Indian Management

Vol.32, No. 1, January 1993 A JOURNAL OF THE ALL INDIA MANAGEMENT ASSOCIATION Rs. 10

Bias In Senior's Attitude

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Although every employee is a decision-maker in his own way, the attitudes of seniors/bosses are significant. Superiors are important because their decisions have wide repercussions on more number of employees serving an organisation. High job satisfaction, better job performance and higher productivity are some of the indicators of healthy and positive attitudes whereas high turnover, huge rejections, waste and losses, more grievances and conflicts, frequent strikes, lockouts, gheraos, low morale and motivation of employees, absenteeism and high rate of accidents etc. are some of the indicators of negative and unhealthy attitudes. Positive attitudes and values of superiors play a significant role for conducive growth of its employees, organisational climate and survival of an organisation on long term basis.

Each human being is born as something new, something that never existed before. Each person has his own unique personality and a unique way of perceiving the world and responding accordingly. By the time a child becomes a full grown adult, he develops certain cognitions and response preferences which set his behaviour in distinct ways. Despite all the unique and distinct personality, he has some similarity with others in terms of beliefs, values and attitudes due to the influence of socialisation and cultural adaptations. To a careful observer, these provide an opportunity to predict his pattern of behaviour with respect to particular objectives and situations. Our beliefs, values and attitudes are shaped by culture, sub cultures, social class, reference group, fact-to-face group, family, demographic factors, organisational climate and surrounding environment in which we live and interact. Attitudes are acquired and are the outcome of social learning and socialisation practices.

The diversity of cultural values, beliefs, habits, traditions exerts profound influence on managerial relations. Patterns of respect, awe, contempt and deference are deep seated. What is thought desirable or worthy in life will influence interpersonal relations. The values an individual holds about different things, events and situations in life constantly affect his choices, which in turn, influence decisions.

Bias in attitude may stem from caste, colour, creed and differences in personality makeup. Each human being carries attitudinal bias in some form or the other. Bias can not be eliminated completely because it is very difficult to become a thorough rationalist in life. This article attempts to establish whether Indian managers carry bias, subsequent repercussions on career prospects of subordinates and their personal correlates thereof.

A Subject of Research

A study involving public and private sector organisations, 22 in all (11 public & 11 private) located at Calcutta, Bokaro, Ranchi, Tatanagar, Hardwar, Bangalore, Hyderabad, Nasik, Faridabad, Chandigarh, Bhopal and Bombay was carried out. Majority of the organisations surveyed were manufacturing units dealing in consumer durables, non-durables and industrial products. Managers working at lower, middle, top levels of management and serving in different functional areas were selected. Due to uncertainty of managers' response, no particular sampling technique was followed in the selection of managers. In order to distribute questionnaires

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in an organisation, a known person working in managerial cadre of the organisation, was approached to work as an investigator on behalf of the researcher. The investigator was instructed that he should not pick up respondents belonging to one State only. On the other hand, he should try to give representation to managers belonging to different States of India. A minimum of 3 respondents and maximum of 10 respondents were selected from each State. Where the number of respondents belonging to a particular State fell below 3, the investigator was directed to include them also in the survey.

The questionnaire was pretested on 10 managers working at different levels in Ludhiana based organisation. Necessary modifications were made on the basis of their comments and suggestions. After making changes in design and layout, 490 questionnaires were despatched to respective investigators. A covering letter containing purpose of the study with necessary instructions was attached to each questionnaire. 144 managers (29.4%) returned filled-in questionnaires, out of which 85 managers were serving Public sector and 59 Private sector companies.

In order to know the attitudinal bias of superior, a non-disguised question was asked which is reproduced below :

Your senior has a soft corner for

i) A particular community ☐
ii) A group of individuals ☐
iii) A particular individual ☐
iv) None in particular ☐

In case your answer is (i), (ii), or (iii), do you think this may affect your job/career or of your colleagues ? Yes/No

The responses were computed on simple percentage basis. The responses of those managers who admitted the existence of superior's attitudinal bias were analysed in terms of their personal correlates such as age, education, marital status, nature of job, work experience, salary, job mobility, social background and further subjected to statistical treatment of Critical Ratio (CR) analysis to establish correlations.

