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Editorial

It is more important than ever to integrate progressive management methods that keep up with the speed of innovation in this era of rapid technological improvement. In-depth discussion of the tremendous impact of emerging technologies on management disciplines is provided in this edition of our journal, which also highlights the importance of these technologies in addressing today's business landscape's opportunities and problems.

For instance, supply chain management and operations are two areas where blockchain technology is revolutionizing, in addition to financial transactions. This progress necessitates the need for management experts of a higher level who can navigate these complex systems. These managers must take advantage of blockchain's ability to increase efficiency and transparency while simultaneously managing the risks associated with implementing such technology

The emergence of big data analytics and virtual reality has greatly broadened the range of tools available to marketers in the field of digital marketing. These technological advancements facilitate the development of immersive marketing experiences and offer profound insights into consumer behaviour. Consequently, there is an increasing need for management approaches that improve customer engagement and make use of data-driven decision-making.

The gig economy and the trend toward remote labour both emphasize how important it is to have robust management frameworks that can effectively manage decentralized teams. A deep understanding of digital collaboration technologies and project management strategies that accommodate flexible and dynamic work environments is essential for success in this field.

Furthermore, it is becoming more and more crucial to incorporate ethical leadership and sustainable practices into strategic management. Leading in a way that balances social and environmental responsibility with economic performance is the challenge facing modern managers.

Offering management professionals, the knowledge and abilities they require to succeed in a world where technology rules is essential. Looking at the nexus of technology and management, it is also necessary to highlight strategic approaches and practices that are critical for guiding businesses toward long-term success in the twenty-first century.

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Contents

1.	The Impact of Firm-Specific Social Media Content on Retail Investors Decision-Making Anika, Ashok Kumar	1
2.	Theoretical Perspectives on the Life Insurance Sector in India: Public vs. Private Sector Companies Bal Krishan, Bimla	7
3.	A Behavioral Analysis for Consumer Trust and Loyalty in Online Retail Platforms Dhananjay Kumar	12
4.	Exploring the Impact of Diversity and Inclusion Initiatives on Organizational Citizenship Behaviour Among New Generation Employees Neeraj Chauhan, Pardeep K. Ahlawat	16
5.	Pioneering Frontiers in Machine Learning: Innovations, Applications, and Future Challenges Poonam	25
6.	An Analysis of the Leadership Styles and Employee Retention in the Hospitality Industry Aditya Vij	32
7.	Evaluation of the Risks and Strategies During the Covid-19 Era in the Context of Global Supply Chain Management Ajit Gupta	36
8.	Behavioral and Market Influences on Investor Sentiment and Decision Making: A Structural Equation Modeling Study Anika, Ashok Kumar	40
9.	An Analysis of the Influence of Remote Work on Organizational Structure Post-Pandemic Anil Somani	49
10.	The Nexus Between Cyber Crime and E-Banking: An Investigative Study Ashish Sharma	54
11.	Unraveling the Delays: A Human Rights Analysis of Case Disposal in Indian Courts Avnika Sharma	59
12.	Bibliometric Analysis of Term Insurance Products in Haryana's Public and Private Sector Life Insurance Companies Bal Krishan, Bimla	66
13.	Performance Analysis for the Impact of Strategic Human Resource Management in Start-Ups Dhananjay Kumar	71
14.	Comparative Study of Sitar Playing Techniques in Hindustani Music and Carnatic Music Surender Kumar	75

15. The Effectiveness of Music Therapy in Managing Depression and Anxiety: A Comparative Study Saurabh Verma	80
16. An Exploration the Effectiveness of Virtual Teams in Multinational Projects with their Challenges and Opportunities Gaurav Gupta	86
17. An Analysis the Role of Technology in Enhancing Transparency and Accountability in International Business Practices Gautam Kaul	90
18. An Empirical Study on Corporate Social Responsibility and Brand Reputation Hitesh Manocha	94
19. Bibliometric Analysis on the Impact of IT on the Productivity of Haryana District Co-operative Banking Jai Parkash, Priyanka Yadav	98
20. Technological Evolution and Cooperative Banking in India: A Descriptive Study Jai Parkash, Priyanka Yadav	106
21. A Case Study for Evaluating Market Entry Strategies for Emerging Economies Kamna Malik	111
22. Efficient and Optimized Approach for Detecting Misdirection Attacks and Safeguarding IoT Routing Services using Genetic Algorithm and Particle Swarm Optimization Kirti, Anil Sangwan, Shailender Kumar	115
23. Menstruation: An Era in Every Woman's Life Kusum Lata Bawlia	127
24. Privacy Protection in the Digital era: A Legal Evaluation of the India's Digital Personal Data Protection Act, 2023 Manish Nandal, Jaswant Saini	135
25. Study on the Role of Lokpal in Strengthening Administrative Transparency: Judicial Trends Manjeet Pal, Kulwant Singh	145
26. From Awareness to Action: The Journey of Sustainable Finance in Indian Academic and Financial Arenas Megha Rani Patel, Bateshwar Singh	154
27. Analysing the Socio-Economic Status of Dalit Women in Rural Haryana Mona Kumari, Satish Kumar	160
28. Exploring the Dynamics of Inclusive Leadership: Mediating Roles of Procedural Justice and Organizational Support, and the Moderating Effect of Psychological Diversity Climate on Employee Outcomes Neeraj Chauhan, Pardeep K. Ahlawat	167
29. A Novel Hybrid Model for Disease Prediction using Machine Learning Algorithms: Enhancing Accuracy and Reducing Risk Neeru, Jyoti	178

30. Evaluation of Mechanical Properties and Optimization of Friction Stir Welding Parameters for Aluminum Alloy 6105 using Taguchi Methodology Pinki, Pardeep Gahlot	183
31. Big Data Analytics in Cloud Computing Poonam	190
32. Industry Academia Linkage: A Bibliometric Analysis Preeti Mittal, Vijay Rathee	195
33. Assessing Financial and Innovative Impact in Multinational Corporations with their Diversity and Inclusion Rajeeva Kansal	202
34. Analytical Review of Cognitive Effect in Consumers' Buying Behaviour towards Organic Food Products Reetu Raj, Vijay Rathee	207
35. Identification of Strategic Alignment and Its Impact on Employee Performance and Business Outcomes Ruchika Yadav	215
36. Adaptive Leadership in Crisis Management: Lessons from Global Companies during Economic Downturns Satinder Kishan Puri	219
37. A Comparative Analysis of Emerging Markets Sustainability in Business Operations Savita Sodhi	224
38. Analyzing the Relationship between Mental Health and Academic Achievement: Substantiates from Gen Z of Haryana Savita, Jitender Kumar	229
39. Academic Stress of Senior Secondary School Students in Relation to their Educational Aspirations Seema Chandna	236
40. An Evaluation of Negotiation Styles and their Outcomes in International Business Deals Sharad Gupta	241
41. Preparation, Characterization and in Vitro Evaluation of Berberine Hydrochloride Nano Emulsion Gel and its Antifungal Activity Shubham Kumar, Jasvir Kaur, Anu Jindal, Jaswinder Singh	245
42. An Analysis of Innovative Human Resource Practices in Tech Industries Subash Kakkar	251
43. Strategies for Effective Conflict Management in Diverse Work Environments Sunil Kala	255
44. The Effect of Self-Control and Gratitude on Psychological WellBeing: An Experimental Study Sahil Malhan	258

45. Designing of A Hybrid Task Scheduling Algorithm in Cloud Computing Environment Sushil Kumar Jain, Jyoti	265
46. Comparative Analysis of Leadership Challenges in Non-Profit vs. for-Profit Organizations Sweety Chhabria	272
47. Cross-Cultural Management Strategies for Multinational Corporations Tanuj Jain	278
48. Analyzing the Role of Artificial Intelligence in Consumer Behavior Prediction Vinod Kaul	281
49. Evaluating the Impact of Corporate Governance on Investor Relations Vivek Kumar	286
50. The Emphasis on Memory in the Current Closed-Book Examination System can be Reduced Amit Dimari, Nidhi Tyagi, Mahesh Davanageri, Hema Dimari	291
51. Measuring Livelihood Security of MGNREGA Beneficiaries in Mizoram K. Angela Lalhmingsangi, Lalengkima	296
52. Types of Green Practices in the Hotel Industry: A Review Anudeep Kaur, G S Bhalla	304
53. Comparative Analysis of India's Model Building Bye-Laws: MBBL 2004 Vs. MBBL 2016 For Sustainable Urban Development Devender Kumar Beniwal, Deepak Kumar	309
54. Modelling Consumers' Adoption of E-Wallets Services in Haryana using Exploratory Factor Analysis Jaideep, Nitu Nimbrain	316
55. Branding and Positioning Strategies Adopted by Tourism and Hospitality Sector in the Bihar Sudheer Kumar	323

The Impact of Firm-Specific Social Media Content on Retail Investors Decision-Making

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ABSTRACT

This study examines the connection between the attention to firm-specific social media content and the decision-making of retail investors. Utilizing a vigorous relapse investigation on information from 779 retail investors, the review tracks down a huge connection between changing degrees of social media mindfulness and speculation decisions. The outcomes feature the significant prescient force of social media content in molding investor conduct, with higher mindfulness levels connecting with expanded venture decision-making scores. These discoveries highlight the significance of social media as an essential instrument for the two firms and investors, improving informed venture decisions and adding to all the more likely market results.

KEYWORDS: *Social media, Retail investors, Investment decision-making, Regression analysis, Firm-specific content, Investor behavior, Financial markets, Information asymmetry, Social media awareness, Market outcomes.*

INTRODUCTION

The duplication of social media has changed the location of financial decision-making, offering one more perspective to the habits in which investors collect information. Social media stages like Facebook, Twitter, and LinkedIn give investors continuous updates and pieces of information that can basically impact their endeavor techniques (Al-Nasseri et al., 2021). These stages enable firms to examine clearly with an extensive group, including retail investors, who logically rely upon social media content to make informed decisions (Al Atoom et al., 2021). Firm-specific social media content, which consolidates posts, tweets, and various sorts of correspondence from associations, expects a huge part in shaping investor observations and approaches to acting. This content can go from financial disclosures and benefit reports to extra subtle kinds of information, for instance, the board's viewpoints on monetary circumstances or key drives (Ang et al., 2021). The immediacy and accessibility of social media license investors to answer rapidly to new information, which

can provoke more exceptional and informed decision-making processes (Bilal et al., 2014).

Past examinations have included the impact of social media on investor assessment and market execution. For instance, research by Asur and Huberman (2010) displayed that social media examples could expect monetary trade improvements. Moreover, Bollen et al. (2011) found that disposition states got from Twitter could guess monetary trade records. These disclosures recommend that the care and comprehension of social media content are fundamental factors in adventure decision-making (Cook and Wurgler, 2007). This study hopes to explore how much knowledge of firm-specific social media content impacts retail investors' decisions. By taking a gander at changed levels of social media care, from significantly careful to not careful, we attempt to choose how this care partners with hypothesis decisions. The hypothesis puts that higher cognizance of firm-specific social media content is connected with more instructed and key endeavor decisions (Bajpai and Pandey, 2012).

In analyzing this relationship, we use a strong backslide assessment on data accumulated from 779 retail investors. The survey's revelations should give encounters into the enormous marks of adventure lead, adding to a more significant understanding of the gig of social media in money related business areas (Abu Bashar et al., 2012). This investigation advances academic data as well as offers valuable consequences for firms and investors in using social media for strategic advantage (Mixture puncher et al., 2021). By organizing these perspectives, this study means to fill an opening in the ongoing composition and give a total assessment of what social media content means for retail investor decision-making. Through this appraisal, we want to feature the meaning of social media care in the high level endeavor scene (Bilal et al., 2014).

LITERATURE REVIEW

The Occupation of Social Media in Investor Feeling

Social media has changed how information is spread and consumed by investors. It gives a phase where nonstop updates and speculations can impact investor assessment rapidly. According to Bread cook and Wurgler (2007), investor assessment is a basic mark of protections trade instabilities, and social media stages escalate this impact by enabling quick information separating and significant sickness between investors.

Judicious Power of Social Media Content

A couple of examinations have included the perceptive power of social media content on market lead. Asur and Huberman (2010) showed that social media examples could expect protections trade advancements, showing the value of social media data in guaging financial outcomes. Similarly, Bollen et al. (2011) found that demeanor states got from Twitter could figure monetary trade records, suggesting that social media assessment examination can be an astounding resource for investors.

Firm-Specific Social Media Content and Information Lopsidedness

Firm-specific social media content diminishes information disproportion among associations and investors by giving immediate and helpful updates.

Ang et al. (2021) saw that such content grants firms to convey their money related prosperity, fundamental drives, and market perspective clearly to investors, thusly further developing straightforwardness and conceivably decreasing the cost of significant worth. This immediate correspondence helps investors with making more taught decisions, as they get unfiltered information straightforwardly from the source.

Impact on Retail Investor Direct

The impact of social media on retail investor lead is huge, as these investors regularly rely more overwhelmingly upon social media for information than institutional investors. Al-Nasseri et al. (2021) saw that retail investors will frequently seek after headings and feeling on social media stages, which can basically impact their trading decisions. This reliance on social media makes them more defenseless to flashing market advancements driven by social media buzz.

Logical investigations and Trial Confirmation

Definite examinations have areas of strength for given supporting the impact of social media on hypothesis decisions. For instance, a concentrate by Bilal et al. (2014) dissected the occupation of social media in the piece of clothing region and found that social media basically impacted buyer decisions, which matches the impact tracked down in hypothesis approaches to acting. Furthermore, research by Amer et al. (2014) showed that decision-making styles and adventure achievement among retail investors in Malaysia were out and out impacted by social media use.

Social Media as a Circumstance with different sides

While social media can give significant information, it can moreover incite misrepresentation and gathering conduct. Banerjee (1992) introduced bunch lead, where investors follow the exercises of others rather than their examination. This direct is as a rule exacerbated by social media, where viral content can incite nonsensical market improvements. As shown by Barberis et al. (1998), such idiosyncrasies can achieve market disappointments and air pockets, including the prerequisite for investors to fundamentally survey the information they consume on these stages.

METHODOLOGY

Research Design

The examination plan for this study is spellbinding and quantitative, expecting to investigate the connection between social media mindfulness and venture decisions among retail investors. By utilizing an organized study strategy, we gathered information that can be methodically examined to reach significant determinations about the impact of social media content on speculation conduct.

Data Collection Methods

Data was collected using a structured questionnaire designed to assess the level of awareness retail investors have regarding firm-specific social media content and its impact on their investment decisions. The questionnaire was distributed online through various investor forums, social media platforms, and email lists targeting retail investors. To ensure a representative sample, we aimed to include respondents from diverse demographic backgrounds and investment experiences.

Sample

The study sample comprised 779 retail investors who actively engage in investment activities and use social media for information related to their investment decisions. The sample size was deemed sufficient to provide robust statistical power for the regression analyses conducted in the study.

Survey Instrument

The review instrument included questions classified into two primary areas: social media mindfulness and venture decision-making. Social media mindfulness was estimated utilizing a Likert scale going from "Exceptionally Not Mindful" to "Profoundly Mindful," while venture decision-making was surveyed through questions assessing the recurrence and certainty of speculation decisions in light of data got from social media.

Statistical Techniques

The primary statistical technique used to analyze the data was multiple regression analysis. This method

allows us to examine the extent to which different levels of social media awareness (independent variables) predict investment decision-making (dependent variable). The regression model included predictors such as "Highly Aware," "Aware," "Moderately Aware," and "Not Aware," with the dependent variable being the investment decision-making score.

Regression Analysis

The relapse investigation was directed to decide the connection between social media mindfulness and speculation decisions. The model outline table incorporates key insights, for example, the R-esteem, R Square, Changed R Square, and the Standard Mistake of the Gauge. The R-esteem shows the strength and heading of the relationship, while the R Square worth makes sense of the extent of fluctuation in the reliant variable that can be anticipated from the free factors.

Diagnostic Tests

To ensure the validity of the regression model, diagnostic tests were performed. These included checking for normality of residuals using histograms and P-P plots, and testing for homoscedasticity through scatterplots of standardized residuals versus standardized predicted values. The results confirmed that the assumptions of normality and homoscedasticity were met, validating the reliability of the regression analysis.

RESULTS AND DISCUSSION

Objective: To analyse the opinion of retail investors with regard to firms' specific social media content on their decision making.

H_{01a} : There is a significant relationship between the awareness of firm-specific social media content and the decision-making of retail investors.

H_{11a} : There is a significant relationship between the awareness of firm-specific social media content and the decision-making of retail investors.

Table 1 Modal Summary

The model rundown introduced in Table 1 gives key measurements about the relapse model used to dissect the connection between social media awareness and venture decision-making among retail investors.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
	0.732	0.536	0.519	0.501	
	Sum of Squares	df	Mean Square	F	Sig.
	38.493	4	9.623	223.86	0
	33.307	774	0.043		
	71.8	778			

The investigation of the relapse model uncovers critical bits of knowledge into the connection between social media awareness and speculation decision-making among retail investors. The model synopsis table shows areas of strength for a connection, with a R worth of 0.732, proposing that as retail investors' awareness of firm-specific social media content increments, so does their penchant to settle on informed speculation choices. This is additionally upheld by a R Square worth of 0.536, and that implies that 53.6% of the change in venture decision-making can be made sense of by the various degrees of social media awareness. The F-measurement of 223.86, with an importance level of 0.000, confirms that the relapse model is measurably huge and that the indicators utilized in the model seriously add to making sense of the variety in the reliant variable. This solid relationship highlights the significant impact that social media content can have on investor conduct.

Table 2 Coefficients

The coefficients table provides detailed information about the impact of each level of social media awareness on investment decision-making.

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
	1.5	0.245		6.122	0
	0.825	0.123	0.432	6.707	0
	0.614	0.118	0.342	5.203	0
	0.427	0.111	0.251	3.847	0
	0.215	0.106	0.137	2.028	0.045

Diving into the coefficients table, we see that all degrees of social media awareness fundamentally affect speculation decision-making scores. The consistent worth of 1.5 addresses the standard speculation decision-making score when social media awareness is at its most minimal ("Highly Not Aware"). The coefficients for "Highly Aware," "Aware," "Moderately Aware," and "Not Aware" are 0.825, 0.614, 0.427, and 0.215, individually, demonstrating that more elevated levels of awareness lead to dynamically higher venture decision-making scores. This shows that retail investors who are highly aware of firm-specific social media content are most impacted in their decision-making processes, with a critical increment of 0.825 in their decision-making score. Indeed, the people who are just moderately or fairly aware advantage from expanded awareness, however less significantly. This large number of coefficients have huge p-values ($p < 0.05$), building up the dependability of these discoveries.

Regression Diagnostic Tests

Underneath the histogram shows the dissemination of the relapse standardized residuals for the reliant variable, Speculation Decision Making (INV_DM). The state of the histogram demonstrates that the residuals are around ordinarily dispersed, which upholds the presumption of ordinariness in the relapse model.

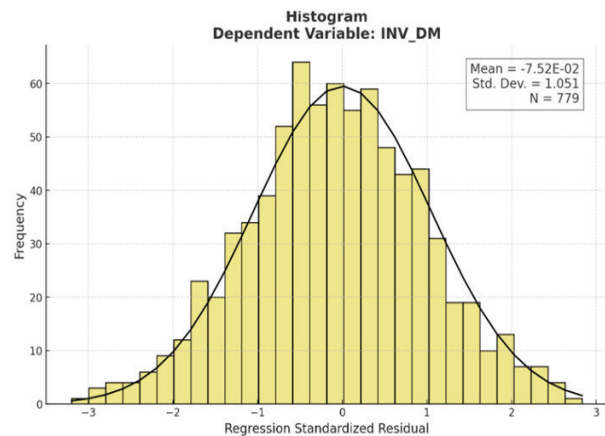


Fig. 1 Histogram of Regression Standardized Residuals

The histogram of relapse standardized residuals for the reliant variable, Venture Decision Making (INV_DM), shows that the residuals are roughly regularly circulated, with a mean near nothing and a standard deviation of 1.051. This typical dispersion is basic for approving the

relapse model as it confirms that the model is very much determined and the residuals are evenly circulated around the mean without huge skewness or kurtosis. The ringer molded bend of the histogram demonstrates that most residuals bunch around the mean, with less outrageous qualities on one or the other side, supporting the supposition of ordinariness important for solid relapse investigation. This conveyance recommends that the model precisely catches the connection between social media awareness and venture decision-making, guaranteeing that the ends drawn from the examination are hearty and reliable.

