



Employees' Response and Satisfaction Against Marketing Strategies of Cellular Service Providers: A Case Study of BSNL

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Abstract: Cellular service providers are facing marketing challenges to satisfy their customers in the light of cutthroat competition, new rivalries and changing market conditions. They are striving for their survival and steady growth. Employees' satisfaction is the key to success for any organization especially in this competitive world because they play an important role in formulating marketing strategies. On the other hand consumers are less aware of these marketing strategies adopted by cellular service providers. Bharat Sanchar Nigam Limited has being chosen for the study purpose, which is most trusted cellular service provider in India. The primary study has been conducted at entire 7 districts (Pauri, Tehri, Rudraprayag, Chamoli, Dehradun, Uttarkashi and Haridwar) of Garhwal region of uttrakhand state on 70 employees (10 from each district) of the organization. Employees' satisfaction has been analysed as per ranking of respondents. The study reveals that low cost strategy, place strategy and promotion strategy are the top most marketing mix strategies that provide satisfaction to employees'. All the marketing mix strategies have been found significantly associated with their respective employees' satisfaction.

Keywords: Regulatory Norms, Consumer Satisfaction, Telecom Services, Social Networking

Introduction

Maintaining sustainable growth of the market share and subscriber base is very important in cellular segment of telecom industry. For this purpose cellular service providers are using a lot of strategies to satisfy existing consumers in order to have prospective buyers. They are also considering all the 7Ps of service marketing mix in their marketing strategies. The successful marketing strategies are formulated through the right combination of services marketing mix, the 7Ps i.e. product, price, place, promotion, people, physical evidence and process. Therefore all these strategy are widely utilized by the cellular service providers to design, develop, differentiate and implement their marketing strategies. Sale and marketing managers as well as marketing executives' plays a vital role in formulation of marketing strategies therefore employees' decision in this perspective is imperative especially in this competitive world. Further their discernment about products and services offered by its organization also plays an important role in sustainability and growth. On the other hand consumers are less aware of these marketing strategies adopted by cellular service providers. Keeping these points in view this study has been conducted in Garhwal region of Uttarakhand state .Bharat Sanchar Nigam Limited has being chosen for study purpose, which is most trusted cellular service provider of our country India.

Significance of the study

The purpose of this study is to give the reader insight awareness about impact of marketing strategies adopted by cellular service providers operating in this highly competitive market on the other hand it will also assist the cellular service providers in monitoring and analyzing their marketing strategy . Moreover the purpose of this study is also to get a better understanding about the market of Garhwal region, in order to formulate a strategy for this market in better way. Increase in demand and the poor quality of existing telecommunications landline services, cellular service providers will be benefited from the research, the ways to improve their quality of service and to support more users in their system.

Review of related literature

As far as pre-research is concern, very few studies are being carried out in this field. Some of the related literatures have being studied, which are as follows.

Peter McBurney, et.al.(2002) in their article “Forecasting demand for new telecommunication services: an introduction” explained that while developing marketing strategies marketers should consider a fifth P i.e Permission along with conventional four Ps of marketing mix. Further this argument is supported by the fact that most of the telecom services of various countries has regulated this by telecommunications specific laws and agencies to more or less extent.

Sabu V. G. (2003) in his thesis entitled “A study on marketing strategies of BSNL in telecommunication services - A comparative study with private sector telecommunication service providers in Kerala” found that there is significant difference between the product differentiation strategies, pricing strategies of BSNL and private sector mobile telecom service providers in Kerala.

Reshma Doiphode (2011) in her study entitled “Marketing strategies of cellular phone companies in Nanded district” has made a small attempt to study the marketing strategies of cellular companies i.e. Vodafone and Idea in Nanded District (Head Office) of Maharashtra. It has been concluded that there is no significance difference between marketing strategies of IDEA and VODAFONE.

Nasit, Alpesh A., (2011) in their study entitled “An empirical study on marketing strategy of telecom sector in Gujarat state” explained promotion mix and product mix like advertising media, sales promotion offers, talk time scheme, GPRS/Internet, tariff/ call charges, and value added services were mostly affecting on buying decision making process of customers.

