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RESEARCH ARTICLE

MANAGERIAL EFFECTIVENESS AND ITS RELATIONSHIP WITH AGE, GENDER, EDUCATION AND EXPERIENCE IN TELECOMMUNICATION INDUSTRY OF WEST BENGAL

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ABSTRACT

This study made an attempt to find out the relationship between managerial effectiveness with the age, gender, education and experience of managers of telecommunication industry of West Bengal. The sample consists of 260 managers from telecommunication industry (Reliance Jio = 65, Bharti Airtel Limited = 65, Vodafone Idea Limited = 65 and Bharat Sanchar Nigam Limited (BSNL) = 65) of West Bengal. Research tool include Managerial Effectiveness test developed by Prof. S. Gupta (1996) was used to measure the managerial effectiveness of the managers. Convenience sampling under non-probability sampling techniques were used to collect the data. The data analysis has been carried out with the help of Statistical Package for Social Sciences (SPSS version 20). The five hypotheses formulated in the study are tested using appropriate statistical test like Mean, SD, t- test and ANOVA. The results revealed that the mean difference of the managerial effectiveness of managers within the telecommunication industry of West Bengal is not statistically significant. Results indicate that there is no significant mean difference between the managerial effectiveness of the managers with the age, gender, education and experience.

INTRODUCTION

Managerial effectiveness is a crucial element of an organization. The degree of managerial effectiveness influences the functions and behaviour of the organization. Managerial effectiveness defined as achieving the organizational goals and objectives effectively. Managers have to develop some qualities and skills to perform their jobs in effective manner in addition to some of the qualities managers have to develop emotional intelligence which refers non-cognitive skills, capabilities and competencies that influence manager's abilities to succeed in coping with environmental demand and pressures. Managerial effectiveness is defined in terms of output which measured in terms of results and three factors i.e. the efforts and ability of the managers, the environment in which the manager and the organization operates and the effort and ability of the subordinates are responsible for the results that an organization achieves through its managers. Managerial Effectiveness focused on the managerial ability of managing self like personality and stress, managing subordinates and relationship, (communication and interpersonal effectiveness, delegation and team leadership), managing change and decision making (understanding change and change management, decision making process and technique).

Managerial effectiveness is a leader's ability to achieve desired results where results are influenced by the organization's culture.

Telecommunication Industry: Telecommunication industry is one of the most emergent, competitive and rapidly growing market in the globe. Since its liberalization in the 1990's the Indian telecommunication industry has undergone significantly. The Indian telecommunication industry has evolved into a multi-segment competitive market from a small supplier-dominated market having public sector monopoly and has been recognized as the second largest and additionally the foremost potential telecommunication industry in the world after China. Telecom has changed almost all roads of individuals such as education, social, culture and political lives. Telecommunication has introduced so many devices such as telecom towers, routers, voice over, internet protocol (VoIP), fiber-optics, smart TV, smart radios, antennas, and smart phones. Today's world, 99 % of the work is depended on the telecommunication. The telecom industry contributes to 6.5 % of the GDP and the sector has opened doors for new jobs. Today 20 % of the rural India is connected to the digital communication. We have seen that the telecommunication sector have increased massive growth during this pandemic and everything shifted to an online mode such as online bank payment, online education. The telecommunication industry has boosted the economic growth, education, medicine, e-governance, and agricultural development.

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Now a days, almost all the industries are using telecom for performing their operations and processes in their best manners.

REVIEW OF LITERATURE

Review of Literature on Managerial Effectiveness: Managerial effectiveness is the key to success and growth of any organization. It is a complex and multifaceted phenomenon, incorporated in a three parts model, proposed by Campbell et al., (1970), consisting of the 'person' considering the traits and characteristics of the manager, the 'product' measured in terms of results, and the 'process' depicted in terms of on-the-job behaviour and actions. Managerial Effectiveness is a leader's ability to achieve desired results. How well he applies his skills and abilities in guiding and directing others, determines whether he can meet those results effectively. Managerial effectiveness attempts to achieve the organizational goals. According to Fred Luthans, effective managers lead to satisfied, committed employees and high performing departments and suggested that successful managers spent more of their time and effort in networking with others inside and outside the organization. Dayal (1984), identified four important factors that are relevant for managerial effectiveness and these factors are clear understanding of the mission, shared organizational values, concern for customers and concern for developing the capabilities of employees.

