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POLITICAL BRANDING – TRUST IN THE ERA OF MISTRUST

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BUSINESS RESEARCH

Abstract

Branding has been used in political marketing for some time. Prior studies have conceptualized political parties and politicians through a branding lens. Likewise, the discourse of branding has entered the political realm. Political advertising in India began as a laid-back attempt in the early 1980s and came a long way to become an organized and professional way of approaching voters. The erstwhile practice of sloganeering and propaganda are being replaced by branding and positioning strategies. In their efforts to 'brand' their parties, political leaders engaged celebrities in their election campaigns. Political marketing has grown leaps and bounds in India over the last two elections. The purpose of this project is to analyze as to how politicians have built their personal brands and how successful they have been at it. More specifically, we study Politicians as brands in order to find a match between brand identity, brand personality, and consumer perception in terms of benefits sought and influence of activities undertaken by them. The project concludes personality brands in politics work well when the brand personality matches with the party's ideology, and stays strong through right activities and image building choices. There should be a sustainable synergy between the leader and the party to avoid brand equity dilution.

Keywords: Political branding, strategy, brand equity, political communication

Introduction

In today's context, political marketing is gaining relevance as media spends for political parties increase during campaigns; strong brands emerge from the ranks of political leaders with each party building a larger than life image of its leaders. Social media is one of the easiest modes of communication today to connect with a large mass of people. A 140 character tweet can have a resounding impact all across the world; A two line Facebook post or comment can bring together a crowd. While companies have increasingly understood the importance and necessity of social media marketing, an unusual group of organizations that traditionally believed in crowded gatherings and newsletters as a means of connecting with the masses have also embraced this medium. The key product sold by these organizations is governance (good or bad is to be decided by the customers!) in return for 'votes'.

With a growing population, especially in the middle class segment, that is almost addicted to social media and dreads the outdoor rallies and crowds, political parties too have tried to capture the vote bank through this medium. A less costly means of marketing, most political parties, and politicians individually too, have plunged into this new form of marketing.

While traditional branding required taglines, logos, emotional and aspirational elements and others, branding on social media demands this and much more. For example, if on Facebook, the brand is built by its attractive and meaningful cover-page pictures, the numbers and type of pages it has liked, the timely manner of its posts, its response time in replying and so on. While traditional branding and marketing could be done through posters and banners that were used over the years, branding on social media requires evolution of the political party/politician over shorter periods of time. It demands responding quickly with politically correct replies and posting a steady flow of updates. This also helps ensure transparency and accountability of the political party/political leader.

Political branding, especially on social media, can influence the breaking or making of a leader to a large extent. Shashi Tharoor, for one, has been at the receiving end of political branding on social media. Known as a tech-savvy, westernized Indian politician, his infamous tweet of 'cattle class flying' earned him a discerning look from even the middle class, who were looking out for a young, educated and sophisticated politician. Similarly Robert Vadra's Facebook post, 'Mango people in a Banana

Republic' too made such waves that even the other members of (Sonia) Gandhi family was affected. The criticism against Robert Vadra also spilled over into other social media platforms like Twitter and blogs.

Narendra Modi is another popular politician in the social media circles. He probably has the highest number of fans on Facebook (1,399,082) among all Indian politicians. 107,545 people were talking about him on Facebook. And he diligently and smartly engages users on his page with prompts updates about his various meetings, speeches and plans in a personalized manner that helps the user connect with him. He joined Facebook in 2009 and on an average makes 2-3 posts per day. Only the page admin is allowed to post on this page and as a result no conversation has been initiated by the fans. He has a large following of 1,332, 882 on Twitter also and has till date posted 2,153 tweets. He is a politician who has been able to brand himself well both online and offline. Social media has only enhanced his reach and till now not created any controversies for this great leader!

Others on Facebook include Rahul Gandhi with a fan following of 238,899, Prime Minister Dr.Manmohan Singh with 374,641 fans, Mamata Banerjee with 226,071 fans, Priyanka Gandhi with 174,710 fans and UP chief minister AkhileshYadav with 93,390 fans. Almost every public figure and politician today try to brand themselves on the social media as the reach that this platform offers is large and unthinkable of in olden days.

Options like sharing and liking posts, re-tweeting tweets etc. make this medium an interesting one for political branding and marketing. Use of images and short captions further helps in enhancing the attachment of the brand with the online users. The people and organizations you follow, the comments you give a thumbs up to are all closely watched by the larger public. Your every move on the social media is scrutinized by the masses online and hence being political correct but without showing any weakness or indecision becomes absolutely necessary. Finance minister Chidambaram's Google hangout with select members of the public post the budget presentation for a discussion on the merits and shortfalls of the budget also points to how important the government considers interacting with the masses on social media is.

While political branding mostly relies on personal branding of the leaders, most of the political parties to have their 'brand' (party) pages and accounts on social media sites. If Tahrir square was a result of the publicity and communication on Facebook pages, the power of social media branding in the making or breaking of a leader cannot be overlooked. A slight overlook, a wrong smiley or an ill-timed post is all that needs to break the brand image painstakingly built so far. Social media is thus a double edged sword; it all depends which side of it you are using!

Politicians and political communication professionals have come to frequently rely on insights and personnel from the discipline of brand management to improve their external presentation. Political branding seems to be enough and is pursued as a deliberate strategy by political actors. It responds to a variety of conditions in the contemporary political communication environment, as is argued in the theoretical chapter of this study. At the same time, political communication research has been tasked by some scholars to assess the normative implications of political branding, its impact on democratic discourse and political engagement. These assessments would especially be needed if political branding lent unique, visible characteristics to political communication content.

Literature Review

Scammell (2007) argues that introducing the brand concept in political communication should not be misunderstood as mere replacement of 'image' with a more "fashionable" term. In her eyes, the added value of using branding as an analytical framework is the simultaneous focus on political actors' "functional perceptions" as well as the "emotional attractions" (ibid.) towards them. It considers "the emotional and intellectual, rational and irrational, the big and tiny details" that all feed into people's perceptions—or brand images—of political actors: "The crucial added value of branding is that it provides a conceptual structure to link advertising insight into all aspects of the brand, positioning, development, and promotion; and unlike advertising, it is not wedded to a particular form of communication." Trust is the main binding force in strengthening the relationship between the political leaders and the voters. The fundamental objective of marketing is to develop an intensive bond between the brand and its consumer, and the trust plays the most significant role in building this bond. Needham (2005) on the other hand is of the belief that traditional terms possess limited analytical value. The image concept is only concerned with how political actors are presented and perceived in people's eyes. This perspective, however, lacks consideration of actors' 'political products,' their "internal values".

The reputation concept, on the other hand, only analyzes how people perceive political products but does not consider which strategic communication activities might be undertaken for their external presentation. Hence, only the branding concept possesses comprehensive analytical capacity. In another study Scammell (2007) and Needham (2005), as well as other scholars (e.g. White and de Chernatony 2002), in an attempt to understand the concept take the case of Tony Blair and the communication activities of his government as point of departure for their studies. Needham uses six attributes that marketing literature describes as essential for branding success (simple, unique, reassuring, aspirational, value-based, credible) for evaluating Blair's and Bill Clinton's communication behavior after the assumption of office. The analysis revealed that both politicians were successful in suggesting a differentiated brand image involving aspirational appeals, but "their ability to deliver simple, credible and reassuring messages varied over time" (355). Scammell takes a more descriptive approach and describes how political branding was implemented by New Labour in order to "reconnect Tony Blair to the electorate" (182). On the party leadership's behalf, the London -based branding consultancy Promise conducted intensive research on how people's perception of the premier had changed over his second term of office and developed a comprehensive strategy for improving his brand image.