Data Analysis

The response of the managers to the above cited question is given in Table-I.

Table - I

Bias In Senior's Attitude *(N=144)

Sector	Senior's bias towards											
	Community		Group		Individual		Bias		Unbiased		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Public (n=83)	13	15.66	19	22.89	8	9.64	40	48.19	43	51.81	83	100
Pvt (n=58)	5	8.62	5	8.62	3	5.17	13	22.41	45	77.59	58	100
Total (N=141)	18	12.76	24	17.02	11	7.80	53	37.58	88	62.42	141	100

* 3 respondents did not reply

Table-I shows that 37.58% managers admit that their superiors carry bias in their attitude whereas 62.42% managers deny such a feeling. It means bias does exist in the minds of superiors but it is not dominant.

48.19% managers serving PSUs claim that their superiors carry bias either towards a community (15.66%) or group of people (22.89%) or particular individuals (9.64%) whereas, 22.14% managers serving private sector admit that their superiors carry biased feelings towards a particular community (8.62%), group of people (8.62%) and certain individuals (5.17%). Comparing bias between public & private sector managers in terms of their overall response as well as community, group, individuals, the critical ratios are 3.11 (significant at .01 level of confidence), 1.23 (insignificant), 2.22 (significant at .05 level of confidence) and 0.97 (insignificant) respectively. It shows the bias in superior's attitude is comparatively more among public sector managers. Again PSUs managers carry biased feelings more towards particular group of people.

Effect of Attitudinal Bias

Only 50 respondents replied to this question. The effect of attitudinal bias of superiors is given in Table-II.

Table - II

Effect of Superior's Attitudinal Bias * (N-141)

Sector	May affect career		No effect on career		Total	
	No.	%	No.	%	No.	%
Public (n=83)	24	28.92	13	15.66	37	44.58
Pvt. (n=58)	10	17.24	3	5.17	13	22.41
Total (N=141)	34	24.11	16	11.35	50	35.46

* 3 respondents did not reply

Table - II shows that only 24.11% managers admit that there is effect of attitudinal bias of superiors on their career prospects whereas 11.35% managers deny this charge. 44.58% managers serving PSUs admit that attitudinal bias among superiors may affect their job/career progression (28.92%) whereas 15.66% refute this charge. Again, 22.41% managers serving private sector units admit that attitudinal bias of their superiors may affect their career (17.24%) whereas 5.17% managers deny such repercussion on their career. It means irrespective of the sector of service, the effect of attitudinal bias of superiors on promotion prospects is there but it is not significant.

Attitudinal Bias & Personal Correlates

The response of managers who admit that their superiors carry attitudinal bias has been further classified in terms of their age, education, marital status, nature of job, work experience, salary, job mobility, social background etc. The analysis is given below :

Age

Out of 35.29% managers in the age group of 20-30 years, 28.23% and 7.06% managers are serving PSUs and private sector units respectively. Out of 34.21% in the age group of 30-40 years, 28.94% and 5.27% managers are serving PSUs and private sector respectively. Out of 50% managers in the age group of 40-50 years, 20% and 30% managers are serving in public & private sector respectively. Out of 33.33% managers in the age group of 50-60 years, all are serving in private sector only.

12.31% and 66.33% managers serving private sector are below 40 and above 40 years of age respectively. CR is 3.19 which is significant at .01 level of confidence. It shows that private sector managers above 40 years admit that attitudinal bias is present among their superiors.

