

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I  
J  
R  
C  
M



A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories  
Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., The American Economic Association's electronic bibliography, EconLit, U.S.A., EBSCO Publishing, U.S.A.,  
Index Copernicus Publishers Panel, Poland, Open J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)]  
as well as in Cabell's Directories of Publishing Opportunities, U.S.A.

Circulated all over the world & Google has verified that scholars of more than Hundred & Thirty Two 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

[www.ijrcm.org.in](http://www.ijrcm.org.in)

# CONTENTS

| Sr. No. | TITLE & NAME OF THE AUTHOR (S)   | Page No. |
|---------|--|----------|
| 1.      | <b>INNOVATION AS A SECRET FOR ORGANIZATIONAL SUCCESS: A LITERATURE REVIEW BASED ON INNOVATION IN ORGANIZATIONAL ENVIRONMENT</b><br><i>IMALI N. FERNANDO &amp; T. C. WIJESINGHE</i>   | 1        |
| 2.      | <b>THE IMPACT OF SMALL BUSINESS MANAGEMENT ON PRODUCT QUALITY, PRODUCT FEATURES AND PRODUCT POSITIONING IN IBADAN METROPOLITAN, OYO STATE, NIGERIA</b><br><i>DR. HALIRU BALA</i>   | 5        |
| 3.      | <b>OWNERSHIP MIX AND FIRM'S RISK TAKING BEHAVIOR: EVIDENCE FROM PAKISTANI CAPITAL MARKET</b><br><i>SHAHAB-UD-DIN, DR. UMARA NOREEN &amp; GIRMA TILAHUN</i>   | 10       |
| 4.      | <b>THE IMPACT OF STUDENTS' DIVERSITY ON GROUP WORK IN BAHIR DAR UNIVERSITY AND GONDER UNIVERSITY</b><br><i>GIRMA TILAHUN</i>   | 15       |
| 5.      | <b>A STUDY ON MOTIVES AND AWARENESS LEVELS OF STOCK MARKET INVESTORS – A CASE STUDY WITH REFERENCE TO ANANTAPUR DISTRICT IN A.P.</b><br><i>DR. P.BASAIHAH &amp; K. TEJA PRIYANKA YADAV</i>   | 22       |
| 6.      | <b>SERVICE QUALITY AND PATIENT'S SATISFACTION TOWARDS PRIVATE HEALTH CARE INDUSTRIES IN INDIA</b><br><i>DR. A. P SINGH &amp; SATENDRA THAKUR</i>   | 31       |
| 7.      | <b>IPO'S PERFORMANCE AND ITS RELATIONSHIP WITH QIB SUBSCRIPTIONS AND GRADE</b><br><i>DR. R DURAI PANDIAN &amp; SURESH A.S</i>  | 35       |
| 8.      | <b>ECONOMICS OF FISHERMEN IN AKOLA DISTRICT</b><br><i>DR. ANILKUMAR RATHOD</i>   | 39       |
| 9.      | <b>CUSTOMER RELATIONSHIP MANAGEMENT IN INSURANCE SECTOR - A STUDY OF PERCEPTIONS OF CUSTOMERS AND EMPLOYEES IN VISAKHAPATNAM CITY</b><br><i>DR. MVS.SRINIVASA RAO</i>  | 41       |
| 10.     | <b>AN INNOVATIVE CRITICAL APPROACH TOWARDS ETHICAL BRVING AND CORPORATE REPUTATION IN BUSINESS WORLD</b><br><i>DR. SURENDRA KUMAR &amp; ARUSHI BHASIN</i>  | 45       |
| 11.     | <b>IMPACT OF AGGRESSIVE WORKING CAPITAL MANAGEMENT POLICY ON FIRMS' PROFITABILITY</b><br><i>A. PALANI &amp; DR. A. PEER MOHIDEEN</i>   | 49       |
| 12.     | <b>ORGANISATIONAL SUPPORT FOR CAREER DEVELOPMENT OF EMPLOYEES – A STUDY ON BBK LEATHERS PRIVATE LTD.</b><br><i>A. SEEMA &amp; DR. S. SUJATHA</i>   | 54       |
