

ISSN: 0974-6080

A Peer-Reviewed Journal
Indexed in ProQuest, available at search.proquest.com
Impact Factor 6.841 from SJIF

VOLUME 12

NUMBER 1

JANUARY 2021

*Special Issue: Rethinking Business Strategies, Entrepreneurial Challenges and
Societal Values in a Changed Global Scenario*

PRESTIGE INTERNATIONAL JOURNAL OF MANAGEMENT AND RESEARCH

A Bi-Annual Journal Published by

**Prestige Institute of Management and Research,
Indore, M.P. India**

(An Autonomous Institution Established in 1994, Thrice Accredited by NAAC (UGC) with Highest Grade, now A++)

www.pimrindore.ac.in



Prestige International Journal of Management and Research

The International Journal provides a forum for interdisciplinary discussion and attempts to serve as a bridge between the scholar and the practitioner. The main aim is to keep readers abreast of developments and new techniques in all articles in any functional area of management. Empirical studies are desired especially from a comparative cultural point of view. Its ambit includes a clear focus on the practical problems and their effective solutions in business enterprises as well as socially oriented non-profit seeking organizations and institutions. The case studies, besides evaluative review of literature, are also included in the journal.

EDITORS

Dr. Yogeshwari Phatak
Dr. Murli Dhar Panga
Prof. Gopal Kag

Dr. R.K. Sharma
Dr. Ranjana Patel
Prof. Jitendra Patel

Dr. Alok Bansal
Dr. Sukhjeet Matharu

Editorial Advisory Board

Dr. Justin Paul, Professor, Rollins College-Florida University of Puerto Rico, USA

Dr. Serhii Harkusha, Vice-Rector, Poltava University of Economics Ukraine

Prof. Namjae Cho, School of Business, School of Technology Innovation and Management Hanyang University Seoul, Korea

Prof. Amulya Gurtu, Associate Professor, Cofrin School of Business University of Wisconsin- Green Bay, USA

Dr. Santosh Rangnekar, Professor, IIT, Roorkee

Dr. Alok Rai, Professor, Faculty of Management Studies, Banaras Hindu University, Varanasi

Prof. U.T. Rao, Chairperson, Incubator MICA, Ahmadabad

Dr. Karuna Jain, Director, NITIE, Mumbai

Dr. Karunesh Saxena, Professor, and Dean, Faculty of Management Studies, MLS University, Udaipur

Dr. Himanshu Pandey, Associate Professor, Maharashtra National Law University, Nagpur

Dr. V. K. Ahuja, Associate Professor, University of Delhi, New Delhi

Dr. Abad Ahmad, Former Prof. Vice-Chancellor, University of Delhi, Delhi-110 007.

Dr. Abdur Rab, Professor, BRAC, Dhaka – 1000, Bangladesh.

Prof. Dr. Benhgard Wilpert, Technische Universität Berlin, STU Berlin, Sekr, DO 303, Institute for Psychologie, Dovestra BE 1-5, 10587 Berlin.

Dr. Gary N. McLean, AHRD International Board Liaison and Past President, Professor and Coordinator, HRD Program, University of Minnesota, 1954, Buford Ave-Suite, 420, St. Paul, MN 55108, USA.

Dr. Khawaja Amjad Saeed, Former Pro-Vice-Chancellor, Founder Director, Institute of Business Administration, University of Punjab, Lahore, Pakistan.

Prof. Milan Zeleny, Professor of Management Systems, Fordham University, Faculty Center Graduate School of Business Administration, Lincoln Center Campus, 113, West 60th Street, New York, Y.Y. – 10023.

Dr. Pradip N. Khandwalla, Former Director, Indian Institute of Management, Vastrapur, Ahmedabad – 380 015.

Dr. Sushil, Professor, Department of Management Studies, Indian Institute of Technology, Hauz Khas, New Delhi – 110016.

PIMR GOVERNING BODY

Shri N. N. Jain

Founder President, Prestige Education Foundation, Indore

Dr. Davish Jain

Chairman, Prestige Education Foundation, Indore

Shri Dipin Jain

Vice -Chairman, Prestige Education Foundation, Indore

Shri Ketan Jain

Director, Prestige Education Foundation, Indore

Shri. Himanshu Jain

Director, Prestige Education Foundation, Indore

Dr. R. K. Sharma

Professor, Prestige Institute of Management and Research, Indore

Dr. Alok Bansal

Professor, Prestige Institute of Management and Research, Indore

Dr. Anil Bajpai

COO, Prestige Education Foundation, Indore

Dr. Ajay Kumar Singh

Vice-Chancellor, Sri Sri University, Cuttack(UGC Nominee)

Dr. Suresh Silawat

Additional Director, Indore, Department of Higher Education, Govt. of MP

Dr. Yamini Karmarkar

Reader, IMS, DAVV, Indore (University Nominee)

Dr. Yogeshwari Phatak

Director, Prestige Institute of Management and Research, Indore

Prestige International Journal of Management and Research, its editorial board, publisher and the Institute disclaim responsibility and liability for any statement of fact or opinion made by the contributors.

Copyright © 2021 by Prestige Institute of Management and Research, Indore

All Right Reserved.

A Peer-Reviewed Journal
 Indexed in ProQuest, available at search.proquest.com
 Impact Factor 6.841 from SJIF

PRESTIGE INTERNATIONAL JOURNAL OF MANAGEMENT AND RESEARCH

A Bi Annual Journal Published by



Prestige Institute of Management and Research, Indore, INDIA

{An Autonomous Institution Established in 1994, Thrice Accredited by NAAC (UGC) with
 Highest Grade, now A++}

Special Issue: Rethinking Business Strategies, Entrepreneurial Challenges and
 Societal Values in a Changed Global Scenario

S. No.	VOLUME 12	NUMBER 1	JANUARY 2021
1.	A Study of Expectations of Gen X and Gen Y Customers about Service Quality of Private Life Insurance Companies in Mumbai <i>Nitin Joshi, Abhay Daudkhane</i>		1
2.	A Study of Job Seeker's Expectations Towards Organizational Work Structure in Service Sector <i>Veena Dadwani, Kanhaiya Ahuja, Jyoti Sharma</i>		10
3.	A Study of the Pune BRTS Project Contract <i>Nagarjuna Pilaka</i>		22
4.	A Study on Buying Behaviour: Exploring Perception of Customers Towards Green Products with Special Reference to Surat City <i>Divya Gadaria, Kruti Bhatt</i>		30
5.	A Study on Censorship in OTT Platforms - A Necessity? <i>Rimma Quadros</i>		37
6.	A Study on Consumer Behavior for Palazzo Pants in Ahmedabad City: An Exploratory Study <i>Pratima Rameshchandra Rathod, Anjali Gokhru</i>		43
7.	A Study on Factors Determining Employee Retention in the Education Sector of Indore Region <i>Shubhangi Jain</i>		51
8.	A Study on Purchase Intention Towards Smart Watch with Special Reference to Navsari, Surat, and Bardoli City of South Gujrat <i>Kruti Bhatt, Jitesh Parmar</i>		62
9.	A Study on the Individual Factors of CAPM in Predicting the Performance of 20 Nifty Stocks in the Market <i>Lavanya Balaji, T. Milton</i>		71
10.	Advertising Against the Backdrop of the Corona Virus Crisis: An Overview <i>Mariam Noronha</i>		75
11.	Advertising and Consumer Brand Selection: A Study on Toothpaste Brands in Belgaum City, Karnataka <i>Vijeta Vishwanath Shet, Harshal N. Tamhankar, Shivam K. Vernekar</i>		80
12.	An Empirical Study on Digital Learning Acceptance within the Organizations in Emerging Business Landscape Post COVID-19 <i>Mandip Gill, Tanvi Garg</i>		87
13.	Analysis of Challenges and Prospects of E-HRM Implementation to Optimise Human Resources <i>Kirandeep Kaur, Shikha Sharma</i>		99

S. No.	VOLUME 12	NUMBER 1	JANUARY 2021
14.	Awareness Towards Expiration Date Labels Among Consumers in Indore City <i>Nirmala Sawan, Ankita Soni</i>		105
15.	COVID-19 Pandemic: An Opportunity for the Indian Tourism Industry to Survive, Revive, and Thrive <i>Smruti Rekha Sahoo, Alaka Panda</i>		115
16.	Culture Barrier and Gender-Based Violence <i>Ritupriya Gurtoo and Gopal Kag</i>		120
17.	Do Superior Brands Contribute to Happiness? <i>Raksha Thakur, Arun Shah, Nidhi Sharma</i>		124
18.	Emerging Role of Teams on Employee Engagement in Multinational Organisations <i>Manvi Arora, Aojeeet Kaur</i>		131
19.	Employability Skills Assessment Tool for ITI Trainees <i>Vinodbhai B. Patel, Vipulkumar C. Patel</i>		136
20.	Financial Problems and Status of Widow Women <i>Veena Jha, Alice Thomas</i>		146
21.	FinCEN Files Leak: A Challenge to Corporate Governance and Ethical Business Practices <i>Tripat Kaur, Maganjot Singh</i>		152
22.	Frugal Innovation: An Indian Perspective <i>Tripti Barthwal</i>		162
23.	Gig Economy in Economic Distress in the Post-COVID Era <i>Bhanu Pratap Singh</i>		167
24.	Impact and Applications of Environmental Accounting and Auditing: An International Review <i>Pratik Shah, Sandip K. Bhatt, Kamini Shah</i>		175
25.	Impact of Emotional Intelligence on Investment Planning and Decision Making <i>Ankit Trivedi, Rekha Narang</i>		183
26.	Impact of Information Technology Agreement of The World Trade Organization on the Performance of Indian Computer Industry <i>Kalpita Ray</i>		188
27.	Impact of Web Space Advertisements on Business Sustainability <i>Shiney Chib, Chitraklekha Potnis</i>		201
28.	Indian Apparel Retailers: Challenges and Impact of COVID-19 <i>Neha Garg, Tarak Paul</i>		211
29.	Marketing and Sustainability: A Tactical Approach to Gain Edge in Uncertain Times <i>Ashish Kumar Sharma, Dr. Anjali Sharma</i>		222
30.	Raising Funds Through Crowdfunding: A Study from the Gender Perspective in India <i>Surbhi Gosain</i>		232
31.	Testing for Speculative Bubbles in Cryptocurrency Market <i>Edwin Jiji</i>		246
32.	The Effect of Capitalisation of R&D and Operating Lease on Firm Valuation and Performance <i>M. Sharmeen Farooq</i>		253
33.	Was a Six-Month Moratorium on Retail Loans Enough for Healing the Plight of the Private Sector Employees? <i>Deepak Deshmukh, Vipin Choudhary</i>		265

A STUDY OF EXPECTATIONS OF GEN X AND GEN Y CUSTOMERS ABOUT SERVICE QUALITY OF PRIVATE LIFE INSURANCE COMPANIES IN MUMBAI

Nitin Joshi*, Abhay Daudkhane**

Service providers and other businesses understand the value of customer-centered philosophies and turn to quality control strategies to help manage their business. Using the widely used SERVQUAL model of service quality, this study examines the expectations between Gen X & Gen Y regarding the service quality dimensions which include reliability, tangibility, responsiveness, assurance, and empathy in the context of life insurance companies in Mumbai. Selling life insurance to a group of young people is no simple matter it is quite challenging. Long-term planning is old-world thinking for Generation Y (Gen Y). It is a very different mindset now as compared to the earlier times when the insurance agent used to come to the door selling long-term life insurance policies and used to come back when these policies used to get matured long after their policyholders had purchased. The current study focuses on expectations about five dimensions of service quality of life insurance companies in Mumbai. Primary data consists of demographic factors such as Generation type, Gender, Educational Qualification, Monthly Income, and Type of Insurance Company. The study concludes that there is no significant difference in the customer expectation of overall service quality by insurance companies based on the parameter of age.

Keywords: Service Quality, Life Insurance, Generation X and Y

INTRODUCTION

The insurance industry in India has a competitive role to play in the well-being of its economy. It greatly enhances people's investment potential, preserves their prospects, and allows the insurance industry to create a large pool of funds. The insurance market in India and particularly life insurance has seen tremendous growth over the last decade. The introduction of a wide variety of creative products has also taken place during this period. This has contributed to the constructive competition which may last for a strong and stable outcome. The insurance industry is a big sector and in India, it comprises a total of 57 companies. Out of 57 companies, 24 are life insurance and the balance 33 are non-life insurance organizations. Out of the 24 life insurance, there are seven public sector companies.

Any insurance is quite a complex concept and even life insurance is a pretty complex subject. A person purchases a policy that gives the beneficiary, money in the form of a lump sum while a person may not be alive. Life insurance provides health protection for you and your dependents before you die. One consideration for the cost of insurance is the age of the policy owner. The aim of this review is therefore to identify service quality criteria. However, certain decisions such as which life insurance company to vote for can theoretically make matters more complicated. So, in order to give your family a financial sense of peace in your absence, you must choose insurance from the right life insurance provider in India and be stress-free. You may be confused with the options in hand today.

* Director, DR VN Bedekar Institute of Management Studies, Thane.

** Research Scholar, Pacific University, Udaipur

However, you should carefully set your expectations with regards to the services being delivered and that matches with the best insurance standards. Set standards for delivering essential service quality has become the basic requirements for providing the service, as it expresses the wishes of the recipients of the services. There is a challenge in assessing the standard of services, because we may fail to capture the opinions of consumers as to what they want from the service and what is the gap in the service delivery. The method of assessing the service provided offers valuable information for contact management about the suitability of the different public services delivered to users, and therefore this information can be used as a framework for making reasonable decisions on the delivery of services, allowing businesses to continue to grow, to compete in economic terms.

Generation X and Y: There are various criteria and explanations about generation X and Y. In the literature review it is observed that the most commonly followed source is used in this study. The main part of the research is to study expectations about five service quality dimensions between generation X and generation Y. For the review purposes, criteria for Gen-X and Gen-Y are obtained from the website "Kasasa.com". Gen-X is considered to be a set of as all those people who were born during 1965-1979 and are currently may be in the age group of 41-55 years. As per the records GenY has born from 1980 to 1994 and currently is in the age group of 26-40 years.

REVIEW OF LITERATURE

Deshmukh and Jadhao (2018) had conducted the study to analyze customer preferences as well as life-policy investment decisions. Multiple reasons for purchasing insurance policies have been discussed in the said paper. Data required for the study had been

collected from both primary and secondary sources. The geographical area for the study has been confined to Nagpur, a district of Maharashtra. The paper concludes that most of the respondents purchase insurance policies for savings and very wide risk coverage. It is clear from the empiric discussions of Jain (2018) that insurers should shed a lot of light in advance, believe and bring about improvement in reality, and follow a distinct approach to addressing the problems of the future. It will be therefore more profitable for insurance companies to develop and design a customer-centric approach for future survival, growth, and development.

Shahrzad (2016) looked at the impact of social, demographic, and economic parameters such as age, savings, marital status, and income which lead to the demand for life insurance. The findings reveal that spending, marital status, and wages have a substantial impact with regards to the generation of demand for life insurance and that other variables like age and employment have little impact on the demand. Life insurance is a key component of human life, the most important part of which is the welfare of households in the future. Kad and Narang (2016) in their research study observed that there is a long way for life insurance companies to come up to the expectation and match the services level of customers. The Indian life insurance market looks to be very promising in terms of business growth. The service quality and turnaround time to resolve customer service requests will positively lead to customer satisfaction.

Navarathinam (2016) concluded in his research that the relationship between the investor's investment expectations and the respondent's annual income is compared with Anova's statistical technique. This shows

that there is a major link between total profits and investment plans. The period of the insurance policy and the age of the respondents have been compared using the chi-square test. This indicates that there is an important link between the life span and the length of the insurance scheme. It is suggested by Singh et al. (2014) that improving market identity, customer satisfaction, and retention will result in improved sales of their products. It is recommended to the life insurance managers that they may use the results of this study to reduce the quality of service discrepancy created by the disparity between the real expectations of the consumer.

Curak et al. (2013) in their paper has analyzed parameters of social and demographic determinants of life insurance demand particularly in Croatia with a sample size of 95. According to the results of research factors like age, education, and employment, show a statistically significant impact on the life insurance demand of households. Other factors such as gender, marital status, and the number of family members have no impact on life insurance. In his research study, Baksi and Parida (2012) suggested that a (CRM) customer relationship management ecosystem intends to foster a symbiotic and meaningful relationship between perceived automated service quality delivered, customer satisfaction, and subsequent retention of valued customers of the company.

Ipsita (2012) suggested from the analysis that it is clear that emotional intelligence plays a significant impact on the performance of insurance advisors. According to the study, there are five hierarchical levels of performance. However, it is also noted that these parameters, age, and experience, are not the only determinants of performance. The analysis shows that the performance

level of the advisors has been affected by parameters such as emotional competence, emotional sensitivity, and emotional maturity. Yadav & Tiwari (2012), explored the various factors related to life insurance buying and suggested that age and income have a significant impact on the way customers' investment decisions are made. The study also concludes that for security purpose customer prefers govt. owned public life insurers whereas for service quality purposes and better returns private sector life insurance companies have an edge over Public Sector Life Insurance Company.

Negi (2010) claims that consumer loyalty in turn will contribute to increased sales. Customers are economic assets, but loyalty is not sufficient solely to satisfy customers. For a business to be sustainable in the long run, it must satisfy customers with profit. There are a large number of life insurance companies in the industry, there are a few who are struggling to survive.

Chowdhury (2007) states that people in Bangladesh do not prefer to take care of themselves. One may assume that the people of Bangladesh are risk-lovers; on the other hand, it may refute one another by suggesting that their low buying power will not encourage them to take advantage of insurance policies. His paper brought to notice the issues relating to the non-popularity of life insurance as a product in Bangladesh. Gap-model of services marketing will be fit for the Bangladesh insurance industry to understand problems related to marketing and communication.

RESEARCH GAP

A lot of studies have been conducted in the past by researchers about life insurance Company's performance, customer satisfaction, and their expectations. There is a good number of studies based on a

comparison of performance between public and private insurance companies. It is observed during the literature review that there is no research work available on expectations of service qualities of Generation X and also generation Y. It is an opportunity to identify this research gap and to work towards filling the so-called void.

THE OBJECTIVES OF THE STUDY

- To study expectations about five dimensions of service qualities of life insurance companies in Mumbai.
- To compare the expectations of generation X and generation Y on five different dimensions of service qualities.

RESEARCH METHODOLOGY

This study is purely based on primary data. Secondary data is collected from various researches to understand opinions about the importance of age factor on perception on service quality of both public as well as private insurance organizations. Primary data information is collected by a respondent mainly of two different age groups. Respondents who either belong to generation X or generation Y are considered to collect their information. The convenience sampling method is used to collect primary data.

Data is collected through a structured questionnaire consisting of the demographic profile of respondents for understanding the expectations of the customer regarding the quality of service of life insurance companies. The five service quality dimensions under the study include tangibility, reliability, responsiveness, assurance, and empathy which are from the SERVQUAL model. The data is analyzed using SPSS 20. The

Cronbach Alpha test, Arithmetic mean, Standard deviations, ANOVA, and F-test are used in the data analysis process.

DATA ANALYSIS

Data has been analyzed with regards to the information related to the demographic profiles of the respondent and has been classified and presented in the Table-1.

Primary data consists of demographic factors such as Generation type, Gender, Educational Qualification, Monthly Income, and Type of Insurance company. The data is classified for each factor as below. Within the Generation category, out of 120 respondents, 71 are of Generation X and 49 are of Generation Y. Within the Gender, out of 120 respondents there are 91 Male respondents and 29 Female respondents. Within the Marital Status, out of 120 respondents, 101 are married, 18 are unmarried and 1 falls in the 'Others' category. Within the Educational Qualification category, out of 120 respondents, 4 respondents are H.Sc passed, 50 are Graduates, 61 are Post Graduates and 5 are Professional respondents. Within the Monthly income category, out of 120 respondents, 8 respondents have monthly income up to Rs 25,000.00, 26 have a monthly income between Rs 25,000 to Rs 50,000, 48 respondents have a monthly income between Rs 50,000 to Rs 1,00,000, and 38 have monthly income above Rs 1,00,000.

RELIABILITY AND VALIDITY

The Table-2 indicates Cronbach Alpha Values for each factor.

The above values in the table indicate that Cronbach Alpha values are between 0.7 and 0.9 and therefore the test is accepted which leads to a conclusion that the scale is quite reliable and can be applied.

HYPOTHESIS TESTING

H₀₁: There is no significant difference between Generation X and Generation Y customers of the life insurance industry for the Tangible factor affecting service quality expectations.

H₀₂: There is no significant difference between Generation X and Generation Y customers of the life insurance industry for the Reliability factor affecting service quality expectations.

H₀₃: There is no significant difference between Generation X and Generation Y customers of the life insurance industry for the Responsiveness factor affecting service quality expectations.

H₀₄: There is no significant difference between Generation X and Generation Y customers of the life insurance industry for the Assurance factor affecting service quality expectations.

H₀₅: There is no significant difference between Generation X and Generation Y customers of the life insurance industry for the Empathy factor affecting service quality expectations.

H₀₆: There is no significant difference between Generation X and Generation Y customers of the life insurance industry for the overall service quality expectations.

To test the null hypothesis along with ANOVA, F-test is applied. The test is applied five times for the five service quality parameters such as 1) Tangible, 2) Reliability, 3) Responsiveness, 4) Assurance, and 5) Empathy across Generation Types.

Tangible

Table-3 indicates that the calculated p-value is 0.000. It is less than 0.05. Therefore F-test is rejected. Hence the null hypothesis is rejected. There is a significant difference in customer expectation about tangibility

between generation X and generation Y. The mean score for expected Tangibility Service Quality offered by Insurance companies is highest at 88.67 percent for respondents in Generation Y, while it is the least at 74.22 percent for respondents in Generation X. This indicates that expected Tangibility for service Quality is higher in generation Y.

Reliability

Table-4 indicates that the calculated p-value is 0.000. It is less than 0.05. Therefore, the null hypothesis H₀₂ is rejected. There is a significant difference in the customer expectation of reliability as service quality between generation X and generation Y. The mean score for expected reliability of service Quality by Insurance companies is highest at 85.91 percent for respondents in Generation X, while it is the least at 74.53 percent for respondents in Generation Y. This indicates the expected Reliability factor of Service Quality is higher in Generation X.

Responsiveness

Table-5 indicates that the calculated p-value is 0.000. It is less than 0.05. Therefore, the null hypothesis H₀₃ is rejected. There is a significant difference in the customer expectation of responsiveness of service quality by insurance companies across Generation Type. The mean score for expected responsiveness of service quality by insurance companies is highest at 91.51 percent for respondents in Generation Y, while it is the least at 82.25 percent for respondents in generation X. This indicates that expected responsiveness for service quality is higher in generation Y.

Assurance

Table-6 indicates that the calculated p-value is 0.000. It is less than 0.05. Hence the null hypothesis H₀₄ is rejected. There is a significant difference in the customer expectation of Assurance of service quality by Insurance companies across Generation

Types. The mean score for expected Assurance of service Quality by Insurance companies is highest at 91.51 percent for respondents in Generation Y, while it is the least at 82.25 percent for respondents in Generation X. This indicates the expected Assurance Service Quality is higher in Generation Y.

Empathy

Table-7 indicates that the calculated p-value is 0.404. It is more than 0.05. Therefore, the null hypothesis H_{05} is accepted. There is no significant difference in the customer expectation of Empathy of service quality by Insurance companies across Generation Types. The mean score for expected Empathy of service Quality by Insurance companies is highest at 82.53 percent for respondents in Generation X, while it is the least at 80.97 percent for respondents in Generation Y. This difference is not significant as proposed by the F-test results. This indicates that expected Empathy for service Quality is similar for respondents of both Generation X and Generation Y.

Overall Service Quality

Table-8 indicates that the calculated p-value is 0.100. It is more than 0.05. Hence, the null hypothesis H_{06} is accepted. There is no significant difference in the customer expectation of Overall service quality by Insurance companies according to the type of age.

FINDINGS AND CONCLUSION

An overall study of five service qualities dimensions taken together gives the mean score for expected overall service quality by Insurance companies is higher at 82.80 percent for respondents in Generation X, while it is the lower 80.74 percent for respondents in Generation Y. The difference is not significant as proposed by the F-test results. This indicates that the expected overall service quality is similar for

respondents of both Generation X and Generation Y.

When results are observed for each of the five service qualities then results are very useful. Regarding service quality 'Tangibility' results indicate that expectations of respondents of generation Y are more than generation X. Therefore it is recommended to insurance companies that to influence young generation i.e. generation Y assets quality, technology up-gradation required to be improved time to time. Reliability is not a very important service quality according to generation Y. Generation X expects better reliability. The recommendation is to attract respondents of generation X more emphasis is given on reliability. The expectation of responsiveness is also more by generation Y. Maybe because of lack of patience generation expect insurance companies required to be more responsive. The young generation is more techno-savvy and therefore expects a quick and efficient response. The expectation of assurance is more of generation X. Finally expectation about empathy is more or less the same for both age groups.

DISCUSSION AND RECOMMENDATIONS

Service quality measurement is imperative in any service business especially if it is a long-term service in nature like life insurance products. So, life insurance companies need to evolve customer-centric processes to ensure that the customer is the focal point in all their approaches from sourcing to claim settlement. Customer expectations from the public and private companies from generation X and Y are further scope for the study. As the current study is limited to the life insurance sector, it is recommended that a similar study can be taken with the non-life insurance sector to understand Gen X and Gen Y preferences. The study is conducted in Mumbai which is a Metro city; further exploration can be done with the

urban and rural segments to understand the dynamics of different geographical locations. With the emerging technology, customer experience can be further enhanced and customers should become the advocate of the company rather than becoming just a customer.

References

- Baksi, A.K. and Parida, B. B. (2012). Exploring the Moderating Effects of Relationship Inertia and Switching Cost on Automated Service Quality-Customer Satisfaction-Retention Link in a CRM Ecosystem: Empirical Evidence from Indian Banking Industry. *Paradigm*, 16(1):51-69.
- Chowdhury, Tamzid Ahmed (2007). Clients Evaluation on the Insurance Companies in Bangladesh, *Dhaka University of Marketing*, 10, 79-98.
- Curak, M., Džaja, L. & Pepuz, S. (2013). The Effect of Social and Demographic Factors on Life Insurance Demand in Croatia Department of Finance MA in Economics Department of Finance. *International Journal of Business and Social Sciences*, 4(9), 65-72.
- Deshmukh, S., & Jadhao, R. (2018). Customers perception for taking Life Insurance: A Critical Analysis of Life Insurance sector in Nagpur." *SAARJ Journal on Banking & Insurance Research*, 7(3), 4.
- Ipsita, C. Patranabis (2012). "Personality as a Determinant of Performance: Study on Life Insurance Advisors" *Emerging Challenges for Sustainable Business*. ISBN-978-93-81583-46-3.
- Jain, R. (2018). Customer Satisfaction Towards Services of Life Insurance Corporation (LIC) With Special Reference to Jaipur City. *International Journal of Research and Analytical Reviews*; 5(3), 459-465.
- Kad, T. & Narang, A. (2016). A Pragmatic Analysis and Prediction of Consumer Perception on Life Insurance Products and Services. *International Journal of Enterprise Computing and Business Systems*, 6(1).
- Navarathinam, K (2016). A Study on Impact of Demographic Factors on Life Insurance Demand with Reference to Madurai District. *Shanlax International Journal of Management*, 4(1), 107-113.
- Negi, Meenakshi (2010). A Study of Customer Satisfaction with Life Insurance in Chandigarh Tricity. 14(2) 29-44 Article first published online: July 1, 2010; Issue published: July 1.
- Shahzad, Shahriari (2016). The Effect of Social And Demographic and Economic Factors on Life Insurance Demand *International Journal of Management and Social Science Research Review*, 1(28) 200.
- Singh S, Sirohi N. J., Chaudhary K. A (2014). Study of Customer Perception towards Service Quality of Life Insurance Companies in Delhi NCR Region. *Global Journal of Management and Business Research*; 14(7):19-32.
- Yadav, B., & Tiwari, A. (2012). A Study of Factors Affecting Customers' Investment towards Life Insurance Policies. *International Journal of Marketing, Financial Services & Management Research*, 1(7), 106-123.

ANNEXURES

Table-1 : Demographic Classification

	Demographics	Frequency	%
Generation	X	71	59.2
	Y	49	40.8
Gender	Male	91	75.8
	Female	29	24.2
Marital Status	Married	101	84.2
	Unmarried	19	15.8
Edu. Qualification	HSC	4	3.3
	Graduate	50	41.7
	Post Graduate	61	50.9
	Professional	5	4.1
Monthly Income	Up to INR 25000	8	6.7
	INR25000 to INR 50000	26	21.7
	INR 50000 to INR 100000	48	40.0
	Above INR100000	38	31.6

Table-2 : Factor Wise Cronbach Alpha Reliability

Sr. No	Service quality Variable	Number of question	Cronbach Alpha value
1	Tangible	4	0.716
2	Reliability	5	0.754
3	Responsiveness	5	0.761
4	Assurance	3	0.811
5	Empathy	5	0.734
	Total	22	0.729

Table-3: ANOVA-Tangible (Expected)

	Sum of Squares	df	Mean Square	F	p-value
Between the Groups	6051.955	1	6051.955	61.984	.000
Within Groups	11521.170	118	97.637		
Total	17573.125	119			

	Sum of Squares	df	Mean Square	F	p-value
Between the Groups	3757.770	1	3757.770	38.863	.000
Within Groups	11409.697	118	96.692		
Total	15167.467	119			

	Sum of Squares	Df	Mean Square	F	p-value
Between the Groups	2484.185	1	2484.185	16.859	.000
Within Groups	17387.682	118	147.353		
Total	19871.867	119			

	Sum of Squares	df	Mean Square	F	p-value
Between the Groups	12883.815	1	12883.815	110.906	.000
Within Groups	13707.890	118	116.169		
Total	26591.705	119			

	Sum of Squares	Df	Mean Square	F	p-value
Between Groups	70.158	1	70.158	.702	.404
Within Groups	11800.642	118	100.005		
Total	11870.800	119			

	Sum of Squares	df	Mean Square	F	p-value
Between the Groups	123.428	1	123.428	2.746	.100
Within Groups	5304.759	118	44.956		
Total	5428.186	119			

A STUDY OF JOB SEEKER'S EXPECTATIONS TOWARDS ORGANIZATIONAL WORK STRUCTURE IN SERVICE SECTOR

Veena Dadwani*, Kanhaiya Ahuja**, Jyoti Sharma***

The primary purpose of the current study is to understand the definition, conceptualization, and to assess the expectations of job seekers towards the work structure of the organization with special reference to the service sector in Indore city. It also examines how expectations of job seekers vary from industry to industry. The study adopted the interpretive pattern and used the questionnaire and interview methods in collecting the data. A total of 290 questionnaires were distributed to final year students of MBA (those are seeking jobs in the service sector) and employees (those are currently working in IT and banking/finance sector and having a desire for better jobs) to understand their expectations towards the work structure of the organization. The ANOVA technique was used to analyze the stated hypotheses. A healthy and friendly environment restricted working hours and maintaining integrity have been analyzed as the most important expectation of job seekers today at the workplace. The findings show that there is a significant gap in the expectations of job seekers for different industries.

Keyword: Expectation, Job Seeker, Service Sector, Organisational Work Structure.

INTRODUCTION

The notion of career and career paths is undergoing a sea change primarily due to

social, economic, and technological factors. A common benefit that most job seekers look for in organizations is the ability of the organization to provide longevity in career, which has begotten an important change within the nature of work, the importance of learning, the pervasiveness of advanced technology in the workplace, multitasking, and related phenomena. Jessica Barrett Halcom (2018) in her article "Eight Things Job Seekers want in 2018" states that the scenario at the workplace is constantly evolving. For employees, experts predict that finding a job will be simpler than it was a decade ago.

Today employees have more job opportunities and it sometimes becomes difficult to understand what exactly they are seeking. A clarity as such promises a unique dynamic for employers as they determine

what motivates each generation, this is also when all the employees work toward common goals. Most generations have some major similarities, however, without further ado, here are eight things job seekers desire- Competitive Compensation, Positive Work Environment, Employer branding, Flexibility, Autonomy, Personal Development, Sense of Purpose, and Happiness.

At the same time, organizations are facing several challenges due to the vibrant nature of the environment, primarily due to the economic reforms and globalization introduced by the country. One of the numerous challenges for a business is to satisfy its employee to cope with the dynamic and evolving atmosphere and to realize success and remain in the competition. To increase competence, adeptness, proficiency, and job commitment, the organization must fulfill the requirements of today's job seekers by providing a good working environment. In

* Research Scholar, DAVV, Indore.

** Professor, School of Economics, DAVV, Indore.

*** Associate Professor, International Institute of Professional Studies, DAVV, Indore.

all, the real outcome of any organization can be achieved when an organization understands the expectations of the employees.

REVIEW OF LITERATURE

Ajala (2012) studied the influence of workplace environment on workers welfare, performance, and productivity in Nigeria. The findings and outcomes majorly indicated that workplace elements such as adequate light, a quiet atmosphere, proper ventilation, and arrangement regarding the layout substantially increase workers productivity. It is apparent from the empirical findings as stated above, that a good workplace environment plays a vital role in increasing the performance and productivity of workers in broad.

Edwin et al. (2004) specified that although the specific factors that affect the professional development of an individual differ from nation to nation, commonalities like unemployment rates remain very high in many countries; many people across the world are denied basic rights to education, or independent decision making and jobs because of gender making them sexist, racist, as well as age, and other discrimination.

The present perception towards jobs has changed as the job seekers do not measure it solely on salaries. Many variables go into searching for a suitable job, distance from home, saving time on commuting, due to the gas station locations, many job seekers are trying to stay local to avoid travel costs. Also, starting remuneration, vacation/holiday pay, as well as benefits and compensation for them and their loved ones (Vigna et al., 2005). Social media has made job searching easier for college graduates today with the ease of approachability. Those job seekers who face problems in finding out how to use and apply the new diversities of job seeking may have a greater risk of prematurely exiting the

market and leaving themselves trapped (Derous, 2007).

Ettner and Grzywacz (2001) stated that the factors of the work environment have impact on the job. Shikdar and Sawaqed (2003) reveal that the environment at the workplace is directly proportionate to the health and performance of the employees. The work structure of an organization might affect psychologically and physiologically, directly or indirectly. This might result in a long-term reaction that decreases the performance (De Croon, et.al. 2005).

Studies suggest that the parameters linked to the organizational context and the job describes differences in job satisfaction. Herzberg (1966) was the first one who noted and understood the importance of the work environment as the primary determinant of employee job satisfaction in the organization. Using a two-factor model, Maidani (1991) stated that intrinsic factors, such as job content and task variety, contribute to job satisfaction, whereas extrinsic factors, such as pay and job security, can act as dissatisfies. Building on his work, Hackman and Oldham (1976) built a new classic model and identified several key factors in the work environment determining job satisfaction in the organization. Job satisfaction is not only determined by objective characteristics but also works value and needs of the people. It is an important element in their model.

Work climate affects organizational success as revealed by research evidence (Ballou and Shortridge, 2003). The organizations which have positive workplaces have high market values than those that don't (Ballou et al., 2003). Employers have, as always, stated dissatisfaction with graduates, whom they believe lack fundamental skills (Clark, 2008). Hasan (1993) identified the following complaints from corporate recruiters for Management Graduates: lack in creativity, people skills, global thinking, aptitude for teamwork & ability to communicate clearly

and cogently. Deutschman (1991) stated in his study "The trouble with MBAs" identified that MBAs lack creativity, skills, aptitude for teamwork, and the ability to speak and write succinctly-the qualities that are required in a good manager in the organization.

Five hierarchy human needs, suggested by Maslow (1954) ranging from physiological needs, safety, belongingness and love, esteem & self-actualization. Job satisfaction has been approached from the perception of need fulfillment based on Maslow's theory. Job satisfaction and dissatisfaction in an organization not only depends on the nature of the job but also on the employees' expectation towards that job (Hussami, 2008). Some factors will increase job satisfaction like low convenience cost, higher organizational, social, and intrinsic reward (Mulinge and Mullier, 1998). Multiple factors influenced job satisfaction like autonomy, wages, working atmosphere, communication, and organizational commitment (Vidal et al., 2007).

The survey was done by Kathawala et. al. (1990) on the salaried employees of the automatic industry revealed that salary was the prime factor for the motivation and job satisfaction for them. It also tried to identify the job characteristics and the way employees ranked the satisfaction and motivation. Compensation was classified as the number one job element for job satisfaction whereas an increase in salary for performance was ranked as the number one for motivation revealed in the result. For retaining employees' turnover, compensation is a useful and valuable tool.

In the nutshell, the above studies revealed the job seekers' expectations and how they affected the productivity, performance, and job satisfaction of the job seekers at the workplace. The studies didn't highlight the expectations of job seekers in the service

sector specifically. In the current study, the expectations of job seekers belonging to the IT industry, Bank/Financial sector, and education sector have been analyzed on defined parameters.

OBJECTIVES

The study has been undertaken with the following objectives:

- To study the expectations of job seekers towards the work structure belonging to the IT industry, Bank/Financial sector, and Education sector.
- To identify and assess the gap in expectations of job seekers in these three sectors.

HYPOTHESIS

Job Seeker's Expectations towards Organizational Work Structure do not differ significantly among the IT industry, Bank/Financial sector, and Education sector.

RESEARCH METHODOLOGY

The study has been carried out in Indore city, which is known for its industrial diversity. It is an upcoming IT hub and considered an educational priority destination.

The sample size selected for the present study comprises 290 job seekers. Job seeking is the act of seeking employment or a job, due to unemployment, underemployment, dissatisfaction with a current employment/job, or a longing for a better position. The numbers of respondents, selected at random from the IT industry (110) are the graduates or postgraduates in information technology. Similarly, 70 employees of banking/financial services are graduate/postgraduate either from management or commerce backgrounds. 110 job aspirants belong to the academic background who are the final year students of management from Devi Ahilya University, Indore, and wanted to fulfill their aspirations in the service sector. The sampling

design is based on a non-probability technique, for which the purposive sampling method is used.

The primary data was collected with the help of a self-structured questionnaire on job seekers of Indore city. A self-structured questionnaire was prepared and administered among job seekers for getting responses for different statements in the questionnaire. For Secondary data collection various journals, books, newspapers clipping, articles on the merger were reviewed. To compare the expectation of job seekers for different industries, a weighted mean, as well as an ANOVA test has been applied.

RESULTS AND DISCUSSION

Job Seeker's Expectations about Work Structure in IT Industry

The study has been carried out to understand the expectations of job seekers for the work structure of service sector organizations i.e. IT Industry, Banking Sector, and Education/Academic. The data has been collected concerning 17 major parameters namely: Working conditions (air, light, etc), Workload, Clear and engaging direction of work, Friendly and healthy environment, Restricted working hours, Stress-free environment, Flexibility in working hours, Clearly defined jobs and job responsibilities, Challenging assignments, Pride, Understanding in employer, Impartial employer, the chance of Initiative, Empathy for employees, maintaining the Integrity, training, and development, feeling of prestige.

Table-1 depicts that the expectation of a friendly and healthy environment at the workplace (weighted mean 3.55) is the foremost important than other parameters among employees of the IT industry on the defined parameters. Whereas giving the chance to take initiative (weighted mean 3.35), having restricted working hours

(weighted mean 3.33), the expectation of maintaining integrity (weighted mean 3.26), challenging assignments (weighted mean 3.24) at the workplace is also important expectations of the job seekers at the workplace.

IT industry is all about turning computers on and off, installing & configuring computer hardware and software. Employees spend the majority of their time with computers, maybe it is making their life boring, monotonous and less human interaction. That could be the reason job seekers expect to have a friendly and healthy environment at the workplace or they might have practically experienced an unfriendly and unhealthy environment while doing their jobs in IT companies. Whereas giving a chance to take an initiative at the workplace is the second most important expectation at the workplace. They might think this would help them in unleashing their potential and ideas probably.

The third most important expectation of IT industry employees is to have restricted working hours at the workplace. They probably thought of globalization and the widespread use of technology such as smartphones and laptops which make the employees work for long hours and experience burnout. With no difference in work and home, employees couldn't have any free time to recharge both mentally as well as physically. This could lead to loss in productivity, mental and physical health as well as increased turnover.

Technology has evolved the life of the common man today. With this changing era, employees want to learn more to get sustained in this competitive world, expect to have challenging assignments at the workplace are the fourth most important expectation, probably comes with this perspective. On the flip side, if we compare the least important parameter for job seekers of IT companies at the workplace are

working conditions (air, light, etc) having a weighted mean (2.42) and understanding in the employer having a weighted mean (2.27). Probably they rated least as compared to other parameters and might have thought those parameters would make their job easier. And especially in IT companies, the culture of work from home is in fashion and demand today so they are not much bothered about the working condition at the workplace of the organization.

Job Seeker's Expectations about Work Structure in Banking Sector

Referring to Table-2 a friendly and healthy environment (weighted mean 3.17) seems the foremost important expectation factor at the workplace. Restricted working hours (weighted mean 3), maintaining integrity (weighted mean 2.90) clear and engaging direction of work (weighted mean 2.86) are also important expectations of job seekers at the workplace. Probably, the respondents might find banking/financial work very monotonous. They may enjoy their job if a friendly environment exists. That could be the reason; a friendly and healthy environment is the most important expectation at the workplace for them.

The era of online transaction and computerization demands that bank/financial employees are available all the time physically or virtually. It might disturb their personal life. That could be the reason they want to have restricted working hours. As in banking/financial services, employees have to deal with different types of people all the time who even question their integrity sometimes. Respondents thus feel that maintaining integrity is the third most important expectation at the workplace.

Stress-free environment (weighted mean 2.24) and empathy for employees (weighted mean 2.23) are the least important parameters for bank employees. Today's employees are educated and practical and

they know how to get success in this competitive market. They might think and believe, empathy or sympathy wouldn't help them in growing in the organization. It is merely a time being. As they already rated the most important expectation at the workplace is a friendly and healthy environment so it would automatically give them a stress-free environment.

Job Seeker's Expectations about Work Structure in Education Sector

Table-3 indicates that a friendly and healthy environment (weighted mean 3.2) seems the foremost important expectation among other parameters. Restricted working hours (Weighted mean 2.97), maintaining integrity (weighted mean 2.97), Training and Development (weighted mean 2.95) also seems important expectation at the workplace.

Educational / academic final year postgraduate management students say that the friendlier the environment is the foremost important expectation at the workplace. They might be thinking this would give them a positive mindset and might make them feel more comfortable at the new workplace. All respondents are college-going students and enjoying their college life with friends right now, this could be the reason they are giving more preference to the friendly environment at the workplace according to the researcher. To have restricted working hours at the workplace is the second most important expectation factor; they might think they could enjoy social life if working hours are fixed.

Maintaining integrity is the third most important expectation factor at the workplace. Business ethics and integrity are the subjects in the management curriculum that might be the reason they understand its importance or they may have read in management case studies on the same. Whereas expecting Training and

Development programs at the workplace is the fourth important expectation factor, it may help them in learning the work and make them fit well in the company probably come with this perspective.

Stress-free environment (weighted mean 2.35) and empathy of the employer (weighted mean 2.18) are the least important parameters for management students at the workplace or organization. They rated the most important parameter as a friendly and healthy environment and the least is a stress-free environment at the workplace. Both are opposite to each other. They might think if a friendly environment exists then it would make the environment stress-free. The empathy of employers they might rate least as compared to other important parameters.

Comparative Assessment of Job Seeker's Expectations about Work Structure

Table-4 indicates the overall analysis of job seekers of IT companies, Banking/Financial sector, and Education/Academics sector towards the defined parameters of work structure expectation at the workplace. It has been seen the demand for having a friendly and healthy environment (weighted mean 3.31) at the workplace is the foremost important expectation of job seekers among all the factors. Restricted working hours at the workplace (weighted mean 3.11) also seems an important expectation of job seekers at the workplace. Restricted working hours could give them a more balanced personal and professional life. And they might enjoy their work more with a friendly n healthy environment probably the reason they thought of. The least important parameter is the stress-free environment (weighted mean 2.36) and understanding in employer (weighted mean 2.48) among all the parameters for the job seekers of IT, banking/financial sector, and educational/academics sector.

Table-5 illustrates the mean scores of Job Seekers expectations along with their respective standard deviations. During the study, it has been found the weighted mean of work structure expectation is the foremost important factor for the respondents of IT companies (2.96) than education/academics institutes (2.66) and banking/financial services industry (2.72) respectively. Thus, the mean expectations regarding organizational work structure are not the same among the IT industry, Bank/financial services industry, and Educational/Academic Institutes. To verify whether there exists any significant difference in Job Seekers Expectations towards Organizational Work Structure among the IT industry, Bank/Financial sector, and education sectors, ANOVA technique is used to test the hypothesis and the results are shown in Table-5 (See Annexure).

Table-5 indicate the F-value for the variation in the mean value of Job Seekers expectations concerning the Work Structure is 3.190727, which is significant at a 5 percent level of significance. The null hypothesis is thus rejected. It means that there exists a significant difference in Job Seeker's Expectations towards Organizational Work Structure among IT industry, Bank/Financial sector, and education sectors.

It is so obvious to see the difference in the expectations towards the work structure of the organization for the respondents of IT companies, education/academics institutes, and banking/financial services industry concerning their weighted mean and in Anova test. Job seekers have more expectations for IT companies than education/academic institutes and the banking/financial services industry. Today, we live in the world of technology and it has become a significant part of everybody's life. This could be the reason respondents of the IT industry have more expectations than Banking and Education.

CONCLUSION

The goal for every organization is to focus upon and improve its performance, survival, and growth. Nonetheless, an assured way to maintain the performance, survival, and growth of an organization is by choosing the right workforce in terms of size and quality because keeping the right workforce in balance is the only way to relate the work structure in which the organization functions. The objective of the research was to determine the expectations of the job seekers towards the work structure of the organization. Because of this, the study concludes that the working structure seems the most important expectation for job seekers of Indore city. The result also clearly illustrates there is a significant difference in Job Seeker's Expectations towards Organizational Work Structure among the IT industry, Bank / Financial sector, and education sectors. There are a few individual reasons for that which are already mentioned above.

A well-developed working structure has an effective hiring plan for any organization. Industries with a friendly and open environment, participative workplace, where employees enjoy working and have wide growth opportunities, attract top candidates. The working environment influences majorly on the ability of an individual to work safely, proficiently, and in coordination with operational performance targets. Therefore, the management must consider the expectations of job seekers towards the working structure of the organization; it could result in better performance and job satisfaction.

According to the calculations based on the methodology, an expectation of a friendly and healthy environment at the workplace is the highest. Whereas giving the chance to take initiative, having restricted working hours, the expectation of maintaining integrity, and challenging assignments at the

workplace are also important expectations of the job seekers at the workplace. It could also be commonly perceived that the job seekers might think this would help them in unleashing their potential and ideas probably. People applying for banking jobs and academic sectors expect a friendly and healthy environment. Restricted work hours are also expected as the same can help build social life only in the state of clear working hours.

References

- Ajala, E.M. (2012). The Influence of Workplace environment on Workers' Welfare, Performance and Productivity, The African Symposium: An Online Journal of the African Educational Research Network. 12(1), 141-149.
- Ballou, B. Godwin, & N. Shortridge (2003). Firm Value and Employee Attitudes on Workplace Quality. *Accounting Horizons*, 17(4), 329-341.
- Clarke, M. (2008). Understanding and Managing Employability in Changing Career Contexts, *Journal of European Industrial Training*, 32 (4): 258-284.
- De Croon, E. M., Sluiter, J. K., Kuijer, P. P. F. M. and Frings-Dresen, M. H. W. (2005). The Effect of Office Concepts on Worker Health and Performance: A Systematic Review of the Literature. *Ergonomics*, 48(2), 119-134.
- Derous, E. (2007). "Investigating Personnel Selection from a Counseling Perspective: Do Applicants' and Recruiters' Perceptions Correspond?" *Journal of Employment Counseling*, 44 (2), 60-72.
- Edwin L. Herr; Stanley H. Cramer; Spencer G. Niles (2004). "Career Guidance and Counselling Through the Lifespan: Systematic Approaches, Pearson, 6th Edition.
- Ettner, L., Susan & Grzywacz, Joseph. (2001). Workers' Perceptions of How Jobs Affect Health: A Social-Ecological Perspective. *Journal of Occupational Health Psychology*, 6.
- Hackman, J. Richard, and Oldham, Greg R., (1976). "Motivation through the Design of Work. *Journal of Organizational Behavior and Human Performance*, 16, 250-279.
- Hasan Jameel, S.M. (1993), "Business Schools: Ostrich Syndrome", *Journal of Organizational Change Management*, 6 (1), 47-53.
- Hussami, M. (2008). A Study of Nurses' Job Satisfaction: The Relationship to Organizational commitment, Perceived Organizational Support, Transactional Leadership, Transformational Leadership, and Level of Education. *European Journal of Science and Research* 22(2), 286-295.
- Kathawala, Y., Kevin, M. and Dean, E. (1990). Preference between Salary or Job Security Increase. *International Journal of Manpower*, 11 (7), 14.
- Maidani, E. (1991). Comparative Study of Herzberg's Two-Factor Theory of Job Satisfaction among Public and Private Sectors. *Public Personnel Management*, 20(4), 441-448.

Maslow, A. H. (1954). *Motivation and Personality*. New York: Harper & Row Publishers.

Mulinge, Munyae & Mueller, Charles W, 1998. Employee Job Satisfaction in Developing Countries: The Case of Kenya," *World Development*, Elsevier, 26(12), 2181-2199.

Shikdar, A. A., and Sawaqed, N. M. (2003). Worker Productivity and Occupational Health and Safety Issues in Selected Industries. *Computers and Industrial Engineering*, 45 (4), 563-572.

Vidal, M., Valle, R., and Aragon, M (2007), Antecedents of Expatriates, Job Satisfaction and its Influence on Turnover Intentions: Evidence from Spanish Repatriated Managers, *Journal of Business Research*, 60, 1272-1281.

Vigna Della, Paserman M Daniele (2005), "Job Search and Impatience" *Journal of Labor Economics*, University of Chicago Press, 23(3), 527-588.

ANNEXURES

Table-1: Job Seeker's Expectations about Work Structure in the IT Industry

Variables	Not at all important	Not important	Neither Important nor unimportant	Important	The most Important	Weighted mean	Rank
The working condition (air, light, etc.)	22	52	6	27	3	2.42	14
Workload	4	57	11	33	5	2.80	11
The clear and engaging direction of work	12	51	32	11	4	2.49	13
A friendly and healthy environment	8	10	31	35	26	3.55	1
Restricted working hours.	23	17	10	21	39	3.33	3
Stress-free environment	17	55	8	27	3	2.49	13
Flexibility in working hours	24	13	28	36	9	2.94	10
Clearly defined jobs and job responsibilities	11	14	49	29	7	3.06	8
Challenging assignments	11	23	15	51	10	3.24	5
Pride	23	17	17	42	11	3.01	9
Understanding in employer-	41	27	23	9	10	2.27	15
Impartial employer	2	44	12	38	14	3.16	6
Chance of Initiative	6	13	41	37	13	3.35	2
Empathy for Employees	24	12	30	12	32	3.14	7
Maintaining the Integrity	28	8	19	17	38	3.25	4
Training and Development	17	52	7	22	12	2.64	12
Feeling of prestige	25	13	26	36	10	2.94	10

Table-2: Job Seeker's Expectations about Work Structure in Banking/Financial Industry

Variables	Not at all important	Not important	Neither important nor unimportant	Important	Most important	Weighted mean	Rank
The working condition (air, light, etc)	13	19	15	23	0	2.69	7
Workload	14	22	12	22	0	2.60	9
Clear and engaging direction of work	10	12	28	18	2	2.86	4
Friendly and healthy environment	4	12	26	24	4	3.17	1
Restricted working hours-	8	20	13	22	7	3.00	2
Stress-free environment	11	37	17	4	1	2.24	14
Flexibility in working hours	5	37	22	6	0	2.41	12
Clearly defined jobs and job responsibilities	18	26	6	20	0	2.40	13
Challenging assignment	9	16	31	12	2	2.74	6
Pride	8	19	23	17	3	2.83	5
Understanding in employer-	9	31	14	12	4	2.59	10
Impartial employer	4	36	11	17	2	2.67	8
Chance of Initiative	25	17	13	2	13	2.44	11
Empathy For employees	25	18	15	10	2	2.23	15
Maintaining the Integrity	20	8	15	13	14	2.90	3
Training and Development	11	18	23	15	3	2.73	7
Feeling of prestige	7	30	16	13	4	2.73	7

Table-3: Job Seeker's Expectations about Work Structure in Education/Academics Sector

Variables	Not at all important	Not important	Neither important nor unimportant	Important	Most important	Weighted mean	Rank
Working condition (air, light, etc)	15	33	25	37	0	2.76	7
Workload	24	31	13	42	0	2.66	10
Clear and engaging direction of work	19	15	42	27	7	2.89	5
Friendly and Healthy environment	2	23	42	37	6	3.20	1
Restricted Working hours-	12	35	18	34	11	2.97	2
Stress-free Environment	15	59	25	5	6	2.35	14
Flexibility in working hours	4	56	35	12	3	2.58	11
Clearly defined jobs and job responsibilities	30	37	7	36	0	2.45	13
Challenging Assignment	13	20	51	20	6	2.87	6
Pride	11	28	38	26	7	2.91	4
Understanding in employer-	11	53	18	22	6	2.63	10
Impartial employer	9	52	15	32	2	2.69	8
Chance of Initiative	41	22	20	6	21	2.49	12
Empathy for employees	41	29	24	11	5	2.18	15
Maintaining the Integrity	32	11	20	22	25	2.97	2
Training and Development	9	25	44	26	6	2.95	3
Feeling of prestige	12	51	16	26	5	2.65	9

Table-4: Comparative Assessment of Job Seeker's Expectations about Work Structure belonging to the IT Industry, Bank/Financial Sector, and Education Sector

Variables	Weighted Mean IT industry	Weighted Mean Banking/finance services industry	Weighted Mean Education/academics institutes	Overall weighted mean
Working conditions (air, light, etc.)	2.42	2.69	2.76	2.62
Workload	2.80	2.60	2.66	2.68
Clear and engaging direction of work	2.49	2.86	2.89	2.75
Friendly and Healthy environment	3.55	3.17	3.20	3.31
Restricted working hours	3.33	3.00	2.97	3.11
Stress-free Environment	2.49	2.24	2.35	2.36
Flexibility in working hours	2.94	2.41	2.58	2.64
Clearly defined jobs and job responsibilities	3.06	2.40	2.45	2.63
Challenging Assignment	3.24	2.74	2.87	2.95
Pride	3.01	2.83	2.91	2.92
Understanding in employer	2.27	2.56	2.63	2.48
Impartial Employer	3.16	2.67	2.69	2.84
Chance of Initiative	3.35	2.44	2.49	2.80
Empathy for Employees	3.14	2.23	2.18	2.52
Maintaining the Integrity	3.25	2.90	2.97	3.04
Training and Development	2.64	2.73	2.95	2.77
Feeling of Prestige	2.94	2.73	2.65	2.77

Table-5: ANOVA Test for Mean Scores of Job Seekers Expectations towards Organizational Work Structure

Industries/ Sectors	Number of Job Seekers	Mean Score of Expectations	Standard Deviation	F-Ratio
IT industry	110	2.957059	0.138711	F-Ratio 3.190727
Banking/finance services industry	70	2.657143	0.066173	
Education/academics Institutes	110	2.718182	0.068647	P-value 0.018271

A STUDY OF THE PUNE BRTS PROJECT CONTRACT

Nagarjuna Pilaka*

The Bus Rapid Transport System, popularly known as BRTS, is a bus-based mass rapid transport system introduced in cities across India since the time the JNNURM program was initiated by the central Govt. in 2006. The BRTS being reportedly an important part of urban economic development, land use pattern, and transportation planning efforts is selected as the favored mode of public transport by various urban local bodies. The transport planners opine that it is quite cheap as well as easy to set up in medium-size cities at considerably low capital project cost, low operations, and maintenance expenses as compared to the metro project which requires elaborate physical infrastructure in the form of stations and tracks necessitating exorbitantly high costs for the project implementation and subsequent operations and maintenance. Being young in technological concept it has used the technology from different land-use policies to high-tech hybrid buses to GPS navigation, tracking, ticketing, and has opened avenues for more innovations in the field of mass transportation in many countries. Further, the transport authorize defines the system as an enhanced bus system that operates on bus lanes or other transitways in an optimum manner on the shared right of the way concept, to combine the flexibility of buses with the efficiency of rail, thereby needs low footprints in order to minimize land space. The Pune city was the first to implement a project for the first time in the country, followed by Delhi, Ahmedabad, Nagpur, Surat, etc. The paper highlights the various technical and contractual aspects of the full-scale Pune BRTS system comprehensively, a comparison of various routes on technical parameters, and a glimpse of various operational issues are presented.

Keywords: BRTS, Urban Transport, Economical Mode, Construction, Operation

INTRODUCTION

Pune is one of the fast-growing cities in India as it witnesses a constant migration of people into the city for several decades as it has immense potential for education, industrial development, socio-economic growth, etc. It is spatially expanding steadily across all geographical directions and becoming a sprawling city in the western region of India. In sharp contrast, the public transportation system is not keeping pace with the fast-growing city. 'The Oxford of the East', (Chetan *et al.*, 2016) Pune popularly known as, has been suffering on this front for quite some time. BRTS system in Pune: The poor public transport system primarily comprising buses operated by the Pune Mahanagar Parivahan Mahamandal Limited (PMPML) is not able to cater to ever-increasing mass transport demand and the situation compels

people to opt for personal vehicles and two-wheelers.

This number is increasing at a rate of about 60,000 units every year, and the city major and arterial roads are not adequate to carry heavy traffic densities. At certain parts of the day, it might take as much as 3 hours to travel a distance of 5 km within the city as arterial roads are so congested with traffic flow that is much higher than the capacity of the roads (Ananth, 2010). The National Urban Transport Policy (NUTP) proclaims strongly that the use of public transport for regular commute particularly for work trips and school trips for numerous economic advantages. Following the NUTP guidelines, a scheme called "the Jawaharlal Nehru National Urban Renewal Mission" (JNNURM) was launched by the

* Associate Professor, NICMAR, Pune.

Government of India (Gupta et al., 2014) almost one and a half-decade ago. The key objectives of the scheme are providing an efficient and cost-effective bus-based transport system for considerably populated towns and cities. Given all these pressing reasons Pune was the second city in India to experiment with a Bus Rapid Transit System (BRTS), after Ahmedabad, which opened the nation's first BRT in 2010 for full-scale implementation (Chaudhari et al., 2014).

The PMPML was entrusted to implement the project by starting a pilot route on the critical Katraj-Hadapsar section having a length of about 5 km in 2008. The system is given a unique name called **Rainbow BRTS** for which infrastructure has been developed jointly by the Pune Municipal Corporation (PMC) and Pimpri-Chinchwad Municipal Corporation (PCMC). The project currently envisages 113 km of dedicated bus corridors along with buses, bus stations, terminals, and an intelligent transit management system (Nihal et al., 2018). The Rainbow BRTS project is being implemented in various stages with the financial support of the JNNURM (Gupta et al., 2014). Additionally, specific components of the project in Pimpri-Chinchwad are being funded under the 'Sustainable Urban Transport Project', which is an initiative of the Ministry of Urban Development, Government of India and is supported by multilateral funding agencies like the World Bank, UNDP, etc.

The Features of the Planned Rainbow BRT

Buses - A BRT bus with doors on both sides and more standing space can seat about 60-80 passengers on board and ply smoothly and rapidly in reserved lanes. Bus stations are set up along the BRT Lanes at regular intervals - Station roof is covered to protect from rain and sun, well lit, have a ramp at the entrance and signage boards with information about

the BRT corridors (Duwa, et al., 2017). **Tickets at stations** - The ticket is issued at the ticket counter inside the station before boarding the bus. **Smart Cards** for regular commuters are proposed in the next phase. **Level Boarding** - The height of the bus platform at the doors and the BRT station platform is the same as passengers do not have to climb steps to board the bus, a feature similar to metro rail. **Automatic Doors** - Automatic doors on BRT stations and bus doors open only when the bus is properly halted at the stop.

Crossings - The crossings from the footpath to the BRT stations have signals in many locations so that vehicles have to slow down to allow passengers to cross safely. **Bus Numbers, Bus Arrival and Station Information** - Information on bus arrivals is displayed on screens at the bus stations. Display screens and audio announcements in buses give information about the next stop. Route numbers appear on LED displays on the front, back, and left sides of buses. **Intelligent Transit Management System** - BRT Buses are GPS enabled and all buses and stations are linked with the BRTS Control Room at a place called Swargate which is set up for tracking bus movement and giving feedback to drivers to improve service (Chetan et al., 2016). **Security and Traffic Management** - Security personnel are present at each BRT bus station. Traffic Wardens are present at signals and crossings to help in the management of other traffic and prevent entry into dedicated bus lanes.

OBJECTIVE AND SCOPE

The study is intended to analyze key factors of operational BRTS routes in Pune, as mentioned below. The objective was not to evaluate the BRTS in terms of transport objectives, but rather to look at vital elements such as cost and time for its implementation. The Data covers all the information obtained

from secondary sources and cannot be relayed completely for accurate results, and some of the information required for the analysis is not provided due to confidential reasons. However, there are a few limitations as some factors like cost and time overruns are not considered though important contracting elements. Further, it deals with information regarding bus routes and associated development costs. The following parameters were precisely studied for the analysis of the Pune Metro Project.

- i - Various routes
- ii - Project cost of routes
- iii - Length of routes
- iv - Scheme of the project/source of finance
- v - Timeline - expected completion date
- vi - Number of stations on each route
- vii - width of the right side of the way
- viii - Frequency of BRTS bus service

Table-1 in Annexure presents the data comprehensively.

ANALYSIS OF FACTORS RELATED TO BRTS PUNE

Different Factors of BRTS

Depicts the number of different factors of each line in the BRTS and the analysis has been presented through subsequent sections. Factors include the cost of the project, length of the road, the timeline of project construction, financing system, corridor width, and frequency of buses in various bus stops in each corridor. There are six BRT lines with corridor lengths ranging from 8km to 14 km (Fig. 5). Based on right-of-way details it is clear that it ranges from 30 m to 60 m. (Fig.6). The width of the corridor will vary as it enters the city and constant width cannot be guaranteed as BRTS buses will have to share the path with other motorists (Fig.7). These special lines were opened between 2015 and 2018 for BRTS buses. Jawaharlal Nehru National Urban Renewal Mission (JNNURM) is the financing system for all the BRTS projects in Pune. The frequency of buses at the bus stop was 10 to 15 min as per the data. While a total route length is 66.25 km the total cost of the project is 1013.95 cr.

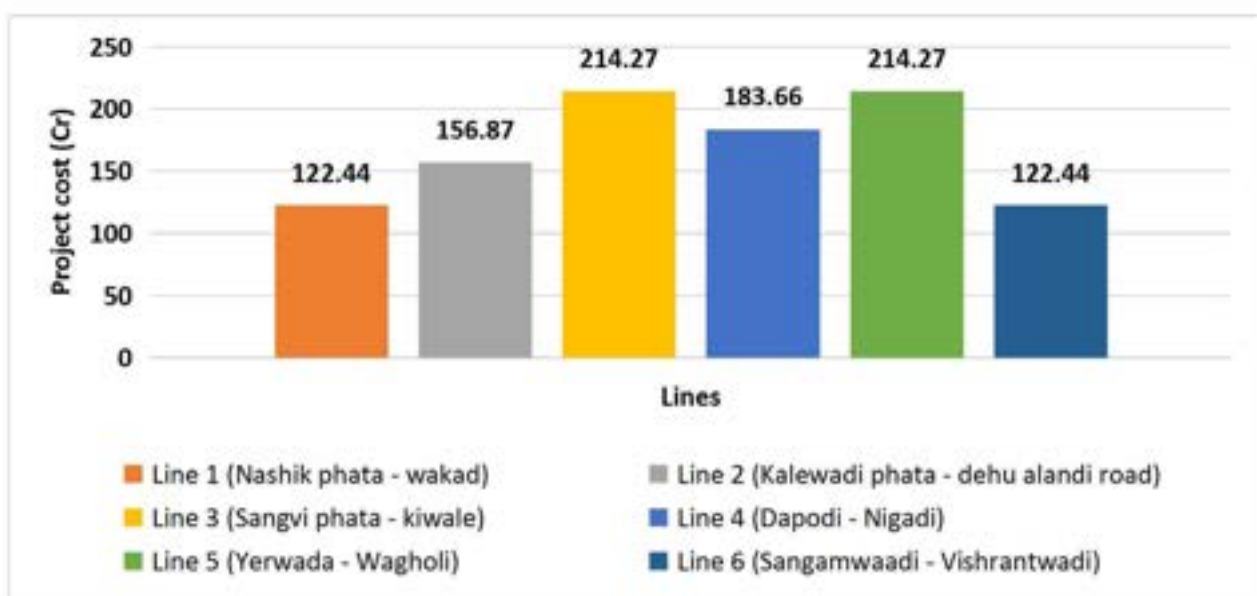


Figure-1: Cost of BRTS Line

The cost of a typical BRTS system is likely to be about 10% of a comparable light Rail Transit system like Tramways and roughly 2% of an underground metro rail system. The PMC had received a grant of around Rs. 1,000.00 cr. The above graph (Fig.1) is representing the cost of each line while Fig.2 gives the percentage of costs expended on

each line. Lines 3 and 5 have the highest construction cost i.e. 214.27 cr. each which is 21% of the total cost of the construction of the BRTS project that is the highest. Line 1 and 6 have the least construction cost at 122.44 cr. The total cost of the total Pune BRTS project is around Rs 1014 cr.

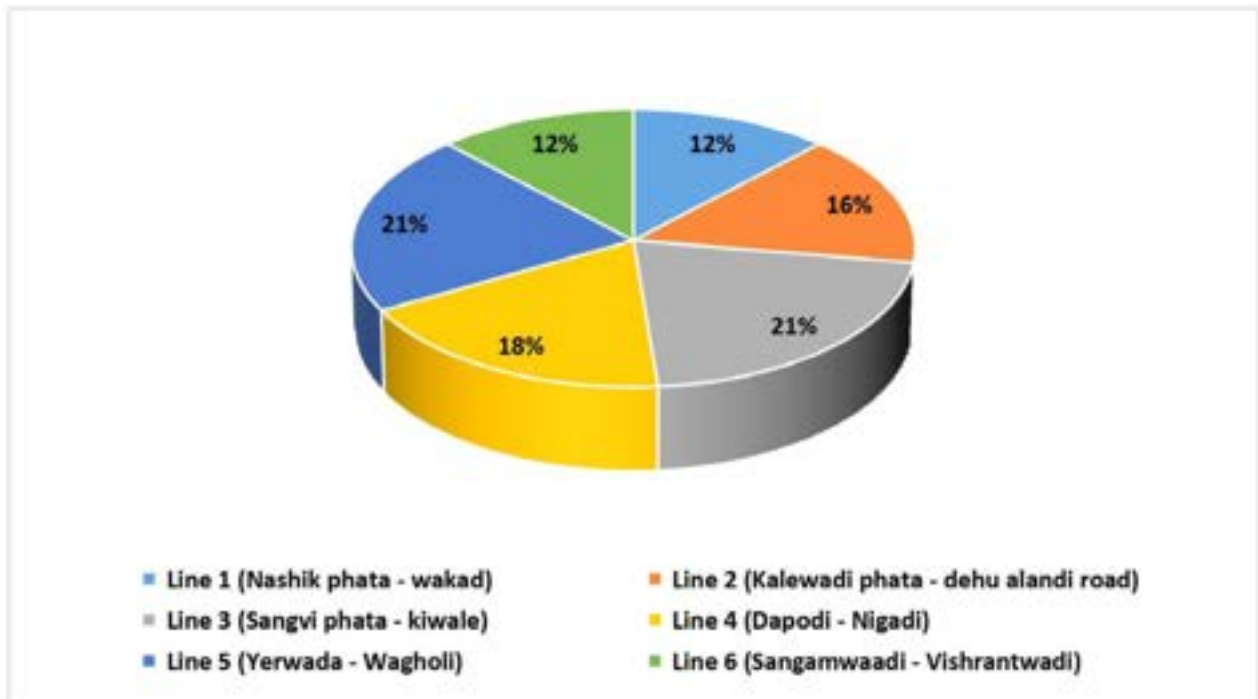


Figure-2: Pie Chart Showing Percentage Cost of Lines

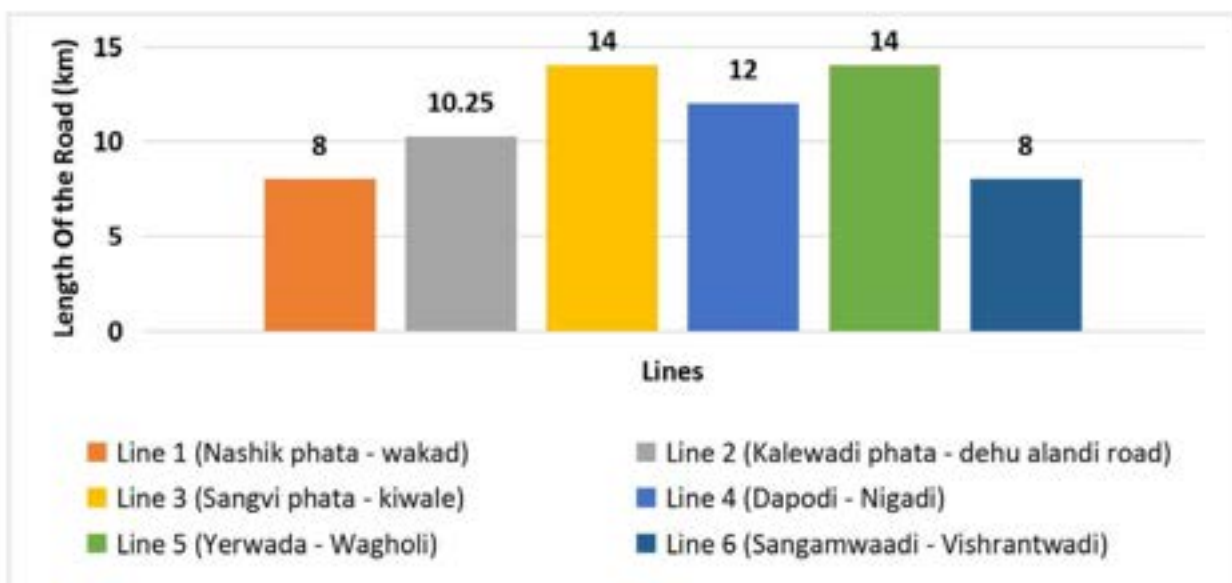


Figure-3: Length of BRTS Lines

As exclusive road space is required for BRTS use alone, separate lanes are provided for plying BRTS buses with a lane width around 3.5 m with a two-lane configuration in the middle of roadways mostly with low kerbing. From Fig.3 one can see that lines 3 and 5 are

the longest stretch length (14km) whereas Line 4 and 2 are 12 km and 10.25 km respectively. And Line 1 and 6 are short routes (8 km). Thus the total length of all the routes in the project is 66.25km.

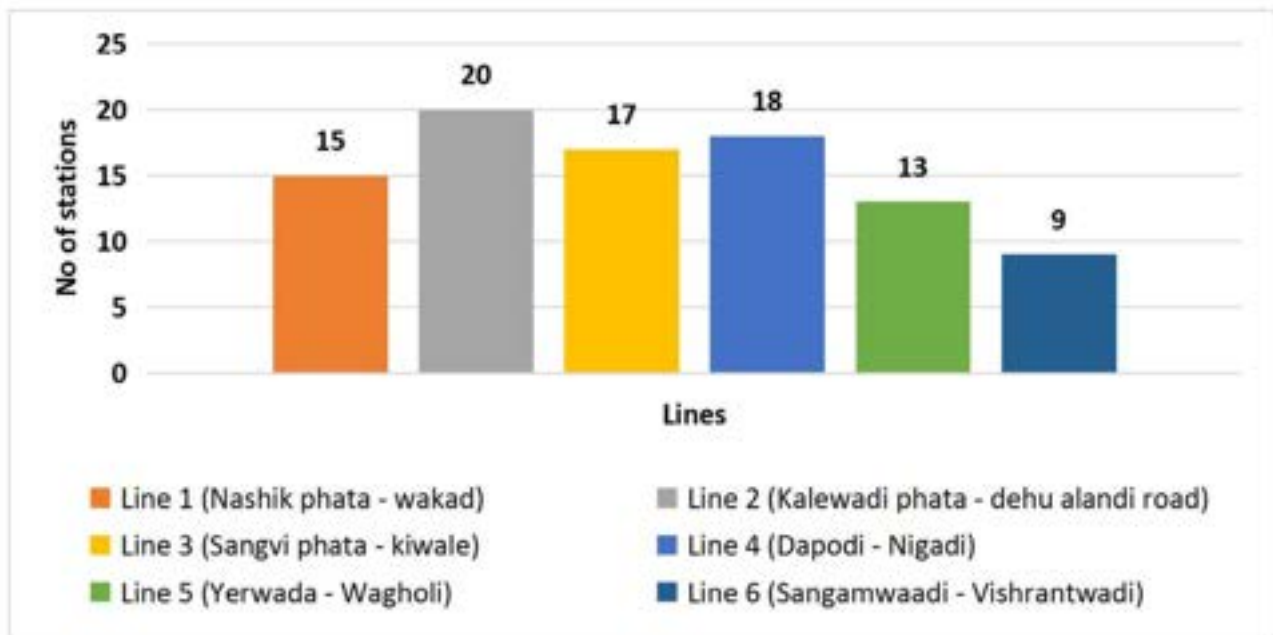


Figure-4: Stations Present Across Each Line

The plan to set up as many as 90 bus stops was envisaged originally. However, about 20 stops have been closed because of Metro works. The number of Stations on each line is presented in Fig.4. The bus stands vary from 40 to 50 m wide to accommodate 2 to 3 buses at the time. Spacing between stations is critical in ensuring higher operating speeds of buses while shorter spacing would improve accessibility to passengers. The average spacing provided is about 550m. The stops have shelters for passengers, raised platforms, and automatic ticket vending machines. A schematic showing a functioning of a corridor is in Fig.7.

CONCLUSION

Efforts so far to prefer BRTS in India is because there is a need to shift people from personal motor vehicles to public transport

and non-motorized modes. Now the question is Why will people shift? The reason is Safety, Comfort, Pollution, Hassles of driving on congested roads, and Opportunity for social interaction. The BRT buses running using rubber-tired wheels on concrete and bituminous paved urban roads are expected to offer a high degree of riding comfort. Further, the centrally scheduled services do not cause inconvenience to passengers opting for a bit of long-distance travel in the city.

The BRTS is primarily a three-component system. Planning, Development and Operation, and maintenance. The planning component will include an initial network plan for the trunk, complementary feeder, and non-BRT services. The development stage deals with the route network through an iterative process with the demand and

financial models involving the cost of development and construction. The Consultant will also take into account the rolling stock; station and terminal typologies, and station-bus interface and fare collection on BRT services and methods in Operation and Maintenance. The corridor analysis is to show the road capacity and its functionality during peak hours.

The Consultant will prepare concept designs for major intersections as well. As the concept is good, it has been implemented at a massive cost and put into operational mode first in 2006 as a pilot project in Pune. It ran for a few years but was stopped for renovation later. Almost eight years after that Civic authorities planned to implement 6 routes totaling around 66 km on major arterial roads in the city. But the project seems to be facing reportedly several issues during operations as it has not reportedly been implemented the way it should have been something fantastic. Major issues along BRTS lanes include illegal entry of vehicles, the condition of bus stations, frequency of buses, and so on.

The private vehicles seen entering into BRT special lanes do not follow traffic rules and create traffic snarls. It is difficult to cross the roadway to reach BRT bus stations as it is set up in the middle of the carriageway. At some places, the BRTS lanes are closed and remain non-functional due to ongoing metro project construction in the city even though is largely promoted as the ideal mass transport solution for cities whose traffic and population density do not permit the capital-intensive metro rails. It is failing to attract commuters at least 50 percent of its capacity because it is running far too few buses on the corridors and authorities reportedly failed to buy new and attractive buses, thereby the expected commuter shift from personal vehicles to BRTS buses did not happen. As a result, the BRTS is unable to reduce the number of private vehicles on the

road against the National Urban Transport Policy (NUTP) recommendation.

The BRTS should run alongside the metro line subject to technical feasibility, and act as a feeder transport mode for a massive metro transport system. Thus the two services have to complement each other through modal integration. At the same time, NUTP does not allow this kind of integration in the same corridor. Points for conclusions are: Very expensive projects like BRTS cannot be neglected so far as its operation and maintenance are concerned. Henceforth civic authorities should launch a study of the services that could expose all the areas or facilities of the project such as routes, buses, and bus stations where the system is functionally lagging. The study report is expected to shed better light on various functional aspects. The PMPML, the contracting authority can base all future decisions in the respect of revamping it, integrating with future metro, discontinuing operations, etc., on the study report and recommendations.

References

- Ananth, R. (2010). BRTS- Bus Rapid Transit System in Pune: Modelling, Simulation, and Feasibility Analysis. International Conference on Industrial Engineering and Operations Management Dhaka, Bangladesh, January 2010, 781-785.
- Chaudhari, D. and Hajiani, N. D. (2014). Traffic Impact Analysis of BRTS - A Case Study of Ahmedabad BRTS. International Journal of Engineering Research and Technology, 2 (2), 1956-1959.
- Chetan, K., Harshal, S., Trushik, P. and Xitij, S. (2016). Effective Learning from Delhi BRTS - A Case Study of Pune BRTS. International Journal of Research in Engineering and Technology, 5(4), 149-154.
- Duwa, H. Ch and Keneth, K. (2017). Assessment of the Effectiveness of Dar Es Salaam Bus Rapid Transit (DBRT) System in Tanzania. International Journal of Sciences: Basic and Applied Research, 36, 10-30.
- Gupta K, Singh A, Dwivedi V, Tandon M. (2014). BRTS: An Effective Mode of Public Transport. International Journal of Innovative Engineering Research, 1(1), 7-11.
- Nihal, P. B., Ashish, K., Dipesh, G., Meyani, A. P. and Karan, S. P. (2018). Increasing Efficiency of BRTS from Nigdi to Dapodi. International Journal of Research in Engineering, Science and Management, 1(5), 111-113.

Webliography

- Pune BRTS Route Map. Retrieve from <https://www.pmc.gov.in/en/bus-rapid-transit-route-brt> (Accessed on 27 Feb. 2019)

ANNEXURES

Table 1 : Different Factors on Each Line

Sno	Lane\Factors	Project cost (Cr)	Length of the road	Financing system	Finished dates	Nos of stations	corridor width	Frequency between
1	Line 1 (Nashik phata - wakad)	122.44	8	JnNURM	November-2015	15	45m	10 - 15
2	Line 2 (Kalewadi phata - dehu alandi road)	156.87	10.25	JnNURM	Under construction	20	45-30-24m	10 - 15
3	Line 3 (Sangvi phata - kiwale)	214.27	14	JnNURM	September-2015	17	45-30m	10 - 15
4	Line 4 (Dapodi - Nigadi)	183.66	12	JnNURM	August-2018	18	45-50 m	10 - 15
5	Line 5 (Yerwada - Wagholi)	214.27	14	JnNURM	April-2016	13	45-60m	10 - 15
6	Line 6 (Sangamwaadi - Vishrantwadi)	122.44	8	JnNURM	August-2015	9	60m	10 - 15
	Total	1013.95	66.25	JnNURM		92		10 - 15

Source: Compiled By Author Through Secondary Data Analysis



Figure 5 : Route Map

Source: https://www.google.com/search?ei=AIC_X-2NHvqd4-



Figure 6: BRTS Layout



Figure 7: BRTS Dedicated Lanes

A STUDY ON BUYING BEHAVIOUR: EXPLORING PERCEPTION OF CUSTOMERS TOWARDS GREEN PRODUCTS WITH SPECIAL REFERENCE TO SURAT CITY

Divya Gadaria*, Kruti Bhatt*

Going green is one of the considerable things nowadays for sustainability and responsible business. A green product is considered as one of the initiatives for the same. From this study, the researcher wanted to understand the perception of customers for green products. For the same 200 samples were collected from the Surat district with different demographic factors. Chi-square, cross-tabulation were used as a data analytical tool. It was found that there is an association between education and perception of customers for major numbers of factors affecting perceptions towards green products. The study may be useful to marketers before they market green products.

Keywords: Green Products, Perception, Buying Behavior.

INTRODUCTION

Over the past few decades, the degree of environmental concern for consumers has been drastically increasing and consumers are now ready to pay more money for products with a higher quality that is safe for the environment. The growth of green marketing and green consumer perspective is being termed as the biggest opportunity for the enterprises as it is taken as one of the most crucial inventions the industrial world has ever seen. A group of factors may influence consumer behavior regarding green purchasing including social influence, concern for the environment, perceived responsibility for the environment, and also a concern for own image.

Green Products have fixated that consumers are nowadays more aware and would like to go with the go green concept. It refers to a product or entity that incorporates process strategies like recycling or manufacturing using recycled or recyclable components and/or using less toxic material to reduce its negative impact on the environment. Generally, green products are associated with different terminologies like nontoxic, environmentally friendly, organic, and

products made from recycled material. It is believed to be more costly to manufacture than other traditional products and that becomes the reason for making the green products more expensive to be purchased by consumers.

Green Consumers

A green consumer can be discussed as the one who avoids purchasing or using a product that leads to harm or damages the environment by causing deterioration in the process of manufacturing, using an ample amount of non-renewable energy, and/or being involved with unethical testing on any creature.

Green Marketing

It is associated with activities like product recycling and packaging which is not easy to be incorporated. Different terminologies are being used like ecological marketing, sustainable marketing, and environmental marketing for the same. It is also being associated with producing and facilitating exchanges to satisfy or delight human needs wants and desires with minimum damaging impact on the environment.

* Assistant Professor, SRIMCA – MBA Programme, UkaTarsadia University, Bardoli, Gujarat

Buying Behavior

It is being considered one of the most complex and dynamic streams that cannot be explained in easy instances. It is a process of selecting, buying, using, and disposing of products or services by the users to satisfy the need, want, and desire. In some of the researches, it is also describing that it is related to the way consumers expressed when they choose and buy the products or services using the available resources which resulted from the emotional and/ or psychological needs and behavioral patterns.

Perception

Perception is understood as organization identification and interpretation of sensory information to reflect the presented content or context. It is being formed by the recipient's expectations, past experiences, memories, and concentration. It can be differentiated according to the situation based on categories of factors. People try to interpret what they and this interpretation are normally influenced by the personal characteristics of the individual. These characteristics affect perception by having combined effects on attitude, motive, experiences, personality, interest, preferences, and expectations. Extrinsic influences like uniqueness, sound, size, spatial distance also affect the formation of perception. Time, work environment, and social aspects are arbitrary to the formation of perception. It is also being affected by the willingness of the individual to receive sensory input full of his/her attention and concentration which is being moderated by knowledge-based that a person has.

REVIEW OF LITERATURE

Patel & Chugan (2015) have studied the influence of consumer perception towards green advertising on green purchases. They identified intention regarding green purchase which was relied upon environmental knowledge, the image of the

company, and skepticism. The association of ethical impact along with improvised product features was being considered as factors affecting purchase intention.

Cherian & Jacob (2012) Proposed a study regarding understanding consumers' attitudes regarding eco-friendly products. A conceptual framework was presented in the view of green marketing and related ways in which different attributes of consumers can be identified. The study concludes with a note to ask for the shift towards an environmentally friendly lifestyle. Khaola et. al., (2014) researched Lesotho concerning environmental concern and attitude of the consumer towards green product and purchase where the strong relation was identified between environmental concern and green product while it was weak for purchase intention.

Hauck et al. (2014) analyzed green consumerism, total welfare, and environmental externalities to be judged by the strength of the social network. A model was discussed in the study where according to environmental quality products were being differentiated. Positive externalities were identified in the case of green product production and also was associated with additional benefits to using the same. A larger market share was identified with a stronger social network effect in the case of a green product.

Kong et al. (2014) researched with the main objective to measure how consumers' perceptions influence the green purchase intention about green products. Multiple variables like green packaging, eco-labeling, corporate perception, green advertisement, and product value were considered to measure the same. It was measured that eco-labeling, green product value, and corporate perception had positive influences on green purchase intention. It was also found that green product value and eco-labeling contributed to its largest influencing green

purchase intention among customers. In contrast to the above green packaging and green advertising were not found with their significant impact for the same.

Khedkar (2015) tries to find out the benefits derived by consumers after the practice of marketing efforts of companies to promote a green product. The research also focused on the influence of marketing activities and advertisements on the purchase intention of consumers. Concerning green products, the influence of marketing activities was not identified in the case of purchase decisions taken by the consumers. The major group of consumers was willing to pay a premium price for the green product as it adds value while a few of the respondents were not willing the same.

Ariffin et al. (2016) researched factors influencing repurchase intention and perceived quality towards the green product to introspect the relationship among emotional values, environment consciousness, green value, repurchase intention, and perceived quality towards the green product. The variables were divided into three models in which perceived quality was taken as the mediating variable and repurchase intention as the dependent variable. The study was conducted at Selangor. It was understood that green value has a significant relationship with repurchase intention and perceived quality. Emotional value has a significant relationship with perceived quality where it was found that a relationship with repurchase intention was insignificant. For environment consciousness, the relationship was found irrelevant with perceived quality in case of its paring against repurchase intention where the relationship to be found significant.

Agarwal & Ganesh (2016) did research on the perception and effectiveness of 4Ps on green products in the context of FMCG industries. The study was conducted to understand the

effect of product, price, place, and promotion on consumers' attitudes and purchase intention about green products. It was concluded that a significant positive relationship was identified between promotion and attitude. Packaging also makes a significant impression on consumers' purchase motives where willingness to pay extra is positively correlated with purchase intention.

Shamsi & Siddiqui (2017) researched to understand the concept of green products and consumer behavior associated with it. The study investigated the relationship between purchase intention and usage intention for a green product concerning demographic variables. It was fixed that personal consciousness of consumers and environmental sustainability were found to be motivating factors while unawareness and unavailability were deemed to be demotivating factors along with the cost of installation. Demographic factors were found ineffective except educational qualification with green product usage.

Choshaly (2017) did research on consumer perception of green issues and purchase intention for green products. It was reflected that young Malaysian customers showed a positive attitude towards environmental protection issues and the usage of recycling bags. Perceived environmental responsibility was found as the top predictor for green purchase intention followed by social influence. Concern for self-image was found as the most important predictor.

RESEARCH OBJECTIVES

- To identify the factors affecting the perception of consumers towards green products.
- To determine the association between the factors affecting the perception of green products and education.

- To observe the perception of consumers for the category of products for green concepts.

RESEARCH METHODOLOGY

For this study, a descriptive research design was used. Primary data were collected using a structured questionnaire from respondents. The secondary was derived from research articles and websites. A total of 200 responses were collected using a non-probability convenience sampling method. The scope of the study is limited to Surat city. Data were entered into SPSS for further calculation of the test. A factor analysis, chi-square analysis, and frequency distribution were carried out for data analysis.

Factor Analysis

Factor analysis was used to identify the new features affecting perception towards the green product. The result of Bartlett's test of sphericity is significant ($p=0.000$). Also, the Kaiser-Meyer-Olkin measure is 0.795 which is greater than 0.6. It is recommended that if Bartlett's test of sphericity is important, and if the Kaiser-Meyer-Olkin measure is greater than 0.6, then factorability is assumed (Refer Table-1 from Annexure). The total variance is explained at six stages for factors. Six factors were extracted because their Eigenvalues were greater than 1. The six factors explored are Eco-Friendly Attribute, Green Manufacturing, Sustainability, Marketability, Green Product Image, Segment Specific Assumptions Regarding Green Products. When six factors were extracted, then 74.464% of the variance would be explained (Refer Table-2 from Annexure).

Chi-Square Analysis

Chi-Square Analysis was applied to test the following hypotheses.

H_0 : There is no association between the factors affecting perception towards Green Products and Education.