At this point of time it is also important to mention the work of Barberio and Lowe (2006) who analyzed presidential rhetoric and the labeling of policy initiatives (e.g. 'No Child Left Behind'), focusing on the "use of value-based words, phrases and symbols to connect with the public in order to gain the support necessary. They conclude that "branding has had its fullest flowering yet during the presidency of George W. Bush" and were pursued as a deliberate strategy. In a forthcoming paper, Scammell agrees. She describes George W. Bush as "the ultimate brand", at least for a certain period, outlining "a Bush image miles apart from the propaganda thesis of rule by fear and manipulated hatred of enemies". Harsin (2007) portrays the use of branding for a different purpose—to hurt political opponent. In his study, he describes how John Kerry, the Democratic candidate for the White House in the 2004 elections, was branded as 'French' by Republicans. Arguing that "Kerry's identity, his history did not easily fit into the simplistic branding narratives that contemporary political communication demand" and could therefore be easily replaced by his opponents' 'Frenchman' brand, Harsin detects a "political culture where branding has taken over". The authors offer exclusively negative evaluations. For the former, "an over-reliance on branded communications can all too easily shift into pure manipulation of the public and cause undue injury to the nation's fundamental democratic discourse". The emotional wrapping of political products, which in other scholars' opinion might also bear

potential for connecting to voters, is seen as a suppressor of dissent, as part of “demagogic rhetoric”. For Harsin, who treats branding as a way of stigmatizing political opponents, “political branding is not about reason-giving, in terms of rational-critical debate”. It is symptomatic for a media-politics environment dominated by horse-race reporting and tabloidization. In his eyes, “political communication and tele democracy in the U.S. is today best understood as branding in terms of marketing theory, and it is a trend that is spreading across Europe and globally”. This rise of political marketing, including the special technique of branding, can partially be attributed to a secularization of politics, which will be the topic of the next sections. In this regard there has been some wonderful work done by Peter Forest and Skimmer T. Hobertz (2008) who argues that introducing the brand concept in political communication should not be misunderstood as mere replacement of ‘image’ with a more “fashionable” term. In her eyes, the added value of using branding as an analytical framework is the simultaneous focus on political actors’ “functional perceptions” as well as the “emotional attractions” (ibid.) towards them. It considers “the emotional and intellectual, rational and irrational, the big and tiny details” that all feed into people’s perceptions—or brand images— of political actors: “The crucial added value of branding is that it provides a conceptual structure to link advertising insight into all aspects of the brand, positioning, development, and promotion; and unlike advertising, it is not wedded to a particular form of communication.” Trust is the main binding force in strengthening the relationship between the political leaders and the voters. The fundamental objective of marketing is to develop an intensive bond between the brand and its consumer, and the trust plays the most significant role in building this bond. To better evaluate the idea and create a clear understanding of political branding Samuels and Andrew Pattinson (2010) conclude that “branding has had its fullest flowering yet during the presidency of George W. Bush” and was pursued as a deliberate strategy. In a forthcoming paper, Scammell agrees. She describes George W. Bush as “the ultimate brand”, at least for a certain period, outlining “a Bush image miles apart from the propaganda thesis of rule by fear and manipulated hatred of enemies”. Harsin (2007) portrays the use of branding for a different purpose—to hurt political opponent. In his study, he describes how John Kerry, the Democratic candidate for the White House in the 2004 elections, was branded as ‘French’ by Republicans. Arguing that “Kerry’s identity, his history did not easily fit into the simplistic branding narratives that contemporary political communication demand” (22) and could therefore be easily replaced by his opponents’ ‘Frenchman’ brand, Harsin detects a “political culture where branding has taken over”.

Research Objectives

- To discuss the evolution of political advertising in India from a point when it was a non-entity to becoming a specialized area of interest.
- To discuss the counter measures taken by various political parties to outscore each other.
- To analyze empirically whether political branding is successful in a developing country like India
- To test whether Political Branding really wins votes and hence people through a survey.
- To study the popularity of political branding on social media and its implications on the brand image and personality

RESEARCH METHODOLOGY

This study of Political Branding is an exploratory research. For the purpose of present study, a related sample of population was selected on basis of convenience sampling. The main respondents were students, faculty members, Government employees and some more working people in Delhi/NCR. A total of 200 respondents were interviewed to gain insights into their opinion on Indian politics, Current Politicians and in turn the political branding on social media platform.

Primary Source- The primary data comprises of information from research conducted on students, faculty members, Government employees and some more working people in Delhi/NCR. A total of 142 respondents were collected through survey gizmo online site to gain insights into their opinion on Indian politics, current politicians and in turn the political branding on social media platform with the help of a structured questionnaire attached in the Appendix.

No secondary Sources are used anywhere in the project either for Data Collection or for Information seeking.

To measure strength of relationship among variables of population correlation matrix Bartlett's test has been employed. The maximum acceptable value of the test is 0.05. In the present study Bartlett's value is 0.000 (table 1) which is satisfactory one to precede the study.

Table 1: Cronbach Alpha, KMO and Bartlett's Test results

Cronbach Alpha	KMO measure of sampling adequacy	Bartlett's Test of Sphericity	
0.914	0.893	Approx. Chi-Square	6401.903
Degree of Freedom		136	
Significance		.000	

Source: Author's Calculation from Primary Data

ANALYSIS

1. Account in any social networking site.

Valid	Frequency	Percent	Valid %	Cumulative %
Yes	138	97.2	97.2	97.2
No	4	2.8	2.8	100
Total	142	100	100	

Statistics	
Total Responses	142
Skipped	0
Unanswered	0

Table 2: Statistics of having

account in any of the social networking site.

Do you have account in any of the social networking sites?
■ Yes
■ No

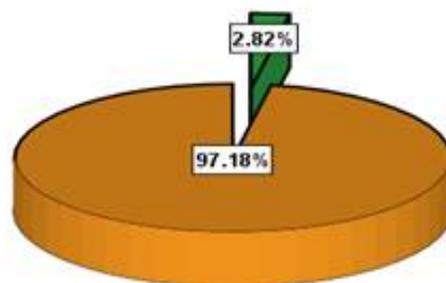


Figure 1: Pie chart showing owning account in any of the social networking site.

It was found that around 97% of people in the sample size of 142 were having account in at least one of the popular social networking sites like- Facebook, Twitter, LinkedIn, Google+. This shows the likelihood of people for connecting with others on social networking platform. It can also be extracted through this data that in the era of connecting virtually with others through the help of technology has increased so much that it is forming a new virtual world inside the social networking sites. Due to this

not only marketing and advertising companies but also the political parties have started targeting the mass in this virtual world of social networking sites.

2. Access social networking sites.

	Never	Rarely	Sometimes	Often	Always
Facebook	2.20%	3.60%	7.30%	35.80%	51.10%
Twitter	31.00%	25.60%	18.60%	19.40%	5.40%
LinkedIn	19.50%	10.90%	32.80%	27.30%	9.40%
Google+	26.60%	30.50%	23.40%	10.90%	8.60%

Table 3: Statistics of how often people access social networking sites.

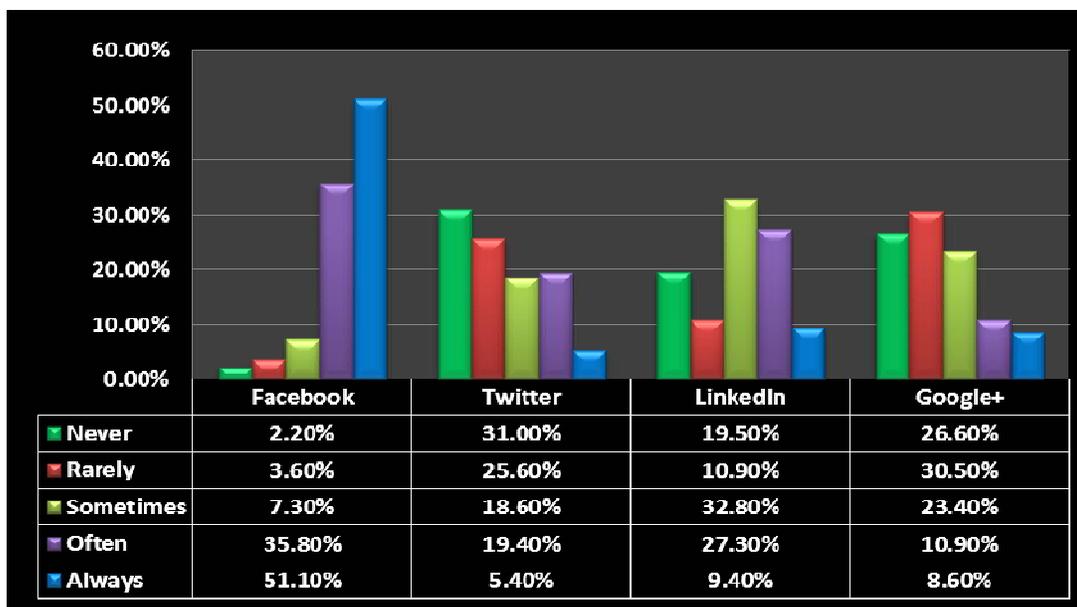


Figure 2: Bar chart showing how often people access social networking sites.