Baron (1986), in his study, concluded that managers are perceived to be most effective by their members and succeed in exerting great influence on them when they behave in ways closely matched with the needs and values of members. Balaraman (1989), in his study, suggested that personal characteristics of an individual manager is predictive of his effectiveness. M. K. Mathew and P. R. Poduval (1994) conducted a study on 'Managerial Activities for Managerial Effectiveness in Public and Private Sector Organizations' and concluded that the reality of managerial work has significant impact on their effectiveness and the rate of performance of various on-the-job activities would explain difference in effectiveness of managers. Kets de Vries (1994) has introduced MNS (motivational need systems) into leadership research and stresses that they play a crucial role in molding managerial behaviour. According to Bahman P. Ebrahimi, Joseph A. Petrick, and Sandra A. (2005), young respondents with higher levels of managerial role motivation demonstrated greater managerial role-related ethical orientation as compared with their less managerially motivated counterparts.

Robert G. Hamlin & Sawyer, J. (2007) conducted a study entitled 'Developing Effective Leadership Behaviour. The Value of Evidence Based Management' and attempted to find the effective and ineffective managerial and leadership behaviour within the UK business of a large international telecommunication company. This study revealed and discussed the extent to which the results are generalized to the findings of several managerial and leadership effectiveness. Robert Hooij berg, Nancy Lane, & Albert Diverse (2010) suggested that integrity has an impact on perceptions of managerial effectiveness in the context of managerial behaviours for and their peers. M. L. Voon, M. C. Lo, K. S. Ngui, & N. B. Ayob (2010) conducted a study on the influence of leadership styles on employees' job satisfaction in public sector organizations in Malaysia.

This study attempts to influence the behaviour of subordinates to achieve the organizational goals.

Review of Literature on Telecommunication Industry: The New Economic Policy in July 1991, the telecommunication industry was declared open to the private sector. The government of India announced the National Telecom Policy in 1994 for the growth of the industry and stimulated both domestic and foreign direct investments. According to Muller (1990) the success of mobile commerce to the personal nature of wireless devices and asserted that the sustained growth of mobile commerce around the world has been more because of transfer of technology according to local geographical needs. Saran (2004) in his study identified that the telecom technology over the years have transformed from manual and electro-mechanical system to digital system. These technological systems have made way for new services and better services in the telecom sector. Arya & Tandon (2018) suggested that the Indian government has taken nearly each potential step to spice up the performance and growth of the telecommunication trade.

According to K. & Dhar (2016) the Indian government is supporting the telecommunication sector as a result of it's directly conducive to the expansion and development of the country's economy. Narinder K Chibber (2008) highlighted that the mobile telecommunication technology is rapidly evolving with people demanding mobile services with longer band with and new innovative services such as seamless connectivity, 3G and 4G. Ramachandran, Sebastian & Pillai (2017) pointed out that the corporate has been able to earn property and adequate profits by providing customers with a chance to create empiric calls and charge the satisfactory quantity against a similar. According to Jose (2017) the entry of Reliance Jio is taken into account as a shockwave for the complete Indian telecommunication trade, and it became terribly sophisticated for the prevailing network suppliers within the country to sustain within the marketplace.

Rationale of the Study: From the above niche literature it is revealed that several works have been done in the telecommunication industry but no attempt has been made in the telecommunication industry with regard to managerial effectiveness and its relationship with age, gender, education and experience with special reference to West Bengal, therefore, is undertaken in the present study.

Objectives of the Study

The major objectives of the study are:

- to measure the Managerial Effectiveness of managers of telecommunication industry of West Bengal.
- to find out the relationship of Managerial Effectiveness with age, gender, education and experience of the managers in telecommunication industry of West Bengal.

Hypotheses of the Study

H₁: The Managerial Effectiveness of different telecommunication industry such as Reliance Jio Ltd., Bharti Airtel Ltd., Vodafone Idea Ltd. and Bharat Sanchar Nigam Ltd. (BSNL) will differ significantly.
H₂: Managerial Effectiveness will be significantly related with the age of managers in the telecommunication industry.

H₃: There is a significant relationship of Managerial Effectiveness with gender of managers in telecommunication industry.

H₄: Managerial Effectiveness will differ significantly with education of managers in telecommunication industry.

H₅: Managerial Effectiveness will be significantly related with experience of managers in telecommunication industry.

Methodology of the Study: Methodology consists of i) Sample ii) Test / Measures and iii) Administration of Test

Population and Sample: The population of the study consists of 320 managers in different categories like project manager, branch manager, customer manager, store manager and service manager in telecommunication industry of West Bengal. The sample consisted of 260 managers from four leading telecommunication industry like Reliance Jio = 65, Bharti Airtel Limited = 65, Vodafone Idea Limited = 65 and Bharat Sanchar Nigam Limited (BSNL) = 65 manager working at various positions of management. The sampling procedure used is convenience sampling under non-probability sampling technique.

Table 1. Age Group of Respondent

Age Group		Total
Less than 35 years		Count
35 -44 years	% of Total	74
	Count	28.5 %
45 -54 years	% of Total	58
	Count	22.3 %
Above 55 years	% of Total	99
	Count	38.1 %
Total	% of Total	29
	Count	11.2 %
		% of Total
		260

Sample Characteristics: Table 1 reveals the age wise frequency and percentage of managers. The age of the 260 managers were varying from less than 35 years to above 55 years. This table shows 74 managers, 28.5 % are below 35 years of age, 22.3 % manager falls between the age of 35 to 44 years, 38.1 % managers are in 45 to 54 years age group and only 11.2 % manager falls at the age above 55 years. The range between the minimum and the maximum age groups are shown in Figure1 below.

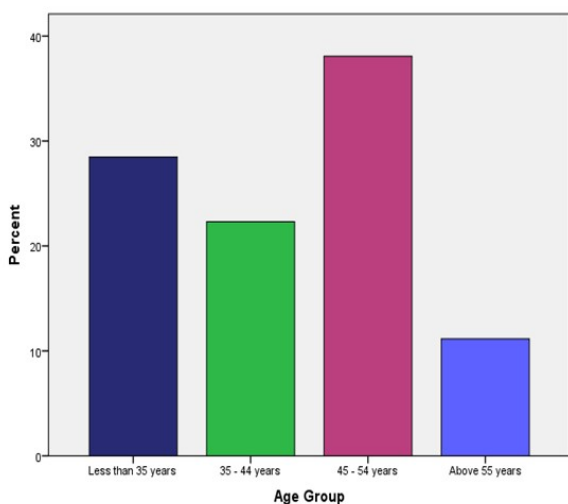


Figure 1. Age Group of Respondents

Gender:

Table 2. Gender

Gender		Total
Male	Count	203
	% of Total	78.1 %
Female	Count	57
	% of Total	21.9 %
Total	Count	260
	% of Total	100.0 %

The above Table 2 shows that female managers are less in number as compared to the male managers in telecommunication industry. Gender-wise distribution of the sample reveals that 203 (78.1 %) are male managers and 57 (21.9 %) are female managers. The gender composition of the managers included in this study is shown in Figure 2.

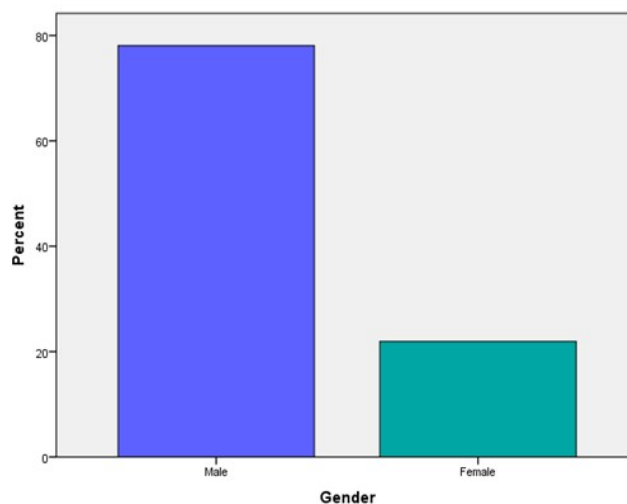


Figure 2. Gender of Respondents

Education

Table 3. Educational Qualifications of Respondents

Educational Qualifications		Total
Graduate	Count	142
	% of Total	54.6 %
Post Graduate	Count	81
	% of Total	31.2 %
Others	Count	37
	% of Total	14.2 %
Total	Count	260
	% of Total	100.0 %

So far as education of managers are concerned, there are 142 (54.6 %) managers who are under Graduate level and 81 (31.2 %) are Post Graduates and 37 (14.2 %) managers who are having other qualifications which include mainly professional qualifications (See Figure 3).

Experience: The Table 4 reveals the experience-wise frequency of managers varying from less than 5 years to above 20 years. This table shows that out of sampled 260 managers, 60 (23.1 %) managers are below 5 years of experience that is the young generation managers, 41 (15.8%) managers fall between the experience of 5 - 10 years, 97 (37.3 %) managers are within 11 -20 years of experience group and 62 (23.8 %) managers are having above 20 years of experience (See Figure 4).

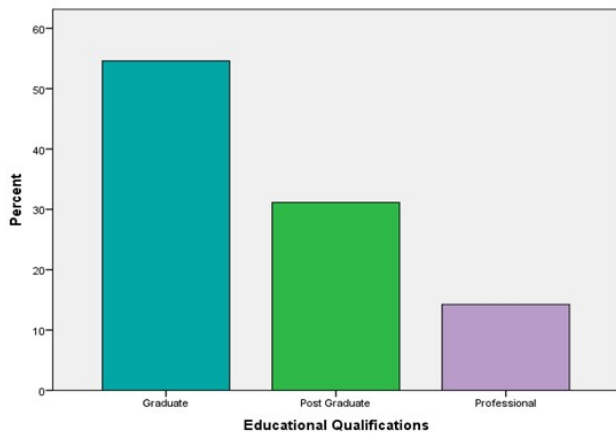


Figure 3. Educational Qualifications of Respondents

Experience

Table 4. Experience of Respondents

Experience	Count	Total
Less than 5 years	Count	60
	% of Total	23.1 %
5 – 10 years	Count	41
	% of Total	15.8 %
11 – 20 years	Count	97
	% of Total	37.3 %
Above 20 years	Count	62
	% of Total	23.8 %
Total	Count	260
	% of Total	100.0 %

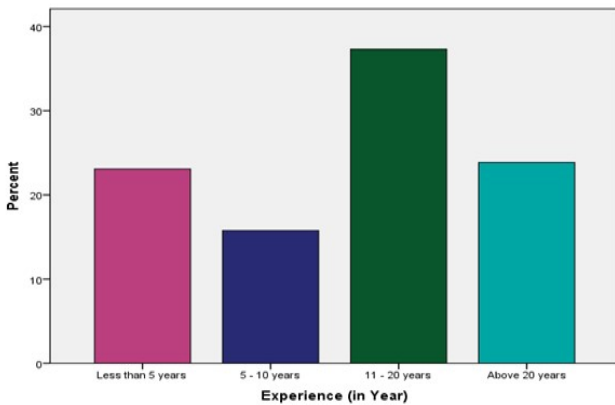


Figure 4. Experience of Respondents

Test / Measures: The Managerial Effectiveness Scale was designed and developed by Prof. S. Gupta (1996) consisting of 45 items (35 items are positive and 10 items are negative) considering 16 dimensions. The items were measured on a 5-point Likert rating scale (where 1 = Never, 2 = Sometimes, 3 = Undecided, 4 = Usually and 5 = Always) was used to anchor all above managerial effectiveness items. A few items (10 items) were worded negatively for which the scoring was reverse. A high score indicates high managerial effectiveness. Both Test-retest and Spilt-half reliability were found to be 0.73. The item correlations with the total score of Managerial Effectiveness Questionnaire (MEQ) were found to be high ($r = 0.73$) and statistically significant.

Test Administration: The primary as well as the secondary data is used in this study. There are two ways of administrating of questionnaires: self-administering of questionnaires and

mailed questionnaires. The said tool is best for testing hypotheses where the investigator looks for response to close-ended questions. All statistical analysis is done through the help of Statistical Package for Social Sciences (SPSS).

RESULTS

The results were reported in descriptive analysis and testing of formulated hypotheses. All the hypotheses formulated were tested using appropriate statistical tests. The statistical inferences have been drawn at 5 % level of significance ($p = 0.05$). The prepared tables and graphs are presented along with interpretation of the results.

H₁: The Managerial Effectiveness of managers of different Telecommunication Industry such as Reliance Jio Ltd., Bharti Airtel Ltd., Vodafone Idea Ltd. and Bharat Sanchar Nigam Ltd. (BSNL) will differ significantly: In order to test this hypothesis ANOVA is computed and the results are reported below.

Table 5.1. Descriptive Statistics of Managerial Effectiveness of managers within Telecommunication Industries

Groups of Managers	N	Mean	Std. Deviation
Reliance Jio Ltd.	65	176.40	24.90
Bharti Airtel Ltd.	65	173.40	20.78
Vodafone Idea Ltd.	65	172.12	22.74
Bharat Sanchar Nigam Ltd.(BSNL)	65	170.56	19.91
Total	260	173.12	22.14

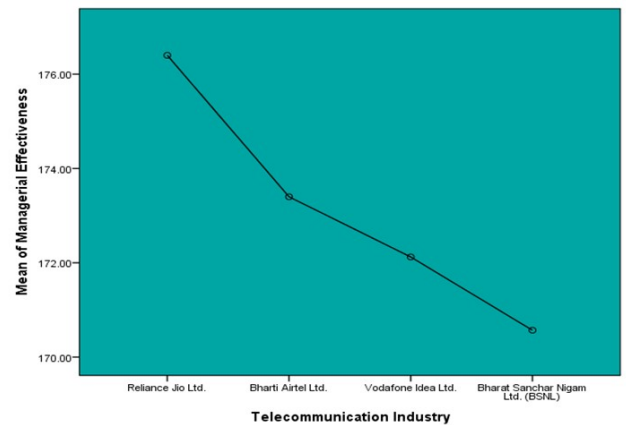


Figure 5. Graphical representation of ME within Telecommunication Industry

Table 5.2: Results of ANOVA Showing Differences in Managerial Effectiveness of managers within Telecommunication Industry

	Sum of Squares	df	Mean Square	F	Level of Significance
Between Groups	1191.908	3	397.303	.809	.490
Within Groups	125754.154	256	491.227		
Total	126946.062	259			

Figure 5 indicates that the Managerial effectiveness is higher in Reliance Jio Ltd. Groups than that of Bharti Airtel Ltd., Vodafone Idea Ltd. and BSNL, however the mean differences are not statistically significant. Table 5.2 shows that the calculated value of F is .809 and the corresponding significant value is 0.490, which is greater than 0.05 ($p > 0.05$). Hence the (H_1) is rejected. Therefore, it can be concluded that, there is no significant mean difference in managerial effectiveness of managers within telecommunication industry. However,

Reliance Jio managers are more effective in comparison to Bharti Airtel Ltd., Vodafone Idea Ltd. and BSNL.

H₂: Managerial Effectiveness will be significantly related with the age of managers in telecommunication industry of West Bengal

Table 6: Results of ANOVA - Age and ME of managers in Telecommunication Industry

Age Groups	N	Mean	Std. Deviation	F	Significance
Less than 35 years	74	175.11	22.02	.636	.593
35 years to 44 years	58	172.86	21.44		
45 years to 54 years	99	173.17	22.90		
Above 55 years	29	168.41	21.56		
Total	260	173.12	22.14		

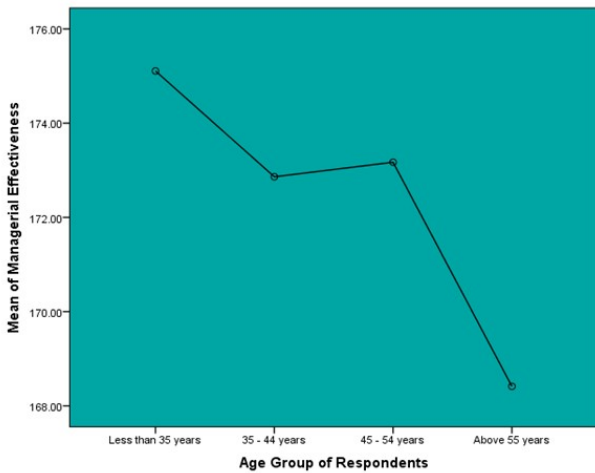


Figure 6. Graph for Age wise ME of Telecommunication Managers

Table 6 exhibits that the managerial effectiveness was found to be highest among the managers in the age group less than 35 years (175.11, SD = 22.02), followed by the age group 35 - 44 years (172.86, SD = 21.44), 45 - 54 years (173.17, SD = 22.90) and then by the age group above 55 years (168.41, SD = 21.56). It is found from the Table 6 that the calculated value of F is .636 and the corresponding significant value 0.593 which is higher than 0.05 ($p > 0.05$) suggesting that the managerial effectiveness of the managers do not change significantly with the age of the managers. Hence H₁ is rejected so far as age is concerned.

H₃: There is a significant relationship of Managerial Effectiveness with Gender of managers in telecommunication industry of West Bengal

Table 7: Results of t Test: Gender and ME of Telecommunication Managers

Gender	N	Mean	Std. Deviation	t	Significance
Male	203	171.18	23.93	-1.806	.072
Female	57	177.70	24.60		
Total	260	172.61	24.18		

The number of female managers was comparatively less in the sample. In Table 7 there were only 57 (177.70, SD = 24.60) female managers whereas the number of male managers was 203 (171.18, SD = 23.93). It is found from the Table 7 that the calculated value of t is -1.806 and the corresponding

significant value of 0.072 which is greater than 0.05 ($p > 0.05$) suggesting that there is no significant difference between the mean scores of managerial effectiveness of the male and female managers in telecommunication industry. So, the alternative hypothesis H₂ is rejected.

H₄: Managerial Effectiveness will differ significantly with Education of managers in Telecommunication Industry of West Bengal

Table 8. Results of ANOVA: Educational Qualifications and ME of Telecommunication Managers

Educational Qualifications	N	Mean	Std. Deviation	F	Significance
Graduate	142	170.42	22.61	2.533	.081
Post Graduate	81	175.56	20.40		
Others	37	178.16	23.03		
Total	260	173.12	22.14		

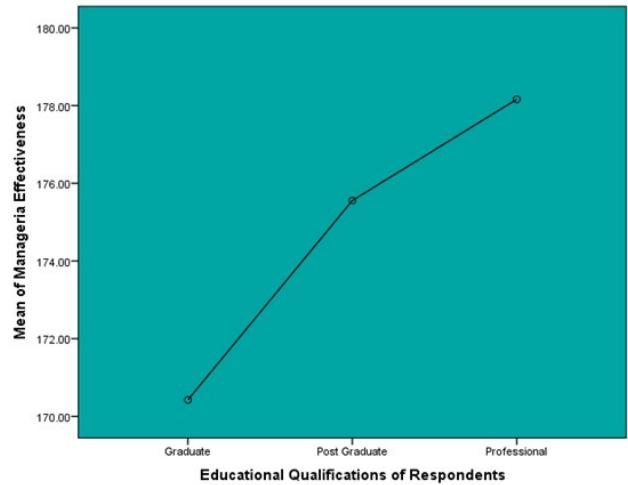


Figure 7. Graph for ME of Telecommunication Managers considering Educational Qualifications

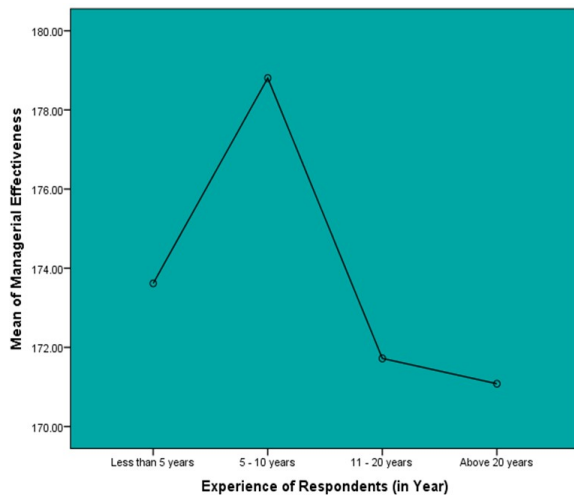
In Table 8, the managerial effectiveness of the managers was found to be highest among the professionals (178.16, SD = 23.03) followed by managers educated up to Post Graduate (175.56, SD = 20.40) and lowest mean scores of managerial effectiveness of managers having Graduate degree (170.42, SD = 22.61). Table 8 revealed that the calculated value of F is 2.533 and the corresponding significant value 0.081 which is higher than 0.05 ($p > 0.05$) suggesting that the managerial effectiveness of the managers do not differ significantly with the change in the education level of the managers. Hence the hypothesis H₃ is rejected so far as education is concerned.

