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A Study on Online Telecom Customer Service System with Special Reference to Bangalore city

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Abstract

The Article entitled “Online Telecom Customer Service System” helps to accomplish this task of solving and clarifying the customers’ queries. This product facilitates the user to submit online complaints independent of the system. This system has been developed by using The “Online Telecom Customer Service System” can be used by a Telecom Company to provide online support to its customers. This may



include questions about their services or even complaints the customers may have. Although a manual system can be done, time plays an important role in customer satisfaction. A customer always expects services to be offered as soon as possible and the organization is responsible for making sure its customers stay satisfied. Client module is used for handling the customer complaints and stores it in the database. CSR module is concerned with the processing complaints and giving solution to the complaints. Quality Assurance module is concerned with verifying and monitoring the performance the CSR. As most organizations are going, or are already online, the “Online Telecom Customer Service System” will prove an added advantage to them in this internet world.

Keywords: Online, customers, complaints, plays, services, responsible, solution

Chapter – I

1. Introduction

An organization, whether it is formal or informal communication, is composed of people who come from different walks of life and who are different each other in their all aspects, abilities, talents, aptitudes, attitudes, and beliefs of the individuals involved in it. They are the sum total of inherent abilities acquired knowledge, and skill represented by the talents and aptitudes of the employees. Communication is the process of acting upon information someone does or says something and others think or do something in response to the action or words as they understand them. The process of making sense out of the world and sharing that sense with others.

We learn about the world by listening, observing, tasting, touching, and smelling; then we share our conclusions with others. Human communication encompasses media; speeches, songs, radio and TV, e-mail letters, books, articles, poems and advertising. Interpersonal communication is a special form that occurs when we interact



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simultaneously with another person and mutually influence each other. Simultaneous interaction means that the communication partners are both acting upon the same information at the same time. Mutual influence means the both partners are affected by the interaction (thoughts, feelings, interpretation)

The researcher has chosen the study titled “A study on impact on interpersonal communication towards employee performance” to identify the process, methods, and procedures to have effective communication between employer and employee. This study also reveals with the identification of factors which provides two way communications which in turn increases the cooperation, performance and productivity in the organization.

1.1. Definition of communication:

Communication is the process by which information is transmitted between individuals and / or organizations so that an understanding response results.

Another very simple definition of ‘communication’ has been provided by W.H.Newman and C.F.Summer Jr.Communication is an exchange of facts, ideas, opinions, or emotions by two or more persons.

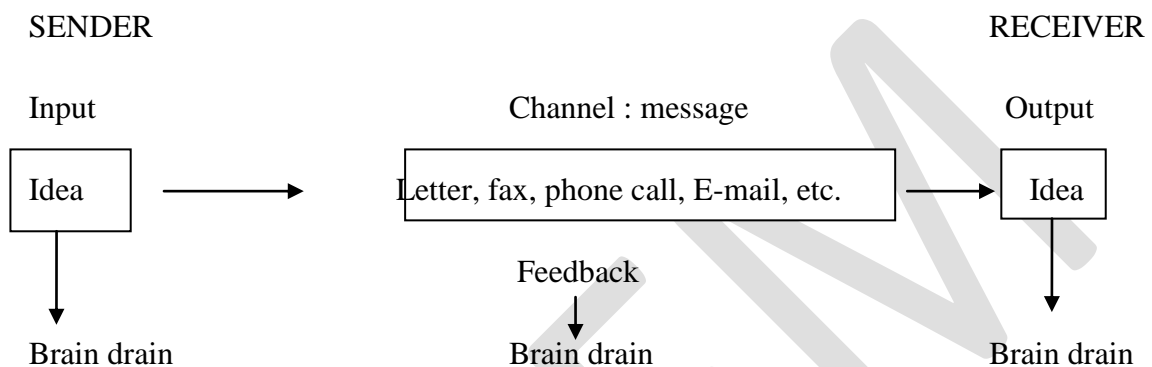
Communication cycle:

The transmission of the sender’s ideas to the receiver and the receiver’s feedback or reaction to the sender constitute the communication cycle. The main steps of this cycle are as follows:

1. Input: The information or ideas the sender wants to give the receiver
2. Channel: Letter, fax, phone call, electronic mail, etc.
3. Message: The actual message that is sent



4. Output: The information the receiver gets.
5. Feedback: The receiver's response (or non-response) to the message
6. Brain drain (or Breakdown): The possibility of misunderstanding at any step



Chapter-II

2.1 Objectives of the study

- ✓ To study the a study on online telecom customer service system at cegonsoft pv.ltd in Bangalore
- ✓ To study the socio-demographic factors of customer
- ✓ To find out the satisfaction level of customer towards the communication channels.
- ✓ To improve the customer's performance by suggesting various strategies to be adopted to improve communication.

2.2 Scope of the study

- ◆ This study helps to know various communication channel structured by the company.
- ◆ This study gives keen knowledge about the customer i.e. to whom they have to report.



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- ◆ This study reduces interpersonal conflicts through effective communication.
- ◆ This study helps the organization to introduce various communication technology to have a smooth communication between employer and customer

2.3 Statement of the Problem

The communication climate of an organizational setting reflects the attitudes of its top management. It is the top management which establishes a sound information system in a work setting and gets it going. However, the middle and the supervisory management is also equally responsible for communication. It is also of utmost importance that workers are able to judge as to when, where and how to communicate. Notwithstanding the responsibility of every individual in the organizational setting, the managers are doubly responsible for communication. They have to also ensure good communication among their subordinates along with the performances of their own responsibility for communicating with others. They have to serve as a linking device, connecting their work unit with other work units, so that good communication in the organization which is conducive to high morale depends upon effective communication in individuals units. If one unit exercise poor communication, all other units which depend upon it for information purposes will be adversely affected. The researcher has taken this study to provide various methods and procedures to increase the effectiveness of communication between employer and customer in the organization.

1.5 Limitations of the study

- ❖ The study is limited to cegonsoft pv.ltd in Bangalore
- ❖ The study is limited for 6 months and 120 respondents
- ❖ Due to time constraint, it is difficult to have close interaction with the customer to get answers for open ended question.



Chapter – III

3.1 Review of literature

Introduction

The growth in demand for telecom services in India is not limited to basic telephone services. India has witnessed rapid growth in cellular, radio paging; value added services, internet and global communication by satel item (GMPCS) services. The agents of change, as observed from international perspective, have been broadly categorized into economic structure, competition policy and technology. Economic reforms and liberalization have driven telecom sector through several transmission channels of which these three categories are of major significance. The effective research cannot be accomplished without critically studying what already exists in the form of general literature and specific studies. Therefore, it is considered as an important pre-requisite for actual planning and execution of research project. This helps to formulate hypotheses and framework for further investigation. In this research, the survey of literature has been classified into two parts - studies related to telecom sector and studies related to marketing strategies.

Muller (1990)¹ in his a research focuses that the success of the mobile commerce can be attributed to the personal nature of wireless devices. Adding to this are its unique features of voice and data transmission and distinct features like localization, feasibility and convenience. The sustained growth of the mobile commerce around the world has been more because of the transfer of technology according to the needs of local geography.

National Telecom Policy (1999)² projected a target 75 million telephone lines by the year 2005 and 175 million telephone lines by 2010 has been set. Indian telecom sector has already achieved 100 million lines. With over 100 million telephone connections and an annual turnover of Rs. 61,000 crores, our present teledensity is around 9.1%. The growth of Indian telecom network has been over 30% consistently during last 5 years.