| 13.     | <b>PERCEPTION AND CONSUMER BEHAVIOUR TOWARDS PRIVATE LABELS AT RETAIL OUTLET IN CHENNAI CITY – AN EMPIRICAL VIEW</b><br><i>V.VARATHARAJ, S. VASANTHA &amp; DR. R.SANTHI</i>  | 60       |
| 14.     | <b>THE EFFECTIVENESS OF HUMAN RESOURCE MANAGEMENT PRACTICES ON HOTEL PERFORMANCE</b><br><i>DR. HAITHAM M. A. NAKHLEH., NISHA V. PATEL &amp; DR. UMESH R. DANGARWALA</i>  | 64       |
| 15.     | <b>ROLE OF RISK AND RETURN IN INVESTMENT DECISIONS AMONG AUTOMOBILE AND BANK STOCKS AND PORTFOLIO SELECTION</b><br><i>S.PRAVEENA &amp; DR. K. MAHENDRAN</i>  | 70       |
| 16.     | <b>STAKEHOLDERS' ROLE IN SUSTAINABLE TOURISM DEVELOPMENT: A CASE STUDY OF NORTH EAST AND LADAKH</b><br><i>VIVEK SHARMA &amp; JEET DOGRA</i>  | 76       |
| 17.     | <b>STRESS MANAGEMENT FACTORS AND ITS INTERRELATIONSHIP WITH JOB SATISFACTION</b><br><i>ANIL KUMAR &amp; NEELAM RATHEE</i>  | 80       |
| 18.     | <b>LEADERSHIP DEVELOPMENT FOR EXCELLENCE: A REVIEW</b><br><i>SHRADDHA KULKARNI</i>   | 86       |
| 19.     | <b>IMPACT OF TRAINING AND DEVELOPMENT IN PRODUCTIVITY MANAGEMENT– A STUDY</b><br><i>VENUKUMAR G</i>  | 90       |
| 20.     | <b>DEMAND ESTIMATION UNDER PUSH MARKETING STRATEGY: TOOL TO MITIGATE BULLWHIP EFFECT</b><br><i>SACHIN GUPTA</i>  | 93       |
| 21.     | <b>THE IMPACT OF WORKING CAPITAL MANAGEMENT ON PROFITABILITY AND LIQUIDITY</b><br><i>REKHA RAHEJA, RAJESH BHARDWAJ &amp; PRIYANKA</i>  | 99       |
| 22.     | <b>MANAGING EMPLOYEE RETENTION AND TURNOVER IN THE RETAIL SECTOR</b><br><i>RASHMI KODIKAL, DR. P PAKKEERAPPA &amp; NIDA AHMED</i>  | 103      |
| 23.     | <b>A STUDY ON AWARENESS OF ADVERTISING – WITH SPECIAL REFERENCE TO STUDENTS OF ARTS AND SCIENCE COLLEGES AFFILIATED TO MANONMANIAM SUNDARANAR UNIVERSITY, TIRUNELVELI</b><br><i>S. JEYARADHA, DR. K. KAMALAKANNAN &amp; V. SANGEETHA</i> | 108      |
| 24.     | <b>PERFORMANCE MANAGEMENT AS EFFECTIVE TOOL FOR SUSTAINABLE COMPETITIVENESS IN THE AIRPORT AUTHORITY OF INDIA</b><br><i>DR. KAMESHWAR PANDIT &amp; PREETI RAINA</i>  | 111      |
| 25.     | <b>SALES: A LUCRATIVE BASKET FOR CONSUMERS AND SHOPKEEPERS</b><br><i>PREETI SODHI &amp; PRATIBHA THAPA</i>   | 117      |
| 26.     | <b>CONSUMER PERCEPTION OF BRANDED PETROL IN NAVI MUMBAI</b><br><i>DR. ELIZABETH MATHEWS &amp; SANGEETA TANAJI KAMBLE</i>   | 123      |
| 27.     | <b>STRESS MANAGEMENT- A COMPARATIVE STUDY OF SELECTED PUBLIC &amp; PRIVATE SECTOR ORGANIZATION IN CHHATTISGARH</b><br><i>RUCHI SINHA</i>   | 126      |
| 28.     | <b>QUALITY OF WORK LIFE AMONG LIBRARY PROFESSIONALS IN HARYANA STATE</b><br><i>SOMVIR &amp; SUDHA KAUSHIK</i>  | 131      |
| 29.     | <b>STUDY ON THE ENVIRONMENTAL CONCERNS ON CONSUMERS PURCHASING PATTERNS IN KOLKATA CITY</b><br><i>HINDOL ROY</i>   | 135      |
| 30.     | <b>INVESTORS ATTITUDE TOWARDS INVESTMENT OPTION IN NELLORE REGION</b><br><i>V. G. MURUGAN</i>  | 139      |
|         | <b>REQUEST FOR FEEDBACK</b>  | 144      |