Education Level

Out of 42.85% managers having qualifications below intermediate, 28.57% and 14.28% managers are serving PSUs and private sector units respectively. Out of 15.38% managers holding diploma in engineering 7.69% and 7.69% are serving PSUs and private sector respectively. Out of 42.68% graduate managers, 35.36% and 7.32% managers are serving PSUs and private sector units respectively. Out of 28.56% managers holding post graduate qualification, 14.28% and 14.28% are serving PSUs and private sector respectively. Out of 25% managers holding Ph.D. and above level qualification, all are serving private units.

71.62% and 14.28% managers holding qualifications below graduation and above graduation level respectively are serving in PSUs. CR is 2.10 which is significant at .05 level of confidence. It shows that PSU managers below graduation level, feel that their bosses carry discriminatory attitude towards subordinates.

Marital Status

Out of 29.26% single/bachelor managers, 26.83% and 2.43% managers are serving PSUs and Private units respectively. Again, out of 39.17% married managers, 26.80% and 12.37% managers are serving PSUs and private sector units respectively. It shows that irrespective of the sector of service, single/bachelor managers comparatively feel the presence of discriminatory attitude of their bosses.

Nature of Job

Out of 27.77% managers holding temporary/adhoc posts, 11.11% and 16.16% are serving public and private sector units respectively. Again, out of 37.50% managers holding permanent posts, 29.16% are serving public sector and 8.34% private sector respectively. It seems the fear of attitudinal bias is relatively more among those holding temporary posts in private sector. Again, it is felt comparatively more among PSU managers holding permanent posts.

Work Experience

Out of 32.78% managers, 27.87% and 4.91% managers holding less than 5 years experience, are serving PSUs and private units respectively. Out of 30.95% managers holding experience between 5-10 years, 26.19% and 4.76% managers are serving PSUs and private units respectively. Out of 50% managers holding experience between 10-15 years, 38.89% and 11.11% managers are serving PSUs and private units respectively. Out of 38.88% managers holding above 15 years experience, 11.11% and 27.77% managers are serving PSUs and private units respectively. It shows bias is observed comparatively more among PSU managers holding less than 15 years work experience whereas attitudinal bias is felt more among private sector managers holding more than 15 years experience.

Bias in attitude may stem from caste, colour, creed and differences in personality makeup. Each human being carries attitudinal bias in some form or the other. Bias can not be eliminated completely because it is very difficult to become a thorough rationalist in life. This article attempts to establish whether Indian managers carry bias, subsequent repercussions on career prospects of subordinates and their personal correlates thereof.

Emoluments

Out of 36.36% managers drawing emoluments below Rs. 3000/- per month, 21.21% and 15.15% managers are serving PSUs and private sector units respectively. Out of 34.32% managers drawing emoluments between Rs. 3000-4500, all are serving PSUs only. Out of 42.11% managers drawing emoluments between Rs. 4500-6000 per month, 26.32% and 15.79% are serving PSUs and private sector respectively. Out of 50% managers drawing emoluments between Rs. 6000-7500 per month, all are serving private units only. Out of 28.56% drawing emoluments above Rs. 7500/- per month, 14.28% and 14.28% managers are serving PSUs and private units respectively. It shows that PSU managers drawing emoluments between Rs. 3000-4500 express the discriminatory attitude of their superiors.

15.15% and 80.06% managers drawing emoluments below Rs. 4500 per month and above Rs. 4500/- per month are serving private units. CR is 2.58 which is significant at .01 level of confidence. It shows that those managers serving private sector and drawing emoluments above Rs 4500/- per month feel the presence of discriminatory attitude of their superiors.

30.93% and 64.28% managers drawing emoluments below Rs. 6000/- per month and above Rs. 6000/- per month respectively are serving private units. CR is 2.34 which is significant at .05 level of confidence. It shows private sector managers drawing emoluments above Rs. 6000/- per month feel the presence of attitudinal bias in their seniors.