H_1 : There is an association between the factors affecting perception towards Green Products and Education (Refer Table-3 from Annexure).

Frequency Distribution

Frequency distribution for customers' understanding of the green product category, percentage analysis was applied. (Refer Table-4 from Annexure).

FINDINGS

Eco-Friendly Attributes, Green Manufacturing, Sustainability, Marketability, Green Product Image, and Segment Specific Assumptions Regarding Green Products are the factors affecting the perception of consumers towards green products.

Consumers from any education level have the perception that Green Products are of High quality, healthy, safe to use, energy-efficient, require low maintenance, have a long shelf life, and consume more resources for production.

Electronic Goods, Home Appliances, and Footwear is believed as Green Product category (79%, 65%, and 68%) respectively by the majority of respondents (Refer Table-4 from Annexure).

Garden and Outdoor, Health and Personal Care along with fashion accessories believed as Green Product category (17%, 16%, and 19%) respectively by least of the respondents (Refer Table-4 from Annexure).

IMPLICATIONS AND CONTRIBUTION

As Green Products are been considered as one of the evolving fields these days, Companies investing in their procedures need to provide Green Products to the market. The emergence of green consumerism and the associated field of green marketing is taken as one of the biggest opportunities by marketers. This study may assist the marketers to identify the insight of

consumers. The positive aspects of the study can be adopted to advertise Green Product to attract a larger number of customers and negative aspects can be eliminated by communicating the facts of products. The assumptions of consumers regarding the Green Product category can be cleared to have a strong positioning in the industry.

CONCLUSION

The study concluded that Eco Friendly Attributes, Green Manufacturing, Sustainability, Marketability, Green Product Image and Segment specific assumptions with regards to Green Products are the factors affecting the perception of consumers towards Green Product. Association between education and factors affecting perception was significant. Electronic goods are seen as the green product category by the majority of the respondents.

References

- Agarwal, V., & Ganesh, D. (2016). Effectiveness and Perception of 4P are on Green Products in FMCG. *International Journal of Multidisciplinary Research and Development* 3(4), 311-115
- Ariffin, S., Yusof, J. M., Putit, L., & Shah, M. I. A. (2016). Factors Influencing Perceived Quality and Repurchase Intention towards Green Products. *Procedia Economics and Finance*, 37, 391-396.
- Cherian, J., & Jacob, J. (2012). Green Marketing: A Study of Consumers' Attitude towards Environment-friendly Products. *Asian Social Science*, 8(12), 117-126.
- Choshaly, S. H. (2017). Consumer Perception of Green Issues and Intention to Purchase Green Products. *International Journal of Management, Accounting, and Economics*, 4(1), 66-79.
- Hauck, D., Ansink, E., Bouma, J., & Van Soest, D. (2014). Social Network Effects and Green Consumerism. Tinbergen Institute Discussion Paper, 14-150/VIII, Tinbergen Institute.
- Khaola, P., Potiane, B., & Mokhehi, M. (2014). Environmental Concern, Attitude towards Green Products, and Green Purchase Intentions of Consumers in Lesotho. *Ethiopian Journal of Environmental Studies and Management*, 7(4), 361.
- Khedkar, E. B. (2015). *International Journal of Management Sciences and Business Research*, *International Journal of Management Sciences and Business Research*, 4 (9).
- Kong, W., Harun, A., Sulong, R. S., & Lily, J. (2014). The Influence of Consumers' Perception of Green Products on Green Purchase Intention. *International Journal of Asian Social Science*, 4 (8).
- Patel, C. P., & Chugan, P. K. (2015). The Influence of Consumer Perception Towards Green Advertising On Green Purchase Intention. *International Journal of Entrepreneurship and Business Environment Perspectives*, 4 (3), 1865-1873.
- Shamsi, & Siddiqui, Z. S. (2017). Green Product and Consumer Behavior: An Analytical Study. *Pertanika Journal of Social Science and Humanities* 25(4),1545-1554.

ANNEXURES

Table-1: Total Variance Explained

Rotation Sums of Squared Loadings			
Component	Total	% of Variance	Cumulative %
1	7.559	22.382	22.382
2	5.203	16.34	32.722
3	3.229	10.281	49.003
4	2.907	9.454	58.457
5	2.645	8.783	67.24
6	2.038	7.224	74.464

Table-2: Name of the Factors with Percentage of Variance

Factor	Name	Percentage of Variance
1	Eco-Friendly attribute	22.382
2	Green Manufacturing	32.722
3	Sustainability	49.003
4	Marketability	58.457
5	Green Product Image	67.24
6	Segment Specific	74.464

Table-3: Chi-Square Analysis

Factor	Pearson Square Value	Chi- H0: Fail to Reject / Rejected
Healthy and Safe	0.096	Fail to Reject
High-Quality Product	0.513	Fail to Reject
Made with Natural Ingredients	0.000	Rejected
Energy Efficient	0.238	Fail to Reject
Available with Eco-Friendly Packaging	0.000	Rejected
Low Hazardous Emission	0.006	Rejected
Bio Degradable	0.000	Rejected
Free from Toxic and Chemicals	0.000	Rejected
No Side Effects	0.000	Rejected
Easy to recycle	0.000	Rejected
Over Priced	0.001	Rejected
Do not harm Environment	0.023	Rejected
Always Made from Local Resources	0.000	Rejected
Cruelty Free	0.000	Rejected
Reusable	0.002	Rejected
Made from renewable resources	0.002	Rejected
Require Low Maintenance	0.301	Fail to Reject
A requirement of Green Certification and Label	0.000	Rejected
Always Made from recycled Material	0.000	Rejected
Long Shelf Life	0.06	Fail to Reject
Not easily available everywhere	0.043	Rejected
Only rich people can afford	0.000	Rejected
Difficult to promote	0.000	Rejected
Less consumer awareness regarding its benefits	0.001	Rejected
Only educate and literate use it	0.000	Rejected
Which are in Green Color	0.000	Rejected
They have long-lasting effects	0.001	Rejected
Only the environment conscious people buy it	0.015	Rejected
Sell and Produce only by MNC	0.000	Rejected
Induce High Cost of Manufacturing	0.033	Rejected
Consume more resources to produce	0.176	Fail to Reject
Available online	0.000	Rejected

Make you more smart and Fit	0.000	Rejected
Enhance your status in society	0.000	Rejected
Green Products means Grocery and Vegetables	0.000	Rejected
Unattractive and Ugly	0.000	Rejected
Villagers always use them	0.005	Rejected
Herbal Product	0.004	Rejected
Always handmade	0.000	Rejected

Table-4 : Frequency Distribution for Customers Understanding of the Green Product Category

Category of Products	% Frequency
Furniture and Fixtures	48
FMCG Product	41
Cosmetics	46
Electronic Goods	79
Home Appliances	65
Automobiles	76
Medicines	22
Clothing and Appeals	39
Utensils	57
Home Decor and Furnishing	52
Garden and Outdoor	17
Health and Personal Care	16
Fashion Accessories	19
Footwear	68

A STUDY ON CENSORSHIP IN OTT PLATFORMS - A NECESSITY?

Rimma Quadros*

There is a causal link between the changes in the medium used to circulate audio-visual content and the changes in society. India is constantly struggling with the challenge of censoring movies. Things have gotten more complicated in the past few years with the rise of International streaming platforms like Netflix and Amazon Prime Video. Streaming content produced locally and overseas isn't regulated in India, which means they appeal to citizens looking for uncensored shows and movies. But many people in India's largely conservative society take issue with the depiction of nudity, sex, violence and messaging that criticizes the country and its leaders. The OTT (Over-The-Top) services created a parallel medium to stream such content. An Over-The-Top media service is a streaming media service offered directly to viewers via the Internet. The ongoing digital disruption in the media and scape changed people's perception of time and space, bringing about new habits of content consumption that were triggered mostly by the increased accessibility, portability, and freedom of choice. This has led to a situation where the same content might be censored in cinemas and on television, but not on streaming platforms as regulation of content on paid OTT services does not exist. OTT Platforms have an alternate option of self-censorship too; self-censorship also called soft censorship is the act of censoring one's discourse. This is done out of fear, of the sensibility of preferences of others, and without overt pressure from any specific institution of authority. This brings into question the issue of how the government perceives content regulation, prompting various experts to wonder whether digital disruption can help dilute censorship in India. The author wants to study the necessity of Censorship in OTT Platforms from the audience's perspective. It looks into if the audience prefers the online content Censored or uncensored and if child lock can be the solution instead of censorship. Overall the results acknowledge that censorship of content isn't necessary but child lock and self-censorship could be an option.

Keywords: Censorship, OTT, and Self-censorship

INTRODUCTION

Censorship is the suppression of speech, public communication, or other information, on the basis that such material is considered objectionable, harmful, sensitive, or inconvenient. The Constitution of India guarantees freedom of expression but places certain restrictions on content, to maintain communal and religious harmony, given the history of communal tension in the nation¹. According to the Information Technology Rules 2011 (Department of Information Technology, 2011), objectionable content includes anything that "threatens the unity, integrity, defense, security or sovereignty of India, friendly relations with foreign states

or public order". The ongoing digital disruption in the media landscape changed people's perceptions of time and space, bringing about new habits of content consumption that were triggered mostly by increased accessibility, portability, and freedom of choice.

Specifically, the television-watching experience has been revolutionized by the Over-The-Top (OTT) media services. The Indian media landscape has traditionally been very dynamic. With a diverse population in terms of religion, economic status, caste, and language, the issue of content regulation has always been important in India. The government in India

* Lecturer, Department of Mass Media Patkar, Varde College, Goregoan West.

has been known for its attempts in the past to censor content on grounds of public morality, communal harmony, or the need to protect history, among various reasons.

The first OTT video service in India was BigFlix launched by Reliance Entertainment in 2008. Eight years later, U.S.-owned Netflix and Amazon started their operations in India⁸. Many traditional broadcasters also started their own OTT services in the meantime. The OTT market in India is supposed to grow to \$218m by 2020. Censorship rules related to the online space are likely to apply to content provided by OTT service companies as such content is accessible over the internet. In the case *Shreya Singhal vs Union of India*, the Supreme Court ruled that user-generated content (UGC) can not be censored online, but delegated the question of on-demand video content, like that provided by OTT services, to the Information Technology Act of 2000 (The Gazette of India, 2000), which has a content regulation provision that empowers the government to regulate intermediaries, including OTT platforms. This is one of the first cases regarding the release of censored content online, the court ordered the Ministry of Information and Broadcasting (MIB) to draft policies to regulate content that is censored on other media, but not online (precisely because of the lack of a regulatory framework).

Public interest litigation (PIL) against OTT services including Netflix, Amazon Prime, and Hotstar was filed in 2019 with the Supreme Court by Justice Rights Foundation, which claimed that, without any policy or law to regulate online content, sexually explicit and vulgar content is widely accessible online. The foundation referred to shows like "Scared Games," "Vikings" and "Game of Thrones". The petitioner stated that these platforms are profit-driven and do not consider the cultural sensitivities and the moral fabric prevalent in society⁹. In India,

content regulation has been shaped by the shifts in technology and three key policy players: the government, courts, and the industry. The government saw television as a powerful medium to spread propaganda and publicize government-led initiatives. Television was initially controlled by the government, but with the market liberalization, it came to be deregulated. Private players disrupted the broadcasting landscape and played a leading role in leading the policy towards deregulation. Nevertheless, the government has maintained its influence in content regulation mainly through the program code. The Internet has made it possible for anybody who has access to digital devices to also gain access to content.

Thus, accessibility and portability brought about by digital technology led to a situation where the same content is available on different platforms or media, which are regulated differently. Netflix's slogan, "TV got better," is the best illustration of that trend¹⁰. As India is primed to become the cond-largest video viewing population in the world by 2020, the government is likely to design new regulations. In history, major technological shifts forced state regulators to adopt laws as a way to also save themselves from losing control over the content.

But today, as in the past, the industry is pushing back. The CEO of Netflix, Reed Hastings, argued in 2019 that self-regulation should be the way forward because nobody wants government regulation, but also because the internet gives users total freedom to choose the content, they want¹¹. As no regulations of OTT services exist, courts are pushing the government to address the effects of OTT services. TRAI has circulated a consultation paper and a committee was created by the government to look into regulatory options for online content.

During the months of the global pandemic, people staying at home around the world

have turned to various streaming services for entertainment. The once advocated hypothesis that there are not enough hours in the day to consume content has changed, and streaming services worldwide are seeing a lot of change because of the choices it serves. According to a report by ACT Fibernet called 'State of Internet Traffic Trend', India saw a staggering 55% hike in overall streaming traffic during the lockdown. Various industry reports throw light on the popularity of homegrown OTT platforms. Indian player Disney+ Hotstar has the most number of subscribers, followed by Amazon Prime Video and Netflix. According to Advertisement and Media Insider (2020). This is mainly due to the local language content available on Disney+ Hotstar that appeals to the majority of Indians.

As per a survey by YouGov, 57 percent of people (1005, approximately.), in.yougov.com, (2020) support partial censorship for online streaming. They think that a lot of offensive content i.e., unsuitable for public viewing is put upon such platforms. The majority of the people supporting censorship are adults of the age above 40s. However, the strongest argument against such censorship is that the content on OTT platforms is Subscription on Demand, where viewers have the choice to pay and select what to watch. Apart from this, the piracy of movies is another factor why filmmakers take the route of OTT. There are a large number of artists who don't have enough money to portray their creative thoughts through cinema, OTT comes as a great breakthrough for them.

Public interest litigation (PIL) against OTT services including Netflix, Amazon Prime, and Hotstar was filed in 2019 with the Supreme Court by Justice Rights Foundation, which claimed that, without any policy or law to regulate online content, sexually explicit and vulgar content is widely accessible online. The foundation referred to

shows like "Scared Games," "Vikings", and "Game of Thrones". The petitioner stated that these platforms are profit-driven and do not consider the cultural sensitivities and the moral fabric prevalent in society. Even shows like Mirzapur and content on Zee5 and Alt Balaji are often criticized due to the use of foul language which can be an impact on the youth.

Due to the absence of legal provisions on licensing of OTT platforms the matter is in Delhi High Court sub judice. The court said that the government cannot censor them, advising that the petitioner's complaints should be considered under the Information and Technology Act. Prompted by these growing concerns, the Mobile and Internet Association of India drafted a code of ethics for the regulation of content on OTT services. The code, however, has not drawn support from all the OTT services. Netflix, for example, signed it, but Amazon and a few others were still not on board at the time of writing.

The Ministry of Information and Broadcasting (MIB) brought video streaming platforms, also known as online curated content providers (OCCPs), under its ambit. (Digital news media have also been brought under the MIB, Before that, the platforms were under the jurisdiction of the Ministry of Electronics and Information Technology (Meity), which is logical, as they are governed by the Information Technology Act, 2000. The news came much with the online protest of #boycottNetflix with the streaming of 'The Suitable Boy.

Countries like Singapore, the UK have regulatory bodies to keep a check on the OTT platforms. In Singapore, the service providers have to display elements such as nudity, drugs, sex, violence, etc. in the content. However, in the UK, the OTT platforms face the same scrutiny as any public service broadcaster. Australia has a principal legislation BSA, 1992 that governs

the OTT sector. While in Turkey, there is a licensing regime under which the OTT platforms are given a license for 10 years. Countries like Indonesia, Turkey, and Saudi Arabia have strict regulations. They want total control in the hands of the Government. Many OTT platforms including Netflix have been blocked (Patel, 2020).

The changes in the dissemination medium from film to television to satellite transmission expanded the reach of technology in people's lives, prompting the government to take a paternalistic role in controlling the medium, which had an impact on content regulation. Sociological factors, nevertheless, played a role in it as well. They include cultural sensitivities such as concerns regarding sexually explicit and vulgar content, economic policies such as allocations of state subsidies for the expansion of television, liberalization policies that allowed the entry of foreign television channels, and various political events, such as the time of emergency state when the government could exploit mass media. In summary, the paternalistic attitude of the Indian government in content regulation is likely to lead to new forms of content regulation that would rely on existing regulatory models as well as self-regulation patterns (as in television broadcasting). The courts have pushed the government towards a policy framework aligned, and possibly in pace, with technological change (Parikh, 2020).

OBJECTIVES OF THE STUDY

- To understand and analyse the perception of viewers towards censorship.

RESEARCH METHODOLOGY

The author has done exploratory research based on that, author framed questions to obtain the viewers' opinions on censorship in the online platform. The method used is a close-ended questionnaire survey and the

sampling method used is Non-probability Convenience Sampling Method because there is high representativeness and detailed knowledge about the population isn't compulsory. The sample size was 255 respondents with different age groups. After analyzing the statistical data of the survey, the results are generalized.

RESULTS AND FINDINGS

From the obtained results it can be interpreted that the majority of the samples are against censorship of content in OTT, whereas the rest of the samples are divided between supporting censorship and are confused. Nevertheless, however, if censorships exist, it will ruin the essence of the content which will lead to piracy, wherein piracy is illegal in India. It will further lead to the exploitation of Freedom of Speech and Expressions. Samples are still in the process of forming opinions. But the majority of the samples also prefer the idea of child-lock instead of self-censor.

Do you think censorship in online platforms is necessary?
255 responses

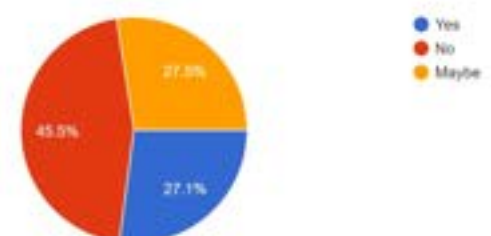


Figure - 1.1

45.5% of the total respondents were not in the favor of censorship (Figure-1.1). However, 60.4 % of respondents also said that censorship can affect the content of these platforms and also hampers the freedom of speech of expressions (Figure 1.2). 61 % responded that the Government should not interfere with the content of these OTT platforms (Figure 1.4). However, the viewers

should understand the importance of child locks and the makers of self-censorship.

Do you think censorship ruins the essence of the content?
255 responses



Figure - 1.2

Do you think political content should be censored in online platforms?
255 responses

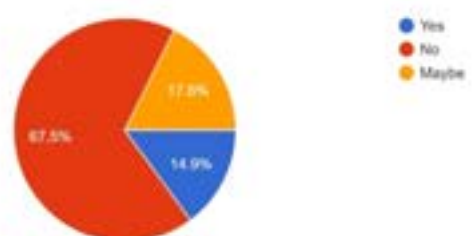


Figure - 1.3

Should Government be involved in the censorship of online platforms?
255 responses



Figure - 1.4

Does censorship contradict the concept of freedom of speech and expression?
255 responses



Figure - 1.5

LIMITATIONS

People are still forming opinions as the OTT platforms are still expanding and evolving in India. Also, a big chunk of the Indian population doesn't have access to the internet let alone consume the content. But the numbers are growing steadily. As different groups of people start consuming OTT content, the guidelines will shape along.

CONCLUSION

From buying groceries to ordering paracetamol, the lockdown forced the entire nation to avail of digital services. It has opened up an opportunity for Over-the-Top (OTT) platforms to rise to the situation and curate a seamless streaming experience for their consumers as they are quarantined 24x7. The open internet, which has immensely changed viewing habits in India, makes it difficult for the Government to impose regulations. However, the government has no concrete plans in this respect. But because of the regulatory tradition in India, the government can attempt to introduce expanding its content control when appointing technology is reached. A model combining state censorship and self-regulation is likely to be more accepted.

Despite all this, the government will ultimately formulate it. It will likely lead to a system of co-regulation whose impact on Freedom of Speech and Expression is still hard to predict. There is no doubt that the OTT platforms' usage and the liking for the content have increased especially in the lockdown when the only entertainment platform was this online application. Moreover, the availability of the internet and the less likely costly subscriptions makes it more accessible. However, in such a scenario self-regulation or the parents using child lock can be a solution.

References

Patel, M. K. (2020). A Study: OTT Viewership in "Lockdown". *International Journal on Transformations of Media, Journalism & Mass Communication*, 18, 124-135.

Webliography

Advertising and Media Insiders (2020). OTT Platform Subscribers in India. Retrieved from: <https://twitter.com/admediainsider>

Department of Information Technology (2011). Information Technology Rules. Retrieved from: https://www.meity.gov.in/writereaddata/files/CSR313E_10511%281%29_0.pdf

In.yougov.com (2020). Partial Censorship for Online Streaming. Retrieved from: <https://in.yougov.com/en-hi/results/>

Parikh, N. (2020). The Emergence of OTT Platforms, StuDocu, University of Kerala. Retrieved from: <https://www.studocu.com/in/document/university-of-kerala/marketing-management/nandani-the-emergence-of-ott-platforms-during-the-pandemic-and-its-future-scope-blargav-pancholi/18470775>

The Gazette of India (2000). The Information Technology Act, 2000. Retrieved from: <https://eprocure.gov.in/cppp/rulesandprocs/kbadqkdicswfdelrquehwuxcfmijmuixngudu fgbuubgubfugbububjxcgfvvsbdihbgfGhd fgFHty hRtMjk4NzY>

Endnotes

¹ "Uncle dictates cyber boys dispose of - Sibal to work on norms for social sites". *The Telegraph*. Calcutta, India. 7 December 2011.

² "Netflix Launches in India, Plans Start at 500 Rupees," *Reuters*, 6 January 2016, available online at <https://www.reuters.com/article/us-netflix-india-idUSKBN0U/K24F20160106>

³ *Justice for Rights Foundation vs Union of India*, Supreme Court of India, 2019.

⁴ Abhijit Bhaskar, "Supreme Court Asks Centre to Regulate Online Video Streaming Services"

⁵ Namita Singh, "IAMA's Regulatory Code for OTT Platforms Outlining Principles and Seeking a Creation of Grievance Redressal; Will It Lead to Self-Censorship"

A STUDY ON CONSUMER BEHAVIOR FOR PALAZZO PANTS IN AHMEDABAD CITY: AN EXPLORATORY STUDY

Pratima Rameshchandra Rathod^{*}, Anjali Gokhru^{**}

Today's apparel market is changing so fast in the world. The development of apparel market in industrialized countries is decreasing, while it is growing rapidly in emerging nations. The study is an attempt to understand the consumers behaviour towards Palazzo Pants among females. Not many studies have been done to understand and analyse the perception of the consumers that can highlight the key reasons for liking towards Palazzo Pants as a apparel. The researchers use the survey method with structured questions. Entire 120 useable respondent surveys were accumulated, investigated, and organized. The results of this research work exposed that the fit of Palazzo pants was the most significant followed by elegance, whereas brand designations and country-of-origin were comparatively irrelevant. In terms of product indication association, the fabric was powerfully correlated with style, comfort, and quality. Fashion played a more momentous role in Palazzo pant estimation. According to the outcomes of this research work, young female consumers are inclined to fulfill their existing needs with distinguished brands vs local brands and they found Palazzo Pants as a preferred apparel.

Keyword: Consumer Buying Behaviour, Palazzo Pants, Ahmedabad.

INTRODUCTION

Palazzo Pants are long ladies' pants cut with a free, very wide leg that flares out from the midriff. Palazzo pants are well known as a late spring season style, as they are free and will in general be complementing in light, streaming textures that are breathable in a blistering climate. Silk crepe/crepe, shirt, and other characteristic fiber materials are well-known textures for this plan. Palazzo pants are less oftentimes observed throughout the cold weather months, yet they might be found in fleece or substantial engineered textures also. Palazzo pants were otherwise called seashore pants in the 1930s.

History of Palazzo

Palazzo pants have a history linked with some of the biggest names in women's fashion. Although very popular in the 1970s,

it was the 1930s and Coco Chanel who first introduce them to women's fashion. Coco came across the wide-legged pants while in Venice and adopted them because they were easy to wear when getting in and out of gondolas. In the 30s and 40s Hollywood film stars like Katherine Hepburn and Marlene Dietrich often wore them between takes on film sets. Long, flowing floor-length pants that have very wide legs and are made of jersey knit material. Some have belts or lace on the waistband. Some have waistbands that can be rolled down to dangerous lows and are very tight on the hips, so they hide and reveal the body at the same time. I like them because they have that 1970s counterculture seductive appeal. The gaucho pants are shorter (calf-length) versions of palazzo pants. And I have knee-length pants like that, too.

^{*} Research Scholar, B. K. School of Business Management, Gujarat University, Ahmedabad.

^{**} Research Supervisor, K. S. School of Business Management, Gujarat University, Ahmedabad.



Figure-1: Palazzo Pants

Consumer Behavior

Consumer Behavior is a subdivision that agreements with the numerous phases a consumer goes through before acquiring products or services for his end practice. The palazzo could be purchased because of Requirement, Community Standing, Endowing Determination. Or the palazzo could not be purchased because of Not-required, Monetary restrictions, Perception. The most frequent case, when females buy palazzo are Cheerful period, Centenary, Centennial, Wedding, or other distinct events.

There is taint a few variables that impact purchasing choice of a shopper going from mental, social, financial, etc. During Diwali, the purchasing inclinations of buyers increment when contrasted with different months. Correspondingly, during Valentines' week, people are regularly observed buying presents for their accomplices. Changes in the monetary business sectors and downturns decline the purchasing limit of people. In a layman's language, shopper conduct manages the purchasing conduct of people. The principal impetus which triggers the purchasing choice of an individual is the need for a specific item/administration. Shoppers buy items and administrations as and when the need emerges.

REVIEW OF LITERATURE

Damhorst and Fiore (1993) have proposed the model to explore the gender differences in the interpretation of apparel signs and perceiver characteristics they found that the female gender emphasizes ploy with aesthetic elements in the dress. Yu and Damhorst (2015), In the case of clothing textile merchandise numerous studies denote that the intrinsic properties like the physical options of materials that embrace fibers, materials, and finishes, instead of the outside properties like worth, brand name, packaging, and hangtag data, from a consumer's perception of product quality, that features a pronounced result on the ultimate decision-making and shopping for behaviors.

According to Spies et. al. (1997), the after effect of store qualities on clients' temperament, on their completion, and their purchasing, the conduct was examined during an investigation study. Stores in European nations contrasting regarding their air that is their condition, data rate, and design were chosen. The client's state of mind was estimated toward the beginning, inside the center, and at the tip of the looking and was appeared to help inside the lovely store and to break down inside the less charming store. Completion with the shop was bigger inside the wonderful store. Examine multivariate examination indicated that this was a result of an on-the-spot aftereffect of store air still as an Indirect outcome intercedes by the client's state of mind. Clients inside the wonderful store spent more money on articles they only agreeable. This outcome was a result of the client's mindset.

RESEARCH OBJECTIVE

- To study and analyse the perception of female consumers towards Palazzo Pants.
- To understand the preference towards Palazzo Pants with respect to

demographic variable including age, occupation and education.

- To study the preference of Palazzo Pants among working women and housewives.
- To study the satisfaction of female consumers towards Palazzo Pants with respect to age.
- To study the relationship between occupation of female consumers and price of Palazzo Pants.
- To study the relationship between occupation of female consumers and overall impression for Palazzo Pants.

RESEARCH HYPOTHESES

H_{01} : Occupation and Price of Palazzo Pant have an insignificant association.

H_{02} : Occupation and Overall Impression for Palazzo Pant have an insignificant association.

H_{03} : Age and Satisfaction level for Palazzo Pant have insignificant association.

RESEARCH METHODOLOGY

Research Design : The research design of the study is descriptive.

Sampling and Population: The population for this study is the consumer using palazzo pants. The total sample size for this study was 120 female consumers.

Tools for Data Collection: In this research questions were directly asked to the consumers and analyse/interpret data based on their response. A well defined questionnaire with open-ended and close-ended items was used to collect the information of respondents.

Data Analysis Tools and Techniques: Frequency distribution, Cross-Tabulation, Chi-square Test, and ANOVA were used to analyze the collected data.

DATA ANALYSIS AND INTERPRETATION

Age-frequency distribution interprets that 35.83 percent of female respondents belong to Age group between 26 to 30, 35 percent of female respondents belong to between 31 to 35 years whereas 21.67 percent of female respondents belong to Above 35 years. See the Figure-1 below:

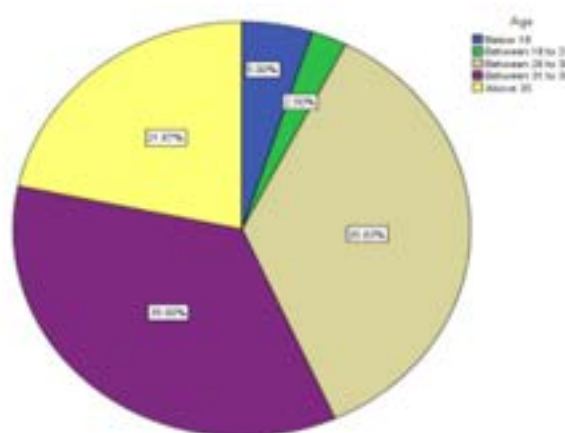


Figure-1: Age Frequency Distribution

Occupation Frequency distribution interprets that 74.17 percent of female respondents belong to working women category, 20.83 percent female respondents belong to Housewife category whereas 5 percent female respondents were students. See the Figure-2 below:

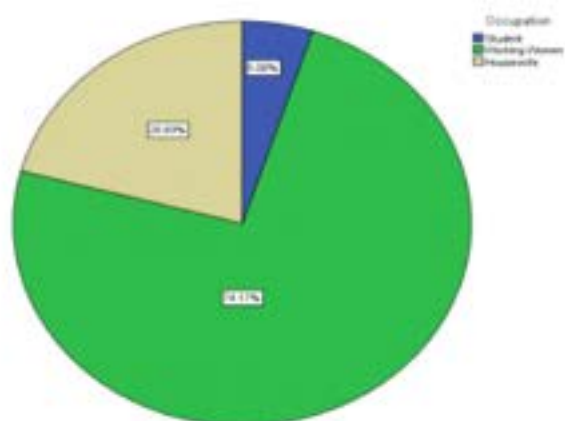


Figure-2: Occupation Frequency Distribution

Education Frequency distribution interprets that 50 percent of female respondents were graduate; 32.50 percent female respondents were Post graduate whereas 17.50 percent female respondents were educated upto HSC education level. See Figure-3 below:

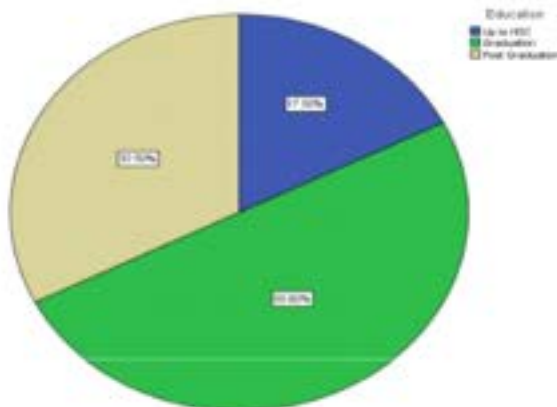


Figure-3: Education Frequency Distribution

Frequency of wearing Palazzo pants found to be 31.7 percent of female respondents are wearing palazzo on an Occasional basis, 30 percent daily whereas 23.3 percent of female respondents are wearing palazzo once a week (See Table-1). Duration of wearing Palazzo pants found to be 51.7 percent of female respondents are wearing palazzo between 3 to 5 years, 28.3 percent between 1 to 3 years whereas 13.3 percent of female respondents are wearing palazzo for more than 1 year (See Table-2).

Criteria for choosing Palazzo pants is represented by 34.2 percent of female respondents who considered 'price' while buying Palazzo, 30.8 percent had brand as the Criteria, whereas 25 percent female respondents are considering discount when they are palazzo (See Table-3). Various features cited by respondents are represented by 60.8 percent of female respondents are selecting palazzo due to comfortability feature, 17.5 percent on design, whereas 16.7 percent female respondents are selecting palazzo due to Fabric material feature. (See Table-4).

Cross-Tabulation Analysis

The result of Cross-Tabulation analysis shows that 41.7 percent and 5 percent working women and Housewife respondents selected palazzo whose price remains between 500 – 999 respectively. 20 percent and 15.8 percent working women and Housewife respondents selected palazzo whose price remains between 1000 – 1499 respectively (See Table-5). The result of Chi-Square represents that the p-value (0.000) is less than the significance value (0.05). So, H_{01} was rejected. It means that there exists significant relationship between Occupation and Price (See Table-6).

The result of cross-tabulation for overall impression for palazzo pants represent that, 33.3 percent and 8.3 percent working women and Housewife respondents had an overall good impression of palazzo respectively. 40.8 percent and 12.5 percent working women and Housewife respondents had an overall excellent impression of palazzo respectively (See Table 7). The result of Chi-Square represents that the p-value (0.000) is less than the significance value (0.05). So, H_{02} is rejected. It means the Relationship between Occupation and Overall Impression for Palazzo is significant (See Table-8).

Analysis of Variance (ANOVA)

The ANOVA also represents the interaction between Age and satisfaction level for Palazzo. The P-value (0.001) is less than the significance value (0.05). Therefore, H_{03} is rejected. So, there is a significant difference between Age and Satisfaction levels for Palazzo (See Table 9).

FINDINGS

35.83 percent of female respondents belong to Age group between 26 to 30 Years. 74.17 percent female respondents belong to working women Occupation. 50 percent of

female respondents belong to graduation level of Education. 31.7 percent of female respondents are wearing palazzo on an Occasionally basis. 51.7 percent of female respondents are wearing palazzo between 3 to 5 years. 34.2 percent of female respondents are considering price when they are purchasing palazzo. 60.8 percent of female respondents are selecting palazzo due to the comfortability feature. 20 percent and 15.8 percent working women and Housewife respondents selected palazzo whose price remains between 1000 – 1499. 40.8 percent and 12.5 percent working women and Housewife respondents had an overall excellent impression of the palazzo.

CONCLUSION

This research paper presents the female consumer buying behavior for palazzo. It describes that Palazzo is popular apparel in the Urban as well as metro city area. Price and Brand were found as the most important criteria while selecting a Palazzo Pant by female consumers. They are mainly looking for comfortability features in the Palazzo pant. The business potential is huge when manufacturers focus on rural and semi-

urban areas. The association between the occupation of female consumers and the price of Palazzo pants was found significant. Thus, the manufacturer of this apparel has also put the focus on the premium price segment as well as females who work in Consultancy work, Advertising Agency, Corporate office work prefer Palazzo pant. The association between the Age of female consumers and their satisfaction level for Palazzo pants was also found significant in this study. Therefore, the manufacturers of these pants can target female customers of various age groups. The response of female consumers might be biased towards using palazzo pants. This research study only covers Ahmedabad city Area. The sample size is limited to 120 respondents.

References

- Damhorst, M.L., and Fiore, A. M. (1993), "Evaluations of Women's Suits By Male and Female Personnel Interviewers", in *GCB - Gender and Consumer Behavior*. Dr. Jansen Arnold Costa, SaltLake City, UT: Association for Consumer Research, 2, 58- 60.
- Spies, K., Hesse, F., and Loesch, K. (1997), "Store atmosphere, mood and purchasing behavior", *International Journal of Research in Marketing*, 14, 1-17.
- Yu, J. U., and Damhorst, M.L. (2015), "Body Satisfaction as Antecedent to Virtual Product Experience in an Online Apparel Shopping Context", *Clothing and Textiles Research Journal*, 33(1) 1-12.

ANNEXURES

Table-1: How Frequently do you wear Palazzo pants?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	36	30.0	30.0
	Once a week	28	23.3	53.3
	Weekend	18	15.0	68.3
	Occasionally	38	31.7	100.0
	Total	120	100.0	100.0

Table-2: Since how long you have been Wearing Palazzo Pants?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More than 1 years	16	13.3	13.3
	Between 1 to 3 Years	34	28.3	41.7
	Between 3 to 5 years	62	51.7	93.3
	More than 5 Years	8	6.7	100.0
	Total	120	100.0	100.0

Table-3: Which type of Criteria do you Consider while Selecting a Palazzo Pant?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Competition	12	10.0	10.0
	Discount	30	25.0	35.0
	Brands	37	30.8	65.8
	Price	41	34.2	100.0
	Total	120	100.0	100.0

Table-4: Which Kind of Features do you Want in Palazzo Pants?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fabric Material	20	16.7	16.7
	Colours	6	5.0	21.7
	Comfortability	73	60.8	82.5
	Design	21	17.5	100.0
	Total	120	100.0	100.0

Table-5: What Price do you Expect in Palazzo Pants? * Occupation Crosstabulation

			Occupation			Total
			Student	Working Women	Housewife	
What price do you expect in palazzo pants?	Less than 500	Count	6	4	0	10
		% of Total	5.0%	3.3%	0.0%	8.3%
	Between 500 - 999	Count	0	50	6	56
		% of Total	0.0%	41.7%	5.0%	46.7%
	Between 1000 - 1499	Count	0	24	19	43
		% of Total	0.0%	20.0%	15.8%	35.8%
	Above 1500	Count	0	11	0	11
		% of Total	0.0%	9.2%	0.0%	9.2%
	Total	Count	6	89	25	120
		% of Total	5.0%	74.2%	20.8%	100.0%

Table-6: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	90.626 ^a	6	.000
Likelihood Ratio	56.952	6	.000
Linear-by-Linear Association	15.717	1	.000
N of Valid Cases	120		

6 cells (50.0%) have an expected count of less than 5. The minimum expected count is 50.

Table-7: What is the Overall Impression do you Feel for Palazzo Pants? * Occupation Crosstabulation

			Occupation			Total
			Student	Working Women	Housewife	
What is overall impression do you feel for palazzo pants?	Good	Count	0	40	10	50
		% of Total	0.0%	33.3%	8.3%	41.7%
	Medium	Count	4	0	0	4
		% of Total	3.3%	0.0%	0.0%	3.3%
	Excellent	Count	0	49	15	64
		% of Total	0.0%	40.8%	12.5%	53.3%
	Average	Count	2	0	0	2
		% of Total	1.7%	0.0%	0.0%	1.7%
	Total	Count	6	89	25	120
		% of Total	5.0%	74.2%	20.8%	100.0%

Table-8: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	120.204 ^a	6	.000
Likelihood Ratio	47.838	6	.000
Linear-by-Linear Association	.122	1	.727
N of Valid Cases	120		

8 cells (66.7%) have an expected count of less than 5. The minimum expected count is 10.

Table-9: ANOVA for Relationship Between Age and their Satisfaction Level

By what level you are satisfied with palazzo pants?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	13.829	4	3.457	4.846	.001
Within Groups	82.038	115	.713		
Total	95.867	119			

A STUDY ON FACTORS DETERMINING EMPLOYEE RETENTION IN THE EDUCATION SECTOR OF INDORE REGION

Shubhangi Jain*

Staying for a long time in an organization is called employee retention. Organizations are putting a lot many efforts to make an employee stay in their organization. If the retention rate is 90 percent it means that an organization successfully retains 90 percent of its employees. This paper focuses on knowing the factors on which employee retention is dependent and how can companies retain their employees. In this study, the descriptive research design is used for analyzing the factors that are responsible for employee retention in the education sector. A simple random sampling technique is used for this study. For this study, 115 respondents from Indore were taken and the primary method of data collection is chosen for eliciting the opinion of employees through the questionnaire. Factor analysis was used to analyze the data.

Keywords: Employee Retention, Organization Culture, Superior Subordinate Relationship, Personal Development, work-life Balance, and Compensation.

INTRODUCTION

Retaining productive employees is the major concern of business executives and HR professionals. To retain quality employees is more important than to call for recruitment, training, and orientation of new employees with the same quality. Engaging an employee and providing them job satisfaction are important factors that can lead to employee retention. The main contributing factors that can provide job satisfaction to an employee are compensation, better treatment, job security, trust, and growth opportunities. Organizations must know the reasons behind staying and leaving an employee from an organization.

Different reasons are there due to which employees leave an organization and they are—getting a different job, retirement, going back to school to pursue their studies, transfer of a spouse to a different location, due to anger and impulsion, and some think that they do not need a job, while some are terminated by the organization. Employees stay in an organization if they get good pay, good working conditions, and opportunities

to develop themselves. However, employees leave organizations due to the reasons like dissatisfaction with an organization. This issue can be addressed by suitable retention strategies like monitoring the attitudes of employees in the workplace and identifying reasons for turnover. Organizations must ensure that it is competitive enough in providing quality work-life, rewards, and developmental opportunities. Due to anger employees leave an organization, without even thinking about the future. This can be reduced by providing proper counseling support to deal with problems.

Employee turnover is highly influenced by the recruitment process. Employers if they use some real-life situation in recruitment, can have a positive impact on new joining. By providing a friendly atmosphere new employees can easily become part of the organization and get absorbed with the organization's culture. Growth opportunities should be provided to employees to enhance and update their skills through proper training and orientation. Salary and job satisfaction are the factors that help in

* Assistant Professor, Indore Institute of Management and Research, Indore, M.P., India

retaining an employee. Fair treatment by a supervisor is another most important aspect for the retention of employees.

REVIEW OF LITERATURE

According to Huang et. al. (2006) employee retention is the mindset of employees to stay in their current job. Employee Retention involves encouraging the employee to stay for a long time in an organization or to complete the ongoing project as identified by Bidisha and Mukulesh (2013). Govaertset al. (2010) found that the survival of organizations is highly dependent on their human resources. Later it was made compulsory for organizations to retain those human resources as cited by Horwitzet. al. (2003). George (2015) has identified that compensation, work-lifebalance, workingenvironment, and superior-subordinate-relationship are common factors that affect employee retention.

According to Osibanjoet al. (2014) compensation includes both monetary and non-monetary remuneration provided to employees by employers for their valuable services. It includes wages/salaries, bonuses, incentives, and other fringebenefits like holidays, healthinsurance, and companyvehicles. Gardner et al. (2004) has identified compensation as a motivator that has a direct relationship with employee retention. For employees who valued higher financialrewards as a part of their compensationpackage, voluntary turnover was high because they think that compensation plays a major role in retention.

According to Arnold (2005), work-lifebalance means a properlyplanned balance between a person's personallife and professionallife. He stated that work-lifebalance includes; flexible work arrangements and leaves. He found in their research that jobs that offer

work-lifebalance offer opportunities for employees to fulfill their family and other responsibilities; like child and elderly-care-commitments, educational-plans, religious-observances and fulfill the need for reduced levels of stress. These will increase employee retention levels on the other hand workplaces which lack work-lifebalance have to face high turnover levels and it will decrease retention levels. In organizations where work-life balance exists, there working women can plan their schedules and can manage both personal as well as professional life.

Employees love to work in an organization where they get a friendly environment and home-like atmosphere. Such kind of environment helps in making employees stay longer and give their best as indicated by Irshad (2014). Freedom, a supportive environment, and giving positive feedback have a positive relationship with employee retention. Andrews and Wan (2009) indicated that the work environment in an organization should be as per the need of employees. Manufacturing organizations should provide a supportive environment wherein employees will be given opportunities to show their overall capacity while service organizations must focus on psychological factors so that employees can directly deal with clients with greater ease.

Horwitz et al. (2003)found that an important factor on which employee retention depends is personal as well as professional growth and promotion opportunities. Talent management practices, recruitment, and retention policy can play an important role in decreasing retention rates. Organizations' approaches to recruitment and selection can help in decreasing the turnover of employees. Tremblay et al. (2006) found that a performance-based pay structure is an important factor for retention. Monetary pay,

compensation, and benefits contribute to retention. Pitts et al. (2011) identified that compensation predicts the turnover of employees. There is a positive relationship between direct and indirect financial rewards and employee retention.

Horwitz (2003) identified that a fun-based work environment is an important factor of retention. Providing flexibility, competency, and professional advancement are the important factors for the retention of employees. To improve retention and commitment towards a job, training opportunities should be provided to the workforce. There is a direct relationship between job security, job satisfaction, and retention, and insecurity among the workforce will result in job dissatisfaction. Mani (2010) found that if employees are dissatisfied, it is difficult for the employer to retain talented people in the organization.

OBJECTIVE OF THIS STUDY

To identify the factors affecting employee retention rate in an organization". The objective of this study is fulfilled by identifying the main indicators for retaining a talented workforce. This study will provide help to companies to identify and analyze the main factors affecting the retention of employees.

RESEARCH METHODOLOGY

The study is based on a survey conducted in Indore with the help of Primary data. In this study, a convenient sampling technique is used to select a total sample of 115 respondents at Indore (MP). The closed-ended questionnaire is used in this study. The questionnaire consists of 7 questions on Organization Culture, 7 questions on Superior-subordinate relationship, 6 questions on personal development, 5 questions on work-life balance, and 3 questions on compensation making a total

of 28 questions. After the data has been collected, it was entered into Microsoft Excel. The survey is conducted from July to December 2020. Cronbach's alpha is used for checking the reliability and factor analysis is used to identify key factors

RESULT AND FINDINGS

Out of the sample size of 115 respondents, around 55 percent are Male and 45 percent are Female (Table-1). Age wise classification of the sample is given in Table-2. Out of the sample size of 115 respondents, around 69 percent are Post Graduate, 12 percent are Graduates and 19 percent belong to the category of others (See Table-3). This shows that the majority of the respondents are highly qualified to respond correctly. Out of the sample size of 115 respondents, around 43 percent are Teachers, 8 percent are admin staff, 4 percent belong to the category of Technical Staff, Supervisor, and HR, 1 percent is an accountant and 36 percent belong to the category of others (See Table-4).

The questionnaire adopted in this study consisted of twenty-eight questions. All the values of item-total-correlation had more than 0.1948 in the study thus, no item was dropped from the questionnaire. The reliability of the measures was assessed with the use of Cronbach's alpha on all twenty-eight items. As a general rule, a coefficient greater than or equal to 0.7 is considered acceptable and a good indication of construct reliability. The Cronbach's alpha for the questionnaire was 0.956 (See Table-6). Hence, it was found reliable for further analysis.

Factors Affecting Employee Retention in an Organization

After analyzing the responses five factors were identified which has an impact on employee retention rate. The factors are Organization Environment/ Culture, Superior-subordinate relationship, Personal

Development, Work-life balance, and Compensation. There are seven indicators under organizational culture, seven indicators under superior-subordinate relationship, six indicators under personal development, five indicators under the work-life balance, and three indicators under compensation. Table-7 (Annexure) displays and categorizes all the items into five factors. These factors are discussed below:

Organization Environment/ Culture: For analyzing the impact of organization environment/culture on employee retention, the respondents were asked to rate it on a degree scale. It is measured by items 8, 10, 15, 16, 17, 20, and 23 as identified in table-8. These items are "Feeling of Belongingness", "Match of Individual and Organizational work style", "Maintaining Transparency", "Feeling Proud", "Friend or a family can be referred to it", "Recognition for Hard work" and "Comfortable in sharing my opinion in meetings".

Superior-Subordinate Relationship: For analyzing the impact of the superior-subordinate relationship on employee retention, the respondents were asked to rate it on a degree scale. It is measured by items 13, 21, 24, 25, 26, 27, and 28 as identified in table-9. These items are "Superior care about subordinates", "Superior listens to the problems of subordinates", "Superior demonstrates an interest in subordinates well-being", "Superior sets clear expectations from subordinate's work performance", "Comfortable in giving feedback to my superior", "Superiors can effectively manage their subordinates" and "Comfortable in asking help from superior".

Personal Development: For analyzing the impact of personal development in employee retention, the respondents were asked to rate it on a degree scale. It is measured by items 2, 3, 4, 5, 6, and 9 as identified in table-

10. These items are "Growing and developing my career in this organization", "Adequate management support for my skill development", "Organization inspires the very best in me when it comes to job performance", "I am excited about the majority of my work projects", "I have all the tools I need to consistently do my job well" and "The organization's mission consistently inspires me to do my best work".

Work-Life Balance: For analyzing the impact of work-life balance in employee retention, the respondents were asked to rate it on a degree scale. It is measured by items 7, 11, 12, 14, and 22 as identified in table-11. These items are "Similar individual and organizational values", "Clear tie between the organization's mission, and individual job", "Learning from Coworkers", "Coworkers have the skills and expertise to do their jobs well" and "At least one person at work that supports and encourages my development".

Compensation: For analyzing the impact of compensation on employee retention, the respondents were asked to rate it on a degree scale. It is measured by items 1, 18, and 19 as identified in table-12. These items are "Salary", "Incentives" and "Health Insurance". Salary included basic pay, travel allowances and dearness allowance.

Strong Indicators (Variables) of factors are variable 20, Recognition for Hard Work in Organization Environment/ Culture Factor, Variable 28, Comfort in asking help from Superior in superior-subordinate relationship Factor, Variable 2, Growth and Development of Career in an Organization in Personal Development Factor, Variable 22, One person at work who can support and encourage development in Work-life Balance Factor, Variable 1, Salary, Compensation factor. 83% of respondents rated organizational culture as the most

influencing factor, 80% said the superior-subordinate relationship to be the second most influencing factor (Refer Table-13). Other factors are personal development and work-life balance. Compensation was the least influencing factor. So organizations should focus and have a good organizational environment and superiors should have better relations with their subordinates as these are the factors on which retention rate is dependent.

CONCLUSION

In today's competitive environment for long-term growth and survival, it is necessary to retain competent and talented employees. There this study is conducted to identify the factors that affect employee retention. Five factors are identified in this study namely; Organization Environment/ Culture, Superior-subordinate Relationship, Personal Development, Work-life Balance, and Compensation in past research were considered in this context. The organizational culture was found as the most influencing variable. The superior-subordinate relationship was the second most influencing factor. The next important factors are personal development and work-life balance. Compensation is the least influencing factor.

IMPLICATIONS

The present study will be useful for all the organizations associated with the education sector and will be very beneficial to change their current facilities. Points suggested in this study can be used to improve their facilities for retaining employees. This study will also help in a manner as it provides them the idea about what employees feel about facilities availed by them from management people and it can serve as a feedback for them to improve upon. Hence they can plan accordingly and can improve infrastructure,

generate new ideas for retention, enhance management activities, compensate employees as per their qualification, and take strict action against those who exploit tourists in any manner.

Organizations should use both extrinsic and intrinsic sources of motivation. They should focus on improving their organization's culture wherein employees feel belonging and proud to be a part of the organization. Freedom should be provided to employees to raise their points in decision-making. Superiors should develop better relations with their subordinates. There should be freedom to speak; transparency should be maintained in the organization. This study can be used to analyze the retention rate of other industries in the Indore region also.

LIMITATIONS

In this study, all the factors and indicators associated with employee retention are covered but there may be certain aspects that may have not been covered due to lack of time. The study can be conducted by focusing on a specific zone in Indore. Further sample size can be increased to better analyze the perception of the respondents. A comparative study can be made among different states. The study can be done by focusing only on the specific segment of the population. The perception of the common public living in rural and urban areas can also be studied.

References

- Andrews, D.R., Wan, T.T. (2009). The Importance of Mental Health to the Experience of Job Strain: An Evidence-guided Approach to Improve Retention, *Journal of Nursing Management*. 17 (3), 340-351.
- Arnold, E. (2005). Managing Human Resources to Improve Employee Retention, *The Health Care Manager*. 24(1), 132-140.
- Bidisha, L. D., Mukulesh, B. (2013). Employee Retention: A Review of Literature: *Journal of Business and Management*, 14(1), 8-16.
- Gardner, D.G., Van Dyne, L., Pierce, J.L. (2004). The Effects of Pay Level on Organization-based Self-esteem and Performance. A Field Study: *Journal of Occupational and Organizational Psychology*, 77(1), 307-322.

Govaerts, N.; Kymdt, E; Dochy, F; and Baert, H (2010). Influence of learning and working climate on the retention of talented employees: *Journal of Workplace Learning*, 23(1), 35-55.

Horwitz, E. M., Heng, C.T and Quazi, H.A. (2003). Finders, Keepers? Attracting, Motivating and Retaining Knowledge Workers: *Human Resource Management Journal*, 13(4), 23-44.

Huang, I.C., Lin, H.V, Chuang, C.H. (2006). Constructing Factors Related to Worker Retention, *International Journal of Manpower*, 27(5), 491-508.

Irshad, M. (2014). Factors Affecting Employee Retention: Evidence from the Literature Review: *Abasyn Journal of Social Sciences*, 4(1), 84-97.

Mani, V (2010). Development of Employee Satisfaction Index Scorecard, *European Journal of Social Science*, 15(1), 129-139.

Osibanjo, O. A.; Adeniji, A. A.; Fakola, H. O.; Heirsmac, P. T. (2014). Compensation Packages: A Strategic Tool for Employees' Performance and Retention, *Leonardo Journal of Sciences*, 25, 65-84.

Pitts, D., Marvel, & Fernandez, S., (2011). So Hard to Say Goodbye? Turnover Intention among US Federal Employees, *Public Administration Review*, 71, 751-760.

Tremblay, M.L., O'Brien-Pallas, L., Viens, C., Brabant, L.H., & Gelinis, C., (2006). Towards an Integrated Approach for the Management of Aging Nurses: *Journal of Nursing Management*, 14, 207-212.

ANNEXURES

Table-1 : Gender-wise Classification of Sample

Gender	No. of Respondents	Percent
Male	63	55
Female	52	45
Total	115	100

Table-2 : Age-wise Classification of Sample

Age	No. of Respondents	Percent
21-30	37	32
31-40	46	40
41-50	21	18
51-60	11	10
61 and above	0	0
Total	115	100

Table-3 : Education-wise Classification of Sample

Education	No. of Respondents	Percent
Graduate	14	12
Post Graduate	80	70
Any other	21	18
Total	115	100

Table-4 : Occupation-wise Classification of Sample

Occupation	No. of Respondents	Percent
Teacher	49	43
Accountant	2	2
Admin Staff	9	8
Technical Staff	5	4
Supervisor	5	4
HR	5	4
Any other	41	36
Total	115	100

Table-5 : Case Processing Summary

		N	%
Cases	Valid	115	100.0
	Excluded ^a	0	.0
	Total	115	100.0

Table-6 : Reliability Statistics

Cronbach's Alpha	N of Items
.956	28

Table No.-7: Rotated Factor Matrix for Employee Retention

Variables	F1 Organization Environment / Culture	F2 Superior- Subordinate Relationship	F3 Work-life Balance	F4 Personal Development	F5 Compensation
V1- Salary(Basic+DA+TA)					0.885
V2- Growth, and development of a career in this organization			0.850294		
V3- Adequate management support for skill development			0.758855		
V4- Inspiration provided to give my best performance			0.592265		
V5- Excitement about the majority of work projects			0.545854		
V6- All the tools are available to consistently do my job well			0.605169		
V7- Similar individual and organizational values				0.566645	
V8- Feeling of Belongingness	0.598024				
V9- Organization's mission consistently inspires to do the best work			0.648856		
V10- Match of Individual and Organizational work style	0.575414				
V11- Clear tie between the organization's mission, and individual job				0.432291	
V12- Learning from Coworkers				0.683714521	
V13- Superior cares about subordinates	0.564902				
V14- Colleagues are talented enough to do their job in a proper manner				0.553539089	
V15- Maintaining Transparency		0.480426			
V16- Feeling Proud	0.651076				
V17- Friend or a family can be referred to it	0.656198				
V18- Incentives					0.662
V19- Insurance					0.490337
V20- Recognition for Hard work	0.740306				
V21- Superior listens to the problems of subordinates		0.731029			

V22- One person at work who can support and can encourage my development				0.692533	
V23- Comfortable in sharing my opinion in meetings	0.732248				
V24- Superior demonstrates an interest in subordinates well-being	0.756352				
V25- Superior sets clear expectations from subordinate's work performance		0.561664			
V26- Comfortable in giving feedback to my superior		0.675633			
V27- Superiors can effectively manage their subordinates		0.601379			
V28- Comfortable in asking for help from superior		0.787109			
Eigen value	5.730	5.022	5.009	2.648	1.494
Cumulative variance	20.464	38.398	56.287	65.744	71.079

Table No.-8: Indicators under Organization Environment/ Culture

S.No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Agree
1.	Feeling of Belongingness	1.32%	3.95%	14.47%	47.37%	32.89%	80.26%
2.	Match of Individual and Organizational work style	1.32%	7.89%	26.32%	31.58%	32.89%	64%
3.	Maintaining Transparency	2.63%	1.32%	26.32%	35.53%	34.21%	70%
4.	Feeling Proud	1.32%	2.63%	10.53%	34.21%	51.32%	85.53%
5.	Friend or a family can be referred to it	6.58%	5.26%	15.79%	30.26%	42.11%	72.37%
6.	Recognition for Hard work	2.63%	3.95%	15.79%	51.32%	26.32%	77.64%
7.	Comfortable in sharing my opinion in meetings	2.63%	6.58%	19.74%	32.89%	38.16%	71.05%

Table No.-9: Indicators under Superior-subordinate Relationship

S.No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Agree
1.	Superior care about subordinates	2.63%	5.26%	13.16%	30.26%	48.68%	79.068%
2.	Superior listens to the problems of subordinates	1.32%	2.63%	25%	34.21%	36.84%	71.05%
3.	Superior demonstrates an interest in subordinates well-being	2.63%	5.26%	23.68%	35.53%	32.89%	68.42%
4.	Superior sets clear expectations from subordinate's work performance	2.63%	0.00%	18.42%	44.74%	34.21%	79%
5.	Comfortable in giving feedback to my superior	2.63%	5.26%	15.79%	31.58%	44.74%	76.32%
6.	Superiors can effectively manage their subordinates	1.32%	7.89%	18.42%	34.21%	38.16%	72.37%
7.	Comfortable in asking help from superior	1.32%	3.95%	14.47%	34.21%	46.05%	80.26%

Table No.-10: Indicators under Personal Development

S. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Agree
1.	Growing and developing my career in this organization	1.32%	5.26%	14.47%	39.47%	39.47%	79%
2.	Adequate management support for my skill development	3.95%	7.89%	23.68%	31.58%	32.89%	64.47%
3.	Inspiration provided to give my best performance	1.32%	9.21%	14.47%	39.47%	35.53%	75.3%
4.	Excitement about the majority of work projects	0.00%	1.32%	(26.32%)	(36.84%)	(35.53%)	72.37%
5.	All the tools are available to consistently do my job well	1.32%	6.58%	22.37%	42.11%	27.63%	70%
6.	Organization's mission provides inspiration to do my best work	1.32%	7.89%	15.79%	39.47%	35.53%	75%

Table No.-11: Indicators under Work-life Balance

S.No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Agree
1.	Similar individual and organizational values	5.26%	5.26%	22.37%	35.53%	31.58%	67.11%
2.	Clear tie between the organization's mission, and individual job	3.95%	6.58%	17.11%	47.37%	25%	72.41%
3.	Learning from Coworkers	0.00%	7.89%	19.74%	26.32%	46.05%	72.38%
4.	Colleagues are talented enough to do their job in a proper manner	0.00%	3.95%	23.68%	36.84%	35.53%	72.37%
5.	One person at work who can support and can encourage my development	2.63%	1.32%	23.68%	30.26%	42.11%	72.37%

Table No.-12: Indicators under Compensation

S.No	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Agree
1.	Salary (Basic+ DA+ TA) as per the qualification	1.32 %	3.95%	25%	31.58%	38.16%	69.74%
2.	Huge Incentives are provided	26.3 2%	21.05%	25%	13.16%	14.47%	27.63%
3.	Health Insurance is provided	3.94 %	9.21%	22.36%	42.10%	22.36%	64.46%

Table No.-13: Factors and their Influence on the Retention Rate

S.No	Factor	Scores	Average
1.	Organizational Environment/ Culture - Feeling Proud - Feeling of Belongingness	80.26% 85.53%	83%
2.	Superior-subordinate Relationship - Superior care about subordinates - Comfortable in asking for help from superior	79.068% 80.26%	80%
3.	Personal Development - Growing and developing my career - Inspiration provided to give my best performance	79% 75.3%	77%
4.	Work-life Balance - Clear tie between the organization's mission, and individual job - Learning from Coworkers	72.41% 72.38%	72%
5.	Compensation - Salary (Basic+ DA+ TA) as per the qualification - Health Insurance is provided	69.74% 64.46%	67%

A STUDY ON PURCHASE INTENTION TOWARDS SMART WATCH WITH SPECIAL REFERENCE TO NAVSARI, SURAT, AND BARDOLI CITY OF SOUTH GUJRAT

Kruti Bhatt*, Jitesh Parmar**

Smart Wearable is one of the growing industries in India and all around the globe. (IDC Report,2019). Smartwatch is one of the most commercially preferred smart wearables. The purpose of the study was to identify the factors affecting purchase intention for the Smartwatch and also to find the association between the demographic factors and purchase intention for the Smartwatch. For the study, Technology Acceptance Model, Unified Theory of Acceptance and Usage Intention, and Theory of Planned Behavior were studied. The study is conducted in Navsari, Surat, and Bardoli City with a total of 250 samples. Factor Analysis and chi-square analysis were used to analyze data. Perceived Usefulness is found a major factor that led to having a positive attitude towards purchase intention towards Smartwatches. This study may be beneficial for academic purposes as well as to marketing managers to promote the product and also to design engineers to design the needed features accordingly.

Keywords: Smartwatch, Smart Wearables, Purchase Intention, Technology Acceptance.

INTRODUCTION

The Smartwatch is one of the highest commercially accepted smart wearable devices. It can be worn on the wrist, which is available with computational power that can be connected to other devices, i.e., smartphone via wireless connectivity provides notification, collects personal data with the help of sensors, and stores them in the specific mechanism. It also has an integrated clock. Apart from that Smartwatch gives a lightweight and stylish appearance that can easily attract prospective customers, provides speedy access to messages, phone calls, and other notifications through its connection with smartphones. The global market has observed continual growth in the reception of wearable devices in the last few years which is 55.2 percent compared to 4Q17 in 4Q18 IDC (International Data Corporation Report), 2019.

According to the IDC report "Smartwatches grew 54.3 percent and accounted for 29.8%

of wearable device shipments in 2018" which is showing the high potential of a Smartwatch for the market standing. Indian wearables market earned growth of 66% year-over-year and 40 % quarter-on-quarter to one million units in Quater-2 in 2018 where Smartwatches with wearable computing grew 34% in 2018. Smartwatches can be used for daily activities, wellness, and management of the telemetry process. Previous models of Smartwatches could perform basic tasks such as calculations, digital time telling, translations, and game-playing while the new models of Smartwatches have more general functionality closer to smartphones which include mobile applications, a mobile operating system, and Wi-Fi/Bluetooth connectivity.

Some of the Smartwatches function as portable media players too with FM radio and playback of digital audio and video files via a Bluetooth headset. Some of the models which are known as watch phones have

*Assistant Professor, Shrimad Rajchandra Institute of Management and Computer Application, Uka Tarsadia University, Gopal Vidyanagar, Bardoli.

**Associate Professor, Shrimad Rajchandra Institute of Management and Computer Application, Uka Tarsadia University, Gopal Vidyanagar, Bardoli.

mobile cellular functionality like making calls which can be considered as the need of an hour for business people. Smartwatch supports wireless technologies such as Bluetooth, Wi-Fi, and GPS. For many purposes, a watch computer serves as a front end for a remote system such as a smartphone, communicating with the smartphone using various wireless technologies. Smartwatches are advancing, especially regarding their design, battery capacity, and health-related applications.

The Unified Theory of Acceptance and Use of Technology (UTAUT) model is a next-extended version of the TAM (Technology Acceptance Model) which was proposed by Venkatesh in the year 2003. They unified TAM with other theories for decision-making like the theory of Reasoned Action, Theory of Planned Behavior, Innovation Diffusion Theory, and Social Cognitive Theory. UTAUT model mentions other two important constructs named social influence denotes norms and images regarding society and facilitating conditions which are defined as the degree to which an individual believes that an organizational and technical infrastructure exists to support the use of the system (Venkatesh et. al., n.d.). UTAUT Model mentions Perceived Usefulness as Performance Expectancy and Perceived Ease of Use as Effort Expectancy.

REVIEW OF LITERATURE

A Smartwatch can be used for multiple purposes as an interactive tool rather than a mere watch or phone. Researchers have studied Smartwatches in healthcare-related applications, industrial applications, and medical applications as well. Bachmann et. al. (2015) proposed the use of smartphones and Smartwatches in respective studies. These devices weigh physiological activities and smartphone data that enable the affective state of a user to be imitative. (Jovanov, 2015) studied longitudinal health monitoring for four months time period and

found that Smartwatches have a strong perspective for monitoring health status, physiological condition, and for the analysis of wellness. Reeder & David (2016) understood that Smartwatches have the prospective to support health and wellness in day-to-day life by enabling self-monitoring of personal activities, getting feedback based on activity measures, identifying behavioral patterns, and supporting communication with health care providers and family members which can help them to have control over their health.

Nasir and Yurder (2015) tried to identify the motivations that affect the adoption of mobile health applications. For the same, qualifying factors and inhibiting factors were studied through consumers and physicians. It was identified that wearable devices offer a new way to cope with modern time health issues like obesity, heart disease, blood pressure, and the like ones. Magsamen-Conrad et al. (n.d.) show that Smartwatches can give benefits to digital healthcare platforms as well as can also resolve problems of social isolation and aloneness which is mostly faced by elderly people. In research, it is also stated that unadventurous usability researches are highly focused on augmenting task efficiency and those hedonic qualities such as aesthetics, fun, and the identification of an image that people experience during the communication of an event which is critical to choose a Smartwatch.

Other studies had focused on the importance of interface design as perilous in Smartwatches, recognizing the importance of user-centered design rather than industrial design (Billinghurst and Busse, 2015). Rawassizadeh et. al., (2015) stressed the potential and use of Smartwatches to gather information on human behavioral patterns. The study also stressed the essential for multivariate reflection methods to achieve the goal. Hermsenet. al. (n.d.) argue that the use of Smartwatches offers feedback on

behavior and permits further monitoring and control of behavior that had previously endured unseen. The potential of Smartwatches to extend fields like learning has been discovered. Lytras et. al., (2015) examined the latent of Smartwatch applications in classrooms.

These studies of Smartwatch users display that a user-centered design and understanding of the factors that influence users to accept such technology are been considered critical. Krey et. al. (2016) recognized perceived usefulness and visibility that drive attitude towards using Smartwatches which convert adoption of a Smartwatch into purchase intention. Yeo et. al. (2016) focused on the comparison of price and brand name where compatibility was found a more significant factor to purchase intention of the Smartwatch. Nascimento et. al. (2018) sought to identify the determinant for the continuance usage of Smartwatches where the habit of people was found as a major determinant. Mills et. al. (2016) studied the risk factors associated with wearable devices along with their benefits. They fixated on the physical and informational security of wearable devices.

They have considered confidentiality, availability, and integrity as major security goals in the case of smart wearables and Smartwatches. Jeong et. al. (n.d.) studied Smartwatch as a continuous innovation product of smartphones. How similarity between smartphones and Smartwatch lead customers to purchase Smartwatch along with user experience was identified in the research study. Wu et. al. (2016) alleged that users were not expecting the Smartwatch as a device to provide fashion items. Kalantari (2017) showed the importance of wearable devices in different fields. The classification of wearables in terms of product form, product functions, gaming, infotainment (the combined advantage of information and entertainment), fitness, medical field, and Lifestyle was discussed. It

was considered that Smartwatches are one of the most innovative devices of the age.

According to the research, the Smartwatch is a want and not a need. It was found that notification alerts and reasonable prices are influencers to use a Smartwatch. It is stated that experiencing flow through instant messaging in itself does not influence professed probable creativity in its users but does indirectly influence professed probable creativity through exploratory behavior and positive affect. Ha et. al. (2017) stated the gap between functions of Smartwatches and the perception of customers towards it as the reason for the failure of the Smartwatch in the market. Few studies concluded that users consider a Smartwatch as a set of functional sensors than a watch or smartphone. The battery of the Smartwatch is been considered as one of the important points even as a barrier from users. Users also tend to express the company name and product's name rather than describing the functions of the Smartwatch. It gives an idea to the company to build brand identity.

OBJECTIVES

- To identify the factors affecting purchase intention towards SmartWatches.
- To find out the association between demographic factors and factors affecting Purchase Intention towards SmartWatches.

RESEARCH METHODOLOGY

A descriptive research design was used for the research study. Primary and Secondary data were collected for the study. Primary data were collected using a structured questionnaire. 250 samples were selected using non-probability convenience sampling from Navsari, Surat, and Bardoli city of South Gujarat. Secondary data were collected from websites, journals.

Data Analysis

Factor Analysis: Factor analysis was used to identify the factors affecting the Purchase Intention of respondents towards Smart Watch. The result of Bartlett's test of sphericity is significant ($p=0.000$). Also, the Kaiser-Meyer-Olkin measure is 0.718 which is greater than 0.6. It is recommended that if Bartlett's test of sphericity is significant and if the Kaiser-Meyer-Olkin measure is greater than 0.6, then factorability is expected. The total variance is explained at nine stages for factors. Nine factors were taken out because their Eigen values were greater than 1. When Nine factors were extracted then 75.747 percent of the variance is explained. (See Table-1 and Table-2 in annexure).

Chi-Square Analysis: Chi-square analysis for association was applied to test the following hypotheses.

H_{01} : There is no association between gender and factors affecting Purchase Intention for Smartwatches.

H_{a1} : There is an association between gender and factors affecting Purchase Intention for Smartwatches.

(See Table no. 3 for Chi-Square Analysis on above hypothesis in annexure)

H_{02} : There is no association between Income and Factors affecting Purchase Intention for Smartwatch.

H_{a2} : There is an association between Income and Factors affecting Purchase Intention for Smartwatch.

(See Table no. 4 for chi-Square Analysis on above hypothesis in annexure)

H_{03} : There is no association between Age and Factors affecting Purchase Intention for Smartwatch.

H_{a3} : There is an association between Age and Factors affecting Purchase Intention for Smartwatch.

(See Table no. 5 for Chi-Square Analysis on above hypothesis in annexure)

H_{04} : There is no association between Occupation and Factors affecting Purchase Intention for Smartwatch.

H_{a4} : There is an association between Occupation and Factors affecting Purchase intention for Smartwatch.

(See Table no. 6 for Chi-Square Analysis on above hypothesis in annexure)

FINDINGS AND DISCUSSIONS

The majority of the respondents (57.4 percent) are male and they are majorly (48.8 percent) are of the 22-26 years of age group. 34.8 percent of respondents fall under the income category of Rs. 60,000-90,000 monthly household income. 67 percent of respondents purchase Smartwatches for entertainment followed by Brand Image and for self well-being. Respondents got information about Smartwatches mostly from the Internet (42 percent) and newspaper advertisements (28 percent). Apple is the most preferred brand followed by Samsung Gear.

People like to purchase the smartwatch from specialist store followed by superstore. Perceived Usefulness, Perceived Ease of Use, Social Influence, Price Value for Money, Inhibiting Factors, Compatibility, Aesthetic Appeal, and Perceived Enjoyment affect purchase intention towards Smartwatch as these factors build positive or negative attitude towards Smartwatch. Inhibiting factors include a high price, complexity in understanding functions, and less requirement or need of Smartwatches in personal and professional life.

Firstly, H_{01} and H_{a1} were tested. Association is identified between gender and respondents' thinking regarding style, the technology used in the smartwatch, worth of the device, liking for the smartwatch, improving lifestyle, trends, the influence of

income, references to others, and radiation as one of the negative perspectives that may help to decide on Smartwatch purchase Table-3. During testing of H_{02} and H_{a2} association is identified between Income and the thinking of respondents regarding style, the technology used, the worth of device, reasonable price, professional and personal tasks, reference to others, occupational requirements, check of physical activity, trends, the influence of income, and network connectivity (Table-4).

During testing of H_{03} and H_{a3} association is identified between age and respondents' thinking about style, status symbol, reasonable price, referring the Smartwatch to others, and provide a healthy life (Table-5). Lastly, H_{04} and H_{a4} were tested. Association is identified between occupation and respondents' thinking about quality, durability, the technology used, worth of Smartwatch, referring the Smartwatch to others, next-generation technology, makes life easy, healthy life, targets related to hobbies, and radiation (Table-6).

IMPLICATIONS AND CONTRIBUTION

This research can be applied to other wearable categories like smart glasses, smart accessories, smart apparel, etc. to identify the factors that lead customers towards having purchase intention of the smart wearables. The study will help Smartwatch manufacturing companies and advertisement agencies to focus on the above-identified factors to attract more customers to purchase the Smartwatch. The study can further focus on the association between demographic factors like age, gender, income, and occupation as the demographic factors affecting purchase intention of the Smartwatch as the demographic factors play crucial Brand Loyalty may be taken into consideration for future research.

Manufacturers should more focus on usefulness, ease of use, aesthetic and hedonic factors, and compatibility to attract customers. Manufacturers should try to avoid the inhibiting factors and also consideration should be there regarding the price at the time to market the Smartwatch as the association was identified between demographic factors and factors affecting purchase intention for the Smartwatch. Smartwatches can be advertised in a way including social circles like family, friends, and peers which can lead to a positive attitude towards acceptance and purchase intention towards SmartWatch.

CONCLUSION

The results showed nine factors were successfully constructed using factor analysis and assigned as the factors affecting purchase intention towards Smartwatch; which are 1) Perceived Usefulness, 2) Attitude towards Smart Watch, 3) Social Influence, 4) Perceived Enjoyment, 5) Inhibiting Factors, 6) Perceived Ease of Use, 7) Price value for Money 8) Compatibility, 9) Aesthetic Appeal. The identified factors build positive or negative attitudes towards Smart Watch. If the attitude is positively formed it will lead to purchase intention. Association of factors affecting purchase intention for the Smartwatch was identified with demographic factors for style, the worth of Smartwatch, price, quality, durability, the technology used, and referring the Smartwatch to others.

References

- Bachmann, A., Beigl, M., Klebsattel, C., Reichert, M., Schankin, A., Santangelo, P., Riedel, T., & Ebner-Priemer, U. (2015). Leveraging Smartwatches for Unobtrusive Mobile Ambulatory Mood Assessment. *UbiComp and ISWC 2015 - Proceedings of the 2015 ACM International Joint Conference on Pervasive and Ubiquitous Computing and the Proceedings of the 2015 ACM International Symposium on Wearable Computers*, 1057-1062.
- Billinghurst, M., & Busse, D. (2015). Rapid Prototyping for Wearables. *TEI 2015 - Proceedings of the 9th International Conference on Tangible, Embedded, and Embodied Interaction*, 505-508.

- Ha, T., Beijnon, B., Kim, S., Lee, S., & Kim, J. H. (2017). Examining User Perceptions of Smartwatch through Dynamic Topic Modeling. *Telematics and Informatics*, 34(7), 1262–1273.
- Hermesen, S., Frost, J., Renes, R. J., Kerkhof, P. (2016). Using Feedback through Digital Technology to Disrupt and Change Habitual Behavior: A Critical Review of Current Literature. *Computers in Human Behavior*, 57, 61-74.
- Jeong, S. C., Byun, J. S., Jeong, Y. J. (2016). The Effect of User Experience and Perceived Similarity of Smartphone on Acceptance Intention for the Smartwatch. *ICIC Express Letters*, 10 (7), 1613-1619.
- Jovanov, E. (2015). Preliminary Analysis of the Use of Smartwatches for Longitudinal Health Monitoring. *Proceedings of the Annual International Conference of the IEEE Engineering in Medicine and Biology Society, EMBS, 2015-Novem*, 865–868.
- Kalantari, M. (2017). Consumers Adoption of Wearable Technologies: Literature Review, Synthesis, and Future Research Agenda. *International Journal of Technology Marketing*, 12(1), 1.
- Krey, N., Rauschnabel, P., Chuah, S., Nguyen, B., Hein, D., Rossmann, A., & Lade, S. (2016). Smartwatches: Accessory or Tool? The Driving Force of Visibility and Usefulness. *Mensch Und Computer*, 2015, 1–12.
- Lytras, M. D., Mathkour, H. I., Abdalla, H., Al-Halabi, W., Yanez-Marquez, C. (2015). An Emerging–Social and Emerging Computing Enabled Philosophical Paradigm for Collaborative Learning Systems. *Computers in Human Behavior*, 51, 557–56.
- Magsamen-Conrad, K., Dowd, J., Abuljadail, M., Alsulaiman, S., Shareefi, A. (2015). Life-span Differences in the Uses and Gratifications of Tablets: Implications for Older Adults. *Comput Human Behav*, 52, 96-106.
- Mills, A. J., Watson, R. T., Pitt, L., & Kietzmann, J. (2016). Wearing Safe: Physical and Informational Security in the Age of the Wearable Device. *Business Horizons*, 59(6), 615– 622.
- Nascimento, B., Oliveira, T., & Tam, C. (2018). Wearable Technology: What Explains Continuance Intention in Smartwatches? *Journal of Retailing and Consumer Services*, 43, 157–169.
- Nasir, S., & Yurder, Y. (2015). Consumers' and Physicians' Perceptions about High Tech Wearable Health Products. *Procedia - Social and Behavioral Sciences*, 195, 1261–1267.
- Rawassizadeh, R., Momeni, E., Dobbins, C., Mirza-Babaei, P., Rahnamoun, R., Liu, Y., & Wu, H. (2015). Journal of Sensor and Actuator Networks Lesson Learned from Collecting Quantified Self Information via Mobile and Wearable Devices. *J. Sens. Actuator Netw*, 4, 315–335.
- Reeder, B., & David, A. (2016). Health at Hand: A Systematic Review of the Smartwatch Uses for Health and Wellness. *Journal of Biomedical Informatics*, 63, 269–276.
- Venkatesh, V., Morris, M., Davis, G., quarterly, F.D.-M. (2003). User Acceptance of Information Technology: Toward a Unified View. *MIS Quarterly* 27(3), 425–478.
- Wu, L. H., Wu, L. C., & Chang, S. C. (2016). Exploring Consumers' Intention to Accept Smartwatch. *Computers in Human Behavior*, 64, 383–392.
- Yeo, S. E., Ling Tan, C., & Choo, Z. Y. (2016). Purchase Intention of Smart Wearable Technologies: A Study among University Students in Malaysia. *Journal Grad*, 204–212.

ANNEXURES

Table-1: The Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	7.510	17.492	17.492
2	5.952	13.932	31.424
3	4.704	10.962	42.386
4	4.162	9.952	52.338
5	2.130	4.998	57.336
6	2.051	4.986	62.322
7	2.081	4.869	67.191
8	2.059	4.767	71.958
9	1.589	3.789	75.747

Table- 2: Name of Factors with Percentage of Variance

Factor	Name	Percentage of Variance
1	Perceived Usefulness	17.492
2	Attitude towards Smart Watch	13.932
3	Social Influence	10.962
4	Perceived Enjoyment	9.952
5	Inhibiting Factors	4.998
6	Perceived Ease of Use	4.986
7	Price Value for Money	4.869
8	Compatibility	4.767
9	Aesthetic Appeal	3.789

Table-3: Chi-Square Analysis for Gender

	Pearson Chi-Square Value	Ho: Fail to Reject/Rejected
The quality of the Smartwatch is good.	0.117	Fail to reject
Smartwatches are a stylist.	0.011	Rejected
The durability of the Smartwatch is good.	0.093	Fail to reject
The technology used is up to the expectation level.	0.001	Rejected
A Smartwatch gives me a status symbol.	0.060	Fail to reject
Smartwatches have attractive designs at the affordable price	0.143	Fail to reject
It is worth the money.	0.014	Rejected
My family and friends want me to use Smartwatches.	0.062	Ho is accepted.
I like Smartwatch.	0.017	Rejected
I think that Smartwatches are reasonably priced.	0.087	Fail to reject
A Smartwatch makes your professional and personal tasks easy.	0.630	Fail to reject
I would like to refer Smartwatches to others.	0.001	Rejected
Smartwatches will be one of the occupational requirements in future.	0.455	Fail to reject
I can check my physical activity through a Smartwatch.	0.301	Fail to reject
Smartwatch gives me a bundle of functionalities at hand.	0.356	Fail to reject
Smartwatch is next-generation technology.	0.170	Fail to reject
Smartwatch makes my life easy.	0.556	Fail to reject
Smartwatches can help me to provide a healthy life.	0.351	Fail to reject
Smartwatches can enhance my lifestyle.	0.001	Rejected
Smartwatch keeps me up with trends.	0.040	Rejected
Smartwatches help me to reach my targets related to my hobbies.	0.352	Fail to reject
My income influences my purchase of a Smartwatch.	0.024	Rejected
Color, Price, material, and resistance is important for me to	0.272	Fail to reject

purchase a smartwatch.		
Smartwatch is difficult to operate.	0.172	Fail to reject
Radiation is caused by the use of a smartwatch.	0.002	Rejected
Network Connectivity is always required to use a smartwatch.	0.086	Fail to reject

Table-4: Chi-Square Analysis for Income

	Pearson Chi-Square Value	Ho: Fail to reject/Rejected
The quality of the Smartwatch is good.	0.055	Fail to reject
Smartwatches are a stylist.	0.018	Rejected
The durability of the Smartwatch is good.	0.143	Fail to reject
The technology used is up to the expectation level.	0.000	Rejected
Smartwatch gives me a status symbol.	0.050	Fail to reject
Smartwatches have attractive designs at the affordable price	0.063	Fail to reject
It is worth the money.	0.011	Rejected
My family and friends want me to use Smartwatches.	0.101	Fail to reject
I like Smartwatch.	0.121	Fail to reject
I think that Smartwatches are reasonably priced.	0.032	Rejected
A Smartwatch makes your professional and personal tasks easy.	0.005	Rejected
I would like to refer Smartwatches to others.	0.022	Rejected
Smartwatches will be one of the occupational requirements in future.	0.002	Rejected
I can check my physical activity through a Smartwatch.	0.080	Rejected
Smartwatch gives me a bundle of functionalities at hand.	0.010	Fail to reject
Smartwatch is next-generation technology.	0.051	Rejected
Smartwatch makes my life easy.	0.218	Fail to reject
Smartwatches can help me to provide a healthy life.	0.089	Fail to reject
Smartwatches can enhance my lifestyle.	0.029	Fail to reject
Smartwatch keeps me up with trends.	0.362	Rejected
Smartwatches help me to reach my targets related to my hobbies.	0.021	Fail to reject
My income influences my purchase of a Smartwatch.	0.674	Rejected
Color, Price, material, and resistance is important for me to purchase a Smartwatch.	0.542	Fail to reject
Smartwatch is difficult to operate.	0.062	Fail to reject
Radiation is caused by the use of a Smartwatch.	0.020	Fail to reject
Network Connectivity is always required to use a Smartwatch.	0.486	Rejected

Table-5: Chi-Square Analysis for Age

	Pearson Chi-Square Value	Ho: Fail to reject/Rejected
The quality of the Smartwatch is good.	0.162	Fail to reject
Smartwatches are a stylist.	0.020	Rejected
The durability of the Smartwatch is good.	0.186	Fail to reject
The technology used is up to the expectation level.	0.030	Fail to reject
Smartwatch gives me a status symbol.	0.044	Rejected
Smartwatches have attractive designs at the affordable Price	0.380	Fail to reject
It is worth the money.	0.635	Fail to reject
My family and friends want me to use Smartwatches.	0.555	Fail to reject
I like Smartwatch.	0.652	Fail to reject
I think that Smartwatches are reasonably priced.	0.043	Rejected
A Smartwatch makes your professional and personal tasks easy.	0.147	Fail to reject
I would like to refer Smartwatches to others.	0.001	Rejected
Smart watches will be one of the	0.172	Fail to reject

occupational requirements in future.		
I can check my physical activity through a Smartwatch.	0.318	Fail to reject
Smartwatch gives me a bundle of functionalities at hand.	0.282	Fail to reject
Smartwatch is next-generation technology.	0.364	Fail to reject
The Smartwatch makes my life easy.	0.276	Fail to reject
Smartwatches can help me to provide a healthy life.	0.002	Rejected
Smartwatches can enhance my lifestyle.	0.142	Fail to reject
Smartwatch keeps me up with trends.	0.071	Fail to reject
Smartwatches help me to reach my targets related to my hobbies.	0.218	Fail to reject
My income influences my purchase of the smartwatch.	0.183	Fail to reject
Colour, Price, material, and resistance is important for me to purchase a Smartwatch.	0.335	Fail to reject
Smartwatch is difficult to operate.	0.107	Fail to reject
Radiation is caused by the use of a Smartwatch.	0.517	Fail to reject
Network Connectivity is always required to use smart watch.	0.100	Fail to reject

Table-6: Chi-Square Analysis for Occupation

	PearsonChi-SquareValue	Ho: Fail to Reject / Rejected
The quality of the Smartwatch is good.	0.022	Rejected
Smartwatches are a stylist.	0.048	Fail to reject
The durability of the smartwatch is good.	0.010	Rejected
The technology used is up to the expectation level.	0.003	Rejected
A Smartwatch gives me a status symbol.	0.083	Fail to reject
Smart watches have attractive designs at the affordable price	0.142	Fail to reject
It is worth the money.	0.003	Rejected
My family and friends want me to use Smartwatches.	0.083	Fail to reject
I like Smartwatch.	0.055	Fail to reject
I think that Smartwatches are reasonably priced.	0.222	Fail to reject
A Smartwatch makes your professional and personal tasks easy.	0.609	Fail to reject
I would like to refer Smartwatches to others.	0.003	Rejected
Smartwatches will be one of the occupational requirements in the future.	0.910	Fail to reject
I can check my physical activity through a smart watch.	0.382	Fail to reject
The Smartwatch gives me a bundle of functionalities at hand.	0.253	Fail to reject
The Smartwatch is next-generation technology.	0.020	Rejected
The Smartwatch makes my life easy.	0.002	Rejected
The Smartwatch can help me to provide a healthy life.	0.033	Rejected
The Smartwatch can enhance my lifestyle.	0.308	Fail to reject
The Smartwatch keeps me up with trends.	0.067	Fail to reject
Smartwatches help me to reach my targets related to my hobbies.	0.043	Rejected
My income influences my purchase of the smartwatch.	0.759	Fail to reject
Color, Price, material, and resistance is important for me to purchase a Smartwatch.	0.071	Fail to reject
The Smartwatch is difficult to operate.	0.710	Fail to reject
Radiation is caused by the use of a Smartwatch.	0.983	Fail to reject
Network Connectivity is always required to use smart watch.	0.205	Fail to reject

A STUDY ON THE INDIVIDUAL FACTORS OF CAPM IN PREDICTING THE PERFORMANCE OF 20 NIFTY STOCKS IN THE MARKET

Lavanya Balaji^{*}, T.Milton^{**}

We all love to spend money to fulfill our desires. To spend money, we make a lot of savings. Though keeping the money in the savings account is the safest-risk free return we could get, it does not serve the purpose, as our demands are so huge and the money we have and the interest that we get thereon is always less. We wish to keep our money safe and secure, and at the same time, also expect it to give us a higher return. Here comes the Role of 'Portfolios'. With the available money, we can make various investment plans like keeping the money in a Fixed-deposit, investing in schemes like mutual funds, Post office savings, investing in shares, investing in properties, Government Bonds, Commodities, etc. All these investment plans together become a portfolio in layman's terms. Formally, Portfolio is a collection of financial investments like Bonds, Stocks, etc, including closed-ended funds and Exchange-traded funds. How best our portfolio is, depends upon the expected return which the portfolio is going to fetch us, the extent of standard deviation thereon, and also the extent of diversification plan adopted. Diversification is a process of spreading money in different investment plans, which purely depends upon our goals for the future; the risk that we are ready to take; and the manner of asset allocation. The portfolio not only talks about the expected return and standard deviation, but it also talks about the 'Risk'. Risk is a combination of systematic Risk and Unsystematic Risk. This study talks about the relationship between systematic risk and the expected return of a stock in a portfolio and how that information affects the investment decision of investors.

Keywords: Risk-Free, Portfolio, Expected Return, Standard deviation.

INTRODUCTION

The concept of Capital Asset Pricing Model (CAPM) describes the relationship between systematic risk and the expected return of a stock. Thus, this asset pricing model focuses on 'Beta'. Beta is a measure of relative risk. It measures the risk of a stock concerning the stock market. If we need to measure the risk of our stock on an absolute basis, we use the standard deviation. But standard deviation measures the standalone absolute or total risk of a stock. Beta measures the relative risk of a stock concerning the stock market index.

