

Contents

4 From the Editors's Desk

5 Guidelines for Authors

7 Service Quality in Retail Store: An Empirical Study on
Customer Perception of Retail Store Services @ Hyderabad
Prof Sunitha Mehatha Vishwa Vishwani Institute of Systems and Management
Prof Rajkumar Pillay, ROOTS Degree College,

17 Stress and Stress Coping Strategies
Among Intermediate Students
V.Sreecharan - Prof. M.Srinivasa Reddy

24 Organisation Politics - Myths and Realities
Sukesh Koka
Director - HR-Hackett Group (India) Limited

34 Decision Support System for Revenue Management -
A strategic imperative
Ajay Kumar Yaleru, Senior Director, The Hackett Group

43 Call for Papers

44 Guidelines for Submission of Book Reviews in AJM

From the Editors Desk

One of the most important decisions in the life of an entrepreneur is whether or not to go public. While majority and almost everybody want to go public, they may differ only in terms of when to go public. The timing is very crucial as the shareholder value unlocked in the capital market place depends on the stage and age of the business, stock market conditions, policy environment, etc. The only substantial advantage of "Going public" is an expensive process and a public company faces many new responsibilities it did not have as a privately held business. Going public will result in increased capital for the issuer. A public offering places a value on the company's stock and insiders who retain stock may be able to sell their shares or use them as collateral. It also creates a type of currency in the form of its stock that the business can use to make acquisitions. Entrepreneurs in India understand the advantages of owning a listed company but don't want to operate under close scrutiny by capital market regulators. The upshot: their company goes public, but the business remains tightly controlled within the family, friends and relatives. This defeats the very purpose of public listing and is against the spirit of shareholder capitalism.

In June 2010, the SEBI amended rules to the effect that all public companies, listed or proposed to be listed, shall mandatorily be required to have at least 25% public shareholding (with the exception of PSUs which needed to have at least 10% public shareholding). Existing listed companies with public shareholding less than 25% were given three years to comply with the minimum public shareholding limit i.e. by June 2013 and PSUs were given time until August 2013. As the deadline for compliance approaches, promoters of Indian listed companies have been clamoring to offload their excess shareholding through various routes to comply with the revised norms prior to June 2013. SEBI has allowed companies to take either one of the routes-follow-on public offers (FPOs), Offer For Sale (OFS), Institutional Placement Program (IPP) or bonus, rights issues-to comply with the revised norms. A company wanting to take any other route must seek SEBI's permission before doing so. As 105 companies in the private sector have missed the June deadline it will not be an unpleasant surprise if majority of public sector companies miss the August deadline.

*Dr A Srihari Krishna
consulting Editor*

Guidelines for Authors

Auroras Journal of Management (AJM) invites original papers from scholars, academicians and practitioners pertaining to management, business, and organizational issues. AJM also welcomes articles dealing with the social, economic and political factors that influence the business and industry. Papers, based on theoretical or empirical research or experience, should illustrate the practical applicability and/ or policy implications of work described.

The Editorial Board offers the following guidelines which are to be followed while contributing papers for publication in AJM:

Manuscript

The Author should send three copies of the final manuscript. The text should be double-spaced on A4 size paper with one-inch margins all around. The Author's name should not appear anywhere on the body of the manuscript to facilitate the blind review process. The Author may send a hardcopy of the manuscript to Aurora's Business School or e-mail the MS Word Document at ajm@absi.edu.in. The manuscripts should be submitted in triplicate and should have been proof-read by the Author(s) before submission.

The paper should accompany the following on separate sheets (1) An executive summary of about 500 words along with five key words, and (2) A brief biographical sketch (60-80) words of the Author describing current designation and affiliation, specialization, number of books and articles in refereed journals, and membership on editorial boards and companies, etc. along with their contact information.

AJM has the following features:

- Research Articles which present emerging issues and ideas that call for action or rethinking by managers, administrators and policy makers in organizations. Recommended length of the article should be limited to 7,500 words.
- Book Reviews which covers reviews of contemporary and classical books on Management.
- Articles on with social, economic and political issues which deal with the analysis and resolution of managerial and academic issues based on analytical, empirical or case research/ studies/ illustrations.

Headings/Sub-Headings

The manuscript should not contain more than 2-3 headings. It is suggested that lengthy and verbose headings and sub-headings should be avoided.

Acronyms, Quotes and Language

Acronyms should be expanded when used for the first time in the text. Subsequently, acronyms can be used and should be written in capitals only. Quotes taken from books, research papers and articles should be reproduced without any change. British English is recommended as compared to American English. Keeping the diversity of the readers in mind, it is suggested that technical terminologies should be explained

Tables, Numbers and Percentages

All tables, charts, and graphs should be given on separate sheets with titles. Wherever necessary, the source should be indicated at the bottom. Number and complexity of such exhibits should be as low as possible. All figures should be indicated in million and billion. All graphs should be in black and not in colour. The terms 'and' and 'percentage' should not be denoted by their symbols (& and %). Instead the complete word must be used. All figures/numbers <10, mentioned in the text, should be written only in words.

Notes and References

The notes and references shall be presented at the end of the text, with notes preceding the list of references. Both, the notes and references should be numbered in their order of appearance in the text.

Endnotes, italics, and quotation marks should be kept to the minimum.

References should be complete in all respects:

(a) The reference for journals shall be given as :

Hannan M T and Freeman J (1977), "The Population Ecology of Organizations", American Journal of Sociology, Vol.82, No.5,pp.929-964

(b) The reference for books shall be given as :

Hooda R P (1998), Indian Securities Market, Excel Books, New Delhi.