It was found that Facebook was the most likely preferred site which is accessed by the people, around 51% people marked as always accessing this site. LinkedIn being a professional site was the second preference (around 10%) for the people on which they always access. Since the percentage of Facebook was highest, it can be inferred that due to the favoritism of Facebook and its unique platform of connecting with others made it popular among the mass. Other sites like LinkedIn were providing platform for only connecting with professionals which made this site restricted till that level. Twitter was again other site which started showing low popularity because of its limited applications and steady nature and features. Twitter was considered as the sites for celebrities and politicians but due to the shifting towards Facebook left Twitter decrease in its popularity. Google+ is a new site compared to

all other social sites, so adopting it during the peak popularity of Facebook was very difficult. Therefore it also showed less popularity among the mass and less access to this site.

3. Branding of politicians or political part on social networking sites.

Valid	Frequency	Percent	Valid %	Cumulative %
Yes	110	77.5	77.5	77.5
No	32	22.8	22.8	100
Total	142	100	100	

Statistics	
Total Responses	142
Skipped	0
Unanswered	0

Table 4: Statistics of recently seen branding of any politician or political party on networking sites.

Have you recently seen branding of politicians or political party on social networking platforms?

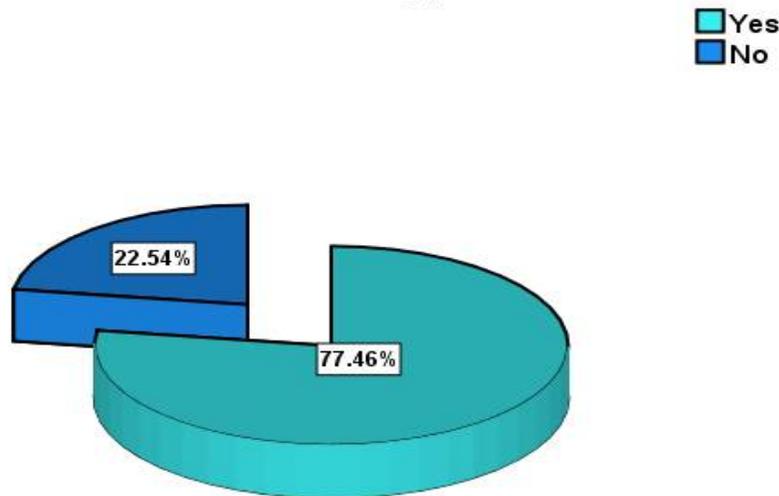


Figure 3: Pie chart showing % of people who have seen branding of politicians or political party on social sites.

It was observed that around 78% people in the sample have seen branding of politician or any political party. It is again due to the fact that the branding of politicians and political party is going viral on the social networking sites which had impacted to create such high percent of viewers of political branding.

4. Any political branding on social sites then can you recall any politician.

If Yes, can you recall any politician?

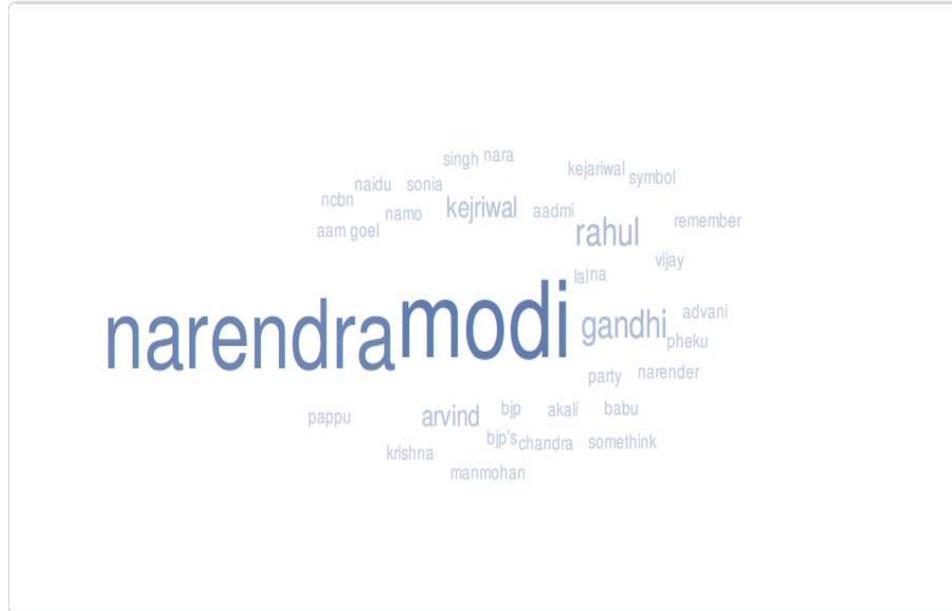


Figure 4: Perceptual mapping for recalling any politician of whom people had seen doing branding on networking sites.

It was observed that Narendra Modi was the one politician whose branding is on peak on the social networking site. He has targeted and utilized social networking site in the best possible way to reach to the masses due to which the perception of people is focused towards Modi. The above image shows names of various politicians like- Rahul Gandhi, ArvindKejriwal, Lal Krishna Advani, Manmohan Singh, etc. and in that the name of Narendra Modi is darker and bigger as compared to others. This is because of the intensive branding that has caused the Modi fever among the masses.

The data has been calculated on the basis of the responses of the people .It can be seen through these online generated responses of the respondents that Narendra Modi is the highly chosen politician whom the respondents have recalled for seeing him doing branding on the social networking sites. Due to highly intensive branding of Modi all other politicians are over shadowed and dominated by him.

5. Politicians should use social media to brand themselves head of elections.

Valid	Frequency	Percent	Valid %	Cumulative %
Yes	116	81.7	89.2	89.2
No	24	16.9	17.1	100
Total	140	100	100	
Missing System	2			

Statistics	
Total Responses	140
Skipped	2
Unanswered	2

Table 1: Statistics of should politicians must use social

media to band themselves ahead of elections.

It was observed that 83% respondents were in favour of using social media by politicians to brand themselves ahead of elections. It is because of the fact that due to the technological era the use of social media allows the politicians to reach to the masses intensively throughout the country. A major portion of educated society will be covered through the branding on social media and it could be expected that the major chunk of educated society will come to vote the right person by experiencing his thought, ideologies and way of handling administration.

6. liked the pages of politicians on your social networking profiles.

Valid	Frequency	Percent	Valid %	Cumulative %
Yes	79	55.6	57.7	57.7
No	58	40.8	43.3	100
Total	137	100	100	
Missing System	5			

Table 2: Statistics of liking the pages of politicians on own profiles on social networking site.

About 58% respondents have liked the pages of politicians on social networking sites which shows that political branding on social media is successful. It shows that the motive of spreading the message to the masses through social media is fruitful for the politicians and political parties. Therefore, branding on social media is helpful for the politicians for reaching and creating awareness to the masses because people have started noticing this political branding system by liking the pages and expressing their views on the pages of political parties.

7. Which social networking site according to you will be most important for political branding?

Valid	Frequency	Percent	Valid %	Cumulative %
Facebook	114	80.3	80.3	80.3
Twitter	21	14.8	14.8	95.1
LinkedIn	1	.7	.7	95.8
Google plus	2	1.4	1.4	97.2
Others	4	2.8	2.8	100
total	142	100	100	

Statistics	
Total Responses	142
Skipped	0
Unanswered	0

Table 3: Statistics of social networking sites which will be most important for political branding.

It was observed that Facebook is the site with around 80% respondents indicating it the most important social networking site for political branding. Other networking sites are far behind for political branding in comparison with Facebook. Twitter once used to be the most accessed site for celebrities and politicians but due to shift of mass towards Facebook lead Twitter decrease in its popularity and access. Due to the high popularity of Facebook these days and the increased number of users has made the politicians to target Facebook as the source for spreading message and being attached with the mass. Facebook is considered the next world because of high population of users. Therefore, it can be said that there is no doubt that Facebook should be considered as the most important networking site for political branding.

8. Rate the following political parties on the basis of given attributes by marking the stars (0 – for no marking likewise 5- for highest marking).