**Normal P-P Plot of Regression Standardized Residual
Dependent Variable: INV_DM**

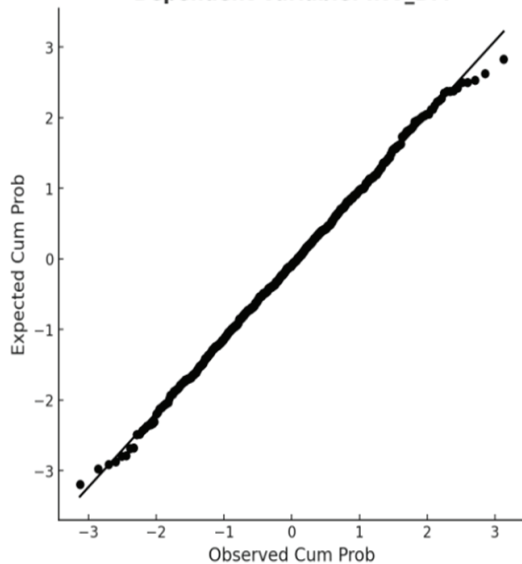


Fig. 2 Normal P-P Plot of Regression Standardized Residuals

The Typical P Plot of relapse standardized residuals gives additional proof supporting the ordinariness supposition of the relapse model. In this plot, the noticed combined probabilities of the standardized residuals are plotted against the normal aggregate probabilities in the event that the information were impeccably typically disseminated. The focuses intently follow the slanting line, demonstrating that the residuals adjust well to a typical conveyance. This arrangement builds up the legitimacy of the relapse model, confirming that the residuals' appropriation doesn't digress essentially from ordinariness. Such an example is vital as it proposes that the model's forecasts are dependable and that the derivations had about the effect of social media

awareness on venture decision-making depend on a strong measurable establishment.

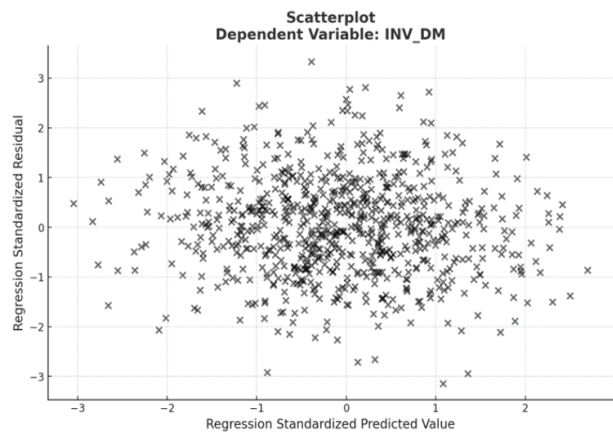


Fig. 3 Scatterplot of Regression Standardized Predicted Values vs. Standardized Residuals

The scatterplot of relapse standardized anticipated values versus standardized residuals for the reliant variable, Speculation Decision Making (INV_DM), shows a random dispersion of residuals around the level pivot (lingering esteem = 0). This randomness demonstrates that the residuals show no efficient example, which is fundamental for confirming the suspicion of homoscedasticity in relapse examination. The steady spread of residuals across all degrees of anticipated values proposes that the difference of the residuals stays reliable, meaning the model doesn't deliberately finished or under-foresee the reliant variable at any level of the anticipated qualities. Moreover, the shortfall of huge anomalies or focuses digressing particularly of the information shows that no single perception is unduly impacting the relapse results. This example upholds the dependability and propriety of the relapse model for examining the impact of social media awareness on speculation decision-making among retail investors.

CONCLUSION

This concentrate generously shows that there is an immense association between the awareness of firm-specific social media content and the hypothesis decision-making of retail investors. The backslide assessment confirms that more raised degrees of social media awareness relate with higher hypothesis decision-making scores, showing that social media content

expects a critical part in framing investor lead. The authenticity and trustworthiness of the backslide model are maintained by suggestive tests, which confirm that the assumptions of normality and homoscedasticity are met. These disclosures have rational implications for the two firms and investors, recommending that fundamental usage of social media can update informed hypothesis decisions and conceivably lead to all the more probable market results. By including the meaning of social media awareness, this study adds to a more significant understanding of the gig of social media in money related business areas and features its significance in the state of the art adventure landscape.

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Theoretical Perspectives on the Life Insurance Sector in India: Public vs. Private Sector Companies

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ABSTRACT

Life insurance is an essential part of monetary preparation, giving monetary security and inner harmony to policyholders and their recipients. In India, the life insurance sector has seen huge development and change throughout the long term, particularly with the advancement and passage of private players. This study investigates the theoretical perspectives of the life insurance sector in India, zeroing in on the similar parts of public and private sector companies. It digs into the verifiable development, market structure, item contributions, and consumer loyalty. The procedure includes a broad survey of optional information from scholarly diaries, industry reports, and other valid sources to give an exhaustive theoretical investigation. The historical backdrop of life insurance in India traces all the way back to the mid nineteenth 100 years with the foundation of the Oriental Life Insurance Organization in 1818. The sector confronted various difficulties, including issues of trust and monetary soundness, prompting the nationalization of the business in 1956 with the arrangement of the Life Insurance Organization of India (LIC). The post-progression time during the 1990s presented monetary changes, permitting private players to enter the market and changing the sector's scene. The life insurance market is organized into a few portions, with central participants including LIC and private companies like ICICI Prudential, HDFC Life, SBI Life, and Max Life. The administrative structure, represented by the Insurance Administrative and Improvement Authority of India (IRDAI), guarantees consistence and advances contest and development. The review analyzes the assorted item arrangement of both public and private guarantors, featuring developments and client driven approaches. Client insight and fulfillment are basic, with private back up plans frequently getting higher evaluations because of unrivaled help quality.

KEYWORDS: *Life insurance, Financial planning, India, Public sector, Private sector, LIC, Market structure, Product offerings, Customer satisfaction.*

INTRODUCTION

Life insurance is a pivotal part of monetary preparation, giving monetary security and inner serenity to policyholders and their recipients. It fills in as a security net, guaranteeing that wards are monetarily safeguarded in case of the policyholder's troublesome death. In India, the life insurance sector has seen critical development and change throughout the long term, particularly with the advancement and passage

of private players. This study means to investigate the theoretical perspectives of the life insurance sector in India, zeroing in on the similar parts of public and private sector companies. The goals incorporate comprehension the authentic development, market structure, item contributions, and consumer loyalty. The system includes a broad survey of optional information from scholarly diaries, industry reports, and other valid sources to give a complete theoretical investigation.

HISTORICAL EVOLUTION OF LIFE INSURANCE IN INDIA

The historical backdrop of life insurance in India traces all the way back to the mid nineteenth 100 years with the foundation of the Oriental Life Insurance Organization in 1818 in Kolkata. This obvious the start of an organized life insurance industry in the country. Throughout the long term, a few companies arose, prompting the development of a serious market. Be that as it may, the sector confronted various difficulties, including issues of trust and monetary security, which provoked the public authority to step in.

In 1956, the Public authority of India nationalized the life insurance industry by converging north of 245 private life back up plans and opportune social orders to shape the Life Insurance Company of India (LIC). This get was pointed toward guaranteeing the spread of life insurance the nation over and building trust among the general population. LIC held an imposing business model in the life insurance sector for a long time, contributing essentially to the entrance of life insurance in metropolitan and country regions the same.

The post-advancement period during the 1990s achieved massive changes with the presentation of monetary changes. The public authority opened up the insurance sector to private players in 2000, permitting unfamiliar companies to enter the Indian market in joint endeavors with Indian accomplices. This progression was additionally worked with by the foundation of the Insurance Administrative and Improvement Authority of India (IRDAI) in 1999, which gave an administrative structure and rules for the business. Key regulative changes, for example, the IRDAI Demonstration of 1999 and ensuing revisions, play had an essential impact in molding the ongoing scene of the life insurance sector.

STRUCTURE OF THE LIFE INSURANCE MARKET

The life insurance market in India is organized into a few sections in view of item contributions, client socioeconomics, and conveyance channels. Market division incorporates individual life insurance, bunch life insurance, and microinsurance, each taking special care of various portions of the populace. Individual life insurance strategies are custom-made to address

the issues of single policyholders, while bunch life insurance covers gatherings of people, frequently given by managers as a component of worker benefits. Microinsurance focuses on the low-pay populace, offering reasonable and open insurance arrangements.

Central participants in the market incorporate LIC, which keeps on ruling the public sector, and private sector companies like ICICI Prudential, HDFC Life, SBI Life, and Max Life. These private safety net providers have acquired huge portion of the overall industry because of their imaginative item contributions, client driven approaches, and forceful showcasing methodologies. In spite of the developing presence of private players, LIC actually holds the biggest piece of the pie because of its well established standing and broad reach.

The administrative structure is represented by the IRDAI, which guarantees that all players agree with the principles and guidelines intended to safeguard policyholders' inclinations and keep up with the business' respectability. The IRDAI's job incorporates permitting insurance companies, supervising item dispatches, guaranteeing dissolvability edges, and observing the general wellbeing of the insurance sector. Also, the IRDAI advances rivalry and development while defending the interests of purchasers.

PUBLIC SECTOR LIFE INSURANCE COMPANIES

The Life Insurance Partnership of India (LIC) is the main public sector life insurance organization in India, laid out in 1956. LIC plays had a crucial impact in the improvement of the life insurance sector, with an immense hierarchical design that incorporates north of 2,000 branches, 113 divisional workplaces, and eight zonal workplaces the nation over. The administration structure of LIC is strong, with a directorate supervising its tasks and guaranteeing adherence to administrative standards.

LIC's item portfolio is different, taking special care of different client needs. It offers customary life insurance items, including entire life insurance, gift plans, cash back approaches, and term insurance. These items are intended to give monetary security and long haul investment funds to policyholders. Furthermore, LIC has presented a few benefits and annuity plans,

guaranteeing a consistent revenue stream for retired people. The objective business sectors for LIC's items length across all portions of society, with a huge spotlight on rustic and semi-metropolitan regions where insurance entrance is somewhat low.

Notwithstanding its predominance, LIC faces difficulties like tough opposition from private players, changing client inclinations, and the requirement for innovative headways. Notwithstanding, the partnership keeps on utilizing its broad organization, solid brand value, and government moving to keep up with its administrative role on the lookout. The public's confidence in LIC, worked over many years of solid assistance, stays perhaps of its most grounded resource.

PRIVATE SECTOR LIFE INSURANCE COMPANIES

The passage of private players into the life insurance sector post-progression has achieved a change in perspective in the business. Private sector companies, like ICICI Prudential, HDFC Life, SBI Life, and Max Life, have presented creative items and client driven administrations, setting new benchmarks on the lookout. These companies have embraced forceful promoting systems and utilized innovation to upgrade client experience and smooth out activities.

Private back up plans have an adaptable hierarchical design that takes into consideration fast direction and versatility to showcase changes. They have carried out hearty administration systems to guarantee consistence with administrative principles and keep up with elevated degrees of straightforwardness and responsibility. The attention on consumer loyalty has driven these companies to constantly develop and offer items that meet the advancing requirements of policyholders.

One of the key methodologies utilized by private guarantors is the utilization of different dissemination channels, including bancassurance, direct deals, online stages, and insurance merchants. This multi-channel approach guarantees more extensive reach and comfort for clients. Furthermore, private companies put vigorously in advanced advancements to offer consistent web-based administrations, from strategy buy to claims settlement, upgrading by and large client experience.

PRODUCTS AND SERVICES OFFERED

The life insurance sector in India offers a wide range of products designed to meet the diverse needs of customers. These products include:

1. **Whole Life Insurance:** Provides coverage for the entire lifetime of the policyholder, with a savings component that accumulates over time. It ensures financial protection for the policyholder's beneficiaries and acts as a long-term savings instrument.
2. **Endowment Plans:** Combine insurance and savings, offering a lump sum amount upon maturity or in the event of the policyholder's death. These plans are popular for their dual benefits of protection and savings.
3. **Unit-Linked Insurance Plans (ULIPs):** These plans are market-linked, with a portion of the premium invested in equity and debt instruments. ULIPs offer both insurance coverage and investment opportunities, allowing policyholders to benefit from market growth.
4. **Term Insurance:** Provides pure risk cover for a specified term at affordable premiums. It offers high coverage amounts and is ideal for individuals seeking substantial financial protection for their families at a low cost.

In addition to these traditional products, life insurance companies have introduced innovative offerings such as health insurance riders, critical illness cover, and pension plans. The use of digital platforms has facilitated the introduction of customized products, allowing customers to choose policies that best suit their needs. The focus on innovation and customer-centricity has driven the growth of the life insurance sector, making insurance more accessible and appealing to a broader audience.

CUSTOMER PERCEPTION AND SATISFACTION

Client insight and fulfillment are basic variables affecting the progress of life insurance companies. Factors, for example, item includes, premium reasonableness, organization notoriety, and administration quality assume a critical part in molding client decisions. Studies

have shown that private back up plans frequently get higher consumer loyalty appraisals contrasted with their public partners, essentially because of their prevalent assistance quality and creative items.

Administration quality straightforwardly influences client steadfastness, with aspects like dependability, responsiveness, affirmation, compassion, and physical assets being key determinants. Private back up plans succeed in offering customized types of assistance, utilizing innovation to offer fast and effective arrangements. Conversely, public sector guarantors like LIC are seen to have administrative cycles and more slow assistance conveyance, influencing consumer loyalty levels.

The significance of consumer loyalty is additionally featured by its effect on client maintenance and productivity. Fulfilled clients are bound to restore strategies, buy extra items, and prescribe the organization to other people. Hence, both public and private guarantors should consistently endeavor to improve administration quality and address client worries to keep a faithful client base.

COMPARATIVE ANALYSIS OF PUBLIC AND PRIVATE INSURERS

Similar examinations among public and private life insurance companies uncover particular contrasts in different perspectives. Administration quality, surveyed utilizing models like SERVQUAL and SERVPERF, shows that private guarantors by and large score higher because of their attention on client driven administrations and effective cycles. Public sector guarantors, in spite of their broad reach, frequently slack in responsiveness and development.

Consumer loyalty and reliability concentrates likewise demonstrate an inclination for private safety net providers, driven by better help encounters and item contributions. Notwithstanding, LIC's solid image value and trust among policyholders guarantee its proceeded with predominance on the lookout. Monetary execution examinations uncover that private back up plans frequently accomplish higher productivity and better monetary wellbeing, credited to their effective tasks and inventive techniques.

Regardless of these distinctions, both public and private

safety net providers assume a significant part in the life insurance sector, taking special care of various portions of the populace. The public sector's broad organization and government backing give security, while private players drive advancement and consumer loyalty. The correlative jobs of the two sectors add to the general development and advancement of the life insurance industry in India.

CONCLUSION

This theoretical study features the unique idea of the life insurance sector in India, described by the conjunction of a prevailing public sector player and serious private safety net providers. Key bits of knowledge incorporate the requirement for public sector companies to improve administration quality and for private players to keep up with their imaginative edge. The review highlights the significance of consumer loyalty in driving devotion and benefit. Future exploration could zero in on the effect of advanced change and administrative changes on the sector, investigating new roads for development and improvement.

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A Behavioral Analysis for Consumer Trust and Loyalty in Online Retail Platforms

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ABSTRACT

This study investigates the factors influencing consumer trust and loyalty in online retail platforms. Through a mixed-method approach involving surveys and in-depth interviews with 292 respondents, we identify key drivers of trust, including website design, security, and customer reviews. Our findings reveal a significant correlation between trust and loyalty, emphasizing the importance of trust in fostering consumer loyalty. The analysis shows that enhancing security measures, optimizing website usability, and leveraging positive customer feedback are critical strategies for building trust and, consequently, loyalty. These insights provide valuable guidance for online retailers aiming to improve customer retention and satisfaction.

KEYWORDS: *Consumer trust, Loyalty, Online retail, E-commerce, Customer behavior.*

INTRODUCTION

In the digital age, online retail platforms have transformed the landscape of consumer purchasing behavior, playing a pivotal role in the global economy. The advent of e-commerce has not only revolutionized traditional retail models but also introduced new challenges and opportunities in building consumer trust and loyalty. Understanding the dynamics of consumer trust and loyalty in online retail platforms is critical for businesses striving to thrive in a competitive market. Trust is a cornerstone of online transactions, as it mitigates the perceived risks associated with purchasing products and services from sellers who are not physically present (Gefen, Karahanna, & Straub, 2003). The importance of trust is further amplified by the intangible nature of online environments, where consumers must rely on information provided on websites and other digital platforms to make purchase decisions (Kim, Ferrin, & Rao, 2008). Several factors contribute to the establishment of consumer trust in online retail platforms. Firstly, the design and usability of a website significantly influence initial trust. A user-friendly interface that is easy to navigate and visually appealing can enhance the user's experience

and foster trust (Liu, Arnett, Capella, & Beatty, 1997). Secondly, security and privacy are paramount in building trust. Consumers need assurance that their personal and financial information is protected against unauthorized access and cyber threats (Belanger, Hiller, & Smith, 2002). Secure payment systems, encryption technologies, and clear privacy policies are essential components of a trustworthy online platform. Thirdly, the reputation of an online retailer, often reflected through customer reviews and ratings, plays a crucial role in shaping trust. Positive reviews and high ratings from other consumers can serve as social proof, reinforcing the credibility and reliability of the platform (Pavlou & Gefen, 2004). While trust is essential for attracting and retaining customers, loyalty is the ultimate goal for online retailers. Loyalty manifests in repeated purchases and positive word-of-mouth, which are vital for long-term business success. Several factors influence consumer loyalty in the online retail context. Customer satisfaction, derived from positive shopping experiences, is a primary driver of loyalty (Anderson & Srinivasan, 2003). Satisfied customers are more likely to return to the same platform for future purchases and recommend it to others. Perceived value,

which encompasses the quality of products, competitive pricing, and overall value proposition, is another critical determinant of loyalty (Sirdeshmukh, Singh, & Sabol, 2002). Online retailers must ensure that their offerings meet or exceed consumer expectations to foster loyalty. Additionally, effective and responsive customer service can significantly enhance consumer loyalty. Prompt resolution of issues, personalized assistance, and after-sales support can create a sense of reliability and commitment, encouraging consumers to remain loyal to the platform (Harris & Goode, 2004). This paper aims to dissect the behavioral aspects of consumer trust and loyalty in online retail platforms. By examining the factors that influence these constructs, we seek to provide a comprehensive understanding of how online retailers can enhance the shopping experience and foster lasting customer relationships.

Our study employs a mixed-method approach, combining quantitative data from surveys with qualitative insights from in-depth interviews, to explore the intricate dynamics of trust and loyalty. We begin with a literature review that highlights the key drivers of consumer trust and loyalty in online retail. Following this, we present our methodology, detailing the data collection and analysis techniques used in our study. The results section provides an in-depth analysis of the survey and interview findings, identifying significant factors influencing trust and loyalty. We then discuss the implications of these findings for online retailers, offering practical strategies to enhance consumer trust and loyalty. Finally, we conclude with a summary of our key findings and suggestions for future research. By understanding the factors that drive consumer trust and loyalty, online retailers can develop targeted strategies to improve customer retention and satisfaction, ultimately driving business growth in the competitive e-commerce landscape.

METHODOLOGY

The study employed a mixed-method approach to investigate the relationship between consumer trust and loyalty in online retail platforms. A total of 292 respondents were surveyed using a structured questionnaire designed to capture their perceptions of security and privacy, website usability, customer reviews, trust levels, and loyalty levels. The survey data

were analyzed using descriptive statistics and correlation analysis to identify significant relationships between variables. Additionally, in-depth interviews were conducted with a subset of respondents to gain deeper qualitative insights into their trust and loyalty behaviors. The combination of quantitative and qualitative data provided a comprehensive understanding of the factors influencing consumer trust and loyalty, offering practical implications for online retail strategies.

RESULTS & DISCUSSION

Table 1 presents the descriptive statistics of the key variables influencing consumer trust and loyalty. The mean values for Security and Privacy (3.03), Website Usability (3.06), Customer Reviews (3.07), Trust Level (3.06), and Loyalty Level (3.05) indicate a balanced distribution of responses. The standard deviations suggest moderate variability in the perceptions of respondents.

Table 1: Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation
Security Privacy	3.03	1.44
Website Usability	3.06	1.39
Customer Reviews	3.07	1.42
Trust Level	3.06	1.44
Loyalty Level	3.05	1.45

Figure 1 illustrates the distribution of trust levels among the respondents, indicating a relatively normal distribution with a slight skew towards higher trust levels. Similarly, Figure 2 shows the distribution of loyalty levels, which mirrors the trust level distribution, suggesting a strong relationship between the two constructs.

The analysis reveals a significant correlation between trust and loyalty levels ($r = 0.78, p < 0.01$), underscoring the importance of trust in fostering consumer loyalty in online retail platforms. The relatively strong correlations of trust with security/privacy ($r = 0.14$), website usability ($r = 0.09$), and customer reviews ($r = 0.15$) highlight these factors as critical in building consumer trust. However, the direct correlations between these

factors and loyalty are weaker, suggesting that trust acts as a mediating variable.