According to Wellenius and Stern (2001)³ information is regarded today as a fundamental factor of production, alongside capital and labor. The information economy



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accounted for one-third to one-half of gross domestic product (GDP) and of employment in Organization for Economic Cooperation and Development (OECD) countries in the 1980s and is expected to reach 60 percent for the European Community in the year 2000. Information also accounts for a substantial proportion of GDP in the newly industrialized economies and the modern sectors of developing countries.

Videsh Sanchar Nigam Limited (VSNL) 16th Annual Report (2002)⁴ India like many other countries has adopted a gradual approach to telecom sector reform through selective privatization and managed competition in different segments of the telecom sector. India introduced private competition in value-added services in 1992 followed by opening up of cellular and basic services for local area to competition. Competition was also introduced in National Long Distance (NLD) and International Long Distance (ILD) at the start of the current decade.

World Telecommunication Development Report (2002)⁵ explains that network expansion in India was accompanied by an increase in productivity of telecom staff measured in terms of ratio of number of main lines in operation to total number of staff.

Indian Telecommunication Statistics (2002)⁶ in its study showed the long run trend in supply and demand of Direct Exchange Lines (DEL). Potential demand for telecom services is much more than its supply. In eventful decade of sectoral reforms, there has been significant growth in supply of DEL.

Economic Survey, Government of India (2002-2003)⁷ has mentioned two very important goals of telecom sector as delivering low-cost telephony to the largest number of individuals and delivering low cost high speed computer networking to the largest number of firms. The number of phone lines per 100 persons of the population which is called teledensity, has improved rapidly from 43.6 in March 2001 to 4.9 in December 2002.

Adam Braff, Passmore and Simpson (2003)⁸ focus that telecom service providers even in United States face a sea of troubles. The outlook for US wireless carriers is challenging. They can no longer grow by acquiring new customers; in fact, their new customers are likely to be migrated from other carriers. Indeed, churning will



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account for as much as 80% of new customers in 2005. At the same time, the carrier's Average Revenue per User (ARPU) is falling because customers have.

Dutt and Sundram (2004)⁹ studied that in order to boost communication for business, new modes of communication are now being introduced in various cities of the country. Cellular Mobile Phones, Radio Paging, E-mail, Voice-mail, Video, Text and Video-Conferencing now operational in many cities, are a boon to business and industry. Value-added hi-tech services, access to Internet and Introduction of Integrated Service Digital Network are being introduced in various places in the country.

A study by **Jeanette Carless on and Salvador Arias (2004)**¹⁰ wireless substitution is producing significant traffic migration from wire line to wireless and helping to fuel fierce price competition, resulting in margin squeezes for both wire line voice tariffs in organization for Economic Co-operation and Development Countries have fallen by an average of three percent per year between 1999 and 2003.

T.V. Ramachandran (2005)¹¹ analysed performance of Indian Telecom Industry which is based on volumes rather than margins. The Indian consumer is extremely price sensitive. Various socio-demographic factors- high GDP growth, rising income levels, booming knowledge sector and growing urbanization have contributed towards tremendous growth of this sector. The instrument that will tie these things together and deliver the mobile revolution to the masses will be 3 Generation (3G) services.

Rajan Bharti Mittal (2005)¹² explains the paradigm shift in the way people communicate. There are over 1.5 billion mobile phone users in the world today, more than three times the number of PCOs. India today has the sixth largest telecom network in the world up from 14th in 1995, and second largest among the emerging economies. It is also the world's 12th biggest market with a large pie of \$ 6.4 billion. The telecom revolution is propelling the growth of India as an economic powerhouse while bridging the developed and the developing economics.

ASEAN India Synergy Sectors (2005)¹³ point out that high quality of telecommunication infrastructure is the pillar of growth for information technology (IT) and IT enabled services. Keeping this in view, the focus of telecom policy is vision of world class telecommunication services at reasonable rates. Provision of telecom services in rural areas would be another thrust area to attain the goal of accelerated



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economic development and social change. Convergence of services is a major new emerging area.