For example if Nifty (Market) has declined by 4% for the last one month, and if our stock's beta is 1.5, we can interpret this

scenario in the following way. The risk of our stock is 1.5 times, the risk prevailing in the market. This means that the movements which we observe in the market, are the same movement we can see in our stock as well, but at 1.5 times in the same direction. The conclusion that we draw from this example is that if Nifty is observing a 4% decline over the past one month, then our stock's beta of 1.5, will reflect the same market movement, and will have a higher decline of 1.5 times of 4, which will be 6%. Thus, a higher beta would end up in a higher required rate of return and vice versa.

REVIEW OF LITERATURE

This review covers topics like Investigation on CAPM model for the performance of

^{*} Research Scholar, PG Department of Commerce, SSMRV College, Bangalore University.

^{**} Research Guide, Tourism and Hospitality Management, Bharath Institute of Higher Education and Research, Chennai.

BSE-30 companies of the stock market; the six-factor asset pricing model; evaluation of asset pricing model; and portfolio selection rules. Raei et. al (2011) forecasted the variables that may affect the portfolio directly or indirectly. One can get a successful capital asset pricing model. Since the behavioral asset pricing model is currently in the developing theoretical stage, the behavioral aspects that exist should be examined well before making any investment.

Li (2015) in his study 'Statistical method for risk management and portfolio, used Regression analysis to find a pair of two risky assets and found the proportion of two assets to combine them in the portfolio. Various measures like Value at Risk, Sharpe analysis were done, and finally, the most desirable portfolio was obtained in terms of the reward to risk criteria. Rossvoll (2013), in his study, titled 'Asset pricing models and the Norwegian stock market' had tried to detect any pattern in the asset return. A few factors are tested indirectly like the book to market ratio, momentum, and the industry type. The study on two factors Book-to-Market (B/M) and Momentum are done and it is concluded that they do not reflect risk in the Norwegian stock market. It also shows that the investors do not show any kind of bias towards these two factors.

Pham (2016) worked on the relationship between the beta values of stock and its actual return to investigate the CAPM. Simple regression analysis was applied. The result showed that there was no positive linear relationship between the beta and returns.

OBJECTIVES OF THE STUDY

- To study the individual contribution of the market rate of return (Rm), Beta, and average rate of return, in predicting the performance in the market of 20 Nifty stocks.
- To establish an equation for predicting the performance in the market based on the market rate of return (Rm), Beta, and average rate of return, of 20 Nifty stocks.

RESEARCH METHODOLOGY

Hypothesis:

H0: There is no significant contribution of the market rate of return (Rm), Beta, and average rate of return, in predicting the performance in the market of 20 Nifty stocks.

Data collection Method: Secondary data were collected for this study. Regression Analysis was applied to the sample size of 20 stocks. Top 20 stocks of nifty were selected at the end of October 2020.

RESULTS AND DISCUSSION

To achieve the first objective: individual contribution of the market rate of return (rm), beta, the average rate of return in predicting the performance in the market of top 20 nifty stocks, the data was analyzed with the help of Regression Analysis. The results are given in Table-1 and regression equation is given in Table-2 (Annexure). From Table-1, it is evident that the beta coefficients for the variables being the Market rate of return (Rm) and Beta are 0.57, 0.927 respectively are significant, but at Beta coefficient for the average rate of return is 0.014 is not significant. It indicates that there is a significant individual contribution of the market rate of return (Rm) and Beta, in predicting the performance in the market of the 20 Nifty stocks but the average rate of return did not individually, significantly contribute to predicting the performance of 20 Nifty stocks.

Thus, the null hypothesis that there is no significant individual contribution of the market rate of return (Rm) and Beta in predicting the performance in the market of 20 Nifty stocks is rejected. Further, the individual contribution of a variable average rate of return in predicting the performance in the market of 20 Nifty stocks is not significant and therefore Not Rejected (Vide

Table-1). It may therefore be said that market rate of return, Beta, and average rate of return are significant predictors of performance in the market of 20 Nifty stocks as the significance is too high.

The second objective was to establish an equation for predicting the performance in the market based on the market rate of return (R_m), Beta, and Average rate of return, of 20 Nifty stocks. To achieve this objective regression analysis was applied and Table-2 (Annexure) was used to establish an equation. From Table-2, it can be seen that the given Regression Equation can be used for predicting performance in the market of the 20 Nifty stocks, provided the scores in respect of market rate of return (R_m), Beta, and average rate of return are available for the 20 Nifty stocks for the previous month/year.

FINDINGS

1. It may therefore be said that Market rate of return, Beta, and Average rate of return are significant predictors of performance in the market of 20 Nifty stocks, as the level of significance is too huge.
2. It is seen that the Regression Equation is given which can be used for predicting performance in the market of the 20 Nifty stocks, provided the scores in respect of Market rate of return (R_m), Beta, and Average rate of return is available for the 20 Nifty stocks.

LIMITATIONS

1. The study is limited to Asset pricing alone considering the CAPM variables, in predicting the performance of the 20 Nifty stocks in the market.

2. The individual contribution of the variables chosen does play role in the performance of the stock, but there are so many more factors that contribute towards the performance, which is ignored.
3. A minimum number of variables were chosen for study.
4. In the first objective, the first two variables, R_m and Beta are significant and therefore the hypothesis is rejected. The third variable Average rate of return is not significant and therefore the hypothesis is accepted. Sometimes it might be complicated to understand.

CONCLUSION

This study is restricted to the CAPM model. Though the statistical tool has provided adequate data, it is evident that the variables chosen here are minimal to the extent of components of CAPM. Out of the three variables chosen here, two variables i.e. R_m and Beta show a significant difference, and therefore the hypothesis is Rejected. The third variable i.e. Average rate of return does not show a significant difference and therefore the hypothesis is accepted.

References

Raei, Reza; Ahmadiania, Hamed; Hasbaei, Amaneh (2011). A Study on Developing of Asset Pricing Models. *International Business Research* 4 (4), 139-152.

Webliography

Li, Zhenyan (2015). *Statistical Method for Risk Management and Portfolio Theory*, Worcester Polytechnic Institute, <http://www.wpi.edu/Academics/Projects>

Rossvoll, Eivind (2013). *Asset Pricing Models and the Norwegian Stock Market*, Institute of economics, NTNU: https://ntnuopen.ntnu.no/ntnu-xmlui/bitstream/handle/11250/267527/656636_FULLTEXT01.pdf?sequence=1

Pham, Thi Thu Huyen (2017). *Testing the Capital Asset Pricing Model (CAPM) in the Vietnamese Stock Market: An Analysis of Two Sub-periods from 2006 to 2016*, Aalto University: <https://aaltodoc.aalto.fi/handle/123456789/26101>

ANNEXURES

Table-1: Variable-wise Individual Contribution in Predicting the Performance in the Market of 20 Nifty Stocks.

Variable	Beta coefficient	% of individual contribution	Remarks
Rm	0.57	20.62	p< 0.05
Beta	0.927	74	p <0.05
The average rate of return	0.014	0.72	ns

ns: not significant

Table2: Regression Equation for Predicting the Performance in the Market of the 20 Nifty Stocks

Variable	Regression Equation
Y = Performance in the market X ₁ = Market rate of return X ₂ = Beta X ₃ = Average rate of return	$Y = 1.028 X_1 + 18.69 X_2 + 0.018 X_3 - 20.56$

ADVERTISING AGAINST THE BACKDROP OF THE CORONA VIRUS CRISIS: AN OVERVIEW

Mariam Noronha*

Advertising in these times is not easy but it is being used aggressively by entities ranging from governments, non-profits to commercial entities. The nature and content of messages differ, For various organization is while the government is using advertising to put across social service messages, non-profits are encouraging people to come forward and contribute and brands are becoming increasingly humane. A lot of advertising content in this crisis revolves around people, relationships, safety, and security. Advertising continues to wield influence and certain messages are establishing better and more meaningful connections with target audiences because they are better able to depict the human connection, brand characters, and relevant scenarios. This paper seeks to enquire into how brands should advertise in this crisis by examining how people are feeling in this difficult time. The paper examines context, content, and communication by selected brands and presents an overview of advertisements that have managed to humanize brands in this process.

Keywords: Advertising, Coronavirus, Challenges, Human

INTRODUCTION

A crisis of global magnitude has a far-reaching socio-economic impact. Consumer behavior in a crisis changes owing to job losses, salary cuts, growing unemployment, and strain on financial resources. The coronavirus crisis, a crisis of global magnitude poses several challenges to businesses. Brands are challenged on several fronts and marketing in these times is particularly difficult.

Advertising in these times is not easy. Brands must often choose between "selling" and being "human". The coronavirus crisis has put the spotlight on brands that are helpful and informative vis-a-vis those that are cashing in on opportunities to sell. The crisis is being aggressively employed by entities ranging from governments, non-profits to commercial entities to inform/promote/sell products/services/ideas. The nature and content of messages differ. While the government is using advertising to put across social service messages, non-profits are encouraging people to come forward and

contribute to various causes, and brands that are making people sit up and take notice are being humanized. A lot of advertising content in this crisis revolves around people, relationships, safety, and security. Certain advertising messages are establishing better and more meaningful connections with target audiences because they are better able to depict the human connection, brand characters, and relevant scenarios.

This paper seeks to enquire into how brands should advertise in this crisis by examining how people are feeling in this difficult time. The paper examines context, content, and communication by selected brands and presents an overview of advertisements that have managed to humanize brands in this process. It is an expository essay in which the author attempts to present an overview of advertising in the context of the coronavirus crisis with special reference to India.

REVIEW OF LITERATURE

A crisis is defined as 'the perception of an unpredictable event that threatens

*Assistant Professor, Ness Wadia College of Commerce, Pune.

important expectancies of stakeholders related to health, safety, environmental, and economic issues and can seriously impact an organization's performance and generate negative outcomes. Of the various communication tools that can be used by organizations to deal with crises, corporate advertising is considered particularly important, in that it allows organizations to present crisis responses in a unified voice with its messages consistent across the many possible communication channels (Coombs, 2014).

The use of corporate advertising in response to corporate crises has important benefits. Corporate advertising allows an organization to communicate directly with a large audience. Because of the high level of control over the information being communicated to their stakeholders, corporate advertising can be of great strategic value in a crisis communication context (Burgoon, Pfau, and Birk, 1995). Corporate advertising is an important component of marketing communications. It influences the environment in which an organization must operate and increases its visibility and profits by enhancing the organization's reputation as a good citizen. Organizations employ corporate advertising to respond to a crisis or negative scandal to reach their audience directly with specific messages unfiltered by an intermediary, like the news media (Smolianov and Aiyeku, 2009).

Over the last few decades, changes in the physical, social, and economic environment have presented more challenges for marketing communications (Schumann, Hathcote, and West, 1991). Corporate advertising can also protect an organization in times of crisis by reinforcing and maintaining positive attitudes toward and images about the organization. Previous studies have shown that advertising in times of crisis can result in further consumer

backlash if it is mismanaged or misinterpreted (Kinnick, 2003). Issue advertising is more commonly observed than corporate image advertising incorporate advertisements after a crisis, such as the aforementioned Northwest Airlines (Cowden and Sellnow, 2002) and Procter and Gamble's use of crisis response advertisements in the pet food recall crisis (Lancendorfer, 2014). This paper is an attempt to present an overview of advertising with special reference to India in the lockdown period post 25 March 2020. It is at best descriptive and expository in its content and approach. The paper seeks to shed light on matters like product planning and development, public service messages, and brand conversations.

OBJECTIVES

- To present an overview of advertising during the Corona Virus Crisis.
- To examine the context, content, and communication by selected brands.
- To present an overview of advertisements that have managed to humanize brands in this process.

METHODOLOGY

This is an expository essay based on secondary data collected from sources like books, journals, reports, publications, and the internet.

PRODUCT PLANNING AND DEVELOPMENT IN THE CORONA VIRUS CRISIS

This section takes a look at some endeavors by brands in terms of product development and promotion. In India, the crisis prompted the creation of an app. To combat the coronavirus pandemic, the government of India has launched a new app called AarogyaSetu. An example of public-private collaboration, this new coronavirus

tracking app warns users if they have crossed paths with any infected people recently. There are several controversies regarding it. However, the point is-the COVID-19 crisis has led to the creation of a certain product, and the AarogyaSetu app is one such product.

This is a time when we witnessed greater interest in e-learning, Healthcare Learning, and Patient Education Platform Medtalks launched a course about the disease. The course comprised over 20 videos and articles in English and Hindi on this topic. In addition to this, they also launched a course for all health care providers. This was supplemented with live webinars and Facebook live sessions to address queries.

The market also saw the launch of a wide range of health and sanitization products, immunity boosters, low-cost testing kits, face masks, etc being made. Were introduced to the novel concept of fabric that fends off the virus-this is exhibited in advertisements released by prominent players like Zodiac, Arvind, Ruby Mills, Donear, and Siyaram's in the men's apparel market. While coming across as innovative, this product was not free from controversies. Among the industries that have been adversely impacted by the crisis, the fabric, apparel, and tailoring businesses have seen a decline in domestic demand and exports. Hence, textile manufacturers have responded with "virus" proof fabric.

Earlier in 2020, Zodiac Clothing Company Ltd released a digital advertisement about its "Securo" range of shirts. This advertisement came under the scanner of the Advertising Standards Council of India (ASCI). The company claimed that its 'Securo' shirts manufactured with Heiq Viroblock technology can kill viruses and bacteria. After the Twitterati trolled the advertisement and demanded that the ASCI look into the matter, Zodiac released a detailed statement whereby it sought to

address queries and clarify/debunk any myths surrounding the product.

PUBLIC SERVICE MESSAGES AND REINFORCEMENT

Popular songs and music for ring tones are passé and social service messages to spread and reinforce awareness are "in". You cannot escape superstar Amitabh Bachchan's baritone voice telling you about how you cannot be complacent about wearing a face mask, keeping social distance, and maintaining hygiene at least not until we find a cure. Many of us have heard this several times during the day, in fact, each time we pick up the phone to make a call. Prominent politicians and even Prime Minister on social media, hoardings, and print advertisements asking people to follow the above practices was seen.

CONVERSATIONS AROUND CORONA

Amul is a brand that has never failed to bring a smile to our faces while keeping its finger on the pulse of our Nation. Creative topical, smart puns, endearing illustrations, and Hinglish all typical of Amul's unique advertising have stayed at the core of its topical release through the COVID-19 crisis. It all began with the "*Ab boarding pass hai*" advertisement following the evacuation of Indian nationals from Wuhan. Many called it out as being in bad taste. After the announcement of the nationwide lockdown, Amul expressed hope that people will "stay healthy" and "not hungry". Subsequently, it released a series of topical revolving around the covid 19 themes. To cite a few- The "*Yahi Curvana padega!*" stressed that flattening of the COVID-19 curve was the need of the hour. Reiterating the government's '*Atmanirbhar Bharat Abhiyan*', Amul's topical titled '*Aatmakanirbhar*' read, "Amul makes kitchens self-sufficient."

Amid this crisis, Facebook; announced its decision to invest Rs 43,574 crore in RIL's Jio

Platforms for a 9.9 percent stake, for which Amul's topical stated, "Friend Request Accepted!" Amul creative, "MBBS: *Makhan Bole Bahut Shukriya*." Expressed gratitude towards healthcare workers. During this crisis several women have been working from home and managing the household chores, Amul released a topical showing the Amul girl sitting next to her mother and enjoying bread and butter while the mother juggles office calls and cooking.

The government's Rs 20 lakh crore economic stimulus package to make India self-reliant and to trigger economic revival, Amul released a creative titled 'India's stimulus package!', "Amul, Local *bhi*. Global *bhi*." Following the extension of lockdown till May 17, the health ministry categorized areas into three different zones based on the risk of coronavirus spread. Amul came up with an advertisement highlighting itself as yellow, referring to butter. Amid all this Amul did not forget to acknowledge Big B for beating COVID with the headline 'AB beats C' in which 'AB' referred to Amitabh Bachchan and 'C' referred to coronavirus.

In June 2020, Fevicol, the adhesive brand from Pidilite Industries Limited, released a social service message that coincided with the unlock India process. The message was written by Piyush Pandey, Chief Creative Officer Worldwide and Executive Chairman of India, Ogilvy who did the voice-over for the advertisement. Fevicol exhorted people to be even more careful about personal safety and social responsibility by wearing a mask and maintaining social distance. In this war against the virus, the battlefield remains the same but the strategy has changed. The new normal means people must step out for work but stay cautious.

Vicks, as a brand is known for its emotional advertising focusing on care, concern, and family used the COVID 19 crisis to redefine caring for others. Their advertisement

encouraged people to stay connected while maintaining social distance. Staying away does not mean we do not help the needy, the way we care differs. A short phone call to check on them is viable. The underlying message was that we must stand in solidarity with one another in the fight against the virus. Fevicol and Vicks are two brands that successfully wove a conversation around social distancing, each within its unique way- Fevicol as a precautionary measure during the outbreak to strengthen bonds in the times to come and Vicks promoted bonding and helping while keeping distance.

The time is right for all healthcare and hygiene brands to make their mark and Mumbai-based Godrej Consumer Products Ltd (GCPL) made use of this opportunity to campaign for its Protekt range of hand wash and sanitizers. A digital campaign aimed at generating awareness about the importance of washing hands to prevent the spread of the virus was launched. Its campaign called Protekt India Movement has been promoted aggressively with the viral hashtag #ProtektIndiaMovement. This was followed by another campaign called "Spread to Protect", which urges citizens to join them to stand against Covid-19.

Another brand in the space, Savlon came up with a social media campaign called #SurakshaApkeHaathMein. The campaign comprised an encouraging video on some important things to remember and the necessary precautions. Thereafter Savlon came up with a series of social media posts. While all these examples show how brands are leveraging this situation to send out relevant messages while weaving themselves into the conversations, it is necessary to steer clear from the overutilization of this opportunity. Unless public service messages are relevant to the essence of the brand, the move will not produce desirable results for any brand that employs this strategy, especially in the long run.

In May this year, Netflix for instance made a bold move- offering to cancel subscriptions

that had not been used for a while. In the thick of the lockdown, Swiggy launched Swiggy Genie. The restaurant aggregator's USP is not shipping items but it exhibited sensitivity towards the general public and launched a service that was the need of the hour—a boon for people who couldn't step out to send necessities and other items to family/friends or for themselves.

CONCLUSION

During the "normal" advertisements are mainly focused on generating sales, building brand identity, and building brand visibility and recognition. However, during a crisis especially one such as the this—a crisis of global proportions, brands are faced with critical choices as to how to move forward. Should they continue with advertising as usual or should they adapt campaigns to match the mood of the moment? It is indeed a tight rope walk between being sensitive to a world that is being battered physically, emotionally, and economically and keeping profitability in mind.

Overall advertising has been subdued except for select categories like essentials, health, and hygiene products. Digital platforms are proving to be preferred over traditional ones due to the low spending involved especially

in non-essential categories. The humanization of brands is something that has become the need of the hour. To strengthen brand image and leverage brand equity, there is a need to be more authentic and socially responsible. Even if it means thinking about subscriber's unnecessary expenses like Netflix or reinventing the product offering as wiggy did with Swiggy Genie.

References:

- Burgoon, M., Plau, M. and Birk, T.S. (1995). An Inoculation Theory Explanation for the Effects of Corporate Issue/Advocacy Advertising Campaigns. *Communication Research*, 22(4): 485-505.
- Smolianov, P. and Aiyeku, J. (2009). Corporate Marketing Objectives and Evaluation Measures for Integrated Television Advertising and Sports Event Sponsorships, *Journal of Promotion Management*, 15(1-2), 74-89.
- Schumann, D. W., Hathcote, J. M., West, S. (1991). Corporate Advertising in America: A Review of Published Studies on Use, Measurement, and Effectiveness, *Journal of Advertising*, 20(3), 35-56.
- Kinnick, N. (2003). How Corporate America Grieves: Responses to September 11 in Public Relations Advertising. *Public Relations Review*, 29(4):443-459.
- Lancendorfer, K. M. (2014). Pet Food Panic: Procter and Gamble's Use of Crisis Response Advertising (CRA) in Recall Crisis. *Corporate Reputation Review*, 17(2), 94-113.

Webliography:

- Coombs, W. T. (2014). *Crisis Management and Communications*, Retrieved from: <https://instituteforpr.org/crisis-management-communications/>

ADVERTISING AND CONSUMER BRAND SELECTION: A STUDY ON TOOTHPASTE BRANDS IN BELGAUM CITY, KARNATAKA

Vijeta Vishwanath Shet^{*}, Harshal N. Tamhankar^{**}, Shivam K. Vernekar^{***}

The multiplication of multifarious brands of toothpaste in India has led to intense competition for greater market share being observed among the manufacturers of toothpaste in the country. When there is extreme competition and the consumers have a wide range of brands available in the market, it becomes essential for the producers to comprehend the foremost aspect that can draw the attention of buyers towards their brand. This research paper is based on a survey of 200 randomly selected consumer users of toothpaste brands in Belgaum, Karnataka, the study observed the role played by various factors in influencing consumers' selection of brands in the toothpaste industry in India. It also indicates the brand awareness among the respondents and the various source of information relating to brand awareness. Lastly, it makes recommendations for further improvement in advertising and brand management and speaks about the marketing efforts made by organizations to increase their market share.

Keywords: Multifarious, Advertising, Branding, Competition, Consumer brand selection.

INTRODUCTION

The proliferation of various brands of toothpaste in India has led to intense competition for greater market share being observed among the manufacturers of toothpaste in the country (See Figure-1). When there is extreme competition and the consumers have a wide range of brands available in the market, it becomes essential for the producers to comprehend the foremost aspect that can draw the attention of buyers towards their brand. Advertising is a form of the marketing strategy adopted by every manufacturer for interacting and influencing the target audience.

Therefore advertising is a vital communication tool used to influence people to purchase products and services. In this present information era of advertising play a crucial role in influencing and studying consumer behavior and pattern towards making a purchase decision. The spending on advertising worldwide in 2019 surpassed 560 billion U.S dollars. According to data from the World Advertising and Research Center (WARC) advises that there will be an overall upsurge of 2.5% in marketing spend by the end of this year. Consequently, the role of

advertisement in this contemporary globalized business era plays a significant role in studying consumer behavior and thereby helps in improving the market value of the firm.

Advertising and Consumer Brand Selection

A consumer brand selection is recognized as extremely personalized and complex and is influenced by various interpersonal factors. Interpersonal factors include variables such as the consumer's characteristics, values, attitudes, and motivation. In the present scenario, organizations are using advertising as an instrument to interact and ensure that consumers are aware of their products or services and this, in turn, is a challenging task due to heavy competition among the brands and the variety of options available to the consumers in making their choice of the product. The American Marketing Association (AMA) has defined advertising as "any paid form of non-personal presentation and promotion of goods, services or ideas by an identified sponsor". Therefore the study of advertising and consumer brand selection is deemed to be an interesting task and also plays a significant role where there is cut-throat competition among the market firms.

^{*} Lecturer, KLS Gogte College of Commerce (M.Com)

^{**} Professor, KLS Gogte College of Commerce (M.Com)

^{***} Faculty, KLS Gogte College of Commerce (M.Com)

REVIEW OF LITERATURE

Keller (1993) defined customer-based brand equity as the differential effect of brand knowledge on consumer response to the marketing of the brand. Brand knowledge is conceptualized in terms of two components, brand awareness and brand image (i.e., a set of brand associations). Customer-based brand equity occurs when the consumer is familiar with the brand and holds some favourable, strong, and unique brand associations in memory. Subadra et. al (2010) researched car owners to know their perceptions and behaviour. They found that consumer brand selection is a very personalized and complex process and is influenced by various factors.

Pachauri, Moneesha (2002) argued that consumer behaviour itself emerged as a distinct field of study during the 1960s; and is characterized by two broad paradigms, the positivist and the non-positivist. The positivist paradigm encompasses the economic, behavioural, cognitive, motivational/trait/attitudinal, and situational perspectives; these perspectives are referred to as the traditional perspectives as they pre-date the development of the non-positivist paradigm. The assumption of rationalism

is fundamental to the traditional perspective. The opposing, non-positivist paradigm, envelops the interpretive and postmodern perspectives, which have emerged more recently during the period post-1980 to date.

Bhattacharya and Mitra (2012) identified that the impact of brand on consumer behaviour is more significant among the female group than of the male group. Brandname, brand loyalty, and symbolic meaning are more predominant among the female group than that of the male group during the selection of products. It has also been found that the monthly income of the family has a greater impact of brand on consumer behaviour.

Srinivasan et. al (2014) found a significant relationship between gender and insistence on a specific brand by consumers for consumer durables at every purchase while there is no significant relationship between gender and place of purchasing the product. Relevant literature on advertising and consumer behaviour affecting toothpaste brands were not found directly. Thus, the current study has undertaken to know the effect of advertising and consumer brands during the selection of toothpaste brands in Belgaum city, Karnataka.

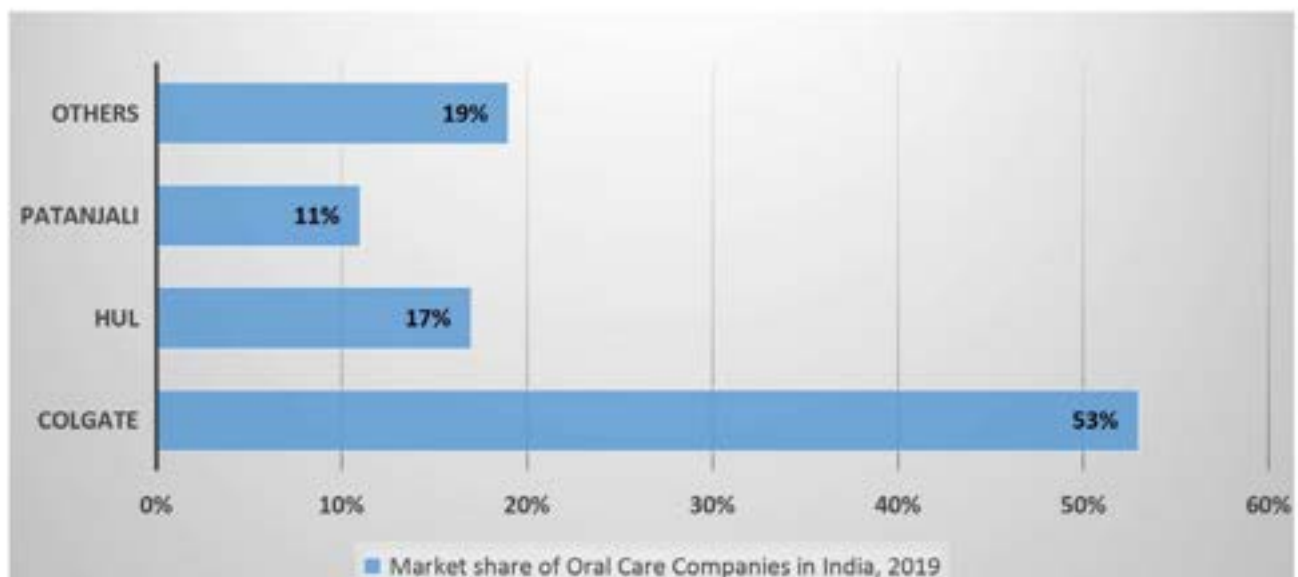


Figure-1: Market Share of Oral Care Companies in India, 2019

Source : Statista.com

OBJECTIVES OF THE STUDY

- To study the role of advertising and consumer buying behaviour on the selection of toothpaste brands
- To suggest strategies concerning advertising and customers' brand selection process for increasing the market share of toothpaste brand companies.

RESEARCH METHODOLOGY

The research was carried out with a sample of 200 in size, to explore the objectives of the paper. The methodology used is exploratory

research. A designed questionnaire was given to the respondents. The convenience sampling method was used according to the convenience of getting data from the consumers of toothpaste products in Belgaum City, Karnataka.

ANALYSIS AND INTERPRETATION

Table-1 reveals data relating to Consumer's Brand Selection of Toothpaste. There are 54% of the respondents use Colgate followed by 24% of the respondents are HUL (Hindustan Unilever Limited) products users and 22% of them use Patanjali toothpaste.

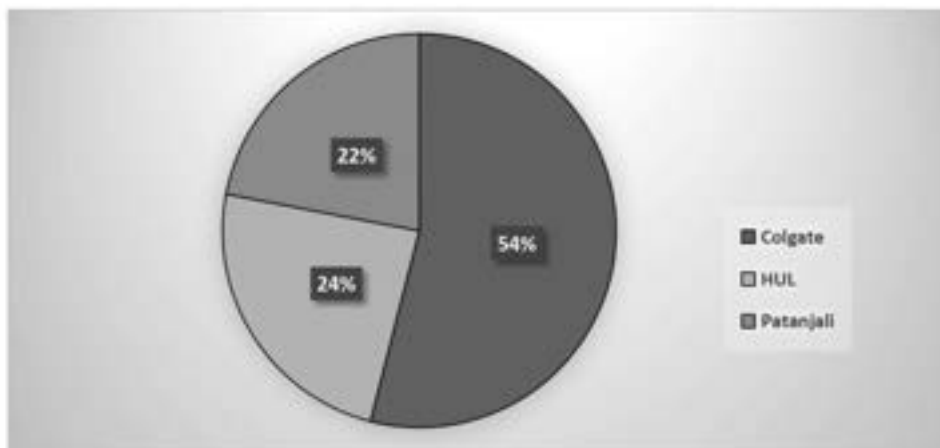


Figure-2: Consumer's Brand Selection

Table-2 represents the consumer reasons for brand selection of toothpaste, according to the data above 34 percent of respondent's choose advertisement, 54 percent of them choose Quality of the toothpaste, 8 percent

of them choose the price, and 4 percent of them choose Custom. This data reveals the majority of the respondents prefer to select their toothpaste brand based on Quality and then advertisement of the particular brand.

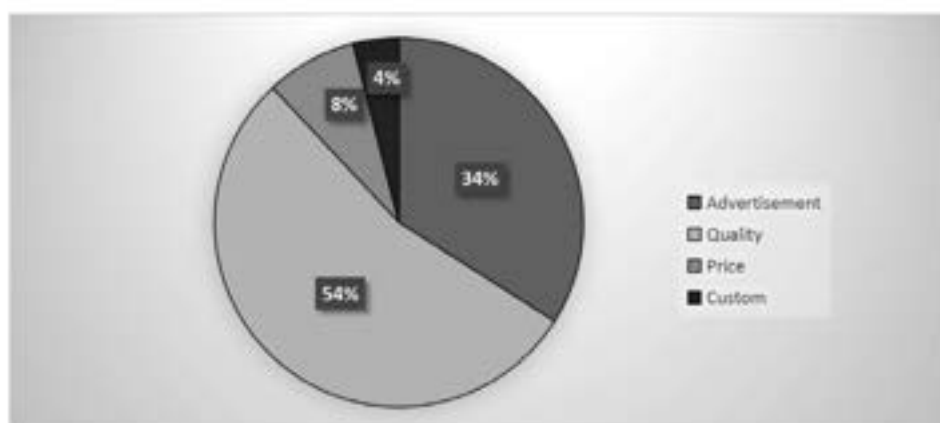


Figure-3: Consumer's Reasons for Brand Selection

Table-3 it is distinct that 100 percent of the respondents are well informed about the different toothpaste brands available. This shows brand awareness among the

respondents which may be due to sales promotion or advertising of the product of the particular brand.

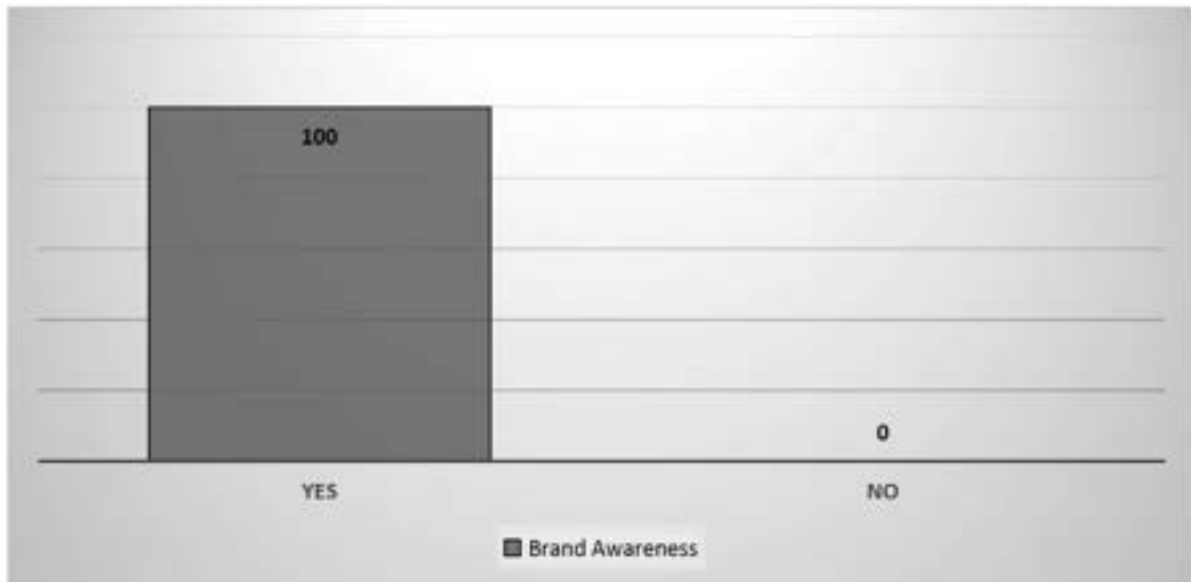


Figure-4: Brand Awareness of Respondents

Table-4 depicts that the greater number of respondents, that is 84 percent of them are aware of the toothpaste brands through the medium of advertisement. Only 16 percent of respondents are aware through word of mouth. Word of mouth refers to the reference

given by other consumers based on their experience in using that particular brand. Further, there is no other source of information found for consumers' brand awareness.

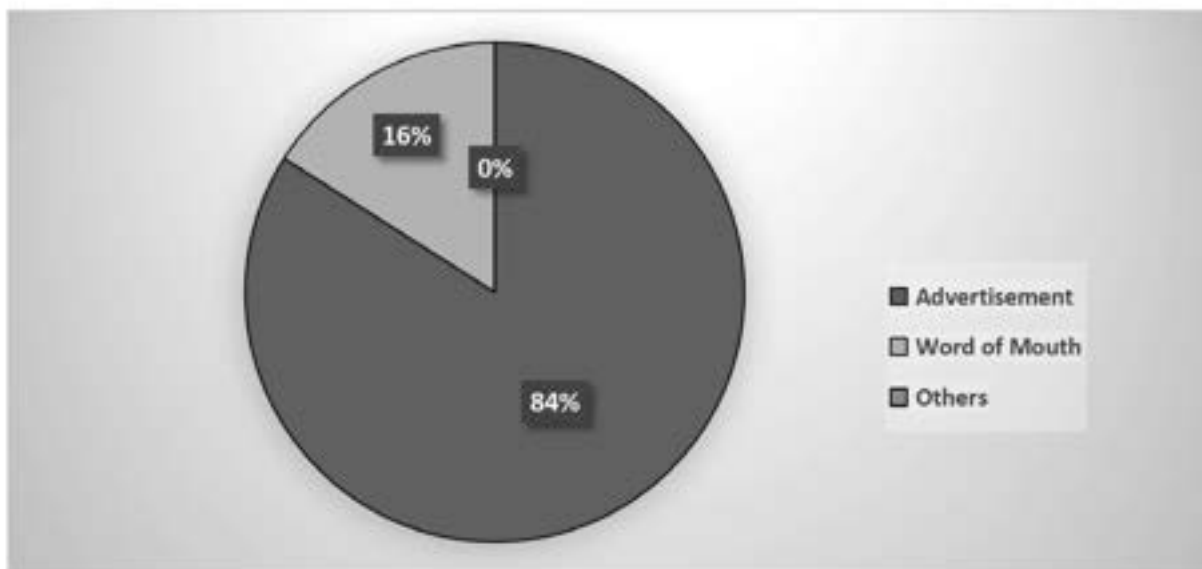


Figure-5: Consumer's Source of Brand Awareness

Table-5 reveals data relating to consumers' perception of use of media in advertising. The results show most of the consumers that are 90 percent of the respondents are inclined towards television advertising while

newspaper and magazine advertising showed only 10 percent. Advertising through TV is more effective as the combination of audio and visual in the TV advertisement draws the attention of the consumers.

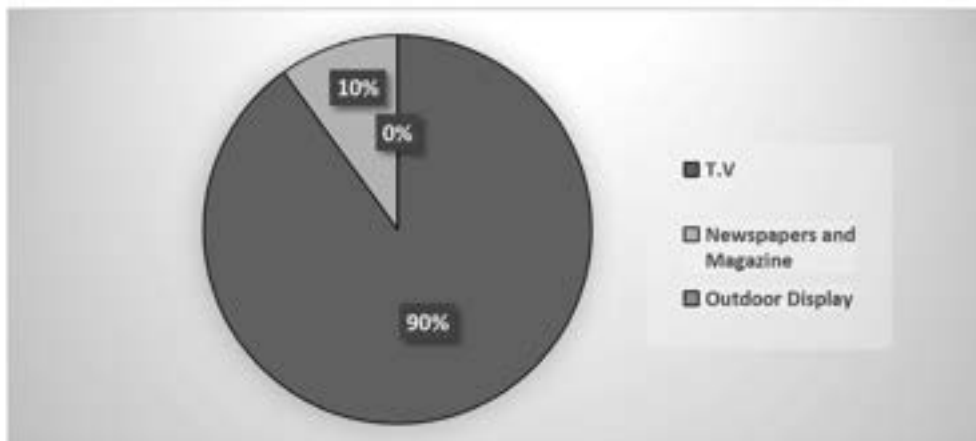


Figure-6: Consumer Perception of the Use of Media in Advertising

FINDINGS

- The study highlights that the majority of the respondents prefer and use the Colgate Toothpaste brand when compared to Patanjali and HUL (Pepsodent, Closeup)
- From the above study, we can state that consumers prefer quality and then advertisement factor to select a brand preference of toothpaste.
- 100% of the respondents are aware of different toothpaste brands available which indicate brand awareness among the respondents which may be due to sales promotion or advertising of the product of the particular brand.
- Brand awareness among the respondents is through the medium of advertisements and positive word of mouth.

- The above study states that advertising through TV is more effective as the combination of audio and visuals in the TV advertisement draws the attention of the consumers.

SUGGESTIONS

- Toothpaste brand companies should concentrate on updating their advertisement copy frequently as advertisement plays a vital role in attracting customers.
- Companies should improve their quality of the products and provide quality products at a reasonable price.
- Toothpaste companies should concentrate on providing a variety of flavors of toothpaste depending on age groups that attract customers.
- Loyal customers of the products spread a positive word of mouth and

hence companies should try and satisfy their customers by providing quality products at a reasonable price.

- Brands should now focus on endorsing their business through virtual platforms.
- Brands should review and evaluate on needs and preferences of the customers accordingly and then communicate details of the brands.

CONCLUSION

This research paper is based on the evaluation of advertising and Consumer brand selection. After undertaking the survey, in our opinion, we can conclude that majority of the respondents are alert of the brand available in the case of toothpaste industry and make their preference in selecting the toothpaste based on quality and advertising factors. Therefore it is suggested that toothpaste brand companies should portray their quality through advertisements as advertising influences customers. Brands are observant about their customer's needs and preferences and provide the best likely service to the customers accordingly. Brushing our teeth daily is an essential part of our daily routine, any optimistic characteristic about the brand can lead them to achieve great success, which in turn helps the companies to increase their market value. After concluding this study we can say the research objectives are satisfied. Altogether objectives are appropriately achieved through the research.

LIMITATIONS OF THE STUDY

- 1) The major challenge in conducting this research was a shortage of time and resource constraints.
- 2) Respondent's biased nature is possible for any field study, therefore this study involves respondent's bias in fieldwork due to the unwillingness of the respondents.
- 3) The survey ignores the data relating to the post-purchase decision of the customers
- 4) The survey is limited only to Belgaum City.

References

- Bhattacharya, S. and Mitra, S. (2012). Consumer Behavior and Impact of the Brand-A Study on South Zone of Kolkata City. *Voice of Research*, 1 (2), 1-4.
- Keller, K.L. (1993). Conceptualizing, Measuring and Managing Customer-Based Brand Equity. *Journal of Marketing*, 57 (1), 1-22.
- Pachauri, Moneesha (2002). Consumer Behaviour: A Literature Review. *The Marketing Review*, 2002 (2), 319-355.
- Srinivasan R, Srivastava R. K., and Bhanot S. (2014). Impact of Age and Lifestyle on Purchase Behavior of Luxury Brands. *Journal of Research in Business One Management*, 2 (9), 19-32.
- Subadra, S.; Murugesan, K. M. and Ganapathi, R. (2010). Consumer Perceptions & Behaviour: A Study with Special Reference to Car Owners in Namakkal District. *APJRB*, 1 (3), 37-57.

BIBLIOGRAPHY

- Annual Report of the Colgate Palmolive(India) Limited: Reports of the directors. <https://www.colgateinvestors.co.in/annual-report>
- Statista.com. <https://www.statista.com/statistics/649401/market-share-oral-care-companies-india/>

ANNEXURES

Table-1: Consumer's Brand Selection

Brand Name	No. of Respondents	Percentage (%) to total
Colgate	108	54
HUL	48	24
Patanjali	44	22
Total	200	100

Table-2: Consumer's Reasons for Brand Selection

Classification of Reasons	No. of Respondents	Percentage (%) to total
Advertisement	68	34
Quality	108	54
Price	16	8
Custom	8	4
Total	200	100

Table-3: Brand Awareness of Respondents

Awareness	No. of Respondents	Percentage (%) to total
Yes	200	100
No	0	0
Total	200	100

Table-4: Consumer's Source of Brand Awareness

Source of information	No. of Respondents	Percentage (%) to total
Advertisement	168	84
Word of mouth	32	16
Others	-	-
Total	200	100

Table-5: Consumer Perception of the Use of Media in Advertising

Classification	No. of Respondents	Percentage (%) to total
T.V	180	90
Newspapers and Magazine	20	10
Outdoor display	-	-
Total	200	100

AN EMPIRICAL STUDY ON DIGITAL LEARNING ACCEPTANCE WITHIN THE ORGANIZATIONS IN EMERGING BUSINESS LANDSCAPE POST COVID-19

Mandip Gill^{*}, Tanvi Garg^{**}

Historically organizations have been mostly relying on the traditional instructor-led classroom approaches for developing their employees. Few organizations were proactive in making a shift to the digital learning space. Initially, these organizations faced challenges at various levels, starting from infrastructure development, organizational readiness, and employee readiness to accept and embrace the digital learning approaches. However, the outbreak of the COVID 19 pandemic globally, forced the organizations to adopt the digital learning approaches without much preparedness, challenging the existing status quo, thus transforming the learning and development function. To survive in the emergent business scenario, organizations began exploring different business strategies to up-skill their employees with the changing trends, technologies, demands of the market and economy timely as well as to capitalize on the opportunity provided by the digital platform across the business operations and processes. The learning and development function is witnessing a significant jump from the pre-COVID situation where acceptance towards the digital learning approaches was slow and hesitant to be the predominant solution for developing the employees. The present study is an empirical investigation to explore the changing employee perspectives towards digital learning approaches and their acceptance within the organizations and the employees' readiness for the same in select manufacturing and service industries. Appropriate statistical tests will be used to analyze the data. Implications of the findings for organizations are discussed.

Keywords: COVID-19, Digital Learning Approaches, Organizational Readiness, Employee Readiness.

INTRODUCTION

The entire world is in a state of flux due to the onslaught of coronavirus (COVID 19) that has affected every sphere of life from business organizations, governments, employees, and people in an unprecedented manner for which none were prepared. The nature of work itself is changing with growth in remote work, where employees can work from any location across continents saving organizational costs. However, adapting to this "new normal" is both a challenge as well as an opportunity for the learning and development function across sectors. Leveraging technology for upskilling employees calls for a complete

transformation in the training and development approaches from traditional instructor-led classroom approaches to digital learning approaches so that the organizations remain relevant to their customers. Technology has always been there, but till now the awareness and its acceptance as part of daily work behavior have been missing.

Digital learning or virtual instructor-led training is very different from traditional classroom training in terms of learner experience and engagement. Firstly, digital learning includes a wide range of methodologies and may take place in just about any place and at any time. Secondly, digital learning can adopt different forms.

^{*} Associate Professor, Maharaja Ranjit Singh Group of Institutions, Indore.

^{**} Research Scholar, Devi Ahilya Vishwa Vidyalaya (DAVV), Indore.

Therefore, employees need to be comfortable with the technology and then the training program content, delivery methods have to be so designed that they can meet the personalized needs of the diverse, dispersed learners as well as engage and sustain their motivation levels.

Initially, organizations were driven by necessity opting for digital learning approaches to survive in the current uncertain situation, however, soon organizations began rethinking their business strategies to capitalize on the opportunity provided by the digital platform across business operations and processes. A change in employee and organizational mindset can be observed from digital learning being considered an impractical business solution to enabling employees to develop different and new sets of competencies and skills to drive business.

Therefore, a significant jump can be witnessed in the training and development function from a pre-COVID situation where acceptance towards the digital learning approaches was slow and hesitant to be the predominant solution for developing the employees. The present study is an empirical investigation to explore the changing employee perspectives towards digital learning approaches and their acceptance within the organizations and the employees' readiness for the same in select manufacturing and service industries in the emerging business landscape post the COVID-19 pandemic.

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

Digital Learning

The roots of the changes in the learning landscape being witnessed now can be

traced back to the introduction of personal computers in the 1980s (computer-based training) to the development of Multimedia PC in the 1990s when lecturers, executives, and students started embracing technology to deliver online courses for students thereby reducing the learning barriers. The term e-Learning was coined by Masie (1999) to refer to learning driven by technology (web or any electronic medium) to design, deliver, select, administer, and extend the learning process. Initially, it was considered as a type of distance learning as it allowed students to access materials and complete tasks outside the confines of the physical classroom.

Cross (1998) elaborated on the concept and defined e-Learning as Internet-enabled learning focusing on learning done through the internet, on-time involving both learning and network. The emphasis was on corporate learning, in particular acquiring the technical and social skills and product knowledge to meet customer needs. It would encompass various associated components as content delivery, experience of learning, varied participants, content experts, and the infrastructure development team.

Holzberger et al., (2013) redefined digital learning as, the use of digital forms of media via the internet to deliver the learning and content, development of learner's skills, and enhancement of their knowledge. The focus was also on teaching effectiveness intending to improve the learnings of the participants. In the emerging business landscape, organizations are adopting digital learning approaches as a solution to develop competencies for remote, geographically spread teams. It offers various advantages in terms of cost-effectiveness, flexibility, consistent learning experience across geographies and time zones, content quality, customized course content based on

organizations and learning needs of its employees, to train the employees faster, and to have mass coverage of participants in a short period.

Traditional classroom training on the other hand is expensive and does not provide the flexibility to the participants to attend the program at their best convenience in terms of time and location. Thus, the different digital training approaches like e-learning, mobile learning, MOOC programs, gamification, simulation-based programs, etc. are taking over the learning space. To change from one size fits all approach the digital learning space has included the blended learning approach, ensuring a combination of learning styles to make the training programs more relevant to employees.

Digital Learning Approaches

Mobile Learning

Mobile learning is the utilization of the internet and mobile technologies for learning. Amarolinda et. al., (2010) argued that the growth in Mobile and Wireless Information Technologies (MWIT), has created a humongous opportunity for redesigning the learning processes in the organizations and educational sector. They also emphasized that MWITs have a lot to contribute to the teaching as well as learning processes but the limitations of the environment and location-based challenges need to be considered. The purpose of imparting learning at any place and any time is to address organizational and individual learning immediately. Bhat (2016) stated that mobile digital technologies should include support of both the practices of learning i.e. blended and stand-alone practices.

Massive Open Online Courses (MOOCs)

In the open learning movement, MOOCs are the recent development that has gathered great attention from both the corporate and academic sectors (Zawacki-Richter et. al., 2018). MOOC is conceptualized as a network-based participatory and open environment-based learning (Cormier, 2010). The open environment is defined in context to people, places, and methods of course development and curriculum.

Blended Learning

Blended learning refers to the concept of having a learning environment that includes diverse training delivery styles, means, mediums, and formats and could be the combination of all these. It could be a mix of various digital modes or even digital and traditional classroom modes (Asif et al., 2012).

Different phases of Digital Learning

The learning journey in organizations started from e-Learning, blended learning, social learning, digital learning, video-based learning, real-time learning and has reached a stage where digital learning has the academies being built around corporate space to enhance the capabilities of the employees.

Research by Joshbersin (2017, updated in Jan 2020) has described the evolution of corporate learning and how in just one generation there has been a shift from traditional learning universities to the digital mode like; e-learning and blended learning, talent-based learning moving towards continuous learning. The availability of various tools like YouTube, Yammer, Google, Workplace, etc. has transformed the learning landscape, so now the training professional's job is to simply "deliver learning to where people are." The figure below (Figure-1) highlights the different phases in the digital learning concept.

How Corporate Learning Has Evolved

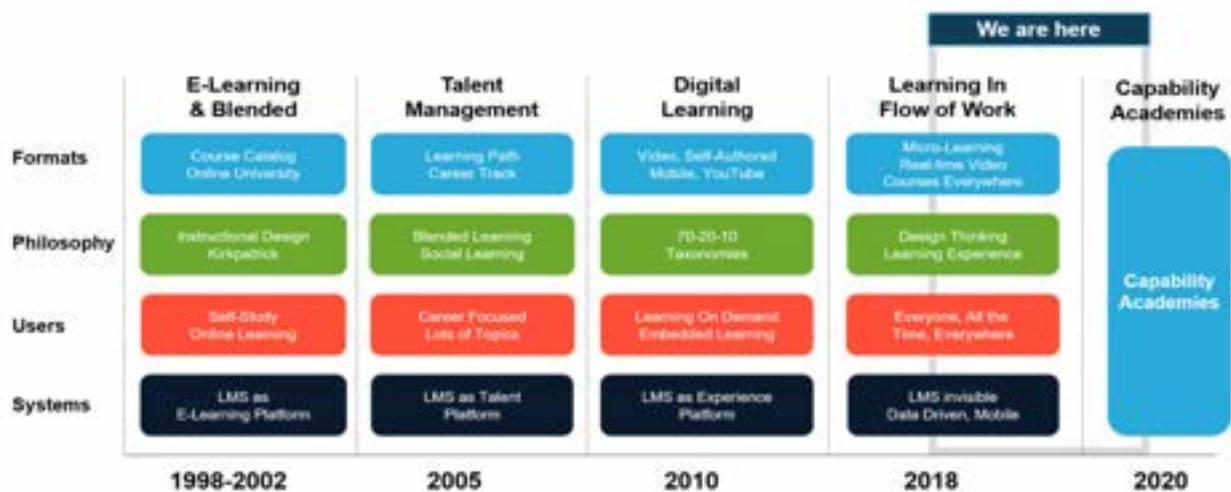


Figure-1: Evolution of Corporate Learning: Phases of Digital learning
(Source: joshbersin.com/2017/03/the-disruption-of-digital-learning)

However, a lot of apprehensions on part of employees and organizations need to be addressed regarding the utilization of the digital-based learning approaches by the employees and organizations in terms of acceptance, infrastructure development, content development, and skill enhancement of its employees. This challenge is investigated in various studies focusing on e-Learning adoption /acceptance. Some studies are focusing on measuring the perspectives of the users towards the acceptance and integration of e-Learning during COVID 19 in the learning space (Bczek et. al., 2020; Okaily et. al., 2020) but these are limited especially in the Indian context.

Measuring Employee Perspectives on Digital Learning

To measure the perspectives of employees towards acceptance and utilization of digital learning, the Technology Acceptance Model (Davis; 1989) which is one of the most widely accepted models of technology acceptance for learning will be the guiding framework. It focuses on two primary factors that influence an individual's intention to use new technology -perceived ease of use and its relevance/usefulness.

Technology Acceptance Model (TAM)

The technology acceptance model proposes that perceived ease of use and perceived usefulness predict the user acceptance and usage of new technology (Figure-2). Further, the behavioral intention of the individual is an important factor that determines the acceptance or non-acceptance of the new technology. The model has been tested by various researchers in varied applications, with researchers reporting mixed findings in terms of statistical significance, direction, and magnitude. Qingxiong and Liping (2005) conducted a meta-analytic study on the model and reported that both the correlation between usefulness and acceptance and that between usefulness and ease of use is somewhat strong. However, the relationship between ease of use and acceptance is weak. They further suggested that apart from the potential theory-based contributions, TAM could be significant to management practices within the organizations. By further developing an understanding of the user's acceptance the management could achieve better usage of technology.

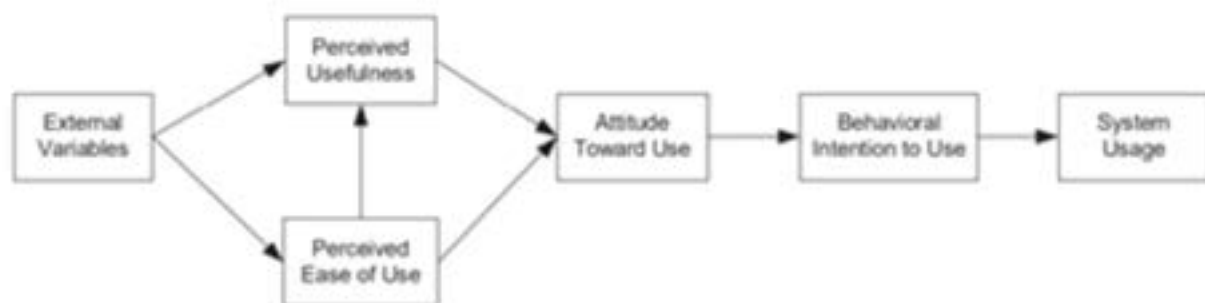


Figure-2: The Technology Acceptance Model

(Source: The Technology Acceptance Model (Qingxiong and Liping, 2004-2005)

Change in Employee and Organization's Perspective towards Acceptance of Digital Learning Perspectives Pre-COVID-19 Environment

Several types of research have been conducted with results suggesting that digital learning acceptances and effectiveness have been a challenge (pre the era of COVID-19). Moyer et al., (2001) reported that there was a shortage of positive reports on acceptance of digital learning by organizations who were early adopters with few trying to justify the return on investment (ROI) on digital platform costs while others declaring the initiatives as a failure. Reeder et al., (2004) stressed how the lack of technical support is impacting the success of learning using the digital mode i.e. e- Learning. Neither the learning desire is well supported by the investment in the technological infrastructure nor is there any assistance in its usage. Mungania (2004) also reported similar results and argued that irrespective of the all hype, unfortunately not all learners and their organizations benefit from e-Learning. Another related study found that the dropout rate from the e-Learning programs is quite alarming, as high as 70% (Meister, 2002 cited in O'Connor et al., (2003).

Perspectives-Post COVID-19 Environment

The entire world was unprepared for the pandemic and the subsequent lockdown, but

most businesses irrespective of the sector, have managed to adapt and survive quite quickly. The pandemic provided a much-needed impetus for digitization across business sectors transforming the earlier existing learning landscape significantly. Pre-pandemic, a vast majority of educational institutions were way behind in adopting technology focusing more on classroom teaching, and had not seriously considered any online platform as a credible model. But the majority of the educational institutions around the globe were able to quickly adapt to the new normal ensuring that learning remained accessible to students in these difficult circumstances. Consequently learning shifted from the traditional classroom to online as the core method for students as well as for employee development, with the result utilization of digital learnings has seen a significant jump from previous utilization scores. However, there have been associated challenges as many of the participants were not well versed with the technology and used the digital medium as the principal learning mode.

Bczek et. al., (2020) researching educational institutions found that more than 60% of the participants had never experienced any form of digital learning or e-Learning before the pandemic. Hence, participants faced technical challenges and were not very

comfortable using e-Learning or digital approaches during the pandemic. However, technology acted as a support to overcome the challenges and barriers in the difficult times for continued learning with participants and colleges becoming more resilient to the digital learning /online learning post these forced circumstances. Studies conducted previously also suggested that apart from technology, various associated factors like accessibility, methods used, content relevance, and the criteria for assessment are also responsible for the e-Learning program's success. Therefore, it is important to embrace e-Learning before any disaster strikes (Todorova et. al., 2011; Arthur, 2017).

In the present challenging times, organizations have been forced to adopt online learning methods globally and are thus struggling with technology comfort and content navigation. But those organizations which were proactive and had already digitized themselves faced fewer difficulties and were quickly able to adapt to these exceptional circumstances and have managed to add more value to their products and services. Indeed, this pandemic has contributed to the acceleration of the acceptance of online learning processes.

RATIONALE OF THE STUDY

The literature review reveals the limited investigation and applicability of acceptance of digital learning approaches in organizations for imparting training to employees. The potential of these approaches remains unclear as to the extent to which these can transform the learning landscape. Thus, the need for the present study to explore the changing employee perspectives towards digital learning approaches and their acceptance within the organizations and the employees' readiness for the same especially in the Indian context in the current economic scenario where the country is steadily going digital alongside the

government's vision for a digitized, developed nation.

OBJECTIVES

The literature leads to the following objectives:

- To study the effect of type of organization in terms of manufacturing and service on employees' acceptance and readiness for digital learning approaches within these organizations.
- To study the effect of gender on employees' acceptance and readiness for digital learning approaches within select organizations.
- To study the effect of experience on employees' acceptance and readiness for digital learning approaches within the select organizations.
- To study the interactive effect of type of organization, gender, and experience on employees' acceptance and readiness for digital learning approaches within the select organizations.

HYPOTHESES

Keeping in view the literature review, the following hypotheses were formulated to achieve each of the objectives in this study:

H₀₁: Employees of manufacturing organizations do not differ from employees of service organizations in terms of acceptance and readiness for digital learning approaches.

H₀₂: Male and female employees do not differ in terms of acceptance and readiness for digital learning approaches.

H₀₃: Employees with different levels of experience do not differ in terms of acceptance and readiness for digital learning approaches.

H₀₄: Type of organization, gender, and experience levels do not interact to affect employee acceptance and readiness for digital learning approaches.

RESEARCH METHODOLOGY

The Study: The present study is an exploratory investigation to examine the employee perspectives towards digital learning approaches in the emerging learning landscape post-COVID-19 in select manufacturing and service organizations of some major cities of Madhya Pradesh and Mumbai city. Demographic variables such as type of organization, gender, and work experience will be the independent variables with employee acceptance and readiness as the dependent variable. It was hypothesized that employee acceptance and readiness for digital learning approaches for continued learning would be high post-COVID-19.

The Sample: Employees from varied manufacturing and service organizations were provided with questionnaires on a random basis. The designations of employees ranged from lower, middle, and senior management levels. The final sample of 132 respondents was selected after controlling for the extraneous variables by randomization and elimination. In the final sample, 98 respondents were males and 34 were females. 70 respondents were from manufacturing and 62 from service organizations. The respondents belonged to three levels of work experience viz., 0-5, 6 – 10, and 11yrs and above. The mean experience was 2.40yrs. (Refer to Table-1).

Tools for Data Collection: The primary original data was collected through a self-designed structured questionnaire and observation. The questionnaire was developed based on available literature and observation. The questionnaire used 5-point Likert type scale ranging from “strongly agree” to “strongly disagree” for each statement, which was 15 in number of which

6 items were for measuring employees’ acceptance and readiness towards digital learning approaches pre-COVID -19 and the remaining 9 items during the pandemic. The cronbach alpha reliability Coefficient for the instrument is .904 which is on the higher side (Refer-Table-2). A higher score indicates a greater level of a participant’s acceptance and readiness for digital learning approaches. Random sampling technique which implies a non-probability sampling was used. In-depth interviews of the respondents were also conducted to ascertain their views and behavior observed during the process.

Tools for Data Analysis

Kolmogorov-Simonov Test was applied to examine the normal distribution of data and due to the normality of data, three-way ANOVA was applied to test the various hypotheses. Statistical Package for Social Sciences (SPSS version 22.0) was used to analyze and interpret data.

RESULTS AND DISCUSSION

To test the significance of variance and understand inter- level differences between and within the groups or treatments, the data was treated with F-test analysis. The high significant value of .662 (Levene’s Test); ($p > .05$) indicates that variances between each group are constant (Refer Table-3).

H₀₁: The null hypothesis stands accepted.

The effect of type of organization on employee acceptance and readiness for digital learning approaches was insignificant, $F(1, 120) = .004, p = .949$ (Refer Table-4).

Hence, employees of manufacturing organizations do not differ from employees of service organizations in terms of acceptance and readiness for digital learning approaches. Globalization, depleting resources, rising customer expectations, and competitiveness have contributed to the current Industry 4.0 wherein

implementation and utilization of modern technologies such as artificial intelligence, internet of things, robotics, automation of business processes is becoming crucial irrespective of the type of industry viz., manufacturing or service to achieve efficiencies of scale, creative knowledge-based decision making as well as building and maintaining competitive advantage. Consequently, the learning environment in organizations is witnessing a transformation to technology-enabled interventions to adapt, survive, and face the challenges (Gansiniec, 2019). The observed results support these findings.

H₀₂: The null hypothesis stands accepted.

The effect of gender on employee acceptance and readiness for digital learning approaches was insignificant, $F(1, 120) = 1.65, p = .201$ (Refer Table-4).

Hence, male and female employees do not differ in terms of acceptance and readiness for digital learning approaches. These findings reinforce the findings of earlier research which contends that e-Learning or digital approaches are not gendered sensitive (Sood and Singh, 2014).

H₀₃: The null hypothesis stands rejected.

There was a statistically significant difference between employees with different levels of experience for their acceptance and readiness for digital learning approaches, $F(2, 120) = 3.394, p = .03$. Tukey's post hoc test showed that employees with experience levels of 6-10 years (68.07, $p = .026$) have higher acceptance and readiness for digital learning approaches as compared to employees with experience of 11 years and above (54.29, $p = .026$). There was no statistically significant difference between employees with experience levels of 0-5 years ($p = .026$) and 6-10 years ($p = .694$) or between employees with experience levels of 0-5 years and 11 years and above ($p = .249$) (Refer Table-4 & 5).

The observed results are supported by the previous research highlighting the role of experience in establishing a relationship between the determinants of e-Learning and the intention to utilize the e-Learning approach. As the student's experience increased, their awareness of the benefits of e-Learning increased resulting in increased acceptance and utilization of e-Learning (Tarhini et. al., 2016). Similar findings are reported in earlier studies where an overall positive effect of work experience on the adoption of digital systems supporting marketing decisions was observed (Zinkhan et al., 1987; Alavi and Joachimsthaler, 1992). These findings were re-emphasized by (Lymperopoulos et. al., 2005) in his study on employees of various banks wherein it was deduced that as experienced employees are more likely to be in higher levels of the bank hierarchy, they have access to confidential information, resources, and also possess the authority to initiate changes within the organizational learning systems. Therefore, it can be concluded that the acceptance and utilization of digital tools will be higher for employees with higher work experience.

H₀₄: The null hypothesis stands accepted.

There was a statistically insignificant interaction between the effects of type of organization, gender, and work experience on employee acceptance and readiness for digital learning approaches, $F(2, 120) = 1.172, p = .313$ (Refer Table-4).

Hence, the type of organization, gender, and experience levels do not interact to affect employee acceptance and readiness for digital learning approaches.

Results indicated that only 24.2 percent of participants strongly agreed that they found learning through digital mode comfortable, 37.1 percent agreed while 10.6 percent strongly disagreed. Another 12.1 percent disagreed while the remaining was uncertain (15.9 percent). The obtained data indicate that though the respondents accept this

technology as their method of learning but still the acceptance level is not as high as expected maybe due to inexperience with the use of technology as a learning instrument or participants not experiencing significant increase/benefits in learning. Prior research conducted on students belonging to higher education institutions in Malaysia found similar results where 25 percent of students strongly agreed on acceptance of e-Learning, 5.3 percent disagreed while the remaining was uncertain (29.4 percent) (Zakariah et al., 2012).

In fact in the present study 41.7 percent of participants strongly agreed that they preferred blended learning (online plus classroom) as opposed to the digital medium, 20.5 percent agreed while 15.9 percent strongly disagreed. Another 5.3 percent disagreed while the remaining was uncertain (16.7 percent).

IMPLICATIONS OF THE STUDY

The results of the study reveal that though the employees accept the increasing use of technology for their learning and development, however, there is no precise answer as to whether they are ready for the digital learning approaches. The pandemic forced organizations to go online to adapt themselves to the changed business scenario. But the employees need to be technically as well as mentally prepared for this shift. Statistics coupled with the government's support for digitization present a bright picture. The majority have access to computers with internet access and use them too, but differences exist in individual learning styles and adaptability. The organizations need to identify the differences in the target groups and design, deliver customized training content to achieve maximum return on investment on their training programs. With the continual development in technology, digital approaches hopefully will become an integral part of the learning function.

CONCLUSION

The pandemic has accelerated the pace of digitization in almost all sectors and has transformed the business landscape globally. The learning and development function is witnessing a paradigm shift from traditional to digital medium for which most of the organizations were quite unprepared. The results of the present study reveal the potential of digital learning programs for effective employee and organizational development. Customized design and delivery of training content addressing the diverse target groups, management's constant support, and encouragement will certainly help in digital learning becoming the predominant medium for upskilling the employees.

References:

- Alavi, M., and Joachimsthaler, E.A. (1992). "Revisiting DDS Implementation Research: A Meta-analysis of the Literature and Suggestions for Researchers, *MIS Quarterly*, 16, 95-113.
- Amarolinda, ZanellaSaccoll NicolauReinhard; ElianeSchlemmer; Jorge L. V. BarbosaI. (2010). "M-learning in Practice: A Training Experience with Professionals, *Journal of Information System and Technology*, 7 (2).
- Arthur, AyebeI. K. (2017). "E-learning, Resilience, and Change in Higher Education: Helping a University Cope after a Natural Disaster", *E-Learning and Digital Media*, 14(5), 259-274.
- Asif Inshad Khan; Noor-ul-Qayyum; MahaboobShariefShaik; Abdullah Maresh AliCh.Vijaya Bebi. (2012). "Study of Blended Learning Process in Education Context", *11. Modern Education and Computer Science*, 9, 23-29.
- Baczek, Michał; Zaganczyk-Baczek, Michałina; Szpringer, Monika ; Jaroszynski, Andrzej; Wozakowska-Kaplon, Beata (2020). Students' Perception of Online Learning During the COVID-19 Pandemic: A Survey Study of Polish Medical Students", *Medicine (Baltimore)*, 100(7).
- Cross, Jay (2004). An Informal History of e-Learning, *On the Horizon*, 12(3), 103-110.
- Davis, Fred D. (1989). "Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology", *MIS Quarterly*, Vol. 13, No. 3 (Sep. 1989), pp. 319-340.
- Holzberger, D., Philipp, A., and Kunter, M. (2013). "How Teachers' Self-Efficacy Is Related To Instructional Quality: A Longitudinal Analysis", *Journal of Educational Psychology*, 105(3), 774-786.
- Lymperopoulos, Constantine and Chaniotakis, Ioannis. (2005). "Factors Affecting Acceptance of The Internet As A Marketing-Intelligence Tool Among Employees Of Greek Bank Branches", *International Journal of Bank Marketing*, 23, 484-505.
- Meister, J. (2002). *Pillars of e-Learning success*. New York: Corporate University Exchange.

Qingxiong, MaandLiping, Liu. (2005), "The Technology Acceptance Model", *Journal of Organizational and End User Computing*, 16(1), pp. 59-72.

Reeder, K., Macfadyen, L.P., Chase, M., & Roche, J. (2004), "Negotiating Culture in Cyberspace: Participation Patterns and Problematics", *Language Learning and Technology*, 8(2), 88-105.

Tarhini, Ali; Elyas, Tariq; Akour, Mohammad Ali and Zahran Al-Salti (2016), "Technology, Demographic Characteristics, and E-Learning Acceptance: A Conceptual Model Based on Extended Technology Acceptance Model", *Higher Education Studies*; 6(3).

Todorova, N., and Bjorn-Andersen, N. (2011), "University Learning in Times of Crisis: The Role of IT", *Accounting Education*, 20(6), 597-599.

Zakaria, E., Solfitri, T., Daud, M. Y., Abidin, Z. Z. (2013). Effect of Cooperative Learning on Secondary School Students' Mathematics Achievement, *Creative Education* 04(02): 98-100.

Zawacki-Richter, Bozkurt, Alturki, and Aldraiweesh (2018). What Research Says about MOOCs – An Explorative Content Analysis", *International Review of Research in Open and Distributed Learning*, 19 (1).

Zinkhan, G.M., Stahler, E.A.J. and Kinnear, T.C. (1987), "Individual Differences and Marketing Decision Support System Usage and Satisfaction", *Journal of Marketing Research*, 24(2), 208-14.

Webliography

Bhat, S. A. (2016). Evaluation of Mobile Learning in Workplace Training, *IEEE Xplore* 10.1109/ICACCI.2016.7732255.

Masie, E. (.1999), "The "E" in e-Learning Stands for Experience", *Tech Learn Trends Special Report*.<http://trends.masie.com/archives/1999/10/20/special-report-the-e-in-e-learning-stands-for-experience.html>.

Moyer-Packenham, Patricia S., Johnna J. Bolyard, Mark A. Spikell (2001), "Virtual Manipulatives in the K-12 Classroom", <https://www.researchgate.net/publication/234622222>.

Mungania, P (2004), "Employees' Perceptions of Barriers in e-Learning: The Relationship among Barriers, Demographics, and e-Learning Self-Efficacy", *Semantic Scholar*, DOI:10.18297/ETD/1027Corpus ID: 146412895.

Okaily, Manaf Al Akquadah, Hamza M; Matar, Ali; Lutfi, Abdalwahid Taamneh, Abdallah. (2020), "Impact of Covid-19 Pandemic On Acceptance of E-Learning System in Jordan: A Case of Transforming the Traditional Education Systems", <https://doi.org/10.18510/hsr.2020.8483>.

Sood, M, and Singh, V (2014), E-Learning: Gender Analysis in Higher Education in North India, <https://www.researchgate.net/publication/307726582>, DOI: 10.5121/csit.2014.4609.

Cormier, D. (2010, December 8), What is a MOOC? [Video file]. Retrieved from <https://www.youtube.com/watch?v=eW3gMGqcZQc>.

Joshbersin (2017, updated in Jan 2020). <https://joshbersin.com/>

Gansinieć, R. L., (2019), Organizational Learning in Industry 4.0, https://www.researchgate.net/publication/333136089_Organizational_Learning_in_Industry_4_0, DOI: 10.7172/1644-9584.824.

ANNEXURES

Table-1: Respondent Profile- n=132

	Label	N
Gender	Male	98
	Female	34
Type of Industry	Manufacturing	70
	Service	62
Work-Experience	0-5 Years	26
	6-10 Years	27
	11 Years & above	79

Table-2: Reliability Statistics

Cronbach's Alpha	N of Items
.904	18

Table-3: Test-Homogeneity of Variance
Levene's Test of Equality of Error Variances
 Dependent Variable: Total

F	df1	df2	Sig.
.777	11	120	.662

Table-4: ANOVA
Tests of Between-Subjects Effects

Dependent Variable: Total (Employee Acceptance and Readiness)

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	8041.909 ^a	11	731.083	1.323	.220
Intercept	242315.063	1	242315.063	438.433	.000
Gender	912.455	1	912.455	1.651	.201
Industry_Type	2.252	1	2.252	.004	.949
Work_Exp	3751.402	2	1875.701	3.394	.037*
Gender * Industry_Type	311.556	1	311.556	.564	.454
Gender * Work_Exp	1752.758	2	876.379	1.586	.209
Industry_Type * Work_Exp	955.920	2	477.960	.865	.424
Gender * Industry_Type * Work_Exp	1295.235	2	647.618	1.172	.313
Error	66322.152	120	552.685		
Total	530558.000	132			
Corrected Total	74364.061	131			

a. R Squared = .108 (Adjusted R Squared = .026)

**Table-5: Post Hoc Tests-Work Experience
Multiple Comparisons**

Dependent Variable: Total (Employee Acceptance and Readiness)

Tukey HSD

(I) Work Exp	(J) Work Exp	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
0-5 Yrs	6-10 Yrs	-5.27	6.460	.694	-20.60	10.06
	11 Yrs & above	8.52	5.315	.249	-4.10	21.13
6-10 Yrs	0-5 Yrs	5.27	6.460	.694	-10.06	20.60
	11 Yrs & above	13.78*	5.241	.026	1.35	26.22
11 Yrs & above	0-5 Yrs	-8.52	5.315	.249	-21.13	4.10
	6-10 Yrs	-13.78*	5.241	.026	-26.22	-1.35

Based on observed means.

The error term is Mean Square (Error) = 552.685.

*. The mean difference is significant at the .05 level.

ANALYSIS OF CHALLENGES AND PROSPECTS OF E-HRM IMPLEMENTATION TO OPTIMISE HUMAN RESOURCES

Kirandeep Kaur*, Shikha Sharma*

In today's Challenging world, Information Technology plays a significant role in generating new opportunities and delivering competitive benefits to enterprises. Consequently, E-HRM becomes the central focus in the cluster of organizations dealing with human resource management. The prime intention of this paper is to analyze the numerous challenge and anticipation in the process of successful implementation of an advanced Human Resource Management System. In past years the new intervention, the system of human resources has been successfully validated by renowned multinational corporations, also it has been considered a prominent organizational System. The applicability of a technology-based human resource management system is considered to be highly efficient and less time-consuming in the functions of human resources. Undoubtedly, in the current scenario of the advanced technological world, implementation and growth of the E-HRM systems as one of the fundamental element and plays a vital role in the development of the organization. The study is based on secondary data and the study revealed that in the implementation of E-HRM small scale organizations faced challenges due to poor financial system, lack of support of the government in underdeveloped countries, and lack of information of human resource information systems. Data has been collected from journals, books, and internet resource libraries to analyze this paper.

Keywords: Challenging, Information Technology, Opportunities, Human Resources, E-HRM.

INTRODUCTION

The extensive, elaborative, and instant dispersal of information technology (IT) in an organization's human resource system is one of the most notable trends in the 21st century. An extensive up gradation in the worldwide communication channels has led to enhancement of the world Information System growth and generates the utility of the system to be used by the multinational organizations. Therefore, this evolution has given rise to the excitement that information technology can serve as great zeal for the growth and prosperity of an organization. The greatest concern of enactment of Electronic based Human Resource Management system is that it has several positive as well as neutralize repercussions on employment and job skills required in Industry. Moreover, the study of execution and prospects on Electronic based Human Resource Management system reveals that it is a multinational condition as it

encourages a much better and more focused technique to implement the technological advancement in the processing of Human resource management functions of the global enterprises.

The rise in organizational networks and knowledge has intensified the process of the economy co-ordinately and had their great deal of dependence on the quality of manpower and their commitment, assessing the requirement of the manpower management system that meet the demand and needs of the management and employees. In the current era of technology, it has been crucial to overcome several obstacles of human resource management. Therefore, companies have progressively been introducing virtual-based applications for human resource purposes which are known as technology-based HRM systems. From the past decade, the rapid development in information technology has enhanced the implementation and

* Assistant professor, Chandigarh University, Gharuan

applicability of the internet-based manpower management system in organizations. Experts have shown a noticeable growth in the number of firms adopting the new interventions for their human resources along with it, the depth of the other application systems within the organization such as human resource information management systems is also increasing rampantly. Moreover, according to the current data statistics, it can be concluded that the number of organizations using this system will grow as electronic recruitments and interviews are leading the way to ensure remarkable changes in the field of human resources management.

CONCEPT OF E-HRM

Electronic-based human resource management can be described as the mechanism containing the combination amongst the human resource activities and information technology, thereby aiming to ensure the creation of value within and across the organizations for manpower and administrative authorities of the organization. It includes integration of four different aspects; firstly the content of technological - based manpower management system focuses on the different forces of human resource practices and

technology utilization, and the relationship among them, secondly the implementation of electronic-based manpower management system focusing on the steps of adopting and various allowances required for the electronic human resource management by representatives of the organization, then the targeted representatives of the organization and authorities thus focuses on certain groups of shareholders. As per the contemporary manpower, management organization exceeds the Human Resource department, as well as even the complete firm, the modern approach needs to ensure its focus on line-management and representatives of the organization that is pro-active to be involved in utilizing the modern applications of technology-based human resource management to ensure efficient performance of manpower. Lastly, the Electronic based manpower management consequence, various level perspective of Electronic Human Resource Management value-producing system as 'abstractly acknowledged by an objective customer who is significantly the focal point for worth creation of the enterprise. Fig 1: a suggested model of technological-based Human Resource Management System by Ruël (2004).

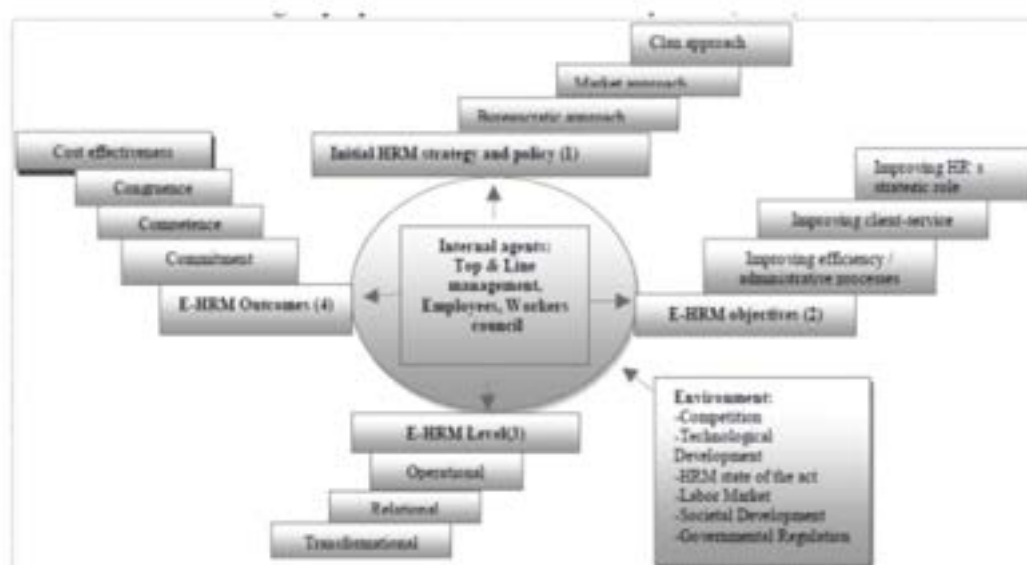


Figure 1 : Suggested Model of Technology Based HRMS

Source : Ruël (2004)

TYPES OF ELECTRONIC-HUMAN RESOURCE MANAGEMENT

There are three different types of technology-based human resource management. Firstly, Operational electronic manpower management system which is apprehensive with the operative functions of manpower, for instance, compensation, human resources data files, etc. and, Relational electronic manpower management system which is responsible for reinforcing business functions such as enhancement of skills of manpower, attracting the individuals for the organization along with their hiring process, then transformational technology-based HR functions thereby formulating to deal with the HR tactics to manage the manpower in the organization and organizing the activities of talent management and strategic inclination of the human resources. There are advanced manpower management activities such as electronic involvement in attracting the manpower also commonly known as Online Recruiting. It is nowadays playing a vital role in the selection process and implemented by many multinational corporations. Organizations use this method to advertise their vacancies to attract a greater number of candidates as social media and the internet have greater reach to the individuals seeking job opportunities.

The organizations most probably use this method to select the candidates to fulfill the vacancy in the organization. This technique works by providing the recruitment information on the official site of the enterprise and social media platforms so that the candidates can easily access the information for the job opportunities and could be able to apply to the vacancy. Also, there are other prestigious internet platforms or third parties to attract candidates for the vacancy of the job. Furthermore, there is an electronic hiring process: The online hiring process utilizes the manpower capital effectively with reduced cost and less time involved in the process with fruitful results.

The manpower management department uses the online interview process and must ensure that the steps of the process of hiring are complying with the strategic requirements such as tests, interviews assessment of the candidates, and the feedback to the job seekers, etc. Then is electronic productivity management of the employees: The technology-based systems are introduced by numerous organizations to have a continuous assessment of the job of an employee to take corrective actions as per the requirements of the individual worker. The method can be performed by utilizing the technology monitoring tool for recording the productivity of every individual to provide the compensatory benefits and to provide the recorded feedback and reports that could be generated online through web portals.

Electronic learning utilises the intranet or company's website to provide training for enhancement of skills of the employees and development programs for the growth of the employees. The employees could get greater benefit through the online mode of training irrespective of their location barrier, thus online modules of enhancement of skills, knowledge, and capabilities of employees tend to be more effective and ensure productivity to the organization as it is cost-effective as well as ease to administrate. Lastly, compensation through the electronic mode enables transparency to the employees by providing detailed information of the salary and wages incurred by them. Resultantly, satisfying and motivating the manpower of the organization. The online storage of the data helps in the easy assessment of the reports and prepares the effectual compensation structure for the effective functioning of the organization also the data can be utilized for the decision-making in the organization such as promotions and transfers of the manpower.

FACTORS INFLUENCING UTILITY, EFFECTIVENESS OF E-HRM

E-HRM has been studied progressively by many researchers. Despite that, Academic involvement in E-HRM started relatively quite late and the practice to succeed is still in progress (Ruel et al., 2007). Previous studies on E-HRM have been conducted by various researchers. Laumer et al., (2010) Research on the E-business environment showed that among 144 Human Resource managers from multinational corporations the most critical challenges are retention of staff and external employer branding. They elucidate the importance of E-HRM in a way that they need to make optimum utilization of rare resources and fill the organizational vacancies adequately. According to Strohmeier and Kabst (2009), the major determinants of applying E-HRM are organization size, working culture, and configuration of HRM. Voermans and Voermans (2007) made a study on the behavior of employees towards E-HRM. According to them, there is a difference between the usability of the current Informational technology system and the preferred human resource roles. Strategic partners were connected to a positive attitude towards the electronic system. As for managers user support was considered to be a predictably positive attitude towards E-HRM. Olivas-Lujan et al., (2007) researched a case study and investigated how four of the most competitive firms are applying their E-HRM strategy to get maximum productivity from resources. They discovered that it is deprecatory to take into account local idiosyncrasies to understand the ways how E-HRM is used in emerging economies.

Ruel et al.(2007) examined the contribution of E-HRM to access the effectiveness of the Human resource management system of an organization. They revealed that individual evaluation of E-HRM applications affects Human Resource Management technical and strategic efficiency. They discovered that

applying E-HRM effectively will reduce costs, will enhance the HR service level, and will supply the HR department space to become a strategic partner. Hooi (2006) studied the degree of E-HRM practiced in small and medium-sized manufacturing companies. The readiness and feasibility of implementing E-HRM in SMEs are dependent on the availability of resources (expertise, financial, and technical resources) and the attitude of the employees. Ruel et al. (2004) conducted an explorative empirical study in five large companies on virtual-based HRM. They concluded from their study that the main goals of E-HRM are mainly to improve Human Resource's administrative efficiency so that cost reduction can be achieved on time. They also stated that multinational companies apply E-HRM to standardize HR policies and processes.

According to the current studies combined with the academic literature above, it is concluded that the following factors have a great effect on attitude towards using E-HRM: clarity of E-HRM goals, user satisfaction with E- HRM, perceived usefulness, perceived ease of use, intention to use E-HRM, user support, social influence, and facilitating condition. These are the important factors that are connected with the attitude of the Human Resource professionals towards using E-HRM. This information is vital and plays an important role while designing implementation methodologies and change management strategies as interventions need to be designed specially to meet the company's requirement of E-HRM implementation. Generally, findings of the present study add to previous work on E-HRM adoption by clearly addressing factors that systematically separate adopting and non-adoption organizations in a cross-national surrounding. Accepting the fact that E-HRM obviously is not a strictly universal practice, it is appropriate for a certain type of organization while inappropriate for other organizations. The above findings thus

contribute to our understanding of the basic technology factors of E-HRM.

CHALLENGES FOR IMPLEMENTATION OF ELECTRONIC MANPOWER MANAGEMENT SYSTEM

The implementation of the electronic manpower management system is required to improve the efficacy and efficiency of manpower practices in an organization. It is a technology-based mechanism to support as well as to automate the process of the human asset. The obstacles faced by the virtue of executing the process of Electronic Manpower management are described in this section, Firstly, the Cost is considered as an important factor that any technology pulls before implementation of e-practices. Before implementation, the companies must prioritize vital, essential, and desirable operations. In the beginning, a quite big investment is required to minimize the functioning costs after implementation. Multinational organization can afford manpower management packages installation whereas small organization faces difficulty in terms of cost.

Secondly, companies must ensure data privacy and data movement across their competitors. To maintain the confidentiality of the data, proper vendor selection is a major challenge. Then training and learning is the concern as before the implementation the technological advancements in the

organization are to be ensured for proper training and education to employees. There must be creative tools and aids for getting fruitful results from the electronic training process. Thus, it needs skills for converting HRM manual work to paperless form. The technique of making employees have effective learning and acquire the innovative and upgraded technology by the users is time-consuming. Next is acceptance of the mechanism by the employees. It is significant for the manpower to accept the new electronic system to ensure productive results. It should be enabled them through training that they would be able to generate greater outcomes and improved productivity by utilizing new practices for the organization in contrast to the latter system. Furthermore, the online practices do increase the isolation among the workers. As the personal interaction among the employees of an organization decreases by the virtue of electronic communications and virtual networks through the internet. E-HRM promotes isolation among users that affects their mental health as they are unable to discuss the issues personally with the respective branches. Lastly, data management has an impact on the effective implementation as a huge amount of data was generated through HRMS, and managing this data is not easy as it requires proper backup and storage. The challenges in introducing e-technology for HR functions were also shown by (Kulkarni, 2014).

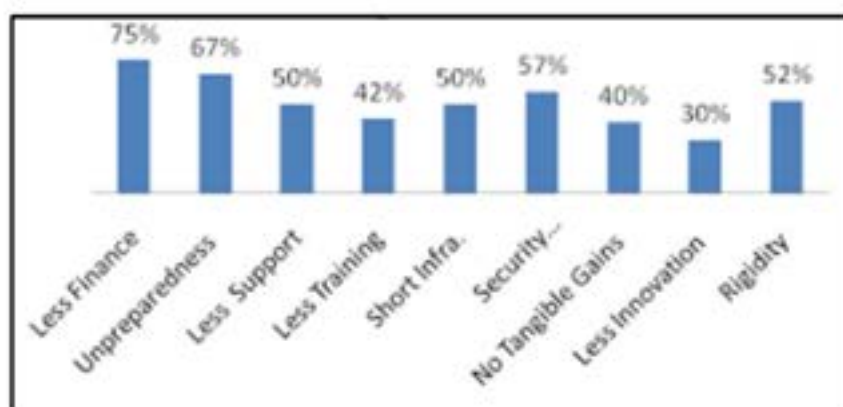


Figure-2: Challenges in implementation of E-HRM (Kulkarni S.R., 2014)

CONCLUSION

In this evidence-based review, it can be stated that the greater quality and efficiency can be ensured by the virtue of diversity of investment in advanced technology. The stated obstacle in the implementation of E-HRM by most of the companies is cost, complexity in the work process, resistance to adopt the changes by staff, and cultural changes. Some strategies chosen by many companies were providing with the evidence that the initiator of finance to provide with the successful implementation of the practices and in managing the human resource information system, mobilization, engaging employees of the organization to decision making to reduce the resistance for change, training on how to operate the electronic system of human resource and timelines during the implementation stage of E-HRM. It can be an exuded that encouraging the role of E-HRM functions or the advanced technological practices and functions to manage the manpower would ensure growth and wellbeing of the employees along with the sustainability of the firm

References

- Hooi, L.W. (2006) Implementing e-HRM: The Readiness of Small and Medium-Sized Manufacturing Companies in Malaysia. *Asia Pacific Business Review*, 12, 465-485.
- Kulkarni, S.R. (2014). Human Capital Enhancement through E-HRM. *IBMIRD's Journal of Management and Research*, 3(1), 59-74.
- Laumer, S., Eckhardt, A. and Weitzel, T. (2010) Electronic Human Resources Management in an E-Business Environment. *Journal of Electronic Commerce Research*, 11, 240-250.
- Olivas-Lujan, M.R., Ramirez, J. and Zapata-Cantu, L. (2007) E-HRM in Mexico: Adapting Innovations for Global Competitiveness. *International Journal of Manpower*, 28, 418-434.
- Ruël, H., Bondarouk, T. and Looise, J.K. (2004) E-HRM: Innovation or Irritation. An Explorative Empirical Study in Five Large Companies on Web-Based HRM. *Management Revue*, 15, 364-380.
- Ruel, H.J., Bondarouk, T.V. and Van der Velde, M. (2007) The Contribution of E-HRM to HRM Effectiveness: Results from a Quantitative Study in a Dutch Ministry. *Employee Relations*, 29, 280-291.
- Ruël, H.J.M., and Bondarouk, T. (2012) Human Resource Information Systems in an International Context: A Literature Review.
- Stone, D. and Dulebohn, J. Emerging issues in theory and research on electronic human resource management (eHRM). *Human Resource Management Review*, 23(1), pp.1-5, 2013.
- Strohmeier, S. and Kabst, R. (2009) Organizational Adoption of E-HRM in Europe: An Empirical Exploration of Major Adoption Factors. *Journal of Managerial Psychology*, 24, 482-501.
- Voermans, M. and van Veldhoven, M.J.P.M. (2007) Attitude towards E-HRM: An Empirical Study at Philips. *Personnel Review*, 36, 887-902.