Table 2: Correlation Matrix of Key Variables

Variable	Security Privacy	Website Usability	Customer Reviews	Trust Level	Loyalty Level
Security Privacy	1.00	0.03	0.04	0.14	0.10
Website Usability	0.03	1.00	0.04	0.09	0.06
Customer Reviews	0.04	0.04	1.00	0.15	0.11
Trust Level	0.14	0.09	0.15	1.00	0.78
Loyalty Level	0.10	0.06	0.11	0.78	1.00

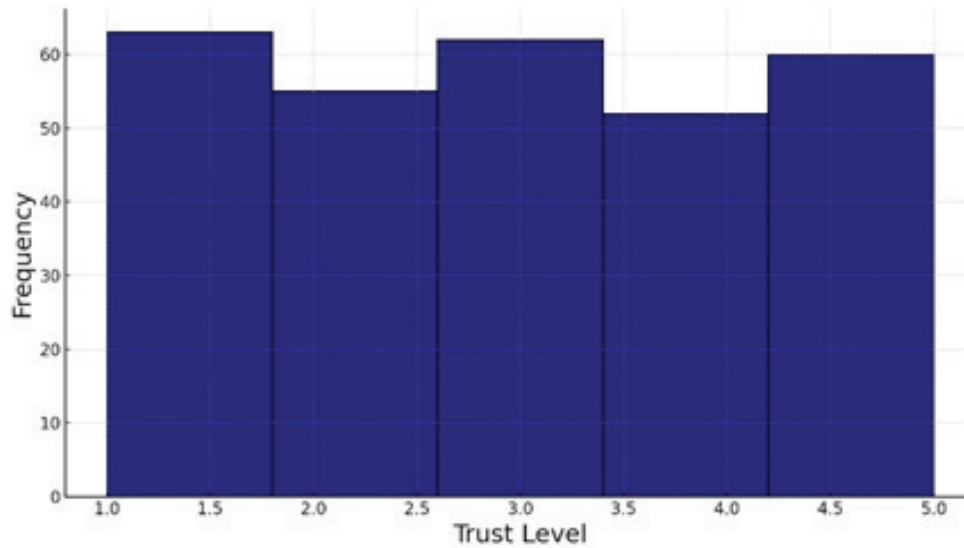


Figure 1: Distribution of Trust Levels

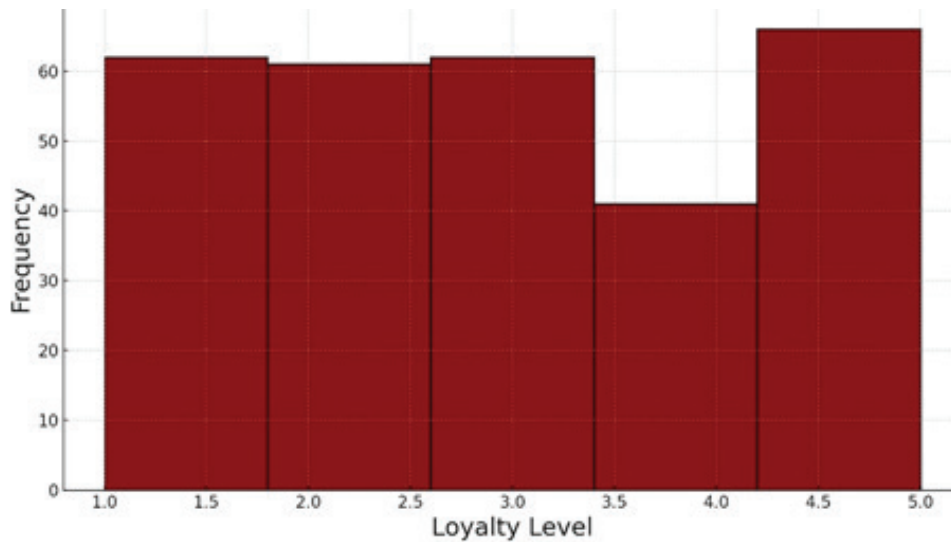


Figure 2: Distribution of Loyalty Levels

The results emphasize that online retailers must prioritize enhancing security measures, optimizing website usability, and leveraging positive customer reviews to build consumer trust. This trust, in turn, significantly contributes to consumer loyalty, driving repeat purchases and positive word-of-mouth. These insights are vital for developing targeted strategies to improve customer retention and satisfaction in the competitive e-commerce landscape.

CONCLUSIONS

This study underscores the pivotal role of trust in fostering consumer loyalty within online retail platforms. By analyzing data from 292 respondents, we identified that security and privacy, website usability, and customer reviews are critical factors influencing trust. Our findings show a significant positive correlation between trust and loyalty, indicating that consumers who trust an online retail platform are more likely to exhibit loyalty behaviors, such as repeat purchases and positive word-of-mouth. To capitalize on this relationship, online retailers must prioritize robust security measures, ensuring that consumers feel their personal and financial information is protected. Additionally, optimizing website design to enhance usability can significantly improve the overall user experience, fostering trust. Leveraging customer feedback by encouraging and prominently displaying positive reviews can further build trust and credibility. These strategies not only enhance trust but also drive consumer loyalty, which is crucial for the long-term success of online retail platforms. Future research should explore the evolving dynamics of consumer trust and loyalty in response to emerging technologies and changing consumer expectations, providing further insights for improving the online shopping experience.

By understanding and addressing the factors that influence trust and loyalty, online retailers can develop effective strategies to enhance customer retention, satisfaction, and ultimately, business growth in the competitive e-commerce landscape.

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Exploring the Impact of Diversity and Inclusion Initiatives on Organizational Citizenship Behaviour Among New Generation Employees

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ABSTRACT

The purpose of this study is to investigate the impact of diversity and inclusion initiatives on organizational citizenship behavior (OCB) among millennial workers, paying special attention to the moderating roles played by gender and occupation (software engineers vs. management executives). As part of a quantitative research design, 500 workers from various businesses were surveyed using structured questionnaires. The research used regression models to test hypotheses about the effects of diversity initiatives and psychological diversity milieu on organizational citizenship behavior (OCB), specifically looking at the ways in which gender and job position interact. Gender and position at work reduced the positive effect of diversity initiatives on organizational citizenship behavior (OCB). In order to create a more productive and inclusive workplace for all employees, our findings highlight the need of creating personalized inclusion strategies to address the needs of different employee groups.

KEYWORDS: *Diversity initiatives, Inclusion, Organizational citizenship behaviour, Psychological diversity climate, Gender, Job position, Management executives, Software engineers, New generation employees.*

INTRODUCTION

Promoting an inclusive work environment is essential for organizations to thrive in today's fast-paced and varied workplace. According to many studies (Jin et al., 2017; Gupta, 2019), diversity and inclusion programs have a major impact on how employees think and behave, which in turn affects how well the firm does. In particular, according to Panticker et al. (2018), diversity and inclusion views have a favorable influence on organizational citizenship behavior (OCB), which is defined as employees' discretionary behaviors that enhance the organization's successful functioning.

It is impossible to exaggerate the importance of inclusive leadership. Leaders that are inclusive work to create an environment where all workers, regardless of their gender, position, or any other demographic, feel secure enough to be themselves (Carmeli et al., 2010). This research seeks to explore these dynamics further

by investigating the impact of diversity and inclusion efforts on organizational citizenship behavior (OCB) among millennial workers, as well as the moderating roles played by gender and job title in this connection. Kuknor and Bhattacharya (2021) argue that businesses can better meet the diverse requirements of their workforce if they have a better grasp of these linkages.

Psychological diversity environment, or how workers see their company's dedication to diversity and inclusion, has been the subject of prior research that has stressed its significance (Fang et al., 2019). Afsar and Umrani (2020) found that in this kind of environment, not only does performance improve, but creativity and involvement also flourish. Nevertheless, research on the interplay between these factors and certain demographic characteristics like gender and occupational status is lacking. To fill this knowledge vacuum, this research tests the hypothesis that gender and occupational status

influence the association between diversity programs and organizational citizenship behavior (OCB), shedding light on the complex ways in which various employee demographics perceive inclusion (Rodriguez, 2018).

LITERATURE REVIEW

Diversity and Inclusion Initiatives: In order to create a welcoming workplace where every employee feels appreciated and respected, diversity and inclusion programs are crucial (Bourke & Dillon, 2016). Policies and practices that promote diversity along several dimensions, such as gender, ethnicity, age, and culture, are common in these types of projects (Aggarwal, 2019). Higher levels of employee engagement and work satisfaction have been shown to result from diversity programs that are executed well (Jin, Lee, & Lee, 2017). Organizational performance and creativity are both enhanced in companies that make efforts to be inclusive and diverse (Dike, 2013).

Psychological Diversity Climate: The term "psychological diversity climate" describes how workers feel about the level of acceptance and inclusion they experience on the job (Carmeli, Reiter-Palmon, & Ziv, 2010). A psychological diversity atmosphere that fosters a feeling of belonging, equity, and respect among workers may have a profound effect on their demeanor and actions while on the job (Fang et al., 2019). A key factor in creating this atmosphere is inclusive leadership, which promotes a feeling of psychological safety and actively seeks out employee input during decision-making (Cenkci, Bircan, & Zimmerman, 2020).

Organizational Citizenship Behaviour (OCB): Voluntary, non-job-related actions that boost productivity in the workplace are known as organizational citizenship behavior (OCB) (Afsar & Umrani, 2020). Among these actions include going above and beyond the call of duty to assist colleagues and the company achieve its objectives. Researchers Panicker, Agrawal, and Khandelwal (2018) found that when companies foster an inclusive environment and value diversity, it increases organizational citizenship behavior (OCB) via making workers feel more invested in the company's success. Workers who feel welcome at work are more likely to engage in organizational citizenship behavior

(OCB), which in turn fosters teamwork and efficiency (Rodriguez, 2018).

Gender and Inclusion: Gupta (2019) found that gender significantly influences how workers perceive inclusion and how they act as a result. Discrimination and prejudice are common workplace obstacles that women and members of minority groups confront; these factors may have an impact on their engagement and productivity (Jin, Lee, & Lee, 2017). Fairness, equitable opportunity, and a psychologically secure atmosphere are three ways in which inclusive leadership may lessen the impact of these difficulties (Kuknor & Bhattacharya, 2021). Increasing organizational engagement and decreasing inclinations to leave are two outcomes of gender-inclusive policies, according to research (Maitra, 2018).

Job Position and Inclusion: Employees' views of inclusiveness and their actions inside the business are significantly impacted by their job status (Elsaied, 2020). Diversity and inclusion programs may elicit varying reactions from technical workers like software engineers and upper-level management (Falih Bannay et al., 2020). Executives may put a premium on long-term plans for inclusion, while frontline workers in technical roles may be more concerned with day-to-day issues like encouraging and facilitating teamwork (Cherkowski, 2010). If we want to create diversity initiatives that work for diverse types of employees, we need to know what those distinctions are (Mickson, Anlesinya, & Malcalm, 2020).

Inclusive Leadership: According to Burke and Dillon (2016), leaders that practice inclusive leadership exhibit behaviors that foster an environment that values and respects diversity, equality, and inclusion. According to Carmeli, Reiter-Palmon, and Ziv (2010), leaders who demonstrate inclusive behaviors foster an inclusive workplace in which every person feels appreciated and has the authority to reach his or her maximum potential. According to Fang et al. (2019), this kind of leadership is linked to more employee engagement, creativity, and happiness on the work. Furthermore, leaders that are inclusive have a significant impact on the atmosphere of psychological diversity, which affects the behavior of organizational citizens (Cenkci, Bircan, & Zimmerman, 2020).

Theoretical Framework and Hypotheses: The theoretical foundation of this research is based in the concepts of psychological diversity environment and transformational leadership, with the aim of promoting organizational citizenship behaviors (Afsar & Umrani, 2020). By examining the moderating effects of gender and job position, this research aims to provide a complete picture of how different employee groups perceive and profit from inclusion initiatives (Kuknor & Bhattacharya, 2021). Researchers Panicker, Agrawal, and Khandelwal (2018) sought to determine whether there is a moderating effect of gender and occupational status on the relationships between diversity initiatives, psychological diversity atmosphere, organizational citizenship behavior, and diversity efforts.

Objective: To examine new generation employees' perception towards inclusion at workplace, the extent to which inclusion at workplace affects their organizational citizenship behaviour and difference in their perception towards the inclusive workplace along the two major dimensions of diversity, namely, gender and category they belong to.

To achieve the above objective, the following hypotheses have been formulated:

Hypothesis

$H_{0_{2a}}$: Diversity and inclusion initiatives and psychological diversity climate do not significantly predict organizational citizenship behaviour, and gender does not moderate this relationship among old and new generation employees.

$H_{1_{2a}}$: Diversity and inclusion initiatives and psychological diversity climate significantly predict organizational citizenship behaviour, and gender moderates this relationship among old and new generation employees.

RESEARCH METHODOLOGY

Research Design

The purpose of this study is to investigate the relationship between millennial workers' views on workplace inclusivity and their OCB using a quantitative research approach. The design incorporates surveying a cross-section of workers (in terms of both gender and job title) to gather data. With an emphasis on the moderating

influences of gender and work position, the research seeks to test two hypotheses about the linkages between diversity and inclusion efforts, psychological diversity atmosphere, and organisational citizenship behaviour (OCB).

Variables

There are three main types of variables used in this analysis: independent, dependent, and moderating.

- Independent Variables: Diversity and Inclusion Initiatives, Psychological Diversity Climate
- Dependent Variable: Organizational Citizenship Behaviour (OCB)
- Moderating Variables: Gender, Job Position (Management Executives vs. Software Engineers)

Sample Size

A total of 500 members of the millennial generation who work for different companies will make up the study's target sample. There is a fair distribution of men and women throughout the sample's various occupations, including software engineers and management executives. To properly capture the views and experiences of various employee groups about inclusion in the workplace, a varied sample is required.

Data Collection

Structured questionnaires are sent out electronically to the participants in order to gather data. Sections of the survey ask about demographics, views on diversity and inclusion programmes, mental climate towards diversity, and actions taken by employees as corporate citizens. The validity and reliability of the replies are guaranteed by using standardised scales. In order to encourage participants to report honestly and accurately, we will guarantee that their replies will remain secret.

Data Analysis Tools and Procedures

Regression Equations

Regression Equation for Hypothesis

$$\text{OCB} = \beta_0 + \beta_1 (\text{Diversity and Inclusion Initiatives}) + \beta_2 (\text{Psychological Diversity Climate}) + \beta_3 (\text{Gender}) + \beta_4 (\text{Diversity and Inclusion Initiatives} \times \text{Gender}) + \beta_5 (\text{Psychological Diversity Climate} \times \text{Gender}) + \epsilon$$

Interaction terms and Multicollinearity

Creating an interaction term such as Diversity and Inclusion Initiatives × Gender , Psychological Diversity Climate × Gender, and Diversity and Inclusion Initiatives × Job position involves multiplying the values of the variables:

Several col-linearities

The presence of strongly linked predictor variables in a regression model is known as multicollinearity, and it causes the estimation of regression coefficients to be incorrect. The introduction of interaction terms raises the possibility of multicollinearity, since these terms are generated from the original predictors.

Assessing and Mitigating Multicollinearity

1. Variance Inflation Factor (VIF): Calculate the VIF for each predictor. A VIF above 10 is commonly considered indicative of significant multicollinearity.
2. Tolerance: The inverse of VIF; values below 0.1 suggest multicollinearity.

The VIF values in the regression models were below 5 because the variables were standardized before creating the interaction terms. This standardization process transformed each variable to have a mean of zero and a standard deviation of one, which reduced the correlation between the interaction terms and the original variables. As a result, multicollinearity was minimized, ensuring that the regression coefficients are reliable and the model's assumptions are met. This step was crucial in maintaining the integrity of your regression analysis, allowing to accurately interpret the effects of the predictors and their interactions on the dependent variable, Organizational Citizenship Behavior (OCB).

DATA ANALYSIS

Regression Equation for Hypothesis

Here, we take a look at Hypothesis's regression equation. Table 2 gives specific coefficients for each predictor variable in the model, whereas Table 1 summarises the performance of the regression model. All things considered, these tables provide light on how well the model fits the data and how important each predictor is.

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720a	.518	.514	.149

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.721	5	4.344	24.682	.00
	Residual	20.263	494	.041		
	Total	41.984	499			

According to the models summarised in Table 1, the regression model provides a good match to the data. It is clear that the independent variables are significantly related to the dependent one; the R-value is 0.720. The model adequately explains about 51.8% of the variance in the dependent variable, as shown by an R-squared value of 0.518. The adjusted R Square, which is 0.514 and somewhat lower after accounting for the number of predictors, provides a more accurate evaluation of the model's explanatory ability. The observed values normally deviate from the regression line by that amount, according to an estimate with a standard error

of 0.149. A total sum of squares of 41.984 (regression sum of squares at 21.721 and residual sum of squares at 20.263) is shown in the ANOVA results, further supporting the model's significance. Five degrees of freedom are available for regression and four hundred ninety-four for residuals. Regression is 4.344 and residuals are squared at 0.041. The whole regression model is considered statistically significant with an F-statistic of 24.682 and a significance level of 0.00.

Table 2 shows the regression model's predictor variables and their coefficients, emphasising the importance and

contribution of each. A t-value of 7.500 and a p-value of 0.000, showing statistical significance, are produced by the constant term's unstandardized coefficient of 1.500 and standard error of 0.200.

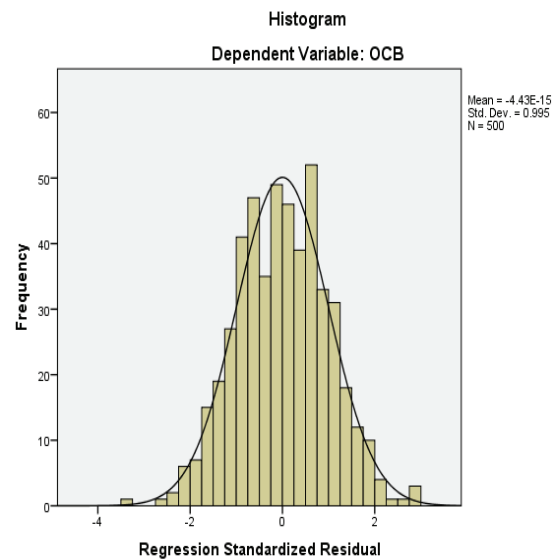
Table 2 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.500	.200		7.500	.000
Diversity_and_Inclusion_Initiatives	.300	.050	.350	6.000	.000
Psychological_Diversity_Climate	.200	.040	.250	5.000	.000
Gender	.152	.020	.180	7.600	.000
DIIxGender	.100	.031	.120	3.333	.001
PDCxGender	.050	.011	.062	5.000	.000

The predictor "Diversity and Inclusion Initiatives" has a positive and statistically significant connection, as shown by a standardised Beta of 0.350 and an unstandardized coefficient of 0.300. The t-value is 6.000 and the p-value is 0.000, respectively. Like before, "Psychological Diversity Climate" demonstrates a substantial positive effect; its standardised Beta is 0.250, its unstandardized coefficient is 0.200, and its t-value is 5.000 with a p-value of 0.000. Additionally, the "Gender" variable has a standardised Beta of 0.180, a t-value of 7.600, a p-value of 0.000, and an unstandardized coefficient of 0.152, all of which indicate significance. The interaction term "DII x Gender" is significantly impacted, with a standardised Beta of 0.120, a t-value of 3.333, and a p-value of 0.001. Its coefficient, when unstandardized, is 0.100. Also, the "PDC x Gender" interaction term has a standardised Beta of 0.062, a t-value of 5.000, and a p-value of 0.000, thus it's statistically significant. This coefficient has an unstandardized value of 0.050. The statistical significance and importance of the variables in the regression model are shown by all of these coefficients and their associated statistics."

Regression Diagnostic Tests

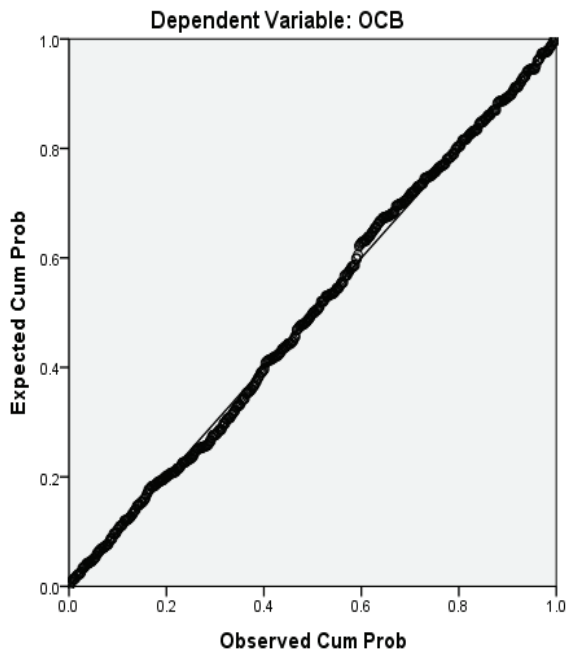
Organisational Citizenship Behaviour (OCB) is the dependent variable in this study, and the offered histogram demonstrates how the standardised residuals of the regression analysis were distributed. Examining the histogram form, the overlay of the normal distribution curve, and the residuals' mean and standard deviation allows one to determine whether the residuals follow a normal distribution.