**CHIEF PATRON**

**PROF. K. K. AGGARWAL**

Chancellor, Lingaya's University, Delhi  
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi  
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

**PATRON**

**SH. RAM BHAJAN AGGARWAL**

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

**CO-ORDINATOR**

**DR. SAMBHAV GARG**

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

**ADVISORS**

**DR. PRIYA RANJAN TRIVEDI**

Chancellor, The Global Open University, Nagaland

**PROF. M. S. SENAM RAJU**

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

**PROF. M. N. SHARMA**

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

**PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

**EDITOR**

**PROF. R. K. SHARMA**

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

**CO-EDITOR**

**DR. BHAVET**

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

**EDITORIAL ADVISORY BOARD**

**DR. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**PROF. SANJIV MITTAL**

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

**PROF. ROSHAN LAL**

Head & Convener Ph. D. Programme, M. M. Institute of Management, M. M. University, Mullana

**PROF. ANIL K. SAINI**

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

**DR. SAMBHAVNA**

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

**DR. MOHENDER KUMAR GUPTA**

Associate Professor, P. J. L. N. Government College, Faridabad

**DR. SHIVAKUMAR DEENE**

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

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

**ASSOCIATE EDITORS**

**PROF. NAWAB ALI KHAN**

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

**PROF. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

**PROF. V. SELVAM**

SSL, VIT University, Vellore

**DR. N. SUNDARAM**

Associate Professor, VIT University, Vellore

**DR. PARDEEP AHLAWAT**

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

**S. TABASSUM SULTANA**

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

**TECHNICAL ADVISOR**

**AMITA**

Faculty, Government M. S., Mohali

**MOHITA**

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

**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 recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; 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; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor 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; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses: [infoijrcm@gmail.com](mailto:infoijrcm@gmail.com) or [info@ijrcm.org.in](mailto:info@ijrcm.org.in).

## **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/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)**

**DEAR SIR/MADAM**

Please find my submission of manuscript entitled '\_\_\_\_\_ ' for possible publication in your journals.

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

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

#### **NAME OF CORRESPONDING AUTHOR:**

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

#### **NOTES:**

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:  
**New Manuscript for Review in the area of** (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of 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 required to be below **500 KB**.
- e) Abstract alone 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 and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers**, and **email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **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 stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and **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.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **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 are supposed to follow **Harvard Style of Referencing**. 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 italics. 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 parentheses.
  - The location of endnotes within the text should be indicated by superscript numbers.

**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, 19-22 June.

**UNPUBLISHED DISSERTATIONS AND THESES**

- 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.

**WEBSITE**

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

## ORGANISATIONAL SUPPORT FOR CAREER DEVELOPMENT OF EMPLOYEES – A STUDY ON BBK LEATHERS PRIVATE LTD.

**A. SEEMA**  
**ASST. PROFESSOR (JR.)**  
**VIT BUSINESS SCHOOL**  
**VIT UNIVERSITY**  
**VELLORE**

**DR. S. SUJATHA**  
**ASSOCIATE PROFESSOR**  
**VIT SCHOOL OF BUSINESS**  
**VIT UNIVERSITY**  
**VELLORE**

### ABSTRACT

*The objective of this paper is to evaluate the organisational support for career management and satisfaction among workers in an organisation. An empirical study is made on BBK Leathers Pvt. Ltd. – Ranipet involving 220 workers. Chi-Square test is used to find the organisational support provided by the BBK Leathers Pvt. Ltd. to its workers. And also the satisfaction level of workers was found. The inferences of these findings were discussed and suggestions are provided to the organisation for its progress.*

### KEYWORDS

Career Development, HRM.