Sathish M. et al. (2011) in their study entitled “A study on consumer switching behaviour in cellular service provider - a study with reference to Chennai” found that call rates is the main factor that plays most important role in switching the service provider whereas other factors like network coverage, value added service, Consumer care and advertisement plays the least important role. They further suggest that cellular service providers must focus more on increasing network stability, setting tariff rate while the managers of cellular service providers must concentrate on building corporate image in order to increase loyalty among these consumers.

Sarika. R. Lohana (2012) in her research paper entitled “Customer respond and satisfaction against marketing strategies of selected cellular service providers in Nanded city” studied customer’s marketing strategies awareness and their perception against marketing strategies of cellular services and concluded that customers are much more about marketing strategies of AIRTEL compare to BSNL cellular service provider in Nanded city of Maharashtra.

Kavaldeep Dixit and Neha Jain (2014) in their study entitled topic “Analysis of marketing strategies of idea cellular as perceived by its employees” concluded that customers switched from Idea to competitors because of weak network and high rates of VAS. Idea employees perceived that their organization focused on advertisement, direct marketing, personal selling, and events to drive sales. These tools influenced customers purchase decision and thus bought sales and revenue to company.

Chang-Gyu et al.(2014) in their study entitled “ Marketing strategy on social commerce based upon marketing mix” studied the factors of the marketing mix in the context of social commerce for building marketing strategies and concluded that there is significant differences in s-commerce sales in terms of the type of product and price-related factors.

Ravi Sarathy, Elitsa.R.Banalieva (2014) in their article entitled “ Economic development and marketing strategies: A comparative lens” have analyzed the opportunities and challenges that emerging market companies faces under socialistic and capitalistic economy in terms of deploying various marketing strategies and finally suggest that companies can adapt to the evolution from socialism to capitalism in their countries through the implementation of more sophisticated marketing strategies that can ensure a sustainable competitive advantage.

Tej Singh , Akshay Kumar Satsangi (2015) in their study entitled “Consumer satisfaction in Indian telecom industry: A case study of Bharti Airtel” concluded maximum satisfaction of consumers is from social networking services provided by Bharti Airtel at Agra. Finally explained that maximum consumer were satisfied because most of them uses service like short message services, chatting, downloading, 3G services, scheme/plan, mode of payment, recharge options and customer care services etc.

Hypothesis: Ho1. Employees’ satisfaction and marketing strategies of BSNL as perceived by employees are independent to each other.

Research methodology

Following research methodology is used to make the study more authentic and scientific:

Data collection: Researchers have gone through various newspapers, magazines, journals, periodicals, concerned websites and books etc for secondary sources. The study is based on primary data that have been collected through a self-structured questionnaire.

Sample size: The researchers have selected sample size of 70 employees (10 from each district) of the Bharat Sanchar Nigam limited. Seven districts (Pauri, Tehri, Rudraprayag, Chamoli, Dehradun, Uttarkashi and Haridwar) of Garhwal region of uttrakhand state have being selected for the study.

Sampling techniques: The researchers have used convenience sampling method for the study. For convenience and reliability 5- point scale is used which is further converted into 3-point scale i.e. Low, Medium and High based on their respective weight. On the other side, adoption level of marketing strategies by the selected company has been analyzed on the basis of two attributes i.e. Low and High level.

Statistical tools: Percentage and chi-square have been used as statistical tool.

Data analysis and interpretation

The researchers have collected data of employees’ satisfaction against marketing strategies on 5- point scale further converted into 3-point scale i.e. Low, Medium and High based on their respective weight . On the other side, adoption level of marketing strategies by the selected company has been analyzed on the basis of two attributes i.e. Low and High level. The researchers have further ranked 7 p’s marketing-mix strategies with their corresponding adoption level in two attributes high and low. Each selected strategy has been analysed to test the above stated null hypothesis by applying chi-square test for which the description is as follows:

Ho1.1 Employees’ satisfaction and low cost marketing strategy adopt by cellular service providers are independent to each other.