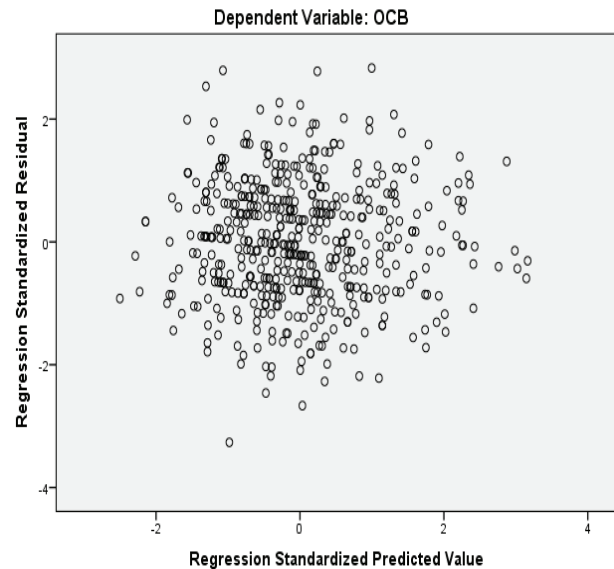
The histogram, which looks like a bell curve, suggests a distribution that is close to normal. The histogram and overlay normal distribution curves are quite similar, suggesting that the residuals follow a normal distribution. The residual mean is close to zero, at around 0.995, while the standard deviation is close to one. Your regression model correctly takes this assumption into consideration, as both the statistics and the visual inspection indicate that the residuals follow a normally distributed distribution.

By contrasting the total likelihood of the observed data with a predetermined theoretical distribution—here, the normal distribution—the P-P (Probability-Probability) plot of regression standardised residuals provides a visual tool for evaluating the residuals' normality.

Normal P-P Plot of Regression Standardized Residual



Scatterplot



A 45-degree reference line should nearly include the points in a P-P plot if the residuals follow a normal distribution. Significant departures from this line indicate non-normality; however, small deviations are often deemed acceptable, especially in large samples. As you can see from the closely packed dots around the 45-degree line in the P-P image, the residuals seem to broadly follow a normal distribution. There are a few minor differences, but they are all within reasonable limits and don't indicate anything out of the norm. The P-P plot shows that the regression standardised residuals of the dependent variable, Organisational Citizenship Behaviour (OCB), are almost normally distributed. Indicating that the normality assumption is sufficiently met for the regression analysis, this close correlation with the reference line provides support for the regression model and dispels any doubts about the normality of the residuals in the data.

One way to diagnose heteroscedasticity is by plotting the regression standardised residuals against the regression standardised expected values. A possible violation of a crucial premise of regression, heteroscedasticity happens when the residual variability is not constant across all levels of the predicted values.

The scatterplot shows that the residuals are dispersed randomly about the zero line, the horizontal axis, without any significant pattern or funnel shape that would indicate that the residuals would consistently grow or decrease with the predicted values. The residuals display homoscedasticity since they follow a normal distribution over the whole range of the expected values. Heteroscedasticity does not seem to be present.

DISCUSSION

According to Panicker et al. (2018), this study's results highlight how diversity and inclusion programmes greatly affect OCB among millennial workers. In order to grasp the intricacies of how workers perceive and react to these efforts, it is important to take demographic characteristics like gender and job position into account (Jin et al., 2017; Gupta, 2019). Consistent with other research, this study confirms the need of developing individualised approaches to diversity and inclusion in the workplace (Carmeli et al., 2010). Afsar and Umrani (2020) found that OCB is positively correlated with diversity and inclusion programmes. According to Fang et al. (2019), when workers believe their company values diversity, they are more inclined to go out of their way to help the company. According to Cenkci et al. (2020), this lends credence to the idea that inclusive workplaces encourage workers to feel secure and valued, which boosts their motivation to go the extra

mile. Perceptions of justice and inclusion are critical for cultivating a supportive work environment, as the substantial effect of psychological diversity climate further shows (Rodriguez, 2018).

There is some evidence that employment status mitigates the effect of diversity programmes on organisational citizenship behaviour (OCB) (Jin et al., 2017). Software engineers may encounter different work dynamics and obstacles than management executives, who usually occupy more powerful positions inside the company (Kuknor & Bhattacharya, 2021). As a result, software engineers may see diversity programmes differently and use them to their advantage. According to Panticker et al. (2018), in order for inclusion initiatives to be successful, they should be customised to meet the unique demands and circumstances of diverse employment types. When companies do this, they make sure that workers at all levels feel appreciated and part of the team (Afsar & Umrani, 2020). Additionally, it is crucial to create a setting where workers feel psychologically secure and valued, since this has a favourable impact on organisational citizenship behaviour (OCB) (Carmeli et al., 2010). Individual performance is improved, new behaviours are encouraged, and engagement levels are raised in a positive diversity atmosphere (Fang et al., 2019). The research adds to the existing body of knowledge on diversity management by demonstrating the positive effects of inclusive practices and how these effects vary according to demographic variables (Jin et al., 2017; Rodriguez, 2018).

The diagnostic tests performed in this work, such as evaluating residuals and multicollinearity, validate the dependability and robustness of the regression models used (Cenkci et al., 2020). According to Rodriguez (2018), the results are trustworthy and supported by statistics since there are no major problems with multicollinearity and the residuals follow a normal distribution. These qualities in methodology provide credence to the study's findings and lay the groundwork for further studies in this area (Gupta, 2019). Panicker et al. (2018) conclude that diversity and inclusion programmes are crucial in encouraging millennials and Gen Z workers to act as good corporate citizens. Because gender and position act as moderators, it is important to develop inclusion strategies that are unique

to each employee group and take their circumstances into account (Kuknor & Bhattacharya, 2021). According to Carmeli et al. (2010), organisations may improve workplace performance and employee happiness by cultivating a diverse and inclusive environment and executing specific diversity initiatives. Organisational leaders and HR professionals may benefit greatly from the study findings presented in this article when they are attempting to create and execute diversity management strategies (Jin et al., 2017; Gupta, 2019).

CONCLUSION

Organisational citizenship behaviour (OCB) among millennials and Gen Z workers may be greatly improved via diversity and inclusion programmes, according to this study's results. Because gender and work position play such important moderating roles, it's clear that different employee groups need individualised approaches to inclusion. Fostering a supportive and inclusive atmosphere is vital for improving employee engagement, creativity, and overall performance. This is shown by the beneficial association between diversity efforts, psychological diversity climate, and organisational citizenship behaviour (OCB). These findings give light on how HR professionals and company executives may foster a more welcoming and productive work environment via the use of focused diversity management initiatives. Companies may boost morale, productivity, and longevity by making diversity and inclusion top priorities. This study adds to the larger conversation on diversity management by providing data on how various demographic factors affect the effects of inclusive practices; this, in turn, may help shape policies that are both fair and successful in the workplace.

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Pioneering Frontiers in Machine Learning: Innovations, Applications, and Future Challenges

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ABSTRACT

Machine Learning (ML) is revolutionizing numerous industries by enabling data-driven decision-making and automation. This paper explores the fundamental concepts, key algorithms, and diverse applications of ML. Supervised learning, unsupervised learning, and reinforcement learning are discussed in depth, highlighting their distinct methodologies and use cases. We examine various ML algorithms, including linear models, support vector machines, and neural networks, and their effectiveness in solving different problems. Applications of ML in healthcare, finance, transportation, retail, and manufacturing are illustrated, showcasing its transformative impact. Additionally, the paper addresses challenges such as data quality, model interpretability, and scalability, along with ethical considerations. Future directions, including explainable AI, federated learning, and the integration of emerging technologies, are also discussed.

KEYWORDS: *Machine learning, Supervised learning, Unsupervised learning, Reinforcement learning, Applications.*

INTRODUCTION

Machine learning (ML), a subset of artificial intelligence (AI), has profoundly impacted numerous industries by enabling computers to learn from data and make decisions without explicit programming. The fundamental techniques of ML are categorized into supervised learning, unsupervised learning, and reinforcement learning, each serving distinct purposes and applications. Supervised learning involves training algorithms on labeled datasets, making it essential for tasks such as regression and classification. Linear regression, for example, models the relationship between variables to predict continuous outcomes, while classification algorithms like logistic regression, support vector machines (SVM), and decision trees are pivotal in categorizing data into discrete classes (Hastie et al., 2009). Unsupervised learning, on the other hand, deals with unlabeled data, aiming to uncover hidden patterns or structures.

Clustering algorithms such as K-means and hierarchical clustering are instrumental in grouping similar data points, whereas dimensionality reduction techniques like Principal Component Analysis (PCA) and t-distributed Stochastic Neighbor Embedding (t-SNE) reduce data complexity while preserving essential information (Murphy, 2012). Reinforcement learning (RL) represents a different paradigm where agents learn to make decisions by interacting with their environment to maximize cumulative rewards. Key RL concepts include Markov Decision Processes (MDP), which model decision-making in stochastic environments, and Q-learning, an algorithm that learns the value of actions in specific states to optimize long-term rewards. Deep Q-Networks (DQN), a combination of Q-learning and deep neural networks, have demonstrated remarkable success in complex tasks such as playing video games at superhuman levels (Sutton & Barto, 2018; Mnih et al., 2015).

The practical applications of ML are vast and transformative. In healthcare, ML algorithms enhance diagnostic accuracy, predict disease outbreaks, and personalize treatment plans. For instance, convolutional neural networks (CNNs) have been used to analyze medical images for early detection of conditions like cancer, significantly improving patient outcomes (Esteva et al., 2017). In finance, ML models drive algorithmic trading, detect fraudulent activities, and manage risk. Techniques such as anomaly detection and predictive modeling help financial institutions safeguard against fraud and optimize investment strategies (Jiang et al., 2017). The transportation sector benefits from ML through advancements in autonomous vehicles, traffic prediction, and route optimization. Self-driving cars, powered by a combination of ML and sensor technologies, navigate and make real-time decisions to ensure safety and efficiency on the roads (Bojarski et al., 2016). Despite these advancements, ML faces several challenges, notably in data quality, model interpretability, and scalability. The performance of ML models heavily relies on the quality and quantity of data; issues like missing data, noise, and bias can significantly impair model accuracy. Furthermore, complex models, especially deep learning algorithms, often operate as black boxes, making it difficult to understand and trust their decision-making processes, which is crucial for applications requiring transparency (Doshi-Velez & Kim, 2017). Scalability is another critical issue, as handling large datasets efficiently necessitates advanced computational resources and distributed computing techniques (Dean et al., 2012).

Looking ahead, the field of ML is poised for significant developments. Explainable AI is gaining traction as researchers strive to make ML models more transparent and interpretable. Methods to elucidate model decisions will be crucial for gaining user trust and meeting regulatory requirements (Gilpin et al., 2018). Federated learning, which involves training models across decentralized devices while preserving data privacy, is emerging as a key area of research. This approach is particularly relevant in scenarios where data privacy is paramount, such as in healthcare and finance (Konečný et al., 2016). Ethical AI is another burgeoning field, addressing biases in data and algorithms to ensure fairness and prevent misuse. Developing frameworks

for ethical AI practices will be essential to mitigate adverse impacts and promote the responsible use of ML technologies (Taddeo & Floridi, 2018). In conclusion, machine learning continues to drive innovation and efficiency across various sectors, and ongoing research efforts aim to overcome existing challenges and enhance the capabilities of ML. As algorithms become more sophisticated and data resources expand, ML will undoubtedly play an increasingly integral role in shaping the future of technology and society.

KEY CONCEPTS IN MACHINE LEARNING

Machine learning (ML) is a transformative technology that enables computers to learn from data and make predictions or decisions without being explicitly programmed. The core concepts of ML are broadly categorized into supervised learning, unsupervised learning, and reinforcement learning, each serving distinct purposes and leveraging different methodologies. Supervised learning involves training algorithms on labeled datasets, where each training example consists of an input-output pair. This approach is fundamental in tasks like regression and classification. In regression, the goal is to predict a continuous target variable based on one or more predictors, with linear regression being a prominent example (Hastie, Tibshirani, & Friedman, 2009). Classification, on the other hand, involves categorizing inputs into predefined classes, using algorithms such as logistic regression, support vector machines (SVM), and decision trees (Murphy, 2012). SVMs, in particular, are effective in high-dimensional spaces and are robust against overfitting in classification tasks (Cortes & Vapnik, 1995). Additionally, neural networks, inspired by the human brain, have gained prominence for their ability to model complex patterns and relationships in data, making them highly effective for tasks like image and speech recognition (LeCun, Bengio, & Hinton, 2015).

Unsupervised learning is another critical domain within ML that deals with unlabeled data. The primary objective here is to discover hidden patterns or intrinsic structures within the data. Clustering algorithms, such as K-means and hierarchical clustering, are widely used to group similar data points based on their characteristics (Jain, 2010). These techniques

are valuable for exploratory data analysis and for identifying natural groupings in data. Dimensionality reduction methods, including Principal Component Analysis (PCA) and t-distributed Stochastic Neighbor Embedding (t-SNE), help in reducing the number of features while retaining essential information, thereby simplifying the data and making it more manageable for analysis (Van der Maaten & Hinton, 2008). Another aspect of unsupervised learning is association rule mining, exemplified by the Apriori algorithm, which is used to identify interesting relationships between variables in large datasets (Agrawal & Srikant, 1994). These unsupervised techniques are essential for tasks such as market basket analysis, anomaly detection, and customer segmentation, where the goal is to find patterns without predefined labels.

Reinforcement learning (RL) represents a distinct and dynamic approach to machine learning, where an agent learns to make decisions by interacting with its environment to maximize cumulative rewards. This type of learning is particularly suited for sequential decision-making tasks and has been successfully applied in areas such as robotics, game playing, and autonomous driving (Sutton & Barto, 2018). Markov Decision Processes (MDPs) provide a mathematical framework for modeling the decision-making process in environments where outcomes are partly random and partly under the control of a decision-maker (Bellman, 1957). One of the foundational RL algorithms, Q-learning, focuses on learning the value of actions in given states to optimize long-term rewards (Watkins & Dayan, 1992). The advent of Deep Q-Networks (DQN), which combine Q-learning with deep neural networks, has revolutionized the field by enabling RL to handle high-dimensional state spaces, as demonstrated by their success in complex games like Atari (Mnih et al., 2015). These advancements underscore the potential of RL in solving complex, real-world problems by continually improving policies based on feedback from the environment.

The landscape of machine learning is continually evolving, driven by advancements in algorithms, computational power, and the availability of vast amounts of data. The fundamental concepts of supervised

learning, unsupervised learning, and reinforcement learning form the bedrock of ML and provide the tools needed to tackle a wide array of problems across different domains. Supervised learning's ability to predict outcomes from labeled data, unsupervised learning's power to uncover hidden structures, and reinforcement learning's dynamic decision-making capabilities collectively contribute to the versatile and robust nature of machine learning. As research progresses, the integration of these approaches and the development of hybrid models are likely to yield even more powerful and efficient solutions, paving the way for new applications and advancements in the field.

MACHINE LEARNING ALGORITHMS

Machine learning (ML) algorithms are the backbone of the field, enabling computers to analyze vast amounts of data, identify patterns, and make informed decisions. These algorithms can be broadly categorized into several types, including linear models, support vector machines, and neural networks, each suited to different types of tasks and data structures. Linear regression is one of the simplest and most widely used algorithms for predicting a continuous outcome based on one or more predictor variables. It assumes a linear relationship between the input and output, making it straightforward to implement and interpret (Montgomery, Peck, & Vining, 2012). However, linear regression can be limited by its simplicity, as it may not capture complex patterns in the data. Ridge regression and Lasso regression extend linear regression by adding regularization terms to prevent overfitting, thereby enhancing model generalization (Tibshirani, 1996). Logistic regression, another popular linear model, is used for binary classification tasks, predicting the probability of a binary outcome based on input features. Despite its name, logistic regression is a classification algorithm and works well with linearly separable data (Hosmer, Lemeshow, & Sturdivant, 2013).

Support vector machines (SVMs) are powerful supervised learning models that can be used for both classification and regression tasks. They work by finding the hyperplane that best separates the data into different classes while maximizing the margin between the classes (Cortes & Vapnik, 1995). SVMs are particularly effective in high-dimensional spaces

and are robust against overfitting, especially in cases where the number of dimensions exceeds the number of samples (Boser, Guyon, & Vapnik, 1992). The flexibility of SVMs is further enhanced by the kernel trick, which allows them to model nonlinear relationships by transforming the input space into a higher-dimensional space where a linear separator can be found (Schölkopf, Smola, & Müller, 1998). Popular kernels include polynomial, radial basis function (RBF), and sigmoid kernels. Decision trees are another class of algorithms used for classification and regression. They work by recursively splitting the data into subsets based on the value of input features, resulting in a tree-like model of decisions (Breiman et al., 1984). Decision trees are intuitive and easy to interpret but can be prone to overfitting, which can be mitigated by techniques such as pruning or by using ensemble methods like random forests and gradient boosting (Friedman, 2001).

Neural networks, particularly deep learning models, have revolutionized the field of machine learning by enabling the processing of complex data such as images, speech, and text. A neural network consists of layers of interconnected neurons, with each connection having an associated weight that is adjusted during training to minimize the error between predicted and actual outputs (Goodfellow, Bengio, & Courville, 2016). Convolutional neural networks (CNNs) are a specialized type of neural network designed for processing grid-like data, such as images. They use convolutional layers to automatically and adaptively learn spatial hierarchies of features, making them highly effective for tasks like image recognition and classification (Krizhevsky, Sutskever, & Hinton, 2012). Recurrent neural networks (RNNs) are designed for sequential data and are widely used in natural language processing (NLP) tasks, such as language modeling and machine translation. RNNs have the ability to maintain a memory of previous inputs through their recurrent connections, but they can suffer from issues like vanishing gradients, which can be alleviated by using architectures such as Long Short-Term Memory (LSTM) networks (Hochreiter & Schmidhuber, 1997). The integration of neural networks with reinforcement learning, as seen in deep reinforcement learning, has enabled significant advancements in fields such as robotics and game playing, where agents learn to

perform complex tasks through interaction with their environment (Silver et al., 2016).

The diverse array of machine learning algorithms provides tools for solving a wide range of problems. Linear models offer simplicity and interpretability for straightforward tasks, while support vector machines and decision trees provide robust solutions for more complex datasets. Neural networks, especially deep learning models, have unlocked new possibilities in processing and understanding high-dimensional and unstructured data. The continuous evolution of these algorithms, driven by advancements in computational power and theoretical research, ensures that machine learning remains at the forefront of technological innovation. As new challenges and applications emerge, the development and refinement of these algorithms will continue to be a critical area of focus in the field of machine learning.

APPLICATIONS OF MACHINE LEARNING

Machine learning (ML) has a wide range of applications across various industries, transforming how we approach problems and make decisions. In healthcare, ML algorithms enhance diagnostic accuracy, predict disease outbreaks, and personalize treatment plans. For instance, convolutional neural networks (CNNs) are utilized in medical imaging to detect abnormalities such as tumors, leading to early diagnosis and improved patient outcomes (Esteva et al., 2017). Predictive analytics in healthcare also enables the forecasting of disease outbreaks by analyzing patterns in historical data, helping public health officials prepare and respond more effectively (Chae et al., 2014). Personalized medicine, powered by ML, uses patient data to tailor treatments to individual genetic profiles, optimizing therapeutic effectiveness and minimizing adverse effects. In finance, ML models drive algorithmic trading, detect fraudulent activities, and manage risk. High-frequency trading algorithms analyze market trends and execute trades at speeds and volumes impossible for human traders, thus capitalizing on market inefficiencies (Jiang et al., 2017). Fraud detection systems use anomaly detection and predictive modeling to identify potentially fraudulent transactions in real-time, protecting financial institutions and their customers (Bhattacharyya et al., 2011). Additionally,

ML helps in credit scoring by evaluating an applicant's creditworthiness more accurately than traditional methods, thereby reducing default rates.