Copyright

Wherever copyrighted material is used, the Authors should be accurate in reproduction and obtain permission from copyright holders, if necessary. Articles published in Aurora's Journal of Management should not be reproduced or reprinted in any form, either in full or in part, without prior written permission from the Editor.

Review Process

The Editorial Board will share the manuscript with two or more referees for their opinion regarding the suitability of the papers/articles for publication. The review process usually takes about 3 months. Aurora's Journal of Management reserves the right of making editorial amendments in the final draft of the manuscript to suit the journal's requirements and reserves the right to reject articles. Rejected articles will not be returned to the Author. Instead, only a formal communication of the decision will be conveyed.

Electronic Copy

The Author is advised to send an electronic version of the manuscript in MS Word once the paper is accepted for publication.

Proofs

Correspondence and proofs for correction will be sent to the first Author unless otherwise indicated.

Reprints

The Author is entitled to receive 25 reprints free of charge.

**SERVICE QUALITY IN RETAIL STORE: AN EMPIRICAL STUDY ON
CUSTOMER PERCEPTION OF
RETAIL STORE SERVICES @ HYDERABAD**

**Prof Sunitha Mehatha
Vishwa Vishwani Institute
of Systems and Management**

**Prof Rajkumar Pillay,
ROOTS Degree College,**

ABSTRACT

Indian Retail Industry is footing at its point of inflexion, waiting for the detonation to get place. The beginning of the retail industry dates back to times where retail stores were originated in the village fairs, melas or in the weekly markets, where these stores were extremely unorganized. The prima facie of life of the retail division took place with the establishment of retail stores in the locality for expediency. With the government interference, the retail industry in India took a new-fangled shape. Outlets for Public Distribution System, Cooperative stores and Khadi stores were set up. These retail Stores demanded petite portion for its business. The retail business in India met a novel face with the setting up of the poled apart international brand outlets, super markets, hyper or super markets, departmental stores, shopping malls. The unused span of retailing has absorbed superstores like Wal-Mart into India, leaving at the back, kiranas that served us for years. Such companies are basically IT based. The other important participants in the Indian Retail Sector are Pantaloons, Archie's, Big Bazaar, Bata, Landmark, Cafe Coffee Day, Khadims, to name a few . Even though every retail company is always looking to witness how it can enhance sales and its customer base, most of the companies, if not all, would tell, that good customer service is essential in ensuring that existing customers will remain loyal. They will also state that keeping esteemed customers is a lot easier than attracting new ones which is why outstanding customer service has to be placed right at the pinnacle of their agenda for company to prosper. Understanding the customer perception is the main objective of the management of retail stores to retain a loyal customer and attracting a new customer. In this paper, author explained the impact of retail store service with regard to customer perception and used the application of factor analysis to analyze different variables that measures the customer perception on service provided by the retail stores.

BACKDROP

The changing face of India has witnessed revolutions, small and large, because of changing demographics, advent and mixture of technology in the last two decades or so; advent of global players in an assortment of industries. Retail industry is one such industry that has witnessed great growth, more significantly in the last one decade. The services have penetrated in all metro cities and urban areas. The retail store providers have been pushed to the edge to stay in the market facing cutthroat competition. The oligopolistic condition in this industry calls for differentiation in services to remain competitive. Various studies have shown that there is a direct association between quality of service and customer satisfaction, customer loyalty, retention and profitability. Service eminence in retail stores has, therefore, become part of main focus for the retail store service providers.

With the swiftly changing technologies, customer requirements and increased customer awareness, there has been a lot of research related to the subject in Indian context but the studies have mainly been confined to either functional or technical attributes of service quality. The study focuses on understanding the customer's perception of retail store service in order to understand the service quality attributes in depth, opinion of customer on retail store service. Further, the study would help the service providers set standards for quality of service which would show the way to enhance performance and efficiency. This paper would help retail store providers to discover which particular dimension requires attention in order of their relative importance.

SERVICE AND ITS IMPORTANCE:

Customers are the life blood for any business. Understanding the importance of good customer service is essential for a healthy business in creating new customers, keeping loyal customers, and developing referrals for future customers.

Excellent customer service begins at the initial greeting, whether in person or on phone, or email. A positive first impression can be created in the mind of customers by using good people skills. On the other hand, when a service employee doesn't properly acknowledge, the customer feels inconvenient or slighted and that negative feeling doesn't get the customer in a buying mood, and it will most likely turn him away from ever coming back to that particular store.

Therefore, a good customer service goes beyond the initial contact like helping customers choose the right product or service or answer their questions, assist them with their needs. This kind of service establishes good will, and it'll eventually lead to loyal customers. Even if that person doesn't purchase anything at that time, the good shopping experience will bring the customer back again.

When dealing with clients, sometimes there are situations that need to be resolved. If the customer is upset about a product or service they've received from the company, the first thing an employee should do is to listen. By taking the time to hear through the entire complaint, the customer feels that you care. Attentive listening will break down that barrier and begin to build a bridge to fix the situation. Usually, discussing different options will then bring about a positive outcome for both sides.

REVIEW OF LITERATURE:

Various studies in the context of customer service have been undertaken, from time to time, by various researchers and academicians and the marketing literature has substantially acknowledged the use of service quality as competitive edge.

1. According to Cronin and Taylor, 1992 employees' service orientation and ability to provide service quality affects both consumer satisfaction and subsequent purchase intentions .
2. Rogelberg and Creamer (1994) suggested that customer service satisfaction significantly impacts subsequent purchase behavior. In this sense, a consumer receiving quality service will be more likely to purchase from organization in the future, while dissatisfied customers will go elsewhere[2].