	Party Ideology	Party domination in social media	Connectivity with mass through social media	Brand Positioning
BJP	Average Rank 3.38 Count: 120 Min: 1 / Max: 5 StdDev: 1.25	Average Rank 3.70 Count: 118 Min: 1 / Max: 5 StdDev: 0.99	Average Rank 3.71 Count: 116 Min: 1 / Max: 5 StdDev: 1.06	Average Rank 3.69 Count: 113 Min: 1 / Max: 5 StdDev: 1.14
Congress	Average Rank 2.08 Count: 116 Min: 1 / Max: 5 StdDev: 1.04	Average Rank 2.12 Count: 115 Min: 1 / Max: 5 StdDev: 1.06	Average Rank 2.15 Count: 114 Min: 1 / Max: 5 StdDev: 1.12	Average Rank 2.10 Count: 108 Min: 1 / Max: 5 StdDev: 1.14
Aam Aadmi Party	Average Rank 3.39 Count: 119 Min: 1 / Max: 5 StdDev: 1.23	Average Rank 3.00 Count: 113 Min: 1 / Max: 5 StdDev: 1.19	Average Rank 3.07 Count: 113 Min: 1 / Max: 5 StdDev: 1.20	Average Rank 3.05 Count: 114 Min: 1 / Max: 5 StdDev: 1.23

Table 8: Average ranking of each party on the basis of different attributes

It is observed that BJP (BhartiyaJanta Party) was the only party which dominated three out of four attributes among all other parties. The partydomination in social media attribute for BJP was having highest average rate. This may be because of Narendra Modi being the leader of BJP due to which BJP got highest average rate in terms of domination in social media. The other two attributes in which BJP again scored highest average rating were connectivity with mass through social media and brand positioning respectively. Among the three attributes in which BJP scored highest average rate, connectivity with mass through social media was the attribute which had the highest rating. People feel that BJP’s connectivity with them is high as compared to other parties like Congress. The rating for AAP (AamAadmi Party) for party ideology attribute was highest among all three parties. This would be because of association of people like ArvindKejriwal with the party. There was a negligible difference for party ideology attribute of AAP and BJP i.e. both were having around same rating. It can be interpreted that people has lost trust on Congress because they have exploited the country in every

possible way. Whereas, the trust for BJP has grown in terms of mentioned attributes. AAP also had convinced people up to a very large extent. The position of Congress is getting worsened.

Rate the following politicians on the basis of given attributes.

	Personality	Self Branding	Attachment with mass through social media	Created a powerful brand image
Narendra Modi	Average Rank 4.31 Count: 120 Min: 1 / Max: 5 StdDev: 1.08	Average Rank 4.30 Count: 115 Min: 1 / Max: 5 StdDev: 0.90	Average Rank 4.26 Count: 117 Min: 2 / Max: 5 StdDev: 0.89	Average Rank 4.54 Count: 114 Min: 1 / Max: 5 StdDev: 0.89
Lal Krishna Advani	Average Rank 2.61 Count: 121 Min: 1 / Max: 5 StdDev: 1.06	Average Rank 2.21 Count: 116 Min: 1 / Max: 5 StdDev: 0.95	Average Rank 1.92 Count: 112 Min: 1 / Max: 5 StdDev: 0.86	Average Rank 2.22 Count: 114 Min: 1 / Max: 5 StdDev: 1.02
Rahul Gandhi	Average Rank 2.07 Count: 118 Min: 1 / Max: 5 StdDev: 1.15	Average Rank 2.39 Count: 116 Min: 1 / Max: 5 StdDev: 1.28	Average Rank 2.18 Count: 116 Min: 1 / Max: 5 StdDev: 1.18	Average Rank 2.06 Count: 116 Min: 1 / Max: 5 StdDev: 1.12
Arvind Kejriwal	Average Rank 3.46 Count: 121 Min: 1 / Max: 5 StdDev: 1.19	Average Rank 3.36 Count: 115 Min: 1 / Max: 5 StdDev: 1.13	Average Rank 3.39 Count: 117 Min: 1 / Max: 5 StdDev: 1.21	Average Rank 3.32 Count: 115 Min: 1 / Max: 5 StdDev: 1.23

Table 9: Average Ranking of each politician on the basis of given attributes.

In this question it was observed that Narendra Modi was the undisputed champ in all the four attributes. The second most favorable politician having a high average ranking after Narendra Modi was Arvind Kejriwal. Lal Krishna Advani and Rahul Gandhi were the politicians to whom people gave less ranking. Narendra Modi and Arvind Kejriwal have done so much branding by spreading the messages and reaching to the masses that their popularity has refined and come up in front of mass as a powerful brand image. It means that people are willing to opt dynamic personality in which they can find the leader who is willing to attach with the mass.

Regression analysis and ANOVA

The study employs regression analysis and ANOVA to test the strength of relationship of overall strength of social networking sites on the branding of politicians (dependent variable) with RGER factor scores (independent variables). The results of this analysis may be studied through

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	R Square Change			
						F Change	df1	df2	Sig. F Change
1	.881a	.775	.774	.36503	.775	593.800	3	516	.000
ANOVA									
Sum of Squares	Degree of freedom	Mean Square	F	Sig.					
Regression	237.367	3	79.122	593.800	.000b				
Residual	68.756	516	.133						
Total	306.123	519							

Table 10: Results of Regression and ANOVA

Predictors: (Constant), REGR factor score 3 for analysis 1, REGR factor score 2 for analysis 1, REGR factor score 1 for analysis 1.

The above table apparently exhibits that the regression model developed is significant at 5% level of significance (as the value of F $0.00 < 0.05$). The value of R square is 0.77 (i.e. > 0.40) which is satisfactory for defining the positive strength of relationship between overall satisfaction and other independent variables. Table 11 provides the summary of unstandardized and standardized coefficients taking overall satisfaction level as a dependent variable

Model	Unstand. Coeff.	Stand. Coeff.		T	Sig.
		B	Std. Error		
(Constant)	3.777	.016	235.945		0.000
REGR factor score 1 for analysis 1	.404	.016	.526	25.223	.000
REGR factor score 2 for analysis 1	.293	.016	.381	18.267	.000
REGR factor score 3 for analysis 1	.456	.016	.594	28.487	.000

Table 11: Unstandardized and Standardized Coefficients

Note: Dependent Variable: Overall Satisfaction
Source: Author's Calculation from Primary Data

Unstandardized and standardized coefficients reveal the following regression equation:

$$\text{Overall Satisfaction} = 3.777 + 0.404 \text{ Factor 1} + 0.293 \text{ Factor 2} + 0.456 \text{ Factor 3}$$

Therefore, it may be concluded that factor 1 is most prominent factor among all the three factors to influence the overall impact of social networking on the positive branding of Indian politicians.

CONCLUSIONS & RECOMMENDATIONS

- ❖ A Majority of our respondents use Facebook the most among all social networking platforms followed by Twitter, LinkedIn and Google plus.
- ❖ Most of the respondents quite often log into Facebook followed by LinkedIn and Twitter.
- ❖ When it comes to their view on branding of politicians in India, more than 75% were of the opinion that Politicians usually over brand themselves.
- ❖ Facebook evolved as the much needed social networking site for politicians to brand themselves as per the opinion of our respondents
- ❖ When it comes to individual branding, it is Narendra Modi who leads the cast easily followed by ArvindKejriwal, Rahul Gandhi and Lal Krishna Advani.
- ❖ Many voted Narendra Modi a very high rating ahead of others on various parameters such as Personality, Powerful Brand image and connection with the masses.
- ❖ While BJP tops the list in terms of Ideology, Connection with the masses through social media, it is followed by AamAadmi Party and Congress.
- ❖ Though our sample size is 144, its safer to recommend that politicians should brand themselves carefully and with a proper agenda to win votes and hence people ahead of elections.
- ❖ Though social media can help politicians brand themselves really well, it is only restricted to urban areas in a country like India and hence this has to be well taken care of.

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A Study on Performance Management System among Two Multi-National Companies from Different Industries

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Executive summary:

Performance management is an essential tool that is relevant at all levels of different industries. In a Modern Automobile Company, it provides a means to improve organizational performance by linking and aligning individual, team and organizational objectives and results. It also provides a means to recognize and reward good performance and to manage under-performance. (Australian public service, 2001) A **performance management system** has become the foundation of any organization that has a vision and knows where they want to be in the near and long term future. (Monika Roy, 2011)

The Performance Management System (PMS) adopted at two different organizations in two different industries which is, Popular Chemicals Company involved in the petrochemical industry and Modern Automobile Company in the auto mobile industry. The company Popular Chemicals has been utilizing its new global PMS model and Modern Automobile Company practicing its new PMS model. The similarities of the two PMS models would be the goal setting whereby both the organization conducts mid-term reviews and a year-end feedback.

The differences between both models are also being outlined in terms of being customer or employee-based, focus, concerns, objectives setting and the key values and concepts. Then, the reasons of which both models are different from each other will be detailed out between such areas as the difference of the industry and the nature of the organizations.

The potential weaknesses and problems of the PMS models would then be discussed with more focus being placed on Modern Automobile Company's PMS model since it is mostly customer-based in nature but its model does not reflect so. The implications of the PMS models towards both Popular Chemicals and Modern Automobile Company's productivity would then be reflected in the increased

satisfaction among employees, customers, leveraged morale, and motivation and so on. Both the companies' use of the 360 degree concept would be suggested to complement the PMS models towards greater heights.