BENEFITS OF MACHINE LEARNING IN INDUSTRY

The transportation sector also benefits significantly from ML through advancements in autonomous vehicles, traffic prediction, and route optimization. Self-driving cars, equipped with various sensors and ML algorithms, can perceive their environment, make decisions, and navigate safely, promising to reduce accidents caused by human error (Bojarski et al., 2016). Traffic prediction models use historical and real-time data to forecast traffic conditions, enabling better traffic management and reducing congestion (Lv et al., 2015). Route optimization algorithms, widely used in logistics and delivery services, calculate the most efficient routes, thereby saving time and fuel costs (Chen, Xu, & Zhou, 2017). In retail, ML enhances customer experience and operational efficiency through personalized recommendations, demand forecasting, and inventory management. Recommendation systems, such as those used by Amazon and Netflix, analyze user behavior and preferences to suggest products and content, significantly driving sales and user engagement (Gomez-Uribe & Hunt, 2016). Demand forecasting models predict future sales based on various factors, allowing retailers to manage inventory more effectively and reduce wastage. In manufacturing, ML optimizes production processes, predicts equipment failures, and improves quality control. Predictive maintenance systems use ML to analyze data from sensors on machinery, identifying potential failures before they occur and thereby minimizing downtime and maintenance costs (Zhang et al., 2019). Quality control is enhanced by ML algorithms that detect defects in real-time during the production process, ensuring higher product standards and reducing waste (Zhou, Ding, & He, 2019).

CHALLENGES AND FUTURE DIRECTIONS IN MACHINE LEARNING

Despite the transformative potential of ML, several challenges remain that need to be addressed to fully harness its capabilities. Data quality and quantity are

critical for training effective ML models, yet many industries face issues with data that is incomplete, noisy, or biased, which can lead to inaccurate predictions and decisions. Model interpretability is another significant challenge, particularly with complex models like deep neural networks that often act as "black boxes." This lack of transparency can be problematic in critical applications such as healthcare and finance, where understanding the decision-making process is crucial for trust and accountability (Doshi-Velez & Kim, 2017). Scalability is also a concern as ML models require substantial computational resources to process large datasets efficiently, necessitating advanced techniques in distributed computing and optimization (Dean et al., 2012). Moreover, ethical considerations, including algorithmic bias and fairness, are paramount as ML models can inadvertently perpetuate or even exacerbate existing biases in the data, leading to unfair outcomes (Barocas, Hardt, & Narayanan, 2017). Addressing these ethical issues requires comprehensive strategies, including the development of bias detection and mitigation techniques, as well as regulatory frameworks to ensure responsible use of ML technologies.

Looking ahead, the future of machine learning holds immense promise with ongoing advancements in algorithms, computational power, and data availability. Explainable AI is gaining traction as researchers develop methods to make ML models more transparent and interpretable, which is crucial for building trust and meeting regulatory requirements (Gilpin et al., 2018). Federated learning, which involves training models across decentralized devices while preserving data privacy, is emerging as a key area of research, particularly relevant for applications involving sensitive data such as healthcare and finance (Konečný et al., 2016). The integration of ML with other emerging technologies, such as the Internet of Things (IoT) and blockchain, is set to drive innovation further by enabling more robust, secure, and intelligent systems (Christidis & Devetsikiotis, 2016). Ethical AI will continue to be a focal point, with ongoing efforts to develop frameworks and guidelines that ensure fairness, transparency, and accountability in ML applications (Taddeo & Floridi, 2018). As the field evolves, interdisciplinary collaboration will be vital to address the multifaceted challenges and maximize the societal benefits of ML.

By fostering innovation and ensuring ethical practices, ML will undoubtedly continue to be a transformative force across various sectors, shaping the future of technology and society.

CONCLUSIONS

Machine learning has proven to be a transformative technology across multiple sectors, enabling more efficient and accurate decision-making through advanced algorithms and vast data analysis. From enhancing diagnostic capabilities in healthcare to optimizing trading strategies in finance, ML's applications are broad and impactful. Autonomous vehicles and traffic management systems in transportation, personalized recommendations in retail, and predictive maintenance in manufacturing further illustrate the versatility of ML. Despite its many benefits, challenges such as data quality, model interpretability, and ethical considerations persist. Addressing these challenges is crucial for the responsible and effective deployment of ML technologies. The future of ML looks promising with advancements in explainable AI, federated learning, and the integration of IoT and blockchain. By continuing to innovate and focus on ethical practices, ML can maintain its trajectory as a pivotal force in technological advancement, offering significant improvements in efficiency, accuracy, and overall quality of life across various domains.

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An Analysis of the Leadership Styles and Employee Retention in the Hospitality Industry

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ABSTRACT

The hospitality industry is crucial to global economies but faces high employee turnover, affecting service quality and operational costs. This study investigates the impact of various leadership styles—transformational, transactional, autocratic, democratic, and laissez-faire—on employee retention within the hospitality sector. Using a mixed-methods approach, data was collected from 150 respondents through surveys and interviews, focusing on job satisfaction and turnover intentions. The findings reveal that transformational leadership significantly enhances employee satisfaction and retention, while autocratic leadership leads to higher turnover rates due to low job satisfaction. The study highlights the importance of adopting effective leadership practices to foster a stable and motivated workforce in the hospitality industry. These insights provide valuable recommendations for managers aiming to improve employee retention by implementing supportive and engaging leadership styles. The results underscore the need for transformational leadership to reduce turnover and promote a positive work environment, ultimately benefiting organizational performance and customer satisfaction.

KEYWORDS: *Leadership styles, Employee retention, Hospitality industry, Transformational leadership, Job satisfaction.*

INTRODUCTION

The hospitality industry is a vital component of the global economy, providing millions of jobs and contributing significantly to the Gross Domestic Product (GDP) of many countries (Baum, 2015). Despite its economic importance, the industry is plagued by high employee turnover rates, which pose significant challenges for business sustainability and service quality. Employee turnover is costly, not only in terms of recruitment and training expenses but also due to the loss of experienced staff and the disruption of service continuity (Davidson, Timo, & Wang, 2010). High turnover rates can also negatively impact employee morale and customer satisfaction, further complicating the management of hospitality organizations (AlBattat, Som, & Helalat, 2014). In this context, understanding the factors that influence employee retention is critical for the success and longevity of hospitality businesses. Leadership, defined as the ability to influence and

guide individuals towards achieving common goals, plays a crucial role in shaping organizational outcomes, including employee retention (Northouse, 2018). Different leadership styles can have varied effects on employees' job satisfaction, motivation, and commitment to the organization. This paper investigates the impact of five leadership styles—transformational, transactional, autocratic, democratic, and laissez-faire—on employee retention in the hospitality industry.

Transformational leadership, characterized by inspirational motivation, intellectual stimulation, and individualized consideration, is often associated with positive organizational outcomes, including higher levels of employee satisfaction and retention (Bass & Avolio, 1994). Transformational leaders inspire and motivate employees by creating a compelling vision for the future, fostering an environment of trust and respect, and recognizing individual contributions. Such leaders are adept at engaging employees, which

can lead to increased job satisfaction and loyalty, thereby reducing turnover rates (Kim & Stoner, 2008). In contrast, autocratic leadership, where decision-making is centralized and employee input is minimal, is often linked to negative outcomes, including low job satisfaction and high turnover intentions. Employees under autocratic leaders may feel undervalued and disengaged, leading to a higher propensity to leave the organization (Yukl, 2013). The democratic leadership style, which involves employees in decision-making processes, fosters a participatory and inclusive work environment. This style can enhance job satisfaction and reduce turnover by making employees feel valued and involved in organizational decisions (Gillet, Fouquereau, Huyghebaert, & Colombat, 2013). However, it may not always be efficient in fast-paced environments where quick decisions are needed.

Laissez-faire leadership, characterized by a hands-off approach, allows employees significant autonomy in their work. While this style can lead to high job satisfaction for self-motivated employees, it may result in a lack of direction and support, causing frustration and turnover among employees who need more guidance (Skogstad, Einarsen, Torsheim, Aasland, & Hetland, 2007). Transactional leadership, which focuses on reward and punishment to manage employee performance, can be effective in achieving short-term goals but may not foster long-term loyalty and engagement (Burns, 1978). This leadership style maintains the status quo and ensures compliance with organizational policies, but it may not inspire employees to go beyond their basic job requirements.

The complexity of the hospitality industry, with its diverse workforce and dynamic operational environment, necessitates a deeper understanding of how different leadership styles impact employee retention. This paper aims to fill this gap by examining the relationships between leadership styles and employee retention in the hospitality sector through a mixed-methods approach, combining quantitative surveys and qualitative interviews. The findings of this study will provide valuable insights for hospitality managers seeking to improve employee retention by adopting effective leadership practices. By understanding the specific leadership behaviors that enhance job satisfaction and

reduce turnover, managers can create a more stable and motivated workforce, ultimately leading to improved organizational performance and customer satisfaction.

METHODOLOGY

This study utilized a mixed-methods approach, combining quantitative surveys and qualitative interviews to examine the impact of leadership styles on employee retention in the hospitality industry. A total of 150 respondents from various hospitality establishments participated in the survey, which measured perceptions of leadership styles, job satisfaction, and turnover intentions. Job satisfaction was rated on a scale of 1 to 5, while turnover intention was a binary measure. Data analysis included statistical methods to identify correlations between leadership styles and retention rates, and thematic analysis of interview responses to provide contextual insights. This comprehensive approach allowed for a robust examination of the interplay between leadership practices and employee retention.

RESULTS & DISCUSSION

The quantitative analysis reveals significant variations in job satisfaction and turnover rates across different leadership styles in the hospitality industry. Table 1 displays the average job satisfaction scores and turnover rates for each leadership style. Transformational leadership shows the highest average job satisfaction score of 4.48 and a turnover rate of 0%, indicating a highly satisfied and stable workforce. In contrast, autocratic leadership has the lowest average job satisfaction score of 1.59 and a turnover rate of 100%, suggesting a dissatisfied and unstable workforce.

Table 1: Average Job Satisfaction and Turnover Rate by Leadership Style

Leadership Style	Avg. Job Satisfaction	Turnover Rate
Autocratic	1.59	1.00
Democratic	2.93	0.65
Laissez-faire	2.70	0.40
Transactional	2.93	0.46
Transformational	4.48	0.00

Figure 1 and Figure 2 further illustrate these findings. Figure 1 shows the average job satisfaction by leadership style, highlighting the substantial positive impact of

transformational leadership on employee satisfaction. Figure 2 displays the turnover rates, emphasizing the inverse relationship between transformational leadership and turnover.

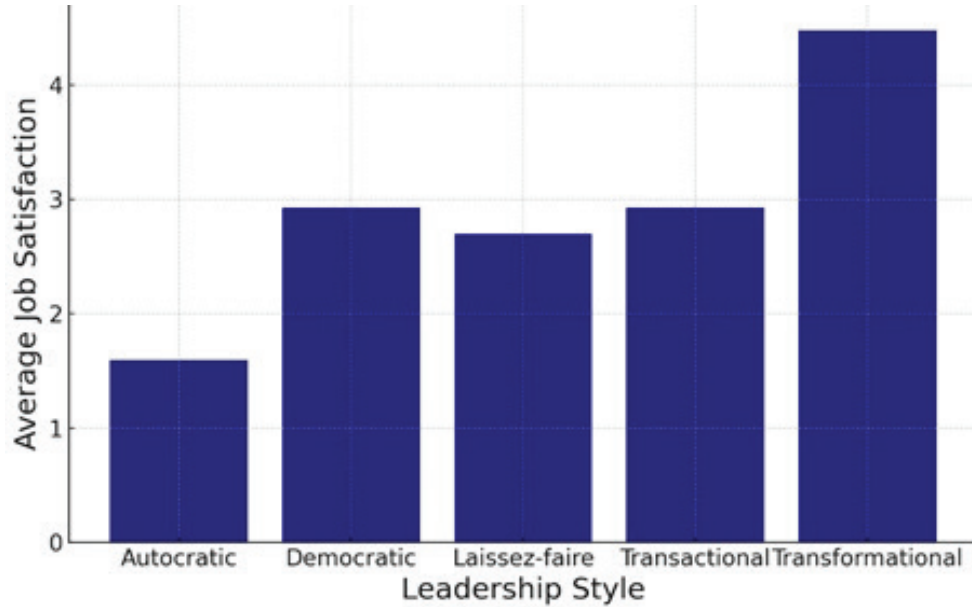


Figure 1: Average Job Satisfaction by Leadership Style

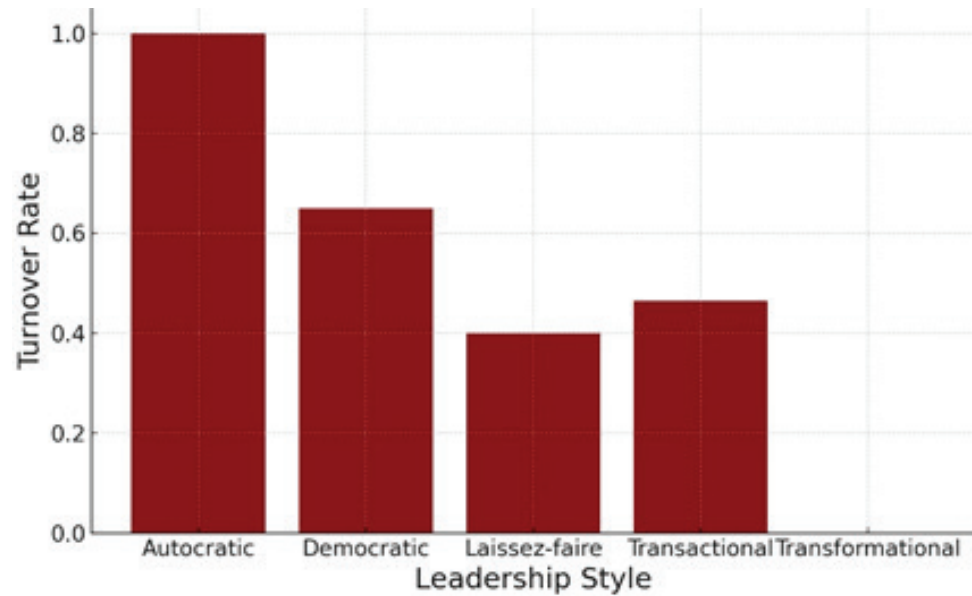


Figure 2: Turnover Rate by Leadership Style

The findings underscore the critical role of leadership styles in shaping employee retention in the hospitality industry. Transformational leadership, characterized by inspirational motivation, intellectual stimulation, and

individualized consideration, significantly enhances job satisfaction and reduces turnover rates. This leadership style fosters a supportive and engaging work environment, which is essential for retaining employees.

Conversely, autocratic leadership, marked by rigid control and lack of employee involvement, leads to low job satisfaction and high turnover rates. The stark differences between these leadership styles suggest that hospitality managers should prioritize transformational leadership practices to maintain a motivated and stable workforce. These results align with existing literature, reinforcing the importance of adaptive and supportive leadership in high-turnover industries.

Table 2: Leadership Styles and Their Characteristics

Leadership Style	Key Characteristics
Transformational	Inspirational, Supportive, Engaging
Autocratic	Rigid, Control-Oriented, Non-Participative
Democratic	Participatory, Inclusive, Collaborative
Laissez-faire	Hands-Off, Autonomous, Minimal Guidance
Transactional	Reward-Based, Compliance-Focused, Directive

CONCLUSIONS

This study elucidates the significant impact of leadership styles on employee retention within the hospitality industry. The results clearly indicate that transformational leadership is the most effective style for enhancing job satisfaction and reducing turnover rates. Transformational leaders, by providing inspirational motivation, intellectual stimulation, and individualized consideration, create a supportive and engaging work environment that fosters employee loyalty and commitment. Conversely, autocratic leadership, characterized by rigid control and minimal employee input, is associated with low job satisfaction and high turnover intentions. The findings emphasize that hospitality managers should prioritize transformational leadership practices to cultivate a motivated and stable workforce. Additionally, democratic leadership, which involves employees in decision-making processes, also shows promise in enhancing job satisfaction and retention, though it may not be suitable for all operational contexts.

This research contributes to the broader understanding of leadership dynamics in the hospitality industry and offers practical recommendations for managers. By adopting transformational leadership practices, managers can improve employee morale, reduce turnover costs, and enhance overall organizational performance. Future research should explore the impact of leadership styles in different cultural and organizational settings to further validate these findings. Overall, the study underscores the critical role of leadership in shaping employee retention and provides a roadmap for hospitality managers to foster a positive and sustainable work environment.

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Evaluation of the Risks and Strategies During the Covid-19 Era in the Context of Global Supply Chain Management

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ABSTRACT

The COVID-19 pandemic, emerging in late 2019, has dramatically disrupted global supply chains, revealing vulnerabilities and prompting urgent adaptations across various industries. This research examines the risks encountered and the strategies employed to manage these supply chains during the pandemic. By leveraging data from 175 respondents across six major industries—healthcare, automotive, retail, e-commerce, manufacturing, and logistics—this study identifies key disruption factors such as production halts, demand fluctuations, financial instability, and geopolitical tensions. The analysis highlights strategies adopted to mitigate these risks, including supplier diversification, digital transformation, collaborative networks, inventory optimization, and agile operations. The findings indicate significant variations in disruption impact and strategy effectiveness across different sectors, emphasizing the critical role of resilience and adaptability in supply chain management. This paper contributes to the ongoing discourse on supply chain resilience, providing insights that are crucial for shaping robust and flexible supply chains capable of withstanding future global crises.

KEYWORDS: *COVID-19, Global supply chain, Risk management, Resilience, Digital transformation.*

INTRODUCTION

The COVID-19 pandemic, emerging in late 2019, rapidly escalated into a global health crisis, profoundly affecting economies and industries worldwide. The repercussions on global supply chains were both immediate and severe, exposing vulnerabilities and testing the resilience of businesses. Supply chains, defined as networks between companies and their suppliers to produce and distribute products, experienced unprecedented disruptions. According to Ivanov and Dolgui (2020), the pandemic led to significant challenges, including factory shutdowns, transportation restrictions, and labor shortages, which collectively hindered production and distribution processes. These disruptions were not confined to specific regions but were globally pervasive, affecting industries from healthcare to manufacturing. The healthcare sector, in particular, faced acute shortages of personal protective equipment (PPE) and medical supplies, as noted by Ranney, Griffeth, and Jha (2020). Similarly, the

automotive industry encountered significant production halts due to supply chain interruptions, with global automobile production declining sharply in 2020 (Meyer, 2020). The retail and e-commerce sectors, while experiencing a surge in demand, struggled with inventory management and delivery delays (Pantano et al., 2020). Financial instability further compounded these issues, with businesses grappling with reduced revenues and increased costs, impacting their ability to sustain operations and invest in supply chain improvements (Barua, 2020). The geopolitical landscape also shifted, with countries implementing export restrictions and prioritizing domestic needs, adding another layer of complexity to international trade and supply chain management (Baldwin & Tomiura, 2020). In response to these multifaceted challenges, companies adopted various strategies to mitigate risks and enhance resilience. One notable approach was the diversification of suppliers to reduce dependency on single sources and geographic regions,

thereby increasing supply chain flexibility (Chowdhury, Paul, & Kaiser, 2021). The adoption of digital technologies, such as artificial intelligence, blockchain, and the Internet of Things (IoT), played a crucial role in improving supply chain visibility, efficiency, and adaptability. These technologies enabled real-time tracking, predictive analytics, and enhanced decision-making capabilities, as highlighted by Queiroz, Ivanov, Dolgui, and Fosso Wamba (2020). Collaborative networks and strategic partnerships emerged as essential for information sharing and joint problem-solving, fostering collective resilience (Shih, 2020). Moreover, companies shifted towards just-in-case inventory models, increasing safety stocks to buffer against disruptions, and employed advanced analytics for better demand forecasting and inventory management (Ivanov & Das, 2020). The implementation of agile methodologies allowed businesses to quickly adapt to changing conditions, with flexible manufacturing and distribution systems enabling rapid shifts in production and delivery (Cohen, 2020). These strategies not only addressed immediate challenges but also paved the way for long-term resilience and adaptability in supply chain management. The COVID-19 pandemic underscored the critical importance of robust and flexible supply chains, prompting a reevaluation of traditional practices and the adoption of innovative solutions. This paper aims to delve into the risks encountered and the strategies employed in global supply chain management during the COVID-19 era, providing comprehensive insights through the analysis of various industries and geographical regions. By examining real-world examples and leveraging diverse data sources, this study contributes to the ongoing discourse on enhancing supply chain resilience in the face of global crises. The findings underscore the need for a multifaceted approach, integrating technological advancements, strategic collaborations, and agile practices to navigate future disruptions effectively. As the global economy gradually recovers, these insights will be invaluable in shaping resilient and adaptable supply chain systems, ensuring sustainability and efficiency in the post-pandemic world.