3. According to McDaniel and Frei (1994), two general factors influence employees' tendency to provide quality customer service: organizational climate and individual personality characteristics. The Macro organizational approach methodology examines the extent to which the organization itself promotes quality service orientation.
4. The practitioner literature suggests a "value chain", whereby, perceptions and behaviors of front-line store employees shape customer satisfaction and intent, and ultimately, store performance (Heskett et al.2003).
5. Bowen and Ford (2002) suggested that employees in service sector are different from those in manufacturing sector in several fronts: first, the process of delivering a service involves customer in the production process; second, service employees must respond to each situation in a unique manner, third, "emotional labor" is an important part of the work in a service setting, and fourth, service employees not only perform work, they are required to manage service delivery process .
6. In service sector, Berry, Wall and Carbon have identified three clues: Mechanic, Functional and Humanic clues that influence customer's rational and emotional perception of service quality. Mechanic clues come from actual objects or environments and include sights, smells, sounds, tastes and textures. Whereas functional clues affect the reliability of the service. Humanic clues emerge from the behavior and appearance of service providers, choice of words, tone of voice, level of enthusiasm, body language, neatness and appropriate dress.

CUSTOMER SATISFACTION:

Customer satisfaction refers to the extent to which customers are happy with the products and services provided by a business. Customer satisfaction levels can be measured using survey techniques and questionnaires. Gaining high levels of customer satisfaction is very important to a business because satisfied customers are most likely to be loyal who patronize the business with repeat orders and use a wide range of services offered by a business.

Studies carried out by companies like Argos and Cadburys have found very high levels of customer satisfaction. It is not surprising because these companies emphasize market research and marketing as the tools to find out what customers want and then make it possible to please the customers e.g. providing the goods that customers want, in the packaging that they want, in retail outlets which are convenient to use and well placed.

There are many factors which lead to high levels of customer satisfaction including:

- n Products and services which are customer focused and thence provide high levels of value for money.
- n Customer service giving personal attention to the needs of individual customers.
- n After sales service - following up the original purchase with after sales support such as maintenance and updating (for example in the updating of computer packages).

What is clear about customer satisfaction is that customers are most likely to appreciate the goods and services that they buy if they are made to feel special. This occurs when they feel that the goods and services that they buy have been specially produced for them or for people like them. This relates to a wide range of products such as razors that are designed for ease of use and good quality finish, petrol products that are environmentally friendly and customized to meet the needs of particular types of engines, etc.

OBJECTIVES:

1. To understand the relationship between service provided by the retail store and customer satisfaction.
2. To understand the quality of service by the employees in the retail store organization.

HYPOTHESIS:

H_0 : Customer satisfaction and service provided by the retail store employees have no relation (independent).

H^1 : Customer satisfaction and service provided by the retail store employees has relation (independent).

RESEARCH METHODOLOGY:

The sample consists of 72 individual opinions on service provided at various retail stores specific to Reliance fresh, Food world, Fresh, More and etc., in Hyderabad city. Convenience sampling was used to gather the data from the individuals of city who had been visiting these outlets for more than 2 years. The criterion of three years was adapted to increase the credibility of information received from the respondents. The responses were obtained from businessmen, professionals, academicians, homemakers and students who belong to age group of 20-60. Most of the respondents were direct cash paying customers and the rest were credit card users.

A questionnaire of 23 variables was framed to know the quality of service provided by the employees of the stores. Each of these variables were evaluated on five point liker scale, ranging from 1 strongly disagree to 5 strongly agree.

ASSESSMENT OF RELIABILITY:

The validity and reliability of variable was evaluated by working out coefficient of alpha (Cronbach alpha) that measures internal consistency. If the coefficient of alpha is 0.6 or more than 0.6, then it signifies that there is good consistency amongst variables within each dimension of service quality. A value less than 0.6 are considered to be unsatisfactory. All extracted factors have reliability with a value of equal to or more than 0.6.

FACTOR ANALYSIS :

Kaise-Meyer-Olkin (KMO) statistics is used to examine the sample adequacy of factor needs. KMO measures size of the correlation among variables, whether the partial correlation among variables is

small or not. In other words, correlation among the variables is large, KMO measure indicate that a factor analysis of the variables is significant measure. Bartlett's test of Sphericity interpretation is used to test whether correlation matrix is an identity matrix. Identity matrix indicates the factor analysis is inappropriate. Bartlett's test of Sphericity interpretation is used to test the null hypothesis that the variables in the population correlation matrix are uncorrelated. The observed significance level is .0000. It is sufficient to reject the hypothesis. It is concluded that the strength of the relationship among variables is strong. It is an excellent idea to carry on a factor analysis for the data.

From table, it can be concluded that the both KMO and Bartlett's results are significant and acceptable. SPSS15.0 was used for applying principal component analysis with varimax rotation. Variable with low factor loading has been taken into account. Ultimately nine factors consisting of 23 variables were extracted and result was shown in table.

CONTENT VALIDITY:

Content validity is related to face validity refers to the extent to which a measure represents all facets of a given construct. In order to evaluate the content validity, the questionnaire constructed in the present study was shown to retail store managers at different locations of stores in Hyderabad city and they were asked to express their opinion. Any disagreement with the questionnaire would require another revision of the measurement scale in consultation with them. However, the response from these managers indicated no such disagreement with the constructed questionnaire. Hence, this agreement helped in validating the scale, which established the content validity. However, content validity alone is not a sufficient measure of the validity of a scale.