Job Mobility

Out of 44% managers, 40% and 4% managers serving PSUs and private sector respectively have not changed their first organisation so far. Out of 32.18% mobile managers, 19.54% and 12.64% managers have been serving PSUs and private sector units respectively. It shows that PSUs managers having no mobility in their service career comparatively feel the presence of discriminatory attitude of their superiors.

Social Background

Out of 30.52% managers, 22.10% and 8.42% managers having urban background are serving PSUs and private units respectively. Out of 51.72% managers having rural background, 41.38% and 10.34% are serving PSUs and private units respectively. It shows PSU managers having rural background feel that their bosses carry attitudinal bias.

30.52% and 51.72% managers are having urban and rural background respectively. CR is 2.08 which is significant at .05 level of confidence. It shows those having rural background feel that their bosses carry discriminatory attitude towards subordinates.

Conclusions

The above discussion leads to the conclusion that attitudinal bias does exist in the minds of Indian managers but it is not predominant. Superior's bias is observed relatively more among PSU managers compared to private sector managers. Again, PSU managers carry prejudiced feelings more towards particular group of people rather than a particular community or a person. It has also been observed that the effect due to attitudinal bias is there on career prospects of Indian managers irrespective of their sector of service but it is insignificant.

PSU managers who feel that their bosses carry discriminatory attitude towards subordinates are below graduation level, single/bachelor, holding permanent posts, having less than 15 years work experience, drawing emoluments between Rs. 3000-4500/- P.M., have no mobility in service and possess rural background.

Private sector managers who feel that their bosses carry attitudinal bias in their minds are above 40 years, single/bachelor, holding temporary/adhoc posts, having more than 15 years work experience, drawing emoluments above RS. 4500/- P.M., possess rural background.

The study reveals that those subordinates who feel that their superiors carry attitudinal bias are serving in lower and middle management positions in PSUs whereas in private sector, they seem to be senior and top level persons, highly experienced and salaried personnel. ■

Industrial Services In India

Prof. Ramanuj Majumdar*

Services constitute the fastest growing sector of the world economy. They are gaining importance not only in advanced countries, but even in developing countries. In India, during 1991, approximately 40% of GNP came from services and out of that 3-5% of the GNP was generated from various industrial services. As services constitute a sizeable percentage of the GNP the immediate need is to try to increase productivity in this sector. Many studies have been carried out so far in the western markets regarding the role of services in business. The main objective of this research study is to ascertain the perception of services among industrial product marketers in a developing country such as India in comparison with advanced countries. In order to make a meaningful comparison with the situation in any industrial country two parameters were selected as follows :

- Indian companies with a foreign ownership.
- Bombay based companies which possess a westernised outlook.

In other words these two parameters represent the Western countries' perspective.

Research Methodology

A total of 250 different companies all over India were initially selected from the membershiplist of the Indo-German chamber of commerce and the Kothari's Directory of industrial companies in India. Each company was given a structured questionnaire to record its opinion on the various issues examined. Out of the 250 companies approached, 56 replied. Thus, there was a response of approximately 22 percent. The various industries approached have been listed with respect to the following : area of activity, location of the registered office and the type of ownership pattern.

Table 1 : Profile of sample respondent

a) Area of activity	
Industry	**Number**
Engineering/machine tools	19
Chemical	17
Electric/Electronic	11
Others	9
Total	56
b) Location of the registered office	
City	**Number**
Bombay	26
Delhi	5
Calcutta	5
Madras	5
Bangalore	5
Others	10
Total	56
c) Type of ownership pattern	
Ownership	**Number**
100% Indian share	30
Foreign ownership	26
Total	56

Apart from these 56 valid responses obtained through questionnaires, personal interviews were also conducted. These interviews were necessary particularly at the initial stage when we were pre-testing the questionnaire.

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The sequence of questions used in the questionnaire is as follows. First we asked about the present and the future importance of various services offered by the company. Further, companies were asked to rate the importance of product attributes vis-a vis the importance of services both at present and for the future. Then we enquired about its own performance on a given list of service dimensions with their biggest competitor. The above set of questions are intended to examine the possible relationship between the performance and the importance attached to different servicing aspects. Finally each company was asked about the difficulties it faced in offering different types of services. The questionnaire was concluded with a question on the location of service.