1.0 Introduction:

Performance management (PM) is a goal-oriented process directed towards ensuring that Organizational processes are in place to maximize the productivity of employees, teams, and the Organization as a whole. It is a major player in accomplishing organizational strategy in that it Involves measuring and improving the value of the workforce. Performance management is an Ongoing communication between the managers and each employee to clarify job responsibilities And improve performance continuously (Bacal, 1999).

Performance Management System (PMS) is defined as 'a strategic and integrated approach of Conveying continued success to institutions by developing the people in a way that improves Group and personal performance' (Armstrong and Baron, 1998). These systems provide a continuous and integrated approach for Planning, monitoring, evaluating and rewarding the Employee Performance.

1.1.0 Company background and workforce:

1.1.1 POPULAR CHEMICALS:

Popular Chemical's core activities are in the manufacture and marketing of petrol chemical products, the main being Purified Terephthalic Acid or "PTA" in short. The industry using PTA products are mainly the textile industry and food and beverages container industry.

1.1.2 Workforce and culture of Popular Chemicals:

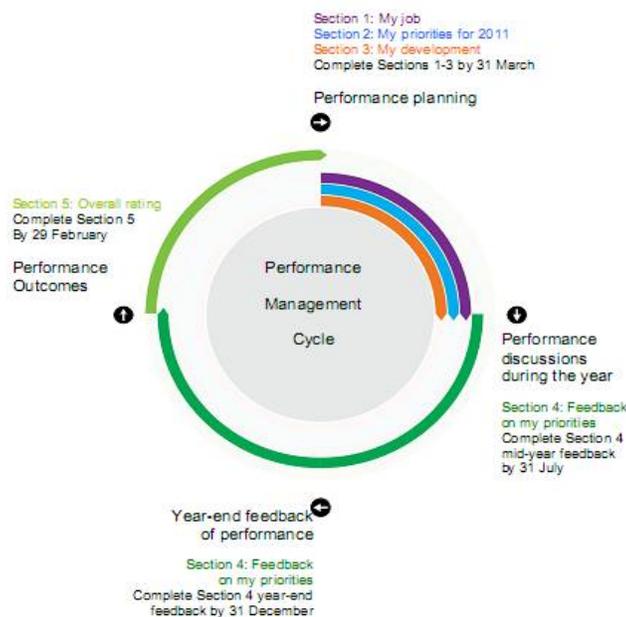
The purpose of our business is to provide products that satisfy human needs, fuel progress and economic growth and to maintain and invest in a sustainable environment with a workforce of nearly 260 employees Popular Chemicals operates globally, with business activities and customers in more than 100 countries across six continents.

Popular Chemicals is organized into two different business segments: Production and marketing. The culture of the organization is better differentiating performance at the individual level and support manager in giving their employee open and honest feedback, tie rewards to the highest performance. (Jelassi and Dutta, 1993)

1.1.3 Performance Management System in Popular Chemicals:

Popular Chemicals is in close alignment with the business by launching people initiatives to facilitate health, safety, security, environment (HSSE). The purpose of Popular Chemicals HR is to understand and support resolution of Popular Chemical business needs by supporting the right decisions within areas such as people selection, development, retention and organisational effectiveness. Therefore, people are the key to achieving our business intent of Production, Safety, Sales, Reliability, and Finance. More details on PMS will be discussed in the main body.

Performance Management Cycle (PMC)



<http://humanresources.Popularweb.Popular.com/performance2011> version: EN1.1

1.2.0 Modern Automobile Company:

Modern Automobile Company is the market leader in multi-utility vehicles in India. This company is Among the top three Tractor manufacturer in the world. The group has a leading presence in key Sectors of the Indian economy, including automobile, financial services, information technology And infrastructure development.

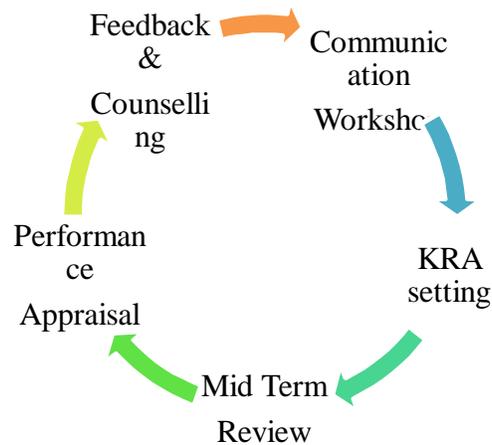
1.2.1 Workforce and culture of MODERN AUTOMOBILE COMPANY Ltd:

The company has shown consistent growth in volumes and financial performance. MODERN AUTOMOBILE COMPANY Ltd dominates the utility vehicles market in India with a market share of over 47%. The company is committed to attract and develop a diverse workforce that reflects our passion for the business. MODERN AUTOMOBILE COMPANY strives for active involvement of every employee in its continued success and growth. The culture of the organization is a first choice of automobile and wheels limited offers and an environment for professional growth for every employee. An open participative culture permeates with each level of the organization. <http://www.mafoirandstad.com/some-of-our-clients/mahindra.html> (8-3-12)

1.2.2 Performance Management System in MODERN AUTOMOBILE COMPANY Ltd:

The PMS starts with setting of business goals and organization objectives. In MODERN AUTOMOBILE COMPANY Ltd, organization goals are set in the month of March of every year. After departmental and individual goals are set MODERN AUTOMOBILE COMPANY Ltd top down approach is followed for goal setting. More details in PMS will be discussed in the main body.

Employee Performance Cycle (EPC)



2.1.0 PMS Overview:

Dessler (2011) define six dimensions as the basic structure of the PMS which are direction sharing; goal alignment; on-going performance monitoring; on-going feedback; coaching and developmental support; rewards, recognition and compensation. Both the company PMS mostly apply for these direction.

Due to the difference in nature of the industries many practices in both the companies are different. However the overall objectives are the same and getting the desired results and the input of performance management system are similar.

2.1.2 Modern Automobile Company Ltd EPC Details:

Employee Performance Cycle (EPC) illustrates key people processes in MODERN AUTOMOBILE COMPANY Ltd. It consists of four steps that focus on employee performance, setting goals, employee engagement and succession planning. In short, the objective is to drive a global performance and development orientation – to benefit the people as well as the business.

Below, find a brief outline of EPC, divided into steps. Whereas MODERN AUTOMOBILE COMPANY Ltd Appraiser will be responsible for taking the lead and carrying out the individual steps with all individual reports, HR will be the Appraiser' close liaison and partner at all times. HR is responsible for providing appropriate tools, advice and general support throughout the process.

Step 1: Communication Workshop (**Planning**):

Communication Workshop is conducted in the months of March or June in every year. It is compulsory for all employees, right from operational level to strategic level. This workshop is conducted for two days. KRA setting and how to conduct appraisal are the topics which are covered on the first and second day respectively. It is useful to both appraisers as well as the employees. It helps appraisers for KRA setting and review meetings. It helps employees as they get to know the whole procedures of KRA setting and the review which is useful for them during review discussions.

Step 2: KRA setting:

Measurable goals for every individual linked with the business goals are set before the beginning of the financial year. Each individual has 3 to 5 KRAs. Each KRA set has weightings and the total of Weightings is 100%. Performance with respect to the KRAs forms a basis for the calculation of performance payout amount for the individual. There is a particular format in which KRAs are set. Level of performance (LOP) and Measure of performance (MOP) are decided at the time of setting KRAs. Normally KRAs for the next year are set before the final review. Signatures of the appraiser and the employee are taken on the KRA sheet. The KRA sheets are sent to corporate HR department.

Step 3: Mid-Term Review (**Monitor**):

Mid-Term Reviews are conducted in the month of October. Mid-Term Reviews are done with a view to know how much goals employee has achieved. If the employee has failed to achieve the targeted level then the superior can have a discussion with employee regarding this and the reason for not achieving the desired level of performance is found out.

Step 4: Performance Appraisal Review (**Evaluate**):

Appraisals are done in the month of May. Employees are reviewed on the basis of achievement of KRAs assessment of significant tasks other than KRAs, if any, leadership competencies and strength of employee. Employee and superior together fill up the appraisal form based on which the assessment is carried out. Performance appraisal is a one to one discussion between appraiser and the employee. There are two types of appraisal: 1. Performance based on goals set and result achieved. 2. Training and the development needs for the employee. At the end of the appraisal process employee's comment

on the process of appraisal feedback is recorded to validate transparency and fairness of the appraisal process. Discussion is held between employee and reviewer to jointly arrive at overall rating of the employee. There is validation and moderation by corporate HR. Distribution of letters to all employees is carried out on 1st August. In MODERN AUTOMOBILE COMPANY Ltd employees are rated on two scales Performance pay rating and overall rating.