CRITERION RELATED VALIDITY:

It is used to establish the accuracy of a one measure or procedure by comparing it with another measure or procedure which has been shown to be valid. In this present study, criterion related validity, is established by comparing overall service quality with customer perceived factors. Table shows the correlation between overall service quality and nine factors. The entire customer perceived service factors have statistically significant positive correlation with overall service quality. Factors like responsiveness and convenience have very high correlation with overall service quality and there by signifies that these factors are excellent determinant of overall service quality.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.673
Bartlett's Test of Sphericity	Approx. Chi-Square	572.016
	df	253
	Sig.	.000

Communalities

		Extraction
1.	Store appearance is good	.721
2.	Bill process is efficient	.694
3.	Lay out is intuitive	.798
4.	It follows hygienic conditions	.583
5.	Staff is very attentive and responsive	.762
6.	Staff is polite and pleasant	.802
7.	Communication skills of staff is good	.782
8.	Is the staff communication is good	.714
9.	Respond your request	.720
10.	A hand of help at inconvenience	.795
11.	Assures quality and fresh products	.728
12.	Service up to the expectation	.637
13.	Quality of service delivery	.786
14.	Merchandising is done properly	.745
15.	Store location nearby	.826
16.	I visit the store because of good service	.777
17.	I visit the store because of quality provided	.825
18.	I visit the store because of promotional activities carried	.684
19.	Staff members have proper product knowledge	.741
20.	Guiding and persuading nature	.820
21.	Capability of handling your objections	.674
22.	Employees are reliable	.649
23.	Store sells latest products	.653

Extraction Method: Principal Component Analysis.

Total Variance Explained

Extraction Method: Principal Component Analysis.

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.446	23.679	23.679	5.446	23.679	23.679	2.575	11.196	11.196
2	2.044	8.888	32.567	2.044	8.888	32.567	2.534	11.016	22.212
3	1.778	7.729	40.296	1.778	7.729	40.296	2.265	9.850	32.062
4	1.558	6.773	47.069	1.558	6.773	47.069	1.778	7.732	39.794
5	1.469	6.387	53.456	1.469	6.387	53.456	1.711	7.441	47.235
6	1.293	5.621	59.077	1.293	5.621	59.077	1.676	7.286	54.521
7	1.208	5.253	64.329	1.208	5.253	64.329	1.553	6.754	61.275
8	1.116	4.853	69.182	1.116	4.853	69.182	1.453	6.317	67.592
9	1.007	4.376	73.558	1.007	4.376	73.558	1.372	5.967	73.559
10	.826	3.590	77.149						
11	.789	3.432	80.581						
12	.616	2.680	83.261						
13	.599	2.604	85.865						
14	.525	2.284	88.150						
15	.498	2.165	90.314						
16	.415	1.806	92.120						
17	.392	1.704	93.824						
18	.352	1.529	95.352						
19	.283	1.231	96.583						
20	.261	1.135	97.718						
21	.207	.902	98.620						
22	.191	.830	99.450						
23	.127	.550	100.000						

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a Rotation converged in 12 iterations

	Component							
	1	2	3	4	5	6	7	8
I visit the store because of quality provided	.869	.049	.017	-.030	.100	.141	.048	.185
I visit the store because of good service	.772	.089	-.063	.005	.287	.285	.005	-.004
Staff members have proper product knowledge	.711	.084	.309	.278	-.061	-.044	.201	-.064
I visit the store because of promotional activities carried	.514	.185	.442	-.069	-.033	-.273	-.105	.258
Staff is polite and pleasant	.060	.866	.057	.094	.129	-.133	.050	.005
It follows hygienic conditions	.041	.694	-.019	.225	-.123	.099	-.110	.044
Staff is very attentive and responsive	.203	.561	.175	.214	.352	.400	.025	.193
Respond your request	.360	.527	.076	-.182	.211	.216	.420	.067
Guiding and persuading nature	.059	-.076	.831	.175	-.088	.101	.242	-.096
Employees are reliable	.062	.250	.720	.050	.152	.002	-.144	.107
Capability of handling your objections	.098	-.064	.517	-.341	.304	.139	.393	-.006
Communication skills of staff is	-.036	.412	.178	.734	-.064	.124	.129	-.003
Is the staff communication is	.260	.214	-.080	.611	.448	-.103	.036	-.066
Store appearance is good	.006	-.056	.190	.445	.302	.388	-.193	-.081
Quality of service delivery	.142	.097	.075	.028	.856	.044	.119	.042
Store sells latest products	.110	-.188	.383	.333	.423	.059	.071	.395
Lay out is intuitive	.172	.053	.035	.019	.016	.870	.084	-.009
A hand of help at inconvenience	.060	-.028	.048	.088	.076	.014	.871	-.113
Merchandising is done properly	-.073	-.001	.096	.193	-.064	.134	.243	-.777
Assures quality and fresh products	.087	.351	.248	.295	-.184	.346	.143	.513
Service up to the expectation	.244	.183	.121	.217	.131	.203	.368	.465
Store location nearby	.055	.102	.018	-.079	-.003	-.015	-.007	.000
Bill process is efficient	.224	.389	.372	-.034	.149	.342	-.132	-.136

INTERPRETATION:

According to principle of component analysis with rotation method from 12 iterations, it was found that 9 components have extracted which senses the dimensions of service at store. Also, there is a great relation between customer satisfaction and service provided by the employees of the retail store organi-