### INTRODUCTION

Career management is the combination of structured planning and the active management choice of one's own professional career. The entire career management process is based on the establishment of defined goals/objectives whether specific or general in nature. The outcome of successful career management should include personal fulfillment, work/life balance, goal achievement and financial assurity Career management is the lifelong process of investing resources to achieve the career goals.

### DEFINITION

Organisational support for career development (OSCD) is also called "organisational career management" or "organisational sponsorship" and refers to the programs, processes and assistance provided by organisations to support and enhance their employees' career success.

### IMPORTANCE TO STUDY ABOUT CAREER MANAGEMENT

Every organisation has to support their employees to realize their objective through career management. The study of the career management of an organisation is necessary to develop good management and leadership skills, to gain confidence, to open doors of opportunities to the employees. These are the factors that determine the success of the organisation.

### OBJECTIVES OF THE STUDY

#### PRIMARY OBJECTIVE

- To Study the organisational support for career development of employees and their involvement in job enrichment at BBK leathers Pvt Ltd.
- To Study how organisation supports its employees in the workplace.
- To Identify the level of participation or involvement of the employees with respect to training.
- To Study the Measures adopted by the management to enrich or to improve the job level of employees

#### DESIGN OF STUDY

The experimental design offers the best possibility of accomplishing the goal. This study is designed in such a way so as to examine the support provided by BBK LEATHERS (P) LTD and BBK SHOES to its employees. More specifically the study has sought to answer the following questions.

- To find whether the organisation provides support for their employees career growth.
- To find the level of involvement of employees in the training activities.
- To find the measures adopted by the organisation for job enrichment.

### RESEARCH INSTRUMENT

A Well structured questionnaire has been used for the collection of primary data from the respondents for the purpose of knowing the involvement in job enrichment and the organisational support for career development of employees in BBK Leathers Private Limited. Primary data is also collected through observation and interaction with higher officials. The secondary data is collected through various records and manuals maintained by department. It is also collected from various magazines, periodicals, books from library.

### METHODOLOGY

Research Methodology explains the various steps that are generally adapted by the researcher in studying research problem along with logic behind them. The total population of the organisation was 220 and all the employees were selected for the study.

#### STATISTICAL TOOLS USED

The collected data was analyzed by using statistical technique like Percentage Analysis and Correlation with Cross tabs. The data was to be analyzed by using Statistical Package for Social Sciences (SPSS) software.

**PERCENTAGE ANALYSIS**

Formula: 
$$\frac{\text{No of Respondents}}{\text{Total No of Respondents}} \times 100$$

**CORRELATION**

In many situations, the outcome of a random experiment will have two measurable characteristics which will be the variable X and Y. Often it will be interested in finding out whether the variables are related to each other and to determine the nature of relationship and degree of relationship.

Formula:

$$\rho = \frac{N\sum XY - \sum X \cdot \sum Y}{\sqrt{[N\sum X^2 - (\sum X)^2]} \sqrt{[N\sum Y^2 - (\sum Y)^2]}}$$

**DATA ANALYSIS AND INTERPRETATION**

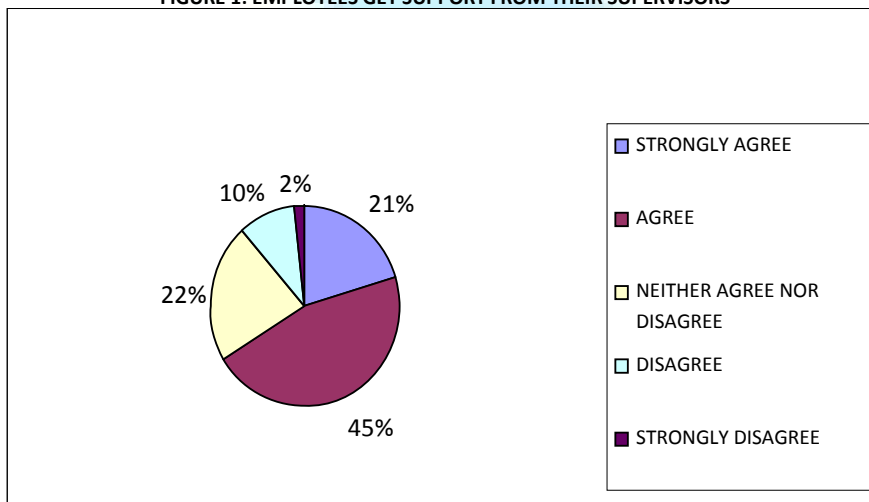
The questionnaire framed for data collection was circulated among the sample of employees selected and the data was obtained. The data obtained were analyzed using percentage analysis. The hypothesis was formulated and was tested for its validity. The results obtained from the analysis are presented as follows:

**EMPLOYEES GET SUPPORT FROM THEIR SUPERVISORS**

**TABLE 1: EMPLOYEES GET SUPPORT FROM THEIR SUPERVISORS**

| SUPPORT                    | NO.OF RESPONDENTS | PERCENTAGE |
|----------------------------|-------------------|------------|
| STRONGLY AGREE             | 45                | 21         |
| AGREE                      | 100               | 45         |
| NEITHER AGREE NOR DISAGREE | 49                | 22         |
| DISAGREE                   | 21                | 10         |
| STRONGLY DISAGREE          | 4                 | 2          |
| TOTAL                      | 220               | 100        |

**FIGURE 1: EMPLOYEES GET SUPPORT FROM THEIR SUPERVISORS**



**INTERPRETATION**

The Table 1 reveals that 21% of the respondents strongly agree that employees get support from their supervisors within the working environment, 45% of the respondents agree, 22% of the respondents neither agree nor disagree, 10% of the respondents disagree, and 2% of the respondents strongly disagree. Majority of the respondents agree that employees get support from their supervisors within the working environment.

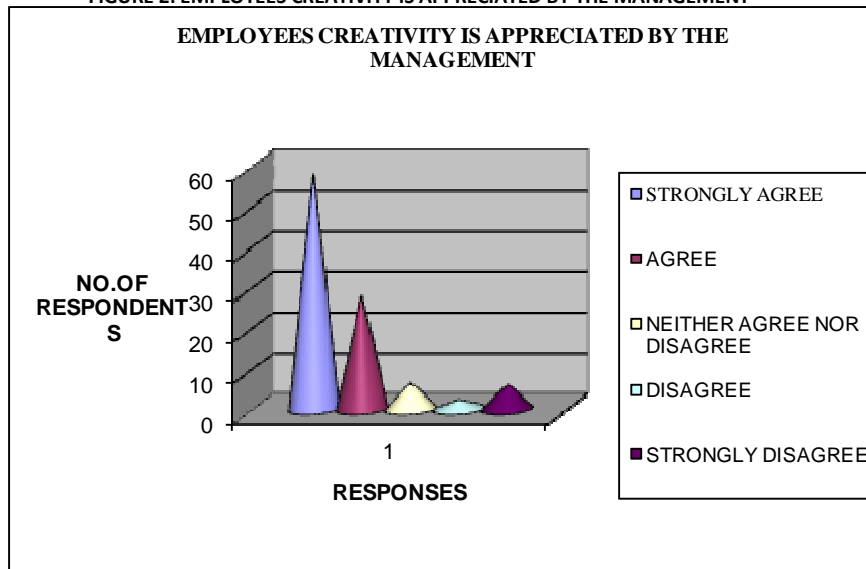
**EMPLOYEES CREATIVITY IS APPRECIATED**

**TABLE 2: EMPLOYEES CREATIVITY IS APPRECIATED**

| APPRECIATED                | NO.OF RESPONDENTS | PERCENTAGE |
|----------------------------|-------------------|------------|
| STRONGLY AGREE             | 127               | 58         |
| AGREE                      | 61                | 28         |
| NEITHER AGREE NOR DISAGREE | 14                | 6          |
| DISAGREE                   | 5                 | 2          |
| STRONGLY DISAGREE          | 13                | 6          |
| TOTAL                      | 220               | 100        |