TABLE NO.1

LOW COST STRATEGY

		SATISFACTION LEVEL							
		LOW	%	MEDIUM	%	HIGH	%	TOTAL	%
ADOPT LEVEL	LOW	18(12)	25.71	1(5)	1.4	1(4)	1.43	20	29
	HIGH	23(29)	32.86	15(11)	21	12(9)	17.1	50	71
	TOTAL	41	58.57	16	23	13	18.6	70	100

The expected frequencies are in the brackets.

The table no 1 reveals that out of 70 employees 20 (29%) officers perceived that BSNL adopt low cost strategy for marketing its services at low level so as to gain maximum subscriber base and out of these 20 officers 18(26%), 1(1%) and 1(1%) were less, average and strongly satisfied by this strategy respectively on the other hand 50 (71%) officers out of 70 perceived that BSNL adopt the same strategy at high level and out of these 50 officers 23(33%), 15(21%) and 12 (17%) officers were less, average and strongly satisfied by low cost strategy respectively, The table value of chi-square at 5% significance level and on 2 degrees of freedom is 5.99, which is less than the calculated value (11.40).

After comparing both the values, the above null sub hypothesis has been rejected and one can conclude that there is significant relationship between consumers' satisfaction and low cost strategy adopt by BSNL.

Ho2. Employees' satisfaction and product differentiation strategy adopt by cellular service providers are independent to each other.

		Satisfaction Level							
		Low	%	Medium	%	High	%	Total	%
Adopt Level	Low	19(14)	27.1	7(8)	10	6(10)	8.6	32	46
	High	12(17)	17.1	10(9)	14	16(12)	23	38	54
	Total	31	44.3	17	24	22	31	70	100

The expected frequencies are in the brackets.

The table no 2 reveals that out of 70 employees 32(46%) officers perceived that BSNL adopt product differentiation strategy for gaining subscriber base at low level, out of these 32 officers 19(27%), 7(10%) and 6(9%) were less, average and strongly satisfied by this strategy respectively on the other hand 38 (54%) officers out of 70 perceived that BSNL adopt the same strategy at high level and out of these 38 officers 12(17%), 10(14%) and 16 (23%) officers were less, average and strongly satisfied by this strategy respectively, The table value of chi-square at 5% significance level and on 2 degrees of freedom is 5.99, which is less than the calculated value (6.19). After comparing both the values, the above null sub hypothesis has been rejected and one can conclude that there is significant relationship between consumers' satisfaction and product differentiation strategy adopt by BSNL.

Ho3. Employees' satisfaction and distribution (place) strategy adopt by cellular service providers are independent to each other.

		Satisfaction Level							
		Low	%	Medium	%	High	%	Total	%
Adopt Level	Low	19(14)	27.1	7(8)	10	5(10)	7.1	31	44
	High	12(17)	17.1	10(9)	14	17(12)	24	39	56
	Total	31	44.3	17	24	22	31	70	100

The expected frequencies are in the brackets.

The table no 3 reveals that out of 70 employees 31(44%) officers perceived that BSNL adopt convenient strategy for availability of product at a right place and right time to the customers as a place strategy at low level for gaining subscriber base and out of these 31 officers 19(27%), 7(10%) and 5 (7%) were less, average and strongly satisfied by this strategy respectively on the other hand 39(56%) officers out of 70 perceived that BSNL adopt the same strategy at high level and out of these 39 officers 12(17%), 10(14%) and 17 (24%) officers were less, average and strongly satisfied by this strategy respectively. The table value of chi-square at 5% significance level and on 2 degrees of freedom is 5.99, which is less than the calculated value (7.84). After comparing both the values, the above null sub hypothesis has been rejected and one can conclude that there is significant relationship between consumers' satisfaction and distribution (place) strategy adopt by BSNL.

Ho4. Employees' satisfaction and promotional strategy adopt by cellular service providers are independent to each other.