Aisha Khan and RucheChaturvedi (2005)¹⁴ explain that as the competition in telecom area intensified, service providers took new initiatives to customers. Prominent among them were celebrity endorsements, loyalty rewards, discount coupons, business solutions and talk time schemes. The most important consumer segments in the cellular market were the youth segment and business class segment. The youth segment at the inaugural session of cellular summit, 2005, the Union Minister for Communications and Information Technology, DayanidhiMaran had proudly stated that Indian telecom had reached the landmark of 100 million telecom subscribers of which 50% were mobile phone users. Whereas in African countries like Togo and Cape Verde have a coverage of 90% while India manages a merely mobile coverage of 20%.

In overview in Indian infrastructure Report (2005)¹⁵ explains India's rapidly expanding telecom sector is continuing to witness stiff competition. This has resulted in lower tariffs and better quality of services. Various telecom services-basic, mobile, internet, national long distance and international long distance have seen tremendous growth in year 2005 and this growth trend promises to continue electronics and home appliances businesses each of which are expected to be \$ 2.5 bn in revenues by that year. So, driving forces for manufacturing of handsets by giants in India include-sheer size of India market, its frantic growth rates and above all the fact that its conforms in global standards.

Marine and Blanchard (2005)¹⁶ identifies the reasons for the unexpected boom in mobile networks. According to them, cell phones, based on Global System for Mobile Communication (GSM) standard require less investment as compared to fixed lines. Besides this, a wireless infrastructure has more mobility, sharing of usage, rapid profitability. Besides this, usage of prepaid cards is the extent of 90% simplifies management of customer base. Moreover, it is suitable to people's way of life-rural, urban, and sub-urban subscribers.

Illustrating the lead achieved by Gujarat. According to Business and Economy (2005)¹⁷ the catalyst for Indian mobile operators in the future will undoubtedly be increased marketing and advertisement expenditure, along with better deals for mobile phone users like the previously mentioned full talk time Rs. 10 recharge



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card, will go a long way in not only retaining customers but also acquiring the vast market of lowered customers who are extremely sticky about value for money and have extremely low loyalties and almost non-existent switching costs.

According to Oliver Stehmann (2005)¹⁸the telecommunications industry is characterized by rapid innovation in the service and the transmission market. The legally protected public or private monopolist does not have the same incentive to foster innovation that would exist in a competitive environment. Thus, state intervention based on the natural monopoly argument neglects dynamic aspects, which are crucial in the telecommunications sector.

Marketing Whitebook (2005)¹⁹ explains with support of detailed data that bigger players are close to 20% of the market each. In CDMA market, it is Reliance Infocom and Tata Teleservices are dominating the scene whereas

Airtel is lead in GSM operators. Between 2003 and 2004, the total subscriber base of the private GSM operators doubled. It rose from 12.6 million subscribers at the end of March 2003 to 26.1 million by the end of March 2004. And yet that 100% growth rate notwithstanding, total industry revenue for 2003-04 was around Rs. 8308 crores. Compared to Rs. 6400 crores that industry grossed in 2002-2003, that is an increase of 30%.

According Economic Times (2005)²⁰Indian mobile phone market is set to surge ahead since urban India has a teledensity of 30 whereas rural India has a teledensity of 1.74. It indicates that the market is on ascent, with more than 85000 villages yet is come under teleconnectivity.

3.2 Research Methodology

3.2.1 Introduction

The research methodology deals with various aspects of research, it talks about the types of research to be used. The researcher plans how data can be collected either by primary or secondary sources. He also plans what type of questionnaire to be followed and what ranking scales to be used. The researcher decides about the sample frame



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(size), research boundary and the various statistical tools to be used in data analysis and interpretation.

3.2.2 Types of research

3.2.2.1. Research design

A Research design is purely and simply the framework or plan for the study that guides the collection of the data. It is used to fulfill the research objectives and answering questions. “A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”.

