

- It helps companies market their products and services keeping the environmental aspects in mind.
- It ensures sustained long term growth along with profitability.
- Government legislation and receiving subsidies from Govt.
- It helps in reduction in cost.
- It ensure Corporate social responsibility.
- It saves money in the long run, through initially the cost is more

Conclusion: Now this is the right time to select “Green Marketing” globally .Green marketing should not neglect the economic aspect of marketing. Marketers need to understand the effects of green marketing. It will come with severe change in the world of business if all nations will make strict roles because green marketing is essential to save world from pollution. We need to educate consumer through proper campaigns. Green marketer must find an opportunity to enhance product’s performance and strengthen customer's loyalty. Marketers also have the responsibility to make the consumers understand the need for and benefits of green products as compared to non-green ones.

Lastly, consumers, industrial buyers and suppliers need to force effects on minimizing the negative effects on the environment. In this way it is concluded that Green Marketing assumes even more importance and relevance in developing countries like India for the success of Green Mantra and creating the awareness regarding it, publicity is also essential.

Bibliography

1. Bansal S.P.(2009) “Other Issues and Development in Marketing”, Kalyani Publishers, PP.601-632.
2. Pavan Mishra and payalsharma, “Green marketing in India: emerging opportunities and challenges”, *journals of engineering science and management education*, vol. 3. 2010/9-14.
3. Ramkrishna, H.(2012, Nov)” Green Marketing in India: Some Eco, Issues.” *Indian Journal of marketing*, volume 42, Issue 11,pp 5-15.
4. Sharma D.D. (2008), “Marketing Research: Principle Application & Cases” , Sultan Chand & Sons
5. www.greenmarketing.net/strategic.html
6. www.google.com
7. www.environmentalleader.com

ROADMAP OF A SUNSHINE SECTOR: THE INDIAN RETAIL

Dr. Sanjay Kumar Bahl

Director-Principal, Sri Sai Institute of Management, Manawala, Амрітсар, Індія

Ms. Shamily Jaggi

Asst. Professor Professional University, Jalandhar (India)

Retailing is the interface between the producer and consumer buying for personal consumption. Retailing is about much more than mere merchandising in present scenario. The global economy has changed as the consumer demand has shifted to search for convenience in shopping and consumption requiring efficient supply chains that led to the introduction of superstores. The U.S. dominates the global retailing industry where Retail contributes two third of US GDP and is the 3rd largest employer segment. The largest retail giants globally are Wal-Mart (USA), Metro AG (Germany), Carrefour (France), Tesco (UK) and Kroger (Netherlands). Even in Europe the sector is following an upward trend. The top 200 retailers alone accounts for 30 % of the worldwide demand.

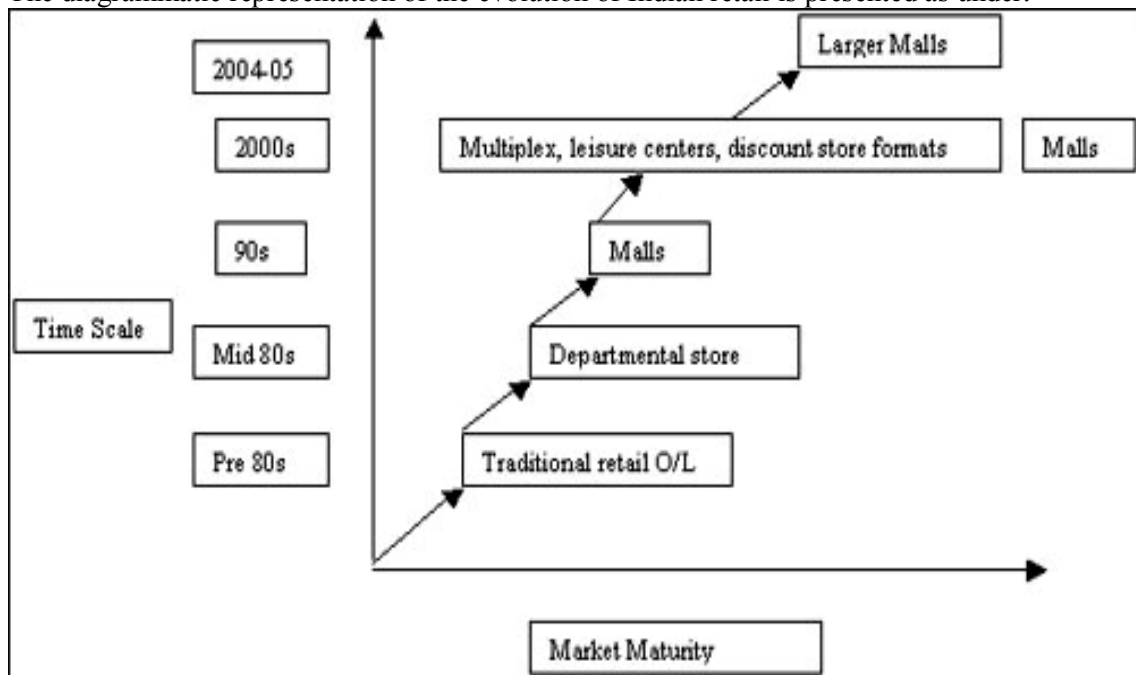
From an operational point of view, the retailer concerns have turned to deflation, lack of pricing power, global overcapacity, low interest rates, economic stagnation, slump in world tourism and declining consumer confidence leading to declines in sales, inventories and stock prices. December 2007 was the official beginning of a massive global retail recession. The retail scenario was extremely competitive at all levels even before the global economic slowdown that forced retailers into monitoring costs more effectively by adopting technological techniques and innovative strategies. Consumers themselves have become much more price sensitive and conservative in their buying even in the more advanced economies as an after effect of economic slowdown. However, retailers should view downturns as an opportunity to improve their businesses. To begin with understanding the trends unfolding today in the context of dealing with aware consumers and develop ways to differentiate themselves and cultivate distinctive capabilities that help achieve high performance.

Unlike other business sectors, the retail industry always appears to be in a state of flux. In mid-1990s, numerous governments also opened up their economies to the free markets and foreign investment to the advantage of the retailers. As incomes rose and shoppers sought new tastes and stimulation requiring supermarkets to expand the variety of products offered. Saturated home markets, fierce competition and restrictive legislation have relentlessly pushed major food retailers into the globalization mode. Traditional growth models that focused on rolling out more stores and adding more product lines, no longer enjoy the return on investment they once did. Successful retailers are those who are able to adapt and change to the environment and develop new ways of serving customers, respecting the dynamics of current trends and adapting accordingly. With an endless array of customer choices, fierce competitors, pervasive use of the internet, and a dynamic and shaky complex global economy, retailers need to focus on finding ways to sustain and grow their businesses and constantly upgrading itself.

The second half of the 20th Century across the world has seen the emergence of the supermarket as the dominant grocery retail form. The Asian economies are growing consistently thereby attracting several global retailers in recent times. Retail sector employs 7% of the population in China and major retailers like Wal-Mart & Carrefour have already entered the Chinese market. The global retail industry has traveled a long way from a small beginning to an industry where the world wide retail sales alone is valued at US \$ 7 trillion (Source:2003 Global Retail Report, Deloitte Touche Tohmatsu). Many of the US and European retail chains are expanding globally, exploiting emerging markets and thriving economies.

The Indian government initially did not recognize retail as an industry till early 1990s. It is a huge industry in terms of size and according to India Brand Equity Foundation (IBEF), valued at about US\$ 400 billion and growing at CAGR 5%. In India, 98% of the retail sector consisted of counter-stores and street-vendors. With a population of a billion, no large players, inadequate infrastructure and a small affording population that believed in saving rather than spending, the Indian retail industry prior to 1990 was predominantly an unorganized sector. Organized retailing was still at its infancy in India. With the liberalization and privatization of the economy since the early 1990s and Indian government opening its doors for FDI, the entry of foreign retailers into the country has become easier. A number of factors were affecting the Indian retail front apart from the social changes such as increase in the number of nuclear families, increase in disposable income, growing number of working couples, increased spending power, improving lifestyles, increasing international exposure and increasing awareness among the customers, tourist spending, increasing exposure to new domestic and foreign products through different media, increased availability of international brands, increasing number of malls and hypermarkets and easy availability of retail space has contributed to the increase in the Indian consumers' personal consumption and has prompted the retail boom.

The diagrammatic representation of the evolution of Indian retail is presented as under.



With one of the fastest growing economies in the world, clocked at a growth rate of 8.3% in 2010, India is fast on its way to becoming a large and globally important consumer economy. Retailing in India is the largest employer after agriculture employing almost 7 % of the total work force and contributing 15% to the national GDP. Organized retailing in India is currently at US \$ 400 billion and is expected to reach US\$ 550 billion by 2012, growing at the rate of 30% to 40% P.A. The National Commission on Population has recently come out with population projections for India and has projected that by the year 2011 population of India (in millions) will be 747 millions in the age group of 15- 59 and in 2016 it will rise to 811 millions(Source : Office of Registrar General, India). 64% Indian population will be in the age group of 15-59 years, which makes the scenario even more attractive. India has a large middle class as well as youth population, which has contributed greatly to the retail phenomenon. The Indian middle class, estimated to be 150 million people, by McKinsey will reach 600 million by 2030. If current trends continue, Indian per capita purchasing power parity will significantly increase from 4.7 to 6.1 percent of the world share by 2015. India has the largest retail network with 14 million outlets but only 4% of them are larger than 500 sq. feet in size. India has about 11 shop outlets for every 1000 people. The Retail Business in India is currently at the point of inflection. Investments to the tune of US \$ 25 billion are being planned by several Indian and multinational companies in the next 5 years.

Organized retailing is spreading and making its presence felt in different parts of the country. Food and grocery are two categories in the Indian retail sector which offer the most promising opportunities. Apart from this, the other areas where there are vast possibilities for Indian retailers are jewellery, apparel and consumer durables. Indian retailers are also trying to create a niche for themselves in areas such as books, gifts and music. The key growth areas include the urban, luxury segment on one end of the spectrum and serving the rural sector on the other. In addition, government policy encouraging FDI in the segment has resulted in a plethora of international retailers keen on entering the market. American retail giant Wal-Mart has tied-up with Bharti Enterprises and global coffee giant Starbucks' has tied up with PVR Limited. In addition, Carrefour, Boots and others are also expected to come in. And our very own top retail companies in India include the Raheja Group, Reliance Retail, Tata Trent, Future Group, RPG Retail and Ebony Retail Holdings.

The retail industry in India is hailed as a sunrise sector and is estimated to double in value. It offers most attractive opportunities in market for retail investment. What foreign brands bring to the table is additional funds, cutting edge supply chain solutions and process knowhow. The latter is dearly needed to professionalize the retail sector, thereby creating efficiencies (retailer profits) as well as best services and best prices for the Indian consumer. The effort here is to examine in detail the changing dynamics in the Indian retailing industry, mainly driven by the growth of organized retailing sector and increased personal consumption of customers and the shopping behavior, which forced the FMCG majors to revamp their product, marketing, distribution formats to meet the changing customer requirements or preferences. India is fast becoming the retail destination of the world. According to the international management consultant AT Kearney, India has emerged as the leader in terms of retail opportunities. Indian retail industry is going through a period of golden sunshine. The quantum of investment is likely to skyrocket as the inherent attractiveness of the segment lures more and more investors to earn larger profits. The importance of the FDI issue can be gauged from the fact that a national level seminar on NEW AGE RETAIL IN THE BIG BANG ERA is being organized by the major players in the retail industry like Retailers Association of India (RAI) with a focus on creating a vision for modern retail. The FDI is still a debatable issue and the stage is set to completely revamp and transform Indian retail. The retail business in India is expanding in leaps and bounds. India is at the radar of global retailers worldwide. It has come a long way from the traditional Kirana stores and is on its way to becoming a 'mall country'. With increasing competition, each retailer needs to correctly cope up with the impending demand and increasing competition as more companies enter the market. There are opportunities to succeed along with the challenges to successfully compete and thrive into the future by improving the customer experience, leveraging cross-sell and up-sell opportunities and promoting productivity and customer satisfaction. Retailing though is emerging as a sunrise industry but is at the brink of revolution. Having presented the immense potential and current status of the retail industry, this paper endeavors to bring out the opportunities and challenges being faced by the players in the Indian retail industry. Finally the paper ends with some lessons for both domestic and foreign organized retailers as they attempt to make their foray into the largely unexplored but tremendously fertile Indian retail landscape.

The growth of Indian Retail is accelerating in present scenario. Though India is still not at an equal pace with other Asian counterparts, India is geared to become a major player in the Retail Market. With a highly diverse demography, India provides huge scope for the companies bringing in different products targeting different consumers. As per the current scenario India has one of the largest retail industries in the world and is the second biggest employer in the country. Organized retailing as a professional service oriented sector is a new phenomenon in our country. The next ten years would see a big boom in the sector, as already one could see the growth already begun in metros and semi-metros. As the Indian retailing is getting more and more organized, various retail formats like mega malls, multiplexes, large and small supermarkets, hypermarkets and departmental stores are emerging to capture the potential of the market. As the retail industry is at a very nascent stage there is tremendous opportunity here for growth and upward mobility. The jobs and careers are booming in this sector and the rewards are outstanding. As the country has got a high growth rates, the consumer spending has also gone up and is also expected to go up further in the future. Indian retail industry is progressing well and to continue the same level of growth, retailers as well as the Indian government will have to put a combined effort.

Factors that are responsible for fuelling the bright future of the Indian Retail are as follows:

The income of an average Indian is increasing and thus there is a proportional increase in the purchasing power.

The infrastructure is improving greatly in all regions is thus benefiting the market.

Indian economy and its policies are also becoming more and more liberal making way for a wide range of companies to enter Indian market.

Indian population has learnt to become a good consumer and all national and international brands are benefiting with this new awareness.

Another factor accelerating the growth is the internet revolution, which is allowing foreign brands to understand Indian consumers and influence them before entering the market. Due to the reach of media in the remotest of the markets, consumers are now aware of the global products and it helps brands to build themselves faster in a new region.

There are a number of opportunities in retail sector:

a) Huge Potential in Metro Cities: Retailers have a huge market and larger number of customers for their product in metro cities. In these cities, the malls have large number of footfalls which increases the sales and hence profits.

– **Geographies Maturing Metros:** Delhi and Mumbai offer an attractive market for luxury and lifestyle retailing with these cities being home to the highest number of households belonging to the affluent category. It is projected to trigger high growth in the luxury retailing segment.

– **Metros on the growth lane:** The growing disposable incomes, the consuming class and the increasing standard of living across these cities translate to opportunities across all the retailing formats and verticals. The mushrooming lifestyle formats in these cities is stimulated by the increasing exposure of consumer base to international brands and willingness to spend for quality. These cities most often also serve as the test beds for any innovative store formats.

– **Metros-in-the-making:** Many metro retailers are expected to open outlets in these cities to benefit from the “First-Mover” advantage, and gain a foothold in these cities. These cities provide ample opportunities, especially for the food and grocery formats, with lower lease rentals and high availability of retail space, access to farms and agricultural produce.

– **Innovative formats:** Formats like “Wedding Malls”, which are unheard of in the far west are found to be very successful in the Indian market. The Wedding Malls for instance, stock the complete range of wedding product offerings from apparel to jewellery. The retail industry players are successfully blending knowledge from the experiences of the global retail industry with the unique requirements and preferences of the Indian consumer. Such customization to the latent needs of the Indian consumer has brought about a great deal of innovation in the product offerings as well as the retail formats in which they are being sold.

b) Emergence of India as the retail sourcing hub: India is fast emerging as an important global sourcing hub for top international brands. India has had a continued presence in the global scenario as one of the leading exporters of apparels and textiles. Many international brands have identified India as one of the important supply centers for procurement of textiles and apparels.

With the expansion of retail sector in India, the Gross domestic Product of country will be increase.

Opportunities for New Entrants: There are a number of opportunities for new entrants in this sector. The Indian organized retail sector witnessed a sea change with the entry of new players. Few foreign players like McDonalds and Dominos' also forayed into the Indian market in collaboration with domestic companies and their presence unfolded a new chapter in the highly unorganized sector. The noteworthy development during this period, however, was the emergence of new retail formats like departmental stores, hypermarkets and supermarkets that gained nationwide popularity.

c) Investment Opportunities: The retail industry in India is booming like never before. India is the most attractive retail investment market due to the certain factors like the increasing size of the middle class, rising incomes, and the boom in the real estate sector. There is remarkable potential for growth and both Indian giant and multinational are swiftly cashing in on the opportunity. The industry is fastest growing just like IT and BPO. In an unorganized sector, it is very easy to enter or exit due to low rents and minimal operating overheads. It helps them to turn faster and increase in number.

d) Opportunities for the Customers/Consumers: As per the current scenario, the retail sector accounts for about 7% of employment in the country. Career opportunities are available in areas such as store management, stock/merchandise management, warehousing, operations, retail design and product development. Since the retail revolution, the retail segment has churned out employment opportunities in India. The organized retail segment particularly has bettered job prospects for the younger generation.

– **Increase in standard of living:** The standard of living will be affected due to the growth of retail sector. With increase in organized retail in India, the consumers will get brand conscious and will demand branded products.

– **Change in life style:** The life style of the consumer will be improved due to the growth of the retail sector in country. The young shoppers play a most significant role in this area.

– **Effect on consumer buying behavior:** With the increase in retail sector in India, the buying behavior of the consumer will be affected. The most affected era will be of youngsters.

– **Use of strong relationship:** Due to the close relationship of the shopkeeper with the consumer, it is very easy for a shopkeeper to find out the need of the consumer and stock accordingly.

e) Tourism related opportunities: With increase in the tourist's inflow yearly, tourism holds the key to a large retailing opportunity. The rich and diverse cultural heritage of India offers retailing of regional handicrafts and artifacts an opportunity to capture the interest of foreign tourists. The Indian Tourism Board's initiatives like Dilli Haat (a crafts bazaar located in Delhi) retails the regional crafts of various states, attracting a large number of tourist footfalls. The concept is fast gaining attraction in other destinations in India such as Jaipur, Mumbai and Hyderabad.

f) Increasing Opportunities for online retail: With increase in number of broadband and dial-up internet connections, limited personal time for shopping, increased use of plastic money and large base of young population that spends a considerable time online. The stated factors are facilitating rapid growth of online shopping with the industry players scaling up to meet the consumer requirements.

g) Opportunities for manufacturers and service providers: There are plenty of opportunities for manufacturers and service providers in retail. For manufacturers and service providers the emerging opportunities in urban markets seem to lie in capturing and delivering better value to the customers through retail. However, manufacturers and service providers will also increasingly face a host of specialist retailers, who are characterized by use of modern management techniques, backed with seemingly unlimited financial resources. Organized retail appears inevitable.

h) Outsourcing Opportunities: Outsourcing enables retailers to capitalize on the specialize services provided by outsourcing partners, which inadvertently lowers costs substantially. Due to the expansion of retail sector in India, the work of outsourcing is getting increase. So, there will be more job creation. The person who is specialized in his/her field will do the work. The productivity will be increase.

i) Growth Opportunities for Footwear Segment in India: The footwear retail segment is currently one of the most organized sectors within the retail domain. However, this is purely due to the highly organized nature of the men's footwear segment. The women's category is largely unorganized, in fact close to 95% of the category is unorganized. With respect to the rest of the world, this is an anomaly as the women's category is majorly organized and forms a big chunk of the market. Thus for us as retailers in the women's footwear category, the market is still largely untapped and hence a big opportunity for growth. At present, almost all of the organized retailers in the women's footwear category are located in the metros and Tier I cities and towns. The Tier II and Tier III towns have over the last few years seen a spurt in income driven by the service industry boom. Hence these towns definitely are a potential target for us.

j) Growth opportunities in jewellery segment: The gems and jewellery market is the key emerging area, accounting for the high proportion of retail spends. India is the largest consumer of gold in the world with an estimated annual consumption of 1000 tonnes, considering actual imports and recycled gold. As the gold prices are going up day by day but there is no or very less effect on its sales indicating that price is not the issue for the person who wants to purchase jewellery for him. In today's scenario, gems and jewellery are becoming the status symbols of persons. So, this segment has a lot of potential and growth opportunities in it to earn more profits. The market for jewellery is estimated as upwards of Rs. 650 billion.

k) Growth opportunities in food and grocery segment: Food is the basic need of all. So, its sale affects very less whether there is recession or boom, inflation or deflation. Purchase of food is compulsory for the people for their survival. The food business in India is largely unorganized. Most food is sold in the local 'wet' market, vendors, roadside push cart sellers or tiny kirana stores. According to McKinsey report, the share of an Indian household's spending on food is one of the highest in the world with 48% of income being spent on food and beverages. So, it's an opportunity for retailers to step in this segment having demand for forever.

l) Focus on Rural Retailing: India's huge rural population has caught the eye of the retailers looking for new areas of growth. ITC launched India's first rural mall "Chaupal Saga" offering a diverse range of products from FMCG to electronic goods to automobiles, attempting to provide farmers a one-stop destination for all their needs." Hariyali Bazar" is started by DCM Sriram group which provides farm related inputs & services. The Godrej group has launched the concept of 'agri-stores' named "Adhaar" which offers agricultural products such as fertilizers & animal feed along with the required knowledge for effective use of the same to the farmers. Pepsi on the other hand is experimenting with the farmers of Punjab for growing the right quality of tomato for its tomato purees & pastes.

In Today's scenario, Retail is all about being better, being faster and being leaner and it has changed from selling a product or a service to selling a hope, an aspiration and above all an experience that a consumer would like to repeat it again and again. It's all about directly having "first hand experience" with customers, giving them such a satiable experience that they would like to enjoy it again and again. With fast paced society and faster paced technological advancements, customers want new, different and customized goods at very fast rate and they are not willing to wait to fulfill their needs. The retail industry in India is highly fragmented and unorganized. It is at an inflexion point where the growth of organized retailing and growth in the consumption by the Indian population is going to take a higher growth trajectory. Retail sector in India is reflected in sprawling shopping centers, multiplex- malls and huge complexes offer shopping, entertainment and food all under one roof, the concept of shopping has altered in terms of format and consumer buying behavior, ushering in a revolution in shopping in India.

The Retail Industry in India has come forth as one of the most dynamic and fast paced industries with several players entering the market. But all of them have not yet tasted success because of the heavy initial investments that are required to break even with other companies and compete with them. Setting Perfect Retail Industry in India is not as easy as there are so many hurdles to cross while implementing it properly. The challenges facing by the Indian organized retail sector are various and these are stopping the Indian retail industry from reaching its full potential. The challenges being faced by Retail Sector is categorized into:

- Initial Heavy Investment.
- Functional Disparities.
- Lack of trained Human Resource.
- Lack of Integrated IT Management.
- Regulations from Government.
- Change in Consumer's Behavior.
- Competition from Suppliers.

a) Heavy Initial Investment: The huge investment needed in the Initial Stage for starting the business is the main challenge being faced by the retailers. The retail sector does not have "industry" status yet making it difficult for retailers to raise finance from banks and other financial institutions for establishing it and without any finance from banks, one is in no position to setup it individually. The high investment is due to:

i) Lack and High Cost of Retail Space: Non availability of Space is the biggest challenge to which Indian Retail Industry is suffering. There is very less or no space at "Hot Locations" in metro

cities to set up a retail store. Non availability of governmental land and zonal restrictions has also made it difficult to find a good real estate in terms of location and size. The prices of land is sky rocketing which is also due to increase in demand and it poses as a challenge to its growth. With retailers having to shell out more for retail space, it affects the overall profitability. Also lack of clear ownership titles and high stamp duty has resulted in disorganized nature of transactions.

ii) Lack of adequate infrastructure facilities: Lack of adequate infrastructure wrt roads, electricity, cold chains, ports etc has further led to the impediment of Pan India network of suppliers. Due to these constraints, retail chains have to resort to multiple vendors for their requirements, thereby increasing costs and prices.

b) Functional Disparities: The Retail Sector is also suffering from functional disparities which make this sector uncompetitive as it fails to satisfy its customers fully resulting in the switchovers by the customers. Some of the functional disparities are:

i) Lack of developed Supply Chain Management: Most Indian retail players are under serious pressure to make their supply chains more efficient in order to deliver the levels of quality and service that consumers are demanding. The existing supply chain is too long as it has too many intermediaries like Manufacturer - National distributor - Regional distributor - Local wholesaler - Retailer - Consumer. The key challenges that the retailers face during procuring goods from suppliers to delivering the same to end-customers:

Inventory Management: Inventory management is the first challenge that retailers face at the local store level as well as at the warehouse level. Excess inventory often leads to an increase in inventory costs and then to lower profits. SCM-IT has helped retailers to plan their stock, replenish their stock on time, move stock from warehouse to stores, maintain adequate stock at a store to match consumer preferences etc. Unlike organized retailers, unorganized retailers in India rarely track consumer behavior and their sales data to improve their inventory management practices. However, the organized retailer may still face a big challenge in terms of efficiently implementing the supply-chain software across stores and integrating it with the central warehouse, which can be a time-consuming process, require trained personnel.

Logistics: Logistics is another challenge related to the supply chain. It is imperative for any organised food and grocery retailer to establish a robust cold chain. Amul is the best example of this scenario, as it has developed a cold storage chain across India. Until and unless organised retailers like Reliance and Food Bazaar fully develop integrated-cold chains, they would continue to incur loss of considerable amount of money through wastages of perishable items while moving huge quantities from one place to another.

Procurement: The third challenge related to the supply chain is procurement. Big organised retailers enjoy economies of scale based on their size and expansion plans. The economical benefits of scale in procurement are achieved when procurement is made in thousands or millions of units; however, the main challenge here is to procure adequate amount of stock according to customer requirements, failing which the resultant rise in inventory can affect bottom lines.

ii) Improper Merchandising mix: Merchandising planning is one of the biggest challenges that any multi store retailer faces. Getting the right mix of product, which is store specific across organization, is a combination of customer insight, allocation and assortment techniques. The absence of any real competition-almost all retailers find a way to make ends meet or change their merchandise till they make ends meet. In fact, this sector is so stagnant with respect to operational changes that no improvement in productivity is expected in the near future.

c) Lack of Trained Human Resource: “Human Resource” is the biggest asset of any business but sometimes this asset start acting as a Liability of the business if their skill does not match with the business requirements. Same problem is being faced by the retailers :

i) Shortage of Trained Manpower: Trained manpower shortage is a challenge facing the organized retail sector in India. The Indian retailers have difficulty in finding trained person and also have to pay more in order to retain them. This again brings down the Indian retailers profit levels. Increasing cultural, religious and ethnic diversity, combined with an ageing working population and longer working lives requires large employers such as retailers to be increasingly flexible in their approach to employment.

ii) Low Skill Level for Retail Management: The industry is facing a severe shortage of talented professionals, especially at the middle management level. Retailing mainly deals with hard-selling

of space, trade of stocks and building of relationships which is not possible without the Retail management skills. Since most of the openings are for front line shop people, a graduation will suffice.

iii) Lack of funds and lower salary package: It is assumed that anyone or every one can sell as there is no specific requirement of skills in selling thus the people employed for the retail selling are either untrained or not sufficiently educated, therefore the salaries and wages offered is low, resulting in a vicious circle of low salary, low skill level requirement and thus unskilled force availability.

iv) Abundant supply of labour force: Since there is abundant supply of labour force available to do the tasks at a lesser salaries the retailers also take advantage of situation and offer the least salaries thus increasing competition to work for maximum hours at a minimum salaries. For an average a team member to the sales executive works from nine in the morning till eleven in the night from opening of the store and inventory check to closing of store, inventory and cash assessment.

v) Lack of Retailing Courses and Study options: There is also lack of retailing courses and study options of Retail Management in Education sector as a result retail sector is lacking efficient and eligible employees. Nowadays many institutes also provide post-graduate retail-specific courses but there is long way to go ahead.

d) Lack of Integrated IT Management: This is a major problem and India must act fast if it wishes to create a smooth field for organized retailing. Digitization of services will make transfer of goods easy. The business which doesn't match its steps with technology advancement stands no where in the competitive market.

e) Regulations from Government: Government plays a very important role in promotion or fall of any business because it is government only who makes rules and regulations for various businesses. Some problems being faced by this are:

i) Hindrances from government regulations: Even though the government is attempting to implement a uniform value added tax across states, the system is currently plagued with differential tax rates for various states leading to increased costs and complexities in establishing an effective distribution network. Stringent labor laws govern the number of hours worked and minimum wages to be paid leading to limited flexibility of operations and employment of part time employees. Further, multiple clearances are required by the same company for opening new outlets adding to the costs incurred and time taken to expand presence in the country.

ii) Restrictions in funds and Foreign Direct Investment: The retail sector does not have "industry" status yet making it difficult for retailers to raise finance from banks to fund their expansion plans. Government restrictions on the FDI are leading to an absence of foreign players resulting into limited exposure to best practices of world and no investment from foreign for business in India.

f) Change in Consumer behavior: Attracting and retaining customers is the main challenge which is being faced by all individual retailers to compete in the market. People tend to attach qualities like honesty, fair price, good behavior etc. to shopkeepers with whom they have been dealing right from childhood. They find no reason to go to a distant megastore without any genuine reason. This problem is difficult to deal with as it demands a change in long-formed mindset.

i) Demographic Dissimilarity: Indian shopping habits are no different. What appeals to a 20 -year old, will not necessarily appeal to an old Person. What helps attracts people of one religious background will not necessarily work for all faiths. What things liked by a daughter, will not necessarily liked by her mother etc. Giving satisfaction to all at same time is difficult to implement.

ii) Different Strata of Indian Consumers: The consumer of today, at least what the multi-nationals are targeting, is popularly known as the aspiring India - the middle income segment which is growing faster than ever. While 10-15 years ago, people in this segment would ask – "Mera number kab aayega" (When will I be able to afford the simple luxuries of life), today this same segment says – "Mera number ab aayega", (I am now in a position to afford the simple luxuries of life). The numbers on the Indian economy and retail sector in specific say a lot about the growth potential in India. Some of the features characteristic of these consumers is their tendency to borrow money in order to buy the upscale items – contrary to the traditional line of thought that Indian consumers are indisposed to credit. But these consumers not only have price and quality on their minds but also the fact that their brands effectively reflect their local environment and are consonant with their life style.

iii) Service Expectation: Retailing not only deals with selling the product to customers but it also deals with providing best service to them so that they come again and again in retail store to avail the same experience. Not only as a requirement but also due to the nature of customer, who is not into the

habit of use and throw products but instills into repair and use products and looks into the expected life of a product, thus for retaining the customers for the long time the retailers should adopt the measures to provide the best SERVICE to their customers. They can achieve the objective of providing good service to their customers by following strategies.

iv) Consumer habits and convenience: Consumer response to supermarkets has been moderate because most do not have access to transportation to a supermarket and are still in the habit of buying fresh produce daily from local stores. This is mostly due to the proximity to homes and personal service of local stores. Many shoppers also have the perception that prices are higher at supermarkets because they are large, brightly lit, and air-conditioned.

v) Retail Differentiation: One of the key observations by customers is that it is very difficult to find the uniqueness of retail stores. Only the largest retailers with huge economies of scale are winning this game. There are opportunities to succeed other than offering the best deal, but retailers are having trouble exploiting them because they are unable to differentiate their businesses, respond to changing demographics, or contain contact centre costs without negatively impacting customer service and sales.

vi) More informed and aware customer: with the changing technology and the transformation of the retail practices the common consumer is more informed and aware of his needs and requirements. The approach toward his spending habits though have changed however his decision making is more rational and informed which leads to a stiff competition amongst the retailers to institute the strategies to satisfy the consumer needs not only in the most economical way but also satisfy him with the best quality and services.

vii) Nostalgia: Indian shopping habits are no different. People tend to attach qualities like honesty, fair price, good behavior etc. to shopkeepers with whom they have been dealing right from childhood. They find no reason to go to a distant megastore without any genuine reason. This problem is difficult to deal with as it demands a change in long-formed mindset.

g) Competition from supplier's brands: The private label will continue to compete with brand leaders. So supplier's brand will take their own way because they have an established brand image from last decades and the reasons can be attributed to better customer experience, value vs. price, aspiration, innovation, accessibility of supplier's brand.

Suggested course of action for developing the retail industry, an effort has to be undertaken by not only the retailers but the government. Strategies to be followed in due course are:

Retailers that are able to define and implement solutions to these challenges are those that will successfully compete and thrive into the future. So, to face fierce competitive pressure, Indian retailers must come to recognize the value of building their own stores as brands to reinforce their marketing Positioning, to communicate quality as well as value for money. Sustainable competitive advantage will be dependent on translating core values combining products, image and reputation into a coherent retail brand strategy.

a) How to tackle the Problem of “Heavy Initial Investment”

Encouragement to Foreign Direct Investment (FDI): Some measures should be taken to bring Investments in the retail sector like FDI should be encouraged in India as Investments allow organised players in retail to expand at a very high rate but the entry of foreign players must be gradual and with social safeguards so that the effects of the labour dislocation can be analysed & policy fine tuned. Initially allow them to set up supermarkets only in metros. Make the costs of entry high and according to specific norms and regulations so that the retailer cannot immediately indulge in ‘predatory’ pricing.

Organised Retail concentration in tier II and III cities: Initially, the retail revolution began in the big tier I cities in India but due to changing landscape of the Indian retail segment and the increasing competition, the retailers should find their way to tier II and III cities in India also to tap several growth opportunities.

Availability of quality real estate: The location of the Retail store plays an important role in increasing the foot falls of customers in store because customers always want to purchase things from that store only which is more convenient to them so Retailers should always choose Hot Locations for their stores as the behavior pattern of the Indian consumer has undergone a major change. This has happened for the Indian consumer is earning more now, western influences, women working force is increasing, desire for luxury items and better quality. He now wants to eat, shop, and get entertained under the same roof. All these have lead the Indian organized retail sector to give more in order to satisfy the Indian customer.

b) How to tackle “Functional Disparities”?

Strong Supply Chain Management: Supply chain needs to be efficiently-managed because it has a direct impact on the company’s bottom lines. Presently the Indian organised retail has an efficient supply chain but it appears efficient only when compared with the unorganised sector. On an international level the Indian organised retailers fall short of international retailers like Wal-Mart and Carrefour in terms of efficiencies in supply chain. Critical components of supply chain planning applications can help manufacturers meet retailers' service levels and maintain profit margins. Retailer has to develop innovative solution for managing the supply chain problems. Innovative solutions like

- Performance management,
- Frequent sales operation management,
- Demand planning,
- Inventory planning,
- Production planning,
- Lean systems,
- Staff should help retailers to get advantage over competitors.

Have Right Merchandising Mix: The term merchandising can be defined as “the promotion of a product by developing strategies for packaging and displaying it”. Effective merchandising can help generate more customer traffic, amplify repeat business, increase no of customers who make purchases and increase the size of the purchases that take place- all leading to increase sales. Successful retailers today have found that they can dramatically increase their sales by merchandising items in a way that creates good impression. Merchandising plays a crucial role in leveraging brands, since it talks to the consumer when money, product and willingness to buy converge at the retail outlet. So, the retailers plan for a Right and Proper Merchandising Mix so that they can provide full satisfaction to their customers.

c) How to tackle the problem of “Lack of Trained Human Resource”

Provide Proper Training to the employees: Proper training should be provided to the employees to inculcate the Retail Management Skills in the employees matching to their job profiles by the expert persons in the same field because if the employee possesses the required skills then only he/she is able to do some productive and fruitful for the business.

Subjects relating to Retail Management should be including in Education system: Retail management subjects should be introduce in the Education System so that Retail Industry should get well qualified, efficient workforce for its operations. The person who study Retail Management comes to know how to deal with customers, what is the background of retail, how to think about the success of this sector etc. The Retail Knowledge among students/Persons also decreases the cost of Company which they incur on the training of their employees.

Train Temporary Agents with Scripting or E-Learning: Heavy reliance on temporary agents means that retailers must have a way too quickly and cost effectively to train its staff. During a call, some form of scripting or integration of an e-learning application can help ensure the delivery of consistent and accurate information, reduce training costs, and enable agents to sell products without extensive product knowledge. These selling tools can inform an agent of any cross- and up-sell opportunities along with the customer’s propensity to purchase, as calculated by an offer engine. The script can even indicate how much time is necessary to pitch the offer and thus help the agent gauge call duration more effectively.

Boost Agent Productivity through Interaction Blending: Retailers benefit from optimizing their agent’s time as much as possible. Call blending allows agents to handle both inbound and outbound sales calls as call volume and skills permit, whilst task blending allows agents to offer their assistance at different interaction channels. For instance, contact center agents can be switched to answering e-mails or engaging in text chats with customers. Not only does this maximize staff productivity but interaction blending also breaks up the potential monotony of the position.

d) How to introduce “Latest Technology” in business

Retailing not only deals with selling the product to customers but it also deals with providing best service and best facilities to them so that they come again and again in retail store to avail the same experience. So, for retaining the customers for the long time the retailers should adopt the measures to provide the best service to their customers.

Internet drives awareness and online purchases: There has been a substantial increase in the number of Indians who use the Internet and number of online purchases. Indians have started using the Internet not only for increasing awareness but also to shop online, which has opened a whole new channel

of retailing in the Indian retail scenario. Online retailing offers consumers the convenience of ordering merchandise to their doorstep. So, retailers should employ only qualified and literate employees who have full knowledge of computers, internet etc because if employees have computer knowledge then only they are able to motivate the people for online purchases. Modernizing and adapting education and training should be provided to employees to respond to the needs of businesses. More efforts should be put into providing young people with basic practical skills, and developing a mindset of lifelong learning.

Facilitate Integrated and Consistent Cross-Channel Interactions: Every retailer want to offer an exceptional experience to all customers and for this they should offer multi-channel contact centre interactions that accommodate where the customer likes to shop whether in-store, online, catalogue/call centre, television, or mobile and how they like to communicate either by phone, fax, e-mail, SMS, and perhaps even Web chat so that prospects and customers can conduct business with you exactly where, when and how they like. With most retailers offering multi-channel shopping availability, retailers need to provide customers with a seamless experience across all channels to set themselves apart from the competition. Ensuring that customer interactions are as consistent and efficient as possible will help to build a solid relationship with the customer. Streamlining and sharing custom data across channels helps retailers to create a more complete customer profile which can be used to identify and improve cross-selling and up-selling opportunities, lower operating costs, and promote operational efficiency. For relationship selling, service representatives require a unified view of interactions across all channels to effectively promote and sell services. In the early promotional stage, this means ensuring that retailers don't repeat turned-down offers to customers at different touch points, such as the call centre, Web etc. As the customer responds to the promotion, customer service representatives can pick up where the customer left off at each stage in the sales process, regardless of which channel the customer was using.

Offer an intelligent Customer Front Door: When customers use the catalogue or call centre service channel or phone a store, an automated call answering technology should manage the interaction. These systems provide the customer's first impression of the retailer and have a strong impact on brand image. The types of retail activities frequently automated by a system include: store locations and directions, account and credit information, order delivery status and, perhaps, order placement when agents are busy.

Initiate Proactive Contact: Proactive outbound communications is a way for retailers to build brand, enhance customer service, increase their revenue, and set their service apart from the competition. The customers like to know that businesses value them or not. The consumers always have a positive opinion of a supplier after receiving a courtesy call just to thank them for their business or ask them how satisfied they are and consumers like to receive proactive communications from companies to keep them informed about service delivery and/or other products and services that may be of interest to them. Retailers can delight their customers by sending regular proactive notifications to them about the status of their orders, from confirmation through to delivery. Proactive contact management is also a useful form of automated telemarketing to scale the contact centre for increased cross-selling and up-selling activities. Retailers can notify their customers about special promotions or special offers that match their interests, prior buying behaviour, or demographic data.

Make More Effective Use of Customer Data and Segmentation: Many retail products are commodities vulnerable to significant price competition; some retailers are de-emphasising their product approach to selling. Instead, they are exploring cross-sell and up-sell strategies based on the customer relationship to capture higher-value sales opportunities. In this new paradigm, contact centres reach out to individual customers with products, services, and prices designed specifically to attract them and meet their needs. To make relationship selling a success, front-office integration with the call centre gives agents a 360-degree view of the customer, which helps in focusing on long-term customer profitability. Sales representatives have access to the right information across all touch points to enable effective interaction with the customer. In this way, customers may receive customised offers based on their current behaviour, recent interactions across all channels, existing products and services, as well as detailed knowledge of their demographics, their lifestyle and their propensity to buy. Going one step further, high-value customers may interact, when possible, with a dedicated sales representative who is intimately familiar with their history and needs.

Offer Live Agent Assistance on Web Sites: The increasing preference for the Internet channel will require retailers to offer live agent assistance to increase the size of shopping carts. Retailers can offer click-to-chat and click-to call options to help customers to locate products and answer the questions about

merchandise such as product features and warranties or retailers can engage online customers in conversations when available agents identify good candidates for cross-selling and up-selling.

Handle Calls More Intelligently: When taking calls, top priorities for retailers as they look to control contact centre costs are to make sure that they still provide outstanding customer service and meet revenue objectives. Skills-based routing, virtual hold, and business priority routing are three key strategies for meeting service requirements as efficiently as possible and also making the most of opportunities to drive new revenues. With this knowledge, skills-based routing determines where the call should be directed - either to a self-service application or to an agent most qualified to efficiently handle the call based on specialized merchandise knowledge, selling or language skills or the ability to handle a specific type of service, billing, or sales enquiry. This helps to improve first call resolution and reduce average handling times. During times of peak volume, virtual hold technology allows customers to receive a callback at a convenient time rather than to wait on hold. This technique improves call response times and increases customer satisfaction levels without adding costs for additional resources. Business priority routing uses business rules to prioritise calls based on customer value, customer segments, available channel resources, hold times, and other factors. A contact centre might take advantage of business process routing to increase the time spent on cross-selling and up-selling during times of low call volume. Also by using business priority routing, retailers can extend the very best service to their high-value customers instead of routing them to a self-service system.

e) How to tackle to challenge of “Support from Government”

The retail sector in India is severely constrained by limited availability of bank finance. The Government and RBI need to evolve suitable lending policies that will enable retailers in the organised and unorganised sectors to expand and improve efficiencies. Policies that encourage unorganised sector retailers to migrate to the organised sector by investing in space and equipment should be encouraged. The government must actively encourage setting up of co-operative stores to procure and stock their consumer goods and commodities from small producers. This will address the dual problem of limited promotion and marketing ability as well as market penetration for the retailer. The government can also facilitate the setting up of warehousing units and cold chains, thereby lowering the capital costs for the small retailers.

No Money, No Problem (Availability of debit, credit cards etc): The finance sector has already seen a huge expansion. Unlike a decade ago, credit cards and short-term loans have become easily accessible and have contributed to the emergence of a consumer culture in India. Credit card rewards schemes, flexible financing options and all the other common lures are tempting the Indian consumer to shop. With loans for everything from a home to an automobile freely available, the Indian consumer can start spending on big-ticket items that were traditionally within his reach only after years of savings.

f) How to take the benefit of “Change in Consumer behavior”????.....

Flexibility in Approach: Increasingly diverse populations lead to an ever more complex range of demands from customers. Focus on providing customers with the flexibility to meet the needs of increasingly diverse populations. Businesses are ready to play their parts in adapting people to new needs, as we know that providing trainings to staff and participating in their personal fulfilment contribute to reducing staff turnover. However, policy should aim at creating incentives to encourage further business to invest in innovative schemes such as partnership with university or personal career.

Understanding of Different Strata of Indian Consumers: The consumer of today, at least what the multinationals are targeting, is popularly known as the aspiring India - the middle income segment which is growing faster than ever. While 10-15 years ago, people in this segment would ask – “Mera number kab aayega” (When will I be able to afford the simple luxuries of life), today this same segment says – “Mera number ab aayega”, (I am now in a position to afford the simple luxuries of life). The numbers on the Indian economy and retail sector in specific say a lot about the growth potential in India. Some of the features characteristic of these consumers is their tendency to borrow money in order to buy the up-scale items – contrary to the traditional line of thought that Indian consumers are indisposed to credit. But these consumers not only have price and quality on their minds but also the fact that their brands effectively reflect their local environment and are consonant with their life style. And this is where the foreign multinationals coming into the Indian consumer market has to pay attention. Selling global brands in India at global prices is a road to perdition. Companies who have tailored their products to the Indian environment and customer have reaped high rewards. Indian consumer’s change in attitude is going to manifest itself into rewards for the organized retail industry. At the same time, Indians will find it hard to give up their old habits of shopping at the local corner-store or buying goods from the street-vendor. The next sec-

tion describes the unorganized and organized retail sectors in detail. It is critical to understand these sectors individually to speculate about possible the nature of interaction between them. While the traditional form of retail in India is sure to suffer a setback from the entry of large organized retailers, it is possible for both forms to co-exist serving the new personality and old-habits of the Indian consumer simultaneously.

g) How to beat the “Competition from Supplier’s or others

Right Positioning: The effectiveness of the mall developer's communication of their offering to the target customers determines how well the mall gets positioned in their minds. At this stage, the communication has to be more of relative nature. This implies that the message conveyed to the target customers must be effective enough in differentiating the mall's offering from that of its competitors without even naming them. The message should also clearly convey to the target audience that the mall offers them exactly what they call the complete shopping-cum-entertainment point that meets all their expectations and satisfy them fully. The core purpose is to inform the target customers about the offering of the mall, persuade them to visit the mall again and remind them about the mall. Various communication tools available to the mall developer for this purpose may include advertising, buzz marketing, celebrity endorsement, use of print media, press releases and viral marketing .Once the message is being conveyed through these channels, the mall developer must add a personal touch to his message by carrying out a door-to-door campaign in order to reinforce the message.

Effective Visual Communication: Retailer has to give more emphasis on display visual merchandising, lighting, signage and specialized props. The visual communication strategy might be planned and also be brand positioned. Theme or lifestyle displays using stylized mannequins and props, which are based on a season or an event, are used to promote collections and have to change to keep touch with the trend. The merchandise presentation ought to be very creative and displays are often on non-standard fixtures and forms to generate interest and add on attitude to the merchandise.

Product Differentiation: Differentiation through providing different products with different USP’s and a better customer experience are few ways through which retailers have to rise above the price competition. Indian retailers need to take advantage of this growth and aiming to grow, diversify and introduce new formats has to pay more attention to the brand building process. The emphasis here is on retail as a brand rather than retailers selling brands. The main focus should be on branding the retail business itself. In their preparation to face fierce competitive pressure, Indian retailers must come to recognize the value of building their own stores as brands to reinforce their marketing positioning, to communicate quality as well as value for money. Sustainable competitive advantage will be dependent on translating the core values combining products, image and reputation into a coherent retail brand strategy.

Changing the Perception: Only if customers perceive their store brands to have consistent and comparable quality and availability in relation to branded products, the Retailers will be benefitted. Retailer has to provide more assortments for private level brands to compete with supplier's brand. New product development, aggressive retail mix as well as everyday low pricing strategy can be the strategy to get edge over supplier's brand.

Willingness to Adept, Adapt and Adopt: Retailers need to display competence by adopting and adapting best practices, latest techniques and technology advancements to satisfy the customers and motivate them to come repeatedly. Retailers need to aim for world class process, have long term thinking, quick scaling and training its manpower as per the demand of retail market and of customers. Try to learn lessons from the past experiences while decision making and never repeat the same mistake again.

Conclusion:

Retailing has seen such a transformation over the past decade that its very definition has undergone a sea change. The retail sector has played a phenomenal role throughout the world in increasing productivity of consumer goods and services. There is no who is denying the fact that most of the developed economies are very much relying on their retail sector as a locomotive of growth. Retail is a barometer of the nation's economy, the point where the efforts of many other industries get turned into cash. The future of retail is going to impact our future economic well being and much of it depends on what's our take on the current scenario and the policies we design for the future.

The India Retail Industry is gradually inching its way towards becoming the next boom industry in spite of facing many challenges in its way. No longer can a manufacturer rely on sales to take place by ensuring mere availability of his product. Today, retailing is about so much more than mere merchandising. It’s about casting customers in a story, reflecting their desires and aspirations, and forging long-

lasting relationships. As the Indian consumer evolves they expect more and more at each and every time when they steps into a store. For manufacturers and service providers the emerging opportunities in urban markets seem to lie in capturing and delivering better value to the customers through retail. The entire concept of what it means to be a retailer is changing. As the Indian consumer steps into the store they expect not just product but are looking for solutions that help make their lives easier, less stressful and more entertaining. Companies are starting to involve digitally-empowered consumers more in their decision-making by seeking ideas from individuals to help better respond to changing needs and wants thereby re-defining their marketing practices to better reach the consumer. In the coming years, successful companies are expected to adapt to change by becoming more mobile, interactive and responsive. Since an important attribute of a successful brand is fulfilling a promise, a deep understanding of the changing customer is paramount to success. Retail today has changed from selling a product or a service to selling a hope, an aspiration and above all an experience that a consumer would like to repeat.