Table No. 4		Promotion Strategy							
		Satisfaction Level							
		Low	%	Medium	%	High	%	Total	%
Adopt Level	Low	18(13)	25.7	7(7)	10	5(10)	7.1	30	43
	High	12(17)	17.1	10(10)	14	18(13)	26	40	57
	Total	30	42.9	17	24	23	33	70	100

The expected frequencies are in the brackets.

The table no 4 reveals that out of 70 employees 30 (43%)officers perceived that BSNL adopt promotional strategy at low level in its marketing mix strategy for gaining subscriber base and out of these 30 officers 18(26%), 7(10%) and 5(7%) were less, average and strongly satisfied by this strategy respectively on the other hand 40 (57%)officers out of 70 perceived that BSNL adopt the same strategy at high level and out of these 40 officers 12(17%), 10(14%) and 18(26%) officers were less, average and strongly satisfied by this strategy respectively. The table value of chi-square at 5% significance level and on 2 degrees of freedom is 5.99, which is less than the calculated value (7.81). After comparing both the values, the above null sub hypothesis has been rejected accepted and one can conclude that there is significant relationship between consumers' satisfaction and promotional strategy adopt by BSNL.

Ho5. Employees' satisfaction and physical evidence strategy used by cellular service providers are independent to each other.

Table No.5		Physical Evidence Strategy							
		Satisfaction Level							
		Low	%	Medium	%	High	%	Total	%
Adopt Level	Low	15(10)	21.4	5(7)	7.1	6(9)	8.6	26	37
	High	11(16)	15.7	15(13)	21	18(15)	26	44	63
	Total	26	37.1	20	29	24	34	70	100

The expected frequencies are in the brackets.

The table no 5 reveals that out of 70 employees 26 (37%) officers perceived that BSNL adopt physical evidence strategy in its marketing strategy at low level for gaining subscriber base and out of these 26 officers 15 (21%), 5(7%) and 6 (9%) were less, average and strongly satisfied by this strategy respectively on the other hand 44 (63%)officers out of 70 perceived that BSNL adopt the same strategy at high level and out of these 44 officers 11 (16%), 15(21%) and 18(26%) officers were less, average and strongly satisfied by this

strategy respectively. The table value of chi-square at 5% significance level and on 2 degrees of freedom is 5.99, which is less than the calculated value (7.48). After comparing both the values, the above null sub hypothesis has been rejected and one can conclude that there is a significant relationship between consumers' satisfaction and physical evidence strategy adopt by BSNL.

Ho6. Employees' satisfaction and people strategy used by cellular service providers are independent to each other.

Table No.6		People Strategy							
		Satisfaction Level							
		Low	%	Medium	%	High	%	Total	%
Adopt Level	Low	17(12)	24	6(9)	9	7(9)	10	30	43
	High	11(16)	16	15(12)	21	14(12)	20	40	57
	Total	28	40	21	30	21	30	70	100

The expected frequencies are in the brackets.

The table no 6 reveals that out of 70 employees 30 (43%) officers perceived that BSNL adopt people strategy for marketing its products and services at low level in order to gaining subscriber base and out of these 30 officers 17(24%), 6(9%) and 7(10%) were less, average and strongly satisfied by this strategy respectively on the other hand 40 (57%) officers out of 70 perceived that BSNL adopt the same strategy at high level and out of these 40 officers 11(16%), 15(21%) and 14 (20%) officers were less, average and strongly satisfied by this strategy respectively. The table value of chi-square at 5% significance level and on 4 degrees of freedom is 5.99, which is less than the calculated value (6.17). After comparing both the values, the above null sub hypothesis has been rejected and one can conclude that there is a significant relationship between consumers' satisfaction and people strategy adopt by BSNL.

Ho7. Employees' satisfaction and process strategy used by cellular service providers are independent to each other

Table No.7		Process Strategy							
		Satisfaction Level							
		Low	%	Medium	%	High	%	Total	%
Adopt Level	Low	19(14)	27	6(10)	9	7(9)	10	32	46
	High	11(16)	16	15(11)	21	12(10)	17	38	54
	Total	30	43	21	30	19	27	70	100

The expected frequencies are in the brackets.

