.
4. Persuasiveness to influence someone through actions.
5. Courage is to act in accordance with one's belief despite of criticism.
6. Perseverance is persistently doing something despite of difficulty or delay.
7. Willingness to Take Risks is pursuing something for positive outcome despite

- of dangers involved in it.
8. Creativity is using original ideas to create something new.
 9. Competitiveness is competing with others based on inner strengths and capacities.
 10. Confidence is having the belief that one can have faith in something.
 11. Self-Awareness is being attentive about inherent strengths and weaknesses.
 12. Goal-Oriented is clarity of thoughts about what objectives to be achieved.
 13. Thriving on Pressure is handling pressures effectively.
 14. Patience is the reaction in the face of delay without showing anger in a negative way.
 15. Passion is constantly thriving on things in which you wish to excel into.
 16. Integrity is having strong moral principles
 17. Trust is belief in reliability.
 18. Having Fun is making every day's life joyful.
 19. Being Open is being transparent with others.

The first part of the book is “**Knowing Where You are Going and Defining Success**” in which there are total three chapters mainly focusing on knowing oneself thoroughly, Being aware about the strengths and weaknesses; i.e. discovering the self. Defining success based on passion, liking, core value system and core competencies and to continue to passionately follow the set goals.

Third part of the book is “**Lessons in Success: What They Discovered About Themselves Along the Way**” in this part there are two chapters out of which the first chapter is '**Knowing yourself**' in this with inclusion of various examples of successful individuals author concludes that these individuals are successful because they know their inner-self thoroughly that is, what are they currently, what they possess, what they were in the past and how they shaped up their future. This is the process of reinventing the self by setting your own challenges and putting whole heart to tackle them in a smart manner. Second chapter is '**Knowing the World around You**' this means scanning the environment around you, in this, the author has discussed the qualities of the individuals who succeeded by knowing the world around them and had a natural ability to sense the opportunities that came their way.

Part IV of the book is “**Defining Moments, Lessons, and Qualities and What They all Mean**”. In this part the last chapter is '**How to Discover Your Own Defining Qualities**' (p.278) It includes a set of 35 questions and answers which will help the reader to identify the qualities that are unique and differentiates the individuals from others. Once the reader gets insight of it then defining success on your own terms becomes much simple. The best part of this book is that the readers can also take

'Caliper's free online assessment' [worth \$200] through the website www.SucceedOnYourOwnTerms.com which also offers the reader a chance to gain further insight into his/her own levels of personal success with the help of Caliper method developed by Caliper consulting firm. The other chapters included in this part are **'Recognizing Your Defining Moment,'** that is keeping your consciousness alive and grabbing the opportunity which is make or break situation for an individual. **'Having a Lesson for Your Children'** which is mainly building yourself as a role model and what others look for you. Next chapter is 'What does it all mean' thrives on focusing on your strengths, being self aware, taking chances and love what you are doing.

This book is one type of self paced management learning tutorial. Wherein in four distinct parts the author have included how to be self aware and define success, common traits of successful individuals, discover internal and external environment around oneself, recognizing defining moments and discovering the defining qualities. In this book authors interviewed 'not-so-famous' successful individuals, however the author aptly identified and explained total nineteen personality attributes . How these individuals capitalized on their distinct personality attribute completely and became successful. This is explained through stories of their real life experiences which are interesting and inspiring and hence after reading the book this interviewee appears like Celebrity.

After reading the book, I understood that to become successful, a person should be aware about who is he? What are his core value systems? What are his strengths/weaknesses? How they can strengthen their strengths? What are their distinguished qualities that drive them? How they can overcome their limitation? What are their core competencies? How effectively they grab the opportunity and take the advantage of their defining moments? How they define their definition of success and how they draw the roadmap to attain their goals? How the achieving of that particular goal becomes the purpose of life? If one has answer to these questions, he will definitely master the life and will live the life in his own unique way. Hence I will recommend all the readers to read this book which tells real life stories of mediocre individuals that turns into celebrities by capitalizing on their unique personality attributes.

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