Step 5: Feedback and counseling:

MODERN AUTOMOBILE COMPANY Ltd., superior gives the feedback to the subordinate immediately after the final performance appraisal. Following points explain the purpose of performance dialogue:

- *) The appraiser and the employee together review overall performance of an individual against agreed targets
- *) Helps identifying areas for improvement
- *) Provides development opportunities for the growth of people
- *) Agree generate data for actions relation to increments, promotions etc.

2.2.0 Similarities:

SIMILARITIES		
	Modern Automobile Company	Popular Chemicals
*GOALS	first step is to set a goals.	Chemicals also used for same type of goal settings
*FEEDBACK AND COUNSELLING	Employee will tell their feedback and management will give counselling	Yearly twice employee will tell their feedback
*PERFORMANCE RATING SYSTEM	Yearly basis of rating	Chemicals rating system is yearly basis

Goal setting:

Enhancing the ability of the employee to work efficiently and effectively to meet the organizational goal, where by developing the employee skill and giving appropriate training for it, involvement of people at both organizations have been constant and very well managed, through which the employees can excel their performance and achieve their individual goals and at the same time are able to achieve the overall organization goals. Both MODERN AUTOMOBILE COMPANY Ltd and POPULAR Chemicals share a PMS Cycle which encourages openness and transparency among employees while having their performances being measured.

Rewarding system:

Rewarding the employees and recognizing their work through giving rewards and benefits has been the norms of both the organizations, which has enabled them to have the motivated and dedicated workforce. MODERN AUTOMOBILE COMPANY Ltd and POPULAR Chemicals have been able to successfully use most of the tools of performance management system effectively like development planning, performance planning, giving feedbacks to employees and coaching. Both the organization has been successful in using the PMS as a strategy for managing employee contribution towards organizational success.

Feedback and counselling:

Both the company's PMS are set for counselling and employee feedback. MODERN AUTOMOBILE COMPANY Ltd superior gives the feedback to the subordinate immediately after the final performance appraisals have been carried out. POPULAR Chemicals uses two types counseling system in midterm review and year end review or Weighting system. Both reviews are used to discuss employee feedback and counseling for employee problems.

2.3.0 Differences:

Modern Automobile Company	Popular Chemicals
Organization goals to individual goals (KRA)	Individual goals base for organization goals (KPI)

Focus on employee performance and customer need	Focus on employee innovation and skills
MODERN AUTOMOBILE COMPANY Ltd use for appraisal system	POPULAR Chemicals use for Weighting scale or Final review
Rating system is two types: Performance pay rating and Overall rating	Rating system use for percentage base
MODERN AUTOMOBILE COMPANY Ltd PMS mostly related with customer	POPULAR Chemicals PMS base for employee and management
MODERN AUTOMOBILE COMPANY Ltd PMS focus on appraiser and employee development	This company PMS focus on employee development
PMS revolving around the value of set goals, success, and engagement	POPULAR PMS revolving around the concept of performance, implement, development, engagement and succession plan
Performance development program not conducted	Performance development program conducted

POPULAR Chemicals focuses on linking individual goals to the organization goal. MODERN AUTOMOBILE COMPANY Ltd is focusing more on the organizational goal being given more priority than the individual goal. At MODERN AUTOMOBILE COMPANY Ltd Performance management system is used more as a strategy to make sure employee is working as per standards of company in order to improve MODERN AUTOMOBILE COMPANY Ltd performance in the market place, whereas POPULAR Chemical employees and managers mutually create employee development plan.

MODERN AUTOMOBILE COMPANY Ltd benefits are much more focused on performance; the better an employee performs the more rewards and benefits he or she would receive whereas POPULAR Chemical performance management system has looked more into employee skills development compared to having standardized regulations for employees to follow in order to feel satisfied and motivated. POPULAR Chemicals PMS model tends to be more employee base where it emphasizes on the importance of employees in its PMS implementation whereas MODERN AUTOMOBILE COMPANY on the other hand has decided to place all the focus of the PMS implementation on its customer.

MODERN AUTOMOBILE COMPANY for setting the department goals use Balance scorecard. POPULAR seems to be more concerned over its employee's developmental efforts during the whole PMS process while MODERN AUTOMOBILE COMPANY has placed its concern towards its appraiser being competent in both their appraiser and employee capabilities. Rating system is different from one company to another company MODERN AUTOMOBILE COMPANY Ltd rating is performance pay rate and overall rate but POPULAR Chemicals rating system base for Percentage and overall salary base employee get high salary means get low percentage, low salary means get high percentage. MODERN AUTOMOBILE COMPANY uses the appraisal system to evaluate the employee's overall KRAs achievement and base for feedback and counseling but POPULAR Chemical uses the Weighting scale system to evaluate employee performance base for KPI and gives result: 'high', 'average' and 'low' performance.

MODERN AUTOMOBILE COMPANY Ltd PMS is mostly based on customer satisfaction but POPULAR Chemicals PMS is based on employee and management opinion. In POPULAR Chemical's performance development program high performer means the management will give cash bonus, gift and promotion, low performer means training and counseling system. Compared with MODERN AUTOMOBILE COMPANY Ltd there are only two types rating system followed one is performance pay rating and the other overall rating.

2.4.0 Suggested reasons to the PMS Similarities and Differences:

The companies vision are somehow similar that is to be a leading industry player so the goal setting, feedback and counseling system and rating system are mostly comparable. As to the similarities of both the PMS models, both have been improved from new PMS. The petrochemical and automobile industry

competitions are very high within their industries. Thus in order to sustain their competitive advantages to stay ahead of competitive pack, often changes are inevitable in order to be in possession of the latest technologies and models to have their performances being changed. Out of the list the PMS would be an aspect that has to undergo improvement to better align employee's goals to the organization goals.

Both PMS models are very open and transparent due to the fact that both organizations vary from customer base and employee base. On the year-starting objectives setting for both POPULAR Chemicals and MODERN AUTOMOBILE COMPANY Ltd, POPULAR has its goals being set upon mutual agreement of its line-manager and subordinates while in MODERN AUTOMOBILE COMPANY the goals are based on the customer requirements and demands. The reason is POPULAR Chemical concentrates more on organization plan and gets the managers at all levels to be part of the goal setting sessions. In MODERN AUTOMOBILE COMPANY Ltd goals are based on customer demand and requirements as they do not elaborate on the importance of organization structure as much as POPULAR Chemical does.

Performance towards its employees rather than its line-manager POPULAR Chemicals encourages each of its employees to place importance in their undertakings and be more responsive to the environment. POPULAR Chemical helps develop international creativity and trust worthy in their day to day work; compared to MODERN AUTOMOBILE COMPANY Ltd there are more differences in overall PMS. POPULAR Chemicals is worldwide organizations so the PMS is more innovative and new techniques are taken compare to MODERN AUTOMOBILE COMPANY Ltd PMS now only create for new techniques and ideas.

POPULAR Chemicals use for weighting system, this system used to easily identify the employee performance, so high performer means good bonus and low performer means arrange any performance improvement plan will conduct the employee. Compare to MODERN AUTOMOBILE COMPANY Ltd only rating system is appear not conduct any employee improvement plan.

3.0 Possible Weaknesses and potential problems:

From the above it can be seen that in the PMS model one of the weakness of MODERN AUTOMOBILE COMPANY Ltd is employee development program is not conducted; only rewarding system is considered. Compared with POPULAR Chemicals employee development program is being

conducted. This program will help to improve the employee knowledge and easily achieve the individual and organizational goals. MODERN AUTOMOBILE COMPANY Ltd by following the employee development program will get good result. Possible weakness and potential problems of POPULAR Chemicals, is that it is a petrochemical industry and its operations are mostly based on people efforts to work compared with MODERN AUTOMOBILE COMPANY Ltd's. So safety issues are of concern for POPULAR Chemical's employees and if not followed much problems will affect the company as well as employee. So POPULAR Chemical's reliance on human resource is risky and higher usage of machines is the only solution. MODERN AUTOMOBILE COMPANY Ltd has to become more customer base so customer satisfaction is important that is one of the weaknesses because the customer will not be fully satisfied and the management cannot easily change. Through its current practice, MODERN AUTOMOBILE COMPANY Ltd objectives are more internalized towards internal organization and hierarchies rather than externalized towards customers, thus it may be a weakness which would lead MODERN AUTOMOBILE COMPANY Ltd in losing customers at the end of the day. This is due to the fact that MODERN AUTOMOBILE COMPANY Ltd would not be able to measure its objectives against its customers which is essentially the very reasons of its existence, thus it might not be able to measure its individual employee's performance towards the organizational objectives according to customer's demand and requirements which is in fact landing MODERN AUTOMOBILE COMPANY Ltd into risky situations. At the end of the day customers demand and requirements would not be able to be fulfilled and ultimately MODERN AUTOMOBILE COMPANY Ltd will lose its customers to its competitors in the automobile industry.