Component Matrix

Component title	Variables of similar responses
Retail best practices	1. I visit the store because of quality provided
	2. I visit the store because of good service
	3. Staff members have proper product knowledge
	4. I visit the store because of promotional activities carried
Responsiveness	1. Staff is polite and pleasant
	2. It follows hygienic conditions
	3. Staff is very attentive and responsive
	4. Respond your request
Assurance	1. Guiding and persuading nature
	2. Employees are reliable
	3. Capability of handling your objections
Communication	1. Communication skills of staff is good
	2. Is the staff communication is good
Service delivery	1. Quality of service delivery
	2. Store sells latest products
Planogram	1. Lay out is intuitive
	2. A hand of help at inconvenience
Merchandising mix 15	1. Merchandising is done properly
	1. Assures quality and fresh products
Product satisfaction	2. Service up to the expectation
	1. Store location nearby
Store location	2. Store appearance is good
	Billing

CONCLUSION:

This paper refers a better grained understanding of the interactive function that consumers and store employees perform while in the service surroundings and reveals that consumer satisfaction develops not only through the expectations consumers have about employees, but also through the expectations that they have for themselves. The embryonic role themes acknowledged in this paper give insight into an overlooked aspect of service quality research, the way consumers want to participate in their service experiences. In addition, the emergent roles form a basis for building role theory into the understanding of consumer service satisfaction. Consumers see themselves as active participants in their service experiences and view the service encounter as a dual process. Consumer roles are lived out during the service encounter and service satisfaction develops during the interaction between consumers and employees.

References:

1. <http://uk.ask.com/question/why-is-customer-service-so-important>
2. Measuring Customer Service Orientation: An Examination of the Validity of the Customer Service Profile
Ramzi Baydoun, Dale Rose and Teresa Emperado
3. The Retail Value Chain: Linking Employee Perceptions to Employee Performance, Customer Evaluations, and Store Performance- Marketing Science > Vol. 27, No. 2, Mar. - Apr., 2
4. Managing employees in service sector: A literature review and conceptual development - Jonathan R.Anderson-Journal of business and psychology, vol. 20, No.4,(Summer 2006) , pp 501-523.
5. Service clues and customer assessment of the service experience: Lessons from marketing-Berry, Eileen A Wall and lowiss-Academy of Management Perspectives, Vol. 20, No.2 (May 2006), pp 43-57.

Questionnaire

S.A: Strongly agree, A: Agree, N: Neutral, DA: Disagree, S.DA: Strongly disagree

Sl.No.	Variable	S.A	A	N	DA	S.DA
1	Store appearance is good					
2	Bill process is efficient					
3	Layout is intuitive					
4	It follows hygienic conditions					
5	Staff is very attentive/ responsive					
6	Staff is polite and pleasant					
7	Communication skills of staff is good					
8	Is the staff communication is good					
9	Respond your request					
10	A hand of help provided during the time of inconvenience					
11	Store assure you the quality and fresh products					
12	Staff members provide the service up to my expectation					
13	Does the store deliver services as per promises made?					
14	Merchandising id done properly					
15	I visit the store because it is located nearby					
16	I visit the store because of good service provided					
17	I visit the store because of quality provided					
18	I visit the store because of the promotional activities carried out					
19	Staffs members have proper product knowledge					
20	Are staffs having Guiding and Persuading Nature?					
21	Capability of handling your objections					
22	Employees are reliable					
23	Store sells latest products?					

STRESS AND STRESS COPING STRATEGIES AMONG INTERMEDIATE STUDENTS

V.Sreecharan
Prof. M.Srinivasa Reddy

INTRODUCTION

Adolescence is generally considered to be the period between the beginning of teenage (puberty) and adulthood. It is a developmental stage of life that is shaped by changes in the body, mind and environment. The World Health Organization (WHO) defines an adolescent as any person between ages 10 and 19. The National Council of Education Research and Training (1999) defined adolescence as a period of physical, psychological and social maturity from childhood to adulthood.

Throughout the adolescent years, a great deal of physical, intellectual and emotional changes take place in a young person's life, culminating in sexual maturity, discovering one's real self, defining personal value and finding one's vocational and social direction. These changes are frightening and bewildering, yet at the same time, wonderful and full of excitement.

Most adolescents go through situations that cause stress and tension. While some level of stress can help teens take action or feel motivated, high or poorly managed levels of stress can create potentially serious problems, such as anxiety, withdrawal, depression, chronic worry, aggressive behavior and suicidal tendencies. Several adolescents, in a fit of stress and tension, take to fighting, drinking and smoking. Therefore, stress among adolescents is a concern not only for adolescents but also for their parents and teachers. Adolescents form significant section of the population of any nation, and therefore, care of adolescents is the need of the hour. If left unattended, the problems may later manifest into anti-social and deviant behavior.

The word 'stress' is defined by the Oxford Dictionary as "a state of affair involving demand on physical or mental energy". A condition or circumstance (not always adverse), which can disturb the normal physical and mental health of an individual. In medical parlance 'stress' is defined as a perturbation of the body's homeostasis. This demand on mind-body occurs when it tries to cope with incessant changes in life. 'Stress' is defined as the way our bodies and minds react to life changes. Stress is caused by a multitude of demands (stressors), such as an inadequate fit between what we need, what we are capable of, what our environment offers and what it demands (Levi, 1996). Stress is the combination of psychological, physiological and behavioral reactions.

Adolescents face a number of problems including fear of going to college, truancy, dropping out, and academic underachievement. Academic achievements have become a sole yard stick of self-worth and success. Academic pressures mount during the stage of adolescence (i.e. intermediate). These academic pressures create stress among the students and result in poor performance, which in turn, lead to low self-esteem, behavioral problems and depression. In view of this, the present study was undertaken to know stress and stress coping strategies among intermediate students.

