

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,

Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C)],

The American Economic Association's electronic bibliography, EconLit, U.S.A.,

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 5555 Cities in 190 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	BOARD COMPOSITION AND GENDER DIVERSITY: A COMPARATIVE BETWEEN AFRICAN, ASIAN AND OCEANIAN STOCK EXCHANGE FEDERATION BOARDROOMS <i>LEE-ANNE JOHENNESSE & TE-KUANG CHOU</i>	1
2.	EFFECT OF MODIFIED MONTMORILLONITE ON HEAVY METAL POLLUTION IN WATER <i>NING MAO, YOU-LI FENG, CONG WANG & MENG-TAO WANG</i>	6
3.	IMPACT OF GDP ON FDI INFLOWS IN INDIA: AN ANALYSIS OF LONG TERM EQUILIBRIUM ASSOCIATION <i>NEENA BRAR, DR. B. S. BHATIA & DR. RUBEENA BAJWA</i>	10
4.	FINANCIAL INCLUSION: IT'S IMPACT ON INDIAN BANKING INDUSTRY <i>DR. MAMTA JAIN, SYEDA SHAZIYA NAZ & DR. T.N. MATHUR</i>	15
5.	A SOCIO-ECONOMIC ANALYSIS OF MINING Vs. NON-MINING VILLAGES WITHIN SAME TALUKAS IN GOA <i>SHEETAL D. ARONDEKAR & DR. I BHANU MURTHY</i>	20
6.	MARKETING OF HANDICRAFTS BY POOMPUHAR SALES SHOWROOM, THANJAVUR <i>A. MERLIN BENANSHIYA & B. KAYATHRI BAI</i>	26
7.	REEXAMINING THE LINK BETWEEN SATISFACTION AND LOYALTY: A STUDY IN THE DYNAMIC INSURANCE BUSINESS ENVIRONMENT IN INDIA <i>AJAY JOSE & DR. SARASWATHIAMMA K P</i>	29
8.	REGIONAL DIFFERENCES IN GROWTH OF ENTREPRENEURSHIP AMONG SC/STs IN MSMES: A STUDY WITH REFERENCE TO NORTHERN AND SOUTHERN REGIONS OF KERALA <i>SHACHEENDRAN.V & DR. TOMY MATHEW</i>	35
9.	EVALUATION OF HRD PRACTICES OF NBA ACCREDITED COLLEGES IN HYDERABAD DISTRICT <i>RAKHEE MAIRAL RENAPURKAR & DR. SUDHAKAR B INGLE</i>	39
10.	ASSESSMENT OF THE IMPACT OF DEMONETIZATION ON THE INDIAN ECONOMY <i>DR. BINDYA KOHLI & MANSHA ANAND</i>	44
11.	CONSUMER ETHNOCENTRISM: IT'S ANTECEDENTS AND CONSEQUENCES WITH REFERENCE TO "MILLENNIALS IN INDIA" <i>NATASHA TAGEJA</i>	48
12.	PAYMENTS BANKS IN INDIA: A STIMULUS TO FINANCIAL INCLUSION <i>VINEY NARANG</i>	53
13.	A THEORETICAL FRAMEWORK ON EFFICIENT MARKET THEORY <i>DR. NEHA BANKOTI</i>	57
14.	A STUDY ON MANAGEMENT OF NON PERFORMING ASSETS IN CO-OPERATIVE BANKS SPECIFICALLY IN KERALA <i>SINU.M</i>	60
15.	COMMUNICATION IMPACT ON JOB SATISFACTION AMONG AUTOMOBILE INDUSTRY IN CHENNAI REGION <i>R. SUBASHREE & DR. A. SENTHILRAJAN</i>	64
16.	A STUDY ON CONSUMERS AWARENESS AND BEHAVIOUR TOWARDS DURABLE GOODS IN ERODE DISTRICT <i>K.NACHIMUTHU & DR. G. SAKTHIVEL</i>	69
17.	A STUDY ON CUSTOMER PREFERENCE OF HEALTH DRINKS WITH SPECIAL REFERENCE TO "BOOST" IN MANNARGUDI TOWN <i>J.ANNAMMAL & S.KARTHIGA</i>	74
18.	WEAK FORM EFFICIENCY OF INDIAN STOCK MARKET: AN EMPIRICAL ANALYSIS <i>DR. BABU JOSE & SURESH T.S</i>	80
19.	FACTORS INFLUENCING THE CAPITAL STRUCTURE DECISIONS: A STUDY OF PHARMACEUTICAL INDUSTRY, INDIA <i>SHIVA T & GIRISH S</i>	86
20.	CONTRIBUTION OF NATIONALISED BANK IN THE ECONOMICAL DEVELOPMENT OF FARMER <i>SAPNA CHOUDHARY</i>	89
	REQUEST FOR FEEDBACK & DISCLAIMER	91