AWARENESS TOWARDS EXPIRATION DATE LABELS AMONG CONSUMERS IN INDORE CITY

Nirmala Sawan^{*}, Ankita Soni^{**}

A lot of food waste occurs when consumers and sellers discard expired food despite it being safe to eat. This may be because of a lack of knowledge or unawareness among the users and retailers about the expiry date labels. Imperfect information about date labels leads to loss of consumables and also consumption of products past their expiry dates. Both of these situations are not good for a healthy and wealthy country. So in this study, we conducted a survey to access the awareness and practice of buying and consumption of products having expiry dates in the general public of Indore city of Madhya Pradesh in India. To study this we have collected the information based on a few particular factors associated with an expiry date and accessed how people react to those different factors in different scenarios. We have considered people's awareness towards expiry date labels, offers based on the expiration date, reliability of expiry date, consumption pattern, brand loyalty, and buying habits as key variables for decision making in our study.

Keywords- Consumers, Knowledge, Expiry Awareness, Brand Loyalty.

INTRODUCTION

Perishable items represent a significant portion of the overall grocery and supermarket sales. The utility of these items lessens as they spend increasingly more time in particular inventory echelon. After a certain time, these goods must be discarded. Many packaged food have an expiry date specified on them. In perishable goods, quality disintegrates because of ecological conditions through time, for example, meat and meat results, fish and fish, dairy items, leafy foods, blossoms, pharmaceutical items, and chemicals. These goods have fixed life and need to be used before that, otherwise, it lead might to serious problems, which can be in terms of health or any other issue.

These items cannot be stored for long to make use of it after a long time. These goods include non-durable goods as well. Non-durable goods have short life just as perishable goods. Such goods have an expiry date and need to be consumed before this expiry date, after which the item starts

getting contaminated. Consumption of such items after the expiry date results in adverse health issues. Items which remain on shelves even after their expiry date, are of no use then and add on to waste in the society. Also, proper disposal of such waste is advisable as hygiene and precaution for health.

This study aims at understanding the awareness and practice of buying and consumption of products having expiry dates in the general public of Indore city of Madhya Pradesh in India. In order to understand the consumer behavior towards the expiry date, the information based on a few particular factors associated with the expiry date was collected and understood how people react to those different factors in different scenarios. For this purpose, the researchers have considered people's awareness towards expiry date labels, offers based on the expiration date, reliability of expiry date, consumption pattern, brand loyalty, and buying habits as key variables for decision making in our study.

^{*} Assistant Professor, International Institute of Professional Studies, Devi Ahilya University, Indore.

^{**} Student, International Institute of Professional Studies, Devi Ahilya University, Indore.

CONCEPTUAL FRAMEWORK

Expiry date or expiration date is a date after which a document, agreement, product, etc. has no legal action or can no longer be used. When it comes to products, it is a pre-determined date, after which that product should not be used. *The expiration date* is often abbreviated as EXP or ED. Arbitrary expiration dates are also commonly applied by companies on product coupons, credit cards, and promotional offers. In these contexts, the expiry date is chosen mostly for business reasons or to provide some sort of security function instead of any product safety concern. Although, the legal definition and usage of the term expiry date vary between countries and products. The expiry date determined by the manufacturer of a drug product implies that a drug should fulfill the appropriate guideline of identity, purity, strength, and quality at the time of utilization if it is held under storage conditions shown by that manufacturer (Farrugia, 2005).

Some of the common words used for expiration dates are Use by; Best before; and Opening date.

Use By: By and large, nourishments that have a utilization by (Use by) date written on the packaging must not be eaten after the predefined date. This is on the grounds that such nourishments, as a rule, turn sour rapidly and might be harmful to wellbeing whenever ruined. Restroom items and toiletries ordinarily express a period in months from the date the item is opened, by which they ought to be utilized.

Best Before: Best previously or best-by dates show up on a wide scope of solidified, dried, tinned and different nourishments. These dates are just warning and allude to the nature of the item, conversely with use-by dates, which demonstrate that the item may never again be sheltered to expend after the predefined date.

Opening Date: Open dating is the utilization of a date written on the bundle of a food item to help decide to what extent, the item is available to be purchased. This advantages the customer by guaranteeing that the item is of the best quality when sold. An open date doesn't override a utilization by date, whenever appeared, which should, in any case, be followed.

Studies say that consumers all over the world are mostly confused and not much educated on the importance and meaning of date labels (Aschemann et al., 2015 & Boxstael et al., 2014). Rules of Expiration dates also vary with country. India follows rules which are different from the US, Canada, or the UK. The Food Safety and Standards Authority of India (FSSAI) is an autonomous body set up under the Ministry of Health & Family Welfare by the Government of India (GOI). It sets the standards for food to keep up the necessary quality, so that there is no chaos in the brains of consumers, traders, manufacturers, and investors.

The Food Safety and Standards (Labeling and Display) Regulations, 2019, encourages a consumer to understand the contents of an item and settle on educated decisions. This is a draft regulation and still under survey. Therefore, to make the marking prerequisites increasingly successful, certain progressions are being made. Such changes incorporate printing of best before date and expiry date on the food packaging and offer discounts if the food is being sold after the best before date. "Best before" and "expiry/Use by date" are two marks of a product, typically used to demonstrate the shelf life of a product.

A major source of food waste occurs when consumers and sellers discard food even if it is safe to eat. The significance of date labels is inadequate to change preferences for food past its best-before date, yet when a connection between date labels, food waste, and its environmental impacts is made, members' willingness to pay for expired food

increments, especially for expired frozen or as of late expired semi-perishable products. Food waste reduction endeavors because incrementing the worth of expired food builds the opportunity cost of squandering expired however consumable food (Collart et al., 2018). Purchaser misperceptions on the importance of date labels cause household food waste and furthermore input into the choices of food vendors, who commonly expel food items from their racks a few days before the expiration date (Gunders, 2012).

The impact of discounting and Dynamic Shelf Life (DSL) on the recharging of a retailer and on its performance as far as waste, profit, shortages, and product quality were concentrated in an exploration. While applying DSL the shelf life depends on the real product quality and a retailer can be certain that he is selling safe products, that is before its expiration date in case of perishables (Buisman et al. 2019). Another reason for waste due to expiry date is the dynamic behavior of the consumers. Many pieces of research have been done as well.

The attitude of consumers towards expiration dates of products depends upon geographic and demographic variables like age, gender, and income. Along with this culture also affects the consumer's behavior while purchasing and before using the product. In a study between three countries, namely the US, Canada, and Turkey, it was found that there are a lot of differences in consumer attitude towards expiry date labels of the products. Canadian and American consumers check expiration dates of products before purchasing and also before using products more often than consumers in Turkish. This is due to differences in culture, education, age, willingness to take risks, package, design, or labeling of expiration dates on products, and consumer knowledge and experience (Karakaya et al., 2005).

Consumer behavior is dynamic. They respond differently to different stimuli. Customer behavior was analyzed for the broad category concerning the stock-outs situation in supermarkets. Because of intensive data analysis, it was seen that bread customers are frequently willing to substitute, with a few contrasts over the general stores in the sample. Still, 7-12 percent of the buyers may (in the event of a stock-out) choose to purchase their bread somewhere else, which is as yet a lot of lost deals. In extreme cases, this may prompt lost customers because of the diminished trust in the market chain (Woensel et al., 2007).

A study shows that there are various factors such as age, gender, educational qualification, marital status, and frequency of visits to market which lead to variations in consumers' buying behaviors. It also focuses on the reasons and consumers' purchasing behavior if the product is near to expire, although the study was limited to Pakistan only, the results show how aware the people are about the expiry date. In the same study, as indicated by the respondents' prioritization it has been seen that customers imagine that the most significant factors in food shopping are as per the following: product quality as the topmost significant factor, Product availability is the second most significant factor, product price is the third most significant factor, store environment is the fourth most significant factor and the discounts on a product is the fifth and last most significant factor according to food shoppers (Akbar et al., 2013).

Tsiros and Heilman (2005) directed a theoretical survey with an open-ended willingness-to-pay question looking at how willingness-to-pay changes as an item's expiration date draws near, and normally found that willingness-to-pay diminishes (at different rates relying on the item) with time. In 2017, Incentive compatible experimental auctions were conducted in which

participants bid for increasingly perishable products. These products have different times before the expiration date and different languages were used in the date labels. They calculated the measure of "willingness to waste" (that is, willingness to pay part of the payment to uneaten food) and found that the "use by" label is still more effective than the "fresh by", "best by" and "sell by" labels depending on their shelf life (Wilson et al., 2017).

The date label does not include expiration dates only. It has many other labels such as Sell by, use by, best before, or fresh by as well. Also, these labels have different meanings but are taken as the same by consumers and thus sometimes useable product also goes to waste as consumers deny buying them. Labels are different in different countries and languages. Many pieces of research have waned on as to, how this confusion about date labels in minds of people leads to wastage of food. Differences in terms and use of date marking contribute to significant misunderstanding by industries and consumers, and leads to significant unnecessary loss and waste of food, improper use of limited resources, unnecessary financial burdens for consumers as well as industries and can also lead to the potential safety risk of the products, especially food products.

Also, there are different labels in different countries and thus it leads to confusion in minds of customers as well as stock holders and retailers. So there is a need to bring uniformity in date labeling so that there can be no confusion among stock holders and would lead to a reduction of food waste (Newsome et al., 2014). The study has been also done specifically on drugs, their expiry date standards in developing countries to get an idea about what needs to be changed to avoid health and financial losses that take place because of expired drugs. Even the disposal of drugs needs financial resources to do so (Tull, 2018).

There are various approaches to interpreting legislation regarding choosing the date labeling in the Nordic countries. The differences were seen between countries yet additionally between comparable food products of various brands within every country. There were additionally significant differences in the length of shelf life for comparable products and general storage temperatures (Moller et al., 2014). At the point when consumers look for and check expiration dates, the risk of buying and consuming a stale and slandered quality product diminishes. Since checking expiration dates of products significantly affects consumers' consumption and purchase decision making, what inspires consumers to look for expiration dates while looking for and before consuming perishable basic food products is a must to know. Expiration date search effort is affected by perceived risk, time pressure while shopping for food, and the motivation of checking expiration dates (Shah et al., 2018).

OBJECTIVES

This study is mainly focused on the expiry date and its related factors. The main objectives of this study are:

- To examine the awareness of expiry date labels among consumers.
- To examine the reliability of expiry date labels on products among consumers.

RESEARCH METHODOLOGY

The study also aims to know whether consumers check expiry date labels, and if yes then how frequently, before consuming and purchasing goods. To know about the habits and attitudes of consumers towards these labels is also a part of the study in this research. Consumer preferences among

quality, near expiry date, offers or discounts, and brand image of the products to be bought, will also be covered in this. Influences of expiry date labels on consumers' buying and consumption pattern is also a part of this research. By knowing consumers' reactions towards these labels, we get an idea about the cause of why perishable food leads to waste, whether it is imperfect information flowing in the market among retailers and consumers or the decrease in actual demand of products as compared to the supply in the market.

By examining the level of awareness and the extent to which consumers rely on expiry date labels, we can infer the reason for food getting wasted. If needed, we can educate consumers about date labels, their significance, usage, and the necessity of checking labels every time before consuming and purchasing any perishable goods. The effect of demographic variables like gender, age, income, and marital status is also studied in this research. All such variables and study is strictly limited to the population of Indore city only.

DATA COLLECTION

The study makes use of primary data, data was collected from the people of Indore city, for analysis, and implementing results on the target population. Primary data is the actual data by which our research questions would get answered. Also only, with the help of this data, we can infer and make interpretations of Indore city as a whole. While secondary data helped in the study by providing ways and tools how and for what purpose we need to collect this primary data. This also helped in comparing the scenarios from other countries with our target population that is Indore city.

The setting is any physical location and condition in which data collection takes place. This study was conducted in the geographical boundaries of Indore city, M.P. It was found

that the setting was totally appropriate to conduct this study. The population comprises of people who buy groceries in the selected geographical area of Indore city only. Consumers who buy perishables from groceries, supermarkets, malls, etc. were included. People from every field were included in our study. There was no discrimination in consumers on basis of age, gender, income, race, religion, educational qualification, etc. The study makes use of the convenience- non-probability sampling method. Data were collected from 131 respondents. Out of 131, 126 responses were valid and complete for study in all manner, remaining 5 responses were discarded for this study, as it seems from the data that these respondents have not read questionnaire proper or have not given their genuine response.

The questionnaire also had a few yes/no type questions, which provide basic information about the respondents' behavior towards expiry date labels. There were a few multiple-choice questions as well. These questions were in the demographic section and the other two sections as well. Though in these questions, respondents were allowed to choose only one among them. Also, there is no correct or incorrect answer for the same. Questions were all based on the habits and attitudes of the respondents. There were the same questions on the five-point Likert scale, these questions were directly related to the research objectives and were useful for making interpretations. Major Analysis and inferences were made from data collected from these questions. Questionnaires were sent to the accessible population via social media sites like WhatsApp, Facebook, email, and Instagram. The telephonic interview was also used to collect data. It was used mainly for those who could not understand English, as the questionnaire was designed in the English language only.

ANALYSIS AND FINDINGS

Reliability Statistics: The value of Cronbach's Alpha in Table-1 is 0.645, which is greater than 0.6 which means that the data shows high internal consistency i.e. high reliability and it is substantial to undergo further data analysis with the data. According to the study the respondents below 20 years constitute 7.1 percent, between 21-30 years constitute 73.8 percent followed by those in 31-40 years representing 9.5 percent, 41-50 years represent 6.3 percent, and above 50 represents only 3.2 percent. Therefore, the higher the age dimensionless the number of respondents. Out of the total respondents, 55.6 percent were female and 44.4 percent were male. Therefore, the contribution of the female is higher than male.

The level of education of the respondents represents that those who were intermediate (10+2), constitute 9.5 percent, graduate 60.3 percent, postgraduate or above 30.2 percent. Therefore, graduate respondents' percentage is higher than postgraduate and others. In the study 57.9 percent are students, 30.2 percent respondents are from service, 7.1 percent respondents are from business, and 4.8 percent respondents are a homemaker. Therefore, the percentages of students are greater than the others. Per month income of 62.7 percent respondents is below INR 20,000, 22.2 percent have income between 21,000-40,000, 4 percent have income between 41,000-60,000, and 11.1 percent have income above 60,000. Therefore, the majority of respondents are from the below 20,000 income group.

From data collected, the study inferred that 99.2 percent of people have experienced buying perishable goods. So, this 99.2 percent data was considered for our further study. People in Indore city buy goods and services mostly for their families only. 62.7 percent of people buy these for family and 34.9 percent people buy them for themselves or

individuals. There are very few who buy goods and services for others like for business or any other cause. From the data, it can be inferred that most of the people buy goods once a month, which means that they use them for a month. 61.1 percent of people buy goods once a month, 34.1 percent of people buy it once in a week, and very few 48 percent people buy it daily. As the duration in which products are to be consumed increases, the risk of the product being expired also increases, such people should check expiry date labels, before purchasing and also while consuming them.

96 percent of the people from the data collected, check the expiry date before purchasing goods, while only 4 percent of the people do not check it at all. Of this 96 percent people, 65.9 percent that is more than half of the people check it regularly while 24.6 percent people check it frequently, but not always. 7.1 percent of people check labels sometimes while 2.4 percent of people check them rarely. About 90 percent of people check these labels very frequently is a good sign and habit shown by the people. From the data, the study inferred that 95.2 percent of people check expiry date labels before using any perishable goods, and only 4.8 percent of people do not check labels before using items at all. 57.1 percent of people check these labels regularly while 33.3 percent of people check them more often but not regularly, that is more than 90 percent of people check them often. While 7.9 percent of people check it sometimes and very few only 1.7 percent of people check it very rarely. It indicates that people are well aware of their health and the impact of using expired products.

Providing discounts based on the expiry date of products diminishes brand image in eyes of consumers, as we can clearly see that 81 percent of people do not perceive a good image for such brands. This shows that people do not get attracted to such brands.

From the data, we can infer that 65.1 percent of people perceive the quality of the brand that frequently offers discounts due to its near expiry date as average, neither too good nor too bad to use. 23.8 percent of people find it as of very low and inferior quality. 11.1 percent of people find such brands as the ones providing the best quality products.

The study also shows that 71.4 percent of people are well aware and concerned about the expiry date labels. These people do not face any difficulty in finding expiry date labels and even if they do, they do not just ignore searching and satisfy by the seller's words. While 28.6 percent of people ignore checking labels and satisfy themselves by seller's words if face difficulty in finding expiry date labels on items. This clearly shows that majority of people are concerned about these labels and understand their seriousness and adverse effects.

Factor analysis was further used to identify various other factors associated with expiry date labels on perishable food products. These factors when analyzed in combination affect the consumer's decision-making when it comes to buying and consumption of products already bought. The factor analysis resulted in five factors associated with expiry date labels, these factors are- Propensity to Check Labels, Consumption Pattern, Reliability, Brand Loyalty, and Quality.

Factor-1: Propensity to Check Labels

Table-2 namely, "Propensity to Check Labels" includes variables that show the consumers' habit and awareness towards expiry date labels. The variables in this factor are all about checking the expiry date under different scenarios, like if buying from the routine seller what will they do, if not able to find labels by themselves what do they do, check labels only of particular product category, ignore checking labels if it takes time, and do they feel expiry dates are hard to find on product packages. All these variables indicate the

frequency, habits, and positive attitude of consumers towards checking expiry date labels.

Factor-2: Consumption Pattern

Table-3 namely, "Consumption Pattern" shows how expiry date labels affect the pattern of consumption. This also indicates that the consumers increase consumption if the product's expiry date is in near future. Due to this variable's property, this table is named Consumption pattern.

Factor-3: Reliability

Table-4 namely, "Reliability" includes variables that show that people trust these expiry date labels. Like, people do not get attracted towards the brands which provide offers based on expiry dates, also people buy goods in such a manner that they get consumed before its expiry date, this indicates that people trust expiry date labels on products, this is why this factor is named Reliability.

Factor-4: Brand Loyalty

Table-5 shows that people prefer buying their regular brand and do not get attracted towards the brands just because they provide offers, based upon the expiry date. People remain loyal to their regular brand, and this is a reason, this factor is named Brand Loyalty.

Factor-5: Prioritize Product Quality

Table-6 "Prioritize Product Quality" shows that people prefer spending more money rather than going for discounts and saving money, which means the consumer is more concerned about product quality and cannot compromise with quality whether he/she has to make more expense for it. Variables included in this factor indicate the same, as they do not mind buying in original prices which once bought in discounted, and for the same reason, switching brand is also fine for them. When investigating the propensity of checking expiry date labels, it was found

that people even indifferent and hard situations check these labels. This indicates that consumers are well aware of date labels and do follow the instructions and information that labels are trying to convey.

CONCLUSION

The main findings of this research are that the is well aware of the expiry date labels and do rely on these labels. This shows that the consumers are not responsible for the perishables thrown as waste, even if they are good and safe to use. Consumption comes out as a factor that is related to expiry date labels. It was found that expiry date labels affect the consumption pattern of the goods among the consumers. Consumers increase consumption if the product's expiry date is near, this also indicates that they understand the seriousness and severe effects that may occur due to consumption of expired products. Consumers do not go for catchy offers and discounts based upon the near expiry dates of products. They find such offers as a stock clearing tactic or the products of inferior quality that need to be sold. Consumers are willing to pay more, but cannot compromise with quality, which shows that offers based on the near expiry date, negatively affect the brand image. People prefer to go for their regular brand rather than buying products in offers and risking themselves about the product quality.

LIMITATIONS

This study answers a few questions like awareness of people about expiry date labels reaction to brands and discounts associated with expiry date labels and influence on their behavior. The study population is limited to the geographical areas and boundaries of Indore city only. There is much scope for further research in this field. One can take it to the increased boundaries and examine the same on a different and large population. This will help in knowing the behavior of people, which will help to formulate new

policies such that, they are in accordance with the people's level of understanding.

Performing the same on the whole country will help to know the facts and figures, based on location, associated with expiry date labels. Also, this may give an idea about the awareness and people's reactions. Places where ever it is found that the people are not able to understand, find or relate rightly to the labels, should be provided with the proper knowledge and understanding about it. Educating people on such topics would definitely result in increased revenues and reduced waste, especially that which can be consumable.

Moreover, we have considered and studied a few factors associated with expiry date labels that can affect the decision-making of consumers, but there are other factors also that influence decision-making of consumers, like lack of time while purchasing and consuming products. This could be considered as one of the factors along with checking of expiry date labels affecting consumer behavior. The sample size so chosen is due to lack of time and other limitations of resources, so the further study could be conducted with the same geographical boundaries and likely with same variables, but with increased sample size, optimal with the target population for better results.

References

- Akbar, W, Raza, H, Sadiq, S., (2013). Customers Buying Experience of Short Expiry Products from Supermarkets An Evidence from 5 Supermarkets of Pakistan. Available online: <https://www.researchgate.net/publication/289916051>, Accessed on: 13-01-2020
- Aschemann-Witzel, J.; De Hooge, I.; Amani, P.; Bech-Larsen, T.; Oostindjer, M. (2015). Consumer-Related Food Waste: Causes and Potential for Action. *Sustainability*, 7, 6457-6477.
- Buisman, M. E., Haljema, R., & Bloemhof-Ruwaard, J. M., (2019). Discounting and dynamic shelf life to reduce fresh food waste at retailers. *International Journal of Production Economics* (209), 274-284.
- Collart, A. J., & Interis, M. G., (2018). Consumer Imperfect Information in the Market for Expired and Nearly Expired Foods and Implications for Reducing Food Waste, 1-17, Available online: <https://www.mdpi.com/2071-1050/10/11/3835>, Accessed on: 13-01-

2020.

Farrugia, C.A. (2005). Controlled temperature storage of medicinals: good practice measures in the community pharmacy. *Journal of the Malta College of Pharmacy Practice*, 10, 30-33.

FSSAI, (2019), *Worldwide: Food Safety Standards-The International Perspective USA, Canada, Japan, Singapore And India*, News Standard Mondaq

Gunders, D. *Wasted: How America Is Losing up to 40 Percent of Its Food from Farm to Fork to Landfill*; NRDC Issue Paper; Natural Resources Defense Council: New York, NY, USA, 2012.

Karakaya, F., & Harcar, T., (2005), A Cross-Cultural Exploration of Attitudes toward Product Expiration Dates, *Psychology and Marketing*, 353-371.

Moller, H., Lodrup, N., Madsen, P.L., Rosengren, A., and Nurttala, A., (2014) Date labeling in the Nordic countries, *Nordic Council of Ministers*

Newsome, R., Balestrini, C.G., Baum, M.D., Cordy, J., Fisher, W., Goodbunk, Labuza, T.P., Prince, G., Thesmar, H.S., & Yiannas, E., (2014), Applications and Perceptions of Date Labeling of Food, *Comprehensive Reviews in Food Science and Food Safety*, (13), 745-769

Shah, P., and Hall-Phillips, A., (2018) Antecedents and Implications of Expiration Date Search Effort, *The Journal of Consumer Affairs*, (52), 229-251

Tsiros, M.; Heilman, C.M. (2005) The Effect of Expiration Dates and Perceived Risk on Purchasing Behavior in Grocery Store Perishable Categories. *Journal of Marketing*, 69, 114-129.

Tull, K., (2018), *Drug expiry standards in developing countries*, University of Leeds Nuffield Centre for International Health and Development

Wilson, N.L.W; Rickard, B.J.; Saputo, R.; Ho, S. Food Waste: The Role of Date Labels, Package Size, and Product Category. *Food Qual. Preference* 2017, 55, 35-44.

Woensel, T.V., Donselaar, K. V., Broekmeulen, R. M., & Fransoo, J. C. (2007), Consumer responses to shelf out-of-stocks of perishable products, *International Journal of Physical Distribution and Logistics Management*, 37(9), 704-718.

BIBLIOGRAPHY

Boostael, S.V; Devlieghere, F; Berckvens, D; Vermeulen, A.; Uyttendaele, M. (2014), Understanding and Attitude Regarding the Shelf Life Labels and Dates on Pre-Packed Food Products by Belgian Consumers. *Food Control*, 37, 85-92.

ANNEXURES

Table-1 : Reliability Statistics

Cronbach's Alpha	N of Items
.645	16

Table-2: Propensity to Check Labels

Sr. No.	Variables Included	Factor Loading
1.	Ignore checking expiry date labels	.849
2.	Check labels, only of a particular product category	.794
3.	If buying from a routine seller, you do not check	.750
4.	Trust seller's words and not check	.726
5.	You feel expiry dates are hard to find	.520

Table-3 : Consumption Pattern

Sr. No.	Variables Included	Factor Loading
1.	Increase consumption if the expiry date is near	.670

Table-4 : Reliability

Sr. No.	Variables Included	Factor Loading
1.	Not get attracted towards brands providing offers	.783
2.	Expiry dates are reliable	.681
3.	Consumption rate affects the choice of product to be bought in-offer /without offer	.614

Table-5 : Brand Loyalty

Sr. No.	Variables Included	Factor Loading
1.	Prefer buying a regular brand	.750

Table-6 : Prioritize Product Quality

Sr. No.	Variables Included	Factor Loading
1.	Not mind buying at an original price which once bought in discounted	.725
2.	Fine with switching brands	.670

COVID-19 PANDEMIC– AN OPPORTUNITY FOR THE INDIAN TOURISM INDUSTRY TO SURVIVE, REVIVE, AND THRIVE

Smruti Rekha Sahoo*, Alaka Panda**

The novel coronavirus has impacted millions of lives, jobs, and livelihood. It has affected each one of us in one way or another – economically, physically, mentally, and emotionally. The degree of pandemic stress may vary among countries but the familiarity has been similar for entire humanity as a whole. The economies of all major countries have been badly hit and India is no exception. The pandemic has affected a majority of sectors including tourism. The tourism industry was one of the first sectors to close down its activities as a preventive measure to contain the rapid spread of the virus. Being one of the key drivers of growth providing millions of jobs to people, the travel ban has severely impacted tourism and allied industries. The industry needs to be revamped to recover, grow, and sustain in different situations. This paper focuses on studying the current scenario of the Indian Tourism Industry amid Covid-19. It also focuses on the perception of tourists' willingness to travel in the present scenario and also provides suggestions and remedies for utilizing the existing scenario to an opportunity by redesigning the current business model into a long-term and resilient industry.

Keywords: Coronavirus, Growth, Impact, Revival, Sustainable, Tourism Industry

INTRODUCTION

India is a huge market for travel and tourism and one of the most preferred travel destinations owing to its geographical diversity. Starting from cultural to religious, eco-tourism, wellness, adventure, rural tourism, it offers a heterogeneous portfolio of niche tourism products. It caters to the needs of different travelers who visit the country for different purposes. It has emerged as one of the key drivers of growth and is one of the largest contributors to GDP in the last few years and had been increasing steadily. With strong backward and forward linkages to the transport sector, food industry, handloom, and handicraft sector, various efforts and initiatives have been taken by the Government of India to make India a Global Tourism Destination, and rigorous promotions have been made through schemes like Incredible India, Athithi Devo Bhava, Swadesh Darshan, and Pilgrimage Rejuvenation and Spiritual Augmentation Drive (PRASAD).

The tourism industry in India has contributed Rs. 194 billion to India's GDP in 2019. Being labor-intensive, it empowers several local communities. It generated employment of 39,821 million jobs in 2019 which is about 8 percent of total employment as reported by the World Travel & Tourism Council (WTTC). The covid-19 pandemic has been a severe blow causing a devastating effect on major industries and the tourism industry is no exception. It is one of the worst-hit sectors which have led to the loss of millions of jobs of people dependent on it. A revenue loss of Rs. 1.25 trillion is anticipated in the calendar year 2020. The peak season for travel in India is summer which is already gone amid lockdown and travel restrictions.

Unlock period, though started but has failed to take off despite several destinations easing regulations regarding quarantine. The impact on inbound and outbound tourists has been severe and is expected to continue until there is some remedy to contain the

* Assistant Professor, Commerce, SCS (A) College, Puri, Odisha.

** Faculty, Biju Patnaik Degree College of Science & Education, Bhubaneswar, Odisha.

virus. The present mindset of a traveler is looming with uncertainty, given the recent developments which don't show any sign of improvement. The twin challenges that lie ahead for the survival of the tourism industry are saving jobs along with businesses. There are a lot of issues to rethink and reconsider and slowly efforts must be made to bring tourism back to normalcy.

The Relevance of the Study

The hospitality industry is dependent on travel, trade, and tourism. The spread of novel coronavirus has halted almost all economic activities bringing lives to a standstill. Every segment of tourism: the aviation industry, hotel industry, etc. has been badly hit. This virus, being contagious, has left people locked indoors to save themselves from the pandemic. Since the entire situation is very new, it makes the study imperative.

REVIEW OF LITERATURE

To explore the impact of COVID-19 on small businesses (Bartik, et.al., 2020), a small survey was conducted on more than 5800 small businesses in March & April 2020. It was concluded that mass lay-offs and closures had already begun and there were various beliefs associated with the likely duration of COVID-related disruptions. The results also highlighted the financial fragility of many small businesses. A four-page report was released by the Indian Chamber of Commerce (ICC) on the impact of COVID-19 on the Tourism and Hospitality Sector. The cascading effect of COVID -19 crippled the Indian Travel and hospitality industry at a shocking pace discouraging both inbound and outbound tourism.

A few recommendations were also made which were segregated into short and long-term measures. A study to measure the extent to which COVID-19 impacted the global tourism industry was made (Patel, et.al., 2020) (Kumar V. 2020), and it was found

that a large number of cancellations were made by tourists to stay safe which drastically impacted the industry. The economic consequences of this outbreak would be critical causing serious damage to the industry in the long run. A study was made (Gopalakrishnan, et.al., 2020) to assess the potential economic effects due to a halt in tourism activities especially in those countries which are very much dependent on tourism due to its significant impact on GDP. Since the COVID-19 is recent in origin, there has been very little research on the impact of COVID-19 on various aspects of the hospitality industry in India. Reviewing the current scenario, every study made in this regard will help in assessing the situation and coming up with innovative suggestions to help the tourism industry to survive, recuperate, and grow in the long run.

THE OBJECTIVES OF THE STUDY

The specific objectives of the study include;

- To study the present scenario of the Indian Tourism Industry
- People's perception of travel amid COVID-19
- Suggest measures to ensure recovery and growth of the sector.

RESEARCH METHODOLOGY

This paper is descriptive and exploratory and the data used for this purpose is both secondary and primary. The secondary data has been collected from various secondary sources like research articles, journals, bulletins, reports, books, and the internet. The primary data has been collected from respondents (Indian citizens only) selected on a random basis through an online survey using a structured questionnaire on various factors related to tourism and COVID-19. A total number of 190 respondents participated in the survey where the responses of 18 respondents turned out to be invalid due to

incomplete or irrelevant answers. The data so collected is carefully analyzed and presented to arrive at a fruitful conclusion and also help in providing suggestions for improvement.

ANALYSIS AND DISCUSSION

The travel ban has hugely impacted the tour operators and travel agencies affecting present as well as future bookings. According to the Indian Association of Tour Operators (IATO), the hotel, travel, and aviation sector may incur losses of about Rs. 8500 crore due to the imposed restrictions on travel. The sharp drop in the number of tourists amid COVID-19 has impacted the lives of many who are dependent on it as the tourism businesses are going through their worst-ever phase. People working in this industry have started migrating to other industries since the prevailing scenario shows no signs of hope anytime soon.

The Government of India and the Ministry of Tourism have recommended various measures for the survival and revival of the travel and tourism sector which include extended moratorium, waiver of statutory dues, reduction in GST, stimulus packages, etc. However, it may not be wrong to say that these are just temporary measures. Despite the rising number of cases, the

government has started towards easing border restrictions to kick start travel with hopes of reviving the tourism industry. As a part of the unlock process, destinations such as Goa, Himachal Pradesh, Uttarakhand, Pondicherry, Arunachal Pradesh, Gujarat, Karnataka, and Ladakh are some of those destinations which have allowed the entry of tourists with certain guidelines, and the Aarogya Setu app remains mandatory for travel purposes. Even as most domestic air travel routes have opened, aviation and tourism experts believe that this step isn't enough to bring tourists to travel, the reason being the contagious nature of the virus. Moreover, the health risks associated with travel outweigh the benefits of a leisure vacation.

To understand the travel trends amid the new normal, an online survey was conducted among travelers in India to know their perception of travel to different parts of the country. These people were selected on a random basis. A total number of 190 respondents participated in the online survey. Questions were asked on travel to different parts of India and their responses were recorded. Out of the 190 respondents surveyed, the responses of 18 respondents were found to be invalid.

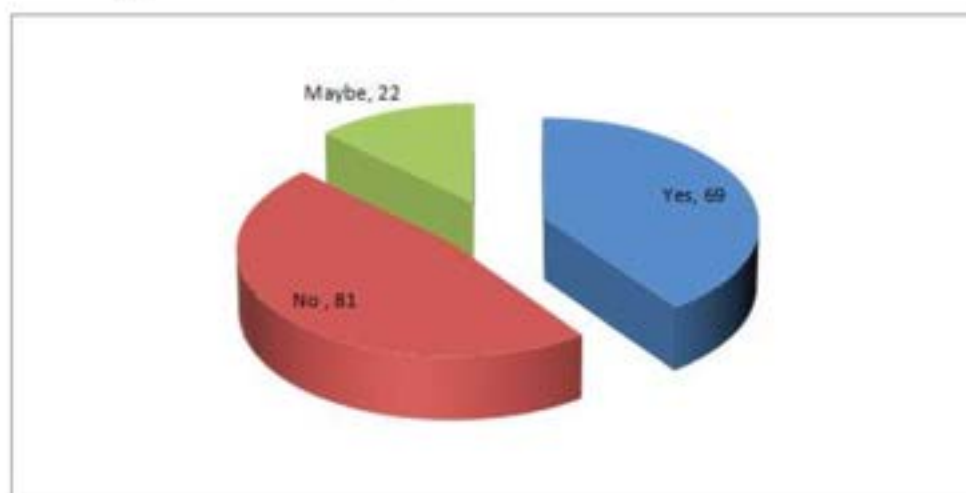


Figure-1: Willingness of Respondents to Travel within the Country Amid COVID-19

Source: Primary Data

The 172 respondents were asked about their willingness to travel within the country out of which 69 affirmed. 81 of the respondents declined immediately and would consider travel only when the scenario changes for

better whereas 22 respondents were not sure considering safety in the prevailing conditions. However, if proper sanitization and other safety measures were maintained, such people may consider traveling.

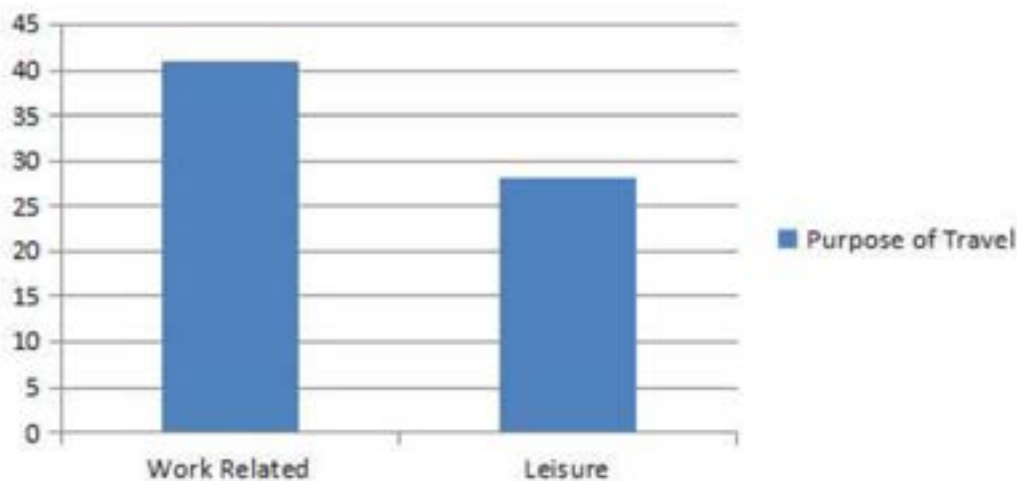


Figure-2: Showing Purpose of Travel

Source: Compiled by the Author

Out of the 69 respondents who were willing to travel irrespective of any conditions were further interviewed to know their purpose of travel and it was found that 41 were traveling as a part of work or business which could not be avoided. The rest 28 respondents were willing to travel to break the monotony, relax, and recuperate.

SUGGESTIONS

Undoubtedly, the COVID-19 pandemic has caused irreparable loss taking millions of lives and livelihoods. It is rather going to be a long process to bring the industry back to the pre-COVID stage. Some of the suggestions are as follows;

Involvement of Government: A collaboration between the Ministry of Tourism and the Ministry of Finance is needed to discuss and chalk out various tourism-related policies to recover gradually from various issues that have cropped due to the ongoing COVID-19 pandemic.

Incentives and Subsidies: Action needs to be taken to promote tourism, especially domestic tourism, to attract tourists to different parts of the country. To encourage tourists and set aside their fears, tourism destinations may introduce a host of incentives like discounts on flights and hotel stays travel vouchers and refunds in case of COVID-19 diagnosis. Various incentives and subsidies may be provided to tour operators which will act as an aid to recover from the losses arising out of COVID-19.

Re-engineering Business Model: Along with relying on government interventions, the hospitality sector should focus on improvising its business model. Over-tourism has always been a key issue every year. Thus, COVID-19 has provided a rare opportunity for the earth to heal itself after a long time. This period may be treated as an opportunity to rethink the future of tourism and how it can contribute to sustainable development through its social, cultural, political, and economic value. It is tourism which can

eventually help us get through these tough times by bringing people together which is an important element of global co-operation.

CONCLUSION

As the world faces its worst-ever crisis, it will take a long time to recuperate. The tourism industry is probably the worst-hit sector due to pandemics and the consequent restrictions imposed during the lockdown period and beyond. The revival of the tourism industry will depend on the time taken to bring COVID-19 under control. The travel plan of a tourist depends on his mindset out of which an important aspect remains safety and security. Therefore, companies have to regain the trust of tourists and ensure safety related to travel. Attempts must be made to attract high-spending tourists to visit destinations within the country. Looking ahead to the revival of the economy, the measures adopted today will shape the tourism sector tomorrow. The Tourism industry of India must evolve to create a COVID-19 ready destination, which is also a sustainable one in the long run.

References

- Bartik, A. W., Bertrand, M., Cullen, Z. B., Glaeser, E. L., Luca, M., & Stanton, C. T. (2020). How are Small Businesses Adjusting to COVID-19? Early Evidence from a Survey. NBER, Working Paper No. w26989.
- Gopalkrishnan, B., Petar, R., and Varzetti, D. (2020). COVID-19 and Tourism: Assessing the Economic Consequences, United Nations Conference on Trade and Development. UNCTAD/DITC/INF/2020/3.
- Kumar, V. (2020). Indian Tourism and COVID-19: Present Scenario, *Journal of Tourism & Hospitality Education*, (10), 179-185.
- Patel, P.K., Sharma, J., Kharolival S., Khemariya P. (2020). The Effect of Novel Corona Virus in the Tourism Industry in India, *International Journal of Engineering Research & Technology*, 9 (5), 780-788.

Webliography

- Alexander W. Bartik, Merianne Bertrand, Zoe Cullen, Edward L. Glaeser, Michael Luca (2020). The Impact of COVID-19 on Small Business Outcomes and Expectations, www.pnas.org/cgi/doi/10.1073/pnas.2006991117, pp.1-11.
- Arindam Goswami, N., 2021. Impact of COVID-19 On Tourism in India. [online] *BW Businessworld*. Available at: <<http://www.businessworld.in/article/Impact-Of-COVID-19-On-Tourism-In-India/16-06-2020-286114/>> [Accessed 27 January 2021].
- Chaitanya Mallapur, I. (2021). India's Covid-19 lockdown may cause 38 million job losses in the travel and tourism industry. *Scroll.in*. Retrieved 27 January 2021, from <https://scroll.in/article/>

959045/indias-covid-19-lockdown-may-cause-38-million-job-losses-in-the-travel-and-tourism-industry.

COVID-19: global revenue of travel and tourism industry 2020 | Statista. Statista. (2021). Retrieved 27 January 2021, from <https://www.statista.com/forecasts/1103426/covid-19-revenue-travel-tourism-industry-forecast>.

COVID-19's impact on international tourism - Blogs. Televisory. (2021). Retrieved 27 January 2021, from <https://www.televisory.com/blogs/-blogs/covid-19-s-impact-on-international-tourism>.

Dash, J., 2021. COVID-19 Impact: Tourism Industry to Incur Rs 1.25 Trn Revenue Loss in 2020. [online] *Business-standard.com*. Available at: <https://www.business-standard.com/article/economy-policy/COVID-19-impact-tourism-industry-to-incur-rs-1-25-trn-revenue-loss-in-2020-120042801287_1.html> [Accessed 27 January 2021].

Grantthornton.in. 2021. [online] Available at: <<https://www.granthornton.in/globalassets/1.-member-firms/india/assets/pdfs/travel-and-tourism-in-times-of-covid-19.pdf>> [Accessed 27 January 2021].

Moneycontrol. 2021. COVID-19 Impact | Tourism & Hospitality on Brink of Collapse, Appeals for Relief Package. [online] Available at: <<https://www.moneycontrol.com/news/business/companies/covid-19-impact-tourism-hospitality-on-brink-of-collapse-appeals-for-relief-package-5180671.html>> [Accessed 27 January 2021].

OECD. 2021. [online] Available at: <<https://www.oecd.org/coronavirus/policy-responses/tourism-policy-responses-to-the->> [Accessed 27 January 2021].

Scope lies in alternative tourism and untapped excursion destinations in the Indian tourism economy after the COVID-19 pandemic. *TravelDailyNews International*. (2021). Retrieved 27 January 2021, from <https://www.traveldailynews.com/post/scope-lies-in-alternative-tourism-and-untapped-excursion-destinations-in-indian-tourism-economy-after-covid-19-pandemic>.

Singh, N., & Singh, N. (2021). The Impact of COVID-19 on the Travel & Tourism Industry in India and its Future. *Tour My India*. Retrieved 27 January 2021, from <https://www.tourmyindia.com/blog/impact-of-covid-19-on-travel-tourism-industry/>.

The Economic Times. 2021. International Tourism Could Decline by 60-80% In 2020: UN. [online] Available at: <<https://economictimes.indiatimes.com/news/international/business/international-tourism-could-decline-by-60-80-in-2020-un/articleshow/75669933.cms>> [Accessed 27 January 2021].

The Financial Express. 2021. COVID-19 Impact: Loss Forecast for India's Tourism Sector Doubles to Rs 10 Lakh Crore, Says FAITH. [online] Available at: <<https://www.financialexpress.com/lifestyle/travel-tourism/covid-19-impact-loss-forecast-for-indias-tourism-sector-doubles-to-rs-10-lakh-crore-says-faith/1949030/>> [Accessed 27 January 2021].

Topic: COVID-19: impact on the tourism industry worldwide. Statista. (2021). Retrieved 27 January 2021, from <https://www.statista.com/topics/6224/covid-19-impact-on-the-tourism-industry/>.

Tourism.gov. (2021). Retrieved 27 January 2021, from http://tourism.gov.in/sites/default/files/annualreports/Annual%20Report%20Tourism%202019_20_Final.pdf.

Transfin.in. 2021. TRANSFIN. [online] Available at: <<https://transfin.in/impact-of-coronavirus-on-indian-tourism-and-travel-industry/>> [Accessed 27 January 2021].

Unctad.org. (2021). Retrieved 27 January 2021, from https://unctad.org/en/PublicationsLibrary/ditcinf2020d3_en.pdf.

Unwto.org. (2021). Retrieved 27 January 2021, from <https://www.unwto.org/impact-assessment-of-the-COVID-19-outbreak-on-international-tourism-coronavirus-covid-19-6466aa20/>.

CULTURE BARRIER AND GENDER-BASED VIOLENCE

Ritupriya Gurtoo* and Gopal Kag*

The impact of human right violation affects women more than men. Violations faced by women are often attributed to their gender. Gender-based Violence reveals the asymmetrical power relations between gender where women are devalued and are considered subordinate than others. Despite of numerable conventions, statutes and declaration at international and national level, women have been subjected to derogatory, inhumane practices in name of tradition and culture. Culture has been one of the means used by the patriarchal society to subjugate the women to harmful set of practice. Under the garb of traditions and social norms women rights are violated. This violence subsist within the framework of the patriarchal society as an arrangement of day-to-day practices there by denying women their basic fundamental rights to live with dignity and honour. This research article will aim to explore the possibility of interlinking culture and Gender-Based Violence as a tool to perpetrate violence against a particular gender.

Key Words: Culture, Gender Violence, Power Relation, Tradition and Human Rights

INTRODUCTION

Gender-based violence often reflects the power struggle that prevails between men and women which often is seen perpetuating the women into subordination. One of the reasons that render women to violence, discrimination, and abuse can be attributed to their gender. Human rights violations affect men and women, their impact is often endured by a class of vulnerable groups i.e. women. Human Rights are often perceived as an uphill struggle and considering it as women's rights seems to be a double edge sword. Gender-based violence, although a relative newcomer in the field of rights; however in recent times is gaining immense coverage at various international platforms. Since gender violence root is deeply embedded in our cultural system therefore any major social changes are resisted by society as such.

Gender-based violence is often defined as "disproportionate violence targeted against women based on their gender. This includes not only physical and mental harm but also the suffering which she has to endure such

as threats and deprivations of her life and liberty" (Merry, 1992). Violence in the name of Gender-based is a social mechanism to take control over women in this patriarchal society. In a society dominated by the male subordination of women is a method easily accessible to justify the violence in the name of cultural values. Such subordination is considered harmful as it interferes with the right to identity. Violence of this kind often creates a situation where the victim is in a defenseless position, not only from her family but also from the State. Denial by the State of the existence of the problem thereby denying them any protection of any sort results in paralysis of the equation of gender equality (Mensk, 2006).

The term Culture and women's human rights are interwoven into the gender system and mainstream cultural values. Hutchinson (1999) said that culture is one of the terms that have been grossly misinterpreted. It has often been restricted to a certain genre of arts, music, theatre, etc. however, in reality, it is such a multi-layered term that refers to all the diversities which people experience and understand. Often these experiences

* Faculty, Department of Law, Prestige Institute of Management and Research, Indore

collude subconsciously and gradual acceptance is created within the society. In other words, the dominant groups, in legitimizing gender power relations, under the grab of culture exercise their control over the weaker, vulnerable section.

The significance of human rights in raising its voice against women's violence, on the pretext of culture, is substantial as human rights are considered to be a global parameter to gauge social justice. How the culture is conceptualized determines the social change that a society undergoes. If culture is static it is considered as a barrier that needs to be eradicated through social measures. If one perceives culture to be a set of practices created by institutional arrangements, where the structure of power is imbalanced, then it affects the policies concerning women (Merry S. E., 1998).

Until human rights are embedded in the consciousness of the people living in the society they will simply get trampled in the name of culture. Cultural excuses are often used to endure and validate the discrimination faced by women. The patriarchal foundation of our society is deeply entrenched in the notion of the role that women and men play in society. In such a society culture, customs are considered to be paramount for the survival of the human race. Such perception results in women being more prone to be a victim of gender-based violence. Studies have shown that where such gender inequality exists, the participation of females in decision-making is almost negligible (Cook, 1993).

GENDER-BASED VIOLENCE

Many a segment of society resists acknowledging the debate of Gender-based violence. While the reasons are a plethora, however, the most common is the protection of culture. The social control of society, predominantly in the hand of men, cannot imagine that another gender assumes an

equal bargaining power in the development of society. Defending tradition, culture is the foundation of making all sorts of violence legitimate. The one defending the culture composes an unrealistic picture of them being the protectors of these social norms and anyone who transgresses it would be ostracized from the society. In the last decade or so, the defenders of the culture have become the root cause of gaining unequal power between genders with feminist activists losing their patience with cultural barricades notwithstanding their dedication to cultural diversity (Nation, 2015).

It is often seen that when the greater bargaining power lies with the menfolk women's Fundamental Rights are often in conflict with the traditional practices of the society. Furthermore, if the community as such is a mute spectator of the Gender-Based violent practices then the occurrence of such incidents is a common phenomenon. Rights and culture are two terms that often intersect at crossroads. Historically recognizing rights was perceived as a deliberate overriding of cultural norms. There has been a long debate on the fact that whether rights are universal or can be mended according to the prevalent tradition, norms of the society. Culture relativism theory states that every culture has to be viewed from the prism of the tradition followed in society. "*One the rule for all*" cannot be practiced universally. Instead of human right activist criticizing it they should understand that culture is the one that binds the society. The moment any person from society tries to free himself from the clutches of culture, the entire society crumbles. Culture protects and binds society. It is passed on from generation and is conceived to be the most valuable treasure for a society. In midst of protecting culture if one has to forego certain rights then it should not be seen as a threat to any individual.

This claim is refuted by the Universalist group who claim that the very notion of

cultural identity which is considered to be paramount for society to exist is false. Every human born is entitled to certain Fundamental Rights which cannot be violated in the name of culture. If the cultural difference persists in the society, thereby denying an individual of her rights, then it is upon the government to either eradicate or amend such laws. One has to go beyond the formalistic understanding of the culture which cannot legitimize every act of tradition under the garb of culture. The individual would be denied their basic rights till the time the tension between culture and rights is not resolved (Meron, 1985).

CULTURE RIGHTS

Cultural rights are perceived as an integral part of human rights. Such rights are universal, indivisible, interrelated, and interdependent. One cannot invoke cultural diversity to violate human rights guaranteed by international laws; neither can their scope be limited. Harmful, derogatory practices against women, in name of culture, reflect existing bigotry against women within society (Warzaz, 1991). One often views that to justify such practices 'dignity of women' is particularly referred to. Dignity is often equated to the extent of the traditional role played by women. Refusal to follow these practices might cause a stir in the existing societal norms leading to opposition from the power control group in the society.

It should also be noted that Cultural notions are deeply rooted in a society, more often than laws play a pivotal role. One cannot disregard culture and expect society to expect it. The need of the hour however is to resolve the human rights issue that gets tangled in the name of culture. For instance, discriminatory practices and violence against women such as female genital mutilation, child pornography, trafficking, bride sale, child marriage, etc were illegal in many countries, and yet they continued because they were deeply rooted within the culture.

In Sierra Leone, the government has tried to create a balance by issuing a judicial order concerning the dress code of women. In China, despite inhumane treatment that one has to endure to achieve 'Perfect, Dainty Feet', the tradition of derogatory foot-binding tradition is voluntarily followed by women. The Nats Purwa, a small village in Uttar Pradesh have prostitution, a trade which is passed from generation to generation and some still carry on this tradition.

Similar is the case of the Bedia community, in Madhya Pradesh, where culturally women earn living through prostitution and the entire house is run by women only. Several times, it is the legislation that is acting against the interest of Women. For example, the Hudood Ordinance in Pakistan held that women convicted of extramarital offenses would be publicly whipped or stoned to death. Similarly, the Khap Panchayat or the Kangaroo court often assumes the role of the judiciary and passes diktats that have no relevance under the Indian judicial system. These diktats are often gross, inhumane punishments directed to women who have either stood against the orders of the patriarchal society or have committed the sin of entering into an inter-caste matrimonial alliance.

CONCLUSION

If society wants to be free from all these evil practices then there is a need to stop treating women as commodities. Women, like their counterparts, have a right to live with dignity and be assertive. Womenfolk needs to be economically, financially independent. The state needs to condone the attack and harmful practices carried out in their jurisdiction and eradicate such practices. Violence against women is considered to be a serious violation. Such practices are further ingrained by the Government's inability to protect the rights of women and girls, highlighting the requirement to accelerate the implementation of the Law on

Elimination of Violence against Women. There is a need to criminalize such harmful traditional practices. The role of community as such becomes vital along with stringent laws to perpetuate justice to the victims eliminating harmful practices in name of Culture.

References

- Cook, R. J. (1993). Women's International Human Rights Law: The Way Forward. *Human Rights Quarterly*, 15.
- Hutchinson, D. L. (1999). Ignoring the Sexualization of Race Heteronormativity, Critical Race and Anti-Racist Politics. *Buffalo Law Review*, 20.
- Mensk, W. (2006). Honour Crimes, Paradigms, and Violence Against Women'. *Journal of Immigration, Asylum and Nationality Law*, 20, 144.
- Meron, T. (1985). The Meaning and Reach of the International Convention on the Elimination of All Forms of Racial Discrimination. *Journal of International Law*, 23.
- Merry, S. E. (1998). Law, Culture, and Cultural Appropriation. *Yale Journal of Law & Human*, 575.
- Merry, S. E. (1992). Culture, Power, And The Discourse Of Law. *N. Y. L. Sch. L. Rev.*, 209.
- Nation, U. (2015). The Handbook for legislation on violence against women. Retrieved from <http://www.un.org/womenwatch/daw/vaw/v-handbook.htm>.
- Warzaz, H. E. (1991). *Study on traditional practices affecting the health of women and children*. Special Rapporteur of the Sub-Commission.

DO SUPERIOR BRANDS CONTRIBUTE TO HAPPINESS?

Raksha Thakur^{*}, Arun Shah^{**}, Nidhi Sharma^{*}

The world is changing with the advent of globalization which has led to changes in the consumption pattern of society. At present, the market is flooded with different types of brands across different product categories. 'Apparels' is one of the product categories that have seen tremendous growth in terms of producing world-class brands. In the current time where people try to seek out happiness in material things like most people think spending and consuming superior brands gives them happiness. The majority of consumers are buying branded apparel for various reasons. The rise of media, fashion, and lifestyle industries have contributed to generating aspirations among consumers for consuming branded apparel that gives them a feeling of achievement and happiness. Branded apparel is being popular amongst all age groups. This study is being carried out to examine the happiness associated with branded apparel. In this study, authors have attempted to explore several factors which consumers consider when buying apparel from big brands. Sample data was collected through a survey questionnaire by a convenient sampling method. This study contains 107 respondents. Factor analysis was done; Cronbach's alpha was measured using Statistical Package of Social Science (SPSS 20.0).

Keywords: Branded Apparels, Consumers, Happiness, Apparels industry

INTRODUCTION

In today's era, happiness is being extensively studied in the context of Marketing and Brand loyalty. This research considers the effect of branded apparel on happiness. The happiness of a person has particular importance. "Happiness is subjective well-being is associated with a preferable person's behavior in the society" (BeataSeinauskiene et al 2015). In the context of products and services, happiness is pleasurable or satisfying user experience. According to Greek's ancient philosophy happiness was understood as no presence of pain (e.g. Epicure), and largely focused on intelligent reflection's result or the body (e.g. Cicero) (Jean-Francois and Luedicke, 2009). "The hedonist philosophy of Aristippus of Cyrene, however, theorized that happiness was the sum of material pleasures, and the meaning of life was the maximization of delight" (Layard, 2005).

Since these days brands became not only for the making of more informed purchasing

decisions but also project to advances the individual's identity; as belonging, a symbol of wealth, taste, "as objects of desire", "as motives for social community building", and as "relationship partners". These functions have been supposed to be indirectly positive for customers' wellbeing, brands have also long been criticized. For the last many years many researchers have investigated the dark face of commercial branding. The opinion of this study is the happiness from branded apparels by consumers' experience which, advances their connections within the society resulting in their feelings about themselves and improved care and overall wellbeing.

These findings arouse the basic question, can branded apparels bring happiness, current research has shown various impacts of usage of branded apparel on happiness, for instance. Customer Satisfaction, Esteem, Perceived quality, value, and pride, and structured demographic influences such as income, occupation, social influence on happiness. The current paper provides a

^{*} Faculty, Prestige Institute of Management and Research, Indore

^{**} Research Scholar, Prestige Institute of Management and Research, Indore

significant move forward towards filling the gap in understanding by showing the path and obstacles in the research of brand-associated happiness. We initially talked about the notion of happiness, its several impacts, and its most consistent events. There are three different levels of experiences from which consumers might get happiness; "Brand clues", "brand systems", and the "overall system of brands". In the end, we incorporate the appropriate measures of happiness with the three dimensions of experience to present a research structure for future brand-associated happiness.

Different Stages of Brand Experiences

A brand is a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors. Various other cultural and multi-faceted concepts of brands underlie an extensive body of literature that has illuminated the individual-psychological, communal-sociological, and economic-managerial advantages of branding. Though, for the study purpose, we require to define the brand that distinguishes its observable and tangible elements of the brand (e.g. a definite object) from its meaning.

Apparels are considered under the textile and fashion industry. The Indian textile and apparel industry is one of the fastest-growing and one of the largest foreign exchange earners for the country. Traditionally in India, people prefer to stitch their dresses by the local tailors who provide their services to the local markets on their demand (Rajput et al, 2012). The convenience provided by ready-made garments and growth in brand awareness since the 1980s are two major factors that are majorly accountable for the growth of the branded clothing business in India.

Apparels are connected with the personality of any person, his education level behavior,

and the way of thinking of an individual. Pre-stitched or Ready-to-wear (readymade) clothing marketed under a brand or group of brands considered as branded apparel. Currently, all international brands are available in India. Branded apparel has become a status sign; branded apparel has carried a more modern style in offices and social groups. Branded apparel can connect with various factors such as apparel of the premium brand are connected with an optimistic mind, sense of freedom, social connections, excitement, good relationships, superiority recognition in society, satisfaction, High Price, and Comfort. Such factors lead consumers toward happiness. The objective of this research is to study the correlation between Branded apparel and the happiness of consumers.

REVIEW OF LITERATURE

Research has its due importance to understand the happiness of consumers from Branded Apparels by various attributions like – Excitement, Self-esteem, Confidence, Social connections, motivation, etc. Limited studies have been done in this area; a few significant ones are discussed here. Jean-Francois Luedicke (2009), Brands infuse the culture of the consumer. Yet, despite their universal presence, one of the fundamental and socially most relevant questions on the existence of brands remain difficult to answer. Can brands make us happy? This study helps to add to this discussion by analyzing the path and barriers to explore the correlations between brands and happiness.

Rajput, et al. (2012), The authors explored the association between the consumers' style of decision making and their choices in between the national and international brands of clothing. For this study, they used a sample of Indian customers. The objective of this study was to measure the elements affecting the buying decision of the consumers by taking the perspective of

gender as a base. A sample size of 320 participants in Delhi and the National Capital Region was taken and a survey technique and chi-square test was used to calculate the Empirical findings. The Importance of buyers' demographic profile was studied in this research to understand how it affects the purchasing decision of a buyer in context with branded apparel and also observe the perception of various genders, and their awareness about the availability of various brands in the Indian market, this study also includes the objective to recognize the total spending of a female on branded clothes concerning a male. The outcomes of this research have shown that there is no significant difference in buying habits, expenditures, and brand awareness amongst males and females.

Beata Seinauskiene, Jurate Mascinskiene, and Indre Jucaityte (2015), In psychology, the concept of happiness is studied widely but limited attention has been given to marketing as preliminary as the consumer behavior aspect like brand loyalty and impulse buying. This study takes into account the effect of happiness on brand loyalty and impulse buying. This research examines how brand loyalty affects impulse buying. The assumed effects were evaluated with the help of regression analysis. The support on the assumed association amongst happiness, brand loyalty, and impulsive purchasing, was not established, which reveals that further scientific attention requires on this phenomenon. The aspect of impulsive buying tendency was contrary related to the predictions of brand loyalty positively. This study helps in the understanding of the various reasons for impulse buying and brand loyalty, whereas negative outcome was associated with the individual in the letter.

Schnebelen S., Bruhn M. (2016) "According to the definition of happiness as a short-term emotional state (e.g., DelleFave et al. 2011),

brand happiness is defined as a moment-based consumer's experience of pleasant emotions released at different brand touchpoints. Drawing on Brakus et al. (2009) and Thomson et al. (2005)", In this research paper scale development process is made up of four separate studies. Various models were examined "(a one-factor model, a second-order model, and a four-factor model)" to discover the construct of the relations of the four factors to the greater brand happiness.

Yang, et al. (2017), This paper studies the happiness which comes from products and experiences. The study of happiness is getting growing attention in both design and positive psychology. Empirical evidence that is linked with products and happiness is lacking in the current literature is a key issue. 87 reports of product-mediated happy experiences were examined by the authors and they address this by analyzing their relationships to well-being. Six kinds of products with experiential characteristics were reported to contribute more systematically to happiness. Mogilner, et. al (2012), Stated that Consumers want to be happy, and marketers are increasingly trying to appeal to consumers' pursuit of happiness. Though six studies' results reveal that the meaning of happiness varies and consumers' selections show those differences.

For some consumers, happiness is about feeling excited and for some other consumers, happiness is about feeling calm. The type of happiness followed is determined by an individual's time-based focus, such as an individual tends to choose more exciting options when he or she is focused on the future, and more calming options when he or she is focused on the present moment. The suggestion that comes out from these studies is that the meaning of happiness and consumers' selections are flexible and dynamic. Much Resonance is gained by the concept of happiness among

researchers across various disciplines over the past few decades. Sociologists, economists, and psychologists have made great advances in identifying the best measures of happiness, several ways to enhance happiness, and why it is important ((Diener and Chan 2011; Diener and Seligman 2002; Dunn, Aknin, and Norton 2008; Easterlin 2003; Kahneman et al. 2004, 2006; Lyubomirsky, Sheldon, and Schkade 2005; Mogilner 2010; Van Boven and Gilovich 2003). The businesses are also affected by consumers' growing interest in happiness, where researchers have started to discover the creation of brands that nurture consumers' happiness Isen, Labroo, and Durlach 2004; Mogilner and Aaker 2009).

Kamp and Desmet (2014) in their study, explored the scope of usability that user experience they have witnessed in the CHI community characterizes a shift to more holistic gratitude of how technology and objects can be useful to the users. In recent development, attention is also paid to how technology affects the happiness or wellbeing of consumers. In this paper product attribute categories were elaborated by a theoretical model that was relevant to product happiness and a scale was developed that aims to measure the happiness impact of products. First, the theoretical model which was presented offers three different types of product qualities- eudaimonic, pragmatic and hedonic. The second process of development of the happiness scale was explained. Lastly, a summary of future steps was provided.

Ahmed et. al (2011). The customer experience concept is developed to an ever further imperative studies area within the marketing discipline. Regardless of its importance and affirmative attention this concept is getting in the literature, the description of customer experiences remains vague and a comprehensive theoretical foundation is lacking. These studies explain this gap in

facilitating the literature a brand-management understanding of the concept of experiences of the customers and its antecedents and outcomes. This study examines the impact of experiences of the customers on brand loyalty through a thorough review of present literature on customer experience concepts and service brand literature. Also, various propositions explain the antecedents of experiences of the customers and their impact on brand loyalty within a service-centric marketing logic. This study provides a new customer-brand experience perception and conceptual tools which are relevant to the further development of theory and management of the customer-brand relationship effectively.

OBJECTIVE

- To explore factors affecting the consumers' happiness from branded apparels.

RESEARCH METHODOLOGY

The Study: This study is exploratory and based on the survey method.

The Sample: This study contains 107 respondents. All respondents are from India. non-probability convenience sampling methods were used to select the respondents.

Tools for Data Collection: With the help of a self-structured questionnaire a pilot survey was conducted. A total of 107 filled questionnaires were gathered from the respondents. The participants in this study got a self-structured questionnaire which consists of a Likert Scale of five points ranging from Strongly Disagree-1 to Strongly Agree-5. A total of 18 items were presented on the Likert Scale in the questionnaire.

Data Analysis Tools: Cronbach's alpha method of reliability and Principal Component Method of Factor Analysis were applied using Statistical Package of Social

Science (SPSS 20.0) to analyze the collected primary data.

RESULT AND DISCUSSION

Cronbach's alpha was used to measure the reliability of the events. The reliability of different variables can be quantified by using Cronbach's alpha. According to the general rule, a coefficient that is equal to or greater than 0.5 is considered acceptable. It is considered a good sign of construct reliability. The Cronbach's alpha for the questionnaire is 0.894. Hence, can be used for analysis and is reliable. The results of factor analysis then explored 5 factors that influence the happiness of branded apparel. There were 18 items in 5 groups of factors at the start of the research analysis, but one of the statements didn't appear in any group, for this reason, it was deleted and the analysis was carried out on 17 items that appeared in the group. These factors are tabulated with the items load, factor load, and percent of variances in table-1.

Factor-1: Contentment comprises of six items, namely, 'Such apparels give peace of mind', 'Apparels of the premium brand is connected with optimistic mind', 'When I wear such apparels, I work more enthusiastically', 'Premium brand apparels give great satisfaction', 'It is exciting to wear premium brands' and 'Premium brand apparels provide a sense of freedom'. Such apparels give peace of mind' contains the highest item load that is 0.808. The factor-load of this factor is 4.148 with the highest coverage of 32.042 percent of the variance. It is very clear that amongst all other factors 'Contentment' is a major factor that affects consumers' happiness from branded apparel. Branded apparels provide peace of mind to consumers. Consumers wearing branded apparel work more enthusiastically with an optimistic mind. The degree to which personnel perceives his desires to be met is

called 'contentment (Rojas, Mariano & Veenhoven, Ruut. 2011).

Factor-2: Psychological constituted of four items, namely 'I feel socially connected when I wear premium brands', 'People wearing premium brands generally feel themselves superior to others', 'Wearing such apparels keeps me healthy', and 'People become open-minded on wearing premium brands'. 'People get impressed easily when you wear premium brands, has the highest item load that is 0.743. The factor load of this factor is 2.552 with 11.579 percent of the variance. General observation says that branded apparels affect consumers' psychology and they feel socially connected. Branded apparels make consumers happy because they feel superior to others in society and feel open-minded with other people. Nowadays many brands are offering various apparels which help the consumers to keep healthy, like clothes with easy breath and feel good about yourself that directly related to their positive psychology which makes them mentally and physically healthy.

Factor-3: Societal has three items namely 'People get impressed easily when you wear premium brands', 'Such brands lead to good relationships' and 'People wearing the premium brand of clothes get recognition in the society'. 'People get impressed easily when you wear premium brands' contains the highest item load which is 0.855. The total load of this factor is 2.142 with 8.589 percent of the variance. The implication is that people are more socially connected when they wear branded apparel because People get impressed easily when they wear premium brands. General observation says that branded apparels lead to good relationships between people and people are more social because they get recognition in the society.

Factor-4: Value constituted of two items, namely 'Branded apparels are affordable'

and 'Branded apparels are reasonably priced'. 'Branded apparels are affordable' contains the highest item load that is 0.863. The factor load of this factor is 1.638 with 7.654 percent of the variance. General observation says that people feel branded clothes have value and they are affordable. This factor implies that consumers feel happy by the value of wearing branded apparel and such apparel is priced reasonably.

Factor-5: Delight constituted of two items, namely 'Comfort in clothes of premium brands gives me pleasure' and 'The quality of premium brands gives me pleasure'. 'Comfort in clothes of premium brands gives me pleasure' contains the highest item load that is 0.825. The factor load of this factor is 1.552 with 6.919 percent of the variance. General observation says that people are delighted by wearing branded apparel and Comfort in clothes of premium brands gives them pleasure. The implication is that people feel delighted by the comfort and quality of branded apparel.

References

- Ahmed, Ismail, Melewar, T.C., Lim, Lynn & Woodside, Arch. (2011). Customer Experiences with Brands: Literature Review and Research Directions. *Marketing Review*, 11 (3), 205-225.
- Beata, Seinauskiene, Jurate, Mascinskiene, IndreJucaityte (2015). The Relationship of Happiness, Impulse Buying, and Brand Loyalty, *Procedia -Social and Behavioral Sciences*, 213, 687 – 693.
- Jean-Francois, Bettigen and Marius K. Luedicke (2009). Can Brands Make Us Happy? a Research Framework for the Study of Brands and Their Effects on Happiness, in *NA - Advances in Consumer Research*, 36, eds. Ann L. McGill and Sharon Shavit, Duluth, MN: Association for Consumer Research, 308-318.
- Kamp, Irene and Desmet, Pieter. (2014). Measuring Product Happiness. *Conference on Human Factors in Computing Systems - Proceedings*. AMC DL, 2509–2514.
- Layard, Richard (2005). *Happiness: Lessons from a New Science*, London: Penguin Books, 310.
- Moglner, Cassie, Aaker, Jennifer, Kamvar, S. D. (2012). How Happiness Affects Choice" *Journal of Consumer Research*, 39, (2), 429–443.
- Rajput, Namita, Subodh Kesharwani, and Akanksha Khanna (2012). Consumers' Attitude towards Branded Apparels: Gender Perspective, *International Journal of Marketing Studies*, 4 (2), 111-120.
- Schnebelen S., Bruhn M. (2016) Brands Can Make Consumers Happy! Development of a Scale to Measure Brand Happiness. In: Obal M., Krey N., Bushardt C. (eds) *Let's Get Engaged! Crossing the Threshold of Marketing's Engagement Era. Developments in Marketing Science: Proceedings of the Academy of Marketing Science*. Springer, Cham.
- Yang, Xi & Aurisicchio, Marco & Mackrill, James & Baxter, Weston. (2017). On the Products and Experiences that Make Us Happy, *ICED17*, 499-508.

ANNEXURE

Table-1 : Result of Factor Analysis

Factor	Item	Item Load	Factor Load	% of Variance
Contentment	Such apparels give peace of mind.	0.808	4.148	32.042
	Apparels of the premium brand is connected with an optimistic mind.	0.794		
	When I wear such apparel, I work more enthusiastically.	0.680		
	Premium brand apparels give great satisfaction.	0.651		
	It is exciting to wear premium brands.	0.623		
	Premium brand apparels provide a sense of freedom	0.592		
Psychological	I feel socially connected when I wear premium brands.	0.743	2.552	11.579
	People wearing premium brands generally feel superior to others	0.663		
	Wearing such apparel keeps me healthy.	0.597		
	People become open-minded about wearing premium brands.	0.549		
Societal	People get impressed easily when you wear premium brands	0.855	2.142	8.589
	Such brands lead to good relationships.	0.648		
	People wearing premium brands of clothes get recognition in the society.	0.639		
Value	Branded apparels are affordable.	0.863	1.638	7.654
	Branded apparel is reasonably priced.	0.775		
Delight	Comfort in clothes of premium brands gives me pleasure	0.825	1.552	6.919
	The quality of premium brands gives me pleasure.	0.727		

EMERGING ROLE OF TEAMS ON EMPLOYEE ENGAGEMENT IN MULTINATIONAL ORGANISATIONS

Manvi Arora*, Avjeet Kaur **

The engagement of employees is important for the success of any organization. Employees are the main stakeholders in the financial and market success of any organization. They give superior prominent work performances by trying to reach the subsequent levels of success. They rigorously strive to perform consistently and try to set new benchmarks of excellence in the assigned task. Worldwide enhancing employee engagement practices have made a significant impact on commercial organizations. Employee engagement produces a healthy work environment and congenial communication practices. In every organization, employees must get platforms to express their apprehensions and opportunities to develop their potential. Globalization brought multinational companies and cultures which demanded teams under a company that is working internationally. Teams and the formation of the group comprising of multicultural members is need of the hour for all the associated persons like directors, managers, and even other employees.

Keywords: Employee Engagement, Multinational Organization, Team.

INTRODUCTION

Different cultures have different mindsets and working techniques which sometimes gives rise to conflicts and hamper the work of the organization. This problem arises because mindsets from various cultural backgrounds work together to achieve a common objective of the organization. The emerging roles of teams grouped up in a multinational company have significance in a globalized environment. Tata Consultancy Services is a multinational organization that provides IT-based solutions and is operating in many countries. TCS partner with the client to provide business solutions to simplify, strengthen and transform their business". This multinational company (MNC) has many employees with different cultures who are assigned with same work. Inconsistency of work could be a major factor that gave rise to new roles and duties of the teams which are formed at a level internationally.

To address the issue of the multicultural environment which arises intra-

organization, the emerging and prominent role of grouping up of various techniques and mindsets (teams) takes a front foot. The need for teams at a multicultural level is due to the conflicts arising intra or inter-group, for better management of employees, deep knowledge about the foreign market (foreign exposure), learning new cultures, etc. These needs persuade the emergence of roles of teams in a multicultural organization.

The fair and accurate results and the study was extracted with the help of the technique of secondary data collection method. As per the current prevailing situation, the data collection method was only secondary, through website and online published interviews of the employees and team leaders. Understanding the topic enables the readers to explore the roles which are expected from the multicultural teams to provide the best business solutions from different and a variety of aspects. The reason behind the roles of teams is to accomplish one task efficiently.

The basic concepts of roles of teams, multicultural organization, and readers

* Ph.D. Scholar, KR Mangalam University, School of Management and Commerce

** Faculty, KR Mangalam University, School of Management and Commerce

would be best explained with the actual example on which this study is based i.e. The Tata Consultancy Services. The research and its results show the emerging role of teams on employee engagement in multinational organizations. The study also focuses to study how to improve the efficiency of multicultural teams. Some suggestions and conclusions of the study can be helpful if practiced by the business organizations. The emphasis on leadership qualities, objectives, and findings have also been a part of this research paper to make the readers even more aware of this topic and also to make it more interesting and interactive.

Employees, regardless of the nature of business, are the backbone of a company. Employee motivation is one of the most critical areas in the field of Human Resource Management. It is of great significance for the employees and the employers also. Every organization strives to motivate its employees to achieve the organizational objectives effectively and efficiently. Keeping the motivational level on the higher side of employees is one of the challenges for HR Professionals. They have to continuously strive for different methods to motivate the employees. Motivation is also directly related to the satisfaction of the employees. Researchers have proved a significant relationship between employee motivation and employee satisfaction. High motivation level also leads to the higher satisfaction of the employees for that teamwork is essential for the motivation of employees. The contribution of multicultural teams (MCT) in multinational organizations has great significance in the modern dynamic world. The significance of multicultural teams is generally recognized by all including senior managers, executives, and other employees working in MNCs.

This research paper covers the abstract, the introduction, literature review along with the objectives, findings, and conclusion. The paper also presents literature that suggests the importance of teams comprising of

employees from diverse backgrounds bringing innovative ideas and new methods to problem-solving. But the challenge is that this diversity also introduces varied understandings and expectations among team members and affects team integration and dynamics. Thus, managers and organizations need to work effectively by balancing multicultural team diversity, and at the same time, they can also be attentive to create the platform required for success.

Tata Consultancy Services Limited (TCS) is a subsidiary of the Tata Group, an Indian information technology consulting and business solutions company that operates in 46 countries worldwide and TCS is one of the topmost recruiters in India in the field of information technology. The reason to select Tata Consultancy Services is that it provides IT services, consulting and business solutions, and an organization that delivers real results to global business, ensuring a level of certainty that no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled infrastructure, engineering TM, and assurance services. This is delivered through its unique Global Network Delivery Model, recognized as the benchmark of excellence in software development. A part of the Tata Group, India's largest industrial conglomerate, TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India.

This research paper is also emphasizing the quality of leadership towards employee engagement. Organizations have to achieve breakthrough results by focusing on employee engagement via effective leadership. Leadership involves many responsibilities such as having a clear vision, ensuring the vision is communicated to the team members, assisting them with the required information, managing the team without any conflict, and at the same time maintaining their motivation levels and so on. Leaders to know styles of employee engagements. Hence, it becomes easier for

them to engage their team members effectively.

LITERATURE REVIEW

A team can be defined as a group of people with approving or complementary skills who work together as a team to achieve some specific goal. Professor Leigh Thompson of the Kellogg School of Management defines a team as "a team is a group of people who are co-dependent concerning some information, knowledge, expertise, resource, and unit their efforts to reach to a common goal". Gupta (2010) in his paper tells that in today's globalized world the role of teams for multinational organizations has immense significance.

As a result of teamwork, the transaction in international markets increases because of the beforehand knowledge or understanding of the global market. Employees can be properly managed as a result of a better understanding of multinational companies' employees. More creative ideas can be seen from team members which give quick and effective solutions to the problems. There are lots of conflicts between team members due to disagreement which results in productive situations (Appelbaum et al., 1998).

Benishek and Lazzara (2019) tell in their article (teams in new era) that there are significant differences between the historical definition of team role and the new era definition. Present-day teams and alliance requires creative and new thinking and approaches to get a real understanding and solution to enlightening problems. Tohidi (2011) in his research paper describes the effect of these different factors on the performance and effectiveness of teams. All these factors more or less influence the effectiveness of teamwork in an organization. And maybe proved beneficial for multinational organizations.

Sharma et. al (2012) said that tell in their research paper (effective and efficient

teamwork: makes things happen more than anything else in organizations) the benefits that an organization can avail through team and teamwork. The team can generate a variety of creative ideas than a person can. By using its expertise team members can reduce unnecessary expenses. An effective team can help an organization in increasing its profit through an increase in productivity, and staff may have the feeling of the valued member. By working in a team the staff has the feeling that their input is valuable to success and by this, there is a decrease in absenteeism as they want to work with interest. An effective team can fulfill customer satisfaction. The members help each other to enhance their abilities which will result in individual as well as business success. Teamwork plays an effective role in increasing the effectiveness of an organization which shows how effective the organization is in all aspects.

When it comes to decision-making, every member participates in the decision-making process which provides incentives to staff to show their skill by suggestions. A team has different types of personalities in terms of education, skills, experience, etc which help to bring innovative ideas to your business problems, which ultimately will help in better operations of the organization which gives profit. A team can tackle more risk than an individual. Through teamwork, an organization can grab the opportunities and face the challenges on time by making timely decisions and effective solutions. An effective team has different persons with different abilities and skills who contribute with the right balance of their abilities so that high performance can be achieved.

In today's globalized world the role of teams and teamwork has great significance for organizations. An organization can achieve success by having a good and efficient and effective team. Every task can be performed with greater ease by an effective team. There may be research in the future on how teams or teamwork in the organization will prove

beneficial for the society in which it operates. "Coming together is a beginning. Keeping together is progress. Working together is a success - Henry Ford".

OBJECTIVE

- To ascertain the importance of theoretical concepts by reviewing the literature on the emerging role of teams on employee engagement in multinational organizations with special reference to TCS.

FINDINGS

After reviewing the literature, some of the practices are identified that decide employee engagement in multinational organizations like TCS. These practices are mentioned in this section as per their order of importance. (1.) Reward systems should be communicated with measurable outcomes. (2.) Leadership style when managing bigger teams plays a very critical role and therefore, leaders must choose flexible methods with extended teams. (3.) It is a proven fact that employees' value increases with continuous training and learning because this helps them keep developing their skills and enhances their interest levels. (4.) Organizational goals should be specific, measurable, achievable, realistic, and task-oriented. (5.) Wage inequality within the group is a very important element one should have. Dissatisfaction levels in the team's wage disparity can create an adverse impact on the team.

Some more practices related to teams structure are as follows. (6.) When dealing with multinational teams' supervision, the span and size of the team must be kept optimal. (7.) It is proven by various studies that the motivation level of employees plays a major impact in the overall performance of organizations. One should indulge in practices that enhance motivation levels and can measure those as well. (8.) Various

models of organizational effectiveness are created and proven to be successful as well depending on the organization's demographics and vision. The optimal model shall be picked. (9.) As organizational goals should be measurable, the task level activities should be measurable as well, so that productivity levels of teams can be gauged well and the team's performance can be ascertained. Lastly, (10.) the most important enabler to multinational teams is the application of information technology, creating a virtual world that keeps employees connected throughout and reduces the gap that can occur in multinational teams.

CONCLUSION

The conclusion which is derived from the above study is that teamwork is the fundamental requirement of every business organization aspiring to achieve success. Further, good team management is the basic requirement for cultivating a strong team that can strive tirelessly for the company's success. To bring excellent team management into force, employee engagement is the key. It molds individuals to become the best and most productive version of themselves. This way, the betterment of individual team members, leads to the betterment of an entire team. Thus, for impeccable team management, organizations should work on enhancing employee engagement. A multicultural organization like Tata Consultancy Services has many regular and long-term duties to be fulfilled by the employees. Teams are expected to accomplish goals demanded by the current market situation to uphold the reputation of the organization with unity.

There are many roles played by the teams we got to explore in the research work. The hindrance caused by distinct cultural practices followed by individual and different mindsets steps up the role and need of teams. The conflicts are of different types which can be positive or negative sometimes

due to some variation in backgrounds of the team members. The theoretical study and industrial research led us to the residual finding that, it can be suggested that the induction training shall be conducted in a manner as to make them learn adaptive quality. The unite sense shall be inculcated to promote team coordination. The strategy to avoid the conflicts and the conflict management shall focus on just molding the team members to adopt the multicultural mindsets of the organization as a part of it and to keep their religion and belief at a bay.

References

- Appelbaum, S. H., Shapiro, B., and Elbaz, D. (1998). The Management of Multicultural Group Conflict, *Team Performance Management*, 4(5), 211-234.
- Benishek, L. E., & Lazzara, E. H. (2019). Teams in a New Era: Some Considerations and Implications. *Frontiers in psychology*, 10, 1006.
- Sharma, R; Kansal, M; and Paliwal, P (2012). Effective and Efficient Teamwork: Makes Things Happen More than Anything Else in Organizations, *International Journal of Social Science & Interdisciplinary Research*, 1 (8), 154-171.
- Tohidi, H. (2011). Teamwork productivity & effectiveness in an organization are based on rewards, leadership, training, goals, wage, size, motivation, measurement, and information technology. *Procedia Computer Science*, 3, 1137-1146.

Webliography

- Gupta, S. (2020). Emerging Role of Teams in Multicultural Organizations. *Issuu*. Retrieved 14 June 2021, from: https://issuu.com/sanjaykumarguptaa/docs/emerging_role_of_teams_in_multicultural_organizati61.

EMPLOYABILITY SKILLS ASSESSMENT TOOL FOR ITI TRAINEES

Vinodbhai B. Patel^{*}, Vipulkumar C. Patel^{**}

According to India Skill Report 2018, in India, more than 70 percent of pass out trainees of Industrial Training Institute (ITI) remains unemployed. The reason for major candidates remaining unemployable is due to the skill gap. Job is the equilibrium point for Job seekers and employers. If the skill requirement and skill availability match, it will increase the chances of a Job. It creates a skill gap when it doesn't match because of a lack of employability skills, potential, knowledge, experience, etc. This paper, is an attempt to understand the key items of employability skill assessment. The authors have attempted to devise tool for the Assessment of Employability skills which is qualitative for ITI Trainee. For the Assessment of Employability skills many skills like Communication skills, ICT Skills, Thinking Skills, Interpersonal Skills, Personal Qualities, Workplace skills, etc. have been considered. After combining all skills an Employability Skills Assessment Tool has been developed. This paper will be a useful tool for Instructors, careers advisors, employers from different industries, and any other practitioners involved in employability skills from local to global expectations.

Keywords: Employability Skills, ITI, Employability Skill Assessment, Employability Skill Measurement, Skill Assessment Tool.

INTRODUCTION

Employability skills are a set of skills that are not just useful for the trainee to get the job in the future, but also useful in career progression and helpful inability to do work. Employees with good technical knowledge and employability skills are an asset to the employer. ITI trainees after passing their trade exam are sound in technical knowledge but good employability skills mold them easily adjust to the industrial environment.

LITERATURE REVIEW

Employability Skills (ES) Definition From Various Literature

According to ILO (2010) ES are the skills, knowledge, and competencies that enhance a worker's ability to secure and retain a job, progress at work and withstand change, get into another job if he or she so wishes or has been laid off and enter more easily into the labor market at various stage of the life cycle.

The person is more employable when they have wide-based education and training, basic and portable high-level skills like teamwork, Info. and Comm. Technology skills, communication skills, language skills, and problem-solving skills. This mix of skills makes them according to changes in the world of work.

Robinson and Garton (2008) defined employability skills as basic skills that are necessary for getting, keeping, and doing well on a job. Overtoom (2000) defines employability skills as are Transferable main skills category that represents essential, functional, and enabling knowledge, skills, and attitudes required within the 21st-century working environment essential for career success at each level of employment and education. Yorke (2004) defined employability skills as a bunch of achievements, understandings, and personal attributes that make people bound to pick up work and to be effective in their current

^{*} Former Dean & Professor, Department of Business and Industrial Management (DBIM) Veer Narmad South Gujarat University, Surat

^{**} Research Scholar in Management, Department of Business and Industrial Management (DBIM), Veer Narmad South Gujarat University, Surat

occupations. Department of education in the USA defines Employability skills as common skills that are necessary for success in the labor market at all job levels and in each sector.

According to the Australian Chamber of Commerce and Industry & Business Council of Australia (2002) employability skills are skills required not for just getting employment, but also to progress within an enterprise to utilize a person's potential and contribute successfully to get enterprise strategic directions. Rothwell and Arnold (2007) define employability skills as the ability to survive in a job. It is a personal quality required by every employer. Employability skills can be implemented in different fields of work. According to NCVET (2008) employability skills are a set of skills that allow individuals to get, to keep, and to succeed in employment; including teamwork skills and habits, interpersonal skills, learning skills, thinking skills, and adaptability skills.

Rasuls et al. (2012) recommend that employability abilities can be characterized as an establishment for graduates to effectively find a new line of work and to build up their profession. Buck and Barrick (1987) state that employability abilities are the characteristics of workers, other than specialized aptitudes skills, that make them resource for the business. Employability skills are the skills demanded by an employee along with knowledge and skills related to the workplace. Rasul et. al (2009) defines employability skill as non-technical skill that is also equally important besides technical skills and should be controlled by every single individual in the business. Employability skills are non-technical skills and competencies required by employers.

Lankard (1990) defines Employability skills are made up of personality, interpersonal skills, and also good attitudes & behavior. NCVET (2008) defines employability skills as a set of skills that allow individuals to get, to

keep, and to succeed in employment; including teamwork skills and habits, interpersonal skills, learning skills, thinking skills, and adaptability skills. Employability abilities are a bunch of social practices and aptitudes that individuals can figure out how to interface and work with others in various circumstances and will assist them with their vocation advancement. Skill and Social behaviors depend upon the person and not necessarily that it can come naturally. If you are a master in these skills you can apply them in different conditions so they are transferable.

The Conference Board of Canada (CBC) (2000) defined employability skills as skills that are needed to enter, live, and career progress in the world of work—whether you work alone or as a team member. Employability skills are made up of three skill categories a) Basic Skills means the skills needed for future development, b) Personal Management Skills means personal skills, behaviors, and actions that motivate the person to develop their potential, c) Team Skills means skills and attributes that are needed to contribute productively to a company.

REVIEW OF LITERATURE

According to Population different researchers have taken different skills to represent Employability skills. Some of the employability skill sets are mentioned below. Aspects of employability according to Yorke & Knight consist of "Personal qualities like initiative, self-awareness, emotional intelligence, adaptability, self-confidence, and stress management"; "Core skills like reading & writing skills, numbers, capturing messages, and creativity".

Process skills like overcoming conflicts, use of computers, planning and teamwork, political sensitivity, making decisions. Bloom and Kitagawa, (1999) in the CBC employability skills explained that

employability skills are the generic skills, attitudes, and behaviors that are desired by employers against new workers. These skills can be developed through various training programs and divided into Academic Skills: like communication, learning, and thinking; Personal Management Skills: like positive attitude and behaviors, responsibility, and adaptability; and Teamwork Skills: I like to work with others.

