

# INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & 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 Infolibnet of University Grants Commission (U.G.C.)],

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

<b>Sr. No.</b>	<b>TITLE &amp; NAME OF THE AUTHOR (S)</b>	<b>Page No.</b>
1.	PERCEPTIONS OF EXECUTIVE LEVEL EMPLOYEES TOWARDS HRM PRACTICES IN SELECTED PRIVATE SECTOR BANKS IN PUNJAB <i>SANJEEV, DR. N S BHALLA, DR. T S SIDHU &amp; SHRUTI</i>	1
2.	WOMEN PREFERENCE AS A JEWELLERY BUYER: IMPACT OF CELEBRITY ENDORSEMENT <i>SHAMILY JAGGI &amp; DR. SANJAY KUMAR BAHL</i>	9
3.	LIQUIDITY AND PROFITABILITY ANALYSIS OF SELECTED STEEL COMPANIES <i>DR. M. K. JAIN, DR. VIKAS GARG &amp; SHIVRANJAN</i>	14
4.	A STUDY ON IMPRESSION OF STRESS AND SURVIVING STRATEGIES AMONG THE BANK EMPLOYEES IN TIRUNELVELI DISTRICT <i>DR. N. KAMALA &amp; A. ARUNA DEVI</i>	21
5.	A STUDY OF INTERNET USERS' ATTITUDE AND PERCEPTION TOWARDS ONLINE SHOPPING <i>PARVEEN KUMAR GARG &amp; DR. AMANDEEP SINGH</i>	24
6.	DEFECT ANALYSIS AND PRECLUSION USING QUALITY TOOLS: A CASE STUDY OF ABC COMPANY <i>DR. SHIKHA GUPTA, DR. K. K. GARG &amp; RADHA YADAV</i>	30
7.	ECONOMIC EMPOWERMENT OF BODO WOMEN THROUGH SELF-HELP GROUPS IN ASSAM <i>MAINAO BRAHMA &amp; DR. K. DEVAN</i>	37
8.	CONSUMER MOTIVES AND INFLUENCING FACTORS IN LIFE INSURANCE BUYING DECISIONS: A STUDY IN PUNJAB AND CHANDIGARH REGION <i>NEHA SHRIVASTAVA &amp; DR. RAMINDER PAL SINGH</i>	41
9.	ROLE OF SOCIAL MEDIA IN CRISIS COMMUNICATION IN THE BUSINESS CONTEXT: A STUDY WITH INDIAN EXAMPLES <i>CATHERINE MARY MATHEW</i>	50
10.	FINANCIAL PERFORMANCE OF INSURANCE INDUSTRY IN ETHIOPIA <i>DEMIS H GEBREAL, DR. SUJATHA SELVARAJ &amp; DANIEL TOLOSA</i>	53
11.	NATURE, MAGNITUDE AND DETERMINANTS OF INDEBTEDNESS AMONG WOMEN LABOUR BENEFICIARY HOUSEHOLDS IN PUNJAB: AN EMPIRICAL ANALYSIS OF MGNREGS <i>DR. SARBJEET SINGH, DR. RAVITA &amp; TANLEEN KAUR</i>	59
12.	IMPACT OF GOVERNMENT POLICIES ON ENTREPRENEURSHIP IN MICRO SMALL AND MEDIUM ENTERPRISES IN INDIA <i>BISHWAJEET PRAKASH &amp; DR. JAINENDRA KUMAR VERMA</i>	66
13.	A STUDY OF EMPLOYEE PERCEPTION ON ORGANIZATIONAL CLIMATE AT B.E.L., KOTDWARA <i>DR. SANTOSH KUMAR GUPTA &amp; ANSHIKA BANSAL</i>	70
14.	A STUDY OF CORPORATE SOCIAL RESPONSIBILITY PRACTICES IN MAHARATNA PUBLIC SECTOR ENTERPRISES OF INDIA <i>DR. MOHD TAQI &amp; DR. MOHD AJMAL</i>	76
15.	AN EMPIRICAL ANALYSIS OF ARBITRAGE OPPORTUNITIES IN NSE NIFTY FUTURES <i>DR. SOHELI GHOSE &amp; ROMIT ABHICHANDANI</i>	85
16.	AN EMPIRICAL STUDY OF DEMONETIZATION IMPACT ON RURAL PUBLIC <i>DR. D.CH. APPA RAO &amp; DR. CH. BRAHMAIAH</i>	94
17.	EMOTIONAL INTELLIGENCE AS AN EDUCATIONAL STRATEGY FOR ENHANCEMENT OF EMPLOYABILITY <i>AFIFA IBRAHIM &amp; MUBASHIR MAJID BABA</i>	97
18.	DEMONETIZATION & ITS IMPACT ON INDIAN ECONOMY <i>PRIYANKA SHRIVAS</i>	102
19.	IMPACT OF DEMONETIZATION ON ENTREPRENEURSHIP <i>AMANPREET</i>	104
20.	MEETING ISSUES AND CHALLENGES OF TALENT MANAGEMENT THROUGH SELECT HUMAN RESOURCE PRACTICES IN SELECT IT COMPANIES OF PUNJAB <i>JITESH KUMAR PANDEY</i>	107
	REQUEST FOR FEEDBACK & DISCLAIMER	116