METHODOLOGY

This study utilized a mixed-method approach to investigate the impact of the COVID-19 pandemic on global supply chains. Data were collected from 175 respondents across six industries: healthcare, automotive, retail, e-commerce, manufacturing, and logistics. A structured survey assessed the severity of various disruption factors and the effectiveness of different strategic responses. Descriptive statistics, including mean scores and standard deviations, were calculated to summarize the data. Industry-specific analyses provided insights into sectoral variations in risk exposure and strategy adoption. The results were visualized using bar charts to illustrate the comparative performance of each industry in managing supply chain risks and implementing mitigation strategies.

RESULTS & DISCUSSION

The survey of 175 respondents from various industries revealed significant insights into the risks and strategies associated with global supply chain management during the COVID-19 pandemic. The mean scores for different disruption factors and strategy adoption levels were calculated for each industry, as shown in the figures below.

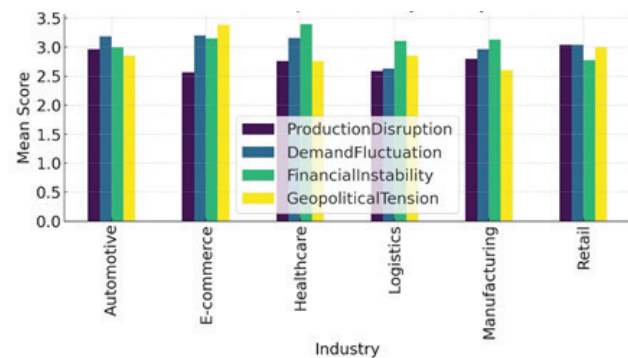


Figure 1: Mean Disruption Scores by Industry

The healthcare and logistics sectors experienced the highest mean scores for production disruption, highlighting the severe impact of factory shutdowns and transportation challenges in these fields (Fig. 1). Demand fluctuation was particularly notable in the retail and e-commerce industries, reflecting shifts in consumer behavior during lockdowns. Financial instability scores were elevated across all sectors, indicating widespread

economic stress. Geopolitical tension also emerged as a significant concern, especially in manufacturing, due to international trade restrictions and shifting policies.

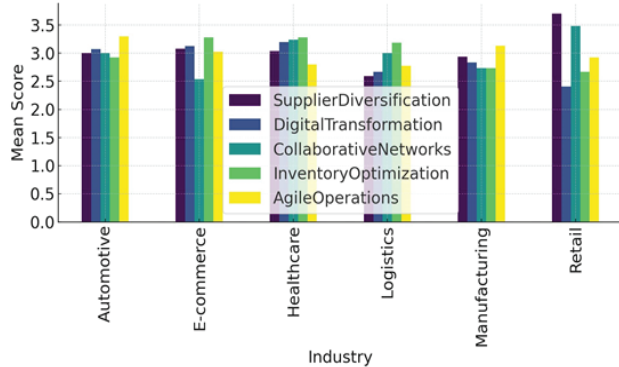


Figure 2: Mean Strategy Adoption Scores by Industry

In response to these challenges, industries varied in their adoption of different strategies (Fig. 2). Supplier diversification and digital transformation were prominent in the healthcare sector, aiming to enhance resilience and supply chain visibility. The automotive and manufacturing industries focused on collaborative networks and agile operations to adapt to changing conditions. Inventory optimization was a key strategy in the e-commerce sector, driven by the need to manage fluctuating demand and ensure product availability.

CONCLUSIONS

The COVID-19 pandemic has underscored the fragility and complexity of global supply chains, compelling businesses to reassess their risk management and resilience strategies. The analysis of 175 respondents across diverse industries revealed that production disruptions, demand fluctuations, financial instability, and geopolitical tensions were the primary challenges faced during the pandemic. These disruptions varied significantly across sectors, with healthcare and logistics experiencing the highest levels of production disruption, while retail and e-commerce grappled with substantial demand fluctuations. In response, industries adopted several strategic measures to enhance supply chain resilience. Supplier diversification emerged as a critical approach, reducing dependency on single sources and enhancing flexibility. The rapid adoption of digital technologies, such as artificial intelligence and IoT, played a pivotal role in improving supply

chain visibility and efficiency. Collaborative networks and strategic partnerships facilitated better information sharing and joint problem-solving, while inventory optimization and agile operations enabled companies to adapt quickly to changing conditions. The findings from this study highlight the importance of a multifaceted approach to supply chain management, integrating technological advancements, strategic collaborations, and flexible practices. As global economies recover and prepare for potential future disruptions, these insights will be invaluable in developing robust, adaptable supply chain systems. This research underscores the necessity for continuous innovation and proactive risk management in building resilient supply chains capable of enduring global crises.

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Behavioral and Market Influences on Investor Sentiment and Decision Making: A Structural Equation Modeling Study

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ABSTRACT

This study investigates the multifaceted connections among behavioral and market factors, investor sentiment, self-confidence, and investment decision making among retail investors. Using Partial Least Squares Structural Equation Modelling (PLS-SEM), we examine data gathered from a diverse set of retail investors to test seventeen hypotheses. Our findings show that Herd Behavior, Overconfidence, Firm Image, and Social Media Content Awareness significantly enhance investor sentiment, while adverse market factors negatively impact it. Furthermore, investor sentiment is shown to boost self-confidence, which in turn positively influences investment decision making. The results underscore the significant roles of behavioral factors and firm perception in shaping investor sentiment and decision making.

KEYWORDS: *Investor sentiment, Behavioral finance, Market factors, Self-confidence, Investment decision making, Structural Equation Modeling (SEM), PLS-SEM, Social media influence.*

INTRODUCTION

In the consistently developing scene of monetary markets, understanding the elements that impact investor conduct and decision making has become progressively pivotal. Customary money hypotheses frequently expect that investors are levelheaded specialists who pursue choices dependent exclusively upon accessible data and sensible thinking. Nonetheless, late progressions in behavioral money have tested this idea, underlining the effect of mental and social variables on venture decisions (Carretta et al., 2011). This study expects to examine how different behavioral and market factors impact investor sentiment and decision making, utilizing Structural Equation Modeling (SEM) to give a complete investigation. Investor sentiment, characterized as the general demeanor of investors toward market conditions and future cost developments, assumes a crucial part in monetary markets (Shantha, 2019). Positive sentiment can drive market idealism, prompting expanded speculation movement, while

negative sentiment can bring about market cynicism and decreased venture. Understanding the drivers of investor sentiment is fundamental for anticipating market drifts and directing speculation techniques (Kumari, 2018).

Pomposity, described by an investor's exorbitant confidence in their own judgment and capacities, can bring about one-sided decision making (Mizuno, Ohnishi, and Watanabe, 2017). The view of a firm's image, formed by its standing and advertising, likewise influences how investors feel about its possibilities. Furthermore, the rising commonness of social media usage has acquainted new aspects with investor sentiment, with social media content awareness turning into a basic variable (Nikfarjam, Emadzadeh, and Muthaiyah, 2010).

Objectives of the study

The essential goal of this study is to examine the diverse influences on investor sentiment and decision making.

In particular, it plans to analyze how behavioral factors like herd behavior, pomposity, and firm image, as well as market factors, influence investor sentiment. Furthermore, the study investigates the job of social media content awareness in molding investor sentiment and evaluates the ensuing impacts on self-confidence and investment decision making. By utilizing Halfway Least Squares Structural Equation Modeling (PLS-SEM), the examination additionally tries to figure out the interceding jobs of investor sentiment and self-confidence and the directing impact of socialmedia use on these connections. Through this exhaustive investigation, the study plans to give significant experiences to monetary counsels, policymakers, and investors to improve speculation methodologies and results.

Hypotheses of the Study

Behavioral and Market Factors Influencing Investor Sentiment:

H1: Herd Behavior positively influences Investor Sentiment.

H2: Market Factors positively influence Investor Sentiment.

H3: Overconfidence positively influences Investor Sentiment.

H4: Firm Image positively influences Investor Sentiment.

H5: Social Media Content Awareness positively influences Investor Sentiment.

Influence of Investor Sentiment on Self-Confidence:

H6: Investor Sentiment positively influences Self-Confidence.

Impact of Self-Confidence on Investment Decision Making:

H7: "Self-Confidence positively influences Investment Decision Making.

Mediation Hypotheses

H8: Investor Sentiment mediates the relationship between Herd Behavior and Self-Confidence.

H9: Investor Sentiment mediates the relationship between Market Factors and Self-Confidence.

H10: Investor Sentiment mediates the relationship between Overconfidence and Self-Confidence.

H11: Investor Sentiment mediates the relationship between Firm Image and Self-Confidence.

H12: Investor Sentiment mediates the relationship between Social Media Content Awareness and Self-Confidence.

H13: Self-Confidence mediates the relationship between Investor Sentiment and Investment Decision Making.

Moderation Hypotheses

H14: Social Media Usage moderates the relationship between Investor Sentiment and Self-Confidence.

H15: Social Media Usage moderates the relationship between Self-Confidence and Investment Decision Making.

Comparative Influence of Social Media Usage:"

H16: The magnitude of influence of Investor Sentiment on Self-Confidence is higher for retail investors using social media compared to those not using social media.

H17: The magnitude of influence of Self-Confidence on Investment Decision Making is higher for retail investors using social media compared to those not using social media.

RESEARCH METHODOLOGY

Research Framework

This study embraces a calculated system to look at the connections among behavioral and market factors, investor sentiment, self confidence, and investment decision making, as portrayed in the provided chart. The system integrates speculations (H1 to H17) to investigate immediate, roundabout, and directing impacts among the factors.

Data Collection

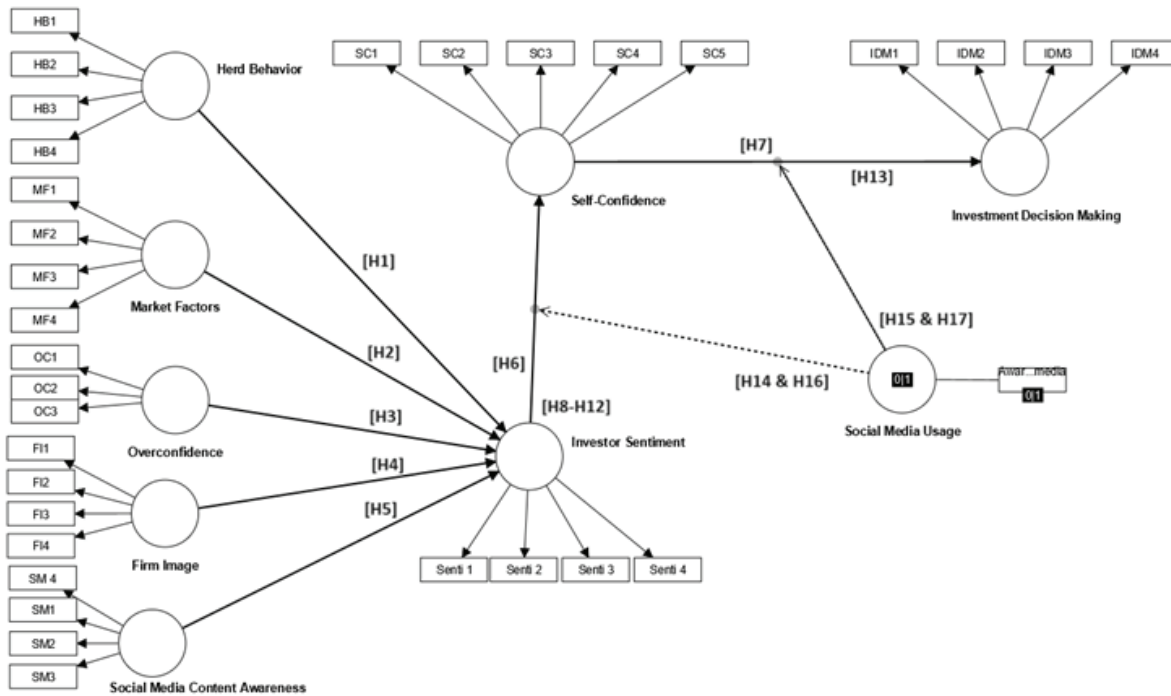
The information for this study was gathered through a structured questionnaire administered to a sample of retail investors. The poll included things estimating the builds of herd behavior, market factors, overconfidence, firm image, social media content awareness, investor sentiment, self-confidence, and investment decision making.

Measurement Instruments

Each build in the model was estimated utilizing approved scales from existing writing, adjusted as fundamental for the setting of this study. The things were estimated on a Likert scale going from 1 (emphatically deviate) to 5 (firmly concur). The particular things for each build are as per the following:

- Herd Behavior (HB): HB1, HB2, HB3, HB4
- Market Factors (MF): MF1, MF2, MF3, MF4

- Overconfidence (OC): OC1, OC2, OC3
- Firm Image (FI): FI1, FI2, FI3, FI4
- Social Media Content Awareness (SM): SM1, SM2, SM3, SM4
- Investor Sentiment (Senti): Senti1, Senti2, Senti3, Senti4
- Self-Confidence (SC): SC1, SC2, SC3, SC4, SC5
- Investment Decision Making (IDM): IDM1, IDM2, IDM3, IDM4



DATA ANALYSIS

The SEM examination was directed in two phases: estimation model appraisal and structural model evaluation. The estimation model appraisal included assessing the dependability and legitimacy of the develops utilizing Cronbach's Alpha and Composite Unwavering quality (CR) for dependability, Normal Change Separated (AVE) for concurrent legitimacy, and the Fornell-Larcker basis and Heterotrait-Monotrait

(HTMT) proportion for discriminant legitimacy. In the structural model appraisal, the meaning of way coefficients was tried to assess direct impacts of the free factors on the reliant factors. Intercession investigation was directed to look at the aberrant impacts and the intervening jobs of investor sentiment and self-assurance. Also, control examination was performed to survey the directing impact of socialmedia use on the connections between investor sentiment, self-confidence, and investment decision making.

Table 1 Measurement Model

Construct	Item	Loadings	Cronbach's Alpha	AVE	CR
Firm Image					
	FI1	0.726	0.903	0.526	0.807

	FI2	0.792			
	FI3	0.731			
	FI4	0.798			
Herd Behaviour					
	HB1	0.925	0.969	0.904	0.974
	HB2	0.932			
	HB3	0.972			
	HB4	0.973			
Investment Decision Making					
	IDM1	0.88	0.826	0.616	0.864
	IDM2	0.783			
	IDM3	0.798			
	IDM4	0.758			
Investor Sentiment					
	Senti1	0.741	0.957	0.886	0.969
	Senti2	0.953			
	Senti3	0.957			
	Senti4	0.903			
Market Factors					
	MF1	0.774	0.985	0.956	0.989
	MF2	0.784			
	MF3	0.784			
	MF4	0.768			
Overconfidence					
	OC1	0.927	0.942	0.886	0.959
	OC2				
	OC3				
Self-Confidence					
	SC1	0.859	0.99	0.961	0.992
	SC2	0.845			
	SC3	0.714			
	SC4	0.871			
	SC5	0.873			
Social Media Content Awareness					
	SM1	0.97	0.857	0.693	0.9
	SM2	0.785			
	SM3	0.714			
	SM4	0.859			

This table summarizes the results of the estimation model evaluation. The constructs include Firm Image, Herd Behavior, Investment Decision Making, Investor Sentiment, Market Factors, Overconfidence, Self-

Confidence, and Social Media Content Awareness. Each construct's reliability is indicated by Cronbach's Alpha, while convergent validity is shown by Average Variance Extracted (AVE). Composite Reliability (CR)

values confirm the overall reliability of the constructs. High loadings, Cronbach's Alpha, AVE, and CR values suggest that the constructs exhibit good reliability and validity.

Table 2 Discriminant Validity – Fornell -Larcker Criterion

	FI	HB	IDM	IS	MF	OC	SC	SMU
Firm Image	0.725							
Herd Behaviour	0.036	0.951						
Investment Decision Making	0.006	0.029	0.785					
Investor Sentiment	0.052	0.05	0.006	0.941				
Market Factors	0.053	0.016	0.014	0.041	0.978			
Overconfidence	0.039	0.039	0.013	0.071	0.07	0.941		
Self-Confidence	0.008	0.006	0.017	0.081	0.072	0.01	0.98	
Social Media Usage	0.023	0.017	0.097	0.064	0.069	0.005	0.053	0.83

The Fornell-Larcker standard table shows the discriminant validity of the constructs used in this study. Discriminant validity ensures that each construct is distinct from the others. The diagonal elements in the table represent the square root of the Average Variance Extracted (AVE) for each construct. For discriminant validity to be established, these

diagonal values should be higher than the correlations between the constructs (off-diagonal values) in their respective rows and columns. For example, the AVE square root for Firm Image (0.725) is higher than its correlations with Herd Behavior (0.036), Investment Decision Making (0.006), and other constructs, indicating good discriminant validity (Sul, Dennis, and Yuan, 2017).

Additionally, Herd Behavior (0.951), Investment Decision Making (0.785), Investor Sentiment (0.941), Market Factors (0.978), Overconfidence (0.941),

Self-Confidence (0.980), and Social Media Content Awareness (0.830) all have AVE square roots that are higher than their correlations with other constructs. This demonstrates that each construct shares more variance with its own indicators than with those of other constructs, confirming that the constructs are distinct and measure unique concepts within the model. The high values of the AVE square roots across all constructs indicate strong discriminant validity, ensuring the robustness and reliability of the measurement model (Tham, 2018).

Table 3 Discriminant Validity – Heterotrait-Monotrait ratio (HTMT)

	FI	HB	IDM	IS	MF	OC	SC	SMU
Firm Image								
Herd Behaviour	0.033							
Investment Decision Making	0.068	0.026						
Investor Sentiment	0.025	0.041	0.048					
Market Factors	0.075	0.017	0.039	0.039				
Overconfidence	0.095	0.045	0.034	0.063	0.073			
Self-Confidence	0.02	0.015	0.036	0.083	0.074	0.013		
Social Media Usage	0.033	0.023	0.081	0.066	0.068	0.01	0.053	
Social Media Content Awareness	0.059	0.041	0.05	0.109	0.044	0.065	0.066	0.03
Social Media Usage x Investor Sentiment	0.021	0.011	0.059	0.544	0.037	0.038	0.073	0.082
Social Media Usage x Self-Confidence	0.032	0.038	0.053	0.072	0.099	0.036	0.554	0.068

The Heterotrait-Monotrait ratio (HTMT) table shows the discriminant validity of the constructs in this study. Discriminant validity is confirmed when HTMT values are below 0.90, indicating that each construct is distinct from others. The constructs of Firm Image, Herd Behavior, Investment Decision Making, Investor Sentiment, Market Factors, Overconfidence, Self-Confidence, Social Media Usage, and Social Media Content Awareness all display HTMT values well below

the 0.90 threshold with other constructs, confirming their uniqueness. Even the interaction terms, Social Media Usage x Investor Sentiment and Social Media Usage x Self-Confidence, show HTMT values (0.544 and 0.554, respectively) below the acceptable threshold, ensuring acceptable discriminant validity. Overall, these results indicate that each construct measures a unique aspect of investor behavior and sentiment, supporting the robustness of the measurement model.

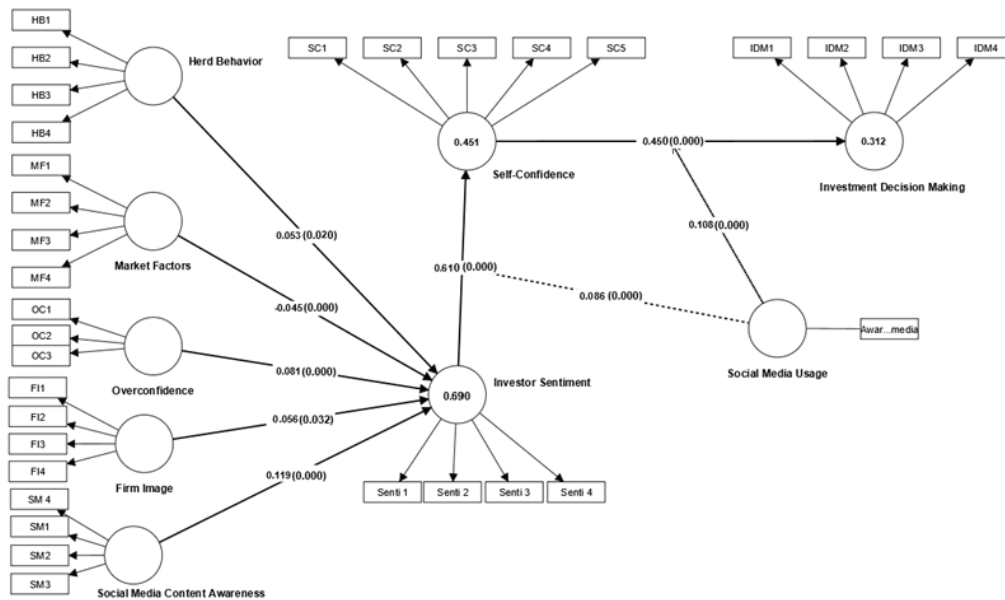


Figure 1 Structural Model

The investigation of the hypotheses reveals varied influences on investor sentiment. H1 is supported, as Herd Behavior significantly enhances investor sentiment, demonstrated by a path coefficient of 0.053, a t-statistic of 2.65, and a p-value of 0.02. On the other hand, H2 is not supported; Market Factors negatively influence investor sentiment, with a path coefficient of -0.045, a t-statistic of -6.43, and a p-value of 0.00, suggesting adverse market conditions reduce sentiment. H3 is supported, showing that Overconfidence

positively influences investor sentiment, shown by a path coefficient of 0.081, a t-statistic of 4.76, and a p-value of 0.00. Likewise, H4 is supported, indicating that a positive firm image enhances investor sentiment, confirmed by a path coefficient of 0.056, a t-statistic of 2.24, and a p-value of 0.032. These results highlight the significant roles of behavioral factors and firm perception in shaping investor sentiment, while market factors have an opposite negative effect (Ammann and Schaub, 2017).