According to Secretary's Commission on achieving necessary skills employability skills includes skills like basic skills, thinking skills, resource management skills, informational skills, interpersonal skills, System and technology skills, and personal quality skills. Sokkalingam S R M (2014) in their research on the employability skills of MBA students has taken 6 skills to represent employability skills. These skills are stress coping, communication skills, teamwork, leadership skills, problem-solving, time management, self-efficacy.

After reviewing more than 125 researchers, authors have found more than 50 skills that represent employability skills. These

researches were carried out on different population which varies from Engineering students, Vocational students, Graduate, and Postgraduate students, Diploma students, School students to different departments of the industry to industry experts. They used different skill sets to represent Employability skills. Skillset is a set of skills to represent employability skills. Counting frequency of skills total no of skills are 935 and after categories, different skills their percentage are given into Chart 1. Different skills are categorized into eight skill set like sets Basic Skills, Thinking Skills, Personal Qualities, Interpersonal skills, ICT Skills, Workplace Skills, Entrepreneurship Skills, and Others.

Here in this category, we have eliminated Entrepreneurship skills because it is another vast category set that requires in-depth skill study. In other skills set also we eliminate because it has a very low percentage and more than 40 skills which have very low weightage. According to the DEST (2002) Employability Skill Syllabus, we have added one skill called Interview skill which includes Job search skill, Interview Skill (Pre Interview, During Interview, and Post Interview).

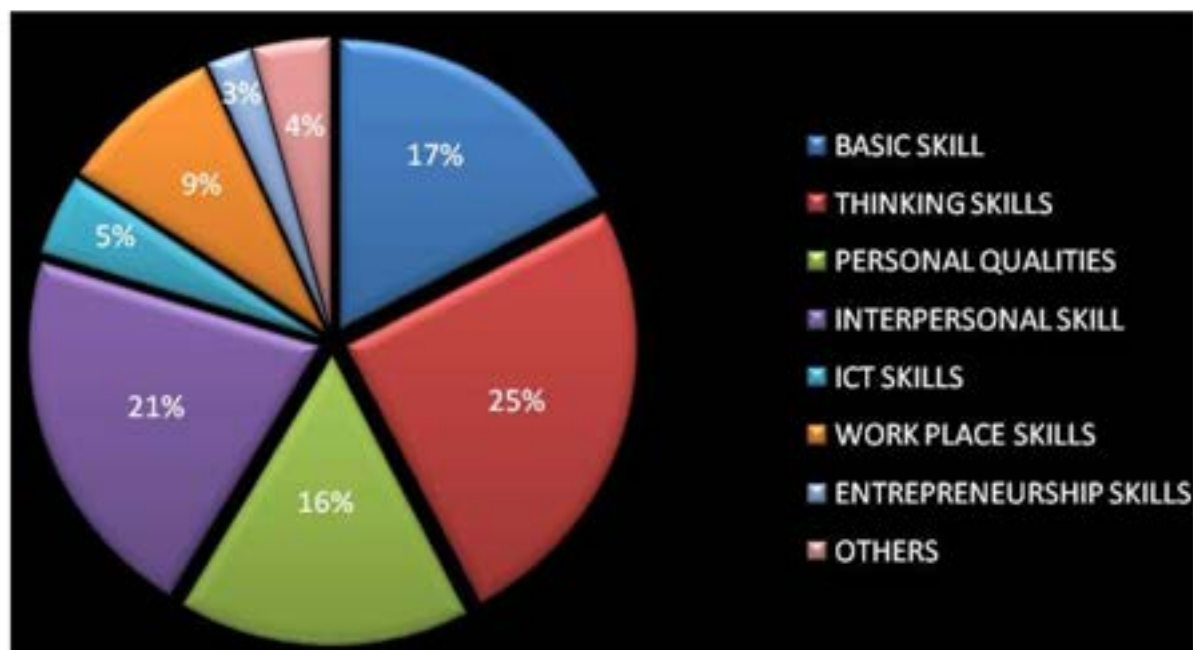


Chart-1: Skill-wise Classification from the Literature Review

Employability Skill Assessment Tool

From the Literature review, the Researcher has shortlisted 25 skills to represent Employability skills. These skills are given in Table-1. 25 Skills are categorized into seven (See Table-1). A total of 121 Statements are developed for measurements of 25 skills. 121 statements to measure employability skills are given in Table-2. Trainees of ITI can fill up this questionnaire and one can measure the employability skills. The response measures agreement with each statement on 5-point Likert Scale (1=Strongly Agree, 2=Agree, 3=Neither Agree Nor Disagree, 4=Disagree, 5= Strongly Disagree).

RESEARCH METHODOLOGY AND DATA ANALYSIS

The researcher have utilised descriptive research design. The questionnaire is prepared with different 121 statements regarding measuring employability skills. Questionnaires are then filled up by 104 supervisor instructors of ITI from Gujarat state and 53 Industry managers or owner on the viewpoint on employability skill measurement instrument for ITI Trainee. Data is then analyzed by IBM SPSS Statistics Version 25. For results of the analysis see (Table-3). There are 157 respondents and every case is Valid. Table-4 shows Cronbach's Alpha was 0.991 which was very high, which means that instrument used is reliable to measure employability skills.

CONCLUSION

From this research, we can conclude that the Employability Assessment Tool helps the researcher to measure the employability skills of ITI Trainee. Employability skills sets that are used here are basic skills, thinking skills, personal qualities, interpersonal skills, ICT skills, workplace skills, interview skills. For finalizing of tool further, reliability and validity of the instrument will be checked. The proposed tool can be modified as per

the large respondents to measure their employability skills like engineering, diploma, graduate, postgraduate, school-going students, etc. Also, this instrument has a very high Cronbach's alpha means that this instrument is highly reliable in the measurement of employability skills. Even the supervisors, instructors, and industry HR/ owners have found this instrument to be reliable.

References

Australian Chamber of Commerce and Industry; and Business Council of Australia (2002). Skills and Knowledge; Research; Governance; Industry; Employment, Canberra:DEST, iv, 33.

Bloom, M. R., & Kitagawa, K. G. (1999). Understanding employability skills. The Conference Board of Canada.National Business and Education Centre (NBEC), 257-299.

Buck, Linda L., Barrick, R. Kirby (1987). They're Trained, but are They Employable? Vocational Education Journal, 62(5), 29-31.

Overtoom, Christine (2000). ED445236 2000-10-00 Employability Skills: An Update. ERIC Digest No. 220.

Rasul,Mohamad Sattar; Ismail,MohdYusof;Napsiah Ismail, Muhammad Rashid Rajuddin, Rose AnnahAbd Rauf (2010). Development of Employability Skills Assessment Tool for Manufacturing Industry. Journal Mekanikal, June 2010, 30, 48 – 61.

Rasul, Mohamad Sattar; Rauf, Rose AnnahAbd; Mansor, AzlinNorhaini; Puvanasvaran, A. P.(2012). Employability Skills Assessment Tool Development, International Education Studies, 5 (5), 43-56.

Robinson, J. Shane; Garton, Bryan L. (2008). An Assessment of the Employability Skills Needed by Graduates in the College of Agriculture, Food and Natural Resources at the University of Missouri, Journal of Agricultural Education, 49(4), 96-105.

Rothwell, A. and Arnold, J. (2007). Self-perceived Employability: Development and Validation of a Scale", Personnel Review, 36(1), 23-41.

Yorke, M. (2004). Employability in the Undergraduate Curriculum: Some Student Perspectives, European Journal of Education, 39 (4), 409-427.

Yorke, M., & Knight, P. T. (2006). Embedding Employability into the Curriculum. 3, York: Higher Education Academy.

Webliography

DEST (Department of Education, Science, and Training). (2002). Employability skills for the future. A Report by the Australian Chamber of Commerce and Industry (ACCI) and the Business Council of Australia (BCA) for the Department of Education, Science and Training, Canberra. Retrieved from: <https://www.voced.edu.au/content/ngv%3A12484>

ILO (2010). International Labour Organization: Skills, Knowledge and Employability. Retrieved from: <https://www.ilo.org/global/topics/skills-knowledge-and-employability/lang-en/index.htm>

Lankard, Bettina A. (1990). Employability--The Fifth Basic Skill. ERIC Digest No. 104. Retrieved From: <https://eric.ed.gov/?id=ED325659>

NCVER (2008). National Centre for Vocational Education Research, Paris, France: OECD, 165. Retrieved from: https://read.oecd-ilibrary.org/employment/the-global-competition-for-talent_9789264047754-en#page1

Sokkalingam S. R. M. (2014). Study on the Employability Skills of MBA Students in Engineering Colleges, *Shodhganga*, xv, 264, <http://hdl.handle.net/10603/56349>

The Conference Board of Canada (2000). Employability Skills 2000+. Brochure 2000 E/F (Ottawa: The Conference Board of Canada, 2000), Retrieved from: https://www.edu.gov.mb.ca/k12/cur/cardev/gr12_found/blms/blm18.pdf

ANNEXURES

Table-1 : Employability Skill Set and Skills

SKILLSET	SKILLS	NO OF STATEMENTS	TOTAL STATEMENTS
BASIC SKILL	English language & communication skills	16	20
	Presentation skill	2	
	Numeric/ Arithmetic/ Mathematic skill	2	
THINKING SKILLS	Learning skills (lifelong learning)	4	17
	Creativity skills (innovation)	3	
	Problem-solving	3	
	Decision making	3	
	Critical thinking	4	
PERSONAL QUALITIES	Self-management	4	23
	Positive attitude	3	
	Self-confidence	1	
	Adaptability	6	
	Professionalism	3	
	Responsibility	4	
INTERPERSONAL SKILLS	Honesty, integrity & ethics	2	15
	Teamwork	9	
ICT SKILL	Customer interaction & service	6	13
	Computer & digital payment related skill	13	
WORKPLACE SKILLS	Osh (occupational safety & health)	6	21
	Work ethics	7	
	Planning & organizing	5	
	Working with tools & technology	3	
INTERVIEW SKILL	Pre-interview	6	12
	During the interview	3	
	Post-interview	3	
TOTAL STATEMENTS			121

Table-2 : Employability Skill Set and Skills

	NO.	STATEMENTS	1	2	3	4	5
BASIC SKILL	1	I can read and understand the information presented in English.					
	2	I can read understand & Interpret graphs, diagrams, charts, etc.					
	3	I can create documents in English like letters, memos, reports, emails, graphs, flowcharts, etc.					
	4	I can customize writing according to task, purpose & audience.					
	5	I am using a good communication mechanism for writing. (e.g. complete sentences, correct grammar and spelling, proper punctuation, etc.)					
	6	My Writing is organized, making it easy for the reader to understand and follow					
	7	I can voice out in front of the audience.					
	8	I can easily communicate in English with others. (with proper pronunciation)					
	9	I am good at starting conversations.					
	10	I choose words according to the audience while speaking (e.g. no technical jargon, slang, or potentially harmful language).					
	11	I am good at communicating ideas, thoughts verbally to groups.					
	12	I stand comfortably upright.					

	13	During communication, my facial expression is open, relaxed, and pleasant.				
	14	I maintain eye contact with the person during communication.				
	15	I can listen attentively and remember the information presented.				
	16	I ask questions to make sure the message is understood from the presentation.				
	17	I can make on the spot an effective oral presentation.				
	18	I can respond to others' questions during the presentation.				
	19	I can do basic mathematical functions. (e.g. Addition, Subtraction, Multiplication, Division, Ratio, Average, etc.)				
	20	I can convert practical problems into mathematical expressions.				
THINKING SKILLS	21	I can set my own learning goals				
	22	I can identify and access different learning sources and opportunities				
	23	I am willing to learn new ideas & techniques continuously and grow.				
	24	I am prepared to invest time and effort in learning new skills				
	25	During the performance of a task, I find new ways to do it faster and better				
	26	I can generate creative & innovative ideas.				
	27	I like trying out things myself				
	28	I can collect, organize and analyze information to understand and define the problem				
	29	I use root cause analysis to understand the cause of the problem.				
	30	I can generate multiple alternative solutions for the problem				
	31	I take the decision which alternative is best to solve our problem with an action plan				
	32	I can successfully implement an action plan decided to solve the problem				
	33	I can evaluate and monitor progress and if necessary take correcting action by revising the plan				
	34	I can Identify inconsistent or missing information				
	35	I can critically review, analyze, synthesize, compare and interpret information				
	36	I can conclude from relevant and/or missing information				
	37	I can test possible hypotheses to ensure the problem is correctly diagnosed and the best solution is found				
	PERSONAL QUALITIES	38	I have a personal vision and goal			
39		I can evaluate and monitor my performance				
40		I have knowledge and confidence in my ideas and vision				
41		I can articulate my ideas and vision				
42		I am open-minded & respond constructively to change				
43		I learn from my mistakes and accept feedback or criticism				
44		I always deal with problems, people & situations with Integrity, honesty, and ethics				
45		I am always confident and feel good about myself				
46		I am open to learning & considering new ways of doing things				
47		I actively find out merits & carefully consider a new approach for work				
48		I include a new approach when appropriate and reject approach when no longer useful				
49		According to situations, I can effectively change my plans, actions, goals, or priorities				
50		I can carry out multiple tasks & projects at a time.				
51		I can cope with any type of uncertainty				
52		In a difficult situation, I maintain my mental status and keep emotion				

		in control						
	53	I wear proper professional dressing at the job and also maintain personal hygiene						
	54	I always use professional language speaking with co-workers, supervisors, and customers						
	55	I set goals & priorities considering balance in work and personal life						
	56	I can plan & manage resources to achieve goals (time, money, etc.)						
	57	I can determine, weigh and manage all types of risk						
	58	I am responsible for my and my group's action						
	59	I am trustworthy and refuse to lie, steal, or mislead						
	60	I have high standards of ethical conduct and know the impact of violating it on organization, self & others						
INTERPERSONAL SKILL	61	I enjoy working as an individual and as a member of a team						
	62	I can work across different ages irrespective of gender, race, religion, or political persuasion						
	63	I can accept and provide feedback in a constructive and considerate manner						
	64	I can understand the role of conflict in a group to reach solutions						
	65	I can manage and resolve conflict when appropriate						
	66	I can be coaching, mentoring & motivating other people to work for our common goal						
	67	I am aware of the strength of each member and allocate work according to that						
	68	I can communicate my ideas, thought & feeling to persuade and convince members						
	69	I can work toward agreements that may involve exchanging specific resources or resolving divergent interest						
	70	I know how to greet the customer with a smile and good eye contact.						
	71	I have a good understanding of what our customers expect and require (Using the Ask- Listen - Repeat technique)						
	72	I can solve the query of the customer and close a sale and take service order						
	73	I have a strong commitment to providing customers with excellent service.						
	74	I can measure customer reactions (feedback) to improve my service performance						
	75	I can maintain the relationship with customers by giving better service & support, greeting them on their birthday, anniversary, festivals, etc						
ICT SKILLS	76	I am aware of the different input, output, and storage devices of the computer system.						
	77	I am aware of different software used in the computer system (OS, Application software, etc.)						
	78	I know how to start & shut down the computer.						
	79	I am good at using Word for various task-related texts.						
	80	I know how to use Excel and its functions.						
	81	I can browse the internet for getting information						
	82	I am familiar with the different web browsers, search engines (Google chrome, internet explorer, UC web, etc.)(google.com, bing.com, etc.)						
	83	I know how to create a new Email Id myself.						
	84	I am familiar with the use of emails to send, compose & access receive mails						
	85	I am aware of the different types of network and networking devices.						
	86	I know how to download and install mobile applications.						
	87	I know how to scan QR codes with the use of the application.						

	88	I am familiar with different Digital payment methods. (Digital wallet, BHIM, etc.)					
WORKPLACE SKILLS	89	I am aware of different Hazards in the factory (Mechanical, Chemical, Electric, etc.)					
	90	I am familiar with different PPE (Personal Protective Equipment) during working in a factory. (Helmet, Gloves, Goggles, Safety suit & Shoes, etc.)					
	91	I know which type of Fire Extinguisher uses for which type of fire.					
	92	I am aware of the ABC of First Aid. (Airway, Breathing, Circulation)					
	93	I know how to give CPR(Cardio Pulmonary Resuscitation)					
	94	I am familiar with different techniques to transport a person in an emergency.					
	95	I can work hard to get the job done well.					
	96	I arrive on time and am rarely absent without cause.					
	97	I stay at the job until it completed					
	98	I can follow the organization's rules, regulations, and procedures. (Dress code					
	99	I fulfill obligations, complete assignments, and meet deadlines.					
	100	I can work without the supervision of others					
	101	I am actively looking for additional tasks when my work is done					
	102	I can collect, analyze, and organize information.					
	103	I can plan & schedule tasks so that work is completed in time					
	104	I can set priorities for the job done according to planning.					
	105	I can plan the use of resources including time, people, finances & materials.					
	106	I will take corrective action if the project not going according to planning.					
	107	I can identify, select, use appropriate tools and technology for solutions to problems					
108	I can operate tools & equipment according to established procedures and safety standards						
109	I am looking for opportunities to update my knowledge for improving productivity & work smoothing.						
INTERVIEW SKILLS	110	I am aware of traditional & nontraditional employment sources					
	111	I know how to search and apply for a job on an online portal and job site. (Naukri.com, Ojas, etc.)					
	112	I know how to prepare a resume/Biodata/CV along with a Job application.					
	113	I prepare a folder with original & photocopies of qualification, Id proof, resume, etc.					
	114	I reach at interview place before the given time.					
	115	I wear clean and ironed formal clothes during the interview.					
	116	I enter an interview room with permission and greet the employer with a smile					
	117	I can introduce myself nicely with maintaining eye contact with the interviewer					
	118	I can speak clearly and loudly so audible to the interviewer					
	119	If my interview is not up to the mark or rejected in the interview I keep calm.					
	120	If I am rejected in an interview, I will find my fault of mine and improve it.					
	121	I am in professional contact with the HR person of the company and maintain relationships with them.					

Table-3 : Case Processing Summary

		N	%
Cases	Valid	157	100.0
	Excluded ^a	0	.0
	Total	157	100.0

a. Listwise deletion based on all variables in the procedure.

Table-4 : Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.991	.991	121

(Derived with the help of IBM SPSS Statistics Version 25)

FINANCIAL PROBLEMS AND STATUS OF WIDOW WOMEN

Veena Jha^{*}, Alice Thomas^{**}

This paper throws light on the existing financial position of widows in Indore city. The condition of widows is miserable all over the world. Researchers usually try to find out the effect of age, education, and type of family on the financial factor of widows. But in the context of India, they have to face many challenges. But the major one is to meet out the basic needs of their households as primary breadwinners of the family and hence the biggest challenge is finance. Statistical tests were applied to know the effect on education and type of family as well as to know the effect of age on the financial status of widows. It was concluded that there is no effect of age, education, and type of family on the financial factor of widows. Hence this study will help the government and NGOs that there are some other demographic variables related to the financial status of widows. To solve their financial problem the government should emphasize upon skill development and make them techno-friendly and self-employed.

Keywords: Widow, Widow Pension Scheme, Personal Finance, Financial Position, and Micro Finance.

INTRODUCTION

A widow is a woman whose husband has died and who did not marry again. In India, in many communities, there is a belief that being a widow is a curse of God and it is her destiny to live in a miserable condition. She is deprived of her legal and financial rights and if she is not earning she becomes a burden on the family and relatives. Even her children do not support her financially and emotionally. In the olden days, she was forced to die in a ritual called SATI, self-burning on her husband's funeral pyre. If she didn't, she was expected to mourn until the end of her life. A widow is still cursed as a husband's killer.

Since nobody supports a widow financially, she has to go to the temple and live on cherished food. In Vrindavan, there are thousands of widows who are taking shelter in temples. It has become a city of widows. In want of money, she has to serve Lord Krishna in the temple and will be paid some money or given food. She renounces worldly pleasures to attain enlightenment through

meditation. A widow is financially deprived of all benefits by her in-laws, relatives, and even by her children. Since she has no money or physical strength, she can't fight legally. Widowhood is a financial and social curse in India. She is expected to lead a spiritual life with many restrictions.

The code of conduct as per Manusmritim, Scripted 2000 years ago, deprives a widow of all financial, social, and physical rights. He says that if she lives a chaste life she will go to heaven. She is forced to minimize her requirements. In India, a widow's fate depends on others, not on herself. Finance is the major problem of widows in India. A large number of widows experience difficulties in meeting the basic needs of themselves and their family members. Since the financial problems of the widows are severe, they restrain their expenses on food, clothing, social, cultural, and recreational activities (Singh and Gill, 2020).

Personal Finance: Every individual plans his finances and considers the suitability of his needs. While planning he considers various

^{*} Assistant Professor, Bhagat Singh Government P.G. College, Jaora.

^{**} Principal, St. Paul's Institute of Professional Studies, Indore.

factors such as banking products (checking, savings accounts, fixed deposits, credit cards) or investment in private equity, (stock market, bonds, mutual funds) and insurance (Life insurance, Medclaim, and other types of insurance) products or participation and monitoring of and employer - sponsored retirement plans, social security benefits, and income tax management.

Financial Position: The total assets, liabilities, which a person or company holds. This term especially applies to investment positions.

Micro Finance: Microfinance is also known as microcredit. It is the type of banking facility that is provided to low-income individuals or groups who do not have enough income to access other financial services. Microfinance is giving loans, credit, insurance policies, etc. to small entrepreneurs.

Indira Gandhi National Widow Pension Scheme (IGNPWS): Under the National Social Assistance Programme, the IGNPWS was started. Under this scheme, widows between 40 and 79 years of age are given Rs 200/- per month by the central government and Rs 400 /-per month by the state government but they must be on the BPL list. Under this scheme from March 2019, the amount of Rs. 600 / - pm will be given to the beneficiary. Here, the question arises of how the beneficiary can survive with just Rs. 600 per month and meet her daily needs.

Chief Minister's Kalyani Pension Assistance Scheme: The State Government has decided that the widow shall be given all the benefits under the Chief Minister's Kalyani Pension Assistance Scheme and they shall be gracefully called as Kalyani, not widow provided only they are 18 years of age or above.

REVIEW OF LITERATURE

Pritha (2017) concluded that after the sudden loss of her husband in life, the main problem faced by the widow is loneliness. She starts thinking about whether to live or not, without her life partner. So to overcome this problem family should support and social networking is to be increased. Jamadar, et al. (2015) found in the research that working and literate widows live a better quality of life than non-working and illiterate widows.

Singh and Gill (2020) The major problems faced by widows are of the monetary type about bringing of children especially at the time when they get sick and married. They face financial difficulty related to the purchase of luxurious items and running the household expenditure on their own. Along with the financial crisis they confront social and personal challenges too.

RATIONALE OF THE STUDY

In the current scenario prices of goods and services are increasing day by day. Even if both husband and wife earn, they face financial problems, then it is more miserable for a widow who earns alone and brings up her children. We are living in the hi-tech world but still, the conservative minds in the society don't allow widows to create their existence. If she wants to work, she is not permitted to go out of the four walls of the house. This pitiable condition of widows forced the researchers to do research on how they earn their livelihood and face the rising inflation index.

OBJECTIVES OF THE STUDY

- To know the effect of age on the financial factor of widows.
- To study the effect of education on the financial factor of widows.

- To know the effect of type of family on the financial factor of widows.

RESEARCH METHODOLOGY

The Sample: In Indore city, 110 questionnaires were distributed among widows to know their financial condition. Only 106 questionnaires were properly replied to. Thus, only 106 respondents' questionnaires were taken for study with the age group of 20-30 years, 30-40 years and 40 years and above; education levels below 10th and above 10th; type of family as a nuclear and joint family. Primary data were collected using convenient sampling technique. The table-1, table-2, and table-3 (Annexures) explains the demographic classification of the respondents. From table-1 it is clear that the number of respondents below 10th was 86 and above 10th were 20. From table-2, it is analyzed that number of respondents living in the nuclear family was 88 and the joint family was 22. From table-3, it is clear that the number of respondents of 20-30 years of age is 17, 30-40 years of age is 42 and 40 years and above age is 47.

Tools for Data Collection: Primary data was collected through a self-structured designed close-ended questionnaire. Secondary data were collected from books, journals, the internet, etc.

Tools for Data Analysis: In the study non-parametric statistical tests namely, the Mann-Whitney U test and the Kruskal-Wallis test were applied to the collected data. Mann-Whitney U test was applied to know the effect of education and type of family on the financial factor of widows. Kruskal-Wallis Test was applied to know the effect of age on the financial factor of widows.

RESULTS AND DISCUSSION

Based on the above objectives following hypotheses were framed:-

H₀₁: There is no significant effect of age on the financial condition of widows.

Analysis: Table 4.1 and Table 4.2 showing the results of Kruskal Wallis Test applied for H₀₁. It is observed that the P-value is (.113) is larger than 0.05, at the assumed level of 5 Percent significance. Thus the null hypothesis is accepted which shows there is no effect of age on the financial condition of widows. Therefore, at a 5 Percent level of significance, the null hypothesis was not rejected. It means age is not a factor that affects the financial factor as the widow of any age has to work for her livelihood and survival.

H₀₂: There is no significant effect of education on the financial condition of widows.

Analysis: Table-5.1 and Table-5.2 showing the results of Mann-Whitney Test applied for H₀₂. As the P-value is (.231) greater than 0.05, at the assumed level of 5 Percent significance. Thus the null hypothesis is accepted which shows there is no effect of education on the financial condition of widows. It means whether a widow is less educated or highly educated she must earn any salary or wages whatever she gets.

H₀₃: There is no significant effect of type of family on the financial condition of widows.

Analysis: Table-6.1 and Table-6.2 showing the results of Mann-Whitney Test applied for H₀₃. It is analyzed that there is no significant effect of education and financial condition of widows with p-value (0.702) which is greater than 0.05. It indicates that the null hypothesis was accepted which shows there is no effect of type of family on a financial factor of widows. Whether a widow lives in a nuclear or joint family she has to take care of her finance. Thus, there is no impact of the type of family on the financial factor of widows.

CONCLUSION

It is concluded from the findings that age, education, and type of family are not the factors that affect the financial condition of widows. Some other demographical factors may be explored to know their effect on the financial factor of widows. It is suggested that Free education should be provided by the

government to children of widows. Widows of different age groups have different financial problems so government policies should be made according to their needs. Micro financial facilities should be easily available to them. Special public transport passes should be made for them either free or at a subsidized rate so that it can reduce the financial burden on them. Self-help groups of 30 to 40 widows should be made as they can save a small amount and it can be given as a loan to a widow among them at a low rate of interest.

There are skilled widows in some areas of work but not techno-friendly which the dire need of today is. Through this only they can do their business online and so technical education should be given to them by the government and NGOs. They can be provided with machines equipment and training at home so that they can be self-dependent and earn their livelihood. They can start small-scale industries and get self-employment if sufficient skill training along with financial support is given. It's not only an individual or any society who has the responsibility to uplift the status of widows and take care but also it is also basically the responsibility of the State Government and

the Central Government to strengthen them financially. Besides financial factors, other factors like Psychological and Social factors could have been taken for the study. The Study is limited to Indore city only. The quality of life of widows could also have been taken for the research. In the future along with quantitative study, the qualitative study can be done. In further studies, besides financial factors, an in-depth study on Social and Psychological factors may also be carried out.

References

- Pritha, D. (2017). Women alone: The Problems and Challenges of Widows in India. *International Journal of Humanities and Social Sciences*, 6 (6).
- Jamadar, C. Melker, S. PandHolkar, A. (Oct-Dec 2015). Quality of Life Among Widows. *The International Journal of Indian Psychology*, 3(1).

Webliography

- Chief Minister Kalyani Pension Assistance Scheme. (01/01/2019). Government of Madhya Pradesh: <https://sehore.nic.in/en/scheme/chief-minister-kalyani-pension-assistance-scheme/>
- Singh, Gurmeet M. P, and Gill, Sukhdeep (2020). Problems of Widow, *Indian Journal of Social Work*. Retrieved from: <http://ijsw.tiss.edu/greenstone/collect/ijsw/index/assoc/HASH1f59/1f999d6.dir/doc.pdf>
- Indira Gandhi National Widow Pension Scheme. (n.d.). <http://www.nari.nic.in/schemes/indira-gandhi-national-widow-pension-scheme>
- Indira Gandhi National Widow Pension Scheme. (01/04/2009). Government of Madhya Pradesh: <https://khargone.nic.in/en/scheme/indira-gandhi-national-widow-pension-scheme/>

ANNEXURES

Table-1: Education-wise Classification

Education	N
below 10th	86
above 10th	20
Total	106

Table-2: Classification on the Basis of Type of Family

Type of family	N
nuclear family	84
joint family	22
Total	106

Table-3: Age-wise Classification

Age	N
20-30 years	17
30-40 years	42
40 years and above	47

Kruskal-Wallis Test for Testing Effect of Age on Financial Factor**Table 4.1: Ranks**

	Age	N	Mean Rank
Fin.Condition	20-30 years	17	40.24
	30-40 years	42	58.67
	40 years and above	47	53.68
	Total	106	

Table 4.2: Test Statistics^{a,b}

	Finafac
Chi-Square	4.368
Df	2
Asymp. Sig.	.113

a. Kruskal Wallis Test

b. Grouping Variable: Age

Mann-Whitney Test for Testing Effect of Education on Financial Factor**Table 5.1: Ranks**

	Education	N	Mean Rank	Sum of Ranks
Fin.Condition	below 10th	86	51.78	4453.00
	above 10th	20	60.90	1218.00
	Total	106		

Table 5.2: Test Statistics^a

	Finafac
Mann-Whitney U	712.000
Wilcoxon W	4453.000
Z	-1.197
Asymp. Sig. (2-tailed)	.231

a. Grouping Variable: Education

Mann-Whitney Test for Testing Effect of Type of Family on Financial Factor**Table 6.1: Ranks**

	Typeoffam	N	Mean Rank	Sum of Ranks
Fin.Condition	nuclear family	84	54.08	4543.00
	joint family	22	51.27	1128.00
	Total	106		

Table 6.2: Test Statistics^a

	Finafac
Mann-Whitney U	875.000
Wilcoxon W	1128.000
Z	-.382
Asymp. Sig. (2-tailed)	.702

a. Grouping Variable: Typeoffam

FINCEN FILES LEAK: A CHALLENGE TO CORPORATE GOVERNANCE AND ETHICAL BUSINESS PRACTICES

Tripat Kaur*, Maganjot Singh**

The FinCEN Files Leak has exposed a sophisticated money laundering scenario and has made shocking revelations on many aspects of corporate governance. The International Consortium of Investigative Journalists (ICIJ) has tried to publicize this huge leak which had studied many prominent names. Even journalism worked beyond their boundaries and with perfection to unfold many big names which posed big challenges to big words such as authentication and reliability. The more sophisticated level of global performances and systems, the more challenging scams are being designed for ill-gotten gains. A big bold move with brilliance in scamming via global fund transfer through the international banking sector has shattered the trust factor built through time, processes, and trust, banking being an indispensable part of the global economy. Names of Top banks like Deutsche Bank, JP Morgan, Standard Chartered, Bank of New York Mellon, Barclays Plc Edges BCS Holdings Plc. etc. have come up multiple times in the above files. Beyond these Suspicious Activity Reports (SARs), banks are unable to contain money laundering, fraud, terror funding, and corrupt practices to round-tripping the money to avoid taxation and its origin. Such cases challenge the systems for their expected performances, fairness, transparency, authentication, and fair dealings. The money being laundered is not an abstract idea. The money which would have been used for the public benefit such as providing them schools, hospitals, roads, buildings, or kindergartens was being used by maligned drug dealers, oligarchs, prostitution, and many illegal activities. The role and governance of super-specialty US enforcement networking intelligence are at stake in the trust factor. This paper is an effort to search out flaws in governance in establishing and complying with norms, norms that are sensitive and necessary to establish ethical business practices, and what led highly sensitive and confidential SARs to go unnoticed and led the way for laundering huge chunks of money for malicious people all across the globe.

Keywords: FinCEN, Dirty Money, SARs, Suspicious Activity Reports

INTRODUCTION

The more sophisticated level of global performances and systems, the more challenging scams are being designed for ill-gotten gains. A big bold move with brilliance in scamming via global fund transfer through the international banking sector has shattered the trust factor built through time, processes, and trust, banking being an indispensable part of the global economy. Except for tagging Suspicious Activity Reports (SARs) to doubtful activities, banks are unable to contain money laundering, fraud, terror funding, and corrupt practices to round-tripping the money to avoid taxation and its origin.

The financial leak of \$2 trillion worth has been reported as suspicious transactions with the tough fact that major lenders and big financial institutions are tracked for the negligence of corporate governance. Financial Crime Enforcement Network popularly briefed as 'FinCEN' of the U.S. Department of Treasury has been trapped by BUZZFEED and the ICJI (International Consortium of Investigative Journalists), containing 'suspicious Activity Reports SAR's filed during the period of 18 years i.e. 1999 to 2017. Financial institutions while operating in a daily mode may detect some suspicious activities that are not evidence of any criminal conduct but need to be scrutinized.

* Assistant Professor, School of Commerce & Management, GSSDGS Khalsa College Patiala.

** Content Strategist, Tech Up Grad Education Pvt. Ltd.

Such activities are reported to alert regulators whenever probes are required to authenticate a transaction with the constraint of not holding the flow of financial and banking operations.

FinCEN is the Financial Crimes Enforcement Network of the US Treasury. It strategically guards the US against the illicit use of money in any form. Concerns about transactions made in US dollars need to be sent to FinCEN, even if they took place outside the US, Suspicious Activity Reports, or SARs, are an example of how those concerns are recorded. ("FinCEN Files: All you need to know about the leak of the documents", 2020). The purpose of FinCEN is to have a vigil over financial crimes to churn out financial intelligence for the US financial systems. The data collected is analyzed for tracking the suspicious movement of US dollars in any country, exchanged with any currency for any illicit purpose. FinCEN files are the most closely guarded financial secrets details of the international banking network. The FinCEN files are the consolidated number of 2,657 documents including 2,121 Suspicious Activity Reports that banks sent to the US authorities between 1999 and 2017 which are filed with authorities, and regulators for scrutinizing.

Suspicious Activity Reports (SARs)

SARs are those financial transactions that banks find ambiguous about their clients. Filing of SAR is not proof of criminal misappropriation or fraudulent transaction. These documents are related to the internal operations of the international banking system's most closely guarded secrets. Banks report suspicious behavior to the authorities above them but they are not proof of wrongdoing or crime. These documents were not considered to be public documents as meant for internal control and investigation. These pinpointed transactions when marked further to regulators for verification of authenticity are considered are Suspicious Activity Reports (SARs).

PURPOSE OF THE STUDY

This paper is an effort to search out flaws in governance in establishing and complying with norms, norms that are sensitive and necessary to establish ethical business practices, and what led highly sensitive and confidential SARs to go unnoticed and led the way for laundering huge chunks of money for malicious people all across the globe. The more sophisticated level of global performances and systems, the more challenging scams are being designed for ill-gotten gains. A big bold move with brilliance in scamming via global fund transfer through the international banking sector has shattered the trust factor built through time, processes, and trust, banking being an indispensable part of the global economy. Names of Top banks like Deutsche Bank, JP Morgan, Standard Chartered, Bank of New York Mellon, Barclays Plc Edges BCS Holdings Plc. etc. have come up multiple times in the above files. Beyond these Suspicious Activity Reports (SARs), banks are unable to contain money laundering, fraud, terror funding, and corrupt practices to round-tripping the money to avoid taxation and its origin.

REVIEW OF LITERATURE

Senator, et al. (1995) highlighted that the FinCEN Artificial Intelligence System (FAIS) linked and evaluated reports of large cash transactions to identify potential money laundering. They opined that FAIS integrated intelligent human and software agents in a cooperative discovery task on a very large data space. It consisted of an underlying database (which functions as a blackboard), a graphical user interface, and several pre-processing and analysis modules. They analyzed that FAIS was in operational use at FinCEN since March 1993 by a dedicated group of analysts, processing approximately 200,000 transactions per week. They concluded that FinCEN had developed a system, called the FinCEN Artificial Intelligence System (FAIS), which linked and evaluated all reported

transactions for indications of suspicious activity characteristic of money laundering to identify previously unknown, potentially high value leads for follow-up investigation.

Jasmeet (2013) in their study titled impact of privatization on the public sector banks, gave glimpses of various economies and their banking scenario on their inclement towards debt. The paper deeply studied this inorganic form of bank expansions and growth in size and scale in India to compete and sustain became a part of Banking Industry. She explored that the world is drifting towards debt creation, easy paper money is what governments and central banks are opting to curb the ever-increasing demand for money.

BBC NEWS (2020) highlighted that a significant leak from within FinCEN (US Treasury Financial Crimes Enforcement Network) identified over \$2 trillion in suspect transactions over 18 years, linked to money laundering, cartels, organized criminals, terrorism, mafia entities, and avoiding international sanctions. He explored the

ineffectiveness of the industry to counter illicit conducts and transactions in the wake of previous leaks and disclosures, and the cause of this inability to effectively regulate. They considered methods of addressing these inadequacies and the contribution of whistleblowers in industry regulations and accountability.

OBJECTIVES OF THE STUDY

- To review the FinCEN Files Leak.
- To discuss the Deutsche Bank case.
- To explore the factors that lead to lack of effectiveness of Corporate Governance Regulations and lower financial business ethics.

RESEARCH METHODOLOGY

The purpose of the present research on FinCEN file leaks is to explore challenges that, if addressed, can lead to the effectiveness of legal, regulatory, and institutional setups. The data has been collected from secondary sources, namely websites, books, journals, magazines, and online resources.

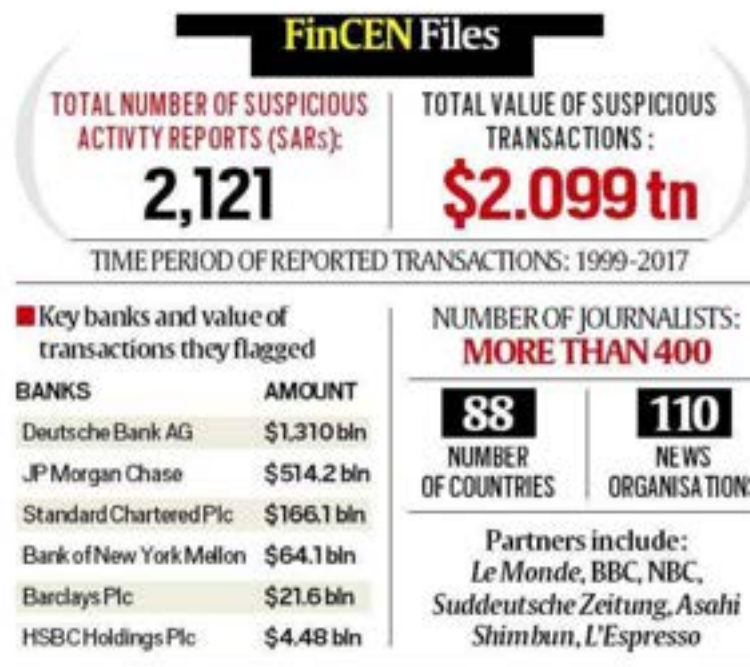


Figure-1 : FinCEN Files

Source: Indian Express (<https://indianexpress.com/article/explained/fincen-files-swiss-leaks-panama-papers-now-sars-bank-reports-that-alert-law-enforcement-agencies-6603949/>)

Determination of Core Team and SAR Activities

The probe into the leak was an initiative of BuzzFeed News further networked investigative journalists of 108 news organizations including the experts from the statured journalists from BBC's Panorama Program covering 88 countries around the world. Uncovering such documents has revealed layer by layer the correlation among currencies, countries, clients, and criminal involvements. Sifting through the dense SAR's, and technical documentation for 18 years, hundreds of financial reporting expert journalists from across the globe unraveled worldwide dirty money dealings. The SAR must be filed for any potential money laundering or violations of the BSA within 30 days of its detection.

The instances of SAR activities are discussed as below:

- HSBC facilitated the movement of millions of dollars to fraudsters, even when it had learned about scams of stolen money from US investigators.
- Another big name is JP Morgan which shattered the implementation of basic corporate governance norms. JP Morgan green flagged more than \$1 bn transactions for a company without knowing who owned it. Later investigations identified the owner as one of the mobsters listed on the FBI's 10 most wanted list.
- To avoid financial sanctions, the international banking system was being used by oligarchs, speculators, and manipulators who are close associates of people in power. Financial services of the West are known for tight sanctions which stop the defaulting person or organization from getting financial services from the West.

- Russian oligarch funded friend's wife secretly who has close ties with President Putin. She furthered this fund in the form of a donation of £1.7m to the UK's governing Conservative Party. ("FinCEN Files: All you need to know about the leak of the documents", 2020)
- The UK is called a "higher risk jurisdiction" and compared to Cyprus, by the intelligence division of FinCEN. That's because of the number of UK-registered companies that appear in the SARs. Over 3,000 UK companies are named in the FinCEN files more than any other country. ("FinCEN Files: All you need to know about the leak of the documents", 2020)
- Standard Chartered dealt with Arab Bank for more than a decade for a client whose Jordanian Bank Account had been used to fund terrorism.
- The major proportion of financial laundering happened via Deutsche Bank which aided organized crime, terrorism, and drug trafficking as detailed by Buzz Feed News.
- Standard Chartered dealt with Arab Bank for more than a decade for a client whose Jordanian Bank Account had been used to fund terrorism.

Reviewing the Impact of FINCEN Files Leaks: A Matter of Concern

People in corporations who are connected for money around the globe must be informed in a strict sense that the era of high-end technologies and securities are having perfect databases. These data have been kept under vigil for years for even a single transaction. Reviewing the FinCEN files informs all generation people to have the value of business ethics for sustainable living and respecting each aspect of ethical life.

Each age group has a different perspective of viewing the things happening around them, likely to impact them in different ways. For the younger generation, past events give a message of observing ethical values and have a permanent impact on his working mode.

For people who are in their early working life, such scams demoralize them, and their trust factor slashes in the legal and regulatory norms. For people who attained power recently, it may alarm them to adhere to corporate governance norms or they may adversely disrespect the systems and regulations for people who are in power and on the top of the ladder in their respective organizations may get knocked for the adoption of regulated behavior and lawful conduct. So, in every sphere of life, such factual events raise questions as to whether society is at advantage after much advancement? Having money is what

matters, nor does its source matter neither the mode of earning money matter? In any phase of life, everything that a person requires is money.

Money is neutral. So, whether it is black or white, electronic money, paper money or plastic money entices humans to opt for modes to earn more. Even when society is having illegal, unethical, and corrupt people who are regulating and governing or aiding regulating and administrative people to work in the interest of a few authoritative people, it gives a wrong message to society. One should learn from another part of society which is not having lucrative lifestyles and not even part of any news elements but have to sound honest norms for cultured living and survive with high ethics in this money-minded and money guided people. Informing and guiding people for starting and owning a business must have clarity of clean and dirty money beforehand (BBC News, 2020).



Figure-2 : Review of SARs

Source: The SAR Activity Review – Trends, Tips & Issues: in its 22nd Report Resultant of the Collaboration of various Financial Institutions among Nations and their Continual Dialogue.

The review of SARs over ten years from April 1, 1996, to 30th June 2006 in its 11th issue was published under the auspices of the BSA Advisory Group after scrutinizing suspected financial crimes most are of them related to various lottery scams, insurance payments involving insurance agents and insurance funds money laundering, illicit transfer of funds. Therefore, nations need to bring harmonization among regulatory agencies, law enforcement officials, and financial institutions to know each other's perspectives to develop coordination and curb the menace of international society.

Overview of Deutsche Bank

Deutsche Bank (DB) was founded in 1870 to aid Germany and Europe with financial services for exports, trade, and economic growth worldwide. It is a leader in Germany and Europe. It is offering unparalleled financial services in more than 70 countries networking international clientage with more than 78,000 employees. It emerged as one of the leading global investment banks with strong private clients. A leader in Germany and Europe, the Bank is continuously growing in North America, Asia, and key emerging markets. The Bank competes to be the leading global provider of financial solutions for demanding clients creating exceptional value for its shareholders, stakeholders, and clients.

Highlights of Accolades and Awards

Multiple wins for Deutsche Bank's treasury and working capital solutions for multinationals, showing the bank's strength in servicing this client segment particularly across ASEAN.

- The CSO 100 Awards is also bagged with DB for acknowledging the significance of organizational data and maintaining international security.
- Corporate governance in the Global Context: It shows besides the leak it

is gaining popularity and confidence of its clients and peer group banking.

- Currently, DB got recognition at the asset triple-A awards for its corporate banking capabilities. The DB won a total of 38 accolades corporate banking awards in the Asia Pacific for its excellence. The remarkable track record in structuring high-tech secure banking applications innovative solution structuring and outstanding client service made the bank win the 'Best Bank in Treasury and Cash Management in South Asia'.
- DB assets rigorous award evaluation process involves client feedback shared through the publication's Annual Treasury Review Survey, in-depth client interviews, and detailed awards pitches.
- Deutsche Bank's payments and collections services triumphed 18 awards for client satisfaction.
- Deutsche Bank's momentum on digitalization and innovative solutions to clients made it achieve the 'Best Digital solutions' award in five markets. One of its products 'Nayara Energy' is judged for the best-structured solutions in China and India respectively.
- DB even touched the critical sector with its market-leading experience and Double won the 'Best ESG Solutions' category for service to Cargill and Payoneer.
- The CSO100 Awards 2018 is an Internationally reviewed assessment at three different levels of hundreds of entries finally imminent grand jury handpicks the result. This award is a platform that acknowledges the banks that have achieved security of the organization's data and

information. The ceremony was held at the Vivanta by Taj, Surajkund, NCR on 21st June 2018

- Red Dot Award, 2018 a prestigious User Interface and User Experience award which DB won for its mobile app, MyBank India. The customer confidence. DB won the prestigious Red Dot Award; in 2018 Such awards are proven to have their seal of quality and a symbol of excellence as it is designated after rigorous evaluation of more than 8,600 entries.

Analysis of Corporate Governance and International Banking Network

The first step towards corporate governance could be noted in British Companies Act, 1845. It attempted to protect investors from the incompetence and malfeasance of directors by introducing detailing accounts and audits by the committee of shareholders.

It was in the late 1970s and 1980's, protagonists started lobbying to gain from mastering non-compliance, thus growing size and scale. The committee on the Financial Aspects of Corporate Governance, established in 1991 first-ever organized a set of principles in the United Kingdom. The popular Cadbury Report was the outcome of this committee. For this reason, the 1980s was named the 'Golden Era' of Creative Accounting in the UK. The report was considered as a non-statutory Code of Best practice on Financial Governance.

Principles of Corporate Governance were laid by the organization for Economic Co-operation and Development (OECD) in 1999. Sarbanes Oxley (SOX) Act, 2002 was a response to these scandals to restore investors' confidence. SOX Act announced the end of self-regulation in the field of accounting in the USA. A list of SAR's and scandals lead companies to adopt extensive documentation, tests, and assessments for their internal control procedures. The Public

Company Accounting Oversight Board (PCAOB) was established by SOX Act to oversee the national and international audits of Public companies and handle related matters.

The principles benchmarked legal, regulatory, and governance environments to safeguard the rights of shareholders as well as stakeholders. The OECD is the world-renowned document on Corporate Governance principles and its framework got full acceptance to bring economic efficiency, sustainable growth, and financial stability. Corporate governance guidelines and mechanisms kept on updating its document with the ever-demanding pace of changes in multiple sectors. Despite the attention to overhauling governance frameworks after the 2000 scandal scenario, a new crisis based on fraudulent accounting astonished the world. A new crisis crept amid the transition period when earlier accounting standards were being replaced by international standards of accounting. Fergus Shield from the International Consortium of Investigative Journalists (ICIJ) stated that the leaked files were an "insight into what banks know about the vast flows of dirty money across the globe".

FINDINGS

The world was advancing towards consistent practices in accounting and integrated norms of governance and activities. Along with all development and growth in banking services, a parallel SAR's reporting kept on picking pace. These were those suspicious banking transactions that were being continuously wrapped in a sophisticated pack named "SAR". Big corporate scandals have wide opened the unattended suspicious activity reports which have already been filed with (FinCEN). Leaked data on FinCEN Files informs about the lenient behavior of the government, corporate governance system, and the people who are running the system. This also shatters the confidence in internal

as well as external controls. Auditing firms are under strict check as initially a problem but later it culminates in scandals.

When corporate giants like Enron, WorldCom, Tyco, Parmalat, are being linked to scandals, it pinpoints weaknesses of internal and external control procedures. The role of auditors and accountants was being questioned.

Financial shenanigans are a part of the global financial world. They are masterminds in accounting fraud. Whenever a new regulation is introduced to address the situation, another creative fraud gets designed. Corporate governance levels are foundations to guide and control corporate entities. This plays the main role in defining adherence to laws, regulations, and guidelines. The essence of observing, adhering, and respecting the norms will resolve the greed and malpractices of creative accounting. "A poorly conceived (corporate governance) system can wreak havoc on the economy by misallocating resources or failing to check opportunistic behaviors" (Guillen, 2002).

Most of the time while operating at the global level a question arises "Do all economies operate with the same corporate governance framework? Academicians, administrators, and economists often discuss various perspectives, theories, and models of corporate Governance on international platforms. Broadly, Corporate Governance models are Anglo-American models and Non-Anglo-American Models. Nowadays, Globalization converges various cross-national practices corporate governance practices based on these two models.

Anglo American Model: Shareholders Centered Model (U.S. and U.K. Model for Corporate Governance)

This model is considered most liberal and tends to operate in the interest of the shareholders. This model promotes

innovative practices and costs competition. US build this model to assure strong legal protection for the shareholders as well as the stakeholders. Dispersed ownership due to the huge size and scale of operations of multinational corporations required sound guidelines that hold the Board of Directors accountable to shareholders. Adequate reporting systems define, empower, and limit the powers of executive officers, CEO, Board of Directors. Scandals like ENRON have shaken the reliability of the U.S. shareholder model due to its incapacity to detect and maintain internal checks to protect the interest of the shareholders who financed the corporation.

The UK has much more flexibility cum sound check with few but strong words, that is, "comply or explain" as its code of governance. Public listed companies must adhere to the principles or need to explain to shareholders reasons of deviation in its annual general meet up to their convincing level. The U.K. too witnessed many deviated performances in terms of Code of Corporate Governance, but its system works well to be benchmarked for global corporate governance practices.

Corporate governance models differ from economy to economy around the world according to the capitalism embedded in them. This model recognizes the interest of stakeholders along with the interest of shareholders. UK code is a more principles-oriented approach appreciating voluntary adherence to norms and regulations.

New capitalism is under development due to the expansion of liberalization, privatization and globalization observed less market discipline and even lesser public disclosure. "A poorly conceived corporate governance system can wreak havoc on the economy by misallocating resources or failing to check opportunistic behaviors'," states Mauro Guillen. Be it Enron, WorldCom, Xerox, or Satyam we live in an

era where corporate debacles are déjà vu and there is immense stress on corporate governance.

New governance practices have been announced like having woman directors on board because they have traditionally been the conscience keepers; insisting corporate to take up social responsibility mandatorily - after all, they should pay back to the society; accentuating devising dynamic whistleblower mechanism to upsurge transparency, etc. All these are nice pieces of ornaments that are reckoned vital to look amiable. Globalization, Governance & Economic performance affect each other. They have a reciprocal affiliation. In times of competition, there is enormous want for sustainability. There is a nexus between the exponential growth of a company and its governance practices.

Dubious ethics, feeble internal controls, belligerent earning management, deficiencies in accounting & reporting, poor risk mitigation remain some of the common traits observed in most companies with poor governance practices. On the contrary, does the constitution of the board or frequent meetings of numerous Committees, copious Corporate Policies, Whistle-Blower mechanism guarantee the fact that the Company is sound and shall remain so? Good corporate governance, often, emphasizes stakeholders' interests. It entices culture, values, and ethics in an organization. In an organization where each employee understands its moral responsibility, management contends the good governance and the board and auditors comprehend their fiduciary onuses, the progression of the enterprise is definite.

SUGGESTIONS

A 16-month investigation on the system-wide failures exposed by more than 400

journalists working for the International Consortium of Investigative Journalists (ICIJ) about FinCEN Files has pinpointed the need to reframe, restructure or review to bring reforms from prominent politicians, regulators, and government bodies. The FinCEN Files leak reports prompted the Financial Crimes Enforcement Network, the U.S. agency to have a close look at its laws and their effectiveness. Its role for which it was entrusted with administering bank compliance with laws on money laundering needs explanation. Global electronic and digital banking demands a more robust enforcement system for effective international financial and legal compliance. The global connectivity in all spheres should build harmonized enforcement systems to resolve issues of manipulation, speculation, and ill-gotten money which is posing challenges to corporate governance norms. Common platforms and integrated efforts like ICJI can find solutions to goad and guide the corporate sector and staunch the circulation of dirty money.

CONCLUSIONS

FinCEN files leak shook tyrannical money makers, thus need to be appreciated for a big, bold, and brilliant exposure. Banks who are entrusted with public money and relied on accurate and authentic stamps need to review their role to operate at the global level. It is just the tip of the iceberg. (ICJI) must be provided valuable encouragement for whistleblowing reporting on FinCEN Files. The FinCEN Files has been accorded with Argentina's top investigative journalism prize for the current year 2020. La Nación, Infobae, and Perfil were honored with the Top Investigative Journalism, FOPEA 2020 Award from the Argentine Journalism Forum (Foro de Periodismo Argentino) for revealing suspicious money that flowed through politicians, soccer players, business people,

and celebrities across the borders. This is the first considerable global award for investigative journalism on FinCEN Files has received.

The investigation involved more than 400 expert journalists in 88 countries. Names of top banks like Deutsche Bank, JP Morgan, Standard Chartered, Bank of New York Mellon, Barclays Plc Edges BCS Holdings Plc. etc. have come up multiple times in the FinCEN files. Beyond these Suspicious Activity Reports (SARs), banks are unable to contain money laundering, fraud, terror funding, drug trafficking, and corrupt practices to round-tripping the money to avoid taxation and its origin. International criminals are moving huge amounts of money for corrupt regimes. FinCEN transactions don't have any nationality, honesty, or ethics. People interconnected for money through any kind of transaction—whether it's trade, commerce, or banking itself deal with money, but shocking revelations can be seen when the rich are being richer.

Here in the context of FinCEN Files Leak, the money is ill-gotten and linked with high-end people to play with businesses and economic systems for self-greed. Such greed never satisfies any person or corporate whereas it hindered the use of money for some social cause. The same money would have been used for building bridges, providing

education, funding entrepreneurial projects and startups, building hospitals and shelters in their respective nations then it would have generated better GDPs and even distribution and honest and trustworthy developments. Money laundering alerts law enforcement people and regulators to potential challenges related to it. FinCEN as a responsible organization should not buck pass its role to banks only. As an authority, it should review its weaknesses and gaps in taking note of SAR's regularly. One can observe across the times that there is a kind of regulatory spiral in which the money launderers always stay ahead of regulators. Here, FinCEN raises the issue to cross beyond the sea of manipulators and criminals to contain them and think and act ahead of culprits to clear the filthiness of wealth.

References

- BBC NEWS (2020). FinCEN Files: All you Need to Know about the Documents Leak. (2020). Retrieved 21 November 2020, <https://www.bbc.com/news/uk-54226107>
- Guillen, Mauro (2002). *A Global View of Corporate Governance: One Size Doesn't Fit All*, Wharton University. <https://knowledge.wharton.upenn.edu/article/a-global-view-of-corporate-governance-one-size-doesnt-fit-all/>
- Jasmeet (2013). *Impact of Privatization on the Public Sector Banks* (Ph.D. Theses), Maharishi Markandeshwar University. Shodh Ganga. <http://hdl.handle.net/10603/11205>
- Senator, T. E., Goldberg, H. G., & Wong, Raphael W. H (1995). *The FinCEN Artificial Intelligence System: Identifying Potential Money Laundering from Reports of Large Cash Transactions*. <https://www.semanticscholar.org/paper/The-FinCEN-Artificial-Intelligence-System-%3A-Money-of-Senator-Goldberg/cfb9a386b74472f0d6440f81ac1c901f671b74>. Assessed on 20.11.20.

FRUGAL INNOVATION: AN INDIAN PERSPECTIVE

Tripti Barthwal^{*}

Frugal innovation is an innovation strategy that companies use to design products and services in resource-constrained environments. The term which initially emerged in the context of developing economies gave customers at the bottom of the pyramid, a viable option to acquire affordable products and services suited to their needs. Based on the principle, "Necessity is the mother of invention", this approach benefitted consumers, companies, and economies alike. Such innovations did not compromise on the quality of the products and services, yet, delivered core functionalities. Therefore, in many instances, frugal innovation moved from price-sensitive customers to customers on the top of the pyramid. India has produced some breakthrough frugal innovations. This paper examines the concept of frugal innovation, highlights some well-known Indian innovations in the frugal arena, and discusses the pivotal role that India can play at the global level in the arena of frugal innovation.

Keywords: Innovation, Frugal, Cost-effective, Reverse Innovation

INTRODUCTION

Innovation as defined by Baregheh et al. (2009), "refers to a new and original idea or improvement in the existing idea. It is a multi-stage process whereby organizations transform ideas into new/improved products, services, or processes, to advance, compete, and differentiate themselves successfully in their marketplace." The innovation model was based on bringing new ideas for consumers who lie at the top of the pyramid and gradually it would percolate to the lower levels. This model of innovation has gone through a drastic change in the last decade. Birkinshaw et al. (2008) pointed out that to get a broader understanding of the meaning of innovation, it becomes important to comprehend it beyond the technological aspect.

Frugal Innovation

Frugal' means 'careful with resources', and in the business world, it is increasingly used to describe an approach to innovation that is simple and sustainable. (Bessant, 2017), According to Hossain et. al (2016), "frugal innovation refers to products or services or

a combination of them that are cost-effective, sustainable and easy to use and under the shortage of innovative resources."

Frugality was initiated in the innovation space for the first time specifically for developing economies. Prahalad (2005) mentions that this was "motivated by the necessity of meeting specific needs of the bottom of the pyramid consumers." Frugal innovation becomes reverse innovation when it transcends from these consumers and economies to developed countries and becomes commercially successful. Govindarajan and Ramamurti (2011) define Reverse innovation "as a transfer of ideas developed in emerging markets to developed markets." This movement, however, is not simple because it requires organization-wide changes. Govindarajan (2012) enumerated the areas where major changes are required and these include "organizational culture: discarding old organizational structure to create a new one, reorientation of product development and innovation method, and arraying sales force with new settings, etc". Frugal innovation has been equated with Jugaad, a colloquial Hindi

^{*} Director, Lal Bahadur Shastri Institute of Management Studies, Lucknow

word by Radjou et al. (2012) which roughly means an innovative and flexible approach to solve problems in situations of resource constraints.

The central theme of frugal innovation is to make available products and services to satisfy the needs of consumers with lower purchasing power. Such consumers face constraints related to financial resources, accessibility to the market, poor infrastructure, and inadequate technological knowledge. Frugal innovation can transform these limitations that confront the consumers into opportunities, in the form of rendering affordable and quality products and services products for consumers at the bottom of the pyramid. Besides affordability and quality Angot and Plé (2015) mentions two other characteristics: usability and sustainability of frugal innovation. Thus, it is quite clear that frugal innovation does not in any way compromise quality. This has been reinforced by Immelt et al.(2009), "despite its affordability, cannot mean low quality".

Weyrauch and Herstatt (2017) developed similar findings when they conducted interviews on 45 managers from companies and researchers from different research institutes that deal with frugal innovation. They proposed that "innovations are frugal if they simultaneously meet the criteria of substantial cost reduction, concentration on core functionalities, and optimized performance level". Niroumand et al. (2020) point out that to fulfill these criteria, frugal innovation may, therefore, mean local entrepreneurship, capacity building, and self-reliance or sustainability". To the above-mentioned characteristics, Tiwari et al. (2016) have added sustainability as an element of frugal innovations that characterizes them as "responsible innovations, although, sustainability is not always the prime focus of frugal innovation."

SOME CASES OF FRUGAL INNOVATION IN INDIA

India has a large chunk of customers who lie in the middle and bottom of the pyramid, therefore, frugal innovation is the most viable strategy to attract the bulk of customers. As a result, several path-breaking innovations have erupted from here because of which India, in recent years, as pointed out by Tiwari and Herstatt, (2012) Frugal Innovation has emerged as a fountainhead for innovations." The often-quoted example is of Tata Motors, which guided by the vision of its Chairman, Mr. Ratan Tata of making the car affordable for every Indian, went for frugal innovation to create the Nano-no-frills car" to meet the unique affordability and acceptability criteria for a completely new market segment". (Ray and Ray, 2011). Quite similar is the case of Ace which was launched for a price tag of Rs. 225,000, and according to Palepu and Srinivasan (2008) "the Ace cost 50 percent less than any other four wheeled commercial vehicle (CV) in India." At a price of around \$45, the prosthetic limb, commonly known as "Jaipur Foot" is a masterpiece of frugal innovation. Some other prominent and widely known examples of frugal innovation that were developed at low cost, while not compromising on functional aspects in any way and thus delivered optimal performance have been discussed below:

Mangalyaan: One of the most exemplary cases of frugal innovation on the National level is the Mars Orbiter Mission (MOM), aptly called Mangalyaan. Popularised by the Hindi movie "Mission Mangal", this innovation is known to the majority of Indians across different age groups. It holds the unique distinction of being one of the cheapest interplanetary ever undertaken in the world and it also succeeded in the first attempt. A similar spacecraft designed by NASA costs \$671 million as against MOM at \$74 million, approximately a difference of ten times in cost.

Aravind Eye Care System: It aims to make cataract surgeries affordable and to eliminate avoidable blindness in India. Depending upon the affordability and purchasing power of patients, they can choose between premium and no-frills packages while the quality of eye care services remains the same across both categories. Through this distinctive model, the center conducts 70 percent of the surgeries free of cost and reaches out to the poorest and needy patients.

Mitticool: In 2001, Gujarat was shattered by a devastating earthquake that shattered innumerable lives. Most of the survivors lost their homes and money and hence were forced to stay without fresh food and water. In such a challenging situation, a modest clay craftsman in rural India, Mansukhbhai Prajapati, innovated a clay refrigerator that did not require electricity to keep food fresh, for customers who cannot afford expensive refrigerators. This product proved to be a boon for not only the people stricken by the earthquake but also for the entire rural India which faces the dual problem of electricity supply and affordability.

Narayana Hrudayalaya: Narayan Hrudayalya Group has become the pioneer in low-cost cardiac care of international standards by applying the philosophies of mass production and lean manufacturing. Though the group offers its services free of cost to around 60 poor patients, yet, the group makes a higher profit margin than the average American hospital. As a result of this system, the heart surgery at Narayana Hrudayalaya costs as low as \$2000 to \$5000, compared with that in the US which is between \$20,000 to \$100,000.

Neighbourhood Network in Palliative Care: Neighbourhood Network based in Kerala has established itself as a pioneer in palliative care. It has, through its innovative approach, overcome the biggest constraint in providing proper medical care – the shortage of

doctors. The network has innovated by training volunteers from the local community to identify problems of the chronically ill in their area and to introduce timely interventions timely and effectively. This has led to reduced dependence on a doctor-led traditional model of care. With around 36 doctors, 60 nurses, and more than 4,000 volunteers, the network can extend expert support and advice to enable care for 5,000 patients at any one time. As a result of this innovative practice, 70 percent of the population in Kerala has access to palliative care, whereas at the national level this figure stands at a dismal 1 percent. The high point of this network is that more than 90 percent of the resources for the projects are raised from local community donations.

GE's ECG Machine: General Electric's MAC 400 electrocardiogram machine is one of GE Healthcare's most celebrated products designed in India specifically for the domestic market. Engineers at GE Healthcare were assigned a daunting task - take a huge ECG machine that cost \$5.4 million to develop and produce a miniature of the same technology in the form of a portable device that could reach rural communities. If these challenges were not enough, they were also required to work under a time constraint of 18 months. The engineers took the task upfront and combined their technical expertise with innovative modifications of off-the-shelf parts. Thus, MAC 400 was developed with several features like battery-powered to deal with no or erratic power supply, thermal printers used for bus ticket machines for keeping costs low, and lightweight to keep it portable and easily serviceable.

THE WAY AHEAD

From the above discussion, it is clear that frugal innovation is more a compulsion than a choice in India "to meet the needs of consumers that are tough to satisfy in terms of features, yet, constrained in their purchasing ability" (Kumar and Puranam,

2012). Frugal innovation is not only an answer to constraints in financial & material resources, but it also possesses the ability to transform these limitations into a win-win situation.

Even multinational companies have acknowledged that investing in research and development in developing countries has far-reaching consequences. The developing countries use their local expertise to reengineer products that can then be sold across the globe. India is an ideal destination to design, test, and launch frugal innovations considering its large pool of highly-educated engineers and its inherent capacity to test products quickly in a very large and highly diverse market.

With its unique expertise in frugal innovation, India has an opportunity to market it to the world. It should aggressively pursue the methods and outcomes of frugal innovation. This would be significant in establishing its presence in the international markets as well. While the US and other developed economies are under the dual pressure of keeping a check on costs and a strong concern for the environment, in such a scenario, the significance of frugal innovation will only escalate in the coming years and continue even beyond. India can become a pivot of frugal innovation across the globe. This will lead to innumerable benefits for the country and the economy.

The fact that India is both a global center of frugal innovation as well as one of the largest emerging markets for it would only add as a push. A report by Nesta (2012) quotes McKinsey projections according to which "by 2025 a continuing rise in personal incomes will cause this to grow at least tenfold. The middle class will comprise 583 million people or 41 percent of the population. Despite low individual purchasing power, the overall size of the market creates huge purchasing power at lower income levels."

India's comparative strength in frugal innovation, as depicted through the cases mentioned above and its increasing significance to business and the economy, implies that frugal innovation will be an overriding factor in the way India positions itself within global innovation networks. The orientation of the Indian Government towards frugal innovation, explicitly states that it is trying to balance the long-standing challenge in Indian science and technology policy between excellence and equity. However, it remains to be seen to what extent Government policies can create an environment that is more conducive for frugal innovation. Furthermore, time will tell whether frugal innovation will be able to offer a means to resolve the issue of balance between excellence and equity in Indian science and innovation. Also, the pool of research talent available at present is far smaller than might be expected. Academia-business-government partnerships need to be strengthened. Collaboration and engagement with countries for technological give and take can be a propeller. For example, Tata Elecsi, a contract design company subsidiary of Indian giant Tata, has long-established relationships with Japanese and European medical device firms to create cost-minimized devices such as stethoscopes and diagnostic devices. (Source: Tata Elecsi website)

The success of frugal innovations cannot be assessed precisely because of the lack of proper measurement tools. The ability of the innovation to sustain itself, in the long run, can be an important metric in this regard. To keep pace with the increasing needs of those who have limited affordability, entrepreneurs, innovators, and businesses will have to adopt a culture of constant innovation for long-term sustainability. In absence of this, the entire concept can crumble down. This is a wake-up call for all organizations engaged in frugal innovation, especially for start-ups that are conceived on the foundation of frugal innovation.

CONCLUSION

Frugal innovation is a unique approach to innovation both in its means and its ends. It not only leads to the production of goods and services at a low cost but also satisfies the needs of customers most efficiently and optimally. To deliver affordable products without compromising on optimal performance, frugal innovation processes often require companies to redesign their current operating practices or start from scratch. Frugal innovations generally have been associated with developing countries, where a big chunk of consumers have unsatisfied needs but lack purchasing power. However, the quality of innovation has led to the movement of frugal products and services from customers with low affordability to customers with high affordability, from the developing economies to developed economies. India has also witnessed several frugal innovations born out of the desire of innovators to dish out optimal solutions in conditions of excessive constraints. It is quite obvious that India has the potential to play a leading role in frugal innovations. Government policies acting as the facilitator will be of prime importance to create and sustain a culture of innovation. A rich talent pool with research and innovation orientation will form the key for accelerating frugal innovation in India.

References

- Angot, J. and Plé, L. (2015). Serving Poor People in Rich Countries: The Bottom-of-the-pyramid Business Model Solution, *Journal of Business Strategy*, (36) 2, 3-15.
- Baregheh, Anahita; Rowley, Jennifer; Sambrook, Sally (2009). "Towards a multidisciplinary definition of innovation". *Management Decision*, 47 (8), 1323-1339.

Bessant, J. (2017). *Frugal Innovation: Riding the Innovation Wave*, Emerald Publishing Limited, pp. 167-180. ISBN: 978-1-78714-570-2

Birkinshaw, J.M., Hamel, G. and MoI, M.J. (2008), "Management innovation", *Academy of Management Review*, (33) 4, 825-845.

Govindarajan, V. and Trimble, C. (2012), *Reverse Innovation: Create Far from Home, Win Everywhere*, Harvard Business Review Press, Boston, MA.

Hossain, M., Simula, H. and Halme, M. (2016), "Can Frugal go Global? Diffusion Patterns of Frugal Innovations", *Technology in Society*, (43) 3, 132-139.

Kumar, N. and Puranam, P. (2011), "Have you Restructured for Global Success?", *Harvard Business Review*, 89(10), 123-128.

Niroumand, M., Shahin, A., Naghs, A. and Peikari, H.R. (2020). *Frugal Innovation Enablers: A Comprehensive Framework*, *International Journal of Innovation Science*, (12) 1, 1-20.

Palepu, K.G. and Srinivasan, V. (2008). *Tata Motors: The Tata Ace*, Harvard Business School Case 9-108-011, Boston, MA.

Prahalad, C.K. (2005). *The Fortune at the Bottom of the Pyramid*, Wharton School Publishing, Upper Saddle River, NJ; Pearson Education (ISBN 0-13-146750-6).

Radjou, N., Prabhu, J. and Ahuja, S. (2012). *Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth*, Jossey-Bass, San Francisco, CA.

Ray, S. and Ray, P.K. (2011). *Product Innovation for the People's Car in an Emerging Economy*, *Technovation*, 31, 216-227.

Tiwari, R. and Herstatt, C. (2012). *Assessing India's Lead Market Potential for Cost-effective Innovations*, *Journal of Indian Business Research*, (4)2, 97-115.

Tiwari, R.; Kalogerakis, K.; Herstatt, C. (2016). *Frugal Innovations in the Mirror of Scholarly Discourse: Tracing Theoretical Basis and Antecedents*. In: *R&D Management Conference, 2016, Cambridge. Proceedings...* Cambridge: R&D.

Weyrauch, T., Herstatt, C. (2017). *What is frugal innovation? Three defining criteria*. *Journal of Frugal Innovation*, 2(1).

Webliography

- Nesta(2012). *Our Frugal Future: Lessons from India's Innovation System*. Retrieved from: https://media.nesta.org.uk/documents/our_frugal_future.pdf
- Tata Elecsi website, 'Next Gen Wireless Stethoscope'. Retrieved from: <https://www.tataelcsi.com/industries/healthcare/medical-devices-engineering-services/casestudies/wireless-stethoscope.html>

GIG ECONOMY IN ECONOMIC DISTRESS IN THE POST-COVID ERA

Bhanu Pratap Singh*

Digital Technology has transformed the whole world and provides the platform for future generation to contribute their knowledge and skills as a franchise or freelancers. This transformation is known as the 'gig economy'. This provides temporary and short-term jobs through digital platforms connected to many job seekers. It is observed that in the Pandemic (COVID-19) many people have become jobless and even those who run their businesses, also have to shut down their businesses. The increasing trend of on-demand services by Gen X and Gen Y has given rise to this type of economy. So for the millennial generation, the 'gig economy' has stretched its arms to professionally qualified job seekers and help out in declination in the rate of unemployment. Many start-ups are connecting directly with the consumers like Swiggy, Zomato, Uber, IT consulting firms, etc. in the form of the GIG economy. In the pandemic the GDP has come down beyond the limitations so it would be beneficial for the coming years that the 'gig economy' can be taken to heights. This research aims to examine the perception of people towards the 'gig economy' and possibilities for economy under economic distress. The emerging gig economy is expected to bring opportunities and benefits in increasing new employment, easy accessibility of goods and services, and increased productivity. For this study, Indore city, a Commercial Hub of Madhya Pradesh will be selected as a sample area and based on the convenience sampling method 250 respondents were chosen, who were part of a franchise or freelancing work from home. The expected outcomes concluded on how people cope with economic distress and are contributing to strengthen the Indian Economy. In analyzing the study, regression was applied in examining the effects of the 'gig economy' on their livelihoods.

Keywords: GIG Economy, Economic Distress, Millennial Generation, Easy Accessibility, Employment Opportunities, Increased Productivity.

INTRODUCTION

In the present scenario, technology has changed the attitude of generation towards their working culture so gig-economy emerges at a speedy rate and now leading companies are providing the job which can be done from home. (Todolí-Signes, 2017). This concept was already in the minds of companies but COVID-19 has allowed them to think over it and implement it immediately. It has concerns about the protection of employee rights. (De Stefano, 2015). Through the use of workers on a self-employed or freelance basis, it has led to some companies having the capability to run their entire core business (Todolí-Signes, 2017). It has been observed that a few years

back, it is hard to drive the fact about the generation of employment opportunities but in the modern era, there is no dearth in employment as various sectors are emerging and the need for human resources are also increasing.

The gig economy has provided a wide platform for all the educated generation to go to work at home. It has increased the working female population. Over the decades, the introduction of subcontracting, labor-hire, franchising, and other forms of disguised employment relationships are declined (Weil, 2011). This intermediate category of a worker is being created and led by structured classification and the clear emergence of new forms of employment

* Lecturer, Institute of Management Studies, DAVV, Indore.

relationships (De Stefano, 2015). Many individuals who work in the gig economy fall into this category. The gig economy has given a chance to all the capable persons in various sectors and they have shown a hidden talent so in this manner the gig economy has pulled a pool of talents. Those people who are genuine, have been given a chance to show their potentialities (Taylor, 2016).

In real terms, the gig economy is defined as a task that is performed by professionals, and through the coordination of customers and clients, it must be completed effectively (Brinkley, 2016). It is referred to as "crowdsourcing", the "sharing economy" and the "collaborative economy" (Stewart and Stanford, 2017). The gig economy has many advantages as it has flexibility so any person can complete their work within the choice of their pattern, they work from home so there is no need to spend on infrastructure and other expenses, the work is executed online, hence, the triangular relationship existing between the employee, the end-user and a digital intermediary (Stewart and Stanford, 2017).

This research aims to establish the impact of the gig economy on the millennial generation in generating employment opportunities and a rise in income sources. The study has tried to state the consequences of the gig economy and facilitate the online platform which can eradicate unemployment from society. The gig economy is a very ambiguous term but it can be explained in very simple terms instead of generating the income sources at various levels via a digital platform (DeStefano, 2015).

REVIEW OF LITERATURE

It has been identified from past studies, that digitalization is a joint chain between brick and mortar office and gig economy which

denotes in terms of digital or online mode of working. (Burtch *et al.*, 2016). The gig economy can cover all the modes of execution as IT job also can be performed from any place, and even those tasks which are repetitive, that can also be performed from any pace, apart from this manual job also can be performed online like to convince the customers for purchasing the products, etc. (Huws *et al.*, 2016). Haws and Joyce, (2016) in their study examine the impact of the gig economy on professional tasks that can be performed from home.

Within the gig economy, some well-established companies include Uber, TaskRabbit, Amazon Mechanical Turk, Deliveroo, Sharing Academy, Crowdfunder, and Crowdfunder (De Stefano, 2017). It is found that at minimum cost, the gig economy puts forth great opportunities and benefits such as the creation of new employment structures, increased productivity, and improved access to goods and services (Huws *et al.*, 2016). However, in this present study, the positive effects of the gig economy are studied.

The past studies have highlighted the dimensions of the gig economy that is flexibility because the new generation has adopted this emerging gig economy due to its flexibility, minimum cost, effective results, and positive attitude of professionals towards tedious jobs, etc. (George and Jones, 1999). Flexibility is seen as increasingly important for them; being more likely to accept work with flexible working schedules and placing a much greater value on this than previous generations (Smola and Sutton, 2002 and McKinsey, 2016). They have a strong desire for higher salaries, contradicting motivations for entering the gig-economy; they desire more job security, entrepreneurship, have entrepreneurial training and they typically change jobs more frequently (Hershatter & Epstein, 2010).

These features are all associated with the gig economy either positively or negatively. Millennials the beginning of the technological era are digitally immersed, growing up. This means due to its online platform element the gig-economy may often, provide the facility for millennials to use their talents and abilities (Hershatter & Epstein, 2010). Technology advancements have facilitated the growth and tech-enabled online platforms have transformed this market (Kalleberg, 2009). For example, taxi companies traditionally had a booking system over the phone, but through technology Uber has transformed this model; this has proved to be more cost-effective than traditional structures and therefore more price competitive (Collier *et al.*, 2017, Kalleberg, 2009).

The gig-economy from both push and pull factors have experienced growth influencing people's decisions to be a part of this industry (Balaram *et al.*, 2017). Data provided by Deloitte (2017) has suggested that for three main reasons: the soft economy, the increasing number of alternative opportunities, and increased freedom due to developing technology some individuals have a preference for non-traditional forms of work (Brown, 2017). This is particularly the case for millennials of whom one-third have a preference for freelance type work compared to full-time employment (Deloitte, 2017).

Since the 1990s, the rise of this market has arguably contributed to the upturn in the world economy and has given employment opportunities for those who otherwise might be unable to work. This provision of labor is especially important in areas that might not otherwise have opportunities to work (Greene & Mamic, 2015 and Narula *et al.*, 2011). However a large proportion of the gig-economy relies on a digital platform, so

internet access is important and this may not be available in remote or developing regions (Kingsley *et al.*, 2014). It has been suggested that unemployed individuals should be helped into the gig economy, as it could provide work that they otherwise would not have (Odgers, 2017). In some cases, the use of these platforms can provide work for individuals and give them access to clients incomparably richer countries (Lyons *et al.*, 2013). Research shows that a large amount of work occurs in countries other than where the work is performed (CIPD, 2017).

Evidence suggests that as a means of providing supplementary income the gig-economy is used being the only source of income for the millennial generation (Huws *et al.*, 2016). The difference in the dependency of this income on the perceived advantages can play a considerable factor. The results of the survey show that 33-47 percent of non-gig-economy workers use general job searching sites at least once a week, in comparison to 78-91 percent of gig-economy professionals who use job searching sites at least once a week (Huws *et al.*, 2016).

This supports the idea that the gig economy for the unemployed provides an alternative form of work. This suggests that potentially this is a means of employment out of desperation rather than out of choice. The majority of these professionals engage in multiple platforms due to a lack of career direction rather than specializing in one type of work; potentially (Huws *et al.*, 2016). Other evidence suggests that many who participate have a desire to do so, not just due to a lack of commitment to alternative employment relationships (Brown, 2017).

After reviewing the above studies, the present study has filled the gap to find that the main reason for economic distress is not getting proper employment as per the potentialities of generation and also these

generations want many options so that they can find the best for their future livelihoods. This study has given a clear picture of the gig economy and the current scenario of employment. During COVID-19, companies have the mindset to run their business operations as a franchise or freelancer and avoid physical touch. (Donovan et al., 2016). This mindset has created a lot of employment opportunities and covers all the possible

aspects. As a snapshot of the gig workers, this leaves the theory lacking depth and the pockets of data collected can be viewed but not necessarily representative of all the individuals. Therefore, the impact of the gig economy on employment opportunities and rise in income sources have been identified. The current literature is linked together to analyze this perspective, as shown below in Figure-1.

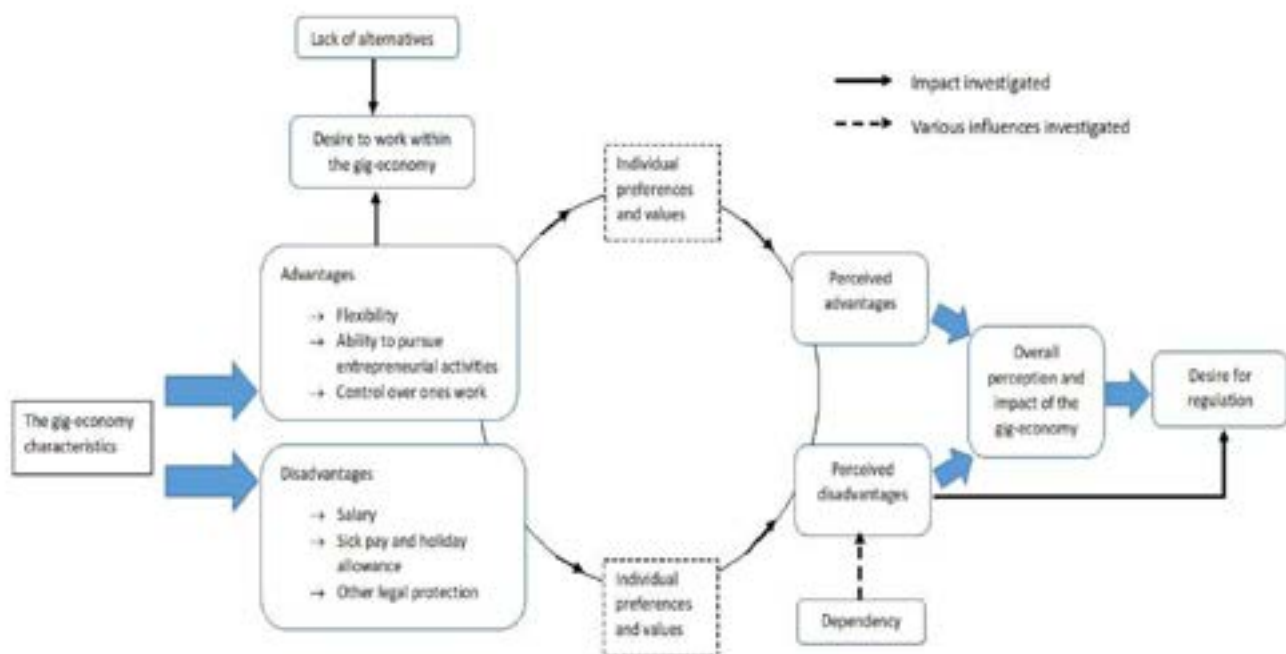


Figure-1: Conceptual Framework of Current Literature

Source: Self-designed

OBJECTIVES OF THE STUDY

- To analyze the impact of Gig-Economy on generating employment opportunities.
- To study the impact of Gig-Economy on the rise in income sources.

RESEARCH METHODOLOGY

The study is descriptive. Based on a self-structured questionnaire, data were collected from those who are working as a freelancer and engaged in various jobs. A total of 250 respondents were chosen based on the

conventional method. In the digital era and especially in the COVID-19, every person is involved in work from home so it is essential part to know the impact of the gig-economy on their opportunities for employment generation and increase in their sources of income. The sample area of the study is Indore as it is also known as the IT Hub so for the researcher, it is convenient to gather the data from Indore.

Regression was applied in determining the variance in the independent variable due to Gig-economy. Respondents were from various service sectors with different

backgrounds. In this sample, 60 percent of respondents were female, and the rest 40 percent were male. They are all working as a freelancer in jobs like data analytics, stock holdings, consultancy services, and IT services. Among them, 75 percent were IT and management graduates, and the rest 25 percent of respondents were M.Tech and MBAs. Most of them have at least more than 5 years of experience in this field.

HYPOTHESES

H_{01} : There is no significant impact of the gig economy on generating employment opportunities.

H_{02} : There is no significant impact of the gig economy on the rise in income sources.

RESULTS AND DISCUSSIONS

Table-1, shows the correlation between gig-economy and generating employment opportunities. The value of correlation is .820 indicating the strong association between gig-economy and generating employment opportunities and it is significant at .000. The regression shows the variance that is explained in generating employment opportunities by gig-economy and the value of regression is .672 means that 67.2 percent of changes are explained in generating employment opportunities by gig-economy. This value is also significant at .000. The Durbin Watson shows the auto-correlation between the variables, hence the value is 1.918 greater than 1 so it is accepted that variables are auto-correlated. Hence, the null hypothesis which stated 'There is no significant impact of gig-economy on generating employment opportunities' is not accepted and found that gig-economy has a positive impact on generating employment opportunities.

Table-2, reflects the coefficient between variables. The beta value indicates the

increasing risk in generating employment opportunities as the value is .820 means that if one unit is produced in an independent variable (gig-economy) then .8 units are estimated to be increased in generating employment opportunities. The t-value is 4.265 indicating the difference between gig-economy and generating employment opportunities.

Table-3, shows the correlation between the gig-economy and the rise in income sources. The value of correlation is 0.699 indicating the strong association between gig-economy and rise in income sources and it is significant at 0.000. The regression shows the variance that is explained in a rise in income sources by gig-economy and the value of regression is .488 means that 48.8 percent changes are explained in a rise in income sources by gig-economy. This value is also significant at 0.000. The Durbin Watson shows the auto-correlation between the variables, hence the value is 1.883 greater than 1 so it is accepted that variables are auto-correlated. Hence, the null hypothesis which stated 'There is no significant impact of gig-economy on the rise in income sources' is not accepted and found that gig-economy has a positive impact on the rise in income sources.

Table-4, reflects the coefficient between variables. The beta value indicates the increasing risk in rising income sources as the value is 0.699 means that if one unit is produced in an independent variable (gig-economy) then 0.70 units are estimated to be increased in income sources. The t-value is 5.959 indicating the difference between the gig-economy and the rise in income sources.

CONCLUSION

The study found that the gig economy has expanded its reach to all the groups of people who have that much potentialities for task

accomplishment. The result has identified the effects of the gig economy on the generation of employment opportunities and the rise in income sources. Gig-economy has played a vital role in increasing the GDP and strengthening the Indian economy. It is found that in this emerging gig-economy, flexibility is the most important reason for the adoption of this platform. Based on the objectives of the present study, both hypotheses which are concerned with the two factors generation of employment opportunities and rise in income sources conclude that gig-economy contributed in both aspects.

SUGGESTIONS

Based on findings, some suggestions have been given:

1. The companies should promote such kind of platform that would be in digital form which has a minimum cost and time-saving.
2. In this way, the gig economy would provide several employment opportunities and it would lead to removing unemployment.
3. Gig-economy will extract talents from the professionals and utilize their talents to a greater extent.
4. There would be some control on the gig economy and some regulations would be defined.

References

- Collier, B.R, Dubal, V.B and Carter, C. (2017). Labor Platforms and Gig Work: The Failure to Regulate. Institute for Research on Labour and Employment, 106(17), pp.1-29.
- DeStefano, V. (2015). The Rise of the 'Just-in-Time Workforce': On-Demand Work, Crowd Work, and Labour Protection in the 'Gig-Economy'. *Comparative Labor Law & Policy Journal*, 37, 471.
- Hershatter, A., & Epstein, M. (2010). Millennials and the World of Work: An Organization and Management Perspective. *Journal of Business and Psychology*, 25(2), 211-223.

Kalleberg, A. L. (2009). Precarious Work, Insecure Workers: Employment Relations In transition. *American Sociological Review*,74(1),1-22.

Narula, P. et al. (2011). Mobile Works: A Mobile Crowdsourcing Platform for Workers at the Bottom of the Pyramid. *Human Computation*, 11(11),121-123.

Smola, K. W., and Sutton, C. D. (2002). Generational Differences: Revisiting Generational Work Values for the New Millennium. *Journal of Organizational Behavior*, 23(4), 363-382.

Stewart, Andrew and Stanford, Jim (2017). Regulating Work in the GIG Economy: What are the Options? *The Economic and Labour Relations Review*, 28 (3), 420-437.

Todoli-Signes, A. (2017). The 'gig Economy': Employee, Self-Employed or the Need for A Special Employment Regulation? *European Review of Labour and Research*, 23(2),193-205.

Weil, D. (2011). Enforcing Labour Standards in Fissured Workplaces: The US Experience. *Economics and Labour Relations Review*,22(2), 33-54.