OBJECTIVES OF THE STUDY

1. To know the stress among intermediate students.
2. To study the causes of stress.
3. To identify the difference in stress among boys and girls.
4. To know the stress among students of government and corporate colleges.
5. To identify the causes of stress among intermediate students.
6. To know stress coping strategies.

METHODOLOGY

The present study was conducted in Tirupati town of Chittoor District. The purpose of the study was to know 'Stress and Stressors among the Students of Intermediate'. There are 44 private Intermediate colleges and 21 government Intermediate colleges in Chittoor District. 50 boys and 50 girls from two government junior colleges and 50 boys and 50 girls from two corporate junior colleges in Tirupati town of Chittoor district were randomly selected as the sample for the present study. The information on stress coping strategies adopted by educational institutions was collected from principals of 4 colleges. Schedule was prepared with items on personal information, stress symptoms, stress causing factors and stress coping strategies.

PROCEDURE OF DATA COLLECTION

The data collection of the main study was carried out with the prior permission of the principal and the class teacher of each intermediate college to get the responses from the students of intermediate. The students were made to sit in one class comfortably. To establish good rapport with students, introduction was given regarding the objectives of the study, its significance, importance of their cooperation and their sincere responses just before administration of the questionnaire. They were also assured that the answers given by them would be kept under strict confidence. The students were given necessary clarifications and enough time to answer all the statements. They were asked to fill the personal information schedule first, then requested to give their responses to each item of stress scale. The scoring was done according to the procedure.

HYPOTHESIS SET FOR THE STUDY

1. There is no stress among the students of intermediate.
2. There is no significant difference between the Government college and private college students on stress.
3. There is no significant difference between the boys and the girls on stress.
4. No stress coping strategies were adopted by the students and educational institutions.

STRESS SIGNS AND SYMPTOMS AMONG INTERMEDIATE STUDENTS

COGNITIVE SYMPTOMS	PERCENTAGES
Memory Problems	53
Inability to concentrate	47
Anxious or racing thoughts	48
Constant worrying	68
PHYSICAL SYMPTOMS	
Aches and pains	42
Chest pain rapid heartbeat	42
EMOTIONAL SYMPTOMS	
Moodiness	61
Irritability or short temper	64
Agitation, inability to relax	61
Feeling overwhelmed	64
Sense of loneliness and isolation	67
BEHAVIORAL SYMPTOMS	
Eating more or less	52
Sleeping too much or too little	53
Isolating yourself from others	41
Procrastinating or neglecting responsibilities	59

From the above it may be inferred that more than 50% of students suffered from cognitive, emotional and behavioral symptoms of stress like memory problems, constant worry, moodiness, irritability, agitation, inability to relax, feeling overwhelmed, sense of loneliness and isolation, eating disorders, sleeping disorders, procrastinating or neglecting responsibilities. Less than 50% of students suffered from symptoms like inability to concentrate, anxious or racing thoughts, aches and pains and Isolating themselves from others.

CAUSES OF STRESS

Sl. No.	CAUSES	GOVERNMENT COLLEGE		PRIVATE COLLEGE	
		Boys in %	Girls in %	Boys in %	Girls in %
1	Too much demand for domestic work by parents after college hours which disturb studies.	16	14	5	7
2	Examination pressure	11	9	6	8
3	Lack of concentration when studying	12	13	8	7
4	Difficulties in completing homework	-	-	3	2
5	Difficulty in understanding classroom lectures	5	6	7	5
6	Parents anxiety about studies	2	4	6	4
7	Lack of concentration in the classroom	4	6	4	3
8	Watching too much TV disturb my studies	5	4	9	11
9	Continuous periods of subjects in daily timetable	-	-	13	12
10	Lack of sufficient guidance by teachers in studies	2	3	-	-
11	Lack of sufficient guidance by parents in studies	4	5	-	-
12	Monotony in daily routine	-	-	10	11
13	Difficulty in comprehending examination question paper	3	1	5	4
14	Difficulty in preparing notes from books	-	-	3	4
15	Too much homework on each day	-	-	6	7
16	Dominance of the class monitor	-	-	3	4
17	Misbehavior among students	4	1	2	3
18	Friends has joined new group of friends	5	-	5	6
19	Lack of Adjustment with classmates	2	3	5	3
20	Limited time for reaction	2	-		
21	Tension in catching a bus to reach the college time	3	4		

FINDINGS

From the above table it is inferred that all students irrespective of whether they are studying in government college or private college are facing stress due to too much demand for domestic work by parents, lack of concentration, examination pressure, watching too much TV, difficulty in understanding classroom lectures, difficulty in comprehending examination question paper and parents' anxiety about studies of their children.

Apart from the above, government college students are facing stress due to lack of guidance by lecturers and parents and tension in catching a bus to reach the college time while private college students are facing stress due to monotony in daily routine, continuous lectures, difficulty in preparing notes from books, difficulty in completing homework, dominance of class monitor and lack of adjustment with classmates.

STRESS COPING STRATEGIES AMONG STUDENTS

Item	Percentages
Going for a walk	20
Spending time in a nature	12
Spending some time with good friend	60
Savor a warm cup of coffee or tea	41
Play with a pet	22
Work in your garden	9
Get a massage	8
Curl up with a good book	6
Listen to music	58
Watch a comedy	43

From the above table it is inferred that most of the respondents preferred to spend time with a good friend, listen to music and watch a comedy to relieve themselves from stress. While some of the respondents liked to enjoy a warm cup of coffee or tea, some others preferred going for a walk or play with their pet to come out of stress. Very few respondents chose to spend time with nature, work in a garden, go for a massage and read a good book as a stress coping strategy.