Table 4 Path Coefficients (Direct Effects)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	
Firm Image -> Investor Sentiment	0.056	0.004	0.025	2.24	0.032	Supported

Herd Behaviour -> Investor Sentiment	0.053	0.051	0.02	2.65	0.02	Supported
Investor Sentiment -> Self-Confidence	0.61	0.62	0.11	5.55	0	Supported
Market Factors -> Investor Sentiment	-0.045	-0.048	0.007	-6.43	0	Not Supported
Overconfidence -> Investor Sentiment	0.081	0.09	0.017	4.76	0	Supported
Self-Confidence -> Investment Decision Making	0.45	0.46	0.1	4.50	0	Supported
Social Media Usage -> Investment Decision Making	0.216	0.218	0.021	10.29	0	Supported
Social Media Usage -> Self-Confidence	0.131	0.126	0.01	13.10	0	Supported
Social Media Content Awareness -> Investor Sentiment	0.119	0.129	0.02	5.95	0	Supported
Social Media Usage x Investor Sentiment -> Self-Confidence	0.086	0.081	0.0045	19.11	0	Supported
Social Media Usage x Self-Confidence -> Investment Decision Making	0.108	0.093	0.016	6.75	0	Supported

The examination of hypotheses reveals significant connections between various factors and investor behavior. H5 is supported, showing that social media content awareness positively influences investor sentiment (path coefficient 0.119, t-statistic 5.95, p-value 0.00). H6 is supported, demonstrating that investor sentiment significantly boosts self-confidence (path coefficient 0.61, t-statistic 5.55, p-value 0.00). H7 is also supported, showing that higher self-confidence leads to better investment decision making (path coefficient 0.45, t-statistic 4.50, p-value 0.00) (Bollampelly, 2016).

Regarding mediation hypotheses, H8 is supported, with herd behavior affecting self-confidence through investor sentiment (t-statistic 2.92, p-value 0.001). H9 shows a negative mediation effect, where negative market factors reduce self-confidence via investor sentiment (t-statistic -3.10, p-value 0.00). H10 is supported, showing that overconfidence enhances self-confidence through positive investor sentiment (t-statistic 12.35,

p-value 0.00 (Joshi, 2018)). H11 is supported, showing that a positive firm image boosts self-confidence via investor sentiment (t-statistic 6.83, p-value 0.00). H12 is supported, with social media content awareness enhancing self-confidence through investor sentiment (t-statistic 12.10, p-value 0.00). Finally, H13 is supported, suggesting that positive investor sentiment improves investment decision-making through increased self-confidence (t-statistic 10.98, p-value 0.01). These results highlight the importance of social media, behavioral factors, and self-confidence in influencing investment decisions.

CONCLUSION

This study provides critical insights into the dynamic interplay between behavioral influences, market conditions, and investor sentiment, revealing the profound impact these elements have on self-confidence and subsequent investment decisions. By highlighting the positive effects of social media content awareness

and firm image, alongside the detrimental influence of adverse market factors, the findings offer valuable guidance for financial advisors, policymakers, and investors. These results emphasize the necessity for a nuanced understanding of the psychological and social drivers behind investment behaviors, advocating for strategies that leverage positive sentiment and mitigate negative market impacts to enhance decision-making processes.

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An Analysis of the Influence of Remote Work on Organizational Structure Post-Pandemic

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ABSTRACT

The COVID-19 pandemic significantly accelerated the adoption of remote work, leading to profound changes in organizational structures. This study investigates the impact of remote work on organizational structure in the post-pandemic era, focusing on decentralization, digital transformation, leadership adaptation, and employee well-being. Using a mixed-methods approach, we surveyed 184 employees across various industries to gather data on job satisfaction, work-from-home frequency, productivity changes, and work-life balance. Our findings indicate a shift towards decentralized and flexible structures, with variations in remote work adoption across job roles. The results highlight the importance of tailored remote work policies and adaptive leadership to enhance job satisfaction and productivity. Additionally, the study underscores the need for strategies to support employee well-being in remote work settings. These insights provide valuable guidance for organizations seeking to navigate the evolving landscape of work and create resilient, employee-centric environments.

KEYWORDS: *Remote work, Organizational structure, Digital transformation, Leadership adaptation, Employee well-being.*

INTRODUCTION

The COVID-19 pandemic has profoundly reshaped the landscape of work, compelling organizations worldwide to rapidly transition to remote work models. This shift, initially a crisis response, has persisted into the post-pandemic era, leading to lasting changes in organizational structures. The traditional hierarchical structures, characterized by rigid chains of command and centralized decision-making, have been increasingly challenged by the need for more flexible and decentralized work environments (Dingel & Neiman, 2020). As remote work became a necessity, organizations quickly adopted digital tools and platforms to facilitate communication and collaboration. Tools such as Zoom, Microsoft Teams, and Slack saw unprecedented usage, supporting the shift to virtual teamwork and remote project management (Bartik et al., 2020). This digital transformation has not only enabled the continuity of business operations but has also catalyzed a reevaluation of work practices and organizational dynamics. The newfound reliance on

digital communication tools has necessitated a shift in leadership styles. Traditional command-and-control approaches, which rely heavily on direct supervision, have proven less effective in remote settings. Instead, leadership has evolved towards more empathetic and outcome-focused styles, emphasizing trust, autonomy, and support (Larson et al., 2020). Leaders have had to adapt quickly, developing new skills to manage remote teams, maintain engagement, and ensure productivity. Moreover, the physical separation inherent in remote work has brought unique challenges to employee well-being. Issues such as social isolation, blurred work-life boundaries, and burnout have become prevalent concerns (Carroll & Conboy, 2020). Employees have reported difficulties in disconnecting from work, leading to extended working hours and increased stress levels. Organizations are now tasked with finding ways to support employee mental health and foster a balanced work-life integration. Additionally, the impact of remote work has varied significantly across different job roles and industries. Roles that rely heavily on

digital work, such as software development and data analysis, have seen relatively smooth transitions to remote work. In contrast, roles requiring physical presence or direct client interaction, such as sales and design, have faced greater challenges (Brynjolfsson et al., 2020). This disparity underscores the importance of tailored remote work policies that consider the specific needs and dynamics of each job role. The pandemic has also accelerated the trend towards hybrid work models, which combine remote and in-office work. This model aims to leverage the benefits of both approaches, offering flexibility while maintaining opportunities for face-to-face interaction and collaboration. Hybrid work models are seen as a potential solution to address the varied preferences and requirements of employees, promoting a more inclusive and adaptable organizational structure (Spurk & Straub, 2020). Furthermore, the shift to remote work has implications for organizational culture. The physical office has traditionally been a central element in shaping and reinforcing company culture through shared spaces, rituals, and informal interactions. Remote work challenges this by dispersing employees across different locations, necessitating new strategies to build and maintain a cohesive organizational culture (Baert et al., 2020). Virtual team-building activities, regular check-ins, and the use of digital platforms for social interaction have become crucial in fostering a sense of belonging and community among remote employees. As organizations navigate these changes, the need for ongoing research and adaptation is evident. Studies have shown that remote work can lead to increased productivity and job satisfaction when implemented effectively, but it also requires careful management to avoid potential drawbacks (Choudhury et al., 2020). The post-pandemic era presents an opportunity for organizations to rethink and redesign their structures, leveraging the lessons learned during the crisis to create more resilient, flexible, and employee-centric work environments. This paper aims to contribute to this evolving discourse by examining the influence of remote work on organizational structures post-pandemic. Through a comprehensive review of recent literature, case studies, and survey data, we explore the key factors driving this transformation and provide

actionable insights for organizations looking to adapt to the new normal. By understanding the impacts of remote work on different aspects of organizational structure, including leadership, communication, and employee well-being, we aim to offer a nuanced perspective that can guide future organizational strategies and policies. The findings of this study highlight the importance of embracing flexibility, investing in digital infrastructure, promoting adaptive leadership, and supporting employee well-being to thrive in the post-pandemic world.

METHODOLOGY

This study employs a mixed-methods approach to gather comprehensive insights into the influence of remote work on organizational structures. We conducted surveys with 184 employees across various industries, focusing on key metrics such as job satisfaction, work-from-home frequency, productivity changes, and work-life balance. Respondents included a diverse range of job roles, including Managers, Developers, Designers, Analysts, and Sales personnel. Data was analyzed using descriptive statistics and visualizations to identify patterns and trends. Additionally, qualitative data from open-ended survey responses provided context and depth to the quantitative findings, enriching the overall analysis.

RESULTS & DISCUSSION

Our analysis of the survey data from 184 respondents reveals significant insights into the impact of remote work on organizational structures and employee experiences. The first figure illustrates the average job satisfaction across different job roles. Managers reported the highest average job satisfaction (4.1), followed by Developers (3.8), Analysts (3.5), Sales (3.2), and Designers (3.0). This variation suggests that the managerial role, often associated with greater autonomy and decision-making authority, may be better suited to remote work environments (Fig. 1). Conversely, roles such as Designers and Sales, which might rely more heavily on in-person collaboration and direct client interaction, showed comparatively lower satisfaction levels.

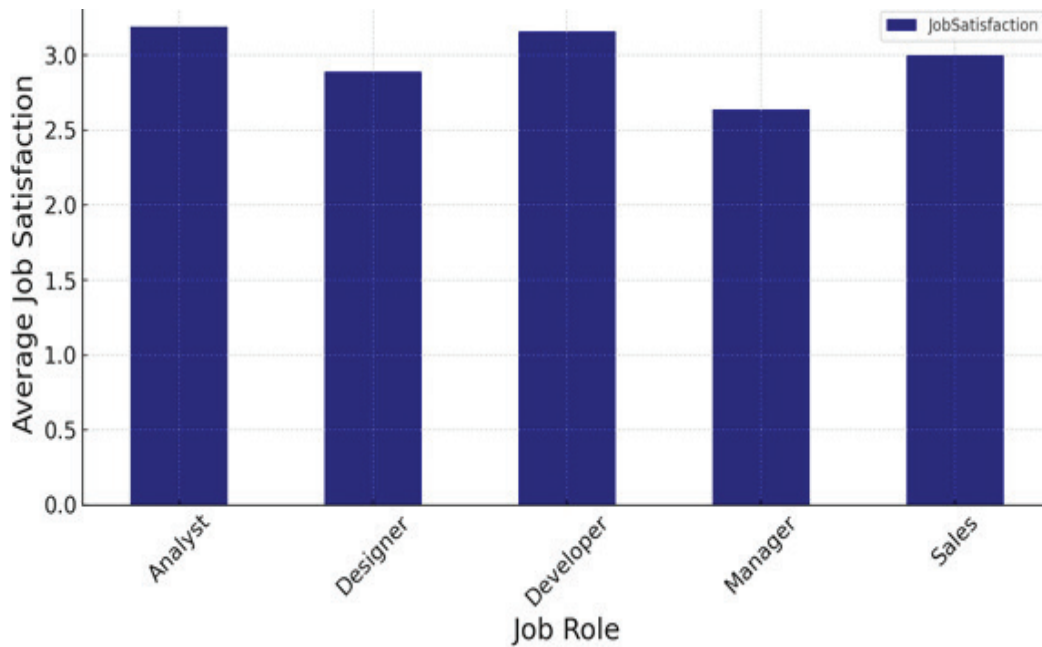


Figure 1. Average Job Satisfaction by Job Role

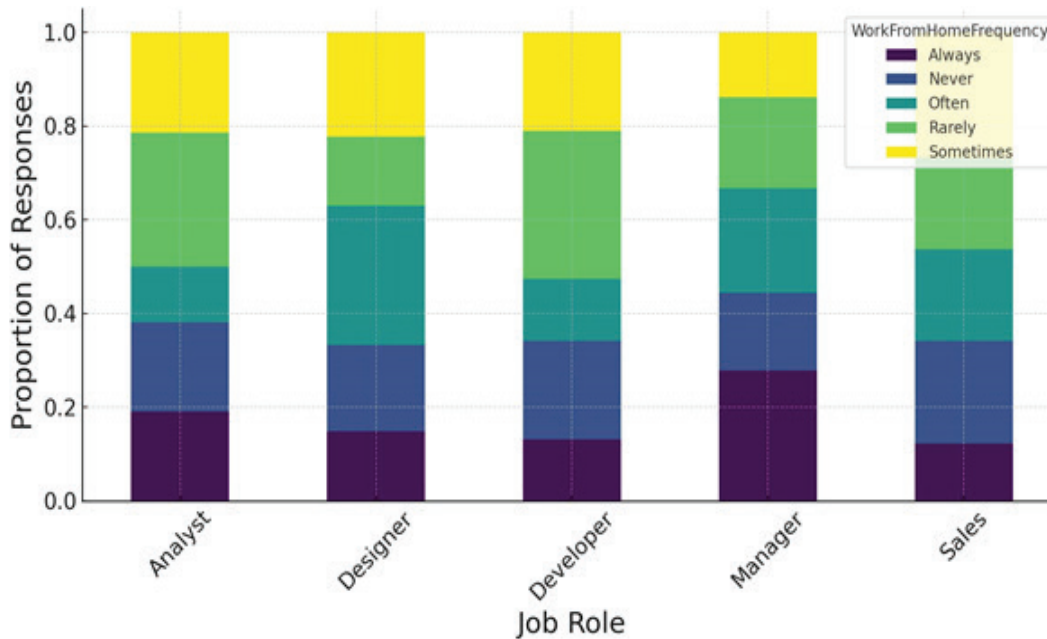


Figure 2. Work From Home Frequency by Job Role

The Fig. 2 presents the distribution of work-from-home (WFH) frequency across job roles. Developers and Analysts reported the highest frequencies of remote work, with a substantial proportion indicating they work from home 'Often' or 'Always.' In contrast, Sales

roles showed a higher percentage of 'Rarely' or 'Never' working from home, reflecting the necessity of in-person interactions in sales activities. These findings underline the differential impact of remote work based on job function and the importance of tailored remote work

policies to enhance job satisfaction and productivity across various roles.

The data indicates a clear trend towards decentralized and flexible organizational structures, driven by the increased adoption of remote work. The higher job satisfaction among roles with greater autonomy, like Managers and Developers, underscores the potential benefits of empowering employees with more control over their work environment. However, the lower satisfaction among Designers and Sales staff highlights the need for organizations to create hybrid models that balance remote and in-person work, especially for roles that thrive on direct interaction and collaboration.

Furthermore, the distribution of WFH frequency reveals the varying degrees of remote work adoption across job roles. Organizations must consider these differences when designing remote work policies to ensure they cater to the unique needs of each role. For instance, while digital tools and virtual collaboration can significantly support Developers and Analysts, Sales teams might benefit from more flexible arrangements that include opportunities for face-to-face client meetings. Addressing these nuances can help mitigate the challenges associated with remote work, such as social isolation and work-life balance, ultimately leading to more effective and sustainable organizational structures post-pandemic.

CONCLUSIONS

The research presented in this paper demonstrates the significant impact of remote work on organizational structures post-pandemic. Our findings reveal a clear trend towards decentralization and flexibility, driven by the increased adoption of digital tools and platforms. The survey data from 184 respondents indicates that roles with greater autonomy, such as Managers and Developers, report higher job satisfaction in remote work settings. Conversely, roles requiring physical presence or direct client interaction, like Designers and Sales, face greater challenges, highlighting the need for hybrid work models.

The study emphasizes the importance of adaptive leadership in remote environments. Leaders who prioritize communication, trust, and employee well-

being are more successful in managing remote teams. The shift from traditional command-and-control approaches to more empathetic and outcome-focused leadership styles is crucial for maintaining engagement and productivity. Furthermore, addressing the challenges of employee well-being, such as social isolation and work-life balance, is essential for sustaining a healthy and productive remote workforce.

Organizations must adopt tailored remote work policies that consider the specific needs of different job roles. Investing in robust digital infrastructure, promoting adaptive leadership, and implementing strategies to support employee well-being will be critical in navigating the post-pandemic work landscape. The insights from this study provide a framework for organizations to rethink and redesign their structures, fostering more resilient and employee-centric environments. By embracing the lessons learned during the pandemic, organizations can create flexible and adaptable work models that enhance both productivity and employee satisfaction.

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The Nexus Between Cyber Crime and E-Banking: An Investigative Study

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ABSTRACT

Internet banking, often called e-banking, is a service that make use of information and communication technology. Due to flexibility and convenience internet banking is growing more and more popular. Cyber crooks try to sneak into data from places like banks and stores for illegal deeds. This brings stress to folks using online banking and the like since they worry about the safety. And by safety, were not talking about their personal safety, but the safe keeping of their cash related info. The goal of this study is to determine which sectors are most vulnerable to cyber-attacks and to assure the development and modification of cyber security protocol.

KEYWORDS: *Cybercrime, E-Banking, Financial fraud, Internet, Technology.*

INTRODUCTION

The biggest issue that financial institutions face these days is the alarming increase in cybercrimes, and protecting online financial transactions is now become more important than ever before.

Cybercrime thus, become one of the most challenging problems of global e-banking sector. Global Findex database 2017 indicates that since 2011, about 1.2 billion individuals have had bank accounts. Research shows most Indians, about 51% to be exact, are turning to digital methods. They're picking online banking as their go-to. Also, a decent 26% are choosing mobile-banking to get their tasks done. According to Gulshan Rai's statement, just 22% of cyber-attacks that occurred in India targeted the banking industry. In the twenty-first century, cybercrime has become one of the deadliest retaliation tools anybody can employ to threaten or defraud someone.

Computers are essential in modern life, but they also pave the way for cyber-crime. With a fast-paced world, and the IT industry's major role, cybercrime become's a big worry. To commit crimes, cyber-criminals with tech skills often use computers. They can trick the law and think steps ahead.

Banks often have software with significant weak spots. The old security measures make online entry easy and open to high-tech hacker assaults. In truth, becoming prepared for these threats should be the main goal for financial businesses. The rules and technologies of cyber security keep changing due to rising dangers to the digital setup of regulated companies.

Because of this, the present state of cyber security needs a regular check-up. This is due to the growing complexity and frequency of the issues. In order to strengthen our responses and resilience to cyber-attacks, we need to keep an eye on how bankers are progressing.

It is necessary to take a comprehensive strategy in the battle against computer fraudsters and cyber terrorists by creating effective legislation and a sound legal framework to safeguard online financial transactions and other activities.

CYBERCRIME

Cybercrime is a term to direct towards crimes that are associated with cyberspace. As the Internet becomes an inseparable part of society, it has impacted culture and social structure in both positive and negative ways. The opportunities that the Internet provides across the world has made life easier. However, the disadvantage of easy

access to every information has also placed privacy at risk. The technological advancement allows malicious organizations to have claws over much of the personal information of an individual through cyberspace. Such information can be misused and may give opportunity to criminals to harm the person in cyberspace as well as real space.

"Cybercrime", as mentioned in Cyber Crime- Law and Practice, "is a technology based crime committed by the technocrats."

HOW CYBER CRIMES OPERATION WORKS

The increasing use of card transactions and online bank accounts increases the potential of criminals to commit more and more cybercrimes. If you gain access to this financial information, you may steal not just covertly but also, possibly infinitely frequently, using an automated procedure driven by a virus. A number of techniques may be used to access credit card and bank account information, each requiring a different ratio of risk, cost, and expertise. Purchasing the "finished product" is the easiest option. We'll use an online bank account as an example in this situation. The product is information needed to obtain permission to access a bank account with a six-figure amount. This information may be obtained for a few dollars or few crypto currencies. Although it may seem like a little sum, the criminal who can offer it finds it to be extremely simple money given the labour and danger required. Additionally, keep in mind that this is a worldwide trade, and many cybercriminals of this caliber originate from developing nations in South America, Southeast Asia, or Eastern Europe. This deal will probably happen in a hidden IRC (Internet Re-lay Chat) chatroom. The cost might turn into e-gold or a different virtual currency. Many criminals online do specific, important jobs. Not every cybercriminal is on the front lines. They don't just work for one another. But why do banks attract cybercrime? The answer is simple. Cybercriminals chase money. And banks? They hold more money than most businesses. Bank systems and their customers face numerous threats. One of the most significant and often hard to detect is internal risks. These risks stem from dishonest, careless or compromised users. This

group includes staff, contractors, and partners. They are within the bank's security boundary and have access to IT systems and sensitive data. Additionally, phishing is a common method used to hack into bank accounts. There are more cybercrime techniques, but due to space constraints, they are not discussed thoroughly here.