Webliography

- Balaram, B., Warden, J., and Wallace-Stephens, F. (2017). Good Gigs: A Fairer Future Forth UK's GIG Economy. RSA. [Online]. Available at:<https://www.thersa.org/globalassets>
- Brinkley, Ian (2016). In Search of a GIGEconomy. [https://www.lancaster.ac.uk/media/lancaster-university/content-assets/documents/lums/work-foundation/reports/407_In-search-of-the-gig-economy_June2016_Access\(1\).pdf](https://www.lancaster.ac.uk/media/lancaster-university/content-assets/documents/lums/work-foundation/reports/407_In-search-of-the-gig-economy_June2016_Access(1).pdf)
- Brown, D. (2017). The Gig Economy: Are Millennials Failing to Develop Important Workskills? [Online]. Available at: <http://businessresearchersagepub.com>
- Burtch, G., Carnahan, S., and Greenwood, B.N. 2016. Can You Gig it? An Empirical Examination of the Gig-Economy and Entrepreneurial Activity. Ross School of Business. [Online]. Available at: <http://gkmc.utah.edu>
- CIPD. (2017) To GIG or not to GIG? Stories from the Modern Economy. Survey Report. [Online]. Available at: <https://www.cipd.co.uk/Images/to-gig-or-not>.
- De Stefano, V., and ILO. (2016). The Rise of the 'Just-in-Time Workforce': On-Demand Work, Crowd Work and Labour Protection in the 'Gig-Economy'. *Conditions of Work and Employment*. [Online]. Available at: www.ilo.org.
- Deloitte, Touche Tohmatsu (2017). The 2017 Deloitte Millennial Survey: Apprehensive Millennials: Seeking Stability and Opportunities in an Uncertain World. [Online].<http://hdl.voced.edu.au/10707/439376>.
- Donovan, S.A., Bradley, D.H., and Shimabukuru, J.O. (2016). What does the Gig Economy Mean for Workers? Washington, DC: Congressional Research Service. [Online]. Available at: <https://digitalcommons.ilr.cornell.edu>
- Greene, L. and Mamic, I. (2015). The Future of Work: Increasing Reach Through Mobile Technology, ILO. [Online]. Available at: <http://ilo.org>.

George, J.M. and Jones, G.R. 1999. *Understanding and Managing Organizational Behavior* (3rd edn). Addison-Wesley: New York. [Online]. Available at: <https://www.homeworkmarket.com/>

Huws, U and Joyce, S. (2016). Size of the UK's "Gig Economy" Revealed for the First Time. [Online]. Available at: <http://www.feps-europe.eu>

Huws, U., Spencer, N.H., and Joyce, S. (2016). The Size and Characteristics of the On-Demand Economy in the UK and Europe. [Online]. Available from: <http://researchprofiles.herts.ac.uk>.

Kingsley, S.C. et al. (2014). Monopsony and the Crowd: Labour for Lemons? [Online]. Available at: <http://ipp.ox.ac.uk>

Lyons, E., Agrawal, A. K., Lacetera, N., & Horton, J. (2013). Digitization and the Contract Labor Market: A Research Agenda. National Bureau of Economic Research. [Online]. Available at: <https://www.nber.org/books-and-chapters/economic-analysis-digital-economy/digitization-and-contract-labor-market-research-agenda>

McKinsey(2016). Independent work: Choice, Necessity, and the Gig Economy. Executive Summary. [Online]. Available at: <https://www.mckinsey.com>

Odgers. (2017). The Professional Gig Economy in the UK: An IPPR Briefing Paper for Odgers Connect. [Online]. Available at: <https://www.odgersconnect.com>

Taylor, M. 2016. Good Work: The Taylor Review on Modern Day Working Practices. [Online]. Available at: <https://www.gov.uk>

ANNEXURES

Table-1: Model Summary on Gig-economy and Generating Employment Opportunities

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.820 ^a	.672	.670	.70279	.672	507.302	1	248	.000	1.918

a. Predictors: (Constant), Gig-Economy

b. Dependent Variable: Generating Employment Opportunities

Table-2: Coefficients on Gig-economy and Generating Employment Opportunities

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.572	.134		4.265	.000	.308	.837
	gig-economy	.825	.037	.820	22.523	.000	.753	.897

a. Dependent Variable: V Generating Employment Opportunities

Table-3: Model Summary^b on Gig-economy and Rise in Income Sources

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.699 ^a	.488	.486	.87745	.488	236.535	1	248	.000	1.883

a. Predictors: (Constant), Gig-Economy

b. Dependent Variable: Rise in Income Sources

Table-4: Coefficients^a on Gig-economy and Rise in Income Sources

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.997	.167		5.959	.000	.667	1.326
	gig-economy	.697	.045	.699	15.380	.000	.608	.787

a. Dependent Variable: Rise in Income Sources

IMPACT AND APPLICATIONS OF ENVIRONMENTAL ACCOUNTING AND AUDITING: AN INTERNATIONAL REVIEW

Pratik Shah^{*}, Sandip K. Bhatt^{**}, Kamini Shah^{***}

With the growth of industrialization and earlier lack of consciousness on part of human beings for protecting the environment, the environment got polluted and the eco cycle has been disturbed for past so many years. Now at the universal level, the significance of protecting the environment has been understood and actions have been taken to have industrial growth without damaging the environment. Progress of the theory of environmental accounting and auditing is also a right move in this path. In this research paper, besides understanding the idea of environmental accounting and auditing, authors have tried to discover the impact and applications of environmental accounting and auditing at the international level through reviewing various research works carried out so far. This will help in identifying important learnings concerning environmental accounting and auditing which may be fruitful for India also.

Keywords: Industrialisation, Environment Environmental Accounting, Environmental Auditing.

INTRODUCTION

“When the last tree has been cut down, the last fish caught, the last river poisoned, only then will we realize that one cannot eat money.” “Native American proverb, same is realized now at international level and also in India. Mankind has polluted the environment and disturbed its eco cycle and hence effects like global warming can be felt. In the race of industrial growth important component for the existence of human beings on this earth that is the environment was neglected. But it is the 1970s and onwards, the world has realized the mistake and taken many steps to protect the environment. In this direction only, the concept of environmental accounting and auditing has come into existence.

In this review paper, we have clarified the concept of environmental accounting and auditing and reviewed various international research works carried out so far. This will help our country India in applying various good initiatives and certain research areas

that have been carried out in other countries of the world.

REVIEW OF LITERATURE

Environmental accounting was considered as part of ‘social responsibility accounting’ in the decade followed by 1980. The aim of social responsibility accounting is the establishment of responsibility that companies are supposed to have towards stakeholders apart from the owners. During the period 1981-1990, attention of accounting literature shifted from ‘socially responsible accounting’ to ‘environmental accounting and auditing’ indicating interest in the society. Research became more systematic in approach and the philosophical debate began to focus more on what kind of environmental information it was appropriate for companies to disclose. From 1990 to date the prominence continues unabated and engages the interest of both academic and practicing accountants. The latter have observed their interest moved by

^{*} Research Scholar and Assistant Professor, Shree Bhaikaka Government Arts and Commerce College, Sojitra

^{**} Head and Research Guide, Department of Business Studies, Sardar Patel University, Vallabh Vidyanagar

^{***} Corresponding Author and Associate Professor, Department of Business Studies, Sardar Patel University, Vallabh Vidyanagar

government legislation (Moid, 2016). Important international research works carried out for the last one and a half-decade or so have been reviewed as under.

Holland and Foo (2003) compared present corporate environmental annual reports of the UK and US. The study observed that organizations' environmental conservation activities depend upon the components of the lawful and regulatory framework of the nation, which affects environmental performance along with reporting in annual reports. The researchers inspected theoretical considerations to set up whether the sorts of disclosure emerging from regulatory pressures show that responsibility exists in the disclosure of environmental data, and to what extent the disclosure releases the organization's responsibility to the users of such data.

Walden and Stagliano (2003) inspected 53 organizations of four main industry groups in the U.S. to know the outline of environmental disclosure themes in financial and non-financial portions of annual reports. The study also tried to establish an association among environmental disclosure themes against environmental performance. The investigation observed that only environmental costs and contingencies were the topics of the disclosure in the financial part of the yearly report. Then again, the non-financial part of the yearly report disclosed mostly data about pollution decrease and different other environmental information. It was further observed that there was a significant relationship between environmental disclosures and performance.

Tuwaijri et al. (2004) studied the interrelations of economic performance, environmental disclosure, and environmental performance concerning contention that management's common system influences each of these corporate obligations. The study observed that great environmental performance was associated with greater economic

performance and also with environmental disclosures which can be broadly quantified.

Patten and Crampton (2004) studied the web page of corporate environmental disclosure of U.S. organizations which was treated as a possible important device for disclosing environmental data and increasing corporate accountability. The study reflected that corporate web pages turn out extra and non-repetitive environmental data beyond what is provided in annual reports. The study showed that the center of Internet disclosure might be more on corporate endeavors at legitimating than on changing more corporate responsibility.

Freedman and Jaggi (2005) investigated the compliance of the Kyoto Protocol by the companies. This compliance was mainly related to emission reporting and pro-active reporting of greenhouse gas emissions from these companies compared to others. Websites, environmental and Annual reports of a total of 120 large public organizations from various industries have been studied. The study concluded that organizations from countries that approved the Protocol accomplished higher disclosure indexes as against companies in other countries. Also, larger organizations disclosed more specific pollution data and International organizations worked in different nations that have approved the protocol but had their home places in different nations that haven't approved the protocol had less disclosure information.

KPMG (2005) studied 250 corporate out of Global Fortune 500 (G250) and top 100 companies (N100) in sixteen countries. The study aimed to explore trends in corporate responsibility reporting and analyze motives for the matters related to corporate responsibility reporting. Annual reports of companies were studied. Noteworthy findings of the study showed that corporate responsibility reporting was slowly increasing since 1993. In 2005, 52 percent of

G250 and 33 percent of N100 companies issued separate Chairman's reports, as compared to 45 percent and 23 percent respectively in 2002.

Besides trend was Chairman's reports were changed from merely environmental reporting until 1999 to sustainability reporting. The top two countries in terms of separate Chairman's Report were Japan (80 percent) and the UK (71 percent). Moreover, special industrial sectors with high environmental impact continue to lead in reporting. At the G250 level, more than 80 percent of companies reporting are in electronics & computers, automotive, utilities, and gas sectors. Out of the Environmental issues being reported, the main pressing environmental issues for companies were climate change and GHG emissions. 85 percent of the Chairman's reports mentioned climate change while 67 percent reported on the amount of direct greenhouse gas emissions.

Epstein and Wisner (2005) conducted a study to observe the relationship between administrative control frameworks and structures with environmental consistency and applicability of management control hypothesis in the Mexican industry. This study highlighted the viability of administrative control frameworks and structures in the Mexican industry and focused on management control and strategy execution in Mexico. The conclusion was that the success in compliance with environmental frameworks is remarkably connected with the level of administrative responsibility, planning, conviction frameworks, and rewards.

Brammer and Pavelin (2006) evaluated a sample of UK companies for the arrangements in voluntary environmental disclosures. The study differentiated the selection concerning voluntary environmental disclosure and decisions identifying with the nature of such

disclosures. They also studied how the above decisions were affected by the organization and industry attributes. The study disclosed that bigger, less indebted organizations with dispersed ownership qualities provided more significant voluntary environmental disclosures. Also, organizations' size and corporate environmental effect were positively related to disclosures quality. The study also stated that important cross-sector variation was found in the influence of both participation and quality decisions.

Murray et al. (2006) attempted to study the relationship of social and environmental disclosure with the financial market value of the UK's largest firms in long term. It was found that there was no direct relationship between share returns with disclosure. Karim, Lacina, and Rutledge (2006) examined factors connected with the level of an organization's environmental disclosure in the footnotes of the annual report and 10-K report registered with the Securities and Exchange Commission. The study showed that firms with higher foreign focus were connected with less environmental disclosure since they were under higher carefulness from other nations and the global group.

Also, higher profits volatility was connected with less environmental disclosure. The organizations with a more irregularity in income procedure were less ready to disclose environmental costs and commitments because extra costs have an adverse effect during low-profit periods. Clarkson, Richardson, and Vasvari (2007) evaluated the relationship between the level of environmental disclosures and environmental performance. Researchers had taken a sample of 191 organizations from the five most polluting industries in the US. They found a positive relationship between environmental performance and the level of environmental disclosures.

Staden and Hooks (2007) investigated the relationship between organizations that were environmentally responsive as reflected by an independent ranking and the quality and degree of their disclosures concerning environmental effects. The study utilized proactive methodology as a part of fulfilling legitimacy to build up the desire that legitimacy theory could be utilized to predict a positive relationship between environmental disclosure and environmental alertness. They evaluated the quality and level of what was being reported and then compared this evaluation with an independent appraisal of every organization's responsiveness towards the environment. The study observed positive relationships between rankings based on the quality and level of disclosures and the independent ranking. The results reflected that organizations' environmental disclosures would indicate their environmental alertness.

Smith et al. (2007) studied the degree to which environmental disclosure in annual reports of Malaysian listed firms was associated with corporate characteristics. They noticed a significant negative relationship between environmental disclosure and return on assets, and such a finding guided that environmental disclosure was negatively related to corporate financial performance.

Sumiani (2007) examined the top 50 Malaysian public companies' environmental accounting disclosure practices in 2003. The study tried to highlight the present status of environmental disclosure practices in Malaysia. They studied corporate important practices about voluntary environmental reporting frameworks of Malaysian companies. The study stated that the level of environmental information in annual reports in those companies was fairly low. They merely disclosed environmental data in subjective terms. Moreover, the main

disclosed data was the general declaration of the presence of an environmental management framework in their company, while the majority reported environmental disclosure was their environment policies that the company had.

Moore (2008) examined the effect of reforms in the public sector on the environmental accounting process. The study evaluated the various reforms between 1980- 1990 which affected the public sector's environmental accounting cost. The study concluded that a minor advantage was noted from environmental accounting procedures in the organization. Magness (2009) tried to study the relationship of environmental disclosure with stock market value for listed companies of Canada after the environmental event of the Placer Dome mine leak and stated that the ecological misfortune did cause the stock prices of Canadian gold mining companies to go down. Findings evaluated the quality as well as level of reports and compared this evaluation with a self-governing appraisal of every organization's receptiveness towards the environment.

Ousma and Fatima (2010) attempted the evaluation of the extent of voluntary disclosure practices of Shariah registered Companies (SHAC). The companies listed at Bursa Malaysia were part of the sample. The study noted that Mean environmental information disclosure was 15 percent only. Most of the information was qualitative on environmental conservation efforts initiated by companies. Mean environmental information disclosure was low as compared to other calculations. The actions /policies which were negative to the environment were not stated.

Suttipun and Stanton (2012) tried to examine environmental disclosures of websites of 50 companies listed in Thailand. They observed that only 22 percent of the sample companies did not publish environmental information

on their websites. Also, it was ascertained that there was an association between the quantum of disclosed environmental information and the form of industry and ownership.

Shang (2012) studied through the use of mail survey data in Taiwan and primary equation modeling that instrumental purpose and political pressures have a direct effect on environmental performance. The study noted that instrumental purpose had marginally influenced environmental duty and environmental performance. The slight impacts of political pressures on environmental performance have likewise been observed. It was concluded that corporate environmental duty was very important in this cause-impact relationship.

Giovanni (2012) conducted a study to examine the impact of internal as well as external environmental management on the triple bottom line (TBL). TBL considers all three types of environmental, financial, and social performances. The study stated that internal Environmental Management is an impactful tool of TBL. The environmental and social performance was upgraded through external environmental management. External environmental management was a less impactful tool, contributing positively to environmental performance and practicing in an indirect slight effect on financial performance. TBL was directly and positively impacted by TBL's internal environmental management. It proposed that corporate higher management need to focus more on internal environmental management, as it was felt to be more viable than external environmental management.

Rahman et al. (2014) investigated the carbon reporting practices of companies in Malaysia. It was examined that there was a correlation between carbon performance, reporting, and performance of the firm. Random samplings

of listed companies for the financial period of 2007 to 2012 were taken. The carbon reporting index was framed to study carbon reporting. The index measures carbon information in terms of its breadth, depth, and faithfulness of information. The structure of the reporting index was consistent with the concept of responsibility. This study made an important contribution to carbon reporting literature by investigating the influence of internal organizational factors on carbon reporting. It was also noted the relationship between all three variables as well as the controlling effect of corporate governance quality on the correlation between carbon reporting practices and firm performance.

Abdo (2014) has worked to examine the reasons and motivations to disclose environmental information by companies in Libya. The data were collected with a structured Questionnaire from the 45 local and foreign oil and gas companies. The study reflected that reputation; expectations of society, statutory requirements, the demand of society were the main reasons for the foreign companies to disclose environmental information. While local reputation and societal pressures were the main reasons for the local companies to disclose environmental information.

Aghdam (2015) in his study attempted to examine 50 Iranian firms the voluntary environmental accounting and disclosure practices and also evaluated the link between voluntary environmental disclosure and corporate attributes. The study observed that environmentally sensitive companies were disclosing higher environmental information than non-sensitive environmental firms while they noted a positive link between, type of industry, firm size, leverage, and voluntary environmental disclosure and there was no impact of voluntary environmental disclosure on profitability.

Agbiogwua et al. (2016) investigated the impact of social and environmental expenditure on 10 Nigerian manufacturing firms. The study noted that there was a severe impact of social and environmental costs on net profit margin, earning per share, return on capital employed for manufacturing companies. Nor, et. al., (2016) in this study examined the link between environmental disclosures with the firm's financial performance of the Malaysian listed companies. In this study, the researcher took into account 100 sample companies of Market capitalization in Malaysia for the year 2011. The dependent variable was the financial performance of the firm and the independent variables were environmental disclosure contents. The study concluded that there was a remarkable relationship between total environmental disclosure and profitability.

OBJECTIVE AND METHODOLOGY

Besides getting a conceptual understanding of environmental accounting and auditing, the objective of this paper is to study and analyze international research works and research areas that can be applied from those economies to boost the impact of environmental accounting and auditing in our country India. The methodology adopted in this paper is completely descriptive and the study is done by collecting and reviewing various research publications from secondary sources. The objectives, methodology, and major findings are highlighted in the paper.

Environmental Accounting

The identification, collection, estimation, and examination of costs related to the environment facilitate decision-making within the organization. Identification of environmental costs and separation of non-environmental costs of each process is its primary goal. The inclusion of environmental information in the accounting

system of the entity is the step towards the inclusion of sustainable development in routine business decisions. Corporate, National & International level areas are covered under its extensive scope of Environment Accounting. Internal: Informal and comprising of investment made for reducing losses to the environment by the corporate like funds spent on equipment - devices for environmental protection. External: It deals with all indirect measures by which the harm to the environment is done due to operations of the entity including:

- a. Degradation and Demolition i.e. soil erosion, air pollution, water pollution, loss of biodiversity, noise pollution, solid waste problem, coastal and marine pollution.
- b. Depletion of Non-Renewable Natural Resources i.e. Overexploitation of non-renewable natural resources like minerals, gas, water, etc.
- c. Deforestation and Land Use i.e. deforestation activity and land use as per norms. There are difficulties in dealing with such type of accounting method as the value of precious natural resources cannot be easily and directly defined and measured in money, also it is difficult to ascertain the amount or percentage of loss that occurred to the environment by that industry, hence to address this issue tentative amounts or comparative estimates using historical data can be deployed.

Environmental Auditing

It is a tool primarily used for the measurement of the effects of some activities on the environment by comparison against determined criteria and standards. Types of environmental audits are bifurcated as per standards and their focus. Almost all types of firms are now giving importance to the

environmental areas and activities as stakeholders have started to focus on it. It helps to improve the operations in a way that the adverse effects on the environment are curbed down for a cleaner, better, and healthier future. Aspects of various activities of the companies activities towards the environment are noted and clearly and systematically disclosed in the audit report. One of the reasons for Environmental Auditing is compliance with environmental regulations and meeting the client requirements. International Organization for Standardization (ISO) has given many standards in this area which are intended to guide organizations with compliance and auditors for the execution of environmental audits.

DISCUSSION AND OBSERVATION

From the above literature reviews, it can be observed that all developed and developing countries have not been able to implement environmental accounting and auditing in the best possible manner. Of course, the performance of corporate from developed countries can be better than that of developing countries. Major findings can be narrated as under:

- A uniform framework for environmental accounting and auditing is highly required
- The majority of companies disclose environmental matters in subjective terms only and that too is the only positive side.
- The size of companies and businesses in multiple countries has a positive influence on disclosing environmental information.
- Legal requirements and pressure from society are the main reasons for companies to disclose environmental information in their annual reports.

- Concrete steps have not been taken by companies to incorporate environmental accounting into their books of accounts.
- An increasing trend can be observed for disclosing environmental-related information in annual reports of companies.
- Companies have realized that the implementation of environmental accounting and auditing is an important factor for their evaluation of financial performance.

CONCLUSION

Thus, it can be concluded that environmental accounting and auditing has been essential tool to protect the environment to achieve sustainable industrial growth. Many efforts have been taken at the international level to implement environmental accounting and auditing in almost all countries. Companies have also understood its importance and started to apply it. Still, a uniform framework and more awareness on part of all stakeholders of companies are required to apply and implement environmental accounting and auditing in the best efficient manner.

SCOPE FOR FURTHER RESEARCH

Environmental accounting and auditing have established their importance very well. It is still regarded as a growing concept. Research in areas like carbon credit reporting, usage of an appropriate model for implementing environmental accounting, Global Reporting Initiative (GRI) guidelines, ISO certification guidelines must be done. The relationship between environmental disclosure practices with variables like financial performance, administrative control, size of the company, age of company can be taken into account for further study.

References

- Abdo, A. A. (2014). Determining the Motives or Reasons that Make Companies Disclose Environmental Information. *Journal of Economics, Business, and Management*, 2 (2), 117-121.
- Agbiogwua, A., Ihendinihu, J., and Okafor, M. (2016). Impact of Environmental and social costs on performance of Nigerian Manufacturing Companies. *International Journal of Economics and Finance*, 8(9), 173-180.
- Aghdam, S. A. (2015). Determinants of Voluntary Environmental Disclosure, The Case of Iran. *International Journal of Basic Sciences and Applied Research*, 4 (6), 344-349.
- Bose, S. (2006). Environmental Accounting and Reporting in Fossil Fuel Sector: A Study on Bangladesh Oil, Gas and Mineral Corporation (Petrobangla). *The Cost and Management*, 34(2), 53-67.
- Brammer, S., and Pavelin, S. (2006). Voluntary Environmental Disclosure by Larger U.K. Companies. *Journal of Business Finance and Accounting*, 33 (7-8), 1168-1188.
- Clarkson, Y. L., Richardson, G. D., and Vasvari, F. P. (2007). Revisiting the Relation between Environmental Performance and Environmental Disclosure: An Empirical Analysis. *Accounting, Organizations, and Society*, 33 (4-5), 303-327.
- Epstein, M. J., and Wisner, P. (2005). Managing and Controlling Environmental Performance: Evidence from Mexico. *Advances in Management Accounting*, 14, 115-137.
- Freedman, M., and Jaggi, B. (2005). Global Warming, Commitment to the Kyoto Protocol, and Accounting Disclosures by the Largest Global Public Firms from Polluting Industries. *The International Journal of Accounting*, 40 (3), 215-232.
- Giovanni, P. D. (2012). Do Internal and External Environmental Management Contribute to the Triple Bottom Line. *International Journal of Operations and Production Management*, 32(3), 265-29.
- Holland, L., and Foo, Y. B. (2003). (2003). "Differences in Environmental Reporting Practices in the U.K. and U.S.: The Legal and Regulatory Context. *The British Accounting Review*, 35 (1), 1-18.
- Karim, K. E., Lacina, M. J., and Rutledge, R. W. (2006). The Association between Firms Characteristics and the level of Environmental Disclosure in Financial Statement Footnotes. *Advances in Environmental Accounting and Management*, 3, 77-109.
- KPMG. (2005). KPMG International Survey of Environmental Reporting. KPMG International, Amsterdam. http://www.theiafm.org/publications/243_International_Survey_Corporate_Responsibility_2005.pdf
- Magness, V. (2009). Environmental Disclosure in the Mining Industry: A Signaling Paradox? *Advances in Environmental Accounting and Management*, 4, 55-81.
- Moid, S. (2016). Environmental Accounting: An Analysis of Indian Corporate Sector. *ELK Asia Pacific Journal of Finance and Risk Management*, 7 (4), 1-19.
- Moore, D. (2008). Transformation of the Australian Public Sector and Environmental Accounting Practices: The Case of Water. *Australian Accounting Business and Finance Journal*, 2 (1), 74-94.
- Murray, A., Sinclair, D., Power, D., and Gray, R. (2006). Do financial markets care about social and environmental disclosure? Further evidence and exploration from the UK. *Accounting, Auditing & Accountability Journal*, 19 (2), 228-255.
- Nor, N. M., Bahari, N. A., Adnan, N. A., Kamal, S. M., and Ali, I. M. (2016). The Effects of Environmental Disclosure on Financial Performance in Malaysia. *Procedia Economics and Finance*, 35, 117-126.
- Ousma, A., and Fatima, A. (2010). Voluntary Disclosure by Shariah Approved Companies an Exploratory Study. *Journal of Financial Reporting and Accounting*, 1, 35-49.
- Patten, D. M., and Crampton, W. (2004). Legitimacy and the Internet: An Examination of Corporate Webpage Environmental Disclosure. *Advances in Environmental Accounting and Management*, 2, 31-57.
- Rahman, N. R., Rasid, S. Z., and Basiruddin, R. (2014). Exploring the Relationship between Carbon Performance, Carbon Reporting, and Firm Performance: A Conceptual Paper. *Procedia-Social and Behavioral Sciences*, 164, 118-125.
- Shang, L. L. (2012). The Pivotal Roles of Corporate Environmental Responsibility. *Industrial Management and Data Systems*, 112 (3), 466-483.
- Smith, M., Yahya, K., and Marzuki Amiruddin, A. (2007). Environmental Disclosure and Performance Reporting in Malaysia. *Asian Review of Accounting*, 15 (2), 185-199.
- Staden, C. J., and Hooks, J. (2007). A Comprehensive Comparison of Corporate Environmental Reporting and Responsiveness. *The British Accounting Review*, 39 (3), 197-210.
- Sumiani, Y., Haslinda, Y., and Lehman, G. (2007). Environmental Reporting in a Developing Country: A Case Study on Status and Implementation in Malaysia. *Journal of Cleaner Production*, 15 (10), 895-901.
- Suttipun, M., and Stanton, P. (2012). The Differences in Corporate Environmental Disclosures on Websites and in Annual Reports: A Case Study of Companies Listed in Thailand. *International Journal of Business and Management*, 7 (14), 18-31.
- Tuwajri, S. A., Christensen, J. E., and Hughes, K. A. (2004). The Relations among Environmental Disclosure, Environmental Performance, and Economic Performance: A Simultaneous Equation Approach. *Accounting, Organizations and Society*, 29 (5-6), 447-471.
- Walden, W. D., and Stagliano, A. J. (2003). An Assessment of the Quality of Environmental Disclosure Themes. *Advances in Environmental Accounting & Management*, Emerald Group Publishing Limited, 2, 137-165.

IMPACT OF EMOTIONAL INTELLIGENCE ON INVESTMENT PLANNING AND DECISION MAKING

Ankit Trivedi*, Rekha Narang**

Investing money is a big challenge for investors in a country like India, the reason is to think and rethink the investment due to the varying effects of emotions and behavioral sentiments. To explore this, author has studied extensive literature of various research studies in the same area and found that Investor's Illiteracy about available financial products plays an important role in managing emotions and personality traits while taking any investment decision. The present review paper is a way to explore and throw light on how emotional intelligence and financial literacy make an impact on investment planning and decision-making for various investment avenues available in the financial market. The result of this study will help the financial institutions, company advisors to know the actual desire of investors and it will also help the investors to manage their emotions while taking investment decisions effectively.

Keywords: Financial literacy, Emotional intelligence, Investment Planning, Investment Decision.

INTRODUCTION

In the present dynamic and uncertain financial business environment, one of the major factors that influence the investment decision when people make a budget for their savings and seek to channel their money in any investment avenues is to think and rethink the investment due to varying effects of emotions and behavioral sentiments. The main dilemma which every investor faces is improper or incomplete information about the financial products and services with questions in mind that where and how to invest? various sources of information like newspapers, social media television, on one hand, it suggests the investors about the market trends and various investment options but on another hand, investors get distracted from their actual goal of investing money in suitable options due to their behavioral changes in emotions and lack of confidence or overconfidence.

Inconsistencies in the financial sector are cyclic and the gains from the investment

cannot be presumed always for any investment alternative because the key variable which plays a very important role in the selection or rejection of any financial product is financial literacy including the investor's behavioral sentiments, attitude, thinking and nature collectively making an impact on Investment planning and decision making, from the previous studies in the same area researcher found that financial literacy/knowledge about the financial products dominates the emotions of any investor.

With the same aim, the present review paper is a way to explore and construct the framework that how emotional intelligence and financial literacy make an impact on investment planning and decision making for various investment avenues available in the financial market. This review work includes many steps like the initial part of the paper tells about the concepts of emotional intelligence and financial literacy and investment planning and decision followed by extensive literature review for the

* Research Scholar, Devi Ahilya Vishwavidyalaya, Indore.

** Assistant Professor, Prestige Institute of Management and Research, Indore.

previous work done in the same area. A conceptual model has been derived that clarifies how emotional intelligence and financial literacy makes influence investment planning and decision making.

EMOTIONAL INTELLIGENCE

Emotional Intelligence acts as a skill for managing feelings, emotions, and emotive encounters. Emotional intelligence is the skill to know the own emotions and improve them. It is the phenomenon covering three major characteristics, i.e., analysis and expression of emotions, proper control of emotions, with the actual use of these emotions in daily life. EI is the ability to realize and manage own emotions and feelings, which helps to create effective management skills. There also exist five variants of emotional intelligence, which include personal awareness and regulation, motivation, involvement in social activities, and showing empathic feelings for others.

Proper control of one's emotions pushes investors towards successful investment decision-making. Feeling plays a crucial role in the liking of things for an individual. The emotional intelligence of a person is characteristics to say his emotions and link with surrounded peoples and Investors who are making investment decisions need to control their feelings when they affect the decision-making process.

FINANCIAL LITERACY

Financial literacy is awareness, knowledge about the various aspects related to finance including topics like income, money, and investment. It is in general related to making personal budgets, and think to invest one's monetary savings in such as investment, purchasing or investing in real estate, education for their children and saving for future. It is also related to knowledge about calculating simple and compound interest, managing their debts, techniques related to

savings and spending, and proper utilization of their money and financial inefficiencies may result in making weak future financial condition adverse effect lifestyle of the people. Previous research studies show that the absence of financial literacy results in costly borrowing and a high debt load. Financial literacy is defined by various authors and researchers. In the words of Houston (2010) financial literacy is necessary analytical skills and understanding of general financial phenomenon needed for planned saving and spending decisions.

INVESTMENT PLANNING AND DECISION MAKING

Investment may be defined as the net addition to a nation's physical stock of capital. In the present financial market scenario, numerous avenues of investment are available. The two key aspects of any investment are time and risk. Making Investment in any financial option is a need of the day because of the uncertainty shortly, investors should always keep their monetary savings at the safest place from where they can be easily get compounding returns, all the investors should focus on their behavioral factors while choosing an investment product keeping in the mind unfix nature of the financial market and changing in economic condition.

Investment means to pool money in a safe place for the income generation in return. it looks challenging to the investors because for any type of investment there is a need for rational decision making, general theories, and finances treat financial markets normal but in reality, there are several factors that exist like emotions, experience, belief, which can make an impact on the investment decision making keeping in the view there emerge new branch named Behavioral Finance which deals with factor affecting the financial decision.

REVIEW OF LITERATURE

Mark (2009) researched the investment behavior with the help of various tests conducted for the measurement of personal traits emotional intelligence concluded that people invest based on their demographic variability having the high impulsiveness in emotional intelligence and there is a strong relationship between the risk-bearing capacity and emotional thoughts. Fathi and Salami (2011) study checked the effect of emotional Intelligence on investment performance, using the data of Iranian shareholders and explained the direct impact on the behavior of the financial investment, also notified that loss and gains from the investment are dependent on the past trading experience of the investors.

Naser (2011) researched the effect of emotional intelligence on the portfolio performance of Stakeholders in Iran showed that there exists a strong effect of emotional intelligence on investment decision and awareness, experience; communications have also provided a base to investors. Klapper and Panos (2011) through the research studies proposed the view that proper financial literacy is interrelated with future financial planning and investing in pension funds for making a safer retirement plan. So when studying the relation of literacy on investment and saving behavior people should be aware of reverse causality issues because for the development and implementation of a savings plan financial literacy is a key requirement.

Thakkar Deep Kantilal (2013) performed research on the title investor's habit in the financial planning and Investment and the result describes that majority of the investment decisions are based on the broker's advice. Pirayesh (2014) has done study on the critical analysis of the investment planning of retail investors. Using Spearman's correlation applied to the data. Results of the study show a direct

relation between emotional behavior and investment decision, also shown the impact on risk-taking.

Fedorova et al. (2015) checked the impact of literacy in terms of finance on the stock market performance and investment; the findings of the study stated that financially literate investors participate actively in the financial market. Rubaltelli (2015) emphasised on the fact studied that emotional intelligence works as a key driver motivating the investment and has a direct influence on an investor's financial behavior.

Tanvir et al. (2016) carried out a research study on intelligence affecting an investor's decision and concluded that it has a direct, significant effect on financial planning and plays a critical role in the selection of securities for investment. Fazal (2017) through his research study on the title "Effect of Emotional Intelligence on investment decision with the moderating role of financial literacy" explored the variables changing Investment decision also came to know that investment behavior of the investor and works as the base for taking rational financial decision making.

Pinjisakikool (2017) in his research to check the influence of behavioral factors on financial decision making found that variables i.e. emotional thinking stability and intellect ability have effect on financial and behavior and risk-taking. Mumtaz (2018) checked the impact of human feelings on investor's investment decisions findings directs that self emotions and their regulation has a direct relation with investment planning and habit.

Muttath (2018) in their study the impact of emotional intelligence on investment decisions revealed investors' responses are not static to gains and losses. Investors thinking and behavior become change due to gains and losses respectively. It has been also been that there exist some differences

in investment decisions when emotions become high and low. Dhiman and , Raheja (2018) researched on emotional Intelligence and its impact on investors decisions making. It was conducted that there is a significant relationship between risk tolerance with personal behavior.

Raheja and Dhiman (2020) performed a research study to identify the dominance of emotional intelligence and behavior bias and investment decision. A finding of the study reveals that there is a positive connection between investment decisions, emotional intelligence, and behavioral bias. Koti (2019) in a research study showed the relation of financial literacy on the decision of investment with the special response to women working in an organization. The study concluded that women are more attentive to investment and are aware about the nature of investment avenues with the

risk involved in the financial market, they also have a financial goal and they intent to achieve them.

CONCEPTUAL FRAMEWORK

This conceptual model shown below describes the various variables i.e. qualitative and quantitative which explain the relationship between the chosen dependent variable and independent variables i.e. emotional intelligence (Independent variable 1), financial literacy (moderating Independent variable 2), and investment decision making (dependent variable). Financial literacy works as a bridge in making the relationship between emotional intelligence and investment decisions and provides the strengths between them. Hereafter, extensive review papers researchers come to know that financial literacy has a moderating role on emotional intelligence and investment decision before

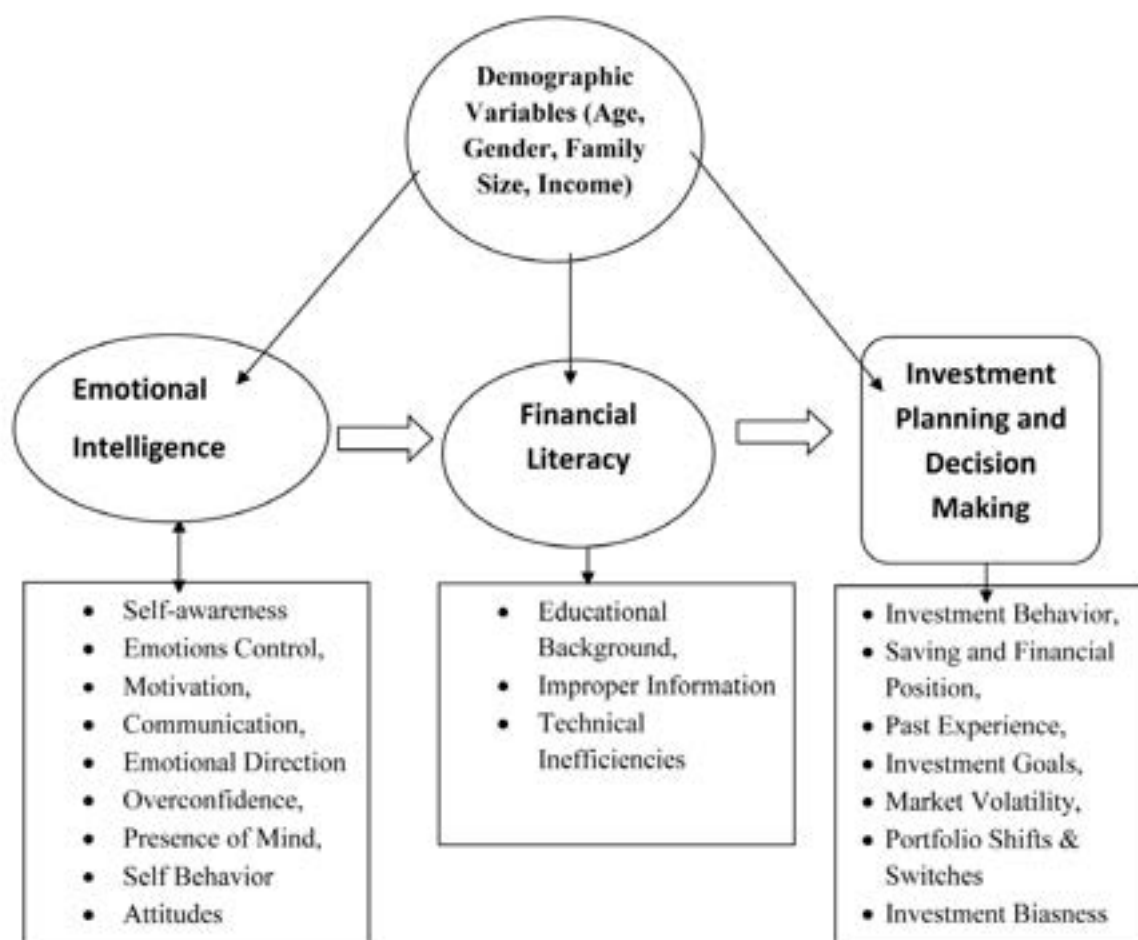


Figure-1 : Conceptual Model

investors who have more financial awareness of financial market activities and available investment options have a strong ability to control their own emotions and make effective decision making, behavioral nature is considered a key parameter to face problems in decision making as they influence decisions.

LIMITATIONS

As this study includes many aspects explaining the impact of emotional intelligence, financial literacy on investment planning and decision making, on the other hand, it also includes some limitations time for the study was not sufficient to review all the literature in the same area and descriptive study not verified statistically.

CONCLUSION

The review is conducted to analyze the relationship among the variables emotional intelligence, financial literacy, and investment decision making which concludes that there is a strong interrelation among the variables taken into consideration because many personality traits like self-awareness, level of confidence, motivation, thinking biases, and emotional control are the key parameters in terms of investment decision which is dominated financial knowledge and literacy and past investment experience.

So, for the same purpose investment companies, brokerage firms and financial institutions should keep different behavioral characteristics, personality traits, and emotional intelligence of investors in mind while designing any financial products. They also organize investment awareness programs to know the financial behavior and habits of the new investors. They can also educate and guide them for the same so that investors can make the appropriate financial decision.

References

Ahmad Mumtaz (2018), Impact of Neurotransmitters, Emotional Intelligence and Personality on Investor's Behavior and Investment

Decisions, Pakistan, Journal of Commerce and Social Sciences, 12 (1), 330-362.

Dhiman, Babli and Raheja, Saloni (2018), Do Personality Traits and Emotional Intelligence of Investors Determine Their Risk Tolerance? School of Business Management and Human Resources, Management and Labour Studies, 43 (1-2), 88-99.

Fathi, S. & Salami, S. (2011). The Effect of Emotional Intelligence on Portfolio Performance of Stakeholders: Empirical Evidence from Iran. *Interdisciplinary Journal of Contemporary Research in Business*, 3(5), 679-685.

Fedorova, E.; Nekhaenko, V.; and Dovzhenko, (2015) Impact of Financial Literacy of the Population of the Russian Federation on Behavior on Financial Market: Empirical Evaluation. *Studies on Russian Economic Development*, 26(4), 394-402.

HadiFazal, (2017) Effect of Emotional Intelligence on Investment Decision Making With a Moderating Role of Financial Literacy: China-USA Business Review, 16, (2), 53-62.

Huston, S. J. (2010). Measuring Financial Literacy. *Journal of Consumer Affairs*, 44 (2), 296-316.

Klapper, Leora, and Georgios A. Panos. (2011). Financial Literacy and Retirement Planning gave a Growing Youth Demographic: The Russian Case. CeRP Working Paper, No. 114/11.

Koti, K. (2019). Financial Literacy and its Impact on the Investment Decisions of Working Women. *Humanities & Social Sciences Reviews*, 7(6), 554-561.

Mark K. Y. (2017). An Exploratory Study of Investment Behavior of Investors. *International Journal of Engineering Business Management*, 9, 1-12.

Muttath, Biju Thomas (2018). Impact of Emotional Intelligence on Investment Decisions. *Journal of Management Research and Analysis*, 05 (01), 255-260.

Naser, Ezadine (2011). Effect of Emotional Intelligence on Portfolio Performance of Stakeholders Empirical Evidence from Iran. *Interdisciplinary Journal of Contemporary Research in Business*, 3(5), 201.

Pinjisakikool, Teerapong (2017). The Influence of Personality Traits on Households' Financial Risk Tolerance and Financial Behavior. *Journal of Interdisciplinary Economics*, 30 (1), 32-54.

Pirayesh, R. (2014). A Study on the Effect of Emotional Intelligence on Retail Investors' Behavior. *Management Science Letters*, 4(1), 43-48.

Raheja, Saloni and Dhiman, Babli (2020). How do Emotional Intelligence and Behavioral Biases of Investors determine their Investment Decisions? *Rajagiri Management Journal*, 14 (1), 35-47.

Rubaltelli, E., Agnoli, S., Rancan, M., and Pozzoli, T. (2015). Emotional Intelligence and Risk Taking in Investment Decision-Making. Padova, Italy: Department of Developmental and Socialization Psychology University of Padova.

Tanvir, Muhammad; Sufyan, Muhammad; Ahsan, Aitzaz (2016). Investor's Emotional Intelligence and Impact on Investment Decision. *International Journal of Academic Research in Economics and Management Sciences*, 5 (3), 12-28.

Thakkar Deep Kantilal (2013). Investor's Behavior Towards Share Investment in Kolhapur City. *Paripex - Indian Journal of Research*, 2(3), 190-193.

IMPACT OF INFORMATION TECHNOLOGY AGREEMENT OF THE WORLD TRADE ORGANIZATION ON THE PERFORMANCE OF INDIAN COMPUTER INDUSTRY

Kalpita Ray*

The Indian computer sector was completely liberalized in 2005 by reducing the tariff rate to zero as per the Information Technology Agreement (ITA). To promote the widespread use of information technology products, World Trade Organization (WTO) has given utmost importance towards trade liberalization by manifesting the ITA to distribute the gains from trade of Information technology products and penetrate the competition within the industry throughout the world. The capital requirement in the labour-intensive software sector is modest and flexible. This is because it provides the required services to the customers by standard packages under a dynamic business environment. On the contrary, computer hardware products, e.g. Semi-conductors (chips) and Integrated Circuit (IC) requires both fixed capital and human capital. In this context, scale economies resemble critical importance. For this cause, this paper has scrutinized both the hardware and software sector distinctly while studying the efficiency of the Indian Computer Industry as well as its competitiveness. We have applied Indian computer firms level data (both hardware and software) from 2000-01 to 2018-19. This paper concludes that the Indian computer sector is monopolistically competitive and cost-efficient.

Keywords: ITA, Scale Economies, Monopolistic Competition, Cost-Efficiency.

INTRODUCTION

India has abolished the tariff rate on IT products or computer components gradually during the period from 2000 to 2005 as per Information Technology Agreement (ITA) commitments. The objective of the ITA was to increase competition in the Information Technology industry by increasing trade through liberalising it fully. However, the effect of the ITA on our Indian computer industry should be studied as a healthy passage of time has passed after the implementation of the same in India.

The reduction of an artificial trade barrier of a nation, with a small market, leads to a globally expanded market. Under the pressure of foreign competition, the domestic suboptimal producers are a force to produce towards a minimally efficient scale. Hence, accomplishment in world competition brings opportunity by increasing efficiency in production, distribution, marketing, and management (Levit, 1983;

Tybout, et al., 1990). According to Gu et. al (2003), a reduction in tariff exposes firms to superior global competition, which tends to the withdrawal of the less efficient firms. The declining numbers of less-efficient firms increase the turnover of existing firms as well as productivity.

Tybout (2001) has supported that a reduction in tariff increases competition with detailed discussion. These are mark-ups that generally fall with import competition. Import-competing firms cut back their production levels when foreign competition strengthens in the long run due to sunk entry or exit costs which are important in the short run. Thus, inefficient large import-competing firms tend to contract gradually. Hence, introduction to foreign competition often improves intra-plant efficiency, and firms are intended to supply higher-quality products. Therefore, all the above works of literature have endorsed the notion that abolition of the tariff barrier simultaneously increases the

* Lecturer of Economics, Sister Nivedita University, Newtown, Kolkata, West Bengal, India

competitiveness of the domestic computer industry and also enhances their efficiency. The objective of the paper is to capture both the degree of competitiveness and efficiency of the Indian Computer Industry in the Information Technology Agreement regime.

The Information Technology Agreement originated to create competition in the computer industry by the abolition of tariffs on computer-related components and further boosting trading activities of the industry. However, according to Kallummal (2012) abolition of the tariff has no significant impact on competition in the Indian computer industry. As per his study, the concentration of the Indian computer industry increases with lower diversification during the posted tariff rationalization period. The probable reason is open to discussion in the following manner. Domestic firms may fail to produce optimal output at the minimum cost within the national industry because of the presence of either technical inefficiency or x-inefficiency and comparative disadvantage. The comparative disadvantage appears due to the national factor endowment and the input price for which the firm cannot produce at least cost.

Liberated domestic industry experiences a huge international market and can access the required input with low acquiring cost due to tariff rationalization. Thus, cost advantage in post-ITA may generate an optimal production unit thereby excluding the inefficient scale of the producer which operates in pre-ITA or within the tariff-protected market. Hence, a decrease in the effective rate of protection and rent-seeking activity by the domestic firm increases the scale efficiencies as well as export. Thus, the paper critically explores the jeopardized situation of both the competitive nature of the Indian Computer firms and its efficiency level due to exposure in the ITA regime (i.e.

complete elimination of tariff on a computer-related product).

Panzar and Rosse (P-R) (1987) applied P-R model, which offers a very modest approach to test empirically the market structure of an industry for competitiveness. This is because the information is available for cost and price rather than quantity of input. The inferences of the model are based on the "H-statistic", which is designed as the sum of the factor price elasticities generated from a reduced form of revenue function. Both the size and the sign of H-statistic are used to distinguish between the different market structures. Panzar and Rosse (1987) have shown that the value of H is negative for a neoclassical monopolist or collusive oligopolist, between 0 and 1 for a monopolistic competitor, and unity for a price-taking competitive supplier.

The paper also measures the firm-level efficiency of the Indian computer industry by applying the cost-efficiency measurement model of Coelli et al. (1998). Due to the availability of cost or factor price data, it is easier to measure the firm-level cost functions (rather than production functions) to investigate the cost efficiency of a domestic firm. Again, the stochastic frontier approach is defined as a parametric approach that recognizes the random error of data. On the contrary, a non-parametric methodology is used to estimate cost efficiency such as DEA (Data Envelopment Analysis) which cannot recognize the noise.

The results conclude that the Indian computer industry in the post ITA implementation period of the country is monopolistically competitive, and the Indian computer sector is cost-efficient. The efficient Indian computer industry support the fact that the objective of ITA to increase competition in the IT sectors is merely a myth (Kallummal, 2012). The paper proceeds as

follows: Methodology section discusses the models used in this study. Section entitled Data Sample describes about sample of the study and source of data collection. Estimation is discussed in Results and Discussion section and finally last section concludes this research paper.

METHODOLOGY

The two models used to analyse the data of this study are given below:

i) Competition model

Panzar and Rosse (1987) have used conventional notation to estimate the H statistics in the following manner. This can be represented through the following set of equations. Let, y be a vector of decision variables including output, prices, advertising expenditure, or quality levels, which affect the revenue of the firm. Then the revenue function of the firm is expressed as:

$$R = R(y, z)$$

We also assume z to be a vector of exogenous variables and being responsible for shifting revenue functions. Then the firm's cost function is expressed as:

$$c = c(y, w, t)$$

Where w : is a vector of m factor prices that are exogenous to the firm.

t is the vector of exogenous variables and is responsible for shifting the cost function.

A firm's profits can be expressed as:

$$\pi = R - c = \pi(y, z, w, t)$$

Let $y^0 = \arg\text{Max}_y \{\pi(y, z, w, t)\}$, where $y^0 = y(w_1, w_2, \dots, w_m)$

$$y^1 = \arg\text{Max}_y \{\pi(y, z, (1+h)w, t)\}, \quad y^1 = y((1+h)w_1, (1+h)w_2, \dots, (1+h)w_m)$$

With scalar $h \geq 0$

$$R^0 = R(y^0, z) = R^*(z, w, t)$$

$$R^1 = R(y^1, z) = R^*(z, (1+h)w, t)$$

R^* is the firm's reduced form revenue function. Then by definition,

$$(1) \quad R^1 - c(y^1, (1+h)w, t) \geq R^0 - c(y^0, (1+h)w, t)$$

$$\text{Or, } (2) R^1 - (1+h)c(y^1, w, t) \geq R^0 - (1+h)c(y^0, w, t)$$

As c , is a linearly homogeneous function of w .

$$\text{Or, } (3) R^0 - c(y^0, w, t) \geq R^1 - c(y^1, w, t)$$

Multiplying both sides with $(1+h)$, we get:

$$(4) (1+h)R^0 - (1+h)c(y^0, w, t) \geq (1+h)R^1 - (1+h)c(y^1, w, t)$$

Now by adding (1) + (4)

$$R^1 + (1+h)R^0 - (1+h)c(y^1, w, t) - (1+h)c(y^0, w, t) \\ \geq R^0 + (1+h)R^1 - (1+h)c(y^0, w, t) - (1+h)c(y^1, w, t)$$

$$\text{or, } R^1 - (1+h)R^0 \geq R^0 - (1+h)R^1$$

$$\text{or, } R^1 - (1+h)R^1 \geq R^0 - (1+h)R^0$$

$$\text{So we get, } -h(R^1 - R^0) \geq 0$$

$$\text{or, } (5)(R^1 - R^0)/h \leq 0$$

$$\text{Thus, } \{R(y^1, z) - R(y^0, z)\}/h \leq 0$$

For two factor prices the reduced form revenue equation becomes:

$$\frac{[R^*(1+h)w_1, (1+h)w_2] - R^*(w_1, w_2)}{h} \leq 0$$

The reduced form revenue equation is differentiable, so the above equation can be expressed as:

$$\frac{\partial [R^*(1+h)w_1, (1+h)w_2]}{\partial h} \leq 0$$

$$\text{or, } w_1 \frac{\partial [R^*(1+h)w_1, (1+h)w_2]}{h} + w_2 \frac{\partial [R^*(1+h)w_1, (1+h)w_2]}{h} \leq 0$$

Taking limit $h \rightarrow 0$ in the above equation, we get:

$$\lim_{h \rightarrow 0} \frac{\partial R^1}{\partial h} = \lim_{h \rightarrow 0} \left[w_1(1+h) \frac{\partial R^*(w_1, w_2)}{\partial w_1} + w_2(1+h) \frac{\partial R^*(w_1, w_2)}{\partial w_2} \right] \leq 0$$

$$\text{or, } w_1 \frac{\partial R^*}{\partial w_1} + w_2 \frac{\partial R^*}{\partial w_2} \leq 0$$

$$\text{or, } \frac{1}{R^0} \lim_{h \rightarrow 0} \frac{\partial R^1}{\partial h} = \frac{w_1}{R^*} \frac{\partial R^*}{\partial w_1} + \frac{w_2}{R^*} \frac{\partial R^*}{\partial w_2} \leq 0$$

$$\text{Therefore, } H = \sum w_i \left(\frac{\partial R}{\partial w_i} \right) / R^* \leq 0$$

The equations have proved that the sum of the factor price elasticities of monopolists reduced from the revenue equation must be non-positive. Similarly, we can prove that the value of the H statistic for a monopolistically competitive firm lies between zero and one, whereas for a perfect competition the value is equivalent to 1 (Martin, 2001).

ii) Efficiency Model

It is easier to measure the firm-level cost functions rather than production functions to investigate the cost efficiency of a firm. Again the cost data are easier to collect compared to input data. The principal advantage of the dual approach is the avoidance of the necessary use of the primal method. The input demand is derived from the dual optimal cost function by Shephard's Lemma. Therefore, an input can be stated as a function of output and the amount of input prices. The parameter of the dual cost function is estimated through stochastic frontier analysis. The stochastic frontier approach is defined as a parametric approach that recognizes the random error of data. On the contrary, the non-parametric methodology is used to estimate cost efficiency such as DEA which cannot recognize the noise.

The stochastic cost frontier of the firm is expressed as:

$$\ln(c_i) = c(y_i, w_i^2) + v_i + u_i$$

Where: v_i is a random error. v_i is independently and identically distributed and follows $N(0, \sigma_v^2)$. v_i is independent of u_i . u_i , a random error also independently and identically distributed. u_i follows half-normal distribution, truncated at 0, $N(0, \sigma^2)$. The u_i provide evidence on the level of cost-efficiency or allocative efficiency and overall economic efficiency (EE). This is calculated by the ratio between frontier minimum cost (with $u_i=0$) to observe the cost, which can be written as $EE_i = \exp(-u_i)$. The random error of the stochastic frontier model is estimated by MLE (Maximum Likelihood Estimation).

Log likelihood function in terms of the variance parameter, $\sigma_s^2 = \sigma^2 + \sigma_v^2$, $\gamma = \sigma^2 / \sigma_s^2$

Where $0 < \gamma < 1$

$$\ln(L) = -\frac{N}{2} \ln\left(\frac{\pi}{2}\right) - \frac{N}{2} \log(\sigma_s^2) + \sum_{i=1}^N \ln \left(1 - \Phi(Z_i) - \frac{1}{2\sigma_s^2} \sum_{i=1}^n (\ln c_i - c(y_i, w_i, \beta))^2\right)$$

Where,

$$Z_i = \frac{\ln c_i - c(y_i, w_i, \beta)}{\sigma_s} \sqrt{\frac{\gamma}{\gamma - 1}}$$

$\Phi(Z_i)$ is the distribution function of the standard normal random variable.

The ML estimates of β , σ_s^2 , γ are obtained by finding the maximum of the log-likelihood function.

The generalized likelihood ratio test requires estimating the model under both the null and alternative hypotheses. The null hypothesis is expressed as - $H_0: \gamma = 0$. This implies no cost inefficiency or allocative inefficiency is presented in the model. On the contrary, the alternative hypothesis is $H_1: \gamma > 0$. Whereas likelihood ratio is, $LR = -2\{\ln[L(H_0)/L(H_1)]\}$ where $L(H_0)$ and $L(H_1)$ are the values of the likelihood functions under the null (H_0) and alternative (H_1) hypothesis (Coelli, 1998).

DATA SAMPLE

The whole study is based on data from 37 software firms and 14 hardware firms. The data has been collected from the Prowess database of CMIE (Centre for Monitoring Indian Economy) from 2000-2001 to 2018-2019. These firms have been collected according to their classification under CMIE industrial classification. Initially, each firm from Prowess is recorded according to their main economic activity to the industry classification of CMIE. Then NIC (National Industrial Classification 2008) code is mapped to CMIE industry classification. Thus, the NIC code is indirectly mapped under the Prowess database. It can be said that every company in the Prowess database is mapped to the one code of the NIC that utmost appropriately replicates the main economic activity of the firm.

The sample of software firms is collected from the subhead of 'Software Services' under 'Information Technology' subtitle of CMIE industry classification. The collected firms also reflect the 'Providing Software Support and Maintenance to the Clients' head under NIC code 62013. The 5 digit code is a subclass under division 62 i.e. 'Computer Programming Consultancy and Related Activities'. Computer hardware firms are collected from 'data processing system and office equipment' which is the subhead of the 'electronic machinery' caption of CMIE industry classification. This head includes a computer system, microprocessor-based systems, data acquisition handling systems, computer peripherals, computer terminals, computer drives, and other computer peripherals. The computer hardware firms under this head reflect NIC division 26 i.e. 'Manufacture of computer electronic and Optical Products'. All the sample firms (both computer software and hardware) are public limited companies. Domestic and indigenous operating multinational firms are also included in the sample.

RESULTS AND DISCUSSION

i) Competition Model

The reduced-form revenue function is estimated from the following equation: the equation also measures the distribution of revenue income among the four factors of production, namely: labour, land, capital, and entrepreneur:

$$\ln R_i = \alpha + \beta_1 \ln W_{1i} + \beta_2 \ln W_{2i} + \beta_3 \ln W_{3i} + \beta_4 \ln W_{4i} + \gamma A_i + \epsilon \dots \dots \dots (5)$$

Here the independent variables are per unit prices of four factors of production. Price of labour: wages (W_1) and salaries, price of land: rent (W_2), price of capital i.e. dividend paid to shareholders who invest in a business (W_3), and price of an entrepreneur in terms of profit (W_4). The study considers gross fixed asset (A) as a control variable and per unit sales revenue as a dependent variable (R). To measure the elasticity of this econometric equation is used all the variables in per unit term. Due to the lack of data on employment, land, capital, and business owner, we have applied asset as a proxy variable to generate the price of per unit factor cost. The pulled data is measured by ordinary least square estimation.

For simplicity, equation 5 is modified in the following manner, where the value of β_1 in equation 7, represents the H statistics (Shaffer, 2004).

$$\ln R_i = \alpha + \beta_1 \ln W_{1i} + \beta_2 (\ln W_{2i} - \ln w_{1i}) + \beta_3 (\ln W_{3i} - \ln w_{2i}) + \beta_4 (\ln W_{4i} - \ln w_{3i}) + \gamma A_i + \epsilon \dots \dots \dots (6)$$

This equation implies,

$$\ln R_i = \alpha + (\beta_1 - \beta_2) \ln W_{1i} + (\beta_2 - \beta_3) \ln W_{2i} + (\beta_3 - \beta_4) \ln W_{3i} + \beta_4 \ln W_{4i} + \gamma A_i + \epsilon \dots \dots \dots (7)$$

Sum of factor price elasticity of reduced form revenue or H statistics is

$$\sum \beta_i = (\beta_1 - \beta_2) + (\beta_2 - \beta_3) + (\beta_3 - \beta_4) + \beta_4 = \beta_1$$

Thus the value of β_1 determines the competitive nature of the two sectors.

The econometric result (Table-1 to Table-4 in ANNEXURE) states that both the hardware and software industries are monopolistically competitive before the ITA implementation as well as after the agreement. This is because the Indian government had taken a computer liberalisation policy to support both the software and hardware sector before the ITA was introduced. The private company in the computer hardware sector also had allowed for producing their full capacity output by the delicensing policy in the post-liberalization period after 1991. All the companies covered under the study had begun their operation in India before the agreement came into existence. Thus the Information Technology Agreement generates nothing more impact on the Indian computer industry (Kullummal, 2012).

On the contrary, global trading became imbalanced for Indian computer products after the post tariff rationalization period. As well as Indian computer sector become a certain level of concentration in the post-agreement era. The probable reason behind the concentrated and imperfect market structure is the presence of consumer scale and scope economies in the Indian computer industry (Morris, 2002). The present study of the computer industry has not supported the neoclassical assumption of consumption. That is Individual utility is separated and does not depend on society's consumption. However, the utility of computer usage to an individual increases when he interacts using the same brand of product.

The consumption side economies of scale also arise due to avoidance of incompatibility between products (as most of the products such as operating system, machine, and application software are vertically restated) and lower learning cost of usage of new products. The suppliers always try to capture the consumption side scale and scope economies by charging a lower price to initial consumers. With the certainty of absorption and providing free compatibility with existing products, the supplier gradually captures the market with new technology. Due to this reason, the Indian computer industry still has certain market power and the computer industry is thereby monopolistically competitive.

ii) Efficiency Model

To examine whether the Indian computer industry produces an efficient output or not, the study has estimated the stochastic Cobb Douglas cost function as:

$$\ln \left(\frac{C_i}{W_i} \right) = \beta_0 + \beta_1 \ln (s_i) + \beta_2 \ln \left(\frac{r_i}{w_i} \right) + v_i + u_i$$

Where, c : total cost (wage+ imported raw materials + total raw materials + power and fuel), s : total sales, taken as a proxy variable of output, r : total interest payment, w : wages and salary. The results are compiled in Table-5 to Table-8 (See ANNEXURE). As per the study, Table-7 shows that with the value of $\beta_3=0$ i.e. H_0 is accepted. Thus, the fact is that Indian computer firms are cost-efficient. The cost-efficiency of 15 Indian computer firms has been shown in the following table (Table-8). This is due to the lack of data relating to the cost of capital, i.e. interest expenditure and dividend payment of all 51 computer firms during study periods of 2000 to 2018 to measure the cost efficiency of individual firms.

Among all 15 firms, the HCL Info System has shown larger efficiency than other computer firms during the post tariff rationalization period. This is because the indigenous firm which was established in 1976 provided more emphasis towards value generating capacity by focusing on advancements of technology and product development. These strategies have been making the firm high-end technology throughout the 1990s. The long-term advancement of the technology also penetrates the firm for its high-quality services and makes it one of the top five Indian IT players in the present decades (as per the annual report of HCL Infosystem).

On the contrary, we find that the elasticity between cost per wage and sales (β_1) is significant for both the measure of OLS and MLE estimation. Cost per wage and interest per wage (β_2) is significant in the OLS method but not for maximum likelihood estimation (Table 6). This result states that the elasticity between costs per wage to sale is positive. This is because as output increases cost also increases. Yet, the elasticity between costs per wage to interest per wage is insignificant. This is because if firms channelize more surpluses to pay external

debt financing (i.e. interest) then it adjusts its labour cost (i.e. wage). The wage is adjusted by paying less to employees or by employment flexibilities. Thus, the overall cost would not change.

CONCLUSION

The nature of competitiveness of the Indian computer industry in the post ITA implementation period of the country is monopolistically competitive. This implies that the objective of ITA to increase competition in the IT sectors is a myth (Kallummal, 2012) and is no longer valid for the Indian computer industry. The growth of the software, as well as the hardware sector, attracts a large number of firms in this sector. The presence of vast consumer and producer side scale and scope economies make the industry imperfectly competitive. The marginal cost of an additional unit for both hardware and software is small. For this reason, the industry is cost-efficient. The wage is adjusted by paying less to employees or by employment flexibilities.

According to Sen and Dasgupta (2009), this flexibility is mainly of four types. The first one is numerical flexibility which refers to the number of workers being adjusted according to the demand and technological innovation. Here, the firm sheds non-upgraded workers and hires temporary and contractual new labourers under this flexibility head. Contractual workers are easy to be terminated when the market situation is not favourable. The second one is functional flexibility. This is observed in established corporate houses. Large corporations engage their workers in multiple tasking due to continuous technology change. Some examples of this flexibility include job rotation, multi-tasking retraining, and internal mobility. The wage reduces in these firms due to this flexibility wherein the same labourers perform multitasking activities. For instance, several engineering students with MBA degrees do get more lucrative jobs than

in the computer industry. This is because the same workers perform varied managerial tasks with engineering work.

The *third* one is wage flexibility. The firm can adjust its employees' wages as per demand conditions and the market situation. This makes the firm more cost-competitive. If the wage is set by the workers and the labour union plays little role, then the labour market is cleared under this flexibility. The *fourth* one is temporal flexibility. Under this flexibility concept, labourers are experienced working in unfixed labour hours. The software worker who provides maintenance services to overseas clients faces flexible labour hours. The firm also pushes workers to work overtime due to this flexibility. This also affects the employment scenario. Due to the presence of these flexibilities wages can easily be adjusted according to the high rate of interest. For this reason, the elasticity between cost per wage and interest per wage is insignificant. The basic difference between workers and labourers is that the former is creator or developer whereas the latter involves muscles, nerves, and emotion to produce a commodity.

The computer industry contains both types of factors for its manufacturing unit hardware sector and service providing unit software sector. Thus, both words are used here for the same purpose in this context. The uniqueness comes from the demand side. Thus instead of production, consumption is the focus of most Indian 'computer' companies because initially, software producers imported hardware for integration purposes. Again utility of most computer users depends on the other user also using the same brand or not. Thus, the indigenous firms which are primarily assemblers of the kit rather than the manufacturer of computer components have supplied branded products to the domestic consumption as well as software exporters. Again it can supply the end product at a

lower price by the tariff abolition on computer products and components. Indirectly it benefits the domestic industry but in India, producers are not intended to invest in locally advanced technologies.

This is because those technologies are quickly and cheaply imported. Thus protected computer industry invests to generate advanced products in the native land. This was true when India had a lack of local production capabilities and had to depend on imports of outdated equipment from multinationals during the 1960s and 1970s (Heeks, 1995). The initial protection was needed at that point to build capabilities but beyond a certain point, a stimulant foreign technology and imports were required to reinforce and balance the domestic sector. From the above result and discussion, it can be concluded that ITA is another import liberalization policy to the country for the computer industry and not more than that.

No benefits are trickledown to computer workers. However, in the present context a decade later of the implementation of the ITA in India, the Indian computer sector is still imperfectly competitive though the industry is cost-efficient. Reduction in imported input cost due to elimination of tariff generates economies of scale to a firm by lowering its marginal cost and firms become cost-efficient. Indian computer industry still has certain market power due to consumption side scale and scope economies. This can be scrutinized as a part of further studies and research.

References

- Coelli, T. J.; Rao, D. S. P; Battese G. E. (1998). *An Introduction to Efficiency and Productivity Analysis*, Kluwer Academic Publishers, Boston, London.
- Gu W., Sawchuk G. and Whewell L. (2003). The Effect of Tariff Reductions on Firm Size and Firm Turnover in Canadian Manufacturing. *Review of World Economics*, 39 (3):440-459.
- Heeks, Richard (1995). Import Liberalisation and Development of Indian Computer Industry, *Economic and Political Weekly*, 30 (34), M82-M93.

Kallummal, M. (2012). Process of Trade Liberalisation under Information Technology Agreement (ITA, Indian Experience), Working Paper: CWSWP/200/3, Centre for WTO Studies, Indian Institute of Foreign Trade, New Delhi.

Levitt T. (1983). "The Globalization of Markets", Harvard Business Review, May 1983 Issue, <https://hbr.org/1983/05/the-globalization-of-markets>.

Martin, S. (2001). Competition Policy for High Technology Industries, *Journal of Industry, Competition and Trade*, 1, 441-465.

Morris, Sebastian (2002). Competition, Regulation, and Strategy in Industries with Consumer Side Scale and Scope Economies: An Essay in the Context of the Information Technology Industry, IIMA Working Papers WP2002-07-04, Indian Institute of Management Ahmedabad, Research and Publication Department.

Panzar, J.C. and J.N. Rosse, (1987) Testing for Monopoly Equilibrium, *Journal of Industrial Economics*, 35: 443-456.

Sen S. and Dasgupta B. (2009). Unfreedom and Waged Work: Labour in India's Manufacturing Industry, SAGE India publication.

Shaffer, S. (2004). Patterns of Competition in Banking, *Journal of Economics and Business*, 56: 287-313.

Tybout, James R. (2001). Plant- and Firm-Level Evidence on "New" Trade Theories, NBER Working Paper No. 8418, National Bureau of Economic Research, Cambridge.

Tybout, Melo, and Corbo (1990). The Effects of Trade Reforms on Scale and Technical Efficiency: New Evidence from Chile. WPS 481, Policy, Research, and External Affairs Working Paper of Trade Policy Country Economics Department, The World Bank.

ANNEXURES

Table-1: System Estimation Results of Hardware Sector

Year	A	β_1	β_2	β_3	β_4	Y
2000-2004	1.924** (0.135)	0.839** (0.060)	-0.049 (0.068)	-0.043 (0.054)	0.024 (0.032)	0.399** (0.051)
2000-2005	1.968** (0.129)	0.853** (0.056)	-0.016 (0.066)	-0.024 (0.053)	0.031 (0.033)	0.367** (0.049)
2000-2006	1.900** (0.180)	0.863** (0.078)	0.033 (0.088)	0.011 (0.073)	0.015 (0.043)	0.381** (0.068)
2000-2007	1.899** (0.205)	0.885** (0.088)	0.069 (0.093)	0.036 (0.078)	0.002 (0.051)	0.383** (0.077)
2000-2008	1.963** (0.191)	0.901** (0.081)	0.104 (0.080)	0.066 (0.068)	0.036 (0.047)	0.347*** (0.072)
2000-2009	1.979** (0.180)	0.910** (0.076)	0.129 (0.069)	0.092 (0.060)	0.053 (0.044)	0.333** (0.067)
2000-2010	1.978** (0.172)	0.902** (0.071)	0.119 (0.063)	0.080 (0.055)	0.053 (0.042)	0.331** (0.063)
2000-2011	1.957** (0.162)	0.895** (0.067)	0.109 (0.058)	0.080 (0.051)	0.060 (0.040)	0.328** (0.060)
2000-2012	1.910** (0.155)	0.883** (0.064)	0.092 (0.055)	0.078 (0.048)	0.0064 (0.038)	0.331** (0.057)
2000-2013	1.877** (0.149)	0.871** (0.062)	0.078 (0.052)	0.074 (0.046)	0.063 (0.035)	0.331** (0.055)
2000-2014	1.893** (0.145)	0.884** (0.061)	0.069 (0.050)	0.069 (0.044)	0.069 (0.034)	0.316** (0.053)
2000-2015	1.897** (0.141)	0.892** (0.059)	0.068 (0.048)	0.074 (0.043)	0.076 (0.032)	0.306** (0.051)
2000-2016	1.901** (0.138)	0.895** (0.059)	0.064 (0.047)	0.072 (0.042)	0.074 (0.031)	0.295** (0.050)
2000-2017	1.903** (0.145)	0.894** (0.061)	0.067 (0.048)	0.073 (0.043)	0.065 (0.035)	0.305** (0.051)
2000-2018	1.910** (0.155)	0.891** (0.062)	0.065 (0.044)	0.0721 (0.042)	0.071 (0.031)	0.317** (0.053)

Source: Authors own calculation, ** Indicates significance at 1% level. The values in parentheses represent the standard errors.

Table-2: Test of the Market Structure of the Hardware Sector

Value of H statistics	Perfect competition	Monopoly	Monopolistic competition
2000-2004	Rejected	Rejected	Accepted
2000-2005	Rejected	Rejected	Accepted
2000-2006	Rejected	Rejected	Accepted
2000-2007	Rejected	Rejected	Accepted
2000-2008	Rejected	Rejected	Accepted
2000-2009	Rejected	Rejected	Accepted
2000-2010	Rejected	Rejected	Accepted
2000-2011	Rejected	Rejected	Accepted
2000-2012	Rejected	Rejected	Accepted
2000-2013	Rejected	Rejected	Accepted
2000-2014	Rejected	Rejected	Accepted
2000-2015	Rejected	Rejected	Accepted
2000-2016	Rejected	Rejected	Accepted
2000-2017	Rejected	Rejected	Accepted
2000-2018	Rejected	Rejected	Accepted

Accepted at 1% level of significance

Table-3: System Estimation Results of Software

year	A	β_1	β_2	β_3	β_4	Y
2000-2004	1.042*** (0.096)	0.506*** (0.059)	0.142 (0.055)	0.058 (0.050)	0.145*** (0.038)	0.592*** (0.057)
2000-2005	1.000*** (0.088)	0.525*** (0.054)	0.118 (0.048)	0.038 (0.044)	0.129*** (0.033)	0.572*** (0.053)
2000-2006	0.994*** (0.083)	0.553*** (0.049)	0.111* (0.044)	0.042 (0.041)	0.121*** (0.029)	0.534*** (0.051)
2000-2007	0.988*** (0.077)	0.568*** (0.045)	0.105* (0.039)	0.046 (0.037)	0.105*** (0.026)	0.512*** (0.047)
2000-2008	0.980*** (0.072)	0.568*** (0.043)	0.107** (0.036)	0.061 (0.034)	0.105*** (0.024)	0.500*** (0.045)
2000-2009	0.974*** (0.069)	0.559*** (0.040)	0.098** (0.034)	0.065 (0.032)	0.099*** (0.024)	0.492*** (0.042)
2000-2010	0.962*** (0.064)	0.560*** (0.037)	0.093** (0.032)	0.065 (0.030)	0.097*** (0.022)	0.485*** (0.039)
2000-2011	0.959*** (0.060)	0.562*** (0.034)	0.093** (0.030)	0.067 (0.028)	0.098*** (0.020)	0.480*** (0.036)
2000-2012	0.954*** (0.056)	0.568*** (0.031)	0.091*** (0.028)	0.067* (0.026)	0.096*** (0.019)	0.471*** (0.032)
2000-2013	0.983** (0.052)	0.589*** (0.028)	0.107*** (0.026)	0.085*** (0.024)	0.103*** (0.018)	0.447*** (0.029)
2000-2014	1.020*** (0.049)	0.616*** (0.026)	0.125*** (0.025)	0.104*** (0.023)	0.114*** (0.017)	0.416*** (0.027)
2000-2015	1.047*** (0.046)	0.640*** (0.024)	0.130*** (0.023)	0.109*** (0.021)	0.111*** (0.016)	0.387*** (0.024)
2000-2016	1.058*** (0.044)	0.652*** (0.022)	0.132*** (0.021)	0.113*** (0.019)	0.113*** (0.015)	0.372*** (0.023)
2000-2017	1.021*** (0.048)	0.615*** (0.024)	0.135*** (0.022)	0.114*** (0.020)	0.104*** (0.013)	0.406*** (0.021)
2000-2018	1.068*** (0.042)	0.602*** (0.021)	0.122*** (0.020)	0.123*** (0.018)	0.123*** (0.011)	0.362*** (0.022)

Source: Authors own calculation *and ** and *** Indicate significance at 10%, 5% and 1 % level respectively. The values in parentheses represent the standard errors.

Table-4: Test of the Market Structure of the Software Sector

Value of H	Perfect competition	Monopoly	Monopolistic competition
2000-2004	Rejected	Rejected	Accepted
2000-2005	Rejected	Rejected	Accepted
2000-2006	Rejected	Rejected	Accepted
2000-2007	Rejected	Rejected	Accepted
2000-2008	Rejected	Rejected	Accepted
2000-2009	Rejected	Rejected	Accepted
2000-2010	Rejected	Rejected	Accepted
2000-2011	Rejected	Rejected	Accepted
2000-2012	Rejected	Rejected	Accepted
2000-2013	Rejected	Rejected	Accepted
2000-2014	Rejected	Rejected	Accepted
2000-2015	Rejected	Rejected	Accepted
2000-2016	Rejected	Rejected	Accepted
2000-2017	Rejected	Rejected	Accepted
2000-2018	Rejected	Rejected	Accepted

Source: Authors own calculation

Table-5: OLS Estimation

Parameter	Coefficient	Standard error
β_0	0.213	0.113
β_1	0.790**	0.238
β_2	0.668**	0.231

=significant at 5 % level ($p < 0.05$)Table-6: Maximum Likelihood Estimation**

Parameter	coefficient	Standard error
β_0	0.21	0.37
β_1	0.790**	0.238
β_2	0.194	0.309

=significant at 5 % level ($p < 0.05$)Table-7: LR Test of the Hypothesis of Parameters of Static Cost Frontier Model**

Null hypothesis	Test statistics	Critical value	Decision
$\gamma = 0$	0.146	$X^2_{14,0.999} = 4.66$	Accept H_0

Source: Author's calculation

Table-8: Cost Efficiency of 15 Indian Computer Firms

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
2000	0.10603	0.1213	0.1041	0.61204	0.10114	0.1275	0.1361	0.106	0.1066	0.1048	0.1454	0.1067	0.4313	0.2733	0.4381
2001	0.1027	0.14	0.1039	0.1282	0.1011	0.1464	0.1129	0.1991	0.1038	0.1077	0.1271	0.1073	0.4878	0.3942	0.4666
2002	0.1022	0.1209	0.1033	0.2488	0.1015	0.1506	0.1176	0.1091	0.1049	0.1078	0.1187	0.1365	0.5749	0.3502	0.4531
2003	0.1029	0.113	0.1039	0.1022	0.1014	0.12001	0.1313	0.1293	0.1047	0.1085	0.1204	0.1228	0.298	0.38	0.5458
2004	0.1022	0.1134	0.1024	0.1117	0.1013	0.1146	0.1076	0.1368	0.1053	0.106	0.1215	0.1042	0.5739	0.432	0.8939
2005	0.1018	0.1141	0.1027	0.1052	0.1045	0.1147	0.1084	0.1467	0.1154	0.1059	0.1143	0.1061	0.4908	0.4615	0.942
2006	0.1019	0.115	0.1025	0.1018	0.1034	0.1231	0.1067	0.1067	0.1126	0.1073	0.1101	0.1028	0.106	0.4236	0.9701
2007	0.1019	0.1113	0.1026	0.1018	0.1034	0.1228	0.1107	0.1072	0.1107	0.1076	0.1114	0.1055	0.1056	0.4539	0.8092
2008	0.1014	0.1089	0.1025	0.6517	0.103	0.1229	0.1324	0.1054	0.1063	0.1096	0.1123	0.1029	0.1059	0.4402	0.7548
2009	0.1014	0.1059	0.1027	0.6962	0.103	0.1114	0.1073	0.1044	0.1071	0.1055	0.1146	0.1024	0.106	0.3888	0.6858
2010	0.1012	0.1096	0.1028	0.2688	0.1039	0.1182	0.129	0.1043	0.106	0.1079	0.1125	0.1025	0.1067	0.5679	0.6601
2011	0.101	0.1053	0.1025	0.1129	0.1103	0.1108	0.1075	0.1053	0.1061	0.1048	0.112	0.1026	0.1011	0.5726	0.461
2012	0.1012	0.1058	0.1024	0.104	0.1115	0.1106	0.1067	0.1033	0.1081	0.1041	0.1073	0.1026	0.101	0.4938	0.4101
2013	0.1012	0.1051	0.1023	0.105	0.1086	0.1116	0.1127	0.1105	0.1052	0.1037	0.109	0.1026	0.1009	0.4525	0.3489
2014	0.1011	0.1073	0.1022	0.1036	0.1074	0.1079	0.1091	0.1101	0.1057	0.1034	0.1074	0.1025	0.1008	0.5977	0.3218
2015	0.1012	0.1075	0.1022	0.1033	0.1	0.108	0.1309	0.105	0.1046	0.1033	0.1081	0.1028	0.1062	0.3953	0.1021
2016	0.1011	0.1079	0.1023	0.1037	0.1001	0.1075	0.1144	0.1062	0.1075	0.1036	0.1066	0.1027	0.1068	0.3944	0.3032
2017	0.1012	0.1058	0.1024	0.104	0.1115	0.1106	0.1067	0.1033	0.1081	0.1041	0.1073	0.1026	0.101	0.4938	0.4101
2018	0.1012	0.1051	0.1023	0.105	0.1086	0.1116	0.1127	0.1105	0.1052	0.1037	0.109	0.1026	0.1009	0.4525	0.3489

Source: Authors own calculation

IMPACT OF WEB SPACE ADVERTISEMENTS ON BUSINESS SUSTAINABILITY

Shiney Chib*, Chitralkha Potnis**

Digitalization unfolds many advantages and at the same provides challenges also. It has made the business environment highly volatile and challenging, due to the fast advancement. Companies are experimenting with a series of initiatives to implement sustainable innovation in their value chain. The selection of the right advertising channels and effective advertising campaign plays a very prominent role in the success of the company in this VUCA environment. This paper explored the various determinants of effective web space advertisements. The introductory part of this paper dealt with the impact of digitization on trade and how it led to business and environmental sustainability.

Keywords: E-advertisements, VUCA Environment, Sustainability

INTRODUCTION

In recent years the terminology 'VUCA' is gaining popularity, as it covers the different dimensions of the 'uncontrollable' environment. VUCA stands for Volatile, Uncertain, Complex, and Ambiguous. The business world has become highly challenging due to the VUCA environment and digitalization. Big players are not facing, that many issues compared to small and medium scales businesses. In the case of small and medium scales businesses, due to limited capital and other resources, they are unable to compete with the big parties. Digitalization is another parameter that is making the business environment further competitive.

The internet offers varieties of advertising options to marketers. As per the views of the Interactive Advertising Bureau (2009), 70 percent of total advertising revenue comes from digital advertisements. This study dealt with the exploration of the various determinants which led to webspace advertisement effectiveness. To collect the primary data, 400 questionnaires were administered. Out of 400, only 365 were fully filled and accepted, rest of the questionnaire was discarded. Hence the response rate was 91 percent. The graph below depicts the growth of e-commerce share of total global retail sales from 2015 to 2021 it shows continuous growth.

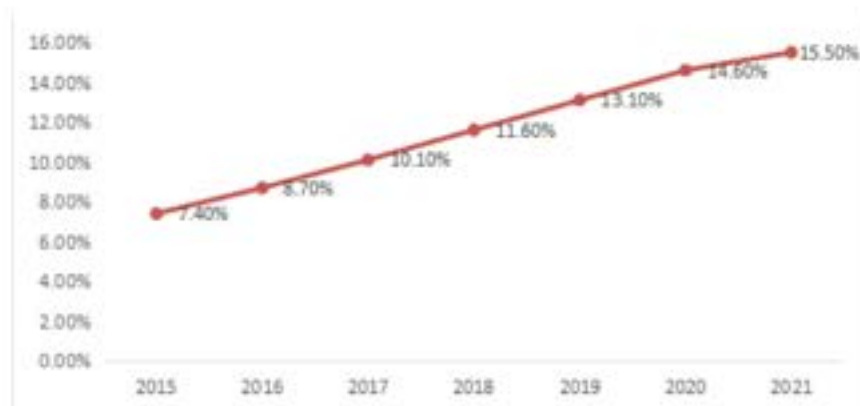


Figure-1 : E-commerce Share of Total Global Sales

Source: <https://www.statista.com/statistics/534123/e-commerce-share-of-retail-sales-worldwide/>

* Director, Datta Meghe Institute of Management Studies, Nagpur, India.

** President, Peel College of Professional Studies, Mississauga, Ontario, Canada.

Retail e-commerce is growing steadily and this pandemic situation is complementing it. Statistics show retail e-commerce accounted for 7.4 percent in 2015 which contribute more

than USD 1.5 trillion to the global retail trade. Predicted figures for 2021 are 15.5 percent and more than USD 4.4 trillion.



Figure-2 : Sales in Billion US Dollars

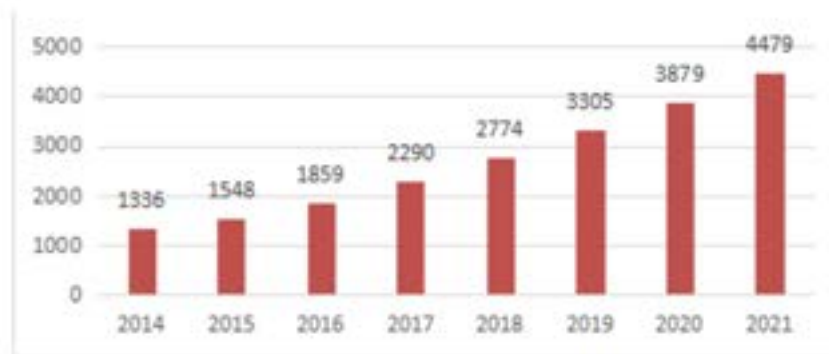


Figure-3 : Retail E-commerce Sales Worldwide

Source: <https://www.statista.com/statistics/379046/worldwide-retail-e-commerce-sales/>

The momentum in the usage of smartphones has given a boost to the popularity and usage of online shopping. Marketers have already realized the vital role of online advertisement in the branding and promotion of their business. Companies are preferring online advertisements in place of print media, due to the benefits it is offering. This situation is

compelling companies to allocate more budget for webspaces advertisements. The graph below depicts the growth of digital advertising expenditure worldwide and the graph shows a continuous growth in it. In 2010 it was, 66.13 percent which reached 272.8 percent in 2020.

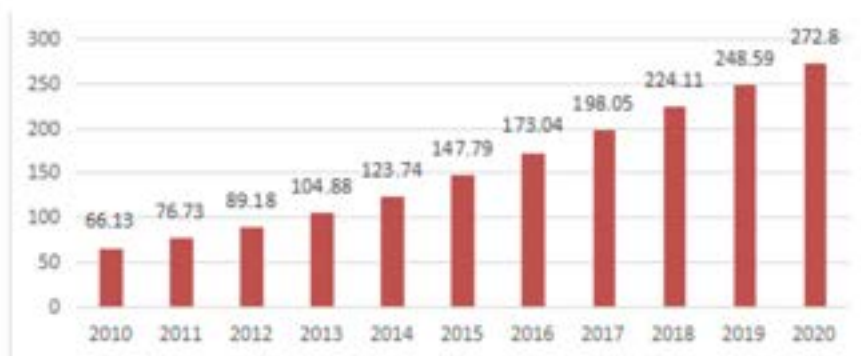


Figure-4 : Digital Advertising Expenditure Worldwide

Source: <https://www.statista.com/statistics/273717/global-internet-advertising-expenditure/>

REVIEW OF LITERATURE

Web advertising is described as a type of advertising that uses the Internet to deliver information about products or services through an interactive interface, allowing advertisers to tailor their customers and gain brand awareness and loyalty. According to Bauer and Greyser (1968) perceived sincerity was one of the primary perceptual aspects underlying the American public's reactions to advertising in general. It seems logical to anticipate that consumers' overall judgments of credibility would influence their evaluations of a specific ad's credibility in some way. Andrews, J. C. (1989) indicated separate economic and social belief dimensions based on multiple sample groups, who may be more favorable to advertising in general, and predicted institutional differences on social belief items.

According to Alwitt and Prabhaker (1994), the marketer is better able to develop the right and suitable communication strategies for creating, changing, and reinforcing positive attitudes toward web advertising by understanding the beliefs that underpin local Internet users' evaluation of web advertising and the importance of various attributes or consequences. As a result, to make the most of the new medium, marketers must first understand how customers view the Web as a source of advertising, as media perceptions influence attitudes toward specific advertisements. According to Aziz et al. (2010), online space advertising is the most sought-after media by businesses since it incorporates the usage of the Internet and reaches a large audience. There has been an exponential increase in the growth of online advertising since the early 1990s. It has developed as a very promising source for maximizing visibility, increasing sales, and establishing a strong brand. It is

advantageous to both the seller and the buyer. Web advertising is frequently regarded as deceitful, half-truths, and accused of evading consumers' rational decision-making by crafting messages based on consumers' sensitivity, according to the report.

OBJECTIVES OF THE STUDY

- To explore the determinants of web space advertisement effectiveness.
- To understand the role of demographic variables on online purchase.

HYPOTHESIS

H_{01} : There is no influence of demographic variables on online shopping.

PROPOSED METHODOLOGY

Development of Instrument: A questionnaire, with 37 questions was designed to collect the primary data and it included the following.

Demographic variables	4
Internet usage questions/statements	3
Questions related to web space advertisements	30
Total Questions/Statements	37

In order to ensure the reliability of the developed questionnaire, a reliability test was conducted and the value of Cronbach Alpha obtained was 0.921. Any value above 0.7 is considered reliable. Table-1 (see Annexure) demonstrates the demographic profiling of the respondents. Demographic variables included gender, age, qualification, and monthly household income. Out of 365

respondents, 351 respondents uses the internet daily and the percentage was 96.16 percent. 89.6 percent of respondents have done online shopping in the past remaining 10.4 percent, don't have done online shopping. 32.4 percent of respondents use the internet for searching information, 2.9 percent for entertainment, 26.5 percent for shopping, and 38.2 percent for all-purpose, namely information search, entertainment, and shopping.