STRESS COPING STRATEGIES ADOPTED BY THE EDUCATIONAL INSTITUTIONS

ITEM	PERCENTAGE
Providing recreational facilities	2
Physical exercise	2
Friendly nature by the teachers	4
Counseling sessions	2
Opportunity to participate in extra-curricular activities	2

Among the 4 colleges only corporate colleges were providing counseling services to the students. Only government colleges were providing the opportunity to participate in the extra-curricular activities, recreational and physical exercise.

The major inferences drawn from the study are as follows:

The age of the respondents ranged between 16 to 18 years, most of the fathers of students were skilled workers and the mothers of students were housewives and most of parents were literate, most of the students were having one or two siblings belonging to nuclear family.

There was no significant relationship between age, number of siblings, family size, parental education and occupation with the stress experienced by the students.

Among the private college students majority of the students experienced stress due to continuous periods of subjects in daily timetable, monotony in daily routine, watching too much television and lack of concentration when studying.

Among the government college students majority of the students experienced stress due to too much demands for domestic work by parents after college hours which disturb studies, examination pressure, lack of concentration and tension in catching bus to reach the college.

Majority of the students are having stress signs and symptoms like memory problems, feeling overwhelmed, inability to concentrate, physical symptoms like aches and pains and behavioral symptoms like procrastination.

1. The study creates awareness about the stress undergone by both Government and private college intermediate students.
2. The study also gives information about the level of stress and stress producing factors among intermediate students.
3. The study gives information about the variation in stress faced by both the genders.
4. The information of the present study may be a base for parents, teachers, counselors, administrators and the government to develop appropriate programs and measures to develop the potentiality of the students for effective management of stress and develop their future career.
5. The study gives information to parents, educators and administrators to manage the stressors.

Suggestions

1. Teachers and parents should guide adolescents about the physical changes and problem occurring there on.
2. Sex education should be provided for the boys and the girls so as to enable them to grow into well-developed men and women who lead better and healthier life.
3. Opportunities for arguments through discussions, debates and other literary activities should be provided in colleges in such manner that almost all students get chance to express their views. This will help in utilizing their vital energy in a proper way.
4. Encourage more social contacts through co-curricular activities so that adolescents feel that there is nothing abnormal with the members of the opposite sex.
5. Counseling to help the intermediate students to cope with their problems.

REFERENCES

1. Anjali, R., 2005, Muddu Makkakannu Apputtiruva Vattada. Vijaykanataka, Julu 3rd, Sunday 3.
- Asha, C.B., 2003, Creativity intelligence, academic stress and mental health. *J. Comm. Guid. Res.*, 20(1): 41-47.
2. Barker, B., 1987, Helping students cope with stress. *Learning*, 15(5): 44-49.
3. Bishop, J.A. and Inderbitzen, H.M., 1995, Peer acceptance and friendship : An investigation of their relationship to self-esteem. *J. Early adol.*, 15: 476-489.
4. Caldwell, M.S., Rudolph, K.D., Troop-Gardon, W. and Yeong-kim, D., 2004, Reciprocal influences among relational self-views, social disengagement and peer stress during early adolescence. *Child Dev.*, 75(4): 1140-1154.
5. Carlsan, G.A. and Grant, K.E., 2008, The roles of stress and coping in explaining gender differences in risk for psychopathology among African American urban adolescents. *The J. Early Adol.*, 28(3): 375-404.
6. Chandra, A. and Batada, A., 2006, Exploring stress and coping among urban African American Adolescents: The shifting the lens study, *Prev. Chronic Dis.*, 3(2): 18-22
7. Chang, E. C., 2001, Lifestress and depressed mood among adolescents : examining a cognitive affective mediation model. *J. Soc. Clin. Psychol.*, 20(3): 416-429.
8. De Anda, D., Bradely, M., Collada, C., Duna, L., Kabuta, J., Hollister, V., Miltenburger, J., Pulley, J., Susikind, A., Thompson, L.A. and Wadsworth, T., 1997, A study of stress, stressors, coping strategies among middle school adolescents. *Soc. Work Educ.*, 19(2): 87-98.
9. Deater-Deckard, K., 1998, Multiple risk factors in the development of externalizing behaviour problems : group and individual differences. *Dev. Psychopath.*, 10: 469-493.
10. Desai, T.P., 1999, Stress and mental workload : A conceptual synthesis. In: D.M Pestonjee., U.Pareek and R. Aggarwal (Eds.) *Studies in stress and its management*, New Delhi, Oxford and IBH Publishing, PP.47-60.
11. Dunn, J., Slamkouski, C. and Beardsall, L., 1994, Sibling.

Organisation Politics - Myths and Realities

Sukesh Koka
Director - HR-Hackett Group (India) Limited

Introduction:

In this world of opportunities and uncertainties, it is imperative for every business organisation to evolve suitable practices to enable themselves attune to these dynamics. One of the essential elements in this context is to effectively deal with the concept of organisation politics.

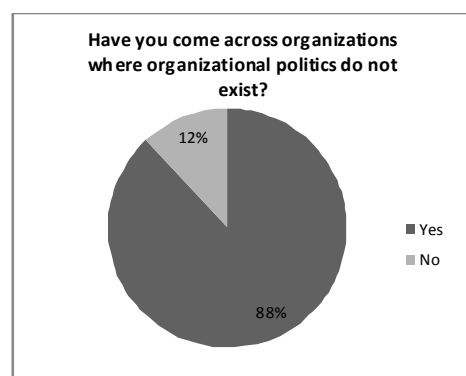
Politics, in simple words, can be explained as a strategy to obtain power or authority or influence. Though it does not have a prescribed method or a process, it is usually adopted by people to attain the desired clout. It has become one of the means to attain personal growth for few people. As an integral part of the people management process, we might get exposed to leadership and its styles but we would not come across any explanation as to how one should play politics. We might further explain organisation politics as a process of conspiring against someone or influencing a power center to gain authority to act or take up action or to get things done for personal benefit(s).

