

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.

Open J-Gate, India [link of the same is duly available at Inlibnet 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 1866 Cities in 152 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.	EFFECTIVENESS OF PAY-FOR-PERFORMANCE AND FIXED-PAY PRACTICES: AN ASSESSMENT OF PAY SATISFACTION, COMMITMENT AND TURNOVER INTENTION PRINCY THOMAS & DR. G. NAGALINGAPPA	1
2.	ROLE OF CORPORATE GOVERNANCE ON PERFORMANCE OF PRIVATE COMMERCIAL BANKS IN BANGLADESH: AN ECONOMETRIC ANALYSIS DR. MD NAZRUL ISLAM, MOHAMMAD MASUD ALAM & MOHAMMAD ASHRAFUL FERDOUS CHOWDHURY	6
3.	IDENTIFYING OPPORTUNITIES, CHALLENGES AND INFRASTRUCTURE REQUIREMENTS FOR ESTABLISHING SECONDARY MARKETS IN ETHIOPIA KANNAN SIMHAKUTTY ASURI & LETENAH EJIGU	12
4.	A NOVEL BANKRUPTCY PREDICTION MODEL BASED ON SUPPORT VECTOR DATA DESCRIPTION METHOD ALIREZA DEHVARI, FEZEH ZAHEDI FARD & MAHDI SALEHI	17
5.	ANALYSIS OF FACTORS INFLUENCING EXPORT VOLUME: THE NIGERIAN EXPERIENCE KAREEM, R.O, OKI A.S, RAHEEM, K.A & BASHEER, N.O	24
6.	A MODEL FOR ORGANIZING, MEASURING, ANALYZING STUDENTS' KNOWLEDGE AND PERFORMANCE ROY MATHEW	32
7.	DETERMINANTS OF CUSTOMER LOYALTY AND SUBSCRIBER CHURN OF MOBILE PHONE SERVICES IN GHANA JACOB NUNOO & CHRISTIAN KYEREMEH	38
8.	FACTORS AFFECTING CUSTOMERS' ATTITUDE TOWARDS INFORMATION TECHNOLOGY ADOPTION IN COMMERCIAL BANKS OF ETHIOPIA: A CASE STUDY OF SELECTED BANKS IN MEKELLE CITY ZEMENU AYNADIS	42
9.	EFFECTIVE USE OF TRAINING FEEDBACK FOR REINFORCEMENT OF LEARNING AND EMPLOYEE DEVELOPMENT AJAY KR VERMA, SUDHIR WARIER & LRK KRISHNAN	53
10.	IMPACT OF DEMOGRAPHIC VARIABLES ON FACTORS OF JOB SATISFACTION OF EMPLOYEES IN PUBLIC SECTOR: AN EMPIRICAL STUDY DR. RIZWANA ANSARI, DR. T. N. MURTY, NILOUFER QURAISHY & S A SAMEERA	62
11.	SUBSCRIBERS' ATTITUDE TOWARDS DTH SERVICES M. J. SENTHIL KUMAR & DR. N. R. NAGARAJAN	69
12.	ISSUES AND CHALLENGES INDIAN BUSINESS: VISION 2020 WITH THE REFERENCE OF MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs) IN INDIA DR. M. L. GUPTA, DR. SHWETABH MITTAL & PRIYANKA GUPTA	73
13.	ENHANCING JOB SATISFACTION OF SOFTWARE PROFESSIONALS: THE RELEVANCE OF EMOTIONAL QUOTIENT V. ANOOPKUMAR & DR. R. GANESAN	82
14.	A SURVEY ON CONSUMER ATTITUDE TO CHOOSE AND USE VARIOUS TELECOM SERVICES V. BALAKUMAR & DR. C. SWARNALATHA	88
15.	COUNTERPRODUCTIVE WORK BEHAVIOUR (CWB) AND LOCUS OF CONTROL (LOC) AMONG MANAGERS DR. RISHIPAL & PAWAN KUMAR CHAND	94
16.	CORPORATE GOVERNANCE FAILURES IN INDIA - A REVIEW KAISSETTY. BALAJI & DR. Y. VENU GOPALA RAO	98
17.	SIGNIFICANCE OF INCLUSIVE GROWTH IN INDIAN ECONOMIC DEVELOPMENT – A STUDY DR. T. C. CHANDRASHEKAR	103
18.	A STUDY ON EMPLOYEE JOB PERFORMANCE (A COMPARATIVE STUDY OF SELECT PUBLIC AND PRIVATE ORGANIZATIONS) S.FAKRUDDIN ALI AHMED & DR. G. MALYADRI	110
19.	ORGANISATIONAL AND ENVIRONMENTAL DETERMINANTS OF PERFORMANCE APPRAISAL SYSTEM: A REVIEW AND FRAMEWORK FROM CONTEXTUAL PERSPECTIVE SAPNA TANEJA, DR. RAVIKESH SRIVASTAVA & DR. N. RAVICHANDRAN	117
20.	E-LEARNING INITIATIVES TO AUGMENT BUSINESS PERFORMANCE: AN EMPIRICAL STUDY OF SELECT AUTO COMPONENT FIRMS DR. AISHA M. SHERIFF & GEETHA R	127
21.	INTERPRETIVE STRUCTURAL MODELING BASED APPROACH FOR ADOPTING CPFR IN INDIAN INDUSTRIES RAJESH A. KUBDE & DR. SATISH V. BANSOD	136
22.	TECHNOLOGY TRENDS AND IMPACT OF ROBOTICS IN THE CORPORATE WORLD AT DIFFERENT LEVELS OF MANAGEMENT P. POONGUZHALI & DR. A. CHANDRA MOHAN	141
23.	PERFORMANCE APPRAISAL ACT AS A MAJOR MOTIVATIONAL SOURCE NAILA IQBAL	147
24.	FOREIGN DIRECT INVESTMENT FLOWS INTO INDIA AND THEIR CAUSAL RELATIONSHIP WITH ECONOMIC GROWTH SINCE LIBERALISATION S. GRAHALSKSHMI & DR. M. JAYALAKSHMI	150
25.	INCLUSIVE GROWTH AND REGIONAL DISPARITIES IN ANDHRA PRADESH V. VANEENDRA NATHA SASTRY	159
26.	STRATEGIES TO COPE UP WORK - PLACE STRESSORS: AN EMPIRICAL STUDY IN EDUCATIONAL INSTITUTIONS B. LAVANYA	162
27.	DETERMINANTS OF JOB SATISFACTION AMONG EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY IN DELHI BRAJESH KUMAR & DR. AWADHESH KUMAR	166
28.	MODERN CHALLENGES TO WOMEN ENTREPRENEURSHIP DEVELOPMENT: A STUDY OF DISTRICT RAJOURI IN JAMMU AND KASHMIR STATE AASIM MIR	169
29.	INTERNATIONAL HRM CHALLENGES FOR MNC's B. G. VENKATESH PRASAD & N. CHETAN KUMAR	173
30.	INSIDER TRADING: GOVERNANCE, ETHICAL AND REGULATORY PERSPECTIVE NIDHI SAHORE	177
	REQUEST FOR FEEDBACK	182

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

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 Syntax Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

AMITA

Faculty, Government M. S., Mohali

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. 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

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. A. SURYANARAYANA

Department of Business Management, Osmania University, Hyderabad

DR. SAMBHAV GARG

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

PROF. V. SELVAM

SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

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

DR. S. TABASSUM SULTANA

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

SURJEET SINGH

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

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

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 address: infoijrcm@gmail.com.

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, crystal clear, 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.

WEBSITES

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

ENHANCING JOB SATISFACTION OF SOFTWARE PROFESSIONALS: THE RELEVANCE OF EMOTIONAL QUOTIENT

V. ANOOPKUMAR

**RESEARCH SCHOLAR, FACULTY OF MANAGEMENT, BHARATHIAR UNIVERSITY, COIMBATORE; &
ASST. PROFESSOR**

**P. A. COLLEGE OF ENGINEERING & TECHNOLOGY
POLLACHI**

DR. R. GANESAN

PRINCIPAL

**SRI VENKATESWARA GROUP OF INSTITUTIONS
ETTIMADAI**

ABSTRACT

The success of any business organization depends on the people who work for it. Job satisfaction is a key aspect in keeping employees happy and in creating a positive work environment. Software industry is no exception to this. Nowhere are human resources as critically important as in the software sector. Therefore, attracting, training, retaining and motivating the professionals are the critical success-determinants of this industry. The present research study conducted reveals that the software professionals working at Bangalore are in more comfortable zone than the nearby IT city of Cochin. This comparative study on the Job Satisfaction of Software Professionals done as part of academic program evaluates the levels of job satisfaction among software professionals working in these two metros. It also emphasizes the relevance of emotional intelligence (EI) at work place for the success of an organization and ultimately in creating a satisfied employee. A few researches believe that EI is an inborn characteristic, while majority of others believe that it can be learned and strengthened. The advantages are many fold. Various studies reveal a correlation between high levels of emotional quotient and superior levels of job satisfaction. Also, better productivity. On the personal side, increased career success, effective leadership and better health are the other by products.

KEYWORDS

Emotions, intelligence, motivation, satisfaction, software.

INTRODUCTION

The success of a business depends on the people who work for the organization. Job satisfaction is a key aspect in keeping employees happy and in creating a positive work environment. Software industry is no exception to this. It is acknowledged as an important engine of economic growth for many developing and under developed countries. Software development is a service that is both labour and knowledge-intensive. Nowhere are human resources as critically important as in the software sector. Therefore, attracting, training, retaining and motivating the professionals are the critical success determinants of this industry. Their competence and enthusiasm plays a great role in the success of this sector.

The Indian software industry has burgeoned, showing a nearly 50% compounded annual growth rate over the recent years. Being a knowledge based industry, a high intellectual capital lends competitive advantage to a firm. Intellectual capital comprises human capital and any created bit of knowledge or expertise or competence. With global explosion in market opportunities in the software industry, the shortage of skilled manpower with required qualities is a prime challenge for HR managers.

Companies want to make sure that the people working with them will enjoy a profound sense of job satisfaction. Their physical, mental, emotional and spiritual needs will find ample scope for fulfillment under their corporate umbrella, thereby creating an adaptive organization at all levels.

The term Emotional Intelligence (EI) is fastly gaining momentum in the corporate circles day by day. In the domestic and global scenario, things and situations are changing with high velocity. This tremendous speed of change in the prevailing situations poses difficulty and strained relationships in all walks of life including in software industry.

Emotional intelligence is a major factor in bringing cordial and healthy relationships with all stakeholders of the organization. It was found that the power and inclination to empathize with these stakeholders and sincerely listen and care about their unique needs, priorities and challenges is the stepping stone for conducive industrial climate. Hiring and retaining people with good emotional intelligence may be the success secret of many outstanding organization in the software sector.

Various studies reveal a correlation between high levels of emotional quotient and superior levels of job satisfaction. Also, the importance of emotions at work place and it's successful management was found to be of prime concern with many top players in the sector. EI motivates us to realize our needs, desires, objectives and tasks. This gives us a more powerful way to look into future, and it regulates our deeds and thoughts. Here provides an analysis of the impact EI brings into the professional, personal and social life of an individual - which is very vital in creating a satisfied employee.

IMPORTANCE OF THE STUDY

The profile of a forward looking software company is changing day by day. Also that of professionals working with them. A study into their career graph, executive health, adaptability to new environment, family bindings, social outlook, peace of mind, further plans etc will reveal the degree of satisfaction these people enjoy. Software companies operating in Bangalore and Cochin were covered in this study.

Employee job satisfaction is not focused to money alone. Various intrinsic and extrinsic factors such as responsibility, achievement, recognition, supervision, pay, company policies, working conditions, job security, co-workers etc. seem to be related to job satisfaction. Variables such as education, family background and cultural environment can affect the importance of needs for individuals. This study approached job satisfaction as a multi dimensional attitude, it is made up of attitudes towards pay, promotions, co-workers, supervision, work culture, incentives and above all the employee himself or herself.

OBJECTIVES

The following were the main objectives of the study.

1. To analyze the socio-economic profile of the software professionals in the IT sector.
2. To analyze the factors that affect job satisfaction among the software professionals in the IT sector.
3. To ascertain the conducive level of the working environment in the IT sector.
4. To analyze the satisfaction level of software professionals of the IT sector towards career development and promotional aspects.
5. To measure the level of stress and tension of the software professionals of the IT sector.
6. To give valuable suggestions for improving the satisfaction level of employees.

RESEARCH METHODOLOGY

Explorative research design was adopted in this research to achieve the objectives of the study. The major emphasis in this design is on the discovery of ideas and insights. This design helps to discover the level of job satisfaction among the software professionals.

DATA COLLECTION

The primary and secondary data were collected from different sources. The primary data collected from the software professionals and management/supervisory cadre staff working in the IT Industry at Cochin and Bangalore.

The secondary data were collected from the records, books, journal and magazines. In addition to these sources internet web resources was also used to collect relevant reviews of literature.

GEOGRAPHICAL AREA OF THE STUDY

The geographical area of the study was limited to the city and suburbs of Cochin in Kerala State and the city and suburbs of Bangalore in Karnataka state.

POPULATION AND SAMPLING

The Target Population to this study was the software professionals working in the IT sector of the geographical area of the study. The sample size was 5% of the total software professionals working in the IT sector at Bangalore and Cochin. A total number of 9500 (6100 software professionals working at Bangalore and 3400 at Cochin) software professionals were working in the selected geographical area. The actual sample taken was 400 software professionals. Stratified random sampling method was adopted to collect data in this research.

TOOLS OF THE STUDY

Standardized scales were used to measure the level of job satisfaction in this study. The occupational stress inventory developed by Dr. M. I. Joseph and Dr. B. Dharmangadan and the Job satisfaction scale of Mr. Paul E. Spector (Department of Psychology, University of South Florida, U.S.A) were used in this study.

DATA ANALYSIS

The collected data were coded and entered into a master chart and analyzed with the use of computer software SPSS 11.5 (Statistical Package for Social Sciences). The following statistical tests were performed to find out the reliable results of the data collected. T. test, ANOVA, Chi-Square Test etc. were administered.

FINDINGS

The major findings are classified into sub heads as per the objectives.

1. THE SOCIO ECONOMIC STATUS OF THE SOFTWARE PROFESSIONALS AT BANGALORE AND COCHIN

The male employees come to 57% of the total sample. The women employment is high at Cochin (47.5%) compared to Bangalore (38.5%). The mean age of software professionals are less at Cochin (25 years) than Bangalore (28 years). The entire software professionals at least have a bachelor degree. Among total sample, 26.5% have PG Degree and another 34.5% have technical education. The educational status is more or less same both at Cochin and Bangalore.

The least income professional gets rupees 0.96 lakh/annum. It goes up to 16.8 lakh/annum high return group. The mean annual income is rupees 345216/-. The range of income is high at Bangalore compared to Cochin. The mean annual income of Cochin professionals is rupees 288348/- and rupees 402072/- is at Bangalore.

The work experience in this industry ranges from 3 months to 96 months. The number of less experienced professionals is high at Cochin compared to Bangalore. The mean value of Cochin is 21 months and Bangalore is 37 months.

2. THE COMPARISON OF THE JOB SATISFACTION IN DIFFERENT SUB SCALES

The study results show that the satisfaction level of software professionals from Bangalore is significantly high than the Cochin people with respect to nature of job, wages and other perks. The mean value of the pay is high at Bangalore (17.14) than Cochin (13.88) and it is statistically significant ($P < .05$). The results on the nature of work also shows the level of satisfaction is high at Bangalore (18.55) than Cochin (17.13) but statistically it is not significant ($P > .05$).

The result shows that there is a significant difference in the satisfaction level with regards to supervision and cooperation from coworkers among the software professionals of Bangalore and Cochin ($P < .05$), even though there is a slight difference in the mean value. The mean value of Supervision is high at Bangalore (19.86) than Cochin (16.40).

When we analyzed the level of satisfaction software professionals towards career development and promotional aspects, it is comparatively high among the Bangalore (16.84) than Cochin (16.55) but statistically it is not coming to a significant level ($p > .05$).

3. THE LEVEL OF STRESS AND TENSION

The level of stress and tension of the software professionals of the IT sector is also compared with the stress inventory developed by Dr. M. I. Joseph and Dr. B. Dharmangadan. The study analyzed the stress level of software professionals under 23 sub heads. The results of the study with the uses of stress inventory reveals that a moderate level of stress occupied by these software professionals working at Bangalore and Cochin. The mean score of stress at Bangalore is 308.32 and 325.72 at Cochin. The study reveals that the stress factors of the software professionals working at Bangalore and Cochin is significantly varied ($P < .05$). The results shows that the sub factors such as *Work Pressure at home, Transfer Policy, Emergency Situation, Job Security, Problem Court, Lack of control, Group Pressures, Lack of Participation, Role Ambiguity and Quantitative Overload* has significantly varied among the professionals working at Bangalore and Cochin. The P value of all these factors comes less than .05. The other sub scales such as *Qualitative Overload, Role Conflict, Autonomy, Lack of Challenges, Interpersonal Relationships, Promotions, Victimizations, Alienation, Perceived Status, Strong Working Condition, Grievance Redressal, Rigid Rules, Inadequate Pay, and Schedule of Working time* has not statistically significant among Bangalore and Cochin people ($P > .05$).

4. THE LEVEL OF JOB SATISFACTION: BANGALORE AND COCHIN

The study reveals that there is a significant variation in the job satisfaction level of software professionals of Cochin and Bangalore ($P < .05$). The mean score of 9 sub scales also supported the same (Bangalore = 156.26 & Cochin = 137.13). The people from Bangalore is highly satisfied than Cochin. The sub scales such as Pay, Fringe Benefits, Contingent Rewards, Operating Conditions and Communication also supported to the same ($P < .05$).

SUGGESTIONS

Eventhough many suggestions are there, the major one is discussed here under. It is found that the satisfaction level at both Cochin and Bangalore is somewhat satisfactory (Bangalore better than Cochin). Still there is room for improvement. More desirable changes will occur if companies recruit people with better Emotional Intelligence (EI) and taking care to develop their EI through training and creating necessary ambience. This is analyzed in detail here.

RATIONAL OF THE SUGGESTION

Organizations need continuous commitment from their employees to develop and fulfill their objectives. The relationship between job satisfaction, employee motivation, corporate performance and emotional intelligence has been the subject of abundant research in several fields, including strategic Management, Organizational Behavior and Human Resource Management.

Various studies show that a correlation between high levels of EQ and high levels of performance exist. People with high EQ are more grounded, resilient and satisfied in their career. In fact, they are having good self awareness, high levels of inter personal skill and empathy. Being adaptable, they experience less stress, cope with pressure, enjoys better health and well being than low scorers (Bardzil and Slaski, 2003). Such a workforce is actually needed in sensitive sector like software where human resources are critically important. Interaction at various levels by the investigator also gave the same feedback.

WHAT IS EMOTIONAL INTELLIGENCE?

Daniel Goleman (1995) conceptualized the idea of emotional intelligence. But the term can be traced back to Darwin's early works, giving emphasis to emotional expressions, essential for adaptation and survival. Goleman portrays emotional intelligence as encompassing the following 5 constituents.

- Knowing one's emotions (self-awareness) - recognizing one's own feelings as they occur.
- Managing emotions – Handling one's feelings so that they are appropriate.
- Motivating one-self- Harnessing one's emotions to achieve goals.
- Recognizing emotions in others (empathy) –being attuned to the signals that indicate what others need or require.
- Handling relationships – Dealing constructively with the emotions of others.

Emotional intelligence (EI) refers to the ability to perceive, control and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

Since 1990, Peter Salvoes and John D. Mayer have been the leading researchers on emotional intelligence. In their influential article "Emotional Intelligence," they defined emotional intelligence as, "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (1990).

Emotional intelligence is the ability to understand your own emotions and those of people around you by having a self-awareness that enables you to recognize feelings and helps you manage your emotions (Muchinsky, 2000).

FIGURE 1



THE FOUR BRANCHES OF EMOTIONAL INTELLIGENCE

Peter Salvoes and John D.Mayer proposed a model that identified four different factors of emotional intelligence: the perception of emotion, the ability to reason using emotions, the ability to understand emotion and the ability to manage emotions.

1. **Perceiving Emotions:** The first step in understanding emotions is to accurately perceive them. In many cases, this might involve understanding nonverbal signals such as body language and facial expressions.
2. **Reasoning with Emotions:** The next step involves using emotions to promote thinking and cognitive activity. Emotions help prioritize what we pay attention and react to; we respond emotionally to things that garner our attention.
3. **Understanding Emotions:** The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret the cause of their anger and what it might mean. For example, if your boss is acting angry, it might mean that he is dissatisfied with your work; or it could be because he got a speeding ticket on his way to work that morning or that he's been fighting with his wife.

Managing Emotions: The ability to manage emotions effectively is a key part of emotional intelligence. Regulating emotions, responding appropriately and responding to the emotions of others are all important aspect of emotional management.

According to Salvoes and Mayer, the four branches of their model are, "arranged from more basic psychological processes to higher, more psychologically integrated processes. For example, the lowest level branch concerns the (relatively) simple abilities of perceiving and expressing emotion. In contrast, the highest level branch concerns the conscious, reflective regulation of emotion" (1997).

EMOTIONAL INTELLIGENCE IN ACTION

Emotional intelligence can be learned and strengthened, but only when an employee understands how emotional intelligence is observable and useful in the workplace. As discussed earlier, Peter Salvoes and John D. Mayer, recognizes four aspects of emotional intelligence: "the perception of emotion, the ability to reason using emotions, the ability to understand emotion and the ability to manage emotions."

Examples of skills that a person with emotional intelligence might display in these aspects include:

- Awareness of and ability to read body language and other nonverbal communication that includes facial expressions,
- The capacity to listen so intently that he or she can hear the words not spoken by paying attention to tone of voice, inflection, pauses, and other cues,
- The ability to control and handle frustration, anger, sorrow, joy, annoyance, and other emotions,
- Recognizing and reacting to the impact that his or her words and actions are having on coworkers, whether they inform the manager of the impact, or not,
- Understanding the underlying emotion of a communication from a staff member and responding as effectively to the emotional aspects of the communication as to the stated needs, and
- Effectively interpreting the cause of the emotion expressed by a coworker. That sad, dejected posture can indicate a significant issue at home as well as an unresolved work issue.

INCREASING EMOTIONAL INTELLIGENCE

Managers who are able to relate with emotional intelligence, whether because of nature, and / or practice, bring an extra dimension of understanding and relationship building to their work assignments.

- **Practice deep and focused listening when communicating** with another employee. Instead of rehearsing your response while the other person is speaking, focus your mind and attention on asking questions to clarify and understanding what the person is saying.

- **Summarize and feed back what you think you** heard the individual say to you. Ask if your summary is an accurate portrayal of the communication content.
- **Ask questions to identify emotions and feelings.** Ask the employee how he or she feels about the information provided to you. Ask for their gut feeling about how things are progressing. If you have difficulty reading how the employee is reacting to a situation emotionally, ask to discover. Most employees are only too willing to disclose an opinion when their manager indicates interest. You will further develop your emotional intelligence, too.
- **Practice noticing body language or nonverbal communication.** Stop your hurry long enough to recognize when body language is inconsistent with the words spoken. Get used to interpreting body language as a means to understand an employee's complete communication. With practice, you will get better.
- **Observe your own reactions to an employee's communication.** Make sure that you react on two levels. You need to react to the facts and to the underlying emotions, needs, dreams, and so forth that are expressed in most communications, if you are observant. Again, if you don't **get** the second level, that involves emotions, ask until you understand.
- **Notice whether the employees with whom you relate most effectively are just like you.** Explore whether you are receiving shared communication or just making assumptions that the employee will feel and react in a particular way, based on your experience. Ask questions, and notice responses.

An employee with highly developed emotional intelligence is already analyzing your reactions and understands what you want to hear. This employee is skilled at building the relationship side of your connection - for good and for ill.

- **Pay more attention to your own emotions.** Analyze how you respond in emotional situations. Seek feedback from employees whom you trust to react with some degree of unbiased, unprejudiced response. Seek additional feedback from a boss or mentor who can describe your impact on others in a meeting, for example.

You can develop your emotional intelligence, but it will take persistent focus and practice. Seek and use feedback to round out your own perceptions of your actions and behaviors.

Emotional intelligence is a hallmark of an effective manager or leader. They understand and appropriately react to both the content of a message and the underlying emotional and meaningful components that make a message live and breathe in an organization.

They are able to build sustainable relationships with peers and reporting staff. Without emotional intelligence, a leader is handicapped severely in his or her ability to perceive and react to the emotional component of communication and interaction with other employees. This inability will kill their effectiveness.

AT WORK PLACE Various studies shows that a correlation between high levels of EQ and high levels of job satisfaction. People with high EQ are more grounded, more resilient and more satisfied in their career. In fact, they are having good self-awareness, high levels of interpersonal skills and empathy. Being adaptable, they experience less stress, cope with pressure, enjoys better health and wellbeing than low scorers (Bardzil and Slaski, 2003).

Handling emotions at workplace and its worth has been proved by many researchers. EQ, which is a multi-dimensional construct which links emotion and cognition with the aim of improving human relations in their behavior, teamwork and performance, is well established. Goleman (1998) recognizes the EQ into 2 dimensions, **personal competence**- how we manage ourselves, and **social competence**- how we manage our relationships with other people. Studies reveal that an organization which focuses on EQ will exhibit increased employee co-operation, motivation, productivity and superior performance. Employee commitment, teamwork, development of talent, innovation quality of service and retains customer loyalty. On the personal side, increased career success, effective leadership and better health are some of the salient features.

You can make their day or break their day. Other than the decisions individuals make on their own about liking their work, you are the most powerful factor in employee motivation and morale.

As a manager or supervisor, your impact on employee motivation is immeasurable. By your words, your body language, and the expression on your face, as a manager, supervisor, or leader, you telegraph your opinion of their value to the people you employ.

Feeling valued by their supervisor in the workplace is key to high employee motivation and morale. Feeling valued ranks right up there for most people with liking the work, competitive pay, opportunities for training and advancement, and feeling "in" on the latest news.

Building high employee motivation and morale is both challenging and yet supremely simple. Building high employee motivation and morale requires that you pay attention every day to profoundly meaningful aspects of your impact on life at work.

GUIDELINES FOR PROMOTING EMOTIONAL INTELLIGENCE IN THE WORKPLACE

A paper chiefly constructed by Cary Cherniss and Daniel Goleman featuring 22 guidelines which represent the best current knowledge relating to the promotion of EQ in the workplace, summarized as:

PAVING THE WAY

- Assess the organization's needs
- Assessing the individual
- Delivering assessments with care
- Maximizing learning choice
- Encouraging participation
- Linking goals and personal values
- Adjusting individual expectations
- Assessing readiness and motivation for EQ development

DOING THE WORK OF CHANGE

- Foster relationships between EQ trainers and learners
- Self-directed change and learning
- Setting goals
- Breaking goals down into achievable steps
- Providing opportunities for practice
- Give feedback
- Using experiential methods
- Build in support
- Use models and examples
- Encourage insight and self-awareness

ENCOURAGE TRANSFER AND MAINTENANCE OF CHANGE (SUSTAINABLE CHANGE)

- Encourage application of new learning in jobs
- Develop organizational culture that supports learning

EVALUATING THE CHANGE - DID IT WORK?

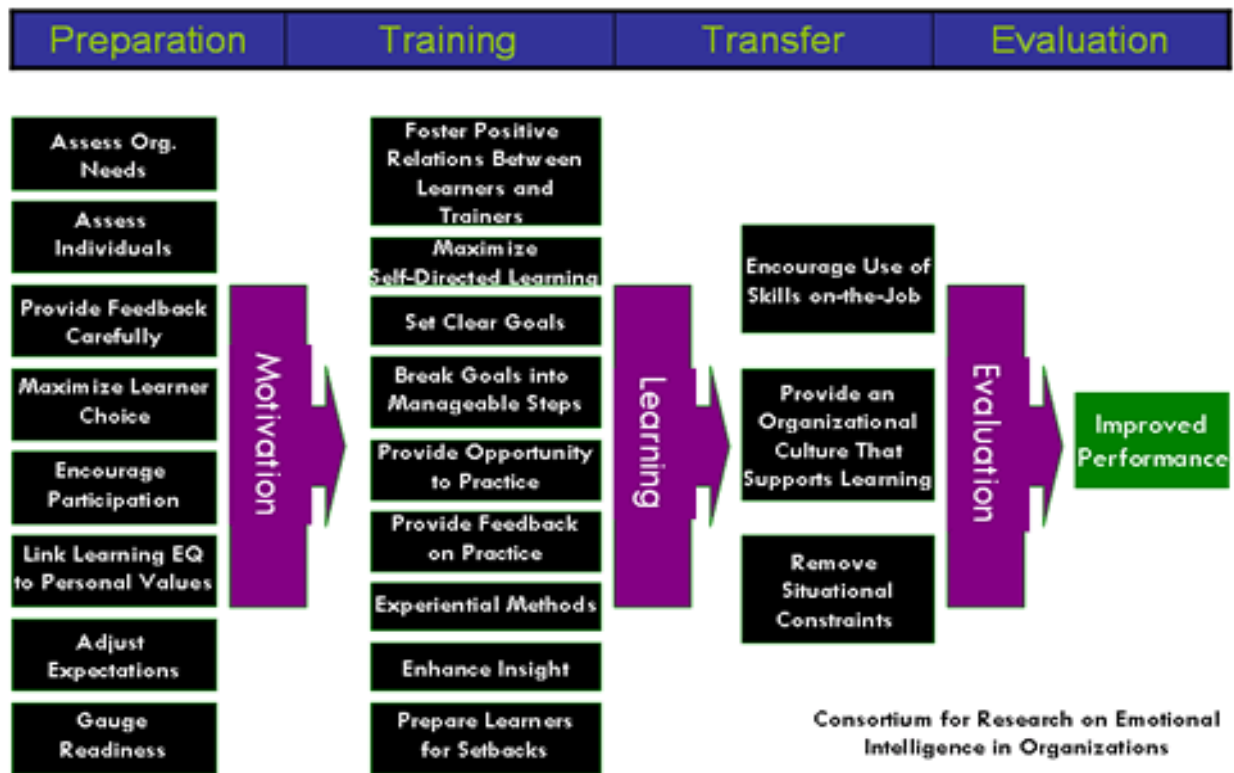
- Evaluate Individual And Organizational Effect

GUIDELINES FOR EFFECTIVE SOCIAL AND EMOTIONAL LEARNING: AN OVERVIEW

The guidelines for social and emotional training are presented schematically in Figure 1. They are arranged in the form of a flow chart that describes the optimal process for helping individuals to increase their emotional competence in personal and interpersonal contexts.

The flow chart suggests that there are four basic phases to the training process. The first occurs even before the individual begins formal training. This initial phase, which is crucial for effective social and emotional learning, involves preparation for change. This **Preparation** occurs at both the organizational and individual levels. The second phase, **Training**, covers the change process itself. It includes the processes that help people change the way in which they view the world and deal with its social and emotional demands. The third phase, **Transfer and Maintenance**, addresses what happens following the formal training experience. The final phase involves **Evaluation**. Given the current state of knowledge about social and emotional learning, the complexity of programs designed to promote such learning and the great unevenness in the effectiveness of existing programs, evaluation always should be part of the process.

CHART 1: THE OPTIMAL PROCESS FOR DEVELOPING EMOTIONAL INTELLIGENCE IN ORGANIZATIONS



CONCLUSION

This comparative study on the 'job satisfaction of software professionals' shows that the satisfaction level of software professionals from Bangalore is significantly high than the Cochin people with respect to nature of job, wages and other perks. The mean value of the pay is high at Bangalore than Cochin and it is statistically significant. The results on the nature of work also show the level of satisfaction is high at Bangalore but statistically it is not significant. The study reveals that there is a significant variation in the job satisfaction level of software professionals of Cochin and Bangalore. The mean score of 9 sub scales also supported the same. The people from Bangalore is highly satisfied than Cochin. The sub scales such as Pay, Fringe Benefits, Contingent Rewards, Operating Conditions and Communication also supported the same. The study reveals that the stress factors of the software professionals working at Bangalore and Cochin is significantly varied. The results shows that the sub factors such as Work Pressure at home, Transfer Policy, Emergency Situation, Job Security, Problem Court, Lack of control, Group Pressures, Lack of Participation, Role Ambiguity and Quantitative Overload has significantly varied among the professionals working at Bangalore and Cochin. The other sub scales such as Qualitative Overload, Role Conflict, Autonomy, Lack of Challenges, Interpersonal Relationships, Promotions, Victimizations, Alienation, Perceived Status, Strong Working Condition, Grievance Redressal, Rigid Rules, Inadequate Pay, and Schedule of WorkingTime has not statistically significant among Bangalore and Cochin people. This explorative study results provide a wide range of possibilities to the IT Industry. They have to adopt new and innovative ideas and concepts through analyzing the study results well. As an emerging and booming industry both governments have to refer these study reports to develop right policy decisions. There is no doubt the study results will be an asset to the IT sector as well as to the aspiring and working software professionals. Also, by implementing the suggestion cited here, reasonable positive outcome can be expected.