Results

After pooling the responses from the survey an analysis was done to obtain the following results.

- 98% of the companies felt an increasing need of the importance of services.
- Subsequently, the companies were asked to state the present and the future importance of different services on a five point scale as follows : 1 = not important to 5 = very important. The results are shown in Table 2 below.

Table 2 : Importance of services

	Services	Response score
1.	Delivery reliability	4.47
2.	After Sales Service	4.46
3.	Response time for complaints	4.11
4.	Technical advice	3.90
5.	Prompt quotation	3.45
6.	Credit facility	3.43
7.	Regional Service Centres	3.37
8.	Discounts	2.90
9.	Custom made	2.61
10.	Hot line	2.48

Table 2 shows a scale of importance attached to different types of services. They show some interesting patterns. On the basis of the average response scores we can categorise the given services into three broad types namely, very important (items 1 to 3), important (items 4 to 7) and less/ not so important (items 8 to 10). It may be further observed that among various service aspects the reliability of the delivery and the after sales service attained almost the highest possible score (i.e. 4.47 points). In a country such as India where delays are quite common, reliable delivery is still the most important aspect for the customer. After reliable delivery the customer looks for better after sales service. Our results show exactly the same, i.e. after sales service rates second with 4.46 points. In other words, it means that a customer will not accept an industrial product unless there is an assurance of good after sales service. In addition to these two services, customers expect to receive a prompt response in the case of a complaint. And companies seem to agree with this. For instance, when we conducted personal interviews with companies, many were of the opinion that they have already implemented a system of a 24 hour response time. That is, any customer complaint will be handled within the above given time.

Among the next grade of important services, we found four distinct aspects. These were technical advice, prompt quotation, credit facility and regional service centre. It is found that technical advice obtained a score of 3.90 points. This obviously shows that any Indian company is keen to offer good technical advice to the customers. Similarly, prompt quotations obtained a score of 3.45 points. This may be interpreted as any industrial company's wish to make prompt quotations so as to attract its customer. Sometimes, this may help the customer to take quicker decisions in the finalisation of its contracts. Interestingly, the importance attached to credit facility had obtained an average score of 3.43. This perhaps shows that customers expect liberal payment terms from the company. The score for regional service centre with 3.37 points is somewhat surprising. We expected a higher value because, by opening up a network of regional offices an industrial company could come closer to its customer and thereby know the customer more intimately.

According to the participating companies, the most unimportant service was the 24 hour hot line facility. This scored 2.48. The underlying reason might be the poor telecommunication system available in the country. Or the companies are not willing to interact with their customers through such a device. Or many products do not require a round-the-clock service. The issue of tailor-made or custom made service did not receive a higher "importance" score. Most of the companies appear to offer standard products and hence the question of tailor-made service did not show very much significance. The study found that discounts had a score of 2.90 points. It shows that discounting does not really constitute a service dimension.

- When we look at the comparison between 100% Indian companies and Indian companies with a foreign ownership Table 3 shows the results.

Table 3 : Service Perception between 100% Indian vs. Foreign hold companies

Services	100% Indian share	Foreign ownership
1. Delivery time/ reliability	4.36	4.58
2. After Sales Service	4.30	4.62
3. Response time for compl.	3.93	4.29
4. Technical advice	3.68	4.12
5. Prompt quotation	3.26	3.64
6. Credit facility	3.46	3.40
7. Regional Service Centre	2.96	3.78
8. Discounts	2.69	3.11
9. Custom made	2.50	2.72
10. Hot line	2.17	2.79

Companies with a foreign ownership invariably attached a higher amount of importance for services rather than companies with 100% Indian share. This observation confirms the hypothesis that companies with a foreign ownership are more service oriented.