In an organisation the power to take a decision would generally vest with the top management or people in the key or strategic roles who are accountable for the day to day activities. As employees of an organisation most of us would always like to be in a role that not only has importance and recognition but also provides power to take decisions. An individual is expected to gain authority by performance and proving his/ her mettle. However, few individuals resort to organisation politics as an easy means to attain the same, thus enabling its presence inevitable in any organisation. This is a contagious syndrome which compel individuals either to practice this system or give up the plans of growing. Organisation politics is an elusive behavior of individuals who mostly do not acknowledge the fact that they practice the un-written law of the system but they comply with the same for survival or atleast to protect themselves. Individuals who are not interested are generally out of the race to move up the ladder.

Organisation politics breeds in any kind organisation or industry, be it government, armed forces, NGOs, corporate sector, PSU etc. We might not come across politics in a start up environment, because of absence of competitive environment and also the urge to grow is yet to pick up its momentum.

Where there is competition there is politics, where there is power we have politicians. It is nothing but an ameba in the system that is welcomed by an individual for the first time, and after which, this never goes out of the system what so ever is the case. So what do these politicians do that they have to play politics in an organisation? Do they work for the organisational goals at all? Are they good leaders and managers? If yes, then why are they into organisational politics? We have all the while learned that the opportunities knock the doors of the performers and they are the one who go up the ladder chain soon. Then why is there is need for political behavior in an organisation environment?

This research paper is an account of the opinions collected from more than 70 Managers who have on an average more than seven plus years of industry experience. Some are placed in the top management with decision making capacity and some of them are entrusted with operations. The research intent is to collect opinion from corporate trainers and practicing HR managers also as they always have varied opinion about situations. Surprisingly, though the samples were collected from people from different parts of the country and different industries, we observe common view points and opinions. The objective to select this topic on organisation politics was basically to understand what individuals think about the role of politics in organisations; whether it is beneficial to practice or keep away from the stream. This paper throws some startling facts, which in-general, are over looked by practicing managers and some interesting viewpoints which could be thought provoking and could be a potential feeder for research scholars who may want to take this up as a full time research study.



The research started by asking basic questions to the managers, which no one has ever enquired or discussed in detail. But every one of these managers had their view point. point of view on this. Initially when asked on their experiences of coming across an organization that has not indulged in politics, a whopping **88%** of them said **NO**, reiterating the fact that organization politics is an integral part and is no exception to any vertical, either NGOs or the armed forces.

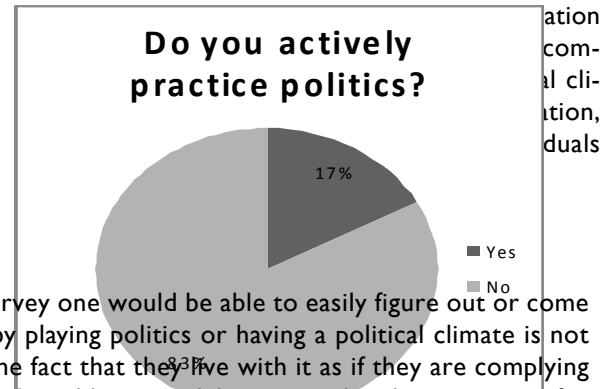
Is politics good for the company?

At a time where the developed nations are looking to ape the Indian educational system to catch up with our speed and methodology of teaching, we are having lose ends on subjects like this? Not many people in our country have done research on this subject though scanty research is available from the western world.

The question cropping up in our mind is whether politics is an integral part of any organisation? If yes, then do we accept this fact and have policies written around this? If no, then how come 88% of the managers from growing firms say that their employees are actively participating in politics in their respective companies and their organisations are also growing well?

Though 88% of the Managers said that they have a political environment in their organisation only 15% of them felt that is good for the growth of the company. We could call this a debatable point in this context. This number give us a thought that most of the managers feel that it is not good to play politics in an organisation but they have accepted the unseen force in the system and started going and growing along with the flow. Though they feel that the existence of politics is not right for the system they would still not be able to get rid of this from the system. Hence, they live with it and make progress may be using the same force.

Out of all the managers who participated in the survey only 17% honestly acknowledged that they actively practice politics in their company. Some felt that it is important for the growth and some interestingly commented that they were forced to play politics to survive in the system. This comes back to the earlier discussion in this paper that do we ac-



If one noticed through the observations of the survey one would be able to easily figure out or come to a conclusion that, though Managers feel that by playing politics or having a political climate is not good for the organisation most of them accept the fact that they live with it as if they are complying with an unwritten law which is not seen or openly heard but is widely practiced and is important for growth of the individual. So why not accept this fact and prepare for the situation, may be from the days when we are going through a formal education. This could be a contemporary thought but this could very well be a fact. But let us look at some more facts before coming to a strong conclusion like this.

In the field of management, some authors and trainers have classified politics into two categories. Good Politics and Bad politics. Good politics is defined as the one which is played for brewing a competitive climate amongst two or few teams within the organisation and bad politics is played for personal gains. By doing this they have clearly attempted to drive a fact that politics can also be played for good reasons in an organisation. The opinion of the managers in the survey when asked, "can we play good politics in the company?", 61% of them said yes, we could. Everyone would rather accept that we are living and growing in a system which is politically active and work towards the objectives as we do the same way without acknowledging the fact.