**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, Chinara 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. S. P. TIWARI**

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

**Dr. CHRISTIAN EHIOBUCHIE**

Professor of Global Business/Management, Larry L Luing School of Business, Berkeley College, USA

**Dr. SIKANDER KUMAR**

Chairman, Department of Economics, Himachal Pradesh University, Shimla, Himachal Pradesh

**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, Indonesia

**Dr. M. S. SENAM RAJU**

Professor, School of Management Studies, I.G.N.O.U., New Delhi

**Dr. CLIFFORD OBIYO OFURUM**

Professor of Accounting & Finance, Faculty of Management Sciences, University of Port Harcourt, Nigeria

**Dr. KAUP MOHAMED**

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

**SUNIL KUMAR KARWASRA**

Principal, Aakash College of Education, ChanderKalan, Tohana, Fatehabad

**Dr. MIKE AMUHAYA IRAVO**

Principal, Jomo Kenyatta University of Agriculture &amp; Tech., Westlands Campus, Nairobi-Kenya

**Dr. SYED TABASSUM SULTANA**

Principal, Matrusri Institute of Post Graduate Studies, Hyderabad

**Dr. NEPOMUCENO TIU**

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

**Dr. SANJIV MITTAL**

Professor &amp; Dean, University School of Management Studies, GGS Indraprastha University, Delhi

**Dr. ANA ŠTAMBUK**

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

**Dr. RAJENDER GUPTA**

Convener, Board of Studies in Economics, University of Jammu, Jammu

**Dr. SHIB SHANKAR ROY**

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

**Dr. ANIL K. SAINI**

Professor, Guru Gobind Singh Indraprastha University, Delhi

**Dr. SRINIVAS MADISHETTI**

Professor, School of Business, Mzumbe University, Tanzania

**Dr. NAWAB ALI KHAN**

Professor &amp; Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

**MUDENDA COLLINS**

Head, Operations &amp; Supply Chain, School of Business, The Copperbelt University, Zambia

**Dr. EGWAKHE A. JOHNSON**

Professor &amp; Director, Babcock Centre for Executive Development, Babcock University, Nigeria

**Dr. A. SURYANARAYANA**

Professor, Department of Business Management, Osmania University, Hyderabad

**Dr. MURAT DARÇIN**

Associate Dean, Gendarmerie and Coast Guard Academy, Ankara, Turkey

**Dr. ABHAY BANSAL**

Head, Department of Information Technology, Amity School of Engg. &amp; Tech., Amity University, Noida

**Dr. YOUNOS VAKIL ALROAIA**

Head of International Center, DOS in Management, Semnan Branch, Islamic Azad University, Semnan, Iran

**WILLIAM NKOMO**

Asst. Head of the Department, Faculty of Computing, Botho University, Francistown, Botswana

**Dr. JAYASHREE SHANTARAM PATIL (DAKE)**

Faculty in Economics, KPB Hinduja College of Commerce, Mumbai

**SHASHI KHURANA**

Associate Professor, S. M. S. Khalsa Lubana Girls College, Barara, Ambala

**Dr. SEOW TA WEEA**

Associate Professor, Universiti Tun Hussein Onn Malaysia, Parit Raja, Malaysia

**Dr. OKAN VELİ ŞAFAKLI**

Associate Professor, European University of Lefke, Lefke, Cyprus

**Dr. MOHENDER KUMAR GUPTA**

Associate Professor, Government College, Hodal

**Dr. BORIS MILOVIC**

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

**Dr. MOHAMMAD TALHA**

Associate Professor, Department of Accounting & MIS, College of Industrial Management, King Fahd University of Petroleum & Minerals, Dhahran, Saudi Arabia

**Dr. V. SELVAM**

Associate Professor, SSL, VIT University, Vellore

**Dr. IQBAL THONSE HAWALDAR**

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

**Dr. PARDEEP AHLAWAT**

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

**Dr. ALEXANDER MOSESOV**

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

**Dr. ASHOK KUMAR CHAUHAN**

Reader, Department of Economics, Kurukshetra University, Kurukshetra

**YU-BING WANG**

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

**SURJEET SINGH**

Faculty, Department of Computer Science, G. M. N. (P.G.) College, Ambala Cantt.

**Dr. MELAKE TEWOLDE TECLEGHIOGIS**

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

**Dr. RAJESH MODI**

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

**Dr. SAMBHAVNA**

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

**Dr. THAMPOE MANAGALESWARAN**

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

**Dr. SHIVAKUMAR DEENE**

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

**SURAJ GAUDEL**

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

**FORMER TECHNICAL ADVISOR****AMITA****FINANCIAL ADVISORS****DICKEN 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](mailto: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](http://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>



## ROLE OF SOCIAL MEDIA IN CRISIS COMMUNICATION IN THE BUSINESS CONTEXT: A STUDY WITH INDIAN EXAMPLES

**CATHERINE MARY MATHEW**  
**ASST. PROFESSOR**  
**SCMS SCHOOL OF TECHNOLOGY & MANAGEMENT**  
**MUTTOM**

### ABSTRACT

*The rise of social media has brought an increasingly open and transparent environment, where everyone can share thoughts and opinions with other people. This new world creates new opportunities and challenges in many fields. One of these is in the field of crisis management and crisis communication in particular. This paper explores the role of social media during crisis in the business context by citing examples from Indian companies. It tries to highlight the changes in crisis communications and in particular how social media can be a beneficial tool. The paper also tries to find what is important for companies concerning crisis management. This resulted in findings that companies need to monitor social media, need to be quick in replying and to reply in a human, non-corporate voice. It is well important to have a crisis plan and a crisis response team which is also responsible for crisis management and communication in social media.*

### KEYWORDS

crisis communication, crisis management, social media.

### INTRODUCTION

In the era of wide media coverage and increase in the amount of people's sensitivity to public issues, every company employee has to know how to communicate during crisis situations. A crisis can be simply defined as a situation which has undesirable effects on an organization. Crisis communication is the communication between an organization and the public during, after or before the critical event (Fearn-Banks, 2007). Having an effective crisis communication system is important for effective management because at the time of a crisis, information resources may not be easily available, there will be a pressure to respond to the situation and every stakeholder will demand an answer. With the widespread usage of social media by individuals as well as organizations, at the outset of a crisis you are more vulnerable to questions from every possible corner through social media. Due to high stress levels during crisis situations people tend to get incorrect and contradictory information.

This paper focuses on the role of social media in crisis communication with special reference to crisis situations in business. The researcher tries to reach at findings regarding good and bad practices of crisis communication through social media.

### RESEARCH METHODOLOGY

The study is conceptual in nature and is completely based on the secondary data and the observations of the researcher. The researcher has tried to focus on the concept of utilizing social media for crisis communication and has tried to compile examples of the same in the Indian context.

### CRISIS MANAGEMENT AND CRISIS COMMUNICATION

Crisis can come in different shapes. It could for instance be an accident, a scandal of some kind, or a product safety incident. More specifically crisis can take the form of a bribery scandal, a hostile takeover, a product recall, mean rumors, or an environmental spill, and so forth. Crisis management is broadly defined as an organization's pre-established activities and guidelines for preparing and responding to significant catastrophic events or incidents (i.e., fires, earthquakes, severe storms, workplace violence, kidnappings, bomb threats, acts of terrorism, etc.) in a safe and effective manner. If an organization prepares for the 'worst-case scenario', then it can handle other situations as well. To go deeper regarding the effectiveness in crisis management means to understand if operations can continue to run at an acceptable level, or if they can be quickly taken up again.

Crisis communication is important for an organization because it helps to improve the brand image of the company after a crisis situation, gain the trust of the customers, get support from employees, sustain and grow in the industry after the crisis and to avoid misconceptions and misunderstandings.

### SOCIAL MEDIA AND CRISIS COMMUNICATION

The importance of crisis communication is much higher than ever because of the amount of information available to the people on the Internet (Gonzales & Smith, 2008). As news spreads quickly on the web and social media, organizations are at a potential risk because it has become hard for them to hide potential bad news. During crisis it is important for organizations to communicate their values and identities in order to stand out and differentiate themselves from competitors. It also helps to have a credible relationship with stakeholders.

### HOW TO EFFECTIVELY COMMUNICATE THROUGH SOCIAL MEDIA IN CRISIS SITUATIONS

1. Apologize - The public does not expect individuals or organizations to be perfect, but they do expect them to regret their errors. Apology is the first step toward forgiveness. Be swift and sincere.
2. Take responsibility - Acknowledgement of wrongdoing is essential for the public to hear, but it has legal consequences. Corporate attorneys will advise against admitting responsibility.
3. Pay to fix it - Mistakes are costly, but nothing is more expensive to an organization than losing its good standing in the eye of the public. Honorable organizations do not hesitate to recall a potentially dangerous product, or initiate a clean-up. Willingly paying to rectify errors helps avoid subsequent lawsuits and loss of public trust.
4. Take steps to ensure it will not happen again - There will be no going back to 'business as usual' in the aftermath of a crisis. To diffuse the negativity, let the public know how the organization feels about what has happened, and what actions it is taking to remedy the cause.
5. Be the first to break the bad news - The story will come out. If others tell it first you will be accused of a cover-up.
6. Put people ahead of everything else - As an example of what not to do, recall the first public statement from the chairman of Union Carbide after the Bhopal tragedy: 'I would just like to reassure the shareholders...' Be prepared to demonstrate human concern or you will be charged with inhumanity and irresponsibility.
7. Highest-ranking members of the organization must appear and respond early - It is crucial in crisis recovery for the public to see the CEO take personal charge of the aftermath.
8. Provide frequent updates - The media will fill any information void with whatever they can find.
9. Supply background information - The media will appreciate photos, diagrams, descriptions of any chemicals involved, and basic information about the company and employees, it will help them get the story right, and they will know that your organization wants to cooperate and communicate
10. Never, ever mislead or lie to the public - answer 'no comment'.

**EXAMPLES OF CRISIS COMMUNICATION THROUGH SOCIAL MEDIA IN THE INDIAN CONTEXT****1. FLIPKART AND THE BIG BILLION SALE**

E-commerce giant Flipkart's biggest marketing initiative 'The Big Billion Day Sale' on October 6, 2014, offering huge discounts and aggressively promoted for several days, turned out to be a huge disappointment for the rush of online shoppers as products were not available, servers crashed and social media was filled with stories of dropped orders of 'Flopkart'. Customers were not able to cash in on the promised shopping bonanza despite spending a lot of time trying to place orders.

Flipkart co-founders Sachin Bansal and Binny Bansal who claimed to have created e-commerce history with sales of US \$ 100 million in 10 hours, were quick to send an email apology to every customer the very next day, accepting that the customer experience was less than pleasant and that Flipkart did not live up to the promise it made. They claimed responsibility, apologized and promised to work on the issues and regain its reputation for customer service excellence. It was a quick, credible action from top management.

Soon thereafter, Flipkart began strengthening its quality assurance team and improving its organizational structure. It also began working with companies providing cloud-based technology solutions to handle the massive traffic increases on days of big sales. The Big Billion Sale has continued every year and the company did not have to face a crisis of the same magnitude in the later years.

**2. ALLEN SOLLY, MADURA FASHION AND LIFESTYLE, ADITYA BIRLA NUVO LTD.**

Allen Solly is Madura Fashion's professional dressing brand, competing with Blackberry and Van Heusen. It provides trendy, youth-centric quality professional wear. Due to its brand positioning, the company maintains a very active social media presence as well.

When B.G. Mahesh, Managing Director of Oneindia spotted a typo- 'Comming Soon', on an Allen Solly hoarding in a mall at Bangalore, he immediately tweeted a picture to his 10 000 followers online. Allen Solly reacted quickly and thanked him for bringing this error to their notice. But the company wasn't done.

Two days later, Allen Solly came up with an innovative, humble and humorous apology for Mr. Mahesh. In a tweet, with him tagged, the company posted a picture of a ruled school notebook saying, 'We will not spell Coming Soon as Comming Soon.' By bringing in a humble apology everyone could relate to, they owned up to their mistake, and even added a funny twist to it. This social media move caught so many eyeballs that Twitter India added this conversation to their deck as a case study.

**3. SNAPDEAL AND HINDUSTAN UNILEVER LTD.**

In November 2014, Lakshminarayan Krishnamurthy, a Mumbai resident, ordered a Samsung Core Duos phone as a Diwali gift from Snapdeal. What he received was a Samsung package with a bar of Vim soap and half a brick. When he couldn't contact the online shopping platform's customer service, he decided to get on to social media and posted a picture of his delivery. Krishnamurthy's post soon went viral on Facebook with more than 20,000 users slamming Snapdeal for defrauding a customer. Snapdeal got in touch with Krishnamurthy, explained that the problem had resulted from a fault with an external courier company, apologized and refunded the amount he had paid.

Hindustan Unilever, which had at that time recently started investing in its digital media team to cut down advertising costs, stepped in and stepped up. The company sent Krishnamurthy a package that contained the phone he had originally ordered, two bottles of Vim liquid soap and a letter. In one shot, the company empathized with Krishnamurthy and grabbed an excellent opportunity to promote Vim.

In a letter to Krishnamurthy, Vim noted, 'The pictures you posted online show that our brand was used in this incident. Vim is one of our iconic brands with some great consumer franchise. We felt bad about it, not to mention what you went through. Here is a small gesture from our side to cheer you up.'

**4. AIR INDIA**

Air India's response to a viral video which shows its insensitivity to customers highlights the brand's pathetic online reputation management. The national carrier was taken by surprise when a video showing a passenger, due to give her exam the following day, pleading with Air India staffers as they refuse to allow her to board the flight as she was five minutes late, had gone viral. The passenger who arrived at the T2 International Terminal of the Chhatrapati Shivaji International Airport (CSIA) for a Mumbai-Delhi flight was seen justifying her reason for late check-in by saying that 'they had received wrong information from a travel website's message'.

The video was uploaded on Valentine's Day by another passenger Shivendra Namdeo. It being a weekend and with fans busy supporting India-Pakistan World Cup cricket match, the video started gaining attention only at the start of the week. Initially picked up by online portals, later the video became a talking point on almost every portal. In few days the video fetched more than 1.3 Million views on Facebook, Namdeo's Facebook post has been shared more than 50,000 times. To battle the negative sentiments on social media, Air India posted two tweets about the video on the 17th stating that it is distressed at the video that shows its staff in poor light and that the matter is being examined. However, the carrier had no response for the customer grievance.

**5. UNILEVER AND KODAIKANAL MERCURY TOXIC WASTE ISSUE**

A response from Unilever came after social media users bombarded Unilever's communication channels, questioning them on its alleged failure to clean up mercury contamination in Kodaikanal, an issue which is dated to 15 years ago. They alleged that company had dumped its industrial waste contaminated with mercury on the land behind its factory and had not taken responsibility for the damages caused. A social media campaign against the company achieved momentum after Chennai-born rapper Sofia Ashraf's song 'Kodaikanal won't', which took on the company, went viral on the internet. Four days after the rap song that took a swipe at Unilever for its failure to curb mercury poisoning in Kodaikanal became a social media hit, the company responded to the concerns about its former factory.

In a press release published on its website, Unilever said that it 'continues to take the issue very seriously and it's one we are keen to see resolved'. Listing several 'expert studies' that have been conducted since the factory's closure, Unilever claimed that its 'former employees did not suffer ill-health due to the nature of their work'. The company assured that it will 'continue to act in a transparent and responsible manner regarding this matter' and have asked all the NGOs, employee representatives and legal representatives to come together and agree on an outcome.

**CONCLUSION**

Companies need to monitor social media, to be able to respond quickly to any upcoming crisis. It is important that this response is adapted, to the channel, meaning that it should not be the same message as given to, for example, traditional media in a press release. The response should also be given in a friendly and human way. In social media people want to get a human response and not hear a corporate voice. A crisis plan, crisis response team and a main responsible for crisis management in social media are important parts for successful crisis management and crisis communication. The companies have to learn how to listen across platforms for issues and what their customers truly want. The responses should be directed from the top management. A company culture has to be created that leads to successful resolution of crisis through social media.

**REFERENCES**

- Colley, K.L. and Collier, A. (2009), An Overlooked Social Media Tool? Making a Case for Wikis, *Public Relations Strategist*, pp. 34–35
- Fearn-Banks, K. (2007), *Crisis communications: A casebook approach*, 3rd Edition, Lawrence Erlbaum Associates, New Jersey
- Gonzalez-Herrero, Alfonso and Smith, Suzanne. (2008). Crisis Communication Management on the Web: How Internet-Based Technologies are Changing the Way Public Relations Professionals Handle Business Crises. *Journal of Contingencies and Crisis Management* 16 (3), pp. 143-152
- Lassen, S. B. I. (2014). Crisis Communication on Social Media
- Massey, J. (2001), 'Managing Organizational Legitimacy: Communication Strategies for Organizations in Crisis', *Journal of Business Communication*, Vol. 38, Issue 2, pp. 153-182.
- Sofia Ashraf takes Unilever head on with her Kodaikanal video (2015, August 4). Retrieved from [http://www.business-standard.com/article/current-affairs/sofia-ashraf-takes-unilever-head-on-with-her-kodaikanal-video-115080400694\\_1.html](http://www.business-standard.com/article/current-affairs/sofia-ashraf-takes-unilever-head-on-with-her-kodaikanal-video-115080400694_1.html)

7. Veil, S. R., Buehner, T., & Palenchar, M. J. (2011). A work-in-process literature review: Incorporating social media in risk and crisis communication. *Journal of contingencies and crisis management*, 19(2), 110-122.
8. Wendling, C., J. Radisch and S. Jacobzone (2013), 'The Use of Social Media in Risk and Crisis Communication', OECD Working Papers on Public Governance, No. 24, OECD Publishing. Retrieved from <http://dx.doi.org/10.1787/5k3v01fskp9s-en>
9. Wright, D.K. and Hinson, M.D. (2009), 'Examining How Public Relations Practitioners Actually are Using Social Media', *Public Relations Journal*, Volume 3, Number 3, pp. 2–32. Zerman, David (1995), 'Crisis Communication: Managing the Mass Media', *Information Management and Computer Security* Vol. 3, Issue 5, pp. 25-28
10. Dykeman, D. (2008, Feb. 9). How do you define social media? Retrieved from <http://broadcasting-brain.com/2008/02/09/how-do-youdefine-social-media/>
11. Saxena, Nikita (2014, November). 5 companies that got it right on social media. Retrieved from <http://www.mindyourbusiness.in/articles/1001086/5-companies-that-got-it-right-on-social-media>
12. Naidu, Prasant (2015, February 25). Air India's Pathetic Online Crisis Management is the Perfect Example for What Not to Do. Retrieved from <http://light-houseinsights.in/air-indias-pathetic-online-crisis-management.html/>
13. Gidwani, Veena (2015, August 26), What Nestle and Unilever can learn from Flipkart on dealing with brand crises. Retrieved from [http://www.business-standard.com/article/specials/what-nestle-unilever-can-learn-from-flipkart-on-dealing-with-brand-crises-115082600298\\_1.html](http://www.business-standard.com/article/specials/what-nestle-unilever-can-learn-from-flipkart-on-dealing-with-brand-crises-115082600298_1.html)

## **REQUEST FOR FEEDBACK**

**Dear Readers**

At the very outset, International Journal of Research in Commerce, IT & 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](mailto: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](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 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*