REFERENCES

BOOKS

1. Andy Bilson and Sue Ross., "Social work management and practice, Systems and principles, Jessica Kingsly publishers Ltd., London – 1999
2. Atkinson, J.W. (1964) An introduction to motivation. New York: D. Van Nostrand.
3. Azrin, N.H. & Holz, W.C. (1966) Punishment. In W.K. Honig (Ed.) Operant behaviour: Areas of research and application. New York: Appleton-Century – Crofts.
4. Barash, D.P., (1978) Sociobiology and behaviour, New York Elsevier.
5. Capaldi, e.J. (1967) A sequential hypothesis of instrumental learning. In. K.W. Spence & J.T. Spence (Eds). The psychology of learning and motivation (Vol. 1) New York: Academic.
6. Frank Ostraff, The Horizontal Organization, Oxford University Press, New York, 1999.
7. Gibbs, Nancy, "What's Your EQ?" Time, October 2, 1995, Vol. 146, No 14. October, 1995. Caruso, D. (2000). Competing models of emotional intelligence. In Robert J. Sternberg (Ed.), Handbook of intelligence (2nd ed.). Cambridge, U.K.: Cambridge University Press.
8. Goleman, D.(1998),What Makes a Leader?Harward Business Review,76,93-104.
9. Goleman, Daniel, (1995), Emotional Intelligence: Why it can matter more than IQ. New York: Bantam Books
10. Goleman,D.(1998),Working With Emotional Intelligence. London: Bloomsbury Publishing.
11. Hull, C.L. (1943). Principles of behaviour. New York: Appleton-Centruy –Crofts.
12. Irwin, F.W. (1971) Intentional behaviour and motivation: A cognitive theory. Philadelphia: Lippincott.
13. John Bratton of Jeffirey Gold., Mc Millan Publishers, London- 1994.
14. Kalish, H.I. (1969), Stimulus generalizations. In M. Marx (Ed.), Learning processes, New York : Macmillan.

15. Kotler, J.P. (1998), "The General Manager", New York: Free Press.
16. Koteswara Rao, K., "Motivation and Job Satisfaction", Discovery Publishing house, New Delhi- 1991.
17. Manjula V. Mallinath., "Dynamics of power in organizational effectiveness", Manak Publication, New Delhi – 1999.
18. Mayer, J. D. & Salovey, P. (1995). Emotional intelligence and the construction and regulation of feelings. *Applied & Preventive Psychology*, 4, 197-208.
19. Mayer, J.D., & Salovey, P. (1993). The intelligence of emotional intelligence. 17, 433-442
20. Mayer, J.D., & Salovey, P. (1997). What is emotional intelligence? In Salovey & D.J. Sluyter (Eds.) *Emotional Development and Intelligence*. New York: Basic Books.
21. *Organisational behaviour*, Fred Luthans, Mc Graw Hill Companies, 1989,. U.S.A.
22. Plutchik, R. (1980) *Emotion: A psychoevolutionary synthesis*. New York Harper & Roa.
23. Porter, L.W., And Steers, R.M. "Organisational Work and Personal Factors in Employees Turn over and Absenteeism": *Psychological Bulletin*, 1973-80-pp. 151-176.
24. Ralph Brody., 'Effectively managing Human Service Organizations', Sage Publishers, U.K. – 2005.
25. Reisen. A. H. (1961) Stimulation as a requirement for growth and function in behavioural development. In D.W. Fiske & J.R. Maddi (Eds. *Functions of varied experiences* Homewood, IL: Dorsey.
26. Richard M. Steers., Lyman W. Porter., *Motivation & Leadership at Work*, Mc Graw Hill Companies U.S.A. 2996.
27. Robert C. Beck, 'Motivation theories and principles', Engle wood Cliffs, New Jersey- America, 1990.
28. Robert Dubin; *Human Relation in Administration*. Prentice hall of India, New Delhi – 1970.
29. Robert E. Franken., 'Human – Motivation', Brooks/Cole Publishing Company, U.S.A. 1-998.
30. Santheesh Pai, Ravisanker.S., Upinder Dhar, Pattnayik B., H.R.d. *Skills for organizational Excellence*", Himalaya publishing house Mumbai.
31. Schein, HI Edgar; "Organizational Socialisation and the Profession of Management" *Sloan's Management Review*, 1988-301-pp. 53-65.
32. Steers, R; "Antecedents and out comes of organizational commitment": *Administrative Science Quarterly*, 1977-22-pp-46-56.
33. Stephan P. Robbins; *Organisational Behaviour: Concepts, Controversies and applications*, prentice-Hall, 1996-London.
34. Walster, E. (1971), *Passionate love*. In B. Murstein (Ed.) *Theories of attraction and love*. New York: Springer.
35. Winter D.G. (1973) *The power motive*. New York: Free Press.
36. Wong, R. (1976): *Motivation: A biobehavioural analysis of consummatory activities*. New York: Macmillan.
37. Yates, A.J. (1962) *Frustration and conflict*. New York: Wiley.

JOURNALS

38. *Harvard Business Review*, July, August 1999.
39. I.I. M.B.- *Management Review*, Bangalore, India, .2009
40. *Management and Labor studies*, X.L.R.I Jemshadpur, India – 2009 Nov.
41. *Organisational Behaviour and Human performance*, Vol. 3. Nov.
42. *Psychological Review*, Vol. 9. 1959 June, New York, Wiley.
43. *Synthesis*. B.L.s. Institute of Management, India 2006
44. *The journals –Contemporary management Research*; Bharathadasan Institute of Management, Thiruchirappaly, India, Vol. 1, 2007 March.
45. *Vikalpa – The journal of Decision maker's* Indian institute of Management, Ahmabad, India, 2010.
46. Young.P.T. (1959), *The role of affective processes in learning and motivation*. *Psychological Review*, 66, 104-125.

WEBSITE

47. www.about.com guide by Kendra cherry

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, IT 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-mail i.e. **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 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