4.0 Implication on organizational productivity:

The impact of HRM practices on organization productivity is more extensive. Many authors tell how to increase organization productivity. Katz and Weber (1985) demonstrated that highly effective industrial relations systems, defined as those with fewer grievances and disciplinary actions and lower absenteeism, increased product quality and direct labor efficiency, and Katz and Keefe (1987) showed that a number of innovative work practices improved productivity. Finally, employee turnover also has an important influence on organizational productivity (Brown and Medoff, 1978). MODERN AUTOMOBILE COMPANY Ltd apply for lower absenteeism, increase product quality and direct labor efficiency and create innovative work practices will improve the productivity. The same benefits would be very likely be applied by POPULAR Chemicals also. Thus, when the people are more satisfied in

their work, they would have higher morale to get their tasks done, and more motivated to achieve astonishing results. With such passion and commitment from the people, it would be very likely that organizational productivity would be driven up and customer satisfactions also increase. MODERN AUTOMOBILE COMPANY Ltd should improve the rating system will help to improve the organization productivity and increase the labor force.

5.0 Recommendations:

MODERN AUTOMOBILE COMPANY Ltd and POPULAR Chemicals should have even more specific, measurable, attainable, realistic and timely goals for employee, generous but at the same time being professional at evaluating employee performance, recommending highly competitive compensation plans, managing employee trainings and development and promoting the right employees to critical positions. MODERN AUTOMOBILE COMPANY Ltd should look more towards the approach of mutual concerns, and focusing just on performance alone is too rigid a criterion for giving rewards to employee. They could make it more lenient by giving employee targets which if 80% met also are accountable for certain benefits just to keep their motivation high, otherwise the employee will only be focused on performing and the quality of work might be affected. MODERN AUTOMOBILE COMPANY Ltd and POPULAR Chemicals both should be engaged in the process of 360 degree appraisal system which would be a clear way designed to promote understanding between employee and employer in a more authentic and appealing way. (Performance management research review, 2007) Energizing the involvement of employees in decision making by making their feedback countable, usage of technology employee could have live chats with C.E.O perhaps and send his suggestion on how to improve a certain thing and make it more profitable. This would make the employee feel that his performance is recognized in the organization and he would feel trusted yet motivated and would give his maximum to show his loyalty towards organization growth making it more successful and prosperous. MODERN AUTOMOBILE COMPANY Ltd and POPULAR Chemicals should also be concerned about managing bottom performers preparing robust 30 to 90 days performance improvement plan including specific and measurable action with clear timelines along with guiding principles on how to improve performance a strict yet helpful close supervision within this period of time by supervisors would be highly influential and beneficial for the growth of employee. MODERN AUTOMOBILE COMPANY Ltd can also follow this practice easily and improve the

management prioritizes people development as a core accountability for line managers with greater use of planned career assignments, and one-to-one coaching and competency models (Performance management research review, 2007).

6.0 Conclusion:

MODERN AUTOMOBILE COMPANY Ltd and POPULAR Chemicals both are renowned companies in today's world in their respective industries and have gained much Popularity over the years for the quality goods and services they offer. PMS at both the companies has its advantages and top management of both the companies are aware that the biggest room in this world is the room for improvement and hence they should work towards improving even further and having more ways to boost employee performance, since it's the employee participation and contribution in the workplace which leads to greater organization performance and determine companies success.

On the balance it can be concluded that the emergence of performance management system has been a great help to the organization in getting the best out of their employees to achieve the greater success for organization.

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A Study on Occupational Stress Level of Employees with Special Reference to Coimbatore District

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Abstract

Stress has become a major concern of the modern times as it can cause harm to employee's health and performance. In this difficult economy, many of us are finding it hard to cope with stress in the workplace. While some stress is a normal part of the workplace, excessive stress can interfere with productivity and reduce physical and emotional health. The project is about "A study on Occupational Stress level of employees in textile shops with special reference to The Chennai Silks, Coimbatore district", was conducted among the employees. A standardized questionnaire suitable to the study was framed and subjected to pilot study to test its reliability and validity. The study was based on employees at various levels in the Chennai silks, Coimbatore. The responses of a sample of 150 respondents were collected and analyzed using the statistical tools like Chi-square, and Mean Value Analysis.

1. Introduction

Stress

Stress may be defined as "a state of psychological and physiological imbalance resulting from the disparity between situational demand and the individual's ability and motivation to meet those demands." Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he/she desires and for which the outcome is perceived to be both uncertain and important.

There are many definitions of stress. The Health and Safety Executive define stress as, "the reaction people have to excessive pressures or other types of demand placed upon them. It arises when they worry they can't cope".

Occupational Stress

According to the National Institute of Occupational health and safety, Occupational stress can be defined as the harmful physical and emotional responses that occur when the requirement of the job do not match the capabilities, resources or needs of the workers.

1.1 Statement of Problem

The major problem in the company is occupational stress of employee in the work place, hence this research provides an insight about stress level, its causes and impacts in the work place of employees in The Chennai Silks, Coimbatore.

1.2 Objective of the Study

- To analyze the occupational stress level of employees at workplace with its special reference to The Chennai silks, Coimbatore.
- To analyze the working condition of the workers.
- To identify the stressful aspect of work, and designing strategies and improve the work.

1.3 Limitations of the Study

- Study is confined only to Coimbatore branch. Results may vary if applied to other branches of the same company.
- Employees working in other industries may have different factors causing stress.

2. Review of Literature

A review on the previous studies on stress among the employees is necessary to know the areas already covered. This will help to find out the new areas which are uncovered and to study them in depth. The earlier studies made on stress among the employees are briefly reviewed here.

1. **T.J.Newton (1989)** This paper considers problems in the conceptualization and operationalization of four concepts in occupational stress research: stress, strain, coping behavior, and coping style. The paper argues that a lack of conceptual and operational clarity in each of these areas has led to confusion in both the conduct and the interpretation of

occupational stress and coping research, citing examples from the literature to support and illustrate this argument, as well as re-analyzing previous research. Recommendations are made for future research methodology which may overcome or limit some of the conceptual and operational problems examined.

2. **Ivan T. Robertson, Cary L. Cooper, Janet Williams & Janet Williams (1989)** This paper investigates the validity of four subscales of the Occupational Stress Inventory (OSI). Data derived from a sample of British managers are used to generate a multitrait-multimethod matrix. The results obtained suggest that three of the four OSI scales (job satisfaction, mental health, type A behavior) show acceptable validity. The fourth scale (locus of control) needs further development. Further analysis, using multiple regression procedures, was conducted to explore the validity of the theoretical ideas underlying the OSI. The results reveal that both sources of pressure at work and type A behaviour are linked to mental health and job satisfaction.
3. **Jex, Steve M Beehr, Terry A Roberts, Cathlyn K (1992)** Tested the effect of using the word stress in the measurement of self-reported occupational stressors and strains. Employees from 2 organizations responded to a questionnaire that included specific occupational stressors, strains, and 16 items in which the word stress was used. Survey respondents tended to interpret the word stress to refer both to employees' strains or reactions to the work environment and to job stressors or elements of the environment itself.
4. **L Woodruff (1993)** The most popular definition of "stress" is "a complex interaction between an individual and the environment" that causes some response of the body (either emotional, physical, or both) in accordance with an individual attribute. Stress thus involves a stressor (environmental stimulus), a stress reaction (uncomfortable bodily changes and feelings), and individual characteristics. Occupational stressors are related to the job itself and to conditions associated with the organization's structure, climate, management style, and information flow. In the case of correctional officers, job-related stressors may include inmate defiance and games, maintenance of inmate discipline, compliance with inmates' rights, overcrowded conditions, and the confinement of the jail or prison environment. Stressors associated with organizational structure and administration includes lack of participation in decision making, lack of positive recognition, lack of administrative support, role conflict and ambiguity, and supervisory behaviors. Considerable research indicates that occupational stress may be an important cause of the typically short lifespan and the abnormally high marital and medical

problems among correctional personnel. Research also links stress to decreased productivity, decreased job satisfaction, burnout, and decreased organizational commitment.