3.2.2.2. Descriptive research design

Research design followed in this study is descriptive study. Descriptive research, also known as statistical research, describes data and characteristics about the population being studied. Descriptive research answers the questions who, what, where, when and how. Descriptive study is undertaken to ascertain and be able to describe the characteristics of the variables of interest in a situation. Quite frequently, descriptive studies are undertaken in organizations to learn about and describe characteristic of a group of employees.

3.3 Types of sampling

3.3.1. Simple random sampling

In this research, simple random sampling is adopted. Simple Random sampling is every element in the population has a known and equal chance of being selected as a subject.



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3.3.2. Population and sample size

Sample is a subset of population. Sample size is the actual number of subjects chosen as a sample to represent **population is 320**. In this research, **sample size is 120**.

3.4 Sources of Data

The data are collected from two major sources:

3.4.1. Primary data

The primary data are those that are collected through questionnaire and direct personal interview. The questionnaire was framed in such a manner to obtain correct information, graded suitably for the study.

3.4.2. Secondary data

The secondary data has been collected through oral communication. Secondary data about the company profile and other details were collected from the company website.

3.4.3. Questionnaire

A Questionnaire is a predetermined written set of questions to which respondents record their answers, usually within rather closely defined alternatives. Questionnaires are an effective data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest.

3.4.4. Tools that are used for the study

- Percentage analysis
- Chi-square test



- Correlation

3.4.4.1. Percentage analysis:

Percentage refers to a special kind of ratio. Percentages are used in making comparison between two or more series of data. Percentage is used to describe relative terms the distribution of two or more series of data.

No. of Respondents

$$\text{Percentage of Respondents} = \frac{\text{No. of Respondents}}{\text{Total Respondents}} \times 100$$

Total Respondents

Definition of hypothesis:

According to Goode and Hatt, "Hypothesis is a proposition, which can be put to test to determine validity". A hypothesis can be defined as a logically conjectured relationship between two or more variables expressed in the form of testable statement.

Null hypothesis (h₀):

Null hypothesis is formulated only to test whether there is any relationship between variables related to the problem being studied. Usually the null hypothesis is formed as a negative statement.

Alternate hypothesis (h₁):

Alternate Hypothesis (H₁) is a statement, which is accepted after the null hypothesis is rejected based on the test result. The alternate hypothesis usually is formed as a positive statement

3.4.4.2. Chi-square test:

The Chi-Square test is one of the simplest and most widely used non parametric tests in statistical work. The symbol X₂ is the Greek letter Chi. Karl Pearson first used the chi-square test in the year 1980. The quantity chi-square describes the magnitude of the discrepancy between theory and observation. In this Chi-square test Yates correction is used when the value of observed frequency is less than 10. The formula is given as,



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$$X_2 = (|O_i - E_i|)^2$$

E_i

Power of Association Test:

If calculated value (cal) > X_2 table value the Null hypothesis is rejected and it is interpreted that the two variables are associated with each other. This chi-square test is strong one for determining the existence of association between two variables.

3.4.4.3. Correlation:

Correlation means that between two series or a group of data there exists some casual connection. When higher magnitudes on one thing occur along with higher magnitudes on another and the lower magnitudes on both also co-occur, then the things vary together positively, and we denote this situation as positive co variation or *positive correlation*. When higher magnitudes on one thing occur along with lower magnitudes on another and vice-versa, , then the things vary negatively, we denote this situation as negative correlation

Therefore the correlation between x and y is given by the formula,

$$r = \frac{\sum dx dy}{\sqrt{\sum dx^2 * \sum dy^2}}$$

where r = correlation co-efficient,

$$dx = x - \bar{x} \quad (\bar{x} = \text{mean } x)$$

$$dy = y - \bar{y} \quad (\bar{y} = \text{mean } y)$$



Chapter –IV 4.1 Discussion and Results

CORRELATION

AIM:To find out the relationship between method of communication and opinion regarding the communication channel in the organization.