RESULTS

An independent t-test was used to test the framed hypothesis. Result obtained showed (Table-2) demographic factors like age, gender, education, occupation, and monthly income does not have any role in online shopping. In all the cases, the obtained significance level is more than 0.05. Test says, there is sufficient evidence to accept the null hypothesis (Table-2). Interpretation is demographic variables have no role in deciding online shopping.

Exploratory Factor analysis was conducted in order to explore the various dimensions affecting Webspaces Advertisement Effectiveness. For extraction, items having Eigenvalue more than 1. In order to confirm the adequacy of the data set Kaiser-Meyer-Olkin (KMO) and Bartlett's Test was carried out (Table-3). KMO score obtained was 0.909 which is more than the recommended value of 0.5. It satisfies the set Kaiser-Meyer-Olkin (KMO) and Bartlett's Test. It means the sample is sufficient enough to conduct factor analysis. Communalities and Percent of Variance are given in the table-4 and table-5 in the Annexure.

In total 30 items were considered for the study and the items were converged into seven factors. The researcher has every freedom to assign names to each factor.

Factor No.	No. of Items	Factor Name
Factor-1	6	Informativenss
Factor-2	5	Usefulness
Factor-3	4	Entertainment
Factor-4	5	Inconvenience
Factor-5	4	Communication Benefits
Factor-6	3	Buying Influence
Factor-7	3	Credibility

Figure-5 : Showing Identified Factors

Source : Compiled by Authors

As per the result of the Exploratory Factor Analysis, the Total variance explained was 70.312 percent for 7 factors (Figure-5). It means 70.312 percent of the variance was observed in web space advertisement effectiveness due to the 7 factors explored in this study. These factors are discussed below.

The factor-1 titled 'Informativeness' comprised of six items. It covers 14.032 percent of the variance. All six items are showing an item load of 0.628 or more. This factor is representing the informativeness of web space advertisements.

VAR005	Easy access to information	.809
VAR006	Convenience to use	.785
VAR004	Good source of updated information	.774
VAR003	Provides timely information.	.725
VAR001	Provides reliable information	.671
VAR002	Provides relevant information	.628

Figure-6: Factor-1: Informativeness

Source: Compiled by Authors

The factor-2 titled 'Usefulness' comprised of five items. It covers 11.01 percent of the variance. All five items are showing an item load of 0.544 or more. This factor is representing the usefulness of web space advertisements.

VAR026	It satisfies my information search	.749
VAR024	helps in taking purchase decision	.724
VAR025	Plays vital role in creating awareness	.691
VAR00027	Plays a major role in building consumer attitude	.589
VAR00023	Provides data to formulate product/services perception.	.544

Figure-7: Factor-2: Usefulness

Source: Compiled by Authors

The factor-3 titled 'Entertainment' comprised of four items. It covers 10.036 percent of the variance. All four items are showing an item load of 0.730 or more. This factor is representing the entertainment part of web space advertisements.

VAR00009	Online Adv. are enjoyable in nature	.834
VAR00010	Online Adv. are interesting to watch	.782
VAR00008	It provides pleasing experience to me.	.761
VAR00007	They are of entertaining nature.	.730

Figure-8: Factor-3: Entertainment

Source: Compiled by Authors

The factor-4 titled 'Inconvenience' comprised of five items. It covers 9.891 percent of the variance. All five items are showing an item load of 0.690 or more. This factor is representing the inconvenience possibilities of web space advertisements.

VAR00012	Affects internet continuity.	.839
VAR00011	Repetitive nature results in irritation.	.756
VAR00014	Due to its disturbing nature, I have lost interest in internet usage.	.742
VAR00013	These ads consume so much constructive time	.741
VAR00015	Pop-ups disturbs me in accomplishing my task	.690

Figure-9: Factor-4: Inconvenience

Source: Compiled by Authors

The factor-5 titled 'Communication Benefits' comprised of four items. It covers 9.628 percent of the variance. All four items are showing an item load of 0.672 or more. This factor is representing the communication benefit of web space advertisements.

VAR00020	It ensures user involvement	.749
VAR00021	Communication experience is good.	.735
VAR00022	Extraction of customized information is easy.	.696
VAR00019	It ensures two way communication	.672

Figure-10: Factor-5: Communication Benefits

Source: Compiled by Authors

The factor-6 titled 'Buying Influence' comprised of four items. It covers 8.062 percent of the variance. All three items are showing an item load of 0.664 or more. This factor is representing the buying influence characteristic of web space advertisements.

VAR00029	Advertisement with schemes me to switch my brand	.874
VAR00028	Schemes encourage me to change my product/service choice	.867
VAR00030	Online advt. motivates me for impulsive buying	.664

Figure-11: Factor-6: Buying Influence

Source: Compiled by Authors

The factor-7 titled 'Credibility' comprised of four items. It covers 8.062 percent of the variance. All three items are showing an item load of 0.730 or more. This factor is representing the credibility of web space advertisements.

VAR00017	Credibility of online advt.	.820
VAR00018	I think the information provided in Online advertisements are reliable	.767
VAR00016	Online advt. are trustworthy	.730

Figure-12: Factor-7: Credibility

Source: Compiled by Authors

CONCLUSION

Company's opting for digital media, for Branding and Brand visibility need to focus on the above seven factors while planning their promotional campaign. When the whole world is focusing on environmental sustainability a lot, messages with environment care and other social messages will yield mileage to the company. Nowadays, many companies promote their respective products by propagating social messages or by contributing some percentage of the price towards women's health hygiene, girl child education, upliftment of rural area, etc. This not only showcase the social orientation of the company but also develops a positive attitude among the customers' minds towards the company and towards the product.

Hence, webspace advertisement will be effective, if and only if, it is planned very

strategically, by analyzing each parameter related to it. As per the result of the Exploratory Factor Analysis, the Total variance explained was 70.312 % and 7 dimensions. It means that there are 29.688 % hidden factors, which need to be further identified and explored, for resulting webspace advertisement effectiveness.

References

- Alwitt, L. F. and Prabhaker, P. R. (1994). Identifying who dislikes television advertising: Not by demographics alone. *Journal of Advertising Research*, 34 (6), 17-39.
- Andrews, J. C. (1989). The Dimensionality of Beliefs Toward Advertising in General. *Journal of Advertising*, 18 (1), 26-32.
- Aziz, N.A., A.azmi, and M.Ariffin (2010). Exploring Consumer Attitudes towards Web Advertising and its Influence on Web ad Usage in Malaysia. *Journal Pengurusan*, 31: 55-63
- Bauer, R. A., and Greyser, S. A. (1969). Advertising in America: The Consumer View. *Michigan Law Review*, 67 (4), 874-880.

Webliography

- Interactive Advertising Bureau (2009). World wide Social Network Ad Spending, 2009. http://www.iab.net/insights_research/530422/1675804264.

ANNEXURES

Table-1: Demographic Analysis		
Demographic Data	N=365	%
Age		
20-25	126	34.52
26-30	127	34.79
31-35	32	8.77
36-40	35	9.59
41-45	29	7.95
46-50	9	2.47
Above 50	7	1.92
	365	100
Gender		
Male	201	55.07
Female	164	44.93
	365	100
Education		
Under Graduate	41	11.23
Graduate	179	49.04
Post Graduate	106	29.04
Doctorate	39	10.68
	365	100
Occupation		
Private service	129	35.34
Govt. service	65	17.81
Self employed	34	9.32
Business	81	22.19
Others	56	15.34
	365	100
Monthly Income		
Less than 50000	75	20.55
500001-60000	72	19.73
60001- 70000	68	18.63
70001-80000	39	10.68
80001-90000	32	8.77
90001-100000	26	7.12
Above 100000	53	14.52
	365	100

Table-2: Independent Samples t-Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Gender	Equal variances assumed	.008	.930	-.045	348	.964	-.00294	.06540	-.1315	.1259
	Equal variances not assumed			-.045	114.710	.964	-.00294	.06561	-.1329	.1272
Age	Equal variances assumed	3.372	.067	1.419	348	.157	.28153	.19845	-.1087	.6714
	Equal variances not assumed			1.534	129.112	.128	.28153	.18354	-.0816	.6447
Education	Equal variances assumed	.023	.880	.043	348	.965	.00470	.10813	-.2079	.2178
	Equal variances not assumed			.044	118.373	.965	.00470	.10600	-.2052	.2140
Occupation	Equal variances assumed	.001	.972	.701	348	.484	.14424	.20578	-.2604	.5488
	Equal variances not assumed			.704	115.829	.483	.14424	.20494	-.2616	.5501
Income	Equal variances assumed	1.783	.183	.878	348	.380	.26263	.29897	-.3253	.8506
	Equal variances not assumed			.915	121.917	.362	.26263	.28707	-.3056	.8309

Table-3: KMO Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sample Adequacy	0.909
Approx. Chi-Square	6718.213
Bartlett's Test of Sphericity df	435
Significance	0.000

Table-4: Communalities

	Initial	Extraction
VAR001	1.00	.744
VAR002	1.00	.657
VAR003	1.00	.713
VAR004	1.00	.748
VAR005	1.00	.723
VAR006	1.00	.740
VAR007	1.00	.667
VAR008	1.00	.718
VAR009	1.00	.831
VAR010	1.00	.774
VAR011	1.00	.626
VAR012	1.00	.724
VAR013	1.00	.580
VAR014	1.00	.617
VAR016	1.00	.571
VAR017	1.00	.641
VAR018	1.00	.762
VAR019	1.00	.746
VAR020	1.00	.595
VAR021	1.00	.697
VAR022	1.00	.730
VAR023	1.00	.681
VAR024	1.00	.633
VAR025	1.00	.700
VAR026	1.00	.751
VAR027	1.00	.739
VAR028	1.00	.594
VAR029	1.00	.656
VAR030	1.00	.885
VAR031	1.00	.849

Table-5: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.574	35.246	35.246	10.574	35.246	35.246	4.210	14.032	14.032
2	3.198	10.659	45.905	3.198	10.659	45.905	3.303	11.010	25.042
3	2.072	6.907	52.812	2.072	6.907	52.812	3.011	10.036	35.078
4	1.632	5.438	58.251	1.632	5.438	58.251	2.967	9.891	44.969
5	1.388	4.627	62.878	1.388	4.627	62.878	2.888	9.628	54.597
6	1.209	4.031	66.908	1.209	4.031	66.908	2.418	8.060	62.657
7	1.021	3.404	70.312	1.021	3.404	70.312	2.297	7.655	70.312
8	.764	2.545	72.857						
9	.746	2.487	75.344						
10	.642	2.139	77.484						
11	.609	2.029	79.513						
12	.561	1.869	81.382						
13	.499	1.663	83.045						
14	.479	1.595	84.641						
15	.455	1.516	86.157						
16	.431	1.438	87.595						
17	.388	1.294	88.889						
18	.367	1.224	90.113						
19	.343	1.143	91.256						
20	.322	1.075	92.331						
21	.316	1.053	93.384						
22	.287	.958	94.341						
23	.279	.930	95.271						
24	.262	.874	96.146						
25	.242	.808	96.953						
26	.222	.741	97.694						
27	.213	.709	98.403						
28	.187	.623	99.026						
29	.149	.497	99.523						
30	.143	.477	100.000						

INDIAN APPAREL RETAILERS: CHALLENGES AND IMPACT OF COVID-19

Neha Garg*, Tarak Paul**

In recent years, the Indian apparel retail industry has seen captivating changes and difficulties. COVID-19 pandemic has spread rapidly in the world affecting the health and economy since past two years. The unprecedented crisis has escalated its impact on the apparel store retailers who were already grappling with challenges. The apparel brick-and-mortar retailers across the globe have been forced to shut down their doors during the fashion and festive season, which resulted in expediting the shift towards online shopping and huge business loss. The paper aims to study the challenges faced by the Indian Apparel Retailers and the impact of the COVID-19 pandemic on the retailers. The smart retail players are devising new survival strategies to face all the challenges and reposition themselves. The presumption regarding the period for the recovery of this pandemic is highly uncertain and the retailers have begun to adapt themselves to the new normal.

Keywords: Apparel Store Retailers, Challenges, Coronavirus, Impact, Survival Strategies, Indian Apparels

INTRODUCTION

The Indian textile and apparel industry is globally the second largest exporter with 7 percent contribution to industrial production. (IBEF, 2020). The modern retailing Industry in India can be reflected by huge complexes and multiplex shopping malls where everything is available under one roof. At present, the whole world is facing serious repercussions created by the outbreak of COVID-19. This deadly virus has spread very fast covering a wide range of geographical areas across the world. Seeing its universality, it was declared as a pandemic by the World Health Organisation at the end of January 2020. From travel restrictions to self-quarantine, measures have been taken to subside the spread of COVID-19.

It has ravaged the economy of the whole world. Every sector is suffering from serious adverse impacts. The outbreak has taken a hit at the global fashion retailers. The pandemic and the subsequent lockdown

have squeezed the Indian apparel industry. The retailers are facing tremendous challenges during this time. With all the attention grabbed rightfully by the health and essentials sector, the apparel industry is put in a halt mode. People are least bothered about the apparels currently.

Stocking up of food and medicine is their primary concern. Moreover, fashion is honored in a joyful environment where people can mingle with family and friends (Dundoo, 2020). The lockdown and fear of COVID-19 have bound the people to stay in their homes and have restricted them from shopping for special occasions and festivals (Lamba, 2020). This has deeply disappointed the retailers as most of them depend on the festive and wedding season to boost their profits.

The pandemic health emergency is also an economic emergency that has raised queries about the recovery of the business and customers' expectations post complete

* Ph.D. Scholar, Department of Commerce, Assam Royal Global University, Guwahati.

** Assistant Professor, Department of Commerce, Assam Royal Global University, Guwahati.

lockdown. The decision of holding back the stock for 2021 or holding a season-end sale has again started buzzing off the retailers as the lockdown has started to ease in many countries. Shoppers are hesitating to come in contact with or take trials of the apparels post lockdown. The retailers will need to adopt proper methods of sanitizing the garments and the store for the quick retrieval of the customers. Communication needs to be more powerful as the lockdown has given rise to a new relationship between retailers and consumers.

REVIEW OF LITERATURE

Jain et al. (2020) aimed to analyze the impact of COVID-19 on the Indian apparel and textile industry and the international market. The results showed that the pandemic has left a severe negative impact on the apparel and textile sector. The labor intensity and the import-export of the Indian market are severely disrupted. The disruption of the supply chain in China also has significantly impacted the global apparel industry and this gap can be filled by the Indian manufacturers as a new opportunity.

Sen et al. (2020) aimed to study the impact of the coronavirus pandemic on apparel craftsmen and workers. The data for the study were collected through online interviews with apparel producers, trade unions, and pedagogues. The results showed that in addition to the health calamity the workers are also struggling with a financial setback as manufacturers are trying to recover their losses by cutting off the employees and increasing the working hours of the retained craftsmen.

Pani and Sharma (2012) aimed to study the challenges faced by apparel retailers in India and evaluate the emerging trends in fashion

retailing. The study was descriptive and the authors professed that the rapid urbanization, modernization, and rise in average household income are some of the factors encouraging the apparel retail players in India. The authors also suggested that retail players should lure customers through augmented products rather than offers and discounts.

Bhardwaj and Fairhurst (2009) researched the evolution of the apparel industry in terms of fast fashion and throwaway. The research was conducted based on past studies and literature reviews. The apparel fashion industry has progressed has a lot since the early 2000 and has evolved with different fashion trends. The author concluded that retail managers need a deep understanding of the customer's perception and develop effective marketing strategies to survive in this competitive market.

Tuunainen and Rossi (2002) studied the challenges posed by e-commerce to apparel retailers. The study was conducted based on the BUMMAT model and four case examples were studied which represented different approaches to electronic business in the fashion industry. The findings showed that even a small online fashion player can pose a threat to the store retailers as the Internet provides the prospect to reach a wide number of segmented customers of its items on a national scale.

CONCEPTUAL FRAMEWORK

After the review of the literature from various sources, a conceptual framework (Fig.1) has been generated which shows the analysis of the present scenario of the impact of COVID-19 and various other challenges faced by Indian Apparel store retailers.



Figure 1: Conceptual Framework of Challenges Faced by Indian Apparel Store Retailers

The struggle of the apparel store retailers with growing consumerism, online business, and competitive market has been evolving for a decade now. The origin of the COVID-19 pandemic has only added to the dilemma of apparel retailers. The impact of coronavirus is negative on the apparel market and it has compelled the industry players to devise new strategies to survive in the new environment.

STATEMENT OF THE PROBLEM

The COVID-19 pandemic has caused a significant impact on the global economy and has hit the Indian apparel store retailers like a bolt from the blue. It has stroked the retailers in the heart of the fashion season and has forced their commercial activity to come to a near standstill. The restricted movement and prohibitions on business operations have made the survival of apparel retailers a challenging task. Thus, it is the

need of the hour to study the impact of this deadly virus on the financial health of the store retailers and their survival plan of action. The study will also help the store retailers to face the challenges caused by the pandemic and learn about the strategies to adapt to the new normal.

OBJECTIVE OF THE STUDY

- To identify the impact of COVID-19 challenges faced by Indian apparel; physical retailers and the survival strategies adopted by the retailers in overcoming them.

METHODOLOGY

The present study is exploratory as it deals with the analysis of the COVID-19 scenario. The data for the study were collected by interviews with industry leaders and from secondary sources primarily consisting of reports and journals.

CHALLENGES FACED BY PHYSICAL APPAREL RETAILERS

Growing Consumerism

The dynamic nature of the consumers and their demand for creativity makes it difficult for the retail players to adapt to the continuously changing trends and live up to the expectations of the customers. For example, fashion-savvy customers imitate celebrities and demand clothes worn by them which also creates a hurdle for the retail players. Moreover, customers have access to a variety of other platforms to choose merchandise. Apart from electronic commerce, nowadays, customers also have access to various other options. (Choudhury 2018).

In the early 2000s, retail managers were more competent in predicting fashion trends and were able to present them even before marketing. However, with the evolving fashion trends and growing consumerism, it has become difficult for the players to live up to the expectations of the customers. Moreover, an ample number of options and assortments are available with the customers which makes the job of marketing managers more resilient (Bhardwaj and Fairhurst 2009).

Competitive Market

The fashion world season is ever-changing. In the highly competitive fashion market, the retail players persistently need to refresh stock to survive in the competition. The slogan of "Here Today, Gone Tomorrow" is used as the policy by retail managers to lure customers shopping. Being the price wizard of the apparel industry, fast-fashion retailers like Mango, Zara, and H&M are always in a win-win situation (Bhardwaj and Fairhurst 2009).

Online Business

The boom in online shopping has significantly impacted the brick and mortar

retailers. Due to the aggressive discounts offered by e-commerce websites, the demand has been rapidly shifting online. Most of the organized physical retailers have already adopted an omnichannel approach but the small and regional retailers are still facing the threat posed by the e-commerce business. The rapid rise in the online business has especially impacted the small and unorganized apparel retailers. They can't compete with the pricing offered by the online players. Moreover, due to the tremendous loss of margin, most of the unorganized apparel retailers have already shut down their shops (Dalal and Tandon 2014). The physical apparel retailers were already grappling with the threat of e-commerce and the COVID-19 pandemic has expeditiously encouraged online shopping. Consumer adoption of online accelerated greatly, while offline started to struggle and even close. Online has become the lifeline both for the consumers looking for products and retailers looking for cash.

COVID-19 Pandemic

The Indian Apparel Industry is crushed by the COVID-19 pandemic. The apparel retailers witnessed a major blip in their profits. With new cases increasing every day, the future of the COVID-19 is uncertain. The retail players are searching for strategies to bob again, although they have to keep in mind that health and security will be the essential discriminator (ET Bureau, 2020). It will be difficult for retailers to gain back the loyalty of the customers. The customers hesitate to come in contact with the merchandise, concerning that it would have come in contact before by anyone. The apparel and textile industries of India are classified into two groups: apparel and processing fabrics and yarn & fibre (IBEF 2020). Table-1 shows the evaluation of the

impact of the pandemic on the Indian Apparel Industry. (See Table 1 in Annexure).

The pandemic has also led to major unemployment as the retailers are severely harmed by the closing down of shopping centers and stores. According to the Indian designer Ganesh Nallari, the Kachi Pattu sarees which brides prefer in the customary South Indian marriages are evergreen and will always stay in style. However, the craftsmen will suffer if there is no demand for the stock (Dundoo, 2020). Retailers are optimistic to recover their losses by Diwali. The extended date of Diwali in late November has also provided the retailers with long summer.

This festival will be a crucial test for the Indian fashion retailers as the festive and holiday collections are built on style, fabric, and colors. The scenario is highly uncertain and the businesses will not be able to sustain this for long period (ETMarkets.com, 2020). According to Shailesh Chaturvedi, Chief Executive Officer of Tommy Hilfiger, India, there will be a scarcity of workers and employers which will result in the delay of manufacturing and selling of seasonal stocks.

While 36% of the companies over the world have chosen to downsize, 50% of the companies are maintaining their salary hike budget (Herald, 2020). (Dongrie, et al., 2020) surveyed about the impact of the COVID-19 crisis on the human resource policies across organizations of India.

The data were collected through an online survey from 315 companies. The findings showed that 72 percent of the organizations are adopting essential health measures such as temperature checks, sanitizing of the workspace, and transport buses. Precautions are also taken to improve the immunity of the employees by providing food and health boosters. The recruitment schedule is postponed or frozen by 66 percent of the companies. The headcount budget is also decreased by 30 percent of the organizations. These downsize moves have mostly affected the contract and part-time workers. 75 percent of companies have transformed their communication plan. The orientation of employees by leadership and Virtual team meetings are used as communication practice. Figure-2 shows the analysis of the data collected from the industry players.

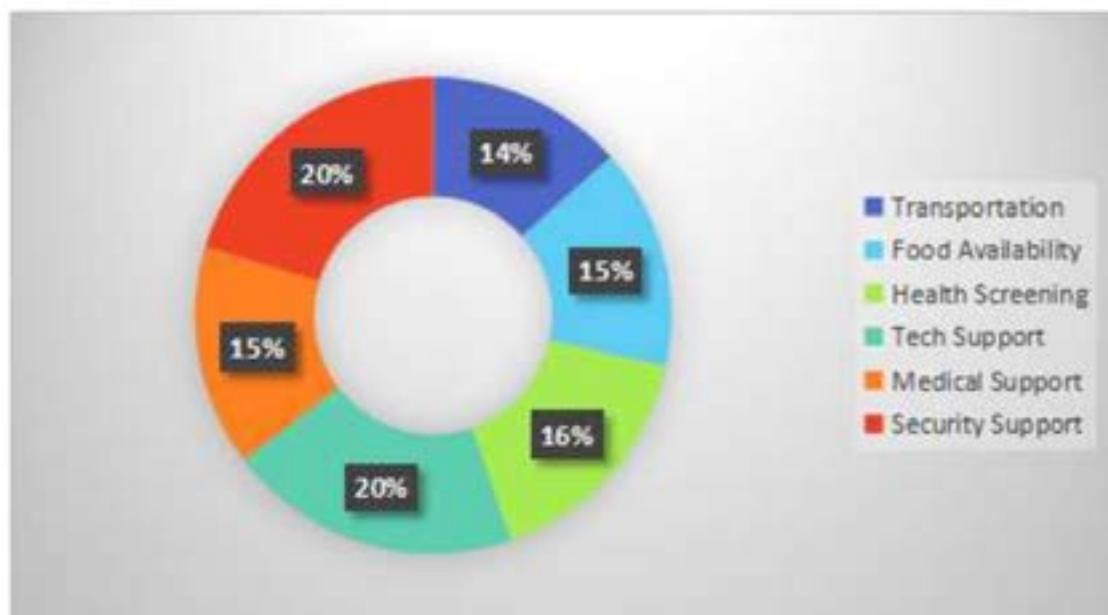


Figure 2 : Precautionary Measures Adopted by the Organization
Source: (Dongrie et al., 2020)

The biggest concern for apparel retailers at the moment is how to dispose of the goods accumulated in their warehouses, suppliers, and logistic department. The options such as surrendering to sales, holding them, and selling next year are painful to the retailers. Retail players such as Adidas and Next are storing their stock of basic goods such as T-shirts and undergarments that can be disposed of in 2021. But even stocking them in inventory is also not a very apt option as the garments deteriorate with time.

The letting loose of space for new collections and movement of old stocks will depend upon the shoppers' demand. Numerous brick and mortar retailers will also seek after a mix of offering stock to off-value retailers and disposing of off-to-sales. The blend will rely upon purchaser hunger, how much product stores need to move, and how quickly they should let loose space for new assortments. Holding off sales is not a very satisfactory option as it will lead to the liquidating of the stock, hence deteriorating the sales chart. The retailers are confused and are unable to balance between both options as the outcomes are not desirable.

While some retailers are determined to not go for the widespread discount are holding their inventory, other retailers to quickly discharge cash are going for the end-of-season sale. Many factors need to be considered before deciding on any two as the retailers thinking for sales have to make sure they have control over their inventory and analyze their cost structure. This is with regards to the outdated nature of the classification they are working on. The situation has proven as an advantage to resale retailers. According to Melissa McAvoy, founder of Luxury Experience & Co, there will be an upload of discounts, and has made up her mind to buy the stock at low prices on sale and then resell them at commission-based websites at a higher price (Krishna, 2020).

STRATEGIES TO SURVIVE IN THE NEW NORMAL

Apparel retailing is like casting a customer in a movie, interacting with them and following their desires, maintaining a proper relationship with them, and finally marketing the movie to the correct segmentation (Dhanabhakya, 2007). After the relief in lockdown, the Chinese Government tried to persuade the shoppers by issuing them coupons to disburse money. Various strategies were made by the retailers such as providing the option of credit shopping and issuing discount coupons to win back the customers (Adegeest 2020). The retailers are grappling to win back the customers.

The necessary measures such as deep cleaning of the warehouse and store with disinfectants, regular sanitization of commonly touched items and surfaces, packing the orders with all necessary safety procedures, training the delivery partners in proper sanitization and social distancing norms, providing sanitizers and PPE kits to staff, and encouraging cashless payments and billing options are adopted by the retailers to survive in the environment.

Moreover, the Indian retail managers are also instructed by the Government to mandatorily register all their employees and customers on the Aarogya Setu App. Aarogya Setu is an Indian mobile app for COVID-19 contact tracing and self-assessment. In a webinar organized by the 'Retail Association of India', several established apparel retail players shared their viewpoints and measures adopted by them to survive in the New Normal. Table 2 shows the detailed analysis of the opinion of the retailers (See Table 2 in Annexure).

The retailers are also aiming to provide their customers with a convenient shopping experience from home. The established multidepartment apparel retail chain Central

has introduced the service of 'Store at your door', wherein the customers need to register themselves on Central's website. Then they will be contacted by the store representative asking about their choice of apparel and size.

The in-store stylist will create an assorted selection and will bring the merchandise to the customers' door. The customers are also assigned personal shoppers with whom they can video call to choose the product and enjoy the virtual shopping experience. According to Vishnu Prasad, Managing Director of Future Lifestyle Fashions Limited-Central, they are getting good response from the initiative and is achieving their goal of restarting the business and getting an understanding of the customers' insights in the new normal. Furthermore, it will help them prepare for the future once the crisis abates (Lamba, 2020).

The pandemic has induced witty retailers to be more creative and find a path to boost their business differently. Retailers are looking for different approaches to connect with the customers by respecting all the protocols of social distancing as the situation may continue for an uncertain period (Ballard, 2020). Alongside the all-around acknowledged proportions of social distancing and hand washing, the use of face masks is also added to the list to help slow the spread of COVID-19. The orders have been issued by the Government in many parts of the world to compulsorily wear a face mask while stepping out of the house. The apparel retailers have taken this as an opportunity to increase their profits and promote their brands.

The retailers are also using this moment to fulfill their corporate responsibility by donating their masks to NGOs and charitable trusts. It's not astonishing that face masks have become a fashion trend at such a quick pace as they do take a lot amount of space on the face. The mask selfies and the introduction of vibrant fabric masks have

added brownie points to this new culture (Spellings, 2020). Despite the ongoing surge of apparel retailers selling face masks, the item is selling out from the market.

According to the retail analyst, Sucharita Kodali, selling out of masks is not an issue. The real issue is that this demand is highly uncertain and the apparel players don't have a point of reference to base the capacity of their stock. Nevertheless, the masks are here to stay for an uncertain period as they can be trending even after the pandemic subside (Jeffery, 2020). Some consumer garment producers have also started manufacturing PPE kits as the demand for these precautionary products is high. The shielding PPE suits and face masks are manufactured by the notable apparel industries, viz. Wildcraft, Phillips-Van Heusen Corporation, and JioVio Healthcare.

This pandemic is new and retailers have no experience to deal with such a situation. The smaller organizations are more adaptable to the new changes and trends while the other established organizations are not as agile and simply hope this stage to move fast. Hence, smart businesses will continue their legacy of performing well even after the crisis (Ballard, 2020).

FUTURE OF RETAILING

Ahead of easing restrictions on store reopening, the Government, all over the world is slowly allowing retailers to open their doors in urban areas (Tribune 2020). According to Rakesh Biyani, managing director of Future Retail, with uncertainty still posing a threat on brick and mortar retailers, stores are preparing themselves for the new normal by opening their gates to the people in a structured way with only limited customer entry and reduction of staff hours. (Balram 2020).

According to Erin Brookes, Managing Director and Head of Retail, Europe, A&M, the survivors will profit from brand loyalty,

supported by less experiential stores that drive consumer commitment and multi-channel deals. The fragile players will, sadly, stop existing, deserting a little however stronger division of administrators that acted quickly. Moreover, the high street will take on an altogether different structure once the crisis ends. According to Vineet Gautam, Chief Executive Officer, BestSeller India, most of the fashion retail players in India are gathered in the Level-1 urban cities, all of which are highly contaminated by COVID-19. Therefore, even after the lifting of the lockdown, the retailers of these cities have to adopt a different approach to safely open their doors for business (Malik, 2020).

The post-COVID world will be a new one and the businesses will not operate in the same calibration of the pre-virus-free world. The upcoming time strongly indicates the hosting of high street stores in India (Balram, 2020). The flagship store of Hermes in China heaved \$2.7 million on its opening post lockdown (Zhang, 2020). The post-lockdown world has also given rise to 'patriotic shopping' as shoppers will be less anxious to travel and would ultimately help the local business (Conti, 2020). Post coronavirus quarantine customers will boost sales of luxury brands. Shoppers with a good bundle of discretionary income would want to go back to brick-and-mortar retailers to experience the touch and trial of the merchandise.

CONCLUSION

The effect on international markets due to the disruptions of the supply chain of raw materials by China is very significant and the Indian Apparel and Textile sector are in a position to fill this gap and develop its niche globally. The approach can be very successful if the core competencies and efficiency are developed in supplying superior quality materials.

The world after the complete lockdown will be new and the store retailers will need to turn this into a new opportunity. The

customers are highly dynamic and the retailer players need to make a progressive plan for their business. The pandemic has also hit hard the apparel retailers and the suffering will continue if demand and supply chain doesn't travel together. They need to pivot from the emergency response of the beginning to planning the Post-COVID phase as they will go through a phase of weeks, potentially months of recovery (Kamel, 2020).

There will be a need to remobilize their people to reengage and acquire customer relevance, and to restart most of their business systems. They will also need to retool for the new normal, which means mobilizing resources once again to ask the very hard strategic and organizational questions about their business to emerging as stronger with more resilience.

References

- Bhardwaj, Vertica, and Ann Fairhurst(2009). *Fast Fashion: Response to Changes in The Fashion Industry*. Retail and Consumer Sciences, 165-173.
- Pani, Amrita, and Mahesh Sharma (2012). *Emerging Trends in Fashion Marketing: A Case Study of Apparel Retailing in India*. International Journal of Business and Management Tomorrow 2 (10): 1-8.
- Sen, S., Antara, N., Sen, S., & Chowdhury, S. (2020). *The Unprecedented Pandemic "COVID-19" Effect on the Apparel Workers by Shivering the Apparel Supply Chain*. Journal of Textile and Apparel, Technology and Management, 11(3), 1-20.
- Tuunainen, VirpiKristiina, and Matti Rossi(2002). *E-Business in Apparel Retailing Industry – Critical Issues*. Poland: ECIS 2002 Proceedings. 136.

Webliography

- Adegeest, Don-Alvin(2020). *Stores in the UK will soon Reopen, but are Customers Hesitant to Return?* Fashion United. May 26. Accessed May 31, 2020. <https://fashionunited.com/>.
- Ballard, Oli (2020). *How has COVID-19 Affected the Retail Sector?* Business Leader. <https://www.businessleader.co.uk/how-has-covid-19-affected-the-recruitment-sector/>.
- Balram, Smita(2020). *COVID-19 Impact: Top Retailers Urge the Government to Open Non-Essential Retail to Reset the Indian Economy*. The Economic Times. April 22. Accessed April 30, 2020. <https://economictimes.indiatimes.com/>.
- Choudhury, Anirban(2018). *Top Challenges in the Fashion Retail Industry* | Infiniti Research. London: Business Wire. <https://www.businesswire.com/news/home/>

20180316005392/en/Top-challenges-in-the-Fashion-Retail-Industry-Infiniti-Research.

Conti, Samantha(2020). A Not-So-Chilling Vision of the Future for London Luxury Retail. WWD. April. Accessed May 2020. <https://wwd.com/>.

Dalal, Mihir, and SuneeraTandon(2014). E-commerce Boom Hurts Brick-and-Mortar Retailers. Live Mint. Accessed July 2020. <https://www.livemint.com/>.

Dhanabhakyaam, Dr. M(2007). Indian Retail Industry - Its Growth, Challenges, and Opportunities. Accessed July 2020. <https://Fibre2Fashion>.

Dongrie, Vishalli, Saptarshi Chatterjee, Bhavya Acharya, Ajay Venkatesh, ParizadSirwalla, MandarRanade, RavikaChoudhary, and SohanTulpule(2020) Cutting through Crisis. KPMG in India's COVID-19 HR practices survey report. <https://assets.kpmg/content/dam/kpmg/in/pdf/2020/05/cutting-through-crisis.pdf>

Dundoo, Sangeetha Devi(2020). Fashion Industry Goes into a Pause Mode as Social Distancing Gains Priority and Weddings and Gatherings are Called Off. The Hindu. March. Accessed May 2020. <https://www.thehindu.com/life-and-style/fashion/covid-19-impact-fashion-and-textile-industry-goes-into-pause-mode-as-social-distancing-gains-priority/article31098957.ece>.

ET Bureau(2020). Apparel Shopping Goes Phut in COVID-19 Crisis. The Economic Times: Industry E-Paper. <https://economictimes.indiatimes.com/industry/cons-products/garments/-textiles/apparel-shopping-goes-phut-in-covid-19-crisis/articleshow/75136706.cms>

ETMarkets.com. 2020. "Coronavirus Impact on India's Retail Sector." Economic Times. April 14. Accessed May 2020. <https://economictimes.indiatimes.com/>.

Gandhi, Forum (2020). Apparel Industry Players Prepare for the New Normal. Business Line, Accessed May 11, 2020. <https://www.thehindubusinessline.com/economy/fashion-industry-draws-action-plan-for-post-covid-19-situation/article31555037.ece>.

Herald, Deccan (2020) Most Firms Across Industries Keeping Salary Hike Budgets Unchanged Amid

Pandemic: Survey. May 4. Accessed May 2020. <https://www.deccanherald.com/>.

IBEF(2020). Apparel and Garment Industry and Exports. India Brand Equity Foundation. June. Accessed July 2020. <https://www.ibef.org/>.

Jain, Goutham, Sameer Hattangadi, Vikas Nigam, Satyam Nagwekar, and Rajesh Gajjar(2020). COVID-19: Mitigation Strategy for Indian Textile and Apparel Sector. KPMG. Accessed July 2020. <https://assets.kpmg/content/dam/kpmg/in/pdf/2020/05/covid-19-indian-textile-and-apparel-sector.pdf>.

Kamel, Marc-André(2020). Retail and COVID-19: Responding to the Pandemic. Cond. Bain & Company. <https://www.bain.com/insights/retail-and-covid-19-responding-to-the-pandemic-video/>.

Krishna, Tanya(2020). Fashion Retail Industry Strategizes to Move from Survival to Revival Post COVID-19. Apparel Resources. May 8. Accessed May 2020. <http://apparelresources.com/author/tanyakrishna/>.

Lamba, Charu(2020). Future Group's Central introduces 'Store to your Door' Service in Green and Orange Zones. India Retailing. May 8. Accessed May 26, 2020. <https://www.indiaretailing.com/>.

Malik, Bismah(2020). Only 25 percent Fashion Retail Stores may open Post COVID-19 Lockdown; Layoffs Likely: Report. The New Indian Express. Accessed April 2020. <https://www.newindianexpress.com/business/2020/apr/18/only-25-per-cent-fashion-retail-stores-may-open-post-covid-19-lockdown-layoffs-likely-report-2131753.html>.

Spellings, Sarah(2020). Cloth Masks to Shop Now. Vogue, May 20. Accessed May 27, 2020. <https://www.vogue.com/slideshow/stylish-face-masks-to-shop-now>.

Tribune, Assam(2020). Traders, Retailers Seek Clarity from Authorities. Accessed May 4, 2020. <https://www.usm.ac.in/wp-content/uploads/2020/05/04052020AT.pdf>.

Zhang, Tianwei(2020). Hermès Hauled in \$2.7 Million in One China Store on Saturday: Sources. April 2020. Accessed May 2020. <https://wwd.com>.

ANNEXURES

Table 1 : Evaluation of Impact of COVID-19's on Indian Apparel and Textile Insutry

Assessment Basis	Yarn	Fiber	Apparel	Fabric	Processing
Availability of Raw Material	The disruption of the supply chain has hampered the availability of raw materials. The effect is medium.	The disruption of the supply chain in imports of Purified Terephthalic Acid. The effect is low.	Availability of sufficient indigenous raw material, except for a few fabrics, trims, and accessories. The intensity is medium.	The availability of raw material is a challenge as the yarn processing has stopped. The intensity is medium.	The supply of raw material is disrupted by the supply chain. The effect is high.
Intensity of Labour	The labor intensity is medium.	The labor intensity is low.	The labor intensity is high.	The labor intensity is high.	The labor intensity is medium.
The requirement of working capital	The downstream value chain has severely impacted the working capital due to inventory build-up. The intensity is high.	The impact of working is high in fiber as well as downstream of the value chain.	The working capital crisis is critical as there is a large scale of order cancellations, inventory pile-up, and a high labor-intensive industry. The intensity is high.	There are severe working capital issues as there is 96% decentralized manufacturing. The intensity is high.	The intensity is medium. It is not as labor-intensive and capital-intensive as other components of the value chain.
Effect on Export	With the exports of 464 billion, the global market contractions have significantly impacted yarn exports. The intensity is high.	With limited exports overall the intensity is expected to be below.	Large-scale order cancellations and supply chain disruptions severely impact apparel and made-up exports. The intensity is high.	There is a limited impact on exports as there is only 95% consumption in domestic markets. The intensity is low.	With limited exports overall the intensity is expected to be below.

Source: (Jain, et al. 2020; KPMG Report)

(Compiled by Authors)

Table-2: Opinion of the Major Retail Players of India

Industry Player	Designation & Company	Opinion
Vasanth Kumar	Managing Director, Lifestyle International Pvt. Ltd	The COVID-19 crisis is a turning point in the history of Indian retail. In the current scenario, the players need to work intimately with their significant sellers, mall designers, and brand associates.
Sanjay Bahl	Chief Executive Officer, Raymond	The financial activity has moved towards a crashing halt. The company has taken measures to cut down non-critical expenses and move towards effective cost rationalization.
Vineet Gautam	Chief Executive Officer, Bestseller India	The fashion apparels ages rapidly and this has negatively impacted the brands which operate quick fashion.
Rahul Mehta	President, The Clothing Manufacturers Association of India (CMAI)	The industry requires running cash for manufacturing the stock for the autumn-winter collection. The retailers should indulge in deep discounting rather than having a deadstock.
Amrish Kumar	Managing Director Ritika Pvt Ltd.- Ritu Kumar Label	The anticipated margin and liquidation on the merchandise will not be desirable. Retailers need to act smart go omnichannel and embrace the digital world.
Shailesh Chaturvedi	Chief Executive Officer, Tommy Hilfiger Apparels India	Post lockdown also needs proper precautions when it comes to customer contact. There should be the procurement of a safe shopping environment.
Dalpat Jain	Chief Financial Officer, Vedant Fashions Private Ltd - Manyavar	Retailers need to negotiate for rents, share revenues, and cut people's costs to run smoothly post lockdown.
Ajay Kapoor	President Retail- FabIndia	The retail players will be seeing low footfalls coming in because of dread in the shopper's brain. The test of the retailers is to guarantee that they hold fast to the new wellbeing standards since with regards to industrialism, proceeding, health will be the large aphorism. A window shopping experience that has been utilized in shopping centers is also presumably going to leave.

Source: (Krishna, 2020; Gandhi, 2020; Balram, 2020)

(Compiled by Authors)

MARKETING AND SUSTAINABILITY: A TACTICAL APPROACH TO GAIN EDGE IN UNCERTAIN TIMES

Ashish Kumar Sharma*, Dr. Anjali Sharma**

The importance of marketing for success in today's uncertain and competitive world cannot be undermined. At the same time, marketing, along with its role in spurring consumer demand, has often been condemned for its over-emphasis on achieving profit targets and ignoring the more vital goal of preserving the environment. Marketing firms must clearly understand that they need to tweak their existing marketing strategy and adopt a sustainable marketing strategy while carrying out their marketing-mix operations. This paper highlights the sustainable marketing strategies of firms in terms of the four Ps of the marketing mix (product, price, place, and promotion). The 'product' to be offered to consumers must be safe to use and manufactured with renewable, organic, and non-toxic materials. The philosophy of sustainability has to be extended to cover product packages and branding. A sustainable 'price' takes into consideration the economic, social, and environmental costs of marketing and a fair profit for the business. A sustainable 'place' strategy can enhance business performance and deliver value to consumers by building sustainable channel relationships and value circles, instead of value chains, turning consumers into suppliers of raw materials and components for manufacturers. A sustainable 'promotion' strategy aims to have the greatest possible impact on the target market using the least resources. The promotional appeal, through the use of various tools of promotion-mix, can educate consumers about the sustainability advantages of a brand and encourage them to buy "green" alternatives. During the current uncertain times, the marketing efforts of Indian firms may be closely integrated with the concept of sustainability to achieve the twin objectives of a green business and an environment-friendly market, which would undoubtedly go a long way in turning India into a developed nation in the true sense of the word.

Keywords: Sustainable Marketing, Product, Price, Place, Promotion, Marketing, Sustainability, Promotional Appeal

INTRODUCTION

Today's world faces numerous and new environmental and societal challenges to deal with. Demand is increasing while resources are declining. Our planet earth is under tremendous pressure. Many people do not possess even the basic resources to lead a sustainable life. The root cause for this problem lies in our social and economic systems which are more or less unsustainable. Researchers around the world are also of the view that if there is no change in our current business practices, certainly widespread 'never-seen-before' destruction with the worldwide collapse of economies, violence, disease, poverty, and several related

problems will happen in future (The Intergovernmental Panel on Climate Change Report, 2007).

Social and environmental sustainability is the major thrust area today for all business functional areas including marketing (Hart, 1995). Marketing's role here is more important as it is the function that connects customers with business organizations. Through marketing, a firm collects information about customer needs and shares it with different departments. Marketing also influences the way value is provided to customers which includes design and development of the product, fixing the price, distribution, and promotion of

* Assistant Professor, School of Business, Mody University of Science and Technology, Lakshmanagarh.

** Assistant Professor, School of Law, Mody University of Science and Technology, Lakshmanagarh.

products and services. Marketing also affects the perception, attitudes, and behavior of customers. Sustainable marketing has two key objectives concerning social and environmental sustainability. When marketing is done sustainably, it is called sustainable marketing. In this internal approach, all the marketing practices are carried out by the firm keeping society and the environment in mind. The second approach, which is external-oriented, involves marketing sustainability in society and inculcates a 'sustainable culture' (Martin and Schouten, 2015).

A lot of researchers have undertaken studies related to the 4 P's of the marketing mix but there is a dearth of research work related to the 4 Ps of the sustainable marketing mix, which is a more contemporary and relevant approach in this era. This paper is an attempt to fill this gap.

SUSTAINABILITY AS A STEPPING-STONE FOR COMPETITIVE ADVANTAGE

Whatever strategy a firm adopts in a competitive market, its objective is to gain an edge amongst competitors (Porter, 1985) Various economic parameters such as profit, share value, revenue, and market share are used to denote the success of a marketing strategy. All these factors prove decisive while making important decisions in a business firm. But here there is a catch. Always emphasizing short-term gains and ignoring long-term problems might be the wrong strategy to choose for a firm, for which the firm may have to pay a high price in the future.

No business firm would be interested in adopting sustainable practices if the short-term gain is the only objective. But the opposite is increasingly becoming true. Nowadays, every person and institution in this world is more and more concerned

about sustainability (Willard, 2007). The reasons for this change till now have been ethical, but now these are related to economic considerations. Most firms have realized the fact that if they want to be successful in the long-term, they must necessarily imbibe 'sustainability' in their business practices keeping 'society' and 'environment' at the core of their marketing policies.

CREATING THE STRATEGY

When the marketing goals of an organization are set keeping in mind the environmental and societal interests, in that case, the organization is said to follow a sustainable marketing strategy. Once the strategy team is in place and everyone has agreed to the basic objectives for marketing and sustainability, then the fundamental steps of creating a marketing strategy can be carried out which include: Identify Marketing Opportunities, Select a Target Market and Market Position, Plan and Implement a Marketing Mix including a Product Strategy, Pricing Strategy, Promotion (communication) Strategy, and Place (distribution) strategy. These strategies can be monitored, adapted, and repeated as necessary.

Marketing opportunities include any possible actions for creating or increasing value for customers, the firm, and stakeholders; and they can be found anywhere in an organization's marketing functions and processes. For example, a marketer of smartphones may identify an opportunity to incorporate GPS navigation into a phone, creating more value for users, giving the firm a competitive edge, and reducing the need for separate navigation devices. Each potential opportunity should then be screened to identify the most promising alternatives. Once an opportunity is identified and screened, the next step is to select a target market, typically a market

segment with which the company has some competitive advantage or special expertise, and determine an appropriate market position.

The selected target market may not be interested primarily in sustainable practices but the important thing is that the marketing offering is as sustainable as possible in addition to meeting whatever specific needs the target customer has. Nike is one multinational sports goods manufacturing firm that has sportspersons comprising its target market, doesn't mention 'sustainability' in its promotional campaigns (Nike), but it is well-known that the concept is at the center of all its strategies and decisions and strategies (Nike). Wal-Mart, on the other hand, has adapted its "Always Low Prices" market position to accommodate its expanded business goals. The current market position, "Save Money, Live Better" captures both its pricing strategy and its commitment to sustainability.

With the target customers in mind, it's time to create a marketing mix that does an excellent job of meeting their needs while also advancing the company's sustainability goals. For strategic planning purposes, it's important to scrutinize each element of product, price, place, and promotion in terms of the system conditions for sustainability. In each case, answer the four questions: (1) Does this action systematically increase environmental carbon or other substances from the earth's crust? For example, does this outdoor clothing line require petroleum-derived fabrics? Or are there recycled alternatives? (2) Does the action systematically increase the concentration of man-made substances? For example, is the supply chain for this food product committed to the use of synthetic pesticides and herbicides? Or are there organic alternatives?

(3) Does the action contribute to the increased degradation of ecosystems? For example, does this seafood product contribute to

overfishing? Or is there a sustainably fished or farmed option? (4) Does this action contribute to barriers against people meeting their own needs anywhere in the value chain? For example, are the workers in the suppliers' factories paid living wages and protected from hazardous substances or conditions? If not, how can the situation be remedied? Finally, there is a fifth question that must be asked: Do these proposed actions have negative consequences elsewhere in the value chain concerning the four system conditions? If the answers to these questions are satisfactory, then the marketing mix helps the company move closer to sustainability.

The final step for a firm in strategic planning is to put a system in place to appraise, monitor, and improve its marketing strategies and practices. Marketers understand how to monitor performance outcomes such as sales, market share, and profits. Several tools are available to evaluate an organization's journey towards the goal of sustainability. The more common amongst these are recyclable products and packages, carbon credits, carbon footprints, and so on.

CONSUMPTION AND SUSTAINABILITY – THE INTER-RELATIONSHIP

When the needs of people are satisfied without adversely affecting the capability of others to satisfy their needs, this is called sustainable consumption and this is valid for both the present and future generations. Nobody would contribute to the increase in environmental pollution – land, water, air – in any way. It would be ensured that all the consumption is done sustainably and appropriately. It is not only individuals at home who are engaged in consumption but also includes individuals working in business organizations. Guidelines and policies regarding sustainable consumption are applicable for both home and office. The essence is that wherever consumption takes

place, it can be turned into sustainable consumption.

Marketing, by removing the obstacles, has a big role to play towards sustainable consumption. Traditionally, effective marketing ends in a sale whereby the relationship between the marketer and the customer is long-term. On the other hand, effective sustainable marketing ends in a sale of a sustainable product and also brings about a change in the behavior and attitude of customers towards sustainability and the use of sustainable products including their sustainable disposal. In the most ideal terms, the relationship between the marketer and the customer should create value for all stakeholders, viz. marketer, customer, society, and environment. The customers who are oriented towards using sustainable products care for planet earth and strive to bring about a positive change in society. Whether a marketing effort will succeed or fail, depends entirely on the choices made by customers while spending money. Customers are increasingly becoming more loyal to those marketing firms which are working hard towards achieving their sustainability goals (Willard, *The Sustainability Advantage*, 2002).

Customers also become part of the supply chain when marketing firms get involved in sustainable marketing practices. Today, customers can be seen contributing resources to the manufacturers and thus helping in the recycling process. In their turn, marketers are also trying to simplify the product design so that it becomes easy for customers to disassemble the product parts which can be reused or recycled later. For example, the American office supplier, Herman Miller, has made changes in its product designs so that customers can return the product or its components after its life-cycle is over (GreenerDesign, 2009).

German automaker BMW is known the world over for creating car design which

makes disassembly simpler: "The foundations for the environmentally friendly recycling of vehicles are already laid during the development and production phases of each BMW vehicle. By consistently applying the Design for Recycling concept, BMW ensures that its vehicles can be efficiently recycled (BMW)." It must be made clear that there is no direct involvement of customers in this kind of recycling, but obviously, this practice makes BMW's cars different. There is no doubt that understanding consumer behavior is at the core of successful sustainable marketing. It is interesting to note the sustainable marketing mix strategies of firms in terms of the four Ps viz. Product, Price, Place, and Promotion.

SUSTAINABLE PRODUCTS AND SERVICES

One of the most crucial functions of marketing is designing its product mix which is nothing but the set of all products and services offered by the firm. The product mix has an impact on numerous stakeholders, which include the company, its customers, and society, both current and future. Through the various stages of the product life-cycle, the impact of the product can be easily identified during production, marketing, consumption, and disposal. A firm needs to undertake a higher level of responsibility towards designing sustainable products when that is its objective. This concept, known as product stewardship, is defined as "understanding, controlling, and communicating a product's environmental, health, and safety-related effects throughout its life cycle, from production (or extraction) to final disposal or reuse" (Business Dictionary).

Advantages of product stewardship to business include reductions in overall life-cycle costs (Hart, 1995). Kodak practices product stewardship concerning its one-time-use cameras, which are used once and then returned in their entirety by the

consumer to Kodak for film development and camera recycling. The cameras are shipped to Kodak manufacturing facilities, where they are inspected and remanufactured with fresh film to be sold again. Plastic parts that can't be reused are shipped to a recycling center, where they are ground up into pellets and remolded into cameras or other products (Kodak, 2018).

Consumers meet many of their needs by purchasing a variety of goods and services. Since the industrial revolution, the guiding logic of marketing has been one of manufacturing and selling products, which in turn provide service to consumers. As we look for ways to create sustainable product strategies, we can often find out ways to meet the customer's needs directly. Rather than focusing primarily on the sale of goods, with certain services as ancillary or complementary features, Service-Dominant Logic (SDL) (Vargo and Lusch, 2004) concentrates on the needs of people rather than the products they want; they believe that customers prefer services or benefits more than the products.

For example, in buying or leasing a DVR (Digital Video Recorder), a consumer doesn't want primarily a box full of hardware and software. She wants a convenient, reliable source of quality in-home entertainment. The DVR, cable, and satellite dish are only valuable as a means of delivering the service. SDL revolves around the question: "What benefits or services are our customers seeking?" For a product strategy to be sustainable, the benefits offered must have social and environmental benefits. SDL offers a more sustainable way of thinking about marketing, "one in which service provision rather than goods is fundamental to economic exchange" (Vargo & Lusch, 2004).

One path to greater product sustainability is called dematerialization, which "occurs when

fewer resources are used to create the same or equivalent benefits" (Fuller, Sustainable Marketing: Managerial-Ecological Issues, 1999). Bob Willard describes dematerialization as "the ultimate in environmental sensitivity since product take-back is automatic" (Willard, 2002). In other words, only the benefit remains after the delivery of a service that has been dematerialized. According to Fuller (1999), there are three methods for dematerialization:

- The quantity of packaging material should be limited,
- There should be a gradual shift from non-durable disposable goods to durable goods having a long life, and
- There can be a change in the ownership pattern from single ownership of durable goods to shared use or rental programs.

One advantage of selling services rather than products is that it eliminates the need for product guarantees (Halme, et al., 2005). By retaining ownership and control of service-delivery products, the firm frees itself from the costs of replacement or repair due to misuse by the consumer. At the same time, customers are relieved of the burdens and costs of purchasing, storing, handling, and disposing of the same products.

SUSTAINABLE PRICING

The monetary value of a product on which both the buyer and the seller agree is known as price. Costs play a big role while fixing the price of a product or service. A sustainable price takes into consideration social, environmental, and economic costs incurred while manufacturing and marketing products. At the same time, the goals of providing value to customers and earn profits for the organization. Different types

of costs can be added up and calculated by using the technique of full-cost accounting (FCA), which “allocates all direct and indirect costs to a product or product line for inventory valuation, profitability analysis, and pricing decisions” (Epstein, 2008).

For this, we need to analyze the costs incurred during different stages of the product life-cycle. Life-cycle costing tries to find out all the costs – whether external or internal – starting from manufacturing to final disposal (Epstein, 2008). Life cycle assessment (LCA) is a tool which is used for can be used to recognize the various costs to launch a product in the market, whereas FCA tries to show all these costs in the balance sheet.

The customers themselves bear some of these life-cycle costs. Apart from the product price, the customers bear costs of purchase, use, and disposal. When a customer collects information about the product and arranges for its delivery to his home, it is called purchase cost. When a customer switches to another brand and spends money on maintenance, repair, and electricity used to run the product, it is termed as product-use cost. When the customer pays for recycling and adequate disposal of the product, it is known as disposal cost. Moreover, there might be some costs incurred for the storage of the product.

It is a myth that sustainable products are more expensive than non-sustainable products. One needs to understand that in the case of sustainable products, long-term benefits more than compensate for a high price at the time of buying. E.g. Right now, solar panels are very costly, which deters people to buy them. But, once installed, these panels use free solar power to operate various electrical appliances. Sometimes, extra electricity generated can even be sold

to the power grid and the customer can save on his power bill.

The marketers have to change to imbibe the philosophy of sustainability in pricing practices. They can invest in developing sustainable and environmentally friendly technologies and also bring down the costs of these technologies so that product prices also become low. IKEA and Walmart are using these sustainability guidelines to devise more sustainable products such as toxin-free furniture and other organic products at low prices.

SUSTAINABLE MARKETING CHANNELS (PLACE)

A marketing channel connects the seller with the buyer. It is how a marketing firm can sell its products to consumers. A marketing channel comprises the producer, the intermediaries like wholesalers and retailers, and the ultimate consumers (Martin, 2005). This is also a value chain wherein each member adds value to the product till it finally reaches the ultimate consumer. The sustainability of a product is affected by the kind of decisions made by any of the members of the marketing channel.

Whatever waste product comes out as an output of any natural process in this world is used as an input by other living organisms. Plants make different kinds of food for animals and also release oxygen into the atmosphere which is so vital for life. On the other hand, animal waste gets converted into manure which is needed by plants to grow. Biomimicry is a contemporary concept that involves designing products and processes after copying similar designs from nature. The cradle-to-cradle philosophy is also an off-shoot of biomimicry. This philosophy advocates that efforts must be made to eliminate all industrial waste, and this waste can be used to make biodegradable nutrients for the biosphere or reused in the technosphere (McDonough & Braungart, 2002).

If a product is cradle-to-cradle certified, it can be recycled or reabsorbed in nature easily. Manufacturers, who are engaged in producing cradle-to-cradle products, make less use of water, more use of renewable energy, and act more responsibly towards society. Aveda, the beauty products company, has several products that are cradle-to-cradle certified. When the cradle-to-cradle philosophy is in the heart of any marketing channel, consumers turn into suppliers of many components and parts, even raw materials, which are needed for manufacturing, and the wastage is minimum.

The marketing-channel functions of transportation and logistics provide the place and time utility. In other words, these functions get products where they need to be when they need to be there. Physical distribution, which includes transportation and storage, is a big contributor to a product's carbon footprint. Localized manufacturing and reducing carbon footprint, wherever possible, is the essence of sustainable distribution. Green building is one area where product distribution can be made sustainable. Distribution functions such as storage, bulk-breaking, and assortment, and the management of these functions, occur in buildings ranging from factories to warehouses to distribution centers to retail stores to office buildings.

In addition to generating staggering amounts of atmospheric carbon, industrial and commercial buildings also enormous amounts of freshwater; they replace trees, grasses, and soils (which purify air and water) with polluting concrete and asphalt; and they concentrate toxic substances in the form of building materials. Many of the environmentally damaging aspects of buildings and parking lots can be offset by more sustainable building practices. Greener buildings also contribute to the health and well-being of workers.

Transportation is another area where there is a lot of opportunities to increase sustainability. Major transportation modes include roadways, railways, waterways, and airways. And sustainability is directly related to sustainability. According to the firm Sustainable Logistics LLC, "Commercial trucks are the source of 25 percent of the smog-forming pollutants and over 50 percent of the soot derived from all highway vehicles; yet they make up less than 2 percent of the vehicles on the road and drive less than 6 percent of the total miles driven. To put this in greater perspective, trucks emit three times more soot and smog-forming pollutants than a coal-fired plant, for every unit of energy they burn" (Sustainable Logistics LLC).

To shorten and simplify the channels is one technique used by marketing firms to turn their channels into sustainable channels. Decreasing the role of intermediaries in the marketing channel is called disintermediation. Examples of disintermediation are Amazon, Flipkart, etc. Retailing has a special place in the marketing channel. It is the primary interface between consumers and the rest of the value chain. Retailers can play many roles in moving us toward a more sustainable society. They include influencing their suppliers to provide more sustainable products; educating consumers through merchandising and signage; and providing consumers with take-back sites for reusable and recyclable materials. For example, Staples credits customers \$3 each for returning used ink cartridges and recycles tens of millions of cartridges in the US alone (Staples). In short, intermediaries like retailers can contribute in a big way in making sustainable products accessible to the consumers.

SUSTAINABLE PROMOTION (MARKETING COMMUNICATION)

Marketing communication, also called promotion, is an important component of the

marketing mix. More efforts are required to make the marketing communication of a firm more sustainable. There are two suggestions related to the goals of marketing communication; firstly, setting up and sustaining the responsibility of a firm, its products, and brands towards the environment, and secondly, imparting environmental education to various stakeholders (Fuller, 1999). A large number of marketing firms have incorporated these suggestions and are sincerely making efforts towards designing a sustainable marketing communication strategy. When promotion messages are directed towards achieving the marketing and sustainability goals of a firm, it is called a sustainable promotion or sustainable marketing communication.

When a marketing firm intends to adopt a sustainable marketing communication strategy, it is not just sufficient to integrate the various media tools and convey the product messages to customers and prospects; the firm also needs to be honest while making claims about the product. Something which cannot be trusted cannot be called sustainable. Using fewer resources to promote is one more dimension of sustainable promotion. If customers and other influential stakeholders themselves are involved in promoting a product or service, that will save huge costs for the firm. Moreover, in a community, direct face-to-face product information among friends, family members, and neighbors can travel very fast. Both traditional (newspapers, TV, etc) and modern media (e-mail, social network, etc) can be used to pass on such messages.

One more goal which sustainable marketing communication intends to achieve is to form a more robust and trustworthy relationship with customers. A group of researchers, in a study conducted in 2002 advocated "integration in the brand community" as a new parameter to establish customer loyalty

(McAlexander et al., 2002). "A brand community is a web of people and relationships that share a dedication to a brand and its success in the marketplace" (Muniz and O'Guinn, 2001). When marketing firms are trying to inculcate healthy relations with their customers, they are striving to create brand communities. These customers are then supported by the firms to build good relations with other customers.

Marketing firms can easily attain their marketing goals by forming these brand communities. There is a high probability that customers repeatedly purchase the brands of these firms. Sometimes, members of these brand communities are very active and enthusiastic in promoting the brands. They are also very vocal in their support of the environmental and social objectives of the firm to which the brands belong. E.g. Motorbike Company Harley-Davidson has thousands of loyal customers all over the world who are very active in spreading the company associated with the Muscular Dystrophy Association (MDA). These customers are always ready to extend a helping hand in raising money for MDA.

In many instances, consumers find it tough to trust and believe the claims of marketing firms about their efforts to work towards sustainability and help in the betterment of the environment and society. "An international study of consumers found that only about 10 percent trust what companies say about climate change, and only about 25 percent trust what companies claim regarding energy-efficient products and services. About 70 percent say they want third-party verification of climate change claims" (Accountability and Consumers International, 2009).

Trust builds when there are transparency and two-way communication between the firm and the stakeholders. The concept of "four building blocks for sustainable

communication" given by Pierre McDonagh is an effort in this direction. These four "building blocks" include trust, access, disclosure, and dialogue. Trust on sustainability issues is established when a firm is open or has access to concerns shown by various stakeholders towards social and environmental issues. Firms can engage in voluntary disclosure and be more proactive through reporting and audits done of their sustainability practices. But the most dynamic type of communication is the continuous and relevant dialogue between the firm and its stakeholders. "By actively engaging its stakeholders in dialogue, an organization builds trust and gains broader perspectives of its impacts on the environment and society" (McDonagh, 1998).

CONCLUSION

Though the sustainability movement began with concerns over the depletion of natural resources and contamination of the environment, it has now matured into a quest for disruptive innovation and bigger margins. Companies are paying attention to new sources of energy, new materials, new technologies, and new ways of doing business. However, most companies are still unable to integrate sustainability into their business strategy. They either cannot harness sustainability or are willing to risk longevity for the sake of immediate gains. According to McKinsey, most companies still do not integrate sustainability into their budgets and supply chain, and their environmental, social, and governance initiatives run parallel to their core business strategy (Pai, 2018).

Nevertheless, awareness of the economic advantages of sustainability is growing. More CEOs are now actively looking for ways to monetize sustainability by saving energy, minimizing pollution, making products that consume less material and energy and are clean for use and disposal, organizing supply chain and distribution with minimal transportation, and so on. This is also

helping promote their brands among discerning customers, for sustainability is now key while making purchase decisions. Sustainability is a continuous challenge and it does not have a permanent solution.

However, solutions will be found at every stage of economic evolution so long as people can spot a profiting opportunity in it. Incorporating sustainability in the 4 P's of the marketing mix strategy, which includes Product, Price, Place, and Promotion, is an important and correct step in this direction. During the current uncertain times, the marketing efforts of Indian firms may be closely integrated with the concept of sustainability to achieve the twin objectives of a green business and an environment-friendly market, which would undoubtedly go a long way in turning India into a developed nation in the true sense of the word.

References

- Accountability and Consumers International. (2009). What Assures Consumers on Climate Change? In E.-M. Belz, & K. Peattie, *Sustainability Marketing: A Global Perspective* (p. 84). Chichester, UK: Wiley.
- Epstein, M. J. (2008). *Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental, and Economic Impacts*. San Francisco: Berrett-Koehler Publishers.
- Fuller, D. A. (1999). *Sustainable Marketing: Managerial-Ecological Issues*. Thousand Oaks: Sage.
- Halme, M., Hrausa, G., Jasch, C., Kortman, J., Jonuschat, H., Scharp, M., Trindale, P. (2005). *Sustainable Consumer Services: Business Solutions for Household Markets*. Earthscan.
- Hart, S. L. (1995). A Natural-Resource-Based View of the Firm. *Academy of Management Review*, 20(4), 986-1015.
- Martin, C. (2005). *Logistics & Supply Chain Management: Creating Value-adding Networks*. New Jersey: FT Press.
- Martin, D., & Schouten, J. (2015). *Sustainable Marketing*. New Delhi: Dorling Kindersley India.
- McAlexander, J. H., James, H., Schouten, J. W., & Koenig, H. J. (2002, January). Building Brand Community. *Journal of Marketing*, 66, 38-54.
- McDonagh, P. (1998). Towards a Theory of Sustainable Communication in Risk Society: Relating Issues of Sustainability to Marketing Communications. *Journal of Marketing Management*, 14, 591-622.
- McDonough, W., & Braungart, M. (2002). *Cradle to Cradle: Remaking the Way We Make Things*. New York: North Point Press.

Muniz, A. M., & O'Guinn, T. C. (2001, March). Brand Community. *Journal of Consumer Research*, 27, 412-432.

Pai, T. M. (2018). Sustainability for Profit. *Indian Management*, 57(6), 6-7.

Porter, M. E. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: The Free Press.

Vargo, S. L., & Lusch, R. F. (2004, June). Evolving to a New Dominant Logic for Marketing. *Journal of Marketing*, 68, 1-17.

Willard, B. (2002). *The Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line*. Gabriola: New Society Publishers.

Willard, B. (2007, October 10). Presentation at the 10th Anniversary of the Natural Step. Nike World Headquarters, Portland, Oregon.

Webliography

BMW (n.d.). BMW Recycling. Retrieved May 30, 2018, from <http://www.bmw.co.uk/bmwuk/about/corp/recycling>

Business Dictionary. (n.d.). Retrieved May 31, 2018, from Product Stewardship: <http://www.businessdictionary.com/definition/product-stewardship.html>

GreenerDesign. (2009, May 12). Design for Repurposing: A Sustainable Design Strategy for Product Life and Beyond, Emily Carr University of Art + Design. Retrieved May 30, 2018 from <http://www.greenerdesign.com/news/2009/05/12/herman-miller-earns-design-recycling-award>.

Kodak. (n.d.). Corporate Citizenship. Retrieved May 31, 2018, from One-Time Use Camera: <http://www.kodak.com/US/en/corp/HSE/oneTimeUseCamera.jhtml?pq-path=7225>.

Nike. (n.d.). Retrieved May 31, 2018, from Company Overview: http://www.nikebiz.com/company_overview

Staples. (n.d.). Retrieved July 1, 2018, from http://www.staples.com/sbd/cre/products/3dollar_inkrecycle

Sustainable Logistics LLC. (n.d.). Retrieved July 1, 2018, from <http://www.sustainablelogistics.us/>

The Intergovernmental Panel on Climate Change Report. (2007). Retrieved May 31, 2018, from <http://www.ipcc.ch/>

RAISING FUNDS THROUGH CROWDFUNDING: A STUDY FROM THE GENDER PERSPECTIVE IN INDIA

Surbhi Gosain*

Traditional funding methods tend to be prejudiced towards women when it comes to funding their projects or a cause. The study aims to investigate the existence of a gap in funding based on the gender of the entrepreneurs while raising funds via crowdfunding. The study tends to find out whether the gender of the campaign creator has an impact on the amount of fundraised by him/her and the number of funders it attracts. The study is exploratory and is conducted in the Indian context to investigate whether crowd funding helps in reducing the funding gap caused by the gender divide among Indian campaign creators. The effect of gender under different categories of crowdfunding is also explored. The study is based on the empirical data collected from an Indian crowdfunding platform. The study outlines that the gender-based gap in financing has relatively been reduced by the emergence of crowdfunding as a way of financing.

Keywords: Crowdfunding, Gender, Funding Ratio, Campaign, Funding Gap

INTRODUCTION

Finance is the basic resource that one has to assimilate to undertake any venture. Financing a venture is a very challenging task as the supply of funds is less in comparison to its demand (Lam, 2010). Various researches indicate that there is an evident funding gap based on the gender of an entrepreneur. This may be attributed to the less number of women investors in the field of financing. Also, the issue of gender homophily is prevalent in the collection of funds for a project or a cause. Crowdfunding is a way of collecting funds for a specific cause by exhibiting a plan to various individuals. Crowdfunding platforms provide equal opportunities to men, women, and others to collect funds from people. Crowdfunding is considered as an option for funding not only commercial ideas but also for funding social or personal causes as well (Pathak & Kaur, 2016). Therefore, the study attempts to find out whether crowdfunding provides a fair chance to women project creators for raising funds for their particular ideas or not. Crowdfunding has the means to enhance

the participation of women in the financing industry as entrepreneurs as well as investors along with the increased capital flow to women entrepreneurs (Marom et al., 2014).

The rationale behind the study is to examine the prevalence of the gender-based funding gap in crowdfunding. The study is relevant as it can provide new avenues to women entrepreneurs. The study also holds importance in the Indian context where crowdfunding can boost young entrepreneurs. The objective of this study is to analyze the existence of this funding gap in crowdfunding in India. Crowdfunding has been considered a contemporary mode of financing. The study explores the effect of the gender of an individual initiating an online campaign to raise funds via crowdfunding on the number of funds raised through a crowdfunding campaign. The study also highlights the different categories of fundraising campaigns and the role played by a particular gender on the campaign under that category. The study attempts to find out whether crowdfunding gives equal opportunity to women raising funds or not.

* Ph.D. Research Scholar, School of Management Studies, Indira Gandhi National Open University

The study has been divided into five sections. The first section deals with the review of the literature followed by the next section consisting of the research objective and hypothesis. The third section consists of the research methodology adopted for conducting the research. Research findings and analysis of data are presented in the next section. The last section of the paper includes the discussion, conclusion, and implication of the study.

REVIEW OF LITERATURE

Funding Gap

Availability of funds for women is limited as compared to male entrepreneurs despite various modes of fund procurement including, both formal and informal methods. This leads to a gap in funding. This gap can be attributed to various factors and one such factor is the gender of the person seeking funds. There has been an ample number of cases where women have faced difficulty in securing funds either for starting a profitable business enterprise or for some non-profitable cause (Kanze et al., 2017). There has been a gap between men and women when it comes to accumulating funds for a business or social venture. This gap is often termed as the funding gap based on gender bias. There are various sources of finance such as venture capital, angel investments, or loans which are classified as traditional sources of financing and tend to be biased towards women entrepreneurs when it comes to funding their ventures. This can be due to individual bias or preconceived notions about the abilities of women entrepreneurs. Due to these women entrepreneurs often face difficulties in supporting their cause. A vast amount of literature is available which supports the existence of this funding gap.

Women entrepreneurs have limited options for getting funds. Lins & Lutz (2016) outlined that women entrepreneurs receive a lesser amount of funds from venture capitalists. This becomes more certain in the case of funding ventures which involve research and development activities. Further, the gender-based funding gap exists even for educated women entrepreneurs. Kanze et al., (2017) has also concluded that investors tend to be inclined towards male entrepreneurs. Another reason for the gender-based funding gap could be the high presence of male venture capitalists in the industry which may not prefer women fund seekers (Gorbatai and Nelson, 2015). The earlier studies have suggested that even banks were biased in granting loans to the venture initiated by women. The women were required to pledge collateral of a higher value as compared to men (Greene et al., 2001).

On the contrary, Watson et al. (2009) highlighted that the banking sector does not discriminate among the loan applicants based on their gender, and women entrepreneurs apply for the loans at the same pace as male entrepreneurs. A funding gap can also be observed in the case of micro-finance institutions. Brana (2013) concluded that gender is one of the factors in determining the number of funds to be given to a borrower. Similarly, women entrepreneurs tend to receive fewer funds in the case of private investments as well. Lack of funding for women entrepreneurs can also be attributed to the region to which they belong hence projecting a cultural barrier between the investor and the entrepreneurs (Gicheva and Link, 2015).

There can be several reasons why women entrepreneurs receive fewer funds. The gender-based gap in funding can be based either on the personal judgment of an investor or his/her prior experience. Women

entrepreneurs are often perceived differently from their male counterparts by investors. Kanze et al. (2007) pointed out the difference between the questions asked by investors from men and women while financing their ventures. The questions posed to women are related to the safety, responsibility, and security of the funds, and hence their answers might include terms like 'careful', 'protect', or 'loss'. These terms are often related to negative emotions. On the other hand, men are asked questions about the growth or expansion of the wealth of the investor. The answers to these questions evoke positive emotions in the investor. This also depicts the tilted mindset of investors.

Watson et al., (2009) suggested that another reason for the lack of supply in funds to women could be differences in the level of risk-taking capacity amongst men and women. Women are considered to be more risk-averse and prefer maintaining control over their ventures. It also underlined that entrepreneurs deter from external funding because of fear of failure in loan repayment and their terms and condition. Thus, they often opt less for external funding. Greene et al., (2001) underlined that women-led ventures in the service sector are more successful in securing funds through venture capital while ventures led by men dominate the process of funding in the manufacturing sector.

Crowdfunding

Crowdfunding is a contemporary mode of funding whereby individuals can seek funds from the general public for a specific cause (Frydrych et al., 2014; Mollick, 2014). This general public may or may not include experienced investors. Crowdfunding allows one to get funds for any purpose such as social causes, commercial business, educational funding, medical funding, research & development, cultural activities

or innovation, etc. An individual who seeks funds for his/her project is called a creator. A creator can showcase his/her plans in the form of an online pitch, often termed as a crowdfunding campaign, over an online crowdfunding platform. These crowdfunding platforms act as intermediaries between the fund-seeker and the general public. The people who contribute towards a campaign are termed as funders, backers, or supporters. It is up to the general public to decide whether to fund a campaign or not (Bruton et al., 2015).

An online crowdfunding campaign includes the title of the campaign, goal amount, name of the creator, images, videos, project description, updates, and comments. The funders can contribute to a campaign once it goes live on the platform. The fund contributed by all the funders is referred to as the total amount of funds received. A campaign is considered successful if the total amount of funds received is equal to or greater than the goal amount. Many platforms only allow to withdrawal the funds if the goal amount is achieved, such an approach is termed as 'all-or-nothing'. However, few platforms allow a creator to keep the entire amount even if the goal amount is not achieved, such an approach is called 'Keep-what-you-have-raised'. There are four different models of crowdfunding based on the type of returns it gives to the funders. They are reward-based crowdfunding, Donation-based crowdfunding, debt-based crowdfunding, and equity-based crowdfunding.

Role of Gender in Crowdfunding

The literature has highlighted that the success of a crowdfunding campaign is influenced by the gender of the campaign creator. Personal attributes and traits of the campaign creator tend to affect the success of the crowdfunding campaign (Frydrych et.

al, 2014; Hoegen et al., 2017). Gender is one such physical attribute of a campaign creator that can affect the outcome of a crowdfunding campaign. The success of the crowdfunding campaign depends upon the wisdom of the funders (Bruton et. al, 2015). Mohammadi and Shafi (2018) outlined that female and male funders have different preferences while deciding for funding a particular campaign, for example, female funders prefer new-age and technology-driven enterprises.

Crowdfunding has also seen an increase in the number of women assuming the role of creators as well as funders. It has been observed that the success of women creators is because of high support from women funders. This is referred to as 'homophily' (Greenberg & Mollick, 2015 and Greenberg & Mollick, 2017). Women funders are more inclined towards funding a campaign initiated by women as they can relate with them. Women funders support other women with whom they can identify their own experiences. Therefore, women creators are even able to secure funds in the fields, such as technology, which are considered to be male-dominated domains (Greenberg and Mollick, 2017). Women are motivated to support other women to help them overcome structural barriers (Greenberg & Mollick, 2015). The success of women creators in crowdfunding depicts their support for each other based on their social identities and belongingness to a group.

This helps in the reduction of social constraints. Further, men tend to discriminate when it comes to supporting projects led by women due to 'taste-based discrimination' which implies that they do not want to be associated with a particular person based on their traits, religion, and caste (Marom et. al, 2014). Further, men and women tend to differ from each other on various psychological

aspects and one such aspect is the way of communicating things. Gorbatai & Nelson (2015) outlined that the language and writing style of women might help reduce the gender inequalities in crowdfunding. Crowdfunding campaigns created by women have higher use of positive sentiments and inclusive language which invokes strong emotions whereas campaigns created by men generally use language related to money. This effect of language and writing style is found to be the same for both male and female funders.

Several studies suggest that women campaign creators are more successful in securing funds via crowdfunding as compared to their male counterparts. Marom et. al (2014) conducted a study on the reward-based funding platform and underlined that the amount of target goal is higher for campaigns led by men but the rate of success is higher for women. Campaigns with lower target goals have higher chances of success (Mollick, 2014; Agrawal et al., 2014). Lack of confidence in women creators may limit them to set a lower target goal for their campaign. This seems to be advantageous for women creators as they can achieve their funding target. On the contrary, men are found to be overconfident and hence set a higher target and thus have a high rate of failure (Lin and Pursiainen, 2018). Moreover, online crowdfunding platforms have different categories for hosting campaigns. Women-centric categories have more women creators. Women creators are more successful if the campaign is related to a field that has women's domination. Reward-based crowdfunding has more women backers and creators than equity investing and traditional funding (Marom et al., 2014).

Various studies have concluded that women-led crowdfunding campaigns tend to be more successful as compared to their male

counterparts (Lin & Pursiainen, 2018; Marom et al., 2014, Greenberg & Mollick, 2014; Gorbatai & Nelson, 2015; Frydrych et al., 2014; Barasinska & Schafer, 2014). On the contrary, women entrepreneurs have less chance of success in the case of equity crowdfunding (Cumming et. al, 2019). However, all these studies have been conducted either in European nations or the USA. Therefore, the study implies finding out the role played by the gender of the campaign creator on the funds raised through the crowdfunding campaigns in India.

RESEARCH GOAL AND HYPOTHESES

This section of the study describes the objective and the formulated hypothesis. The objective of the research is to analyze whether a particular gender is preferred more by the funders while funding a campaign or not. The study aims to explore whether the gender-based funding gap exists in crowdfunding in India. Therefore, the research question of the study based on the gaps identified is as follows:

“Whether the gender of a campaign creator has an impact on the outcome of a crowdfunding campaign?”

Several studies have highlighted the impact of the gender of a campaign creator on the success or failure of his/her campaign. Thus, there exists a need to study whether a campaign created by a woman will be able to secure funds through crowdfunding. It has been evident from the review of literature that the gender-based funding gap exists in the field of entrepreneurial finance. Therefore, to ascertain the existence of a funding gap in crowdfunding, the author proposed the following hypothesis:

H₁: Campaigns created by women can secure funds through crowdfunding.

Moreover, the success of a campaign also depends upon the number of funders who contribute to that campaign. The literature underlines the preference of investors for male entrepreneurs in traditional modes of financing. The following hypothesis is proposed for ascertaining whether the funders are discrete towards the campaigns initiated by women:

H₂: Funders are indifferent towards women while funding their crowdfunding campaigns.

The requirement of funds is not only limited to commercial activities but expands to social ventures as well. Crowdfunding platforms allow an individual to host his or her campaign under different categories depending upon the purpose for which the funds are required. The following hypotheses are proposed to explore the effect of gender for campaigns belonging to different categories:

H_{3a}: Campaigns created by women and having commercial orientation can raise funds through crowdfunding.

H_{3b}: Funders are indifferent towards commercially-oriented campaigns initiated by women.

H_{4a}: Campaigns created by women and having social orientation can raise funds through crowdfunding.

H_{4b}: Funders are indifferent towards socially-oriented campaigns initiated by women.

H_{5a}: Campaigns created by women and having environmental orientation can raise funds through crowdfunding

H_{5b}: Funders are indifferent towards environmentally-oriented campaigns initiated by women.

H_{6a} : Campaigns created by women and having medical orientation can raise funds through crowdfunding.

H_{6b} : Funders are indifferent towards medically-oriented campaigns initiated by women.

RESEARCH METHODOLOGY

Research Design

The study adopts an exploratory research design intending to explore the effect of the gender of the creator on his /her crowdfunding campaign. It involves an empirical investigation based on data collected from an Indian crowdfunding platform. It seeks to investigate whether the funders are indifferent among male and female campaign creators or are biased towards the funding of a campaign led by women.

Sample Selection

The population for the study consists of the various online crowdfunding campaigns hosted on the different crowdfunding platforms operational in India. For sample selection, only one Indian crowdfunding platform was selected based on the volume of campaigns hosted over that platform. The platform selected to collect data is Ketto. Ketto is an Indian online crowdfunding platform launched in the year 2012 based on the donation-based model of crowdfunding. It allows any individual to create a campaign for raising funds under different categories. The platform was selected because it is based in India and is actively used by Indian crowd-funders. The platform adopts a 'Keep-what-you-have-raised' approach whereby a campaign creator is allowed to keep the entire fund they have raised through their campaign whether or not they have achieved their target goal. The sampling unit is a single campaign webpage hosted on the crowdfunding platform. The sample of the

study consists of all the online crowdfunding campaigns listed on Ketto an online Crowdfunding Platform for January 2020.

Data Collection and Analysis

The study is based on empirical data (Mollick, 2014) collected from the selected crowdfunding platform. Data has been collected via data extraction software – 'Octoparse'. A data extraction model was used to extract data from the web pages of the online crowdfunding campaign. The data was collected for January 2020. The data extracted for the online web pages include the title, goal amount, amount raised, creator's name, number of funders, and category of the crowdfunding campaign.

The gender of the creator is not mentioned on the campaign webpage. Therefore, to categorized the campaigns based on gender, gender was assigned based on the first names of the creator. Several steps were taken to assign genders based on the first name of the campaign creators. A website named 'Name Gender Pro', which hosts the database of names has been used to ascertain whether a creator having a particular name is male or female. To ensure that the names correspond to the gender of the creator, cross-verification was done via their profile pictures on the campaign webpage and Facebook profile links (Mohammadi & Shafi, 2018). The original dataset consisted of 489 campaigns. Further, the outliers were also removed from the dataset. Campaigns having team names or organizational names were eliminated from the initial dataset. The final sample dataset includes 451 crowdfunding campaigns.

Online crowdfunding platform Ketto is based on the 'keep-what-you-have-raised' approach, which implies a creator can keep whatever funds he has received irrespective of the goal amount. Thus, the funding ratio will be appropriate for depicting the outcome

of the campaign. The funding ratio is calculated by dividing the amount of fundraising by the target goal amount. The explanatory variables are the female creator and the interaction between the female creator and the campaign category. The campaigns which are created by women are coded as 1 against the campaigns which have been created by men which are coded as 0. Since the goal amount and the count of funders for the campaigns are highly varied, the natural logarithm function is used to obtain a normal distribution for the variables' funding ratio and the number of funders.

The following variables are deployed into the regression models for testing the hypotheses:

Funding Ratio – It is a continuous variable computed by dividing the actual amount of funds raised through a campaign by its targeted goal amount.

Funders – It is a continuous variable involving the count of the total number of people who have contributed to the campaign.

Female creator – It is a categorical variable where a campaign created by a female is coded as 1 otherwise 0

*Female*Commercial* – It is a dummy variable coded as 1 if the campaign has a commercial orientation and is created by a female otherwise 0.

*Female*Social* – It is a dummy variable coded as 1 if the campaign has a social orientation and is created by a female otherwise 0.

*Female*Environmental* – It is a dummy variable coded as 1 if the campaign has an environmental orientation and is created by a female otherwise 0.

*Female*Medical* – It is a dummy variable coded as 1 if the campaign has a medical orientation and is created by a female otherwise 0.

RESULTS AND FINDINGS

Descriptive Analysis

The dataset consists of a total of 451 campaigns out of which 17.29 percent of the campaigns were able to achieve their target goal. The number of campaigns initiated by women was less in comparison to men but their success rate is higher than that of men. 23.76 percent of women creators are successful whereas only 12.05 percent of male creators were successful. The distribution of the total number of campaigns, both successful and unsuccessful, by male and female creators, is given in table-1 (See ANNEXURE).

There are several categories under which the creators are allowed to create a campaign to raise funds. For analysis, these categories are clubbed into a few major heads namely social, commercial, medical, and environmental. Campaigns belonging to the categories such as animal welfare, education, community development, rural development, women and children, senior citizen, disaster relief, and food and hunger are clubbed into a single category of social campaigns. Campaigns belonging to the categories such as publishing, music, theatre and dance, arts, sports, events, and design and technology are clubbed into commercial campaigns. Campaigns raising funds for environmental needs were combined into one category. Campaigns raising funds for medical treatment were clubbed under a separate category. The distribution of all the campaigns according to the gender of the creator under different categories is depicted in Figure-1. Women creators have the highest representation under social crowdfunding campaigns whereas men dominate the medical and commercial campaigns.

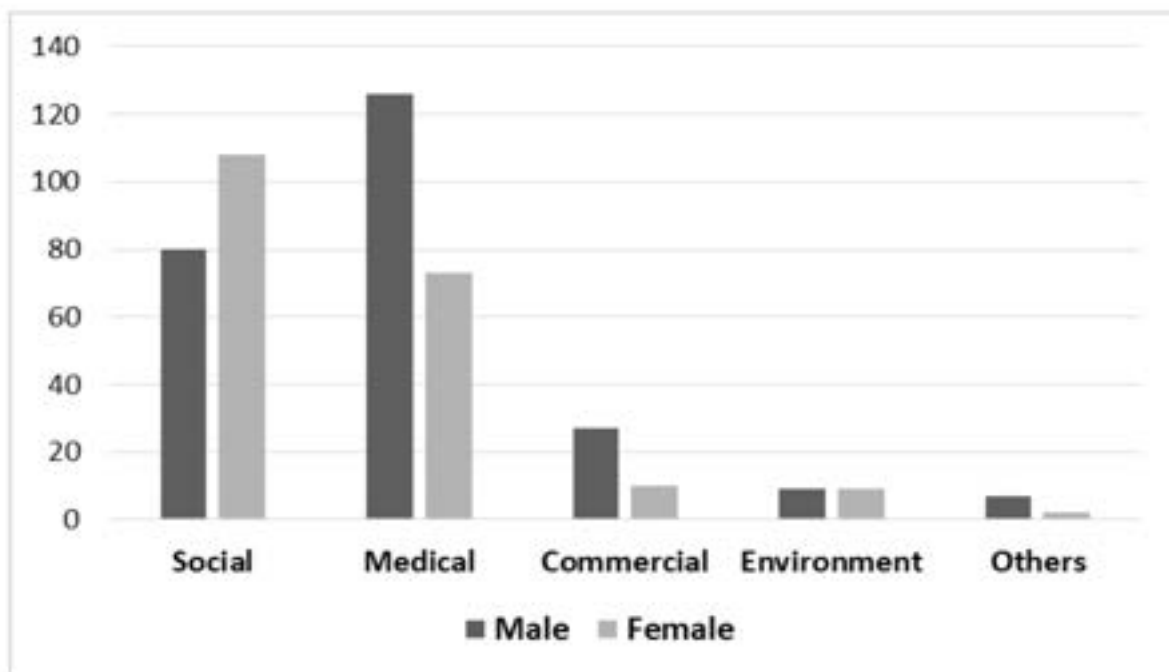


Figure-1: Category-wise Distribution of Campaigns based on Gender

The distribution of successful campaigns is depicted in Figure-2. Women are more successful in the social category whereas men tend to be more successful in the medical, commercial, and environmental

categories. Moreover, men tend to lead in the number of campaigns hosted under the commercial category which includes design technology and films which are believed to be male-dominated categories.