FIGURE 2: EMPLOYEES CREATIVITY IS APPRECIATED BY THE MANAGEMENT



**INTERPRETATION**

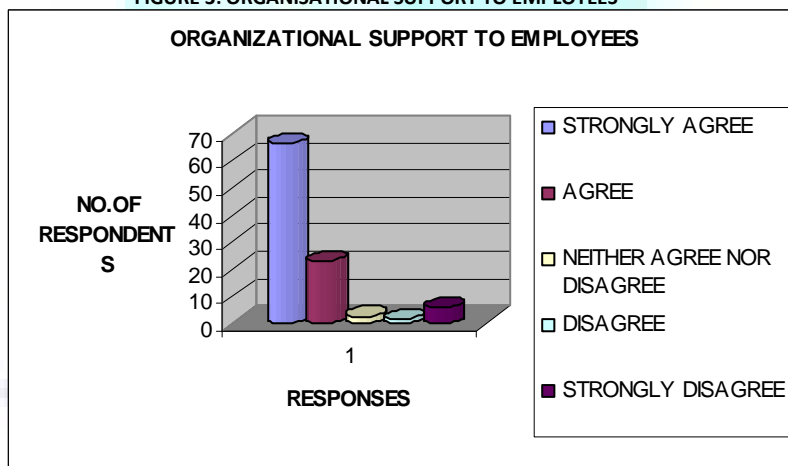
The Table 2 reveals that 58% of the respondents strongly agree that employee’s creativity is appreciated towards their work by the management, 28% of the respondents agree that employee’s creativity is appreciated towards their work, 6% of the respondents neither agree nor disagree, 2% of the respondents disagree, and 6% of the respondents strongly disagree. Majority of the respondents strongly agree that employee’s creativity is appreciated towards their work by the management.

**ORGANISATIONAL SUPPORT TO EMPLOYEES**

TABLE 3: ORGANISATIONAL SUPPORT TO EMPLOYEES

| RESPONDENTS                | FREQUENCY | PERCENTAGE |
|----------------------------|-----------|------------|
| STRONGLY AGREE             | 146       | 66.36      |
| AGREE                      | 51        | 23.18      |
| NEITHER AGREE NOR DISAGREE | 6         | 2.73       |
| DISAGREE                   | 4         | 1.82       |
| STRONGLY DISAGREE          | 13        | 5.91       |
| TOTAL                      | 220       | 100        |

FIGURE 3: ORGANISATIONAL SUPPORT TO EMPLOYEES



**INTERPRETATION**

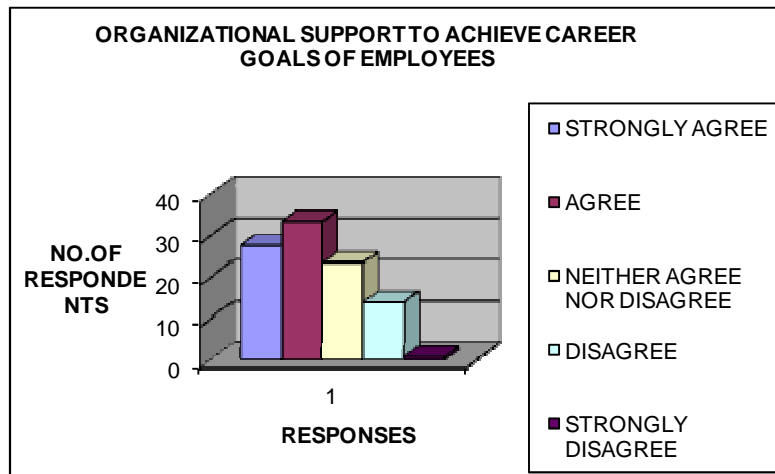
The Table3 reveals that 66.36% of the respondents strongly agree that organisational support is necessary to every employee in the workplace, 23.18% of the respondents agree, 2.73 % of the respondents neither agree nor disagree, 1.82% of the respondents disagree, and 5.91% of the respondents strongly disagree that organisational support is necessary. Majority of the respondents strongly agree that organisational support is necessary to each and every employee in the workplace.