GIVEN VARIABLES:

Method of communication (X): 55 45 20

Opinion regarding communication (Y): 35 48 37

Calculation

X	dx=x-x	Dx ²	Y	Dy=y-y	Dy ²	dx dy
55	15	225	35	-5	25	-75
45	5	25	48	8	64	40
20	-20	400	37	-3	9	60
120	0	650	120	0	98	25

$N \sum dx dy - \sum dx \sum dy$

$r = \frac{\sum dx dy - \frac{\sum dx \sum dy}{N}}{\sqrt{\sum dx^2 - \frac{(\sum dx)^2}{N}} \sqrt{\sum dy^2 - \frac{(\sum dy)^2}{N}}}$

$\frac{3(25) - (0)(0)}{\sqrt{3(650) - (0)^2} \sqrt{3(98) - (0)^2}}$

$\frac{75}{\sqrt{1950} \sqrt{294}}$

$\frac{75}{\sqrt{571500}}$

$\frac{75}{75}$

1



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$$= \frac{\dots}{\dots}$$

$$\sqrt{1950} \quad \sqrt{294}$$

75

$$= \frac{\dots}{\dots}$$

$$44.15 \times 17.146$$

75

$$= \frac{\dots}{\dots}$$

756.99

$$r = 0.099$$

Conclusion: Since the correlation value is positive, so there is positive correlation. There is a relationship between method of communication and opinion regarding the communication channel in the organization.

Chi-square

AIM: To find out the relationship between getting information from superior and employees are highly motivated through channels.

STEP: 1

Null hypothesis: Ho: There is no significant difference between getting information from superior and employees are highly motivated through channels.

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Alternative Hypothesis:H1: There is a significant difference between getting information from superior and employees are highly motivated through channels.

Getting information from superior : 75 45

Employees are highly motivated through channels : 45 40 35

TABLE NO:

Getting information from superior	Yes	No	Total
Employees are highly motivated through channels			
Agree	20	25	45
Disagree	30	10	40
Neither disagree	25	10	35
Total	75	45	120

STEP: 2Calculation

	Yes	No	Total
Agree	28.12	25	3
Disagree	21.87	16.87	22
Neither disagree	15	13.12	78
Total	75	15	120

STEP: 3

O	E	O-E	(O-E) ²	X ² =(O-E) ² /E
20	28.15	-8.12	65.93	2.34
25	25	0	0	0
30	21.87	8.13	66.09	3.02
10	16.87	-6.87	47.19	2.79

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25	15	10	100	6.66
10	13.12	-3.12	9.73	0.74
Total				27.3

STEP: 4

Conclusion: Degree of freedom $v = (r-1) (c-1)$

$$= (3-1) (2-1)$$

$$= (2) (1)$$

$$v = 2$$

STEP: 5

$$\chi^2 (0.05) (2) = 4.74$$

$$\text{Here } \chi^2 = 15.55$$

$$\chi^2_{\text{cal}} > \chi^2_{\text{tab}}$$

$$\chi^2_{\text{cal}} (15.55) > \chi^2_{\text{tab}} (4.74)$$

Hence H1 is accepted

Conclusion: We reject the null hypothesis and we accept the alternative hypothesis. H1 is accepted, so there is a relationship between getting information from employer and Customer are highly motivated through channels.

Interval Estimation

AIM; To find out the adequate communication received from the company.

GIVEN DATA:



P = States the number of respondents who has given Yes.

Q = States the number of respondents who has given No.

N = Number of respondents.