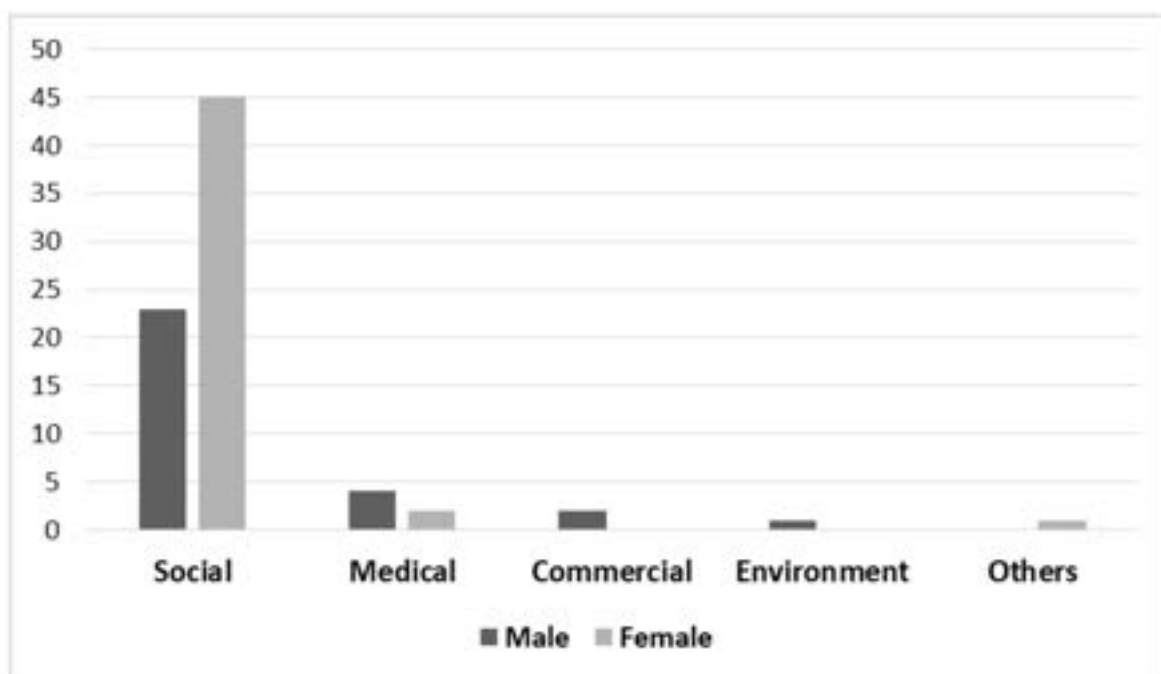


Figure-2: Distribution of Successful Campaigns

Correlational Analysis

Correlation coefficients for all the variables are given in Table-2 (See ANNEXURE). It can be observed that the campaigns created by the women have a significant relationship with the funding ratio ($r = 0.241$, $p < 0.01$) and the number of funders ($r = 0.117$, $p < 0.05$). The results have depicted a positive correlation between female gender, funding ratio, and the number of funders. However, the correlation coefficient between campaigns created by women and the number of funders is relatively small yet it indicates the reduction in the gender-based funding gap. Further, socially-oriented campaigns created by women have a significant positive correlation with the funding ratio and the number of funders. On the contrary, campaigns having medical orientation have a significant negative correlation with the funding ratio.

Regression Analysis

Standardized beta coefficients for the multiple linear regression model are depicted in Table-3 (See ANNEXURE). Different models are constructed for analyzing the effect of explanatory variables on the dependent variable. The funding ratio and the number of funders are taken as outcome variables under different models. Models 1 and 2 has the funding ratio as the dependent variable whereas model 3 and 4 has the number of funders as the outcome variable. Moreover, models 1 and 3 have the female creators as the predictor variable and models 2 and 4 included female creators under different categories of the crowdfunding campaign. Separate models were constructed for analyzing the effect of interaction between female creators and different campaign categories due to the high correlation between female creators and the interaction variables.

Model-1 indicates that the gender of the campaign creator has a significant effect on

the funding ratio ($F(1,450) = 27.648$, $p < 0.05$). The campaigns created by women tend to raise more amount of funds as compared to campaigns created by men ($b = 1.167$, $p < 0.05$). The model predicted that a 5.8 percent variance in the funding ratio can be attributed to the gender of the campaign creator. Thus, we can accept hypothesis H_1 . Model 2 significantly predicts the effect of interaction between the campaigns initiated by female creators and different campaign orientations on the funding ratio ($F(4,446) = 26.317$, $p < 0.05$). The model predicts a 19.5 percent variance in the funding ratio. It significantly predicts that the campaigns created by women for raising funds for social activities tend to raise more amount as compared to other campaigns ($b = 2.325$, $p < 0.05$). Thus, model 2 provides support for hypothesis H_{4a} , however, it rejects the hypotheses H_{3a} , H_{5a} , and H_{6a} .

Model-3 indicates significantly the effect of gender on the number of funders ($F(1,450) = 6.270$, $p < 0.05$). The model predicts a 1.4 percent variance in the number of funders due to the predictor variables. It significantly predicts that campaigns led by women have attracted more number of funders ($b = 0.375$, $p < 0.05$). Therefore, hypothesis H_2 is supported. Model-4 significantly predicts the effect of the interaction of gender and the campaign orientation on the number of funders contributing to that campaign ($F(4,446) = 3.918$, $p < 0.05$). The model significantly predicts that socially-oriented campaigns created by women attract more funders as compared to the other campaigns. Hence, it provides support for hypothesis H_{4b} , whereas it does not support hypothesis H_{3b} , H_{5b} , and H_{6b} .

To check for the robustness of the above result, the effect of gender was implied on the outcome of the crowdfunding campaign. The success and failure of a crowdfunding campaign are taken as the outcome variable. It is a dichotomous variable as a value can

either be 1 or 0. The predicting variables are the same as the above models. Binary logistic regression was applied to predict the effect of gender on the outcome variable. Table-4 (See ANNEXURE) presents the result of the binary logistic regression.

Model 5 significantly predicts the effect of gender on the success or failure of the campaign ($X^2=10.670$, $p<0.05$). It significantly predicts that campaigns having women creators are more successful as compared to campaigns led by men ($b = 0.882$, $p<0.05$). Further, model 6 significantly predicts that differently oriented campaigns created by women achieve success more easily as compared to other campaigns ($X^2=62.686$, $p<0.05$). It can be analyzed that socially-oriented campaigns created by women tend to achieve success more easily as compared to other campaigns ($b = 1.623$, $p<0.05$). Therefore, a robustness check also validates the retained hypothesis. Moreover, it can be observed that medically oriented campaigns have higher chances of failure. The models including the interaction between campaign category and gender of campaign creator are more successful in depicting the variation in the number of funds raised through a campaign. Though the variations caused in the number of funds raised due to the gender of a campaign creator is low there exists a positive effect of gender on the number of funds raised and the outcome of the campaign.

DISCUSSION AND CONCLUSION

This study conforms to the previous studies which conclude that women campaign creators are more successful in online crowdfunding. The study supports the findings of Lin & Pursiainen, (2018); Marom et al. (2014), Greengberg & Mollick (2015); Gorbatai & Nelson (2015); Frydrych et al. (2014); Barasinska & Schafer (2014). It significantly brings out that crowdfunding provides equal opportunities to men and women for raising funds. It highlights that

funders do not contribute to a campaign based on the gender of a creator. Moreover, socially-oriented campaigns are more successful on the donation-based model of crowdfunding. The study supports the notion that modern-day financial technologies are capable of removing gender biases in the field of financing. Crowdfunding also has the potential to support social entrepreneurs, specifically women.

Crowdfunding neither dilutes the control over a venture nor does it involve the risk of repayment which is a major concern for women for seeking external funding (Watson et al., 2009) and hence many people are opting for crowdfunding as a mode of financing. Moreover, the study also supports the finding that women-led campaigns dominate the categories which are considered to be women-centric. In India, the field of education has a high concentration of women workers and hence it has been observed that women have a higher number of education-related campaigns that are clubbed under the social category. Likewise, male creators have initiated more campaigns under the commercial category which comprises business ventures and technology which is a male-dominated industry. Thus, this study supports the findings of Marom et al. (2014).

The study also highlights the fact that gender has a relation with the number of funders. Funders play a significant role in the success of a campaign. Several studies highlighted the role played by funders and emphasized the factors which may affect a funder in contributing towards a campaign. This study depicts a positive relationship between the number of funders a campaign can attract and the campaigns created by women. Indian crowdfunding shows participation from both men and women, though male participation is slightly higher than women's participation. This can be due to the reason

that online crowdfunding requires an individual to acquire digital literacy which many women might lack in tier-2 and 3 cities. Moreover, when collecting funds for certain personal causes or medical causes, husband and wife act as a common unit but the campaign is initiated in the name of the husband. But despite lower participation, women achieve more success in the Indian crowdfunding market. This can also be due to lower funding targets set by women as compared to men which supports the findings of Lin & Pursiainen (2018).

The process of collecting funds for any purpose is a challenging task. But this becomes more challenging if a woman is to perform this task. There has been a gender-based funding gap when it comes to raising funds for a project. Various sources of financing, either equity or debt financing, seem to be biased towards women. Male entrepreneurs are more favored in the case of providing seed funding to start-ups, especially in male-dominated industries such as technology. Crowdfunding is also affected by this funding gap. Though crowdfunding is not entirely free from the effects of this gender gap it has provided a fair chance to women to approach people for funds and seek funds based on their talent and skills. Crowdfunding has somehow reduced this funding gap. Women are getting more success in accumulating funds via crowdfunding as compared to any other mode of financing.

There are certain limitations to this study. Firstly, this study does not investigate the role of male and female funders. The study is based on the gender of the campaign creators. Further, the study could not incorporate the other gender as it was only feasible to assign males and females based on the names of the creators. Secondly, the success of a campaign is driven by various other factors as well. The study only incorporates gender and campaign

orientation as predictors of outcome which is another limitation. It does not study the psychological aspects of male and female project creators as the way they create and design their campaigns depends upon their psychological behavior. Overall, the study attempts to highlight the primary role of gender in the funding process of crowdfunding.

IMPLICATIONS OF THE STUDY

Crowdfunding can be used to bridge the gender-based funding gap. It holds the potential of giving equal chances to women entrepreneurs for securing funds for their projects. The study contributes to the field of entrepreneurial financing by examining the prevalence of the gender-based funding gap. Moreover, it also adds to the literature of financial technologies as it contributes to the role of gender in the process of digital fundraising. It holds relevance in the current scenario of pandemics whereby several individuals are opting for crowdfunding for raising funds for different purposes, ranging from philanthropy to commercial ventures. Crowdfunding can give a boost to the small entrepreneurial ventures run by women from their households. It can empower young women to convert their ideas into ventures. Crowdfunding can fulfill the void of early funding for women.

References

- Agrawal, A., Catalini, C., & Goldfarb, A. (2014). Some Simple Economics of Crowdfunding. *Innovation Policy and the Economy*, 14 (1), 63-97. doi:10.1086/674021
- Barasinska, N., & Schafar, D. (2014). Is Crowdfunding Different? Evidence on the Relation between Gender and Funding Success from a German Peer-to-Peer Lending Platform. *German Economic Review*, 15(4), 436-452. doi:10.1111/geer.12052
- Brana, S. (2013). Microcredit: an answer to the Gender Problem in Funding? *Small Bus Econ*, 40, 87-100. doi:10.1007/s11187-011-9346-3
- Bruton, G., Khavul, S., Siegel, D., & Wright, M. (2015). New Financial Alternatives in Seeding Entrepreneurship: Microfinance, Crowdfunding, and Peer-to-Peer Innovations. *Entrepreneurship Theory and Practice*. DOI: 10.1111/etap.12143
- Cumming, D., Meoli, M., & Vismara, S. (2019). Does Equity Crowdfunding Democratize Entrepreneurial Finance? *Small Bus Econ*. doi:10.1007/s11187-019-00188-z

- Frydrych, D., Bock, A. J., Kinder, T., & Koeck, B. (2014). Exploring Entrepreneurial Legitimacy in Reward-based Crowdfunding. *Venture Capital*, 16(3), 247-269. <http://dx.doi.org/10.1080/13691066.2014.916512>
- Gicheva, D., & Link, A. N. (2015). The Gender Gap in Federal and Private Support for Entrepreneurship. *Small Bus Econ*, 45, 729-733. doi:10.1007/s11187-015-9664-y
- Greenberg, J., & Mollick, E. (2015). Leaning In or Leaning On? Gender, Homophily, and Activism in Crowdfunding. *Academy of Management Proceedings*. Retrieved from <http://dx.doi.org/10.5465/AMBPP.2015.18365abstract>
- Greenberg, J., & Mollick, E. (2017). Activist Choice Homophily and the Crowdfunding of Female Founders. *Administrative Science Quarterly*, 62, 341-374. doi:10.1177/0001839216678847
- Greene, P.G., Brush, C. G., Hart, M. M., & Saporito, P. (2001). Patterns of Venture Capital Funding: Is Gender a Factor? *Venture Capital: An International Journal of Entrepreneurial Finance*, 3(1), 63-83. doi:10.1080/13691060118175
- Hoegen, A., Steininger, D. M., & Veit, D. (2017). How do Investors Decide? An Interdisciplinary Review of Decision-Making in Crowdfunding. *Electronic Markets*. doi:10.1007/s12525-017-0269-y
- Kanze, D., Huang, L., Conley, M. A., & Higgins, E. T. (2017, June 27). Male and Female Entrepreneurs Get Asked Different Questions by VCs — and It Affects How Much Funding They Get. *Harvard Business Review*.
- Lam, W. (2010). Funding Gap, what Funding Gap? Financial Bootstrapping Supply, Demand and Creation of Entrepreneurial Finance. *International Journal of Entrepreneurial Behaviour & Research*, 16(4), 268-295. doi:10.1108/13582551011054480
- Lin, T.-C., & Pursiainen, V. (2018). Gender Differences in Crowdfunding - Entrepreneur Overcomes. *Fmaconferences*. Retrieved from [http://www.fmaconferences.org/HongKong/Papers/Gender_and_crowdfunding_\(FMA\).pdf](http://www.fmaconferences.org/HongKong/Papers/Gender_and_crowdfunding_(FMA).pdf)
- Lins, E., & Lutz, E. (2016). Bridging the Gender Funding Gap: Do Female Entrepreneurs have Equal Access to Venture Capital? *International Journal of Entrepreneurship and Small Business*, 27(2/3), 347-365. doi:10.1504/IJESB.2016.073993
- Marom, D., Robb, A., & Sade, O. (2014). Gender Dynamics in Crowdfunding (Kickstarter): Evidence on Entrepreneurs, Investors, Deals and Taste Based Discrimination. *SSRN Electronic Journal*. doi:10.2139/ssrn.2442954
- Mohammadi, A., & Shafi, K. (2018). Gender differences in the Contribution Patterns of Equity-Crowdfunding Investors. *Small Bus Econ*, 50, 275-287. doi:10.1007/s11187-016-9825-7
- Mollick, E. (2014). The Dynamics of Crowdfunding: An exploratory study. *Journal of Business Venturing*, 1-16. <http://dx.doi.org/10.1016/j.jbusvent.2013.06.005>
- Pathak, S., & Kaur, P. (2016). Crowd Funding: An Innovation in the Age of Digital Marketing. In *International Journal for Innovations in Engineering Management and Technology*, 1(1), 26-34.
- Watson, J., Newby, R., & Mahuka, A. (2009). Gender and the SME "Finance Gap". *International Journal of Gender and Entrepreneurship*, 1(1), 42-56. doi:10.1108/17566260910942336

ANNEXURES

Table-1: Total Number of Crowdfunding Campaigns

	Successful campaigns		Unsuccessful campaigns		Total
	Number	Percentage	Number	Percentage	
Male	3	12.05%	219	87.95%	249
Female	48	23.76%	154	76.24%	202
Total	78	17.29%	373	82.71%	451

Table-2: Correlation among Variables

	Funding Ratio	Funders	Female creator	Female* Commercial	Female* Social	Female* Environment	Female* Medical
Funding Ratio	1	.703**	.241**	.017	.422**	.034	-.186**
Funders	.703**	1	.117*	.018	.180**	-.031	-.042
Female creator	.241**	.117*	1	.167**	.623**	.158**	.488**
Female* Commercial	.017	.018	.167**	1	-.084	-.021	-.066
Female* Environment	.034	-.031	.158**	-.021	-.080	1	-.063
Female* Medical	-.186**	-.042	.488**	-.066	-.247**	-.063	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 3: Results of Linear Regression Model

	Model 1	Model 2	Model 3	Model 4
Dependent variable	Funding ratio	Funding ratio	Funders	Funders
Predictor variable				
Constant	-2.774	-2.766	2.722	2.722
Female creator	1.167***	-	0.375***	-
Female*Commercial	-	0.790	-	0.365
Female*Social	-	2.325***	-	0.683***
Female*Environment	-	1.094	-	-0.173
Female*Medical	-	-0.505	-	.020
R ²	0.058	0.195	0.014	0.034
F stats	27.648***	26.317***	6.270***	3.918***
VIF	1.000	1.050	1.000	1.050

Table-4: Result of Binary Logistic Regression Models

	Model 5	Model 6
Dependent variable	Outcome	Outcome
Predictor variable		
Constant	-1.988	-1.960
Female creator	0.822***	-
Female*Commercial	-	-19.243
Female*Social	-	1.623***
Female*Environment	-	-19.243
Female*Medical	-	-1.610***
Nargarkle R ²	0.039	0.216
R ² Adjusted	404.730	352.714
Chi Square	10.670***	62.686***

TESTING FOR SPECULATIVE BUBBLES IN CRYPTOCURRENCY MARKET

Edwin Jiji*

Many studies are being conducted to understand the trading behaviours shown by cryptocurrencies. This study focuses on one such behaviour shown by the trading stocks and indices, i.e. bubble formation. This study is conducted to check for any presence of bubble formation in the daily prices of bitcoin (BTC-USD) from 2017-2020 on the onset of 2017 being the explosive stage of bitcoin which gave huge returns to several investors and the more than 50 percent crash in prices due to the Covid pandemic. This study is based on the methodology followed by (Israel & Caspi, 2014) and (Ghosh, 2016), using the three versions of right-tailed Augmented Dicky Fuller tests (ADF, RADF, SADF) to check for the presence of bubble formation in bitcoin prices. Keywords: Bitcoin, Cryptocurrency, Bubble Testing, ADF, RADF, SADF

INTRODUCTION

In the business and the trading domain, the existence of speculative bubbles has always been there in the prices of all forms of traded assets like stocks, gold, land, etc. The existence of these bubbles has always affected the trading behaviour of all forms of investors in these assets especially in stocks and historic studies have shown in many instances that the existence of these bubbles has drastically affected the economy as a whole. One of the most well-known examples of a bubble occurrence crashing the entire economy is the Dot-com bubble which occurred in 2000 and brought in heavy recession in the markets of the USA. The terminology bubble in the context of finance refers to an economic circumstance during which the daily traded price of the asset strongly exceeds or recedes the intrinsic value of the asset.

This phenomenon is also referred to as the explosive pricing behaviour shown by the asset, which is a matter of study in the fields of both behavioural finance and analytical finance. Investors are attracted by the rising price of a stock, a few of them study to conduct the technical analysis to understand

the intrinsic value of the stock whereas, for the rest of the investors, the rising price itself will attract them to invest. This price can be a result of herding behaviour followed by the investors, the introduction of new technology or concept pioneered by the attractive stocks, or a large Foreign Institutional Investment (FII)/ Domestic Institutional Investment (DII). The reason for the occurrence of a bubble is several. As per (Costa et. al, 2017) there is a higher possibility for bubbles to appear in markets where determining the intrinsic value of the traded asset is more challenging. This inference lays down the foundation for looking into the less studied field of cryptocurrency to search for evidence of the existence of bubbles. The broad intention of this study is to focus on checking the closing price of Bitcoin for the occurrence of a bubble and to identify the nature of risk involved in trading Bitcoin based on past prices.

REVIEW OF LITERATURE

Several types of research have been conducted to identify the sudden fluctuation that leads to a difference in the fundamental value and the traded value of a stock price. As per (Diba & Grossman, 1988) excluding

* Research Scholar, Christ (Deemed to be University), Bangalore.

the market-fundamental concept, to account for the solution to the difference in prices, it also involves the traded asset price to have a rational bubble component. The study conducted by them showed that the presence of a rational bubble on any date would suggest that the price of the stock has been overestimated relative to market fundamentals since the first day that the stock was being traded and before that first day of trading the issuer of the stock and potential stockholders who estimated the initial pricing of the stock must have expected that the stock would be overvalued relative to market fundamentals.

Evans (1991) strongly criticized the concept of rational bubbles and conducted a study to prove that unit root tests and autocorrelation patterns fail to identify an essential category of rational bubbles and introduced the theory of periodically collapsing bubbles. Economists have been puzzled by the fact that the prices of the traded assets are too unstable to be credited to the market fundamentals. So, Wu (1997) conducted a similar study to understand if the instability of the prices of the assets traded in the U.S. stock market can be explained with help of rational bubbles. A particular variant of a rational bubble which is identified as stochastic, thus able to burst and start again was derived and proposed by the author from the conclusions of the study.

The term bitcoin came up from the research conducted by (Nakamoto, 2008) which termed it as a pure peer-to-peer online mode of electronic transaction that allows people to execute a financial transaction without the involvement of a financial institution. The framework to check for bubbles in this bitcoin was provided by the research proved by (Israel and Caspi, 2014). This study introduced the right-tailed augmented dicky

fuller test in the statistical software EViews 2000 to perform analysis for detecting the presence of a rational bubble in the prices of the traded assets.

The rejection of the null hypothesis of this test proves conclusive evidence for proving that there is an existence of a bubble in the time series. The primary focus of the study conducted by (Chong and Hurn, 2016) was on the recursive and the rolling recursive right-tailed unit root tests where the authors successfully proved the efficiency of the unit-roots tests (SADF and GSADF) which are to be used in this research. The approach to identifying the evidence for the existence of bubble is seen in the study by (Ghosh, 2016) in which the prices of CNX Nifty are studied and proved how an asset get perceived at an extremely higher value for a short period due to herding behaviour and once people noted its true inherent value it collapses within a short period.

The study conducted by (Cermak, 2017) started with its focus to understand if bitcoin can be considered as a viable alternative to the existing several government-issued currencies. The author proved that bitcoin is more volatile than any other fiat currency, which was one of the biggest obstacles for it to become a viable alternative. The explosive rise in prices of cryptocurrency like bitcoin was studied (Edmund and Lindgren, 2017) and it was found that the herding behaviour resulted in this phenomenon, resulting in the bitcoin giving a large number of returns as compared to other asset investment classes like other stocks, land, gold etc. The herding behaviour followed leads the market to collapse resulting in an economic recession or a major crash which is a form of correction of the prices of bitcoin perceiving more market value than its intrinsic value.

Understanding the intrinsic value of a cryptocurrency is not simple as it has no underlying asset unlike any traditional investment assets, however, their value can be connected to the development of the technology underneath i.e., blockchain and the computing power used up in mining it. In a recent study conducted by (Chen & Hafner, 2019) it was seen that with a decrease in the sentiment index there was an increase in the volatility of the prices, which is comparable to the leveraging effect and is related to the herding behaviour phenomenon.

RESEARCH METHODOLOGY

The unit root tests help in confirming that there is evidence to prove that a rational bubble existed in the historic prices of Bitcoin. Secondary data in the form of closing prices of Bitcoin (BTC-USD), available on Yahoo Finance from the period of 31st October 2017 to 31st October 2020 was taken as the dataset to conduct this study. The total number of observations is 1098, with a window size of 71 and a replication of 1000. The technical methodology followed in this study is to substantiate the stationarity of the time series. To analyze this stationarity of the time series, the different variants of Right-Tailed Augmented Dicky Fuller tests like Augmented Dickyfuller (ADF), Right-tailed ADF (RADF), Generalized Supremum ADF (GSADF), and Supremum ADF (SADF) were conducted on this time series.

The ADF is measured from one extreme of the sample to the other extreme whereas the variant RADF breaks the sample into several rolling windows and starts calculating from one extreme to the other covering each window, but not in a continuous order. In the "Supremum" ADF or the SADF, the

window size is different but the starting point for all windows is the same. These different variants of the Right-Tailed ADF test provide the different approaches of calculations on the time series undertaken for the study. The p-value obtained by conducting these tests is used for hypothesis testing and to conclude to substantiate the occurrence of a bubble.

HYPOTHESIS

For a Right-Tailed Augmented Dicky Fuller Test the hypotheses used are:

H_0 : Time series has the unit root and is non-stationary ($\rho = 1$).

H_1 : Time series has no unit root and is stationary ($\rho < 1$ or $\rho > 1$).

With the help of the null hypothesis, it is verified that the time series on which the RTADF test was conducted is non-stationary and has a unit root, which confirms that the occurrence of the bubble cannot be substantiated. The alternate hypothesis for the RTADF provides proof for the stationary nature and that there is no unit root for the time series, thereby giving proof of the existence of a bubble in the time series or mildly explosive nature of the coefficients. The p-value obtained from running these tests is compared at a 95 percent significance level, indicating that a value less than 5 percent will lead to the rejection of the null hypothesis, thereby substantiating the occurrence of the bubble in the time series, whereas for a value greater than 5 percent, will lead to the acceptance of the null hypothesis, substantiating the fact that there is no occurrence of the bubble in the time series. See Table-1 and Table-2 and Figure-1 and Figure-2.



Figure-1: Graphs of RADF

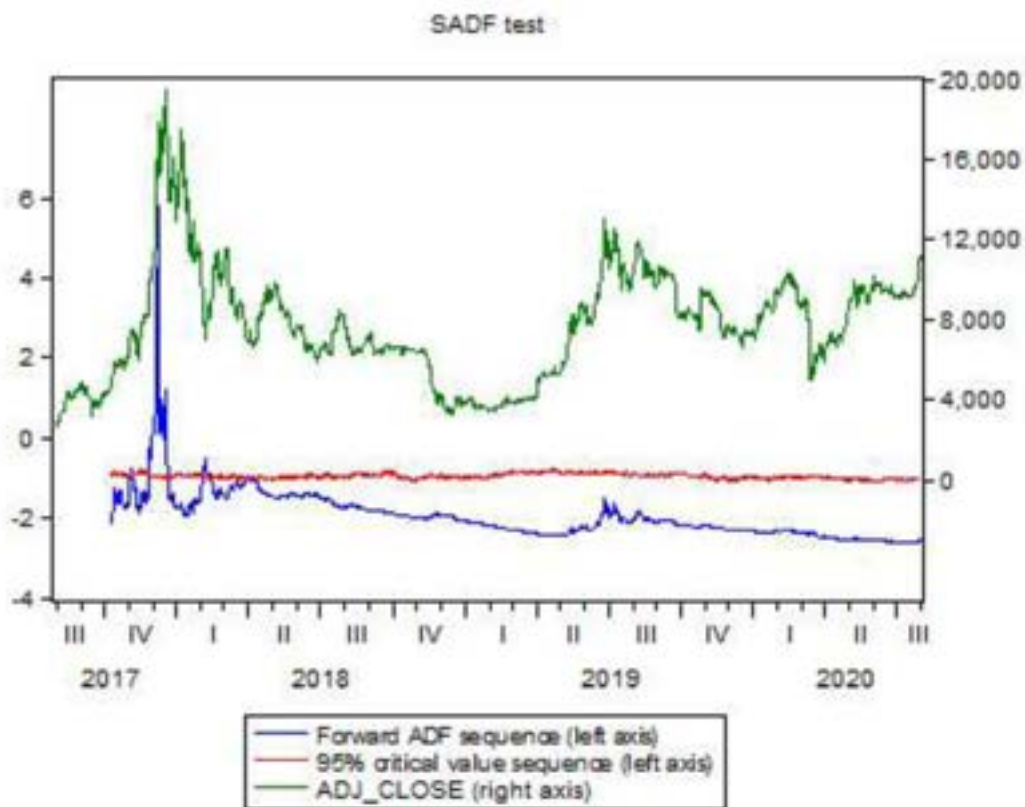


Figure-2: Graphs of SADF

RESULTS AND CONCLUSION

Table-1 talks about the statistics of the time series considered for the study. It also talks about the normality of the time series, which is measured with the Jarque-Bera value. With a Jarque-Bera value of 190.360, it can be said that the time series is moderately normal. The second value to be observed in Table 1 is the value of Kurtosis which is a measure of risk in the distribution of the time series. The value of Kurtosis is 4.407 which is greater than 3 above which the time series is assumed to be highly risky. After that multiple tests are conducted in a series of increasing accuracy (from ADF to SADF) which gives the p-value to confirm the acceptance or the rejection of the hypothesis used for this study. In the case of the ADF test.

From Table-2, it is observed that the p-value is 0.3192 or 31.92 percent (suggesting that there is a 68.08 percent chance of occurrence of a bubble) which is greater than 5 percent. Thus, for the ADF test, the p-value having a value greater than 5 percent, leads to the rejection of the null hypothesis, substantiating that the nature of the time series is not stationary and it has a unit root, thereby providing no proof of occurrence of the bubble in the time series. For the next test which is the RADF test, the p-value is observed to be 0.0000 (suggesting that there is a 100 percent chance of occurrence of a bubble), a value smaller than 5 percent. This p-value leads to the rejection of the null hypothesis and substantiates that there is no unit root and the nature of the time series is stationary, thereby providing proof of the occurrence of the bubble in the time series.

For the next more accurate variant of the right-tailed ADF test, SADF, it is observed that the p-value is 0.0000 (suggesting that there is a 100 percent chance of occurrence of a bubble), a value again less than 5 percent.

This p-value leads to the rejection of the null hypothesis and substantiates that there is no unit root and the nature of the time series is stationary, thereby providing proof of the occurrence of the bubble in the time series. From the recent two variants of right-tailed ADF tests, the rejection of the null hypothesis substantiates the occurrence of the bubble in the time series under study. So, the inference that can be drawn from this conclusion is that during the undertaken period, the price of bitcoin has been overvalued or undervalued between 2017 to 2020. The conclusion obtained from this study confirms that there are formations of speculative bubbles in cryptocurrencies trading prices.

LIMITATIONS AND SCOPE

Artificial neural network and fuzzy neural network methods are some of the groundbreaking methods that can be applied for substantiating the occurrence of bubbles. Also, this study could have been expanded towards conducting the Generalized Supremum ADF (GSADF) test which is a more accurate variant of the Right-tailed ADF tests (RADF). There are yet a lot of studies going on about calculating the intrinsic value of a cryptocurrency like bitcoin. This field had scope for a wide amount of research. The study can be further extended to study the volatility clustering behaviour shown by bitcoin and can also be extended to developing prediction models for bitcoin using past pricing data.

References

- Chen, C., & Hafner, C. (2019). Sentiment-Induced Bubbles in the Cryptocurrency Market. *Journal of Risk and Financial Management*, 12(2), 53.
- Chong, J., & Hurn, A. S. (2016). Testing for Speculative Bubbles: Revisiting the Rolling Window. 33.
- Costa, C. T., da Silva, W. V., de Almeida, L. B., & da Veiga, C. P. (2017). Evidencia empírica de la existencia de burbujas especulativas en los precios de las acciones negociadas en la Bolsa de Valores de São Paulo. *Contaduría y Administración*, 62(4), 1317-1334.

Diba, B. T., & Grossman, H. I. (1988). The Theory of Rational Bubbles in Stock Prices. *The Economic Journal*, 98(392), 746.

Edmund, & Lindgren. (2017). Rise of the Crypto Hedge Fund: Operational Issues and Best Practices for Emergent Investment Industry. *Stanford Journal of Law, Business, and Finance*, 23(1), 112.

Evans, G. (1991). Pitfalls in Testing for Explosive Bubbles in Asset Prices. *The American Economic Review*, 81(4), 922-930.

Ghosh, B. (2016). Rational Bubble Testing: An in-depth Study on CNX Nifty. *Asian Journal of Research in Banking and Finance*, 6(6), 10.

Israel, B., & Caspi, I. (2014). Munich Personal RePEc Archive Rtdsf: Testing for Bubbles with EViews. Munich Personal RePEc Archive, (58791).

Wu, Y. (1997). Rational bubbles in the stock market: Accounting for the U.S. stock-price volatility. *Economic Inquiry*, 35(2), 309-319.

Webliography

Cermak, V. (2017). Can Bitcoin Become a Viable Alternative to Fiat Currencies? An Empirical Analysis of Bitcoin's Volatility Based on a GARCH Model. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.2961405>.

Nakamoto, S. (2008). Bitcoin: A peer-to-peer Electronic Cash System. <https://bitcoin.org/bitcoin.pdf>

ANNEXURES

Series: Adj_Close
 Sample: 7/31/2020 to 7/31/2020
 Observations: 1097

Table-1: Jarque-Bera Test (Normality Test)

Mean	7676.554
Minimum	2710.670
Maximum	19497.400
Median	7556.238
Std. Dev	2764.333
Probability	0.000
Jarque-Bera	190.360
Kurtosis	4.407
Skewness	0.739

ADF Tests
 Sample: 7/31/2020 to 7/31/2020
 Observations Included: 1097
 Lag Length: Fixed, Lag=0
 Window size: 71

Table-2: Unit Root Tests

		t-Statistic	Probability
ADF		-2.518169	0.3192
Test Critical Values	99% Level	-3.966442	
	95% Level	-3.413918	
	90% Level	-3.129043	

		t-Statistic	Probability
max RADF		5.28694	0.0000
Test Critical Values	99% Level	-0.2671	
	95% Level	-0.8968	
	90% Level	-1.2127	

		t-Statistic	Probability
SADF		5.791148	0.0000
Test Critical Values	99% Level	1.177412	
	95% Level	0.668183	
	90% Level	0.390780	

THE EFFECT OF CAPITALISATION OF R&D AND OPERATING LEASE ON FIRM VALUATION AND PERFORMANCE

M. Sharmeen Farooq*

Firm Valuation and performance measures are considered to be the benchmarks that every firm is determined to enhance. The paper computes the capitalization of expenditure on Research & Development (R&D) and operating leases of blue-chip companies in India and studies its relationship with firm values of the same companies for the year 2019-20. The present study examines the effect of capitalization of R&D and operating leases expenditure on the value of the firm and also on select measures such as operating income before and after taxes, net income, the book value of capital, return on capital, capital expenditure, depreciation and amortization. The assessment of capitalization of R&D has been showcased with a comparison of these values before and after capitalization. The results of t-test, regression, and ANOVA also establish that the relationship is statistically significant between the Capitalised R&D and selected measures and firm value while it does not show the significance for the capitalization of operating expense. The paper investigates the sensitivity of the mechanics of firm valuation with the capitalization of R&D costs and operating leases.

Keywords: Firm Value, R&D Expenditure, Operating Lease, Capitalisation

INTRODUCTION

The expenditure on Research and Development is considered to be crucial to maintain a competitive edge and boost sales. Research and development expenses also are the route to implementing innovation and targeting higher growth. But there have been several instances reported when expenditure reduces the firm value. To make the right choices about R&D investments there is a necessity to invest in the right technologies, patents, products, and services. The logic of capitalization of these expenses is to match the benefits with the costs which span across years in the future.

A firm generally has to make decisions concerning the purchase of an asset or lease. An operating lease is an agreement that spans for a period less than the actual life of the asset and where the risk of loss lies mostly with the lessor. A general assumption made is that operating expenses do not include financial expenses. The same is applied to operating leases but they are essentially financial expenses. When the operating lease

gets capitalized there occurs changes in valuation inputs such as the book value of capital, operating income both before and after taxes, return on capital, and some cash flow measures. Relative valuation measures which are also a method of valuation are significantly affected by such capitalization.

REVIEW OF LITERATURE

Several research studies have been conducted over the decades on the effect of capitalization of R&D and operating expenses. A few of these are as follows. Lev and Sougiannis (1996) in their study assessed public companies for their R&D capital and established the resulting estimates to be statistically consistent. They also made adjustments to the quantum of earnings and book values for the capitalizing R&D expenditure and accounted for their significance to investors. They evidenced a strong relationship between the firms' R&D capital and succeeding returns of the stock and this resulted in a greater compensation in terms of prices for assuming the high risk related to R&D.

* Associate Professor, Department of Corporate Secretaryship, Ethiraj College for Women, Chennai.

Rolf UweFuehbier (2008) in their research on German companies revealed that the financial ratios depicted prominent changes which may produce the organization with incentives to minimize these effects. Saskia Clausen (2016) evaluated R&D expenses as a commonly used measure for intangible concentration. They devised a new measure to estimate the productivity of previously existing intangibles and justify the measurement of the value of a firm with market capitalization or using acquired prices in the case of an M&A transaction.

The measure disclosed the growing importance of intangibles and their application for capital structure. Their results indicated that firms with higher intangibles employed lower leverage. Yulong Yang (2019) indicated that reliability is enhanced with the decline in R&D expenditures with low reliability. His results remained the same even after controlling the amount of R&D investment and other endogenous variables. Further tests proved that the strategic timing of managers confer stability to the earnings and also that the analyst's report is ineffective in discriminating between low-reliability and the usual capitalization of R&D expenditure.

Chihiro et al. (2020) performed a careful examination of Amazon's techno-financing system spanning two decades by emphasizing its growth. Besides he also compared Google, Apple, Facebook, and Amazon (GAFAM), the four largest online service providing companies. Among them, Amazon provided the highest reliance on an investor surplus signifying its aggressive policy relating to R&D. Vivien et. al (2000) investigated the extent of substitution between a lease and non-lease debt with the development of an improved complete measure of the lease. As an incomplete substitute, lessors were exposed to risks that are essentially not a part of the debt contracts. There was no uniformity found concerning

substitution effects among different types of lease.

Nunung et al. (2015) examined the factors affecting operating lease policies, and the influence of capitalization of operating lease expense on financial ratios of the firm. Except for financial constraints, other variables influenced the policy concerning the operating lease. To prevent the deception to the users of financial statements with the mistreatment of an operating lease, its capitalization was explored. The impact on financial ratios influencing decision-making was also evaluated with the capitalization of operating expenditure.

Abraham and Sidhu (2020) measured financial innovation between 1996 and 2010 with data collected from thirty-two countries. The various measures of financial innovation were connected with rapid bank growth, more bank vulnerability, and poor performance of the bank during a crisis. These effects were considerably higher in countries with larger securities markets and more indecisive regulatory frameworks. The research leads to a constructive net effect of financial innovation on the growth of an economy. He linked financial innovation to elevated growth in countries and industries with enhanced growth opportunities.

The whole deal of research work on capitalization of R&D expenses and Operating expenses has shown significant changes in financial parameters and ratios which are of value to the investors. Measures have also been developed by researchers to associate these innovations with firm growth. The growth of Amazon has also been attributed to aggressive R&D expenditures. In pursuance of this comprehension of the importance of R&D expenses and also the imperative need to capitalize operating leases, the paper identifies the research gap of the sensitivity of firm value and performance measures to the capitalization of these expenses.

OBJECTIVES OF THE STUDY

- To study the capitalization of R & D expenditure and operating lease expenses of the selected companies and verify the effect of R&D capitalization on pertinent performance measures of the firm.
- To examine the impact of the capitalization of R&D expenditure operating lease expenses on firm valuation.

HYPOTHESES

H_{01} : There is no significant influence due to Capitalisation R&D expenditure on the performance measures.

H_{02} : There is a significant influence due to Capitalisation R&D expenditure on the performance measures.

H_{03} : Capitalisation of operating lease expense has no impact on firm value

H_{04} : Capitalisation of operating lease expense has an impact on firm value

METHODOLOGY

The study comprises a sample of select eight blue-chip companies based on secondary data. The companies in the sample include Britannia Industries Limited, Colgate Palmolive India Limited, ITC Limited, Godrej Consumer Products Limited, Hindustan Unilever Limited, Marico India Limited, Nestle India Limited, and Procter & Gamble India Limited.

The paper utilizes the firm values of the companies computed as of 1/4/2020 with the Free Cash Flow to the Firm method. To elicit the inferences between the Firm Values and the capitalized value of the R&D and operating lease expenses, the study considers parameters that are highly relevant for valuation such as operating income, operating income after taxes, net income, the

book value of capital, return on capital, capital spending, depreciation, and amortization to analyze the impact of capitalization.

The R&D Expenditure is collected for a period of three years (2018-19, 2017-18, and 2016-17) in addition to the current year 2019-20 (as the companies belong to the FMCG sector and amortization life is 3 years) and operating lease expenses data over six years (2018-19, 2017-18, 2016-17, 2015-16, 2014-15, 2013-14) in addition to the current year 2019-20. The financial data for the companies was extracted from its annual reports. The calculation of the cost of debt of the firm is done with the synthetic rating method with due consideration to the bond rating of the company. The objectives are analyzed with regression, t-test, and ANOVA using SPSS, and the results are presented below.

RESULTS AND DISCUSSION

Tables-1 and Table-2 depict results of the capitalization of R&D expenditure for the companies. The variation in the respective parameters is indicative of changes in the valuation inputs. The impact of capitalization of R&D has been showcased with a comparison of these values before and after capitalization. In most cases the operating income, operating income after tax, net income showed a mean increase of 5.76 percent, the book value of capital records a mean increase of 4.29 percent, return on capital a minimal 0.098 percent whereas capital expenditure and depreciation and amortization indicate a substantial increase after capitalization. All the companies except P&G Limited have R&D expenses. Procter & Gamble Healthcare and Hygiene Ltd had the benefit of availing sophisticated technology and constant up-gradation from The Procter & Gamble Company, USA, and its subsidiaries.

To examine the impact of the capitalization of R&D expenditure on pertinent performance measures the following analysis is carried out for seven firms as no R&D expenditure is spent by P&G Ltd. A paired sample t-test was conducted with the below-mentioned hypothesis and the results are presented below.

The results show H_{02} is accepted as the significant value is lower than 0.05. This reveals a significant difference due to the capitalization of R&D expenditure on performance measures. The results are similar to those achieved by Abraham and Sidhu (2020) identified a significant improvement in the accounting earnings with the capitalization of R&D expenditure. This paper also shows a statistical significance in the performance measures due to the capitalization of this imperative expenditure (See Table 3). The impact of the R&D capitalization with firm value is statistically tested with the help of Univariate Regression analysis (See Table 4). The R square value is 0.422 and the adjusted R square is 0.409 which shows the moderate variation in the firm value with R&D capitalization. The relation is further analyzed with a one-way ANOVA (See Table 5).

The results of ANOVA show a high value of F which is empirically significant. This establishes that the capitalization of R&D creates a significant impact on the value of a firm. The results are also confirmed with a t-test which again reinforces the results (See Table 6). To study the objective of the impact of capitalization of operating lease expenses for the sample companies the computations of capitalization of operating expenses are presented in (Table 7-9) Operating Lease expenses are capitalized and these commitments are discounted at the pre-cost of debt. The total of the present values of lease payments helps to arrive at the Debt value of the leases. This capitalized value is used for reinstating the financial measures. The total value of debt is increased finally

leading to an increase in the total value of the firm.

To analyze this relationship between the capitalized values of leases and the value of the firm, it is further subject to test with t-test and one-way analysis of variance. The analysis and tests were performed with the use of SPSS. The descriptive statistics are shown in Table-10).

The results of the t-test and correlation show a low value of the correlation between the Capitalised operating leases and firm value. The test also proves that the relationship is statistically insignificant at the 5 percent level. The small sample size could also have given the mentioned results. As the correlation between the two variables capitalized lease value and firm value is weak, it shows the evidence of the influence of other independent variables that impact firm valuation (See Table 11, 12, and 13). To further test the results a One Way ANOVA was conducted and the results showed an insignificant variation in the parameters operating income, net income book value of capital, ROC, and firm values with the capitalization of operating expense costs (See Table 14). At five percent level the test proves that capitalisation of operating lease expense has no significant impact on firm value.

CONCLUSION AND IMPLICATIONS

R&D expenditures are incurred by firms to stay competitive and innovative but the amount of investments is subject to a great deal of volatility. The benefit of these expenses is also received in future years. When these expenses are capitalized they result in an improvement in the financial position of the firm. When R&D expense is capitalized, then the value of the assets in the Balance Sheet will increase and the amortization of the expense without capitalization will decrease income. An analysis of the comparison of the measures shows an increase in four of seven companies.

The operating income, operating income after tax, net income have shown a mean increase of 5.76 percent, book value of capital records a mean increase of 4.29 percent, return on capital a minimal 0.098 percent whereas capital expenditure and depreciation and amortization also indicate an increase after capitalization. The computed R square value is 0.422 and the adjusted R square is 0.409 which shows the moderate variation in the firm value with R&D capitalization. It is found from the study that the capitalized R&D expenditure has a significant influence on the measures and firm valuation as confirmed with t-test and regression, but operating lease capitalization does not have a significant influence on firm valuation as confirmed with ANOVA.

The effect of capitalizing an operating lease can reduce EBIT and net income which are primarily important inputs for valuation. Hence a reduction in these inputs would reduce the value of the firm. The results of capitalization of operating expenses showed an insignificant variation in the parameters operating income, net income book value of capital, ROC, and firm values.

SCOPE FOR FURTHER STUDIES

Studies that focus on the R&D capitalized asset and impact on Net Income, ROC, and Book Value of Capital during the years of

amortization along with an annual computation of firm values should evaluate the extent to which R&D capitalization impacts firm valuation. Similarly, the effect of capitalization of operating expenses could be studied during the coverage of the period of the lease on firm valuation. The study across various sectors could provide reliability and objectivity to analyze the effect on firm valuation.

References

- Abraham, Tony and Sidhu, Baljit (1998), The Role of R&D Capitalisations in Firm Valuation and Performance Measurement, *Australian Journal of Management* 23(2): 169-183.
- Chihiro Watanabe, Yuji Tou, Pekka Neittaanmäki (2020), Institutional Systems Inducing R&D in Amazon—the Role of an Investor Surplus toward Stakeholder Capitalization, *Technology in Society*, 63(4):101290.
- Lev, B., & Sougiannis, T. (1996). The Capitalization, Amortization, and Value-relevance of R&D. *Journal of Accounting and Economics*, 21(1), 107-138.
- Nunung Nuryani, Tan Thing Heng, Nadya Julieta (2015), Capitalization of Operating Lease and Its Impact on Firm's Financial Ratios, *Procedia Social and Behavioural Sciences*, 211, 268-276.
- Rolf Uwe Fuehlner, Jmarchenrikpferdehirt (2008), Impact of Lease Capitalization on Financial Ratios of Listed German Companies, *SSRN Electronic Journal* 60(2):122-144.
- Saskia Clausen, Stefan Hirth, (2016) Measuring the value of intangibles, *Journal of Corporate Finance*, 40(110-127), ISSN 0929-1199.
- Vivien Beattie, Alan Goodacre, Sarah Thomson, (2000) Operating leases and the assessment of lease-debt substitutability, *Journal of Banking & Finance*, 24(3), 427-470.
- Yulong Yang, Reliability of R&D capitalization, Evidence from ex-post impairment in China, *China Journal of Accounting Research*, 12, (3), 251-269.

ANNEXURES

Table 1 : Capitalisation of Research & Development Expenses for Britannia, Godrej, HLL & Marico

	Operating income(Rs)	Operating income after taxes (Rs)	Net Income (Rs)	Book value of capital (Rs)	Return on capital	Capital Expenditure (Rs)	Depreciation & Amortization (Rs)
Britannia							
Without capitalizing	20,59,35,00,000.00	13,38,57,75,000.00	13,38,57,75,000.00	54,78,57,00,000.00	0.2443	1,99,00,000.00	15,09,00,000.00
With capitalizing	20,55,92,66,666.67	13,35,15,41,666.67	13,35,15,41,666.67	55,44,72,00,000.00	0.2407	35,56,00,000.00	52,08,33,333.33
Change in Percentage	0.166	0.256	0.256	-1.207	0.014	-169	-245.151
Godrej							
Without capitalizing	14,81,13,00,000.00	9,62,73,45,000.00	55,65,71,00,000.00	72,72,66,00,000.00	0.1323	1,74,71,00,000.00	81,37,00,000.00
With capitalizing	14,86,04,00,000.00	9,67,64,45,000.00	55,70,62,00,000.00	73,05,73,66,666.67	0.1324	1,92,92,00,000.00	94,67,00,000.00
Change in Percentage	-0.332	-0.510	-0.088	-0.455	-0.001	-0.1047	-0.163
HLL							
Without capitalizing	1,00,30,00,000.00	65,19,50,00,000.00	3,97,86,00,000.00	2,16,48,44,187.00	30.1153	7,65,00,00,000.00	9,38,00,00,000.00
With capitalizing	1,00,24,00,000.00	65,13,50,00,000.00	3,97,80,00,000.00	2,60,81,77,520.33	24.9733	7,85,00,00,000.00	9,64,00,00,000.00
Change in Percentage	0.0598	0.0920	0.015	-20.478	0.171	-0.0261	-0.0285
Marico							
Without capitalizing	12,68,00,00,000.00	8,24,20,00,000.00	62,72,00,00,000.00	31,30,00,00,000.00	0.2633	31,48,00,00,000.00	96,00,00,000.00
With capitalizing	12,69,19,00,000.00	8,25,39,00,000.00	62,73,19,00,000.00	31,92,89,00,000.00	0.2585	62,96,00,00,000.00	1,26,29,00,000.00
Change in Percentage	-0.094	-0.144	-0.019	-2.009	0.018	-1	-0.3163

Table 2 : Capitalisation of Research & Development Expenses for Colgate, ITC & P&G & Nestle

	Operating income	Operating income after taxes	Net Income	Book value of capital	Return on capital	Capital expenditures	Depreciation & Amortization
Colgate							
Without capitalizing	12,41,29,87,000.00	8,06,84,41,550.00	45,74,32,61,000.00	14,46,75,00,000.00	0.5576	60,39,85,00,000.00	1,97,94,07,000.00
With capitalizing	12,39,99,17,000.00	8,05,53,71,550.00	45,73,01,91,000.00	14,79,78,39,200.00	0.5443	69,68,47,00,000.00	2,08,53,39,000.00
Change in Percentage	0.105292948	0.161989151	0.028572515	2.283319164	0.0239	15.37488514	5.351703818
ITC							
Without capitalizing	5,13,84,00,00,000.00	3,33,99,60,00,000.00	4,98,21,00,00,000.00	6,40,34,79,00,000.00	0.5215	1,16,93,00,00,000.00	15,63,27,00,000.00
With capitalizing	6,29,32,99,07,889.00	4,49,48,59,07,889.00	6,13,69,99,07,889.00	7,58,68,15,88,888.67	0.5924	2,33,86,00,00,000.00	17,07,27,92,111.00
Change in Percentage	22.47585005	0.345782308	0.231809694	0.184795935	-0.1358	-100	9.212049812
P&G							
Without capitalizing	6,41,75,00,00,000.00	4,17,13,75,00,000.00	30,46,10,00,000.00	11,57,06,00,000.00	0.3605	51,02,00,00,000.00	47,88,00,00,000.00
With capitalizing	6,41,75,00,00,000.00	4,17,13,75,00,000.00	30,46,10,00,000.00	11,57,06,00,000.00	0.3605	51,02,00,00,000.00	47,88,00,00,000.00
Change in Percentage	0	0	0	0	0	0	0
Nestle							
Without capitalizing	29,88,35,00,000.00	19,42,42,75,000.00	1,26,15,78,000.00	19,85,50,00,000.00	0.9783	3,69,50,00,000.00	3,16,36,00,000.00
With capitalizing	30,08,55,00,000.00	19,62,62,75,000.00	1,26,35,98,000.00	26,55,13,33,333.33	0.7391	7,39,00,00,000.00	6,65,66,00,000.00
Change in Percentage	0.006759583	0.010399359	0.001601169	0.337261815	0.2444	-100	110.4121886

Table 3 : Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	With capitalisation - without capitalisation	1E+010	3.554E+010	5E+009	2E+009	2E+010	2.362	48	.022

Table-4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649	.422	.409	2258363348598.40600

a. Predictors: (Constant), With capitalization

Table-5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	174813716	1	17481371624	34.276	.000
		245239500		52395000000		
		000000000		00000.000		
Residual	239709635	47	51002050142	92600000000	000.000	
	671752400					
	000000000					
Total	414523351	48				
	916992000					
	000000000					

a. Predictors: (Constant), With capitalization

b. Dependent Variable: Firm Value

Table-6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18147401	35551289		5.105	.000
	34529.855	1797.822				
	With capitalisation	10.810	1.846	.649	5.855	.000

a. Dependent Variable: Firm Value

Table 7 : Capitalisation of Operating Lease Expenses for Britannia, Godrej & HLL

Year	Britannia		Godrej		HLL	
	Commitment	Present Value	Commitment	Present Value	Commitment	Present Value
1	4,57,000.00	4,34,98,952.98	59,49,00,000.00	56,62,47,858.37	79,00,00,000.00	74,87,44,194.86
2	19,00,000.00	17,21,388.15	18,37,00,000.00	16,64,31,053.93	64,00,00,000.00	57,49,00,555.00
3	44,00,000.00	37,94,377.07	17,36,00,000.00	14,97,05,422.56	1,03,00,00,000.00	87,69,12,691.41
4	71,00,000.00	58,27,855.34	61,65,00,000.00	50,60,38,424.65	30,37,00,000.00	24,50,58,798.44
5	90,00,000.00	70,31,622.18	28,71,00,000.00	22,43,08,747.40	61,27,00,000.00	46,85,75,702.70
6 and beyond	1,10,00,000.00	81,80,282.58	Nil	Nil	Nil	Nil
Debt Value of leases		7,00,54,478.29		1,61,27,31,506.91		2,91,41,91,942.42
Operating Income (EBIT)		20,59,35,00,000.00		\$2,25,02,300.00		\$1,00,30,00,000.00
Debt		12,03,92,00,000.00		\$2,60,47,800.00		\$0.00
Pre-tax Cost of Debt		0.0506		0.0506		0.0506
Restated Financials						
Depreciation on Operating Lease Asset =		1,16,75,746.38		32,25,46,301.38		58,28,38,388.48
Adjustment to Operating Earnings =		18,00,24,253.62		10,56,46,301.38		7,71,61,611.52
Adjustment to Total Debt outstanding =		7,00,54,478.29		1,61,27,31,506.91		2,91,41,91,942.42
Value of Firm		23,01,42,73,30,692.91		5,76,97,57,83,263.44		53,47,25,43,83,689.17
Market Value of outstanding debt =		12,10,92,54,478.29		1,89,36,31,506.91		2,91,41,91,942.42

Table 8 : Capitalisation of Lease Expenses for Marico, Colgate, ITC

Year	Marico		Colgate		ITC	
	Commitment	Present Value	Commitment	Present Value	Commitment	Present Value
1	42,00,00,000.00	39,86,33,257.40	15,25,67,000.00	14,52,18,922.52	35,08,00,000.00	33,39,04,435.56
2	2,56,00,000.00	2,30,61,547.23	77,56,90,000.00	70,27,70,300.61	34,14,00,000.00	30,93,06,270.07
3	3,47,00,000.00	2,96,68,950.84	88,78,62,000.00	76,56,55,275.83	80,85,00,000.00	69,72,16,786.52
4	4,01,00,000.00	3,25,41,781.51	1,14,67,96,000.00	94,13,18,477.27	28,22,00,000.00	23,16,36,729.01
5	35,72,00,000.00	27,51,26,637.53	1,21,51,03,000.00	94,93,49,466.72	25,97,00,000.00	20,29,01,364.33
6 and beyond	18,03,42,857.14	79,33,78,409.17	1,11,86,80,000.00	83,19,19,865.41	30,68,00,000.00	22,81,55,517.85
Debt Value of leases		1,55,24,10,583.68		4,33,62,32,308.37		2,00,31,21,103.34
Operating Income (EBIT)		\$12,68,00,000.00		12,41,29,87,000.00		\$5,13,84,00,000.00
Debt		\$1,31,00,00,000.00		0.00		\$5,63,00,00,000.00
Pre-tax Cost of Debt		0.0536		0.0506		0.0506
Restated Financials						
Depreciation on Operating Lease Asset =		12,93,67,548.64		72,27,05,384.73		33,38,53,517.22
Adjustment to Operating Earnings =		19,06,32,451.36		57,01,38,384.73		1,69,46,482.78
Adjustment to Total Debt outstanding =		1,55,24,10,583.68		4,33,62,32,308.37		2,00,31,21,103.34
Value of Firm		4,28,95,81,82,628.35		13,69,29,98,06,055.58		85,73,38,96,30,200.38
Market Value of outstanding debt =		2,86,24,10,583.68		4,33,62,32,308.37		5,63,00,00,000.00

Table 9 : Capitalisation of Operating Lease Expenses for P&G and Nestle India

Year	P&G		Nestle	
	Commitment	Present Value	Commitment	Present Value
1	44,00,000.00	41,88,083.00	1,62,77,00,000.00	1,54,93,05,158.96
2	2,41,00,000.00	2,18,34,449.64	1,98,06,00,000.00	1,79,44,11,243.40
3	5,32,00,000.00	4,58,77,468.20	3,53,30,00,000.00	3,04,67,12,315.11
4	5,12,00,000.00	4,20,26,224.40	3,23,90,00,000.00	2,65,86,51,188.08
5	2,48,00,000.00	1,93,76,025.55	46,68,00,000.00	36,47,06,803.51
6 and beyond	4,08,00,000.00	3,03,41,411.76	58,69,00,000.00	43,64,55,258.89
Debt Value of leases		16,36,43,662.56		9,85,02,41,967.94
Operating Income (EBIT)		6,41,75,00,000.00		\$29,88,35,00,000.00
Debt		0.00		\$53,14,00,000.00
Pre-tax Cost of Debt		0.0506		0.0506
Restated Financials				
Depreciation on Operating Lease Asset =		2,72,73,943.76		1,97,00,48,393.59
Adjustment to Operating Earnings =		10,50,26,056.24		- 82,90,48,393.59
Adjustment to Total Debt outstanding =		16,36,43,662.56		9,85,02,41,967.94
Value of Firm		1,00,78,88,88,908.19		2,26,27,17,38,720.07
Market Value of outstanding debt =		16,36,43,662.56		10,38,16,41,967.94

Table-10: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Operating Income	7	-1687	0	-276.09	628.793
Operating Income after Tax	7	-1	0	-.24	.197
Net Income	7	-20	0	-2.88	7.758
Book Value of Equity	7	-2	0	-.51	.748
Return on Capital	7	-15	0	-3.24	5.728
Capital Expenditure	7	-100	0	-18.94	36.695
Depreciation & Amortisation	7	-110	0	-30.07	51.413
Firm Value	7	2E+011	9E+012	3E+012	3.142E+012
Valid N (listwise)	7				

Table-11: Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Capitalised lease Value	3E+009	8	3164123075	1E+009
	Firm value	2E+012	8	3.049E+012	1E+012

Table-12: Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	Capitalised lease Value & Firm value	8	-.156	.712

Table -13: Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Capitalised lease Value - Firm value	-2E+012	3.050E+012	1E+012	-5E+012	2E+011	-2.191	7	.065

Table-14: ANOVA

Firm Value					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.8E+025	5	9.568E+024	.841	.675
Within Groups	1.1E+025	1	1.138E+025		
Total	5.9E+025	6			

WAS A SIX-MONTH MORATORIUM ON RETAIL LOANS ENOUGH FOR HEALING THE PLIGHT OF THE PRIVATE SECTOR EMPLOYEES?

Deepak Deshmukh*, Vipin Choudhary**

The pandemic COVID-19 had disrupted the entire economy as well the life of all salaried employees and specifically Private Sector employees. Reserve Bank of India has issued certain regulatory measures and advised Public Sector Banks, Private Sector Banks, and NBFCs to implement the moratorium on term loans to give some relief to the employees hit by the massive Lockdown in the Country in this Pandemic COVID -19. The Private Sector employees were among the worst affected due to loss of their jobs or cut down in their salaries. Moratorium allowed will restrain the Loan accounts of these employees from downgrading their loan account classification. The same will have no adverse impact on the credit history of beneficiaries. The main objectives behind this study were, to study the plight of private-sector employees and to, ascertain their choices and preferences for relief. The study also depicts the probable remedies perceived by private sector employees for their healings how they feel about the relief extended. The need for the research was felt, to ascertain, private sector employees' level of awareness towards the relief of moratorium, also to assess the challenges and adversity felt in light of the very purpose of these economic measures. A sample of 111 respondents was selected by using nonprobability convenience sampling for the study and analyzed for the study.

Keywords: COVID 19, Lockdown, Moratorium, Asset Classification, Retail Loans, Loan Accounts.

INTRODUCTION

The coronavirus COVID-19 is affecting 218 countries and territories around the world the very spread of COVID-19, resulted in versioning most of the economies worldwide. The epidemic has covered so many countries and thereby affecting so many factors like individual health and personal and environmental opportunities of people & employees over the continents. According to Subramanian (2018) statistics, providing formal employment in two ways, in terms of employees receiving some kind of social security benefits or from a tax net perspective, the economic study reported that there are presently almost 22 crore employees in the country under this bracket. the Employees' Provident Fund Organization (EPFO) and Employees' State Insurance Corporation (ESIC) data were considered for the social security angle.

The Plight

Kumar (2020) said that the pandemic and lockdown throw up more challenges in measuring employment and work. As per the report, there were several jobs lost in April, May, and June. After the declaration of the nationwide lockdown. The laborers and Employees after the unlock phases have returned, but only those who were having informal jobs. The formal jobs have been the hardest hit. 18.96 million of these jobs have disappeared since then. Salaried employees have the plight of their own as the hardest hit was felt by them getting worse month over the month since Salaried jobs are harder to regain.

Sharma (2020) said 27 million youth in the age group of 20-30 years lost their jobs in April 2020 following a nationwide lockdown to prevent the spread of Covid-19. Thus,

* Research Scholar, Prestige Institute of Management and Research, Indore

** Faculty, Prestige Institute of Management and Research, Indore

private sector employees got the hardest hit. Even after the clear directives from the Ministry of Finance, for all industries and businesses to pay their workers salaries without any deduction during the period of lockdown, several private-sector employees had lost their jobs and witnessed deduction in salary.

The Relief

Reserve Bank of India (2020) notification on COVID-19 – Regulatory Package has given some relief. The private Sectors employees who have lost their jobs or cut down in salaries have felt difficulties in paying their regular Loan payment obligations, but to heal the plight of employees the RBI has come forward and on 27th March 2020 and then on 23rd, May 2020 delivered some good news amid the novel coronavirus gloom. The central bank, among other things, permitted all Banks and NBFCs (including Housing Finance Companies) to allow a three-month moratorium on term loans extended further for three months i.e. up to 31, Aug 2020.

Yadav (2020) said that Central Government had asked the Reserve Bank of India to consider emergency measures to help borrowers cope with the burden of EMIs on small borrowers availing of Loans up to 2 Crores. Department of Financial Services wrote a letter to the RBI for further extending a moratorium of a few months on the payment of EMIs, interest, loan repayments, and relaxation in the NPA norms.

REVIEW OF LITERATURE

The literature on the moratorium policies is rather scarce, but recently the topic has gained more attention both by central banks

and academic researchers. The latest one is being reproduced hereunder. Banks around the world are suspending loan repayments as coronavirus hits borrowers. The Straight Times (2020) report mentions that many countries like Singapore, Malaysia, Thailand, Britain, Italy, the USA, and Canada have offered various reliefs to individuals.

Reserve Bank of India (2020) COVID-19 – Regulatory Package (Notification) announced certain regulatory measures in the wake of the disruptions on account of the COVID-19 pandemic and the consequent asset classification and provisioning norms, has further rescheduled the Payments – Term Loans and Working Capital Facilities up to August 31, 2020.

Jha (2020) said that Govt tells companies to protect wages, not terminate workers. This report conveyed that the Central government has asked all companies to ensure that workers, especially contract labor, who take leave as a precaution towards the coronavirus_pandemic (Covid-19) should be treated to be 'on duty and their salaries should not be deducted.

Dey et. al (2020) narrated that, When basic security is denied, hope dies. With the heading, the authors wrote, that the Prime Minister demanded discipline and sacrifice from the people while offering no measures to alleviate the distress of those who have lost their dignity and livelihoods.

Mini et. al (2020) revealed in their study that, Private Sector Employees has seen an unforeseen salary cut. This has led them to an un-secure position but they still have a positive look. Maity et. al (2020). Concluded in their study that, undoubtedly the employees of private sector organizations

are globally posed to severe immediate challenges of retrenchment, layoffs, pay cuts, delayed salary, prolonged promotions to mention a few.

Yadav (2020), a columnist in her wright up in *The Live Mint*, clarified that the "Borrowers who had a loan up to ₹ 2 crores as on 29 February are eligible for the relief on 'interest on interest'. Is/ it available only to those who opted for the moratorium? The benefit is available to all borrowers, irrespective of the fact whether you have opted for the moratorium or not, provided you paid your equated monthly installments (EMIs) regularly before 29 February 2020.

Vyas (2020) confirmed that the plight of salaried employees has worsened since the lockdown, with a loss of 17.7 million salaried jobs in April, additional 0.1 million jobs in May, followed by a gain of 3.9 million jobs in June, and then again a loss of 5 million jobs in July, it said. "On a net basis. Mohapatra (2020) stated that, the RBI filed a petition in the Supreme Court to reject the demand of several industries such as real estate, on the extension of the moratorium which was earlier provided from March 1 till August 31, 2020, on account of the pandemic issue.

OBJECTIVES OF THE STUDY

- To examine the perception of employees of the private sector on the granted relief of moratorium.
- To study, the effect of demographic variables e.g. gender, marital status, age, and income on private-sector employees' perception towards, the relief granted in the shape of the moratorium.
- To study how private-sector employees perceive the reliefs could be more effective to heal their plight in the long term.

RESEARCH METHODOLOGY

An attempt has been made to ease out employees who have either lost their jobs, had a hair cut in their salaries, or had other financial inconvenience by the Reserve Bank of India & Government of India. But there seem to be only short-term measures. However, the long-term impact of COVID-19 on the employees needs to be addressed seriously. In the present research, a Plan attempt has been made to study the Plight of private Sector employees and reliefs allowed by the Reserve Bank of India & the Government of India. A sample of 120 respondents was randomly selected out of which a final data of 111 was analyzed. It is found that four variables Gender, Age, Annual Income, and the present status of the job have a significant association with the impact of the moratorium.

The Study: The research design used was a single cross-sectional descriptive. An empirical study was made to aim at studying the private-sector employees' perception towards a moratorium and other relief given. To study the effect of demographic variables of various nature, such as age, gender, Marital Status, etc. Two types of variables were considered, independent variables viz. gender and age and dependent variable as the perception of private-sector employees towards Moratorium.

The Sample: The Sampling technique used in the study was non-probability convenient sampling. The collection of primary data was collected from 111 respondents from different groups.

Data Collection Tools: A self-designed, self-administered, and closed-ended questionnaire was provided to each of the respondents in the method of survey used, for the collection of primary data. The questionnaire provided to the respondent was containing items or statements on a five-point Likert-type scale. However, some

questions of dichotomous type and some multiple-choice questions have also been asked to the respondents. Secondary data was also collected from various Journals, Newspapers, Magazines, Websites, and other resources.

For conducting the present study, the Likert scale was used to collect data points as a tool for the five statements mentioned below. The statement was recorded and classified using collected data. The responses given were rated in the following manner. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree.

Data Analysis Tools: SPSS software was used for Data Analysis. The collected data was analyzed through, Frequency Distribution, t-test, one-way ANOVA, Mean, Standard Deviation. A Post Hoc test was also used to analyze the collected data, where it was required.

Demographic Variables: The Details of Demographic variables as per their categories are given in Table-2 (Annexure). There were 85.6 percent of Male employees and 14.4 percent of Female employees who participated in the survey. There was a Majority of respondents 53.2 percent from the Age group 30-50 as against 36.9 percent below 30 years of age and 9.90 percent aged above 50 years. Married respondents were about 68.5 percent and Unmarried was at 34.2 percent.

The respondent's group of about 53.2 was having Monthly Income Up to Rs 40000, 34.2 percent between Rs. 40000/- to Rs. 100000/- and 12.6 percent were above one lac. Most of the respondents i.e. 64.4 percent were having Graduation /Post graduation as against 36 and up to graduation & 3.6 percent above Post Graduation. The majority of respondents i.e. 64.9 percent were having a family of members above 2, 26.1 percent

with Two and 9 percent were having 1 family member. Respondents' Details Industrywise, Salary Status, FI from which Loan availed and relief of moratorium is given in table-3 (Annexure).

RESULTS AND DISCUSSION

The majority of the respondents 29.7 percent were from Banking 25.20 percent were from IT and 17.1 percent from others, the rest 12.6 percent were from manufacturing, 9.4 percent from Retail & Wholesale, and 5.4 percent from education. Only 7.2 percent were not getting any salary during the lockdown 18.9 percent were getting partial salary & 73.9 percent were getting full salary. The majority of the employees were availing Loans from Private Sector Banks 43.2 percent and 24.3 percent from Public sector Banks rest from NBFC & others. Surprisingly 73 percent of the employees were not availing of the moratorium as against 27 percent who have opted for the moratorium.

Analysis of Variables

In the present study, certain variables were found which were fruitful in providing a base for the conduction of various analyses. Some very positive interpretations of results from these variables with the help of the factors cited above were obtained. The variables drawn from the survey are cited here in below.

Relief Allowed (General Perception)

Perception of Private Sector Employees towards relief like moratorium and relief of interest was studied on these variables. This helped the employees to express their perceptions. Information after classification is presented in Table-1 (Annexure).

Testing of Hypothesis

Gender: The mean score for Male respondents was 3.64 (perception about the

relief of moratorium), while it was 3.52 for Female respondents. It implies that Male respondents were having a slightly higher mean score as compared to female counterparts.

Null Hypothesis:

H_{01} : There is no significant difference in perception regarding relief of moratorium between male and female respondents.

Alternative Hypothesis:

H_{11} : There is a significant difference in perception regarding relief of moratorium between male and female respondents.

It was found that there is no significant difference between male and female respondents towards their perception about the relief of moratorium ($t=1.019$, Sig. (2 tailed) = 0.310, $p > 0.05$).

Marital Status: The mean score for Married respondents was 3.58 (perception about the relief of moratorium), while it was 3.71 for Unmarried respondents. It implies that Unmarried respondents were having a slightly higher mean score as compared to Married counterparts.

Null Hypothesis:

H_{02} : There is no significant difference in perception regarding relief of moratorium between Married and Unmarried respondents.

Alternative Hypothesis:

H_{12} : There is a significant difference in perception regarding relief of moratorium between Married and Unmarried respondents.

It was found that there is no significant difference between Married and Unmarried respondents towards their perception about the relief of moratorium ($t= -1.484$, Sig. (2 tailed) = 0.141, $p > 0.05$).

Age Groups: The mean score for Young respondents (below 30 Years) was 3.66 (perception about the relief of moratorium), while it was 3.60 for Middle-Aged respondents (30-50 Years) and 3.59 for the respondents (above 50 Years). It implies that Young respondents (below 30 Years) were having a slightly higher mean score as compared to their other counterparts.

Null Hypothesis:

H_{03} : There is no significant difference in perception regarding relief of moratorium among Young respondents (below 30 Years), Middle Aged respondents (30-50 Years), and Old respondents (above 50 Years).

Alternative Hypothesis:

H_{13} : There is a significant difference in perception regarding relief of moratorium among Young respondents (below 30 Years), Middle Aged respondents (30-50 Years), and Old respondents (above 50 Years).

It was found that there is no significant difference in perception regarding relief of moratorium among Young respondents (below 30 Years), Middle Aged respondents (30-50 Years), and Old respondents (above 50 Years). ($f=0.214$, Sig. = 0.807, $p > 0.05$).

Income Groups: The mean Score of perception about relief of moratorium was 3.70 for Low Income (below Rs. 40,000), 3.63 for Middle Income (Rs. 40,000-1,00,000) respondents and 3.27 for High Income (above Rs. 1,00,000). It implies that Low Income (below Rs. 40,000) respondents are having a little higher mean score as compared to others.

Null Hypothesis:

H_{04} : There is no significant difference in perception regarding relief of moratorium among Low Income (below Rs. 40,000), Middle Income (Rs. 40,000 to 1,00,000), and High Income (above Rs. 1,00,000) respondents.

Alternative Hypothesis:

H_{14} : There is a significant difference in perception regarding relief of moratorium among Low Income (below Rs. 40000), Middle Income (Rs. 40,000 to 1,00,000), and High Income (above Rs. 1,00,000) respondents.

It was found that there is a significant difference in perception regarding relief of moratorium among Low Income (below Rs. 40000), Middle Income (Rs. 40,000 to 1,00,000) and High Income (above Rs. 1,00,000) respondents. ($f=6.361$, Sig. = 0.002, $p < 0.05$).

Whereas, Post Hoc Test (Tukey HSD) reveals that there is no significant difference between Low Income (below Rs. 40000) and Middle Income (Rs. 40,000 to 1,00,000) respondents towards their perception about the relief of moratorium (Sig. = 0.640). There is a significant difference between Low Income (below Rs. 40000) and High Income (above Rs. 1,00,000) respondents towards their perception about the relief of moratorium. (Sig. = 0.002). There is a significant difference between Middle Income (Rs. 40,000 to 1,00,000) and High Income (above Rs. 1,00,000) respondents towards their perception about the relief of moratorium (Sig. = 0.017).

Private sector employees are having a wider perspective as far as the moratorium is concerned. In the survey conducted the majority of the employees repaid their EMI obligations despite the constraints. Now the question comes whether the RBI & Central Government was able to heal the plight of these private-sector employees?

1. There were a majority of the respondents who had chosen waiver of interest during the moratorium.
2. The Majority of respondents opted for extending the moratorium period and relaxing the NPA norms.

The RBI and Central Government have made a waiver of interest on interest during the moratorium but the same was made in the instance of the supreme court of India. But this was not enough as the Private sector employees had seen their worst in this epidemic era as far as salary reduction, layoffs are concerned. In a similar study conducted by Maity et. al (2020). They also reveal that the employees of private sector organizations are globally posed to severe immediate challenges of retrenchment, layoffs, pay cuts, delayed salary, prolonged promotions to mention a few. In concurrence with our aforesaid study, Yadav, R. (2020).

Also concluded that "Borrowers who had a loan up to 1 2 crores as of 29 February are eligible for the relief on 'interest on interest'. But the extension of the moratorium was rejected by the RBI in an affidavit filed in the supreme court (Mohapatra, 2020). The results produced in a research paper by Mini et al. (2020) revealed in their study that, Private Sector Employees has seen an unforeseen salary cut. This has led them to an un-secure position but they still have a positive look. The RBI asked to reject the demand from several industries such as real estate, overextension of the moratorium which was earlier provided from March 1 till August 31 on account of the pandemic issue.

CONCLUSION AND IMPLICATIONS

However, this study will act as a resource base for governments, financial institutions, researchers, and other scholars interested to perform deep down research in this area. If the results of this study are applied effectively, it will provide a new elucidation to resolve further challenges faced by the employees affected due to this Pandemic. As the present study underlined gender and age, marital status, and Income Group as a determinant of preference for looking into the perception of the private Sector employees towards the relief extended by the Financial Institutions.

The RBI and Government should come forward to the aspiration of these groups without further waiting for the supreme court intervention and must give due importance to Income groups, lower-income groups as important demographic variables. In addition to the above measures taken by RBI and Government, the top management of banks should also consider the fact. Looking at the long-term relationship with their customer, they should look forward to taking additional initiatives on their own to delight their customers in tough times of pandemic to maintain long-lasting relationships.

Given the aforesaid, further studies can be carried out by researchers, taking a wide perspective of the factors influencing the very constraints of the private sector employees. Further research is needed to replicate this investigation, by incorporating other variables on a large sample to validate the findings of the study. Secondly, other demographic variables like occupation and psychographic variables as a part of the study cannot be considered due to time constraints. The study is restricted to the Indore city as a selected sample. The same cannot be generalized for other areas of the country. Some of the respondents were restrained from giving information. Due to Pandemic and country-wise Lockdown conditions, the efficiency of the researcher in sourcing for the relevant materials, literature, and other information was impeded.

References

Mini T.C., Aditya R. Nath, and Vinitha (2020) Covid-19 Pandemic and the Plight of Private-sector Employees: A Sample Study, *International Journal of Advanced Research (IJAR)*, 8(09).

Maity S, Sen N, Sahu TN. COVID-19: Triggers fear psychosis among private-sector employees. *Labor and Society*. 2020;1-11.

WEBLIOGRAPHY

Subramanian, A (2018). Economic Survey 2018: A look at Jobs, Formal Employment Scenario, *Business Today*, January 29. <https://www.businesstoday.in/union-budget-2018-19/news/economic-survey-2018-arvind-subramanian-jobs-employment/story/269037.html>

Kumar, A. (2020). The Pandemic and Lockdown Throws Up More Challenges in Measuring Employment and Work, *The Wire*, August 21. <https://thewire.in/economy/covid-19-lockdown-employment-job-loss-work-india>

Sharma, Y. (2020) 27 Million Youth in the Age Group of 20-30 Years Lost Jobs in April: CMIE. *The Economic Times*, May 23. <https://economictimes.indiatimes.com/news/economy/indicators/unemployment-rate-dips-to-23-97-data-from-cmie-shows/articleshow/75689370.cms?from=mdr>.

Reserve Bank of India (2020). COVID-19 – Regulatory Package, Notification, May 23. <https://www.rbi.org.in/Scripts/NotificationUser.aspx?Id=11902&Mode=0>.

Yadav, R (2020). Things to know about govt 'interest in interest relief. *Live Mint*, October 29. <https://www.livemint.com/money/personal-finance/things-to-know-about-govt-interest-on-interest-relief-11603905723165.html>

The Straits Times (2020). Reliefs to Citizens by Asian Countries. <https://www.straitstimes.com/asia/se-asia/banks-around-the-world-are-suspending-loan-repayments-as-coronavirus-hits-borrowers>.

Jha, S. (2020). Covid-19: Govt Tells Companies to Protect Wages, Not Terminate Workers. *Business Standard*, March 23. https://www.business-standard.com/article/economy-policy/covid-19-govt-tells-companies-to-not-terminate-workers-protect-wages-120032201010_1.html

Dey, N. et. al. (2020) Statesmanship Requires Taking People Along When Basic Security is Denied, Hope Dies. *The Indian Express*, April 18. <https://indianexpress.com/article/opinion/columns/india-coronavirus-lockdown-migrants-modi-6367359/>.

Yadav, R (2020). Things to Know about the Government's Interest in Interest Relief. *Live Mint*, October 29. <https://www.livemint.com/money/personal-finance/things-to-know-about-govt-interest-on-interest-relief-11603905723165.html>

Vyas, M. (2020). An Unhealthy Recovery, CMIE, August 10. <https://www.cmie.com/common/bin/srphp?ka=warticle&dt=2020-08-18%2011:02:19&msec=596>.

Mohapatra, D. (2020) Loan Repayment Moratorium can't Extend RBI in Supreme Court. *Times of India*, October 12. http://timesofindia.indiatimes.com/articleshow/78597527.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst.

ANNEXURES

Table 1 : Employee Perception about Granted Relief of Moratorium

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Steps taken by Banks in allowing relief of Moratorium on Term loan are sufficient & Justified.	4.50	12.6	27.0	45.00	10.80
Moratorium allowed is sufficient and will ease out me of my Payment obligations under the Lock-down Period.	9.0	19.80	22.50	40.50	8.10
Moratorium allowed will help me, to utilize my salary for family welfare and health during the Lock-down.	2.7	8.10	20.70	55.00	13.50
Moratorium allowed will help me, to retain my personnel Saving for unprecedented expenditure during the Lock-down Period.	2.7	13.5	17.10	55.00	11.70
Moratorium allowed will help me, to save my Loan account from turning in to NPA.	1.8	8.10	20.70	59.5	9.90
Moratorium allowed will help me, to retain my Good Credit history.	1.8	10.80	19.80	52.30	15.30
Moratorium allowed will allow me to concentrate on my priorities(e.g. Family expenditure, medical other essential expenditure	.9	7.20	17.10	58.60	16.20
Overall I am satisfied with the moratorium allowed by the banks.	3.6	11.70	20.70	47.70	16.20
I will feel safer and secured if the Moratorium is allowed up to 12 Month	9.9	33.30	18.00	22.50	16.20
I would be happier if The NPA norms are extended for 6 to 12 months.	2.7	18.90	27.00	42.30	9.00
I would be happier if The interest is waived for 90 days along with a Moratorium of 90 days	3.6	6.30	13.50	40.50	36.00
I would be happier if The interest is waived for 12 months along with the Moratorium of 12 Months.	6.3	19.80	21.60	24.30	27.90
I would be happier if The Top-up Loan is given on my existing Loan along with the Moratorium for 90 days	4.5	18.00	25.20	36.90	15.30
I wish that the bank should reduce my EMI by half by increasing the repayment period.	3.6	18.00	30.60	36.90	10.80

Table-2: Demographic Details (n=111)

Gender		Age		Marital Status		Monthly income		Education		No. of Dependent Members in family	
		%age		%age		%age		%age		%age	
85.6	Male	36.9	Below 30 Years	68.5	Married	53.2	Up to 40000	36.0	Up to graduation	36.0	One
14.4	Female	53.2	30 - 50 Years	31.5	Unmarried	34.2	40000 to 100000	60.4	Graduation/Post graduation	60.4	Two
		9.9	Above 50 Years			12.6	Above 100000	3.6	Above Post Graduation	3.6	More than 2

Table-3: Respondents' Details Industrywise, Salary Status, FI from which Loan availed and Relief of Moratorium

Industry Working		Salary Status		Loan availed from		Moratorium Availed	
%age	Industry	%age	Status	Public Sector	24.3	27	Yes
29.7	Banking	73.9	Full	Private Sector	43.2	73	No
5.4	Education	18.9	Partial	NBFC	3.6		
12.6	Manufacturing	7.2	No salary	Others	28.8		
9.9	Retail / Wholesale						
25.2	Information Technology						
17.1	Others						

Statement of Ownership and other Particulars about the Journal
PRESTIGE INTERNATIONAL JOURNAL OF MANAGEMENT AND RESEARCH
Form V
(Rule 8)

PRESTIGE INSTITUTE OF MANAGEMENT AND RESEARCH

*(An Autonomous Institution Established in 1994, Thrice Accredited by NAAC (UGC) with
Highest Grade, now 'A++')*

2, Education and Health Sector, Scheme 54, Indore 452 010

- | | | | |
|----|---|---|--|
| 1. | Place of Publication | : | Indore |
| 2. | Periodicity of Publication | : | Six-Monthly |
| 3. | Printer's Name | : | Dr. Yogeshwari Phatak |
| | Nationality | : | Indian |
| | Address | : | PIMR, Indore |
| 4. | Publisher's Name | : | Dr. Yogeshwari Phatak |
| | Nationality | : | Indian |
| | Address | : | PIMR, Indore |
| 5. | Editor's Name | : | Dr. Yogeshwari Phatak |
| | Nationality | : | Indian |
| | Address | : | PIMR, Indore |
| 6. | Name and address of individuals
and
who own the newspaper and partners
of shareholders holding more than
one percent of the total capital | : | Prestige Institute of Management
Research, 2, Education and Health
Sector, Scheme 54, Indore – 452 010 |
| 7. | Printed at | : | Indore – M.P., India |

I, Dr. Yogeshwari Phatak, do hereby declare that the particulars given above are true to the best of my knowledge and belief.

Dated : 2021

Sd/

Dr. Yogeshwari Phatak

SUBSCRIPTION FORM

I wish to subscribe/renew my subscription to Prestige International Journal of Management and Research for 1/3 year(s). A draft/cheque bearing No. dated for Rs. /US\$ drawn in favour of "Prestige Journal of Management and Research" is enclosed.

Subscription Rates

Prestige International Journal of Management and Research

PERIOD	INDIA	FOREIGN
	Air Mail	
	Rs.	US\$
One Year	700	200
Three Year	2000	500
Single Copy	425	100

Name Signature

Address

City Pin Country

Email:

Subscription Number (if renewal)

Send your subscription to: Editor,

Prestige International Journal of Management and Research
PRESTIGE INSTITUTE OF MANAGEMENT AND RESEARCH
(An Autonomous Institution Established in 1994, Thrice

Accredited

by NAAC with Highest Grade, now A+ +)

**2, Education and Health Sector, Scheme 54,
Near Bombay Hospital, Indore – 452 010
Madhya Pradesh INDIA**

Phone : +91-731-4012222, 2557510, 2571504, Fax : +91-731-4012256

E-mail : editor@pimrindore.ac.in, Website : www.pimrindore.ac.in

NOTES FOR CONTRIBUTORS

1. Manuscripts for publication should be typed in double space, only on one side of the paper, and sent in duplicate to the Editor along with a soft copy in the format of 12 points text single font- Times Roman and package – preferably MS Word for Editorial convenience. All articles should include an abstract of about 150 words.
 2. Each manuscript should be accompanied by a declaration by the author that the paper has neither been published nor submitted for publication elsewhere.
 3. Footnotes, typed in double-space, should be numbered serially and placed at the end of the text. Reference to literature cited should be carried within the text in brackets. The bibliography, to be placed after footnotes, should be listed alphabetically by author and chronologically for each author. It should be kept as brief as possible.
 4. Contributors are advised to be brief in introducing the subject and devote most of the paper to the principal theme. The Journal prefers papers based on original data and fresh theoretical insights. References to previous work should be made economically. The Journal does not publish a survey of literature comprising lengthy bibliographical references.
 5. Authors should take care to ensure the accuracy of data and references.
 6. Authors should always indicate, either in the text or in an enclosed memorandum, the time and place of empirical investigation, the context in which it was done, sponsors if any, and also an outline of the methods used.
 7. Manuscripts are accepted for publication on the understanding that they are subject to editorial revisions. Proofs will not be sent to the authors.
 8. Authors will receive a complimentary copy of the journal.
-

The papers/articles published in this Journal are indexed and abstracted in

1. www.search.proquest.com
 2. The Indian Psychological Abstracts and Reviews, published by Sage for Indian Council of Social Science Research (ICSSR), New Delhi.
 3. Guide to Indian Periodical Literature, published by Indian Documentation Service, Gurgaon, Haryana.
 4. South Asian Economic Abstracts (Electronic/Print Edition).
 5. South Asian Management Abstracts (Electronic/Print Edition).
 6. Index of South Asian Economic Journals (Electronic/Print Edition).
 7. Index to South Asian Management Journals (Electronic/Print Edition).
 8. Prestige Research Abstract
-

The papers/articles published in this Journal are published only after getting the recommendation of the Reviewing Committee comprising of subject experts.

Reviewers

Dr. Rupal Chowdhary, Associate Professor, Prestige Institute of Management and Research, Indore

Dr. Bharti Malukani, Associate Professor, Prestige Institute of Management and Research, Indore

Dr. Rekha Narang, Assistant Professor, Prestige Institute of Management and Research, Indore

Dr. Vidya Telang, Assistant Professor, Prestige Institute of Management and Research, Indore

Dr. Swati Rai, Assistant Professor, Department of Law, Prestige Institute of Management and Research, Indore

Editorial Support Committee

1. Ms. Isha Joshi, Academic & Research Associate, Prestige Institute of Management and Research, Indore
2. Mr. Jitendra Joshi
3. Mr. Shyam Sen

PRESTIGE INTERNATIONAL JOURNAL OF MANAGEMENT AND RESEARCH

SUBSCRIPTION RATES

PERIOD	INDIA Rs.	FOREIGN Air Mail US \$
One year	700*	200
Three years	2000*	500
Single copy	425	100

***Effective from April 2008, Volume 1.**

All correspondence on subscription, change of address, non-receipt of copies, etc. should be addressed to the Editor, PIJMR, Prestige Institute of Management and Research, 2, Education and Health Sector, Scheme 54, Indore – 452 010.

While corresponding with us, write your subscription number (AS No.) which is mentioned on the cover containing the journal.

Subscription may be sent through Crossed Cheque/Bank Draft in favour of Prestige Journal of Management and Research, Indore.



Published, Printed, and Edited by Dr. Yogeshwari Phatak for Prestige Institute of Management and Research, Indore (An Autonomous Institution Established in 1994, Thrice Accredited by NAAC (UGC) with Highest Grade, now 'A++') at Indore – M.P. at Satprachar Press Society, Residency Area, Indore - 452 001.