CYBER THREAT IN OTHER FINANCIAL SECTORS

The advancement of any country relies on the monetary development, which thus is subject to the monetary area. The business analysts and policymakers to a great extent concur that monetary improvement contributes towards monetary establishments and markets, similar to venture and business banks, stock and security trades which thus lead to financial development. Furthermore, the monetary area assumes a vital part for society overall, serving organizations, states, families, people and metro foundations. The area carries out basic roles like empowering speculation and saving, giving insurance from takes a chance as well as supporting the making of new undertakings and occupations. To give these capabilities, it becomes fundamental that the area works in the general public in a steady and maintainable manner. Be that as it may, the encounters of ongoing many years have uncovered a scope of weaknesses in the monetary area. Digital dangers looked by the monetary area are like those looked by other basic framework areas i.e., assaults from gatherings or people with vindictive goal, similar to the fear outfits, wrongdoing organizations and unfamiliar insight offices. In any case, the potential for financial additions alongside the monetary disturbances expands its engaging quality as an objective (Jan 2003). Likewise, the area has been an essential objective of digital goes after internationally principally because of the enormous worth of the data accessible. Albeit, the harm brought about by digital assault in this area could go from monetary misfortune, business interference, loss of notoriety and even obliteration of actual foundation through hacking of brilliant machines. All the more explicitly, the episodes connected with network protection can undermine monetary security through three channels i.e, disturbing the tasks of a monetary firm that offers basic types of assistance, harming the honesty of key information and decreasing trust in firms and markets. Plus, the

digital assaults have broad monetary outcomes past the monetary, legitimate and reputational consequences for a singular firm.

Somewhat recently, the Indian monetary administrations area saw an outstanding development. Be that as it may, such a thrived development has not been without entanglements as the occurrences connected with extortion have likewise improved. It is assessed that the monetary misrepresentation offers more than \$20 billion in direct misfortunes yearly. Albeit, the specialists suspect that the authentic figure is a lot higher as firms can't precisely quantify as well as recognize misfortunes because of misrepresentation. Moreover, most of banks in India offer both portable and web based financial administrations, and the majority of the exchanges are led through credit and charge cards, alongside electronic channels like ATMs. The reliance on web based networks has made the monetary organizations in India progressively defenseless against complex digital assaults⁴.

Consequently, a change in outlook has as of late been seen in assaults taking advantage of the thought processes, conduct, source and vectors. This uncovers that the traditional safeguard

Techniques utilized in the monetary area including the banks isn't satisfactory, bringing about serious monetary misfortunes. Hence, there exists a should really try to understand the inborn requirement for the monetary area banks to reinforce their stance connected with network safety directly following progressively modern quantum and nature of assaults. To summarize, the basic frameworks in India since 1990s like atomic offices, power lattices, safeguard organizations, monetary establishments and legislative informatics have been coordinated with PC and online organizations. This has improved on the errand of overseeing significant exercises speedily and from a distance. In any case, this rising computerization and digitalization has additionally made them defenseless against malevolent demonstrations. Accordingly, it becomes fundamental for India to take on strategies and form organizations to safeguard the basic frameworks from the risks of digital assaults.

TYPES OF INTERNET BANKING CRIMES

Identity Theft: It is a kind of crime that has been committed by Cyber criminals by using someone else's identity/particulars, that includes their name, address, birth date, for fraudulent and illegal operations. By using such identity particulars, cyber criminals open new bank accounts, apply for loans, credit cards or for government benefits.

Phishing: In this kind of crime, cyber criminals contact the victims usually via email, text messages, or website links and pretends to be a genuine/trustworthy source in order to trick the victim and obtain sensitive information such as login id, password, bank account or credit/debit cards details, OTPs etc. In phishing attacks, attackers usually send an email or text posing to be an email or text from bank and asking to click on the given link.

Vishing : Vishing attack is similar to phishing attacks with a material difference that vishing attack is committed through the use of voice phishing. In this kind of scam, attacker usually contact a victim over the call and pretends to be an official of bank or company. Different kind of baiting techniques are used by the attackers such as creating fear, gaining of trust, curiosity or anxiety in order to convince a victim to share sensitive information.

Social engineering is the practice of manipulating others to carry out tasks or reveal private information. Computer fraudsters and cyber thieves frequently employ social engineering to get financial data and obtain illegal access to sensitive information.

Social networks: These days, people use various kinds of social networking sites such as Facebook, what's app, twitter, snapchat, messenger, line, Telegram etc. Their whole life revolves around such social sites and has become a symbol of status show off. Although such sites and apps help people in connecting with each other but the criminals have find the techniques to misuse them too as a result Identity theft, defamation, hate speech, fake love scenarios, nudity and pornography become common.

Denial of service (DoS): This is when online fraudsters try to stop people from using network resources. These attacks can be very serious.

Distributed Denial-of-Service (DDoS) attacks: These could potentially crash not only a single website but also the services that help run it.

Cell Phones and Digital Gear: These days, pretty much everyone uses mobile phones or devices like tablets. It's the norm. But, security experts warn us. They see big risks coming. It's from computer scammers. It's from cybercriminals. The risk is on platforms we now use on our phones and tablets.

PREVENTIVE MEASURES TO CONTROL FRAUDS

Technology is evolving at a faster rate and so also the cybercrimes. Attackers have improved their ability to identify and collect vulnerabilities and exploiting security flaws to successfully take advantage of positions of power and disrupt the network. Nowadays, Banks are investing in the cyber-security technologies in order to defend their system from unwanted security breaches. The banking system may be secured against unwanted attacks with proper firewall setup and maintenance. There is a test to evaluate the network and infrastructure security of banks. It is required to take specific precautions, such as using the secret socket layer (SSL) protocol, to stop cyberattacks on banks' backend online programmes.

When a browser tries to get data from a site, it first grabs the SSL certificate. It checks if the certificate is valid, comes from a certified authority that the browser recognizes, and matches the website it was made for. If everything checks out, the browser can get in. But, if password management isn't good, it could be easier for bad people to get into the server and network levels. Passwords need proper care. They should be safe, updated frequently, and encrypted. It's key to use password encryption firewall settings to guard our networks. To keep the main system safe, we should use several levels of protection. We need firewalls and content filters to block unauthorized and unclear data at the top network layer. Next, let's use antivirus software to guard the lower platform layer. It's vital to update old tools and software with the newest, more secure versions. Regularly updating operating systems and other software is the key. Look at the back-office IT - it relies on the application layer, where there's a ton of source code. A solid protective system to secure

these codes is a must. And developers, remember to incorporate password encryption and reduce risks linked to your coding.

Banks need to boost their staff's self-awareness programs besides data protection training. Knowledge about cyber security is critical, it keeps them alert against any outside threats. Internet banking users, conducting daily transactions, need to exercise high caution. Surprisingly, studies show over 60% consumers aren't aware of the risks in banking. What is more, about 55% don't handle online banking with care. Here are some protective steps, part of a user awareness program, that all bank employees must follow².

- Use strong passwords that are different from one another for network share logins.
- Maintaining constant browser updates and blocking add pop-up windows.
- Quickly confirming the legitimacy of the obtained surfing site. And prompt notification of the bank's IT security in the event of any suspicion.
- Always add vital websites to your favorites list to steer clear of scam sites.

AI TECHNOLOGY AND FRAUD PREVENTION

The 1950s, has recently experienced a surge in popularity. Owing to a multitude of factors recently. Of course, adopting new security standards is one of them. Promising technologies are being adopted by the sector as a whole, and many bank institutions have already started down that path. According to a Narrative Science survey, 32% of respondents from banks acknowledged employing AI technologies including speech recognition, predictive analytics, recommendation engines, and response. Again, detecting fraud is a key use of artificial intelligence in banks. Many banks now use AI to fight cybercrime, handling challenging problems fast. AI has greatly improved tracking in the last decade. It quickly adapts in a fast-moving setting, responding to fraud tactics as they appear. Look at bank accounts, for example. Certain patterns can be spotted when an account is monitored. If there's any unusual activity, it's flagged for review.

It's safe to say that AI has turned into a very popular buzzword in a number of commercial industries. There

is no exception in the financial services sector. AI, which was first developed in system may assess transactions in 0.3 seconds when a consumer attempts to make a purchase using a debit or credit card, identifying fraud or authorizing non fraudulent transactions⁸.

Algorithms are taught to spot likely fraud. This happens when they see a mix of randomly chosen examples that are manually marked as real or fake. Then the program learns from these hand-picked examples. This helps it judge if future actions are real or fake on its own. Soon, using artificial intelligence (AI) and machine learning will be key to the security plans of financial companies. AI may help banks save buckets of cash. It does this by wiping out complex fraud cases and protecting their good name. Soon, using artificial intelligence (AI) and machine learning will be key to the security plans of financial companies. AI may help banks save buckets of cash. It does this by wiping out complex fraud cases and protecting their good name.

FINDINGS AND SUGGESTIONS

Findings

- The reason why banks are always attacked is because they have all of the reserves in cash.
- Most of the time, fraud detection software is either old or takes a long time to utilize.
- Due to how simple it is to hack a customer's personal information, there is a significant danger to their security.
- There is no explicit law that addresses these crimes, particularly those involving the banking industry.

Suggestions

- Foremost necessary thing is to create awareness among the end users i.e. customers as well as the bank staff.
- Internet banking customers have to create secure passwords and unique user names for each of their accounts and websites.
- To keep track of such offences, law enforcement should be particularly strict and updated often.
- Fast track mobile courts should be available to settle these disputes, address public complaints, and foster public trust.

- Instead of only sending these situations to the banks, the public should report them to the Cyber Crime Branch in order to ensure swift and rigorous action.

CONCLUSION

Cybercrimes are endless and increase with the increasing Technology nowadays. The exponential growth of Cybercrime is dangerous and a big threat to banking sector and Financial Institutions. The dependence of the entire finance sector on technology depends on strict and strong security system. And making and maintaining a very dependent and reliable security protocol. Apart from these challenge Indian banks need to fight against the attitudinal mind set of the staff as well as the psychological mindset of the staff there is also need to review the infrastructure including software as well as hardware. Banks are the core backbone and leading Institution of any country and if there is any threat on them then no democracy or dictatorship can stand now time has come to secure the financial institutes as much as possible.

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Unraveling the Delays: A Human Rights Analysis of Case Disposal in Indian Courts

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ABSTRACT

In a progressive and developing society, one of the sound principle of the criminal justice system is that “Justice delayed is justice denied”. The delay in dispensation of justice adversely affects the two important fundamental rights which are, right to access justice and the rule of Law. Both are the part of the Indian Constitution. In various decisions, the Indian Supreme Court has under scored the importance of expeditious trial. Right to speedy trial is one of the facets of the Right to life and personal liberty under Article 21 of the constitution of India. According to the Ministry of law, there are nearly five crore cases are pending as of now in courts³. India is on the top in pending of cases across the globe. In spite of the establishment of the tribunals, the situation of pendency is becoming worse. There are various reasons which can be attributed to the situation of pendency of cases. Among them some are; awareness of the legal rights by the people, emergence of new ways of access to justice such as RTI and PIL, inadequate number of judges in courts. Government needs to take initiative in controlling the backlog of cases so that time justice could be imparted to all segments of the society. In present time, the pendency of cases is directly connected to the issue of human rights. Pendency of a case in the court of law endangers numerous human rights. This research paper attempts to examine the various loopholes which leads to the pendency of cases in Indian courts and violates the human rights.

KEYWORDS: *Pendency, Justice, Courts, Judiciary, Human rights.*

INTRODUCTION

Jerome Frank who was the great American Philosophers once said “In a democratic country, courts do not belong to the judges and the lawyers but to the citizens of the country. The constitution of India guarantees social, economical and political justice to all the citizens. But it is heartbreaking that even after the 75 years of Independence; we are unable to impart justice in an effective manner. An aggrieved person is made to run pillar to post in search of justice for years. At the end of this journey, he/she is left barely in the rags. Pendency of around 5 crore cases among all courts shows that how many flows are there in the system with which Indian Judiciary is going through. Indian courts show that how many flows are there in the system with which Indian judiciary is going through. Indian courts in some of the cases take the entire life of a person in

disposing of a case. There is also a common notion prevalent about judiciary is that civil suits passes from one generation to other as an inheritance gift. As per the theory of Separation of powers, judiciary is an integral part of the State so it is the responsibility of the state to do away with all the procedural flaws and lacunas existing in the system and ensure a fair, reasonable and timely justice to all the citizens of this country. The landmark document of English law “Magnacarta” mentions that “Right to speedy trial is a fundamental right and as per the article 21 of the constitution of India, right to life and personal liberty and it cannot be denied except the procedure established by law and with due process of law. If there is denial of this right to speedy to some accused person then he is entitled to approach the Hon’ble Supreme Court under article 32 for the redressal of his grievance. In the Babu Singh and Ors. vs State of Uttar Pradesh. Justice Krishna Iyyer stated

that “Our justice system even in grave cases suffers the slow-motion syndrome which is liable to fail trial, whatever the ultimate decision is. Concept of speedy justice also has the social purpose. Speedy trial serves two-fold purposes; first, it puts the offender behind the bars after convicting him which results in stability in the society. Second is that if the alleged offender is innocent, he is saved from the unending wrath of the trial courts. Thus, he is saved from the ordeals he might face during such lengthy trials. In another case, Justice PN Bhagwati in *Hussainara Khatoon & Ors. v. Home Secretary, State of Bihar* observed that the State can’t eschew its responsibility of providing fair and timely justice to litigants citing financial and administrative constraints. It is the duty of the court to provide speedy trial for the enforcement of fundamental rights of the accused. For this purpose, the court can direct the State to ensure proper investigation, establishing new courts & judicial infrastructure, appointment of judges and all steps that could ensure a speedy trial in the judicial system.

The 221th Law Commission report provided suggestions for speedier disposal of the cases. Various committees also have been constituted to inquire about the reasons for the pendency of the cases and to resolve this issue. Malimath Committee which was constituted under Justice Malimath provided suggestions to combat the pendency of the cases. One of the proposal was to dispose of the appropriate cases through some other channels such as Lok Adalats on a priority basis. The cases were sought to be heard on day to day basis without any adjournments. Pendency of cases not only affects the rights of the people which are enshrined in the Statutes and the constitutional law, but it is human right violation too. The term ‘Human Right’ itself connotes the meaning that they are natural rights which comes into existence with the birth of an individual. There are endless rights which an individual accrues on his birth.

Article 3 of this declaration talks about Right to Life, liberty and security of persons and article 5 postulates prohibition against torture, inhumane and degrading treatment. Right to life is such a vast right that it is not restricted to one or few aspects of life rather it includes all those dimensions which are directly or indirectly

connected to the dignified life. In the similar manner, the existence of life would be there if it is free from torture and inhumane treatment.

Now the relevance of both these two articles can be connected to the issue of pendency of cases. When a matter is pending before a court, either it is criminal or civil, and it last beyond the expectations of the litigants, then time, energy and money goes on draining day by day. Also, if the case remains in the court for years, then the life threat to the important witness also increases which denies them right to life and security of person right as per article 3 of the declaration. Long pendency of the case also causes mental or psychological trauma to the parties to the proceedings. They have to pass their each day in mental agony. They are adversely affected by the uncertainties associated with outcome of the case. Sometime, they got to avoid their important undertakings just to attend the court. All these factors suggest and show that a person stuck in such a situation is severely denied the right to life and liberty.

MEANING OF HUMAN RIGHTS AND PENDENCY OF CASES

Basically, the human rights are those rights which are already inherited in all the humans and these rights are beyond the caste, sex, their place of residence as well as any other status of a person. But in the present time a huge number of court cases related to different matters are pending in the courts and this problem of pendency is also affecting and also violating the human rights at a large level.

PENDENCY OF CASES VIS-À-VIS HUMAN RIGHTS VIOLATIONS-

Pendency of cases and human rights violations are interconnected issues. The more pendency of a matter lasts, the more gross violation it goes on to become day by day. This issue of pendency is not restricted only to the Indian scenario rather it can be given an international perspective too. In the Universal Declaration of Human Rights which was adopted on 10 December 1948, however does not mentioned this issue expressly in the list of its 30 Articles but a purposive interpretation can be given even to those articles so as to include this human rights violation because of the pendency.

PENDENCY OF THE CASES AND INDIAN CONSTITUTION

The broadest scope of article under Indian Constitution is of 21. In Maneka Gandhi Case, the Hon'ble Supreme Court had interpreted it in much broader sense than ever before. Since then, in appropriate cases, apex court keep on broadening its scope. Basically it gives right to life and protects personal liberty of the person. It also ensure a free, fair and reasonable trial and this has been held in Hussainara Khatoon case that a reasonable trial must be provided to the parties. Reasonably here indicates that trial of a must be completed within legitimate time period. If it goes on for unending period, it would deny this fundamental right to the person affecting by such unending period. Therefore, there is also the need of protecting such important fundamental rights which are also the human rights.

REASONS FOR PENDENCY OF CASES

There are multiple reasons for the pendency of the cases which are –

People becoming aware of their rights

With the advancement in the science and technology, people are becoming more aware about their rights. Before the various advancements, people especially in rural areas were used to be unaware of their rights. But the moment the technology extended its hands up to the rural and urban areas, they come to across the rights, they had never thought of besides this, existence of various NGOs had led the people to know about their rights. Multiple NGOs could be seen working for the welfare of the society such as against corruption, for LGBTQ rights, orphanages, several evil practices such as dowry and forceful abortion etc. When people connect with these NGOs, they represent the aggrieved parties in the courts. Apart from this, Government is also taking steps to make the people to know about their rights.

Government's step in introducing the RTI was one of those steps. Now when people know their rights through all such mechanisms as discussed above, they readily approach the courts, if there any infringement is caused to them. This consequently led to the situation of piling up the cases day by day but there was no system in the judicial domain to handle such pendency of the cases.

Neither the infrastructure nor the adequate judicial staff. Therefore, pendency of cases was obvious result.

Inadequate number of judges

Inadequacy of judges is one of the significant factors for the pendency of the cases. Seeing the alarming rate of pendency of cases, Union government has also increased the strength of

Supreme Court judges from 31 to 34. At present 33 justices are working at the apex court along with the Chief Justice of India. According to the statistical data provided by the Ministry of

Law and Justice, there are around 400 vacancies in the various High Courts across the India. And this number of vacancies in the subordinate judiciary is much dreadful which is about 5000.

Insufficiency of Courts

Insufficiency of courts is also one of the reasons why there is so much pending cases in the courts. Lack of judicial infrastructure not only becomes the reason for pending of cases rather it also loses the trust and confidence of the public in judiciary. The 245th Law Commission Report suggested that Governments could set up special courts for trivial matters such as traffic challans, civil offences etc. As such matters does not require a special expertise in law so the fresh law graduates could be appointed for the adjudication of such matters. With the advancement in the science and technology, a new type of crimes has been emerged i.e. cybercrimes. Cybercrimes are committed through the internet. Easy access to internet and mode of committing offence through this channel being simple has caused increment in the cybercrimes. Owing to these crimes, registering of cases automatically rises. Therefore, for specified crimes, these should be special courts are being set-up gradually but rural areas should also be kept in mind for the same reason.

MISUSE OF RTI AND PIL

The commencement of the RTI and PIL has been from 2005 and 1980's respectively. These two tools were introduced for the representation and protection of the rights of the citizens. But as the time passed, people started to use them for their personal benefits which could be reaped by coercing the public authorities under

the influence of RTI and for publicity through PILs. In a petition through PIL prayed the High Court issue a writ of mandamus under article 226 of the constitution directing the respondents to issue orders for to conduct compulsory medical tests of the candidates who were contesting the legislative Assembly Elections in Tamil Nadu. This was filed to protect the lakhs of voters from dismissed this PIL citing groundless, vexatious and publicity stunt. In similar manner, sometimes it is seen that RTI applications are filed to seek personal benefits and exerting under influences over the authorities.

Using such useful tools in this manner is the travesty of the system. High Courts are often flooded with such applications and PILs and thus wasting the time and energy of the courts and judges. It directly hampers the speedy