5. **David Bunce, Michael A West (1996)** A study among health-care workers is reported where a traditional stress management program (n = 66) was compared with an intervention promoting innovation at work as a form of stress management (n = 52), and a control group (n = 84). Measures relating to both the process of participation in the respective interventions, and outcome in terms of psychological well-being were taken. The traditional program, emphasizing cognitive-behavioral and arousal reduction techniques, was associated with improvements in general psychological strain and job satisfaction. The intervention promoting innovative responses to stressors (e.g., changing work methods, modifying working relations with colleagues) was associated with improvements in work-related stress, and innovation. Statistical analysis suggested session process variables, in addition to the theoretical orientations of the respective interventions, were associated with outcome variance. Follow-up data, 1 year post-intervention, suggested short-term gains on outcome variables relating to psychological well-being were not maintained. However, increases in levels of innovation, although not apparent post-intervention (3 months), were significant after 1 year. It is concluded that stress management research should focus more on process variables, and that interventions promoting innovation at work, show some promise in addressing occupational strain.

3. **Research Methodology**

This is a descriptive study based on the primary data collected from 150 employees at various levels in The Chennai silks, Coimbatore. Data was collected through using pre-tested, structured questionnaire. The entire population is taken for the research hence it will be a **Census Study**. Analyzing the data with some statistical techniques is called as data analysis. Chi Square and Mean Value Analysis are the tools used for the study.

4. Analysis and Interpretation

Mean Value

Table 1

Table showing the Mean Value based on Organization Environment

S No	Organization Environment	Mean	SD
1	Information to Perform Job Effectively	4.03	1.602
2	Choice in Deciding at Workplace	3.91	1.029
3	Different groups at work	3.61	1.203
4	Cope up with Physical Conditions	3.85	0.988

Inference

From the above table it can be inferred that, majority of the employees says that they are able to get the necessary information to perform job effectively, among the above four factors “I am able to get the necessary information to perform my job effectively” have obtained a highest mean score of 4.01 which indicates that employees are able to get necessary information to perform job effectively. The mean value for “Different groups at work demand things from me that are hard to combine/prioritize” scored least with 3.61 which also indicates that different groups at work demand things from them which are hard to prioritize.

Table 2 Table showing the Mean Value based on Work Time

S No	Work Time	Mean	SD
1	Perform when there is pressure to work for long hours	3.95	0.988
2	Pressure to work long hours	3.81	0.944
3	Neglect some tasks	3.90	0.995
4	Keep busy all the time	3.94	0.985

Inference

From the above table it can be inferred that, majority of the employees says that they are able to work for long hours, among the above four factors “I am able to perform when there is pressure to work for long hours” have obtained a highest mean score of 3.95 which indicates that employees are able to perform when there is pressure to work for long hours. The mean value for “I am under pressure to work long hours” scored least with 3.81 which also indicates that employees were also able to work for long hours.

Chi-Square Analysis

Cross Tabulation between Age Group and Responsibility

Null Hypothesis

Ho: There is no significant association between the two variables Age Group and Responsibility.

Alternate Hypothesis

H1: There is a significant association between the two variables Age Group and Responsibility.

Table 3 - Cross Tabulation between Age Group and Responsibility

Age Group	I am clear about my duties and responsibilities				Total
	Strongly Agree	Agree	Neutral	Disagree	
Less Than 20	5	7	2	0	14
21 to 30	24	32	9	0	65
31 to 40	17	21	11	3	52
41 to 50	5	6	5	0	16
Above 50	0	0	2	1	3
Total	51	66	29	4	150

Table 4 Chi-Square Test between Age Group and Job Analysis

Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi –Square	24.332	12	0.018

Level of Significance= 0.05

Inference

From the above table it can be inferred that the calculated value .018 is less than the tabulated value 0.05. Hence, H1 is accepted and H0 is rejected which implies that there is a significant association between the two variables Age Group and Responsibility in the Organization.

Cross Tabulation between Annual Income and Working Time

Null Hypothesis

Ho: There is no significant association between the two variables Annual Income and Working Time.

Alternate Hypothesis

H1: There is a significant association between the two variables Annual Income and Working Time.

Table 5 Cross Tabulation between Annual Income and Working Time

Annual Income	I have to neglect some tasks because I have too much to do					Total
	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	
Less than 125000	3	8	2	0	0	13
125000-150000	8	16	2	0	1	27
151000-175000	15	14	7	3	3	42
175000-200000	12	8	8	6	0	34
More than 200000	6	20	6	2	0	34
Total	44	66	25	11	4	150

Table 6 Chi-Square Test between Annual Income and Working Time

Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi –Square	26.883	16	0.043

Level of Significance= 0.05

Inference

From the above table it can be inferred that the calculated value .043 is less than the tabulated value 0.05. Hence, H1 is accepted and H0 is rejected which implies that there is a significant association between the two variables Annual Income and Working Time in the Organization.

Cross Tabulation between Gender and Confidence

Null Hypothesis

Ho: There is no significant association between the two variables Gender and Confidence.

Alternate Hypothesis

H1: There is a significant association between the two variables Gender and Confidence.

Table 7 Cross Tabulation between Gender and Confidence

Gender	Motivation brings me more confidence					Total
	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	
Male	38	48	17	9	0	112
Female	8	10	13	6	1	38
Total	46	58	30	15	1	150

Table 8

Chi-Square Test between Gender and Confidence

Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi –Square	13.334	4	0.010

Level of Significance= 0.05

Inference

From the above table it can be inferred that the calculated value .010 is less than the tabulated value 0.05. Hence, H1 is accepted and H0 is rejected which implies that there is a significant association between the two variables Gender and Confidence in the Organization.

Cross Tabulation between Gender and Relationship

Null Hypothesis

Ho: There is no significant association between the two variables Gender and Relationship.

Alternate Hypothesis

H1: There is a significant association between the two variables Gender and Relationship.

Table 9 Cross Tabulation between Gender and Relationship

Gender	If works gets difficult my colleagues will help me					Total
	Strongly Agree	Agree	Neutral	Strongly Disagree	Disagree	
Male	33	43	24	8	4	112
Female	11	15	3	3	6	38
Total	44	58	27	11	10	150

Table 10 Chi-Square Test between Gender and Relationship

Test	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi –Square	9.274	4	0.055

Level of Significance= 0.05

Inference

From the above table it can be inferred that the calculated value .055 is equal to the tabulated value 0.05. Hence, H1 is accepted and H0 is rejected which implies that there is significant association between the two variables Gender and Relationship in the Organization.

5.1 Findings

Mean Value Analysis

From the Mean Value Analysis the following are interpreted

- The highest mean value of 4.01 indicates that indicates that employees are able to get necessary information to perform job effectively
- The mean value of 3.95 which indicates that employees are able to perform when there is pressure to work for long hours.

Chi-Square Analysis

From the Chi-square test the following are interpreted

- There is a significant association between the two variables Age Group and Responsibility in the Organization.
- There is a significant association between the two variables Annual Income and Time in the Organization.
- There is a significant association between the two variables Gender and Confidence in the Organization.
- There is a significant association between the two variables Gender and Relationship in the Organization.

5.2 Suggestions

A combination of organizational change and stress management is often the most useful approach for preventing stress at work. Generally, organizational level strategies include job procedure modification and Employee Assistance Programs (EAP). Individual level strategies include taking vacation. Getting a realistic job preview to understand the normal workload and schedules of the job will also help people to identify whether or not the job fit them.

- The organization can provide time management training which will help the employees to complete their work within given time.

- The organization can incorporate strategies to enhance team work and cooperation among the employees by monetary and non monetary cooperation.
- Health Management Workshops, wellness programs these programs focus on the employees total physical and mental conditions like engaging the employees in the aerobic exercise, because it stimulates the brain and the body, yoga, meditation, etc.
- Giving counseling to the employees when they face problems, because counseling is the discussion of a problem that usually has emotional content with an employee in order to help the employee to cope up with better.
- The organization must introduce Employee Assistance Program (EAP) and stress control workshops according to the level of employees. EAP includes counseling employees on managing personal finances, handling conflict at work place, dealing with marital and other family problems and coping with the health problems.

5.3 Conclusions

The present study has produced some important results that have implications for both research and practice. Stress in the workplace has become the black plague of the present century. Much of the stress at work is caused not only by work overload and time pressure but also by lack of rewards and recognition and more importantly by not providing the individual autonomy to do their job as they would like. Since the organization is based on textile sales and services to the customers the management should arrange some stress management programs for their employees periodically.

Organization must begin to manage people at work differently treating them with respect and valuing their contribution. If we enhance the psychological well being and health of the employees, in future the organization would make more revenue as well as employee retention.

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