Marketing is also an area that has experienced a sea change. Marketing messages will continue to become much more targeted, partly to reach like-minded consumers. Email marketing messages, Online advertising, Viral marketing, mobile advertising and “product evangelists” will assist companies in getting the word out. Customers increasingly should be engaged across store, product, brand, online and marketing messaging. Retailers as a result have a difficult job ahead. Retailing and Marketing are complimentary to each other. Marketing helps the Retailers to create awareness among customers for products, sales, increasing revenues, full customer satisfaction etc. In short, we can say that Marketing is the backbone of Retailing.

The retail industry in India is currently growing at a great pace and is expected to go up to US\$ 833 billion by the year 2013. It is further expected to reach US\$ 1.3 trillion by the year 2018 at a CAGR of 10%. As the country has got a high growth rates, the consumer spending has also gone up and is also expected to go up further in the future. In the last four year, the consumer spending in India climbed up to 75%. As a result, the India retail industry is expected to grow further in the future days. Retailers’ growth strategies by 2020 will likely be dramatically different than they were at the start of this century. The world is quickly changing. New ways of doing business and very different skill sets are called for. Organized retail represents a large untapped market in India that is likely to see tremendous growth in the coming years. However, to succeed in India requires knowing what’s on the mind of the Indian consumer, what works for him and what does not, and understanding that global products and pricing need to be customized to fit with the local scheme of things They must also understand the tastes of the Indian consumer who has only recently started treating retail as a form of leisure. Meanwhile organized retail will continue to displace many unorganized retailers who are no competition for the large-scale corporations. Street-vendors, corner-stores and hawkers will continue to be a part of the Indian retail experience. Coupled with the economy growing in leaps and bounds and the government at the center obliging with favorable policies, the retail sector is a bus no one wants to miss in India. Contemplating this increasingly complex, hyper-competitive world, it is somewhat comforting to note that one thing will never change in retail: Companies that can react swiftly to market trends and respond relevantly tone customer behaviors will achieve high-performance and growth despite market-place conditions. Without having a strategy in place for the Indian consumer market in place, foreign retails would find it tough to compete with the local organized retailers and the mom and pop shops. In the few years to come, it would be interesting to see who comes out on top and what the winning strategy is, and also why the strategy succeeded and others ailed. Organized retail appears inevitable. For retail industry in India, things have never looked better and brighter.

REFERENCES

1. www.business.com
2. www.onwindows.com
3. www.cci.com
4. www.indiaretailing.com
5. www.economywatch.com
6. www.retailindustry.com
7. www.transgenerational.org
8. www.planningcommission.nic.in
9. www.dnb.co.in
10. A.T. Kearney. *Global retail development index (grdi) 2004-2007*. <http://www.atkearney.com/>.
11. Pulkit Agarwal. *Foreign direct investment in Indian retail sector – an analysis*
12. Sambit Kumar Mishra. *An Analytical Study of Retail Stores in India: BIMTECH*

13. *Rahul Mech Jaiswal. Retail-Indian Roadmap*

14. *Shalini Bahadur. Indian Retail Scenario*

RELATIONSHIP BETWEEN OCCUPATIONAL STRESS AND ORGANIZATIONAL EFFECTIVENESS

Dr. Sanjay Kumar Bahl

Director-Principal, Sri Sai Institute of Management, Manawala, Амрітсар, Індія

Mr. Sandeep Randhawa

*Assistant Professor, Dean Academics-SBBSIET, Deputy Director-Admissions, SBBSU
Jalandhar, Punjab, Індія*

Occupational stress has been of great concern to employees and other stakeholders of organizations. Occupational stress researchers agree that stress is a serious problem in many organizations (Cooper and Cartwright, 1994; Varca, 1999; Ornelas and Kleiner 2003). The cost of occupational stress is very high in many organizations in recent times. For instance, the International Labour Organisation (ILO) reports that inefficiencies arising from occupational may cost up to 10 percent of a country's GNP (Christo and Piernaar, 2006). Literature suggests that OS is a very important predictor of various domains like Organizational Effectiveness, leadership, work life balance, conflict management, stress management, job satisfaction and also academic effectiveness (Backs, 2001; Christo and Piernaar, 2006; Schaubroeck et al, 2010). The main aim of this paper is to compile the work done on the relationship between OS & Organizational Effectiveness thereby adding to the literature on the same.

Occupational stress is known as the understanding of a disagreement between environmental wants (stressors) and businesses capacity to fulfill these wants (Delve, Skagert & Vilhelmsson, 2007; Hetland, Sandal & Johnsen, 2007; Wager, Fieldman & Hussey 2003). Friese (2015) for example, feeling of loss of occupation, and safety, long working hours, lack of security, and lack of independence in the occupation can cause occupational stress.

Also, organizational stress may be because of loss of assets and tools; working hours (together with operating late or time beyond regulation and organizational environment are considered as contributors to personnel stress. Occupational stress frequently displays excessive dissatisfaction among employees, job mobility, burnout, loss of Effectiveness and much less effective interpersonal relationship at work (Ornelas and Kleiner, 2003 Topper (2007) also showed that involvements like figuring out the signs of stress, recognizing the viable causes for the signs and symptoms and figuring out possible proposed solutions for each signs as wanted.

Therefore, this research will try to find out the effects of occupational stress on Organizational Effectiveness and interventions that can be applied by Management and employees to manage stress effectively. To acquire a deeper understanding of the variable (occupational stress) we will first consider the broader topic of occupational stress in general and then zero in on the variable within the context of Organizational Effectiveness

Organizational effectiveness has usually been defined as gathering of profits, manufacturing, service, and stable goals (Friese, 2015). Employer's concern on the subject of work-related stress has normally focused on the how this type of stress effects the production and profits negatively. This conventional definition of organizational effectiveness, although, focuses only on part of the equation. Choosing an alternative but more wide-ranging definition of organizational effectiveness, Schaubroeck et al (2010) wrote about an advanced opinion of organizational health effectiveness to fight the existing risks and prevent them from occurring again in the work place. Topper (2007) suggested that the heads of the organization shall focus on employee's health in spite of just focusing the profits and manufacturing which he considered as narrow goals.

Researchers have gained a lot of curiosity in discovering the personality and significance of Organizational Effectiveness in the field of industrial psyche. This is interest if because of the significance of organizations. One of the main definitions of Organizational Effectiveness was given by Backs (2001) and according to him organizational effectiveness were the steps taken by the organization to analyze the standards set and the actual performance of the company. Ornelas and Kleiner (2003) defined Organizational Effectiveness as the level of achievement after putting in efforts. Effectiveness is a group phenomenon with ecological factors which effect the Effectiveness of an association through their ability and motivational level (Erkutlu & Chafra, 2006).