The table no 7 reveals that out of 70 employees 32(46%) officers perceived that BSNL adopt consumers' convenient process strategy at low level for gaining subscriber base and out of these 32 officers 19(27%), 6(9%) and 7(10%) were less, average and strongly satisfied by this strategy respectively on the other hand 38(54%) officers out of 70 perceived that BSNL adopt the same strategy at high level and out of these 38 officers 11(16%), 15(21%) and 12 (17%) officers were less, average and strongly satisfied by this strategy respectively. The table value of chi-square at 5% significance level and on 2 degrees of freedom is 5.99, which is less than the calculated value (6.84). After comparing both the values, the above null sub hypothesis has been rejected and one can conclude that there is a significant relationship between consumers' satisfaction and process strategy adopt by BSNL.

Conclusions and suggestions

It is concluded that employees are satisfied with the low cost strategy adopted by BSNL. They perceived that low cost strategy is helpful in gaining subscribers base. Employees are satisfied with this strategy adopt and there is a strong relationship between low cost strategy and employees satisfaction. Since looking that satisfaction, BSNL should consider this strategy to penetrate into the target market that can bring more revenue to the organisation.

It can also be concluded that there is strong association between employees satisfaction and product difference strategy adopt by BSNL .They perceived that product differentiation strategy adopt by BSNL helps in gaining subscriber base and the target market. It is also found that product differentiation strategy is less associated in comparison of low cost strategy. Since looking that satisfaction, BSNL should also consider this strategy to penetrate into the target market that can bring more revenue to the organisation.

It found that there is strong association between employees satisfaction and place strategy adopt by BSNL .They perceived that place strategy adopt by BSNL helps in gaining subscriber base and the target market. It is also found that place strategy is more associated in comparison of product differentiation strategy but less than low cost strategy. The consumers are using various recharge options available in the market. Now consumers are recharging from their mobile. Therefore, the company should open more ways to recharge even at the time when retailers are not available. Customer care services need to be improved as compared to earlier times. The company should take adequate steps and recruit reliable employees to serve its consumers in a better way. Since looking that satisfaction BSNL should also consider this strategy to penetrate into the target market that can bring more revenue to the organisation.

It is drawn that there is strong association between employees satisfaction and promotional strategy adopt by BSNL .They perceived that promotional strategy helps in gaining subscriber base and the target market. It is also found that promotional strategy is less associated in comparison of place strategy but more than product differentiation strategy. BSNL company should encourage sales promotion activities as consumers are also using ‘chatting’ facility on their mobile and also some event programs to motivate consumers to use more chatting. Since looking that satisfaction, the BSNL should also consider this strategy to penetrate into the target market that can bring more revenue to the organization.

It can also be concluded that there is strong association between employees satisfaction and physical evidence strategy adopt by BSNL. As per physical evidence BSNL provide internet facility service on the mobile and various apps can be downloaded on mobile to use other services, therefore employees of BSNL perceived that internet users have been increased in number and demand for downloading data also create opportunity for the company. Especially young generation is using so much for various purposes with educational and government sites also and some organisations force to see websites and submit their requirements online only. In all over they perceived that physical evidence strategy also helps in gaining subscriber base and the target market. It is also found that physical evidence strategy is less associated in comparison of place strategy, promotional strategy and low cost strategy but more than product differentiation strategy. Since looking that satisfaction, the BSNL should also consider this strategy to penetrate into the target market that can bring more revenue to the organization.

It is concluded that there is strong association between employees satisfaction and people strategy adopt by BSNL .They perceived that people strategy adopt by BSNL helps in gaining subscriber base and the target market. It is also found that people strategy is less associated in comparison of all other but BSNL should also consider this strategy to penetrate into the target market that can bring more revenue to the organization.

It is finally concluded that there is strong association between employees satisfaction and process strategy adopt by BSNL .They perceived that process strategy adopt by BSNL helps in gaining subscriber base and the target market. It is also found that process strategy is less associated in comparison of all other strategy except product differentiation strategy. Since looking that satisfaction, the BSNL should also consider this strategy to penetrate into the target market that can bring more revenue to the organization.

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