- When we look at the same phenomenon between companies headquartered in Bombay and those headquartered in other Indian cities, Table 4 shows some more interesting results.

Table 4 : Service Perception in Companies located in other cities in India vs. Bombay

	Other Indian Cities	Bombay
1. Delivery time/reliability	4.29	4.65
2. After Sales Service	4.27	4.65
3. Response time compl.	3.78	4.44
4. Technical advice	3.73	4.07
5. Prompt quotations	3.10	3.80
6. Credit facilities	3.17	3.69
7. Regional Service Centre	2.66	4.08
8. Discounting	2.80	3.00
9. Custom made	2.39	2.83
10. Hot line	2.06	2.90

Generally speaking we found that Bombay based companies seem to attach more importance to services. Also regional service centres are at a much higher level of importance in Bombay. When we observed the data in Table 3 and 4, we concluded that those companies with a foreign ownership which were based in Bombay are the most service oriented companies in India.

- Out of the 10 items of service facilities, companies had to choose 3 items that would assume greater importance in the near future. Table 5 shows the response pattern on this issue.

Table 5:Importance of Services in the Future

Service		Response
1.	Delivery reliability	76%
2.	After Sales Service	63%
3.	Technical advice	52%
4.	Response time for compl.	30%
5.	Credit facilities	28%
6.	Regional Service Centre	19%
7.	Discounts	15%
8.	Custom made	4%
9.	Hot line	4%
10.	Prompt quotations	2%

Corroborating our earlier findings, Table 5 also throw up items 1 to 3, as being the most important, items 4 to 7 as being important and items 8 to 10 as being not so important. Most of the companies were of the opinion that delivery reliability is the most important service (76%) in the near future. The importance of after sales service and technical advice came second and third respectively.

- As a separate issue, we had asked companies to state the kind of importance attached to the product and service facilities. The response obtained is shown in Table 6.

It is clear from the table that service does seem to be higher on the priority list, so far as the future is concerned vis-a-vis the product. Among the Bombay based companies too, services move up 8 percentage points against the product. Also they have a better present level of service as opposed to the average in India. Companies with a foreign ownership are nine percentage points ahead of the other Indian companies, suggesting that they have already tuned in to the industry's future requirements.

Table 6 : Importance attached to Product and service

	Present		Future	
All companies	Product	Service	Product	Service
	68%	32%	60%	40%
Bombay based companies	Product	Service	Product	Service
	65%	35%	57%	43%
Companies with a foreign ownership	Product	Service	Product	Service
	59%	41%	52%	48%

- The study asked each company to make a comparison of its service facilities with that of its biggest competitor. The five point rating scales used were 1 = very inferior to 5 = very superior (Table 7).

Table 7 : Self Assessment of different Services in comparison to the biggest Competitor

Services	Response score
1. After sales service	3.92
2. Technical advice	3.77
3. Response time for reclamation	3.73
4. Custom made	3.62
5. Regional service centre	3.46
6. Delivery reliability	3.39
7. Prompt quotations	3.22
8. Credit facilities	3.02
9. Discounts	2.72
10. Hot line	2.69

The difference between the highest and the lowest rank is smaller than the "importance" score obtained. The reason is, companies have very little knowledge concerning the competitor. The first three parameters have ranks similar to those in the importance rating. When we look at "delivery reliability" and "custom made" we find big differences in the relative scores. Interestingly delivery reliability ranks sixth here, although it attained the top rank on "importance" rating. This shows a degree of "lag". One reason for this which we heard during personal interviews is worth mentioning here : Many companies justified this "lag" as passing the buck to the transportation system which is owned by public sector and thus they have no control of it. The performance of custom made appears to be much better here than compared to its importance score. The reason might be that many companies in India still do not face much competition. They invariably enjoy a seller's market. The companies appear to have ranked this feature quite randomly-giving it a higher score than they meant to.