CHIEF PATRON**Prof. (Dr.) K. K. AGGARWAL**

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)

Chancellor, K. R. Mangalam University, Gurgaon
 Chancellor, Lingaya's University, Faridabad
 Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON**Late Sh. RAM BHAJAN AGGARWAL**

Former State Minister for Home & Tourism, Government of Haryana
 Former Vice-President, Dadri Education Society, Charkhi Dadri
 Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

FORMER CO-ORDINATOR**Dr. S. GARG**

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISOR**Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR**Dr. R. K. SHARMA**

Professor & Dean, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR**Dr. BHAVET**

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

EDITORIAL ADVISORY BOARD**Dr. CHRISTIAN EHIUBUCHE**

Professor of Global Business/Management, Larry L Luig School of Business, Berkeley College, Woodland Park NJ 07424, USA

Dr. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

Dr. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

Dr. TEGUH WIDODO

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Terusan Buah Batu, Kabupaten Bandung, Indonesia

Dr. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

Dr. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

Dr. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

Dr. ARAMIDE OLUFEMI KUNLE

Dean, Department of General Studies, The Polytechnic, Ibadan, Nigeria

Dr. S. TABASSUM SULTANA

Principal, Matrusri Institute of P.G. Studies, Hyderabad

Dr. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture and Technology (JKUAT), Westlands Campus, Nairobi-Kenya

Dr. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

Dr. ANA ŠTAMBUK

Head of Department in Statistics, Faculty of Economics, University of Rijeka, Rijeka, Croatia

Dr. FERIT ÖLÇER

Head of Division of Management & Organization, Department of Business Administration, Faculty of Economics & Business Administration Sciences, Mustafa Kemal University, Tayfur Sökmen Campus, Antakya, Turkey

Dr. SANJIV MITTAL

Professor, University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

Dr. SHIB SHANKAR ROY

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

Dr. NAWAB ALI KHAN

Professor, Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

Dr. SRINIVAS MADISHETTI

Professor, School of Business, Mzumbe University, Tanzania

Dr. ABHAY BANSAL

Head, Department of I.T., Amity School of Engineering & Technology, Amity University, Noida

Dr. KEVIN LOW LOCK TENG

Associate Professor, Deputy Dean, Universiti Tunku Abdul Rahman, Kampar, Perak, Malaysia

Dr. OKAN VELI ŞAFAKLI

Associate Professor, European University of Lefke, Lefke, Cyprus

Dr. V. SELVAM

Associate Professor, SSL, VIT University, Vellore

Dr. BORIS MILOVIC

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

Dr. N. SUNDARAM

Associate Professor, VIT University, Vellore

Dr. IQBAL THONSE HAWALDAR

Associate Professor, College of Business Administration, Kingdom University, Bahrain

Dr. MOHENDER KUMAR GUPTA

Associate Professor, Government College, Hodal

Dr. ALEXANDER MOSESOV

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

RODRECK CHIRAU

Associate Professor, Botho University, Francistown, Botswana

Dr. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

Dr. DEEPANJANA VARSHNEY

Associate Professor, Department of Business Administration, King Abdulaziz University, Ministry of Higher Education, Jeddah, Saudi Arabia

BIEMBA MALITI

Associate Professor, The Copperbelt University, Main Campus, Jambo Drive, Riverside, Kitwe, Zambia

Dr. KIARASH JAHANPOUR

Research Adviser, Farabi Institute of Higher Education, Mehrshahr, Karaj, Alborz Province, Iran

Dr. SAMBHAVNA

Faculty, I.I.T.M., Delhi

YU-BING WANG

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

Dr. MELAKE TEWOLDE TECLEGHIORGIS

Faculty, College of Business & Economics, Department of Economics, Asmara, Eritrea

Dr. SHIVAKUMAR DEENE

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

Dr. THAMPOE MANAGALESWARAN

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

Dr. JASVEEN KAUR

Faculty, University Business School, Guru Nanak Dev University, Amritsar

SURAJ GAUDEL

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

Dr. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

FORMER TECHNICAL ADVISOR

AMITA

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR

Designation/Post* :

Institution/College/University with full address & Pin Code :

Residential address with Pin Code :

Mobile Number (s) with country ISD code :

Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :

Landline Number (s) with country ISD code :

E-mail Address :

Alternate E-mail Address :

Nationality :

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation **etc.** The qualification of author is not acceptable for the purpose.

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. **pdf. version is liable to be rejected without any consideration.**
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
 - d) The total size of the file containing the manuscript is expected to be below **1000 KB.**
 - e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
 - f) **The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised.**
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) **name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address** should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
 6. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **titles must be above the table/figure. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.**
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **REFERENCES:** The list of all references should be alphabetically arranged. **The author (s) should mention only the actually utilised references in the preparation of manuscript** and they may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

COMMUNICATION IMPACT ON JOB SATISFACTION AMONG AUTOMOBILE INDUSTRY IN CHENNAI REGION

R. SUBASHREE
RESEARCH SCHOLAR
DRAVIDIAN UNIVERSITY
KUPPAM

DR. A. SENTHILRAJAN
ASST. PROFESSOR
DEPARTMENT OF BUSINESS ADMINISTRATION
S.S GOVERNMENT ARTS COLLEGE
TIRUTANNI

ABSTRACT

Communications are considered as the lifeblood of any enterprise in this information-based driven scenario. In the present context, communication acts as an essential ingredient in employer-employee relations having a direct correlation between employee communication and profitable operations of organization. In order to develop mutual understanding of organizational goals, to gain information about employees and other such activities in the workplace needs effective communication. So this stimulates every business management to concentrate on human skills which involves effective interaction with others and the quality of this interaction determines the team spirit and dedication within the organization leading to job satisfaction. This research paper focuses on the effectiveness of communication among employees in Chennai region. A descriptive research design comprising of disproportionate stratified sampling of the data collection was adopted using a well-structured questionnaire distributed to 110 respondents. This research dealt with pattern of communication, timing of communication, various important information on organizational activities, sources of communication, manager's communication skill, opportunities to express ideas and suggestions for improvement of communication to attain job satisfaction among employees in Chennai region, Tamilnadu. The collected data were analyzed using statistical tools such as Frequency and Percentage Analysis, Chi-Square Test, Charles Spearman's Coefficient of Correlation (or) Rank Correlation. The research concludes highlighting the satisfaction level of employees in communication, mutual understanding of the organizational information, and improvement in mode of communication, which leads to fulfillment of organizations future personnel needs.

KEYWORDS

communication, employer-employee relation, team spirit, employee dedication, job satisfaction.

INTRODUCTION

Communication is the heart of modern business. It is the most important of all entrepreneurial skills in today's environment. In the corporate scenario, the destiny of any business depends on the quality of relationships and their ability to transmit information helps both management and employees feel they can communicate with each other and ultimately believe in each other, to create a trustworthy business environment.

A good communication process is the lubricant that keeps the organization running smoothly. With active and assessable communication, employees are better able to understand their job and are more connected to it. This leads to better performance and higher job satisfaction. Therefore, communication is an essential factor relating to job satisfaction since effective communication can lead to any of four end results: Productivity, satisfaction, relationship with management and profit. This study, therefore, goes on to explore the perceived communication practices and its impact on job satisfaction.

AUTOMOBILE INDUSTRY

The Indian auto industry is one of the largest in the world. The industry accounts for 7.1 percent of the country's Gross Domestic Product (GDP). The Two Wheelers segment with 81 percent market share is the leader of the Indian Automobile market owing to a growing middle class and a young population. The overall Passenger Vehicle (PV) segment has 13 percent market share. India is also a prominent auto exporter and has strong export growth expectations for the near future. Several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the Two Wheeler (2W) and Four Wheeler (4W) market in the world by 2020.

Automobile Mission Plan (AMP) 2006-16 focused broadly on five aspects: Economic growth, passenger comfort, sustainability, quality and cost competitiveness. According to the Society of Indian Automobile Manufacturers (SIAM) – Apex Industry Body, Indian automotive sector today is a \$74 billion industry and by 2026, the industry is expected to achieve a turnover of \$300 billion. During 2006-2016, the industry created 19 million additional jobs and saved 8.6 billion liters of fuel. **'Make in India' or 'Made in India'? Vision AMP 2016-2026** has been aligned with Make in India campaign which is essentially a Made in India initiative. Made in India initiative has brand perception challenges and could be overcome only by providing value added products and services such as improved safety features, technological enhancements and quality management.

AUTOMOTIVE BUSINESS THRIVES IN SOUTH INDIA: 2016

Tamil Nadu, Andhra Pradesh, Karnataka, Telangana, Kerala

Tamil Nadu is the largest contributor to the automobile sector in the country in terms of industrial output. Several major car companies like TVS Motor, Hyundai, Renault-Nissan, Ford India, Mitsubishi, BMW India, India Yamaha, among operate out of Tamil Nadu alone. The Chennai-Bangalore industrial corridor is a major region for automotive players in the country. There are several factors that work together towards making South India an attractive destination for automobile players. Some of them are 1. Industry-friendly government policies, 2. Proximity to ports, 3. Availability of land, 4. Strong auto component base and 5. Excellent pool of skilled talent and productive labour, "said a spokesperson of Daimler India Commercial Vehicle.

The Chennai hub is one of the largest auto hubs of the country. Component majors in the State include Lucas-TVS, Delphi, Brakes India, Bosch, Rane, Valeo, Visteon, Amalgamation Group, Samvardhana Motherson Group, etc. The distinct clusters of automobile industry in Tamil Nadu are identifiable in and around Chennai at Sriperumbudur, Oragadam Industrial Corridor and Maraimalai Nagar. Moreover, the state also has the Global Automotive Research Centre in Chennai.

REVIEW OF LITERATURE

Communication is a process of sharing ideas, information, and messages with others in a particular time and place. Communication includes writing and talking, as well as nonverbal communication (such as facial expressions, body language, or gestures), visual communication (the use of images or pictures, such as painting, photography, video or film) and electronic communication (telephone calls, electronic mail, cable television, or satellite broadcasts). Communication is a vital part of personal life and is also important in business, education, and any other situations where people encounter each other.

The business strategies such as employee autonomy, customer orientation, communication, job satisfaction, training and development, motivational factors, corporate social responsibility have major role to play in organizational performance, (Adegbuyi, Adunola, Worlu, Rowland & Ajagbe, 2015).

The human relations approach carries greater importance as it is the foremost time that two-way (between worker and manager) communication which is similar to a conversation was encouraged instead of unidirectional (from manager to worker) communication. Thus the human relations approach view communication as an instrument to obtain cooperation from employees, (Wrench et al, 2015).

Effective communication is a process by which sender of message, received feedback from receiver in intended, (Peter, 2015).

Education Portal (2003-2015) defined internal communication as the process of transmitting information among members of an organization within the different parts of the organization.

Extensively the present modern management methods motive is to increase employees performance by applying the power of effective communication, (Erogluer, 2011 in Asamu, 2014).

Job satisfaction is a psychological factor which is described as a type of emotional adjustment to the job requirements. This states that the employee is satisfied when the work gives ideal conditions otherwise employee begins to blame the job and quit it, (Asamu, 2014).

The change management in the business organization becomes successful only when the communication is functioned properly. Through which the key resources that is employees executive such changes in the firms. Parallely, management should address the apprehensions and issues related with them so as to get the expected change from their employees, (Husain, 2013).

Communication occurs in the form of exchange of information, needs, relationship and feedback is a valued behavior (Bolman & Deal, 2013).

Smart business persons understand that happy employees are productive employees who benefit their organizations (Waggoner, 2013).

When the information exchanged is not clear, concise, complete and accurate then breakdowns occurs in communication which results in dropping of communication satisfaction. Effective communication involves interpersonal and professional relationships developed in the workplace by being keen, courteous, attentive, active and appropriate use of gestures (Ramirez, 2012).

Among the scales used to measure communication satisfaction, **Communication Satisfaction Questionnaire (CSQ) developed by Downs and Hazen (1977) having eight dimensions** such as communication climate, relationship with superiors, organizational integration, media quality, horizontal and informal communication, organizational perspective, relationship with subordinates and personal feedback are the most widely used scale in various types of firms (Alsayed, Motaghi & Osman, 2012).

Neves & Eisenberger (2012) research work supports Anchor's findings specifying most of the companies apply open communication which is considered as an imperative human resource policy. In addition to the human resource practices such as pay, promotion, job security, autonomy and training (Shore & Shore, 1995), the open communication while recognizing the employees performance also leads to happiness and job satisfaction which further results in positive outcome benefiting the firm. Thus it was suggested that managers should be trained to effectively use open communication among employees and management which is the key element of organization's strategic planning. Communication in the workplace is also called as organizational communication which prevails from ancient period to modern period have undergone various modification due to technology. A lengthy path from industrialization, assembly lines, long-term employment, cross functional work teams, early years of internet and electronic mail to the present period influenced by globalization, terrorism, climate change and changing demographics (Miller, 2015).

Society of Human Resource Management (SHRM) Report 2012, found the top seven factors influencing the level of job satisfaction among employees are opportunities to use skills and abilities, job security, compensation or pay, communication between employees and senior management, relationship with immediate supervisor, benefits, organization's financial stability, and the work itself.

Previous researches states open two-way communication makes employees to be happy who are highly successful in every parts of life (Eisenberger & Stinglhamber, 2011).

Effective communication supports organization in attaining higher success (Steingrimsdottir, 2011). Effective internal communication builds a healthy environment having motivation, trust, and engagement and sharing of thoughts with ideas freely (Moyer, 2011).

Effective communication has little to do with getting the message across, but more with its acceptance from the intended receivers (Office politics, HRM Review, October 2004).

Bi-directional communication promotes feelings of being valued and increases job satisfaction. Various studies have resulted in the supposition that employees develop beliefs concerning their value to the organization in order to satisfy socio-emotional needs and to determine the organization's readiness to recognize and reward increased work effort and performance (Eisenberger & Stinglhamber, 2011; Rhoades & Eisenberger, 2002; Shore & Shore, 1995).

We live in a world filled with other people. We live together, work together, and play together. In our personal lives, we need each other for security, comfort, friendship, and love. In our working environment, we need each other in order to achieve our goals and objectives. None of these goals can be achieved without communication. Communication is the basic thread that ties us together. Through communication we make known our needs, our wants, our ideas, and our feelings. The better we are at communication, the more effective we are at achieving our hopes and dreams (Alessandra, Hunsaker, 1993).

Chester I. Barnard, viewed communication as the means by which people are linked together in an organization to achieve a common purpose. This is still the fundamental function of communication (Harold Koontz / Heinz Wehrich, Essentials of Management).

R.N. Gupta, Principles of Management states, Communication as a process, by which human behavior is modified and shaped for organizational purposes and good results are expected of the members of the organization.

OBJECTIVES OF THE STUDY

1. To identify the employees level of understanding with regard to the organizational information.
2. To determine the job satisfaction level of employees regarding accessible and active communication in the work environment.
3. To identify the efforts taken by the organization in maintaining quality relationship in fulfilling its future personnel needs.
4. To suggest suitable measures based on the results of the study.

RESEARCH METHODOLOGY

The locale selected for the study was Chennai region, Tamilnadu. Descriptive research was applied for the study as it attempts to obtain a complete and accurate description of situation, and with some definite purpose with help of questionnaire to gather primary information. For the research purpose, 110 employees were taken as the sample size. The method adopted for the survey was probability sampling, disproportionate stratified sampling method has been chosen from the access. A well-structured questionnaire consists of both open-ended, in which rating scales comprising category scale, likert scale and also ranking scale comprising forced choice as well as close-ended questions were used in the organizational research. Finally, the information gathered is analyzed by using the following tools such as:

1. Frequency and Percentage Analysis
2. Chi-Square Test
3. Charles Spearman's Coefficient or Correlation (or) Rank Correlation

LIMITATIONS OF THE STUDY

1. The study was restricted to only male employees.
2. There was a general apprehensions and reluctance on the part of the respondents initially while responding to the questionnaire.

RESULTS AND DISCUSSION

TABLE I: GENERAL PROFILE OF THE RESPONDENTS

Aspects	Percentage of respondents (N: 110)
Age (in yrs)	
21-25	0
26-35	41
36-45	19
Above 45	50
Educational Qualification	
10 th	30
12 th	10
Graduate	40
Post Graduate	13
Professional Course	07
Experience (in yrs)	
1-5	07
6-10	36
11-20	20
Above 20	47

Source: Primary data

The above table depicts that 46 percent of the respondents were in the age group of above 45 years. It shows that the workplace receives the expertise of employees under above 45 years age category in line with the remaining age group of employees in the company. It was found that 36 percent of the respondents were graduates and 27 percent of the respondents were 10th qualified. The data also reveals that young blood graduates were given an opportunity to serve and employees with lesser educational qualification were also entertained based on their skill sets as required by the company. This implies states that higher educational qualification does not act as a constraint for potential and skilled persons. As far as the work experience is concerned, 43 percent of the respondents had above 20 years of experience, which shows that the organization has a right mixture of employees with adequate experience who have a good long time serving record in the company and fresher's with dynamic energy.

TABLE II: MANAGERS COMMUNICATION SKILL BASED ON THEIR EXPERIENCE

Communication Skill / Experience	1 – 5 yrs	6 – 10 yrs	11 – 20 yrs	Above 20 yrs	Total
Excellent	07	13	07	24	51
Very Good	0	13	10	20	43
Good	0	10	03	03	16
Poor	0	0	0	0	0
Total	07	36	20	47	110

Step 1: Setting up of Null Hypothesis.

H₀: There is no significant association between employees experience and managers communication skill.

Step 2: Setting up of Alternate Hypothesis.

H₁: There is a significant association between employees experience and managers communication skill.

Step 3: Level of significance is 5%

Step 4: $\chi^2 = (O_i - E_i)^2 / E_i$

Step 5: Degrees of freedom

$$= (r - 1) (c - 1)$$

$$= (4 - 1) (4 - 1)$$

$$= 3 \times 3$$

$$= 9$$

Step 6: The calculated value is 17.301.

Step 7: The table value with 12 degrees of freedom is 16.919.

Result: Here the calculated value is 17.301 and the table value is 16.919. This shows that the calculated value is greater than the table value. Hence the null hypothesis is rejected.

Inference: There is a significant association between employees experience and managers communication skill.

TABLE III: RANK CORRELATION ON IMPORTANT INFORMATIONS FOR INTERNAL COMMUNICATION

Information	Staffs	Workers
Company strategies for the future	1	1
Products and services	2	4
Human resource process	3	2
Key customer business issues	4	6
Technology development	5	3
Competitive activities	6	5
Issues and trends affecting business	7	7

r ₁	r ₂	d = r ₁ - r ₂	d ²
1	1	0	0
2	4	-2	4
3	2	1	1
4	6	-2	4
5	3	2	4
6	5	1	1
7	7	0	1
			$\Sigma d^2 = 15$

$$r = 1 - \frac{6(\sum d)^2}{n(n^2 - 1)}$$

where, $d=r_1 - r_2$ and $n=7$

$$r = 1 - \frac{6(15)}{7(48)}$$

$$r = \frac{90}{336}$$

$$r = 1 - 0.732$$

Result: The calculated value shows that the rank correlation $r = 0.732$. Thus the two variables are positively correlated.

Inference: Both staffs and workers opinion on prioritizing and receiving the important information's are similar.

TABLE IV: RANK CORRELATION ON PRESENT MODE OF ORGANIZATIONAL COMMUNICATION

Present Mode	Staffs	Workers
Company e-mail	1	5
Bulletin board	2	1
Meetings	3	3
Immediate supervisor	4	2
Local company publications	5	4

r_1	r_2	$d = r_1 - r_2$	d^2
1	5	-4	16
2	1	1	1
3	3	0	0
4	2	2	4
5	4	1	1
			$\Sigma d^2 = 22$

$$r = 1 - \frac{6(\sum d)^2}{n(n^2 - 1)}$$

where, $d=r_1 - r_2$ and $n=5$

$$r = 1 - \frac{6(22)}{5(24)}$$

$$r = \frac{132}{120}$$

$$r = 1 - 0.1$$

Result: The calculated value shows that the rank correlation $r = -0.1$. Thus the two variables are negatively correlated.

Inference: The staffs reveal that the present modes of organizational communication are quite different from that of workers.

TABLE V: RANK CORRELATION ON PREFERENCE IN MODE OF ORGANIZATIONAL COMMUNICATION

Present Mode	Staffs	Workers
Company e-mail	1	5
Immediate supervisor	2	2
Middle management	3	3
Bulletin board	4	1
Senior Management	5	4

r_1	r_2	$d = r_1 - r_2$	d^2
1	5	-4	16
2	2	0	0
3	3	0	0
4	1	3	9
5	4	1	1
			$\Sigma d^2 = 26$

$$r = 1 - \frac{6(\sum d)^2}{n(n^2 - 1)}$$

where, $d=r_1 - r_2$ and $n=5$

$$r = \frac{6(26) - 1 \cdot 5(24)}{\frac{156}{120}}$$

$$r = \frac{1 - 1}{1} = -0.3$$

Result: The calculated value shows that the rank correlation $r = -0.3$. Thus the two variables are negatively correlated.

Inference: The preference in mode of organizational communication for staffs and workers varies.

FINDINGS OF THE STUDY

1. Majority of respondents (64%) are fully satisfied with the pattern of communication existing in the company.
2. Maximum numbers of employees are satisfied with their job.
3. It is clearly stated that (55%) employees receive adequate information. Thus employees have only moderate knowledge about the ongoing process of the company.
4. The study shows that majority of respondents (61%) agree that they receive information at appropriate timings.
5. Employees (100%) are satisfied with their manager's communication skill.
6. It is concluded that majority of the employees (85%) always believe the information they receive.
7. The study authenticates that both staffs and workers rank the company strategies as important.
8. Majority of the staffs state that they receive information by means of company e-mails and bulletin board.
9. Majority of the workers state that they receive information by means of bulletin board and through supervisor.
10. The study indicates that (58%) employees have more opportunities to express their ideas to senior management.

SUGGESTIONS

The majority of the findings have proved that the communication is effective, however few suggestions are provided for consideration.

1. It is suggested that the management can provide the employees with adequate information about the ongoing process and keep them informed about the changes of tomorrow and to make them prepare for it. Thus strive them for accomplishment of organizational goals.
2. It's further suggested that periodical meetings are to be conducted at regular intervals to invite constructive ideas from the employees for improving the effectiveness of communication which will pave way in building a good employee employer relationship.
3. In the era of information technology employees should be encouraged to use and have the accessibility to modern modes of communication to have a better understanding of their organization and its setup.
4. Self-Development Programmes should be initiated by the management from time to time which in turn satisfies organization's communication needs in the long run.

SCOPE FOR FURTHER RESEARCH

The study is restricted to only male employees and moreover at present, an employee working is subject to variation over a period of time. So, the results of this study though relevant now may not be applicable after a period of time. Therefore, there is a scope for further research.

CONCLUSION

Communication is central to the success of all organizations. And when change is occurring in an organization, communication is even more essential to implement that change effectively. However, one problem for many modern organizations is that change is not always communicated effectively. Ineffective communication during organizational change is reported to negatively impact the way an organization functions. Ineffective change communication can lead to resistance to the change, rumors, and promote exaggeration of the negative aspects associated with the change as well as to act as an overall negative influence on corporate culture. The purpose of this study is to investigate effective communication in the workplace. The attempt to measure the effectiveness of communication reveals that the organization is committed. For an esteemed and well established organization, it is not an upheaven task to challenge this widely forced obstacles with commitment and determination of the organization can successfully overpower this obstruct and surpass the other existing competitions to reach the aim of success.

REFERENCES

1. Aczel Amir.D & Sounderpandian Jayavel – *Business Statistics* – Tata Mc Graw – Hill publishing company limited – 2003
2. Chandan. Jit.S – *Organizational Behaviour* – Vikas Publishing House Pvt Ltd – 2003
3. Koontz Harold & Weihrich Heinz – *Essential of Management* – Tata Mc Graw Hill publishing company limited – 2003
4. Sekaran Uma – *Research Methods of Business* – John Wiley & Sons, Inc – 2003

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