**ORGANISATIONAL SUPPORT TO ACHIEVE CAREER GOALS**

TABLE 4: ORGANISATIONAL SUPPORT TO ACHIEVE CAREER GOALS

| RESPONDENTS                | FREQUENCY | PERCENTAGE |
|----------------------------|-----------|------------|
| STRONGLY AGREE             | 61        | 28         |
| AGREE                      | 74        | 33         |
| NEITHER AGREE NOR DISAGREE | 52        | 24         |
| DISAGREE                   | 31        | 14         |
| STRONGLY DISAGREE          | 2         | 1          |
| TOTAL                      | 220       | 100        |

FIGURE 4: ORGANISATIONAL SUPPORT TO ACHIEVE CAREER GOALS



**INTERPRETATION**

The Table 4 reveals that 28% of the respondents strongly agree that employee gets organisational support to achieve their career goals of employees, 33% of the respondents agree, 24% of the respondents neither agree nor disagree, 14% of the respondents disagree, 1% of the respondents strongly disagree that employee gets organisational support to achieve their career goals in the factory. Majority of the respondents agree that employee gets the organisational support to achieve their career goals in the factory.

**HYPOTHESIS**

HO: There is no significant difference between the employee’s individual views and career development of employees.

H1: There is significant difference between the employee’s individual views and career development of employees.

**ASSOCIATION BETWEEN THE INDIVIDUAL VIEWS AND THE CAREER DEVELOPMENT OF EMPLOYEES**

**CORRELATION**

TABLE 5: CORRELATION BETWEEN INDIVIDUAL VIEWS AND CAREER DEVELOPMENT OF EMPLOYEES

|                     |   | Correlations  |  |
|---------------------|---|---|--|
|                     |   | employees individual views with regard to career development programmes | organisational support to achieve career goals |
| Pearson Correlation | employees individual views with regard to career development programmes | 1.000   | .144*  |
|                     | organisational support to achieve career goals                          | .144*   | 1.000  |
| Sig. (2-tailed)     | employees individual views with regard to career development programmes | .   | .032   |
|                     | organisational support to achieve career goals                          | .032  | .  |
| N                   | employees individual views with regard to career development programmes | 220   | 220  |
|                     | organisational support to achieve career goals                          | 220   | 220  |

\*. Correlation is significant at the 0.05 level (2-tailed).

TABLE 6: CROSSTAB CALCULATION BETWEEN INDIVIDUAL VIEWS AND CAREER DEVELOPMENT OF EMPLOYEES

**Case Processing Summary**

|   | Cases |         |         |         |       |         |
|---|-------|---------|---------|---------|-------|---------|
|   | Valid |         | Missing |         | Total |         |
|   | N     | Percent | N       | Percent | N     | Percent |
| employees individual views with regard to career development programmes *<br>organisational support to achieve career goals | 220   | 100.0%  | 0       | .0%     | 220   | 100.0%  |

**employees individual views with regard to career development programmes \* organisational support to achieve career goals  
Crosstabulation**

| Count   |     | organisational support to achieve career goals |       |                            |          |                   | Total |
|---|-----|--|-------|----------------------------|----------|-------------------|-------|
|   |     | strongly agree                                 | agree | neither agree nor disagree | disagree | strongly disagree |       |
| employees individual views with regard to career development programmes | Yes | 40   | 44    | 32                         | 10       | 2                 | 128   |
|   | No  | 21   | 30    | 20                         | 21       |                   | 92    |
| Total   |     | 61   | 74    | 52                         | 31       | 2                 | 220   |

**INFERENCE**

The Correlation Coefficient being .144 means that the employee’s initiative and the Organisational support to employees has positive correlation between each other. Here the correlation is significant at the 0.05 level (2-tailed).

**FINDINGS**

- The study reveals that 45% respondents agreed that employee gets support from their supervisors within the working environment and 2% respondents strongly disagreed.
- The study reveals that 58% respondents strongly agreed that employee’s creativity is appreciated towards their work by the management and 2% disagreed to that reason.
- The study reveals that 66.36% respondents strongly agreed that organisational support is necessary to each and every employee and 1.82% respondents disagreed that organisational support is not necessary.
- The study reveals that 33% agreed that employee gets organisational support to achieve career goals and 1% strongly disagreed that employee get organisational support to achieve career goals.
- The study reveals that Correlation Coefficient being .158 means that the employee’s creativity and the organisational support has positive correlation between each other. Here the correlation is significant at the 0.05 level (2-tailed).