- The study aimed to find out the various difficulties which the companies faced in ensuring good service. Both in the questionnaire response and in the personal interviews, we found that the majority of companies did not mention any distinct difficulties or at least had not thought about it till now. That is why most of them gave neutral answers. Again, we found differences between 100% Indian companies and companies with a foreign ownership and between companies based in Bombay and companies based in other cities. Tables 8, 9 and 10 show the results.

As far as the question of difficulties faced is concerned none of the ten areas we suggested achieved a very high score. Only the first two viz, measurement/control and arrangement of full service contract got a reasonably high score. Others got a score around the neutral score of 3. The reason for this could be that companies that responded did not possess a servicing department and hence did not face difficulties !

Table 8:Difficulties in managing the Services

Difficulties	Response score
1. Measurement/Control of services	3.28
2. Arrangement of full service contract	3.21
3. Regional representatives all over the country	2.89
4. Skill/Behaviour of the employees	2.72
5. Pricing for services	2.71
6. Motivation of employees	2.66
7. Structure and organisation of service dept.	2.61
8. Equipment maintenance and repair services	2.52
9. Knowledge of Customer needs	2.32

Table 9 : Difficulties for Companies with 100% Indian Share vs. Foreign Ownership

Difficulties	100% Indian share	Foreign ownership
1. Measurement/Control of services	3.46	3.08
2. Arrangement of full service contract	3.45	2.95
3. Regional representatives all over the country	3.25	2.52
4. Skill/behaviour of employees	3.00	2.45
5. Pricing for services	2.98	2.45
6. Motivation of employees	2.77	2.54
7. Structure and organisation of service department	2.61	2.58
8. Equipment maintenance and repair	2.73	2.31
9. Knowledge of customer needs	2.22	2.43

Table 10 : Difficulties for Companies in other Indian Cities vs Bombay

Difficulties	Other Indian Cities	Bombay
1. Measurement/Control of services	3.29	3.27
2. Arrangement of full service contract	3.56	2.86
3. Regional representatives all over the country	3.30	2.48
4. Skill/Behaviour of employees	2.85	2.59
5. Pricing for services	3.14	2.28
6. Motivation of employees	2.77	2.55
7. Structure and organisation of service department	2.53	2.69
8. Equipment maintenance and repairs	2.76	2.28
9. Knowledge of Customer needs	2.44	2.20

- After enquiring about the service department locations, we obtained the following results as displayed in Table 11.

Table 11 : Location of the service department

	Location	Response
1.	Regional office	81%
2.	Manufacturing/Production	43%
3.	Sales	39%
4.	Dealer network	20%
5.	Distribution	20%
6.	Separate marketing wing	18%
7.	Top management	16%
8.	Research & Development	13%
9.	Independent organisation	4%

Table 11 shows that the location of services is mainly at regional offices (81%). Geographical location of service department, in relation to local customer needs has to be organised through a regional office. As expected this issue ranked first in priority. In the subsequent ranks, we find the location of servicing facilities in manufacturing and sales outlets get scores of 43% and 39% respectively. These two locations have to work closely in order to deliver the best customer service. During personal interviews we found that companies mentioned that the services department should be attached to the top management. This is to ensure the best possible quality of service to all customers. Surprisingly the questionnaire data did not quite show this trend. Only 16% of the companies said so. It is astounding that only 4% of the services are organised through independent professional organisations. If in the future, services have to assume a more important role for a company, then we feel there will be a need to develop independent professional service organisations.

Conclusion

Indian companies with a foreign ownership and companies with headquarters in Bombay are more service-oriented than those with 100% Indian share and located in other cities. When we take these two parameters as a representation for an industrialised country we must say that the perception of services in a developing country like India is still less important than in an industrialised country. Should an Indian company want a satisfied customer, it is imperative that industrial services need to be developed preferentially. Customers in India are becoming more aware and will only accept products having a satisfactory industrial service back up. ■