H₅: Managerial Effectiveness will be significantly related with Experience of managers in Telecommunication Industry of West Bengal:

The influence of experience on the managerial effectiveness of the managers has been studied by splitting the entire managers into four groups based on their total experience. Managers with less than 5 years of experience were put into Group I (173.62, SD = 22.56), with 5 years to 10 years of experience in Group II (178.80, SD = 20.31), 11 years to 20 years of experience in Group III (171.72, SD = 21.89) and finally managers with above 20 years of experience were put into the Group IV (171.08 SD = 23.14). The total numbers of managers belonging to these groups were 60, 41, 97 and 62 respectively (See Table 9)

Table 9. Results of ANOVA: ME of Telecommunication Managers and Experience

Experience Category	N	Mean	Std. Deviation	F	Significance
Less than 5 years	60	173.62	22.55	1.219	.303
5 years to 10 years	41	178.80	20.31		
11 years to 20 years	97	171.72	21.88		
Above 20 years	62	171.08	23.14		
Total	260	173.12	22.14		

**Figure 8. Graph for ME Score of Different Experience Group of Telecommunication Managers**

From the above Table 9, it was found that the calculated value of F is 1.219 and the corresponding significant value is .303 which is higher than 0.05 ($p > 0.05$). Hence the alternative hypothesis is rejected. Therefore, it can be concluded that, there is no significant mean difference of the managerial effectiveness of the managers within different experience category.

DISCUSSION AND CONCLUSION

Discussion on Testing of Hypotheses: The objectives of the study were to examine the relationship between managerial effectiveness with age, gender, education and experience, in case of telecommunication industry in West Bengal. The findings from data analysis are discussed according to objectives and hypotheses formulated. The first testing of hypothesis ANOVA proved that there is no significant difference as $F = .809$, $p = .490$ was insignificant ($p > 0.05$) between the mean scores of managerial effectiveness of managers belonging to different telecommunication industry in West Bengal. The ANOVA result shown in Table 6 rejected H_2 indicating that there is no significant difference between the mean scores of managerial effectiveness of the managers belonging to different age groups in telecommunication industry as $F = .636$, $p = .593$ was insignificant ($p > 0.05$). The t-test result shown in Table 7 rejected H_3 suggesting that the managerial effectiveness of the managers in telecommunication industry do not differ according to gender as $t = -1.806$, $p = 0.072$ was insignificant ($p > .05$). However, result showed mean score of female managers ($M = 177.70$, $SD = 24.60$) are higher than the male managers ($M = 171.18$, $SD = 23.93$). The ANOVA result (See Table 8) shows that the educational qualifications of the managers belonging to these groups have no significant impact on their managerial effectiveness as $F = 2.533$, $p = 0.081$ was insignificant ($p >$

0.05) suggesting that educational qualifications of the managers are independent of managerial effectiveness in telecommunication industry. The study again shows that there is no significant mean difference between the managerial effectiveness of the managers of telecommunication industry in terms of experience or tenure of services with $p > .05$ and $F = 1.219$, $p = .303$. The ANOVA results have shown that there is no significant difference between the mean of the managerial effectiveness scores of the managers with regard to different experience groups (See Table 9)

CONCLUSION

The findings are summarized below to conclude

- The differences between the mean scores of the managerial effectiveness of the managers in telecommunication industry are statistically insignificant.
- The managerial effectiveness of the managers in telecommunication industry are not statistically significant with regard to age, gender, education and experience. Managerial effectiveness is independent of age, gender, education and experience.

Limitation of the Study

Some of the limitations of the study may be enumerated as follows:

- The study was confined to West Bengal and only four Telecommunication industries were taken for considerations.
- The sample size of managers from each telecommunication industry is not enough for generalization purpose.

Scope for Further Research: There is a scope of further research considering various dimension of managerial effectiveness. This study may be conducted within a particular district or between two districts. There is a scope to find out the managerial effectiveness of managers by comparing the managerial effectiveness of the managers in urban and rural areas. This study may be worked out to find out the managerial effectiveness of the manager by comparing one telecom industry to another telecom industry. There is a scope to find out the managerial effectiveness of the managers considering the telecommunication industry in India.

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