Formula:

$$P \pm 1.96 \sqrt{pq} / n$$

$$p = 80$$

$$q = 40$$

$$n = 120$$

$$p = 80/120 = 0.666$$

$$q = 40/120 = 0.333$$

$$0.666 \pm 1.96 \sqrt{0.666 \times 0.333} / 120$$

$$0.666 \pm 1.96 \sqrt{0.2217} / 120$$

$$= 0.666 \pm 1.96 \times 0.0425$$

$$= 0.7493, 0.5827$$

Conclusion: The adequate communication received from the company lies between 0.7493 to 0.5827

Chapter - V

5.1 Findings

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- 33% of the respondents are in between the age group of 26-35.
- 67% of the respondents are male, 33% of the respondents are female.
- It is found that 42% of the respondents are married, 58% of the respondents are single.
- It is found that 50% of the respondents are getting salary 4000 – 6000 in the organization.
- It is found that 33% of the respondents are educated up to higher .secondary.
- It is found that 54% of the respondents are said formal communication is provided by the organization.
- It is found that 46% of the respondents are said Face to Face conducted by the management.
- It is found that 40% of the respondents are said fair regarding the communication channel in the organization.
- It is found that 54% of the respondents are agreed towards job matches with their skills.
- It is found that 67% of the respondents are having adequate communication received from the company.
- It is found that 42% of the respondents are expecting formal communication from their superior.
- It is found that 63% of the respondents are strongly agreed that the relationship between employer and customer is good.
- It is found that 62% of the respondents are getting information or orders from their superior related to job.
- It is found that 52% of the respondents are having proper channel to express their queries and needs to employer.



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- It is found that 52% of the respondents are said queries are accepted and solved by employer immediately.
- It is found that 52% of the respondents are said queries are accepted and solved by employer immediately.
- It is found that 67% of the respondents are sometimes having freedom to take decision on job.
- It is found that 58% of the respondents are highly satisfied with the meeting conducted by the organization daily.
- It is found that 54% of the respondents are satisfied with the electronic media of communication.
- It is found that 67% of the respondents are having guidelines for perform well in their job.
- It is found that 36% of the respondents are agree with the motivation is provided by the proper instruction through channels.
- It is found that 62% of the respondents are having immediate feedback for their performance.
- It is found that 58% of the respondents are satisfied with the feedback given by the employer through channels.
- It is found that 58% of the respondents are having freedom to express ideas with their employer.
- It is found that 40% of the respondents are agreeing that informal channel encourages customer to perform their job.
- It is found that 54% of the respondents are suggested that organization needs to improve in supervising and guiding.



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5.2 Suggestions

- ✓ The customer has to create an environment that encourages others to work together.
- ✓ He has to treat everyone equally and don't play favorites and also avoid talking about others behind their backs.
- ✓ The customers have to take a step beyond simply bringing people together, and become someone who resolves conflicts when they arise. He has to learn how to be an effective mediator to sit down with both particles and help sort out their differences.
- ✓ The customer should pay close attention to both what you say and how you say t. a clear and effective communicator avoids misunderstanding
- ✓ The manager should provide the representatives, executives, technicians with fair and correct statement of all related information which enable them to operate effectively.
- ✓ The manager has to give training to the customer for better understanding of their role in industrial settings and satisfy the customer 'urge for self – expression, in order to promote enduring industrial peace, improved relations and increased co-operation.

5.3 Conclusion

Effective communication is such an important part of successful teams. When team members effectively communicate, they are well equipped to work through any team challenge or opportunity that comes their way. If you want to improve customer performance, think about your daily conversation with customer. No better opportunity exists to reinforce and help refine excellent customer performance. Effective communication requires awareness and a committed, co-operative effort among all

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people involved, so it is not always possible at the moment – unless all people voluntarily contribute these. It's also important for the employer to keep confidential any personal problems customer bring to you and anything anyone tells you in confidence. The only exception to this practice would be when keeping quiet involves breaking the law or company policy. Training in effective communication should always be available to team leaders, supervisors and managers. Communication materials and support should be provided to managers, supervisors and team leaders as appropriate. The researcher has provided suggestion to improve effective interpersonal communication in the organization. If the employer adopt and implement such suggestion will improve interpersonal communication, co-operation, morale, teamwork between employer and customer.

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