**SUGGESTIONS**

On the basis of analysis made and findings arrived, the following suggestions are noted for improvement.

- The management should take care on work life balance, such that workers personal life doesn’t get affected - Management can balance the work of employees with in the working days. So that, their official work should not get affected during week ends.
- The company should concentrate on senior workers, who are working over here for several years and getting of minimum salary - when compare with the fresh workers, senior workers are getting the very minimum salary.
- The management should recognize the each and every employee’s individual interest and ability (potential), and then put them to work in all different sections in the company.
- The supervisors should encourage /motivate the employees in working; this may lead them to produce more of output.

**CONCLUSION**

On the analysis of different factors which is used to find the reasons of organisational support for career development of employees in BBK Leathers Private Limited, it is found that the employees were satisfied with the most of the key factors such as Organisational Support to employees, Work Satisfaction, Salary, Incentives, PF, Educational Allowance, Safety facilities, Work Atmosphere, Supervisors Appreciation and Employee involvement in training.

Hence it can be concluded that the employees of BBK Leathers Private Limited are satisfied on most of the job related factors and are motivated and ready to contribute to advancement of the company, but the management should be more sensitive and concentrate on their basic needs such as transport facility men workers, welfare facilities such as crèche, canteen and rest room facilities.

The working environment and career growth opportunities, career programmes, incentives, remuneration, other factors should be on par with other industries in competition so as to prevent the employee moving over to other organisation in the search of better opportunities.

## REFERENCES

1. "Belinda Renee Barnett, Lisa Bradley" year (2007) Volume (12) Issue (7). "The impact of organisational support for career development on career satisfaction"
2. "Thomas N. Garavan and Michael Coolahan year (1996) Volume (20) Issue (4). "Career mobility in organisations: implications for career development"
3. "Ghulam R. Nabi" Year (2003) Volume (24) Issue (6). "Situational characteristics and subjective career success: The mediating role of career – enhancing strategies"
4. "Allan P.O. Williams" year (1979) Volume (8) Issue (4). "Career Development and Employee Participation: Current Trends and Their Implications"
5. "Ronald J. Burke, Mustafa Koyuncu, Lisa Fiksenbaum year (2006) Volume (21) Issue (8). "Organisational Practices supporting women's career advancement and their satisfaction and well-being in Turkey".
6. "Marc van Veldhoven and Luc Dorenbosch" year (2008) Volume (13) Issue (2). "Age, proactivity and career development".
7. "Ooi Keng Boon" year (2006) Volume (36) Issue (6). "HRM and TQM: Association with job involvement"
8. "Anthony Ang" year (2002) Volume (14) Issue (3). "An eclectic review of multidimensional perspectives of employee involvement".
9. "Jane Yarnall" year (1998) Volume (27) Issue (5). "Line managers as career developers: rhetoric or reality".
10. "Rita Cruise O'Brien" year (1995) Volume (17) Issue (3). "Employee involvement in performance improvement".
11. "Audrey Collin" year (1986) Volume (15) Issue (2). "Career Development: The Significance of the Subjective Career".
12. Kathy Monks, Patricia Barker, year (2001) Volume (20) Issue (5). "Drama as an opportunity for learning and development"
13. "Yehuda Baruch" year (1996) Volume (1) Issue (1). "Organisational career planning and management techniques and activities in use in high-tech organisations".
14. "Dirk Buyens, Hans Van Dijk, Thomas Dewilde" year (2008) Volume (24) Issue (2). "The aging workforce: perceptions of career ending".
15. "Jens Rowold" year (2007) Volume (32) Issue (1). "Multiple effects of human resource development interventions".



## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce and 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-mails i.e. **infoijrcm@gmail.com** or **info@ijrcm.org.in** 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](mailto:infoijrcm@gmail.com).

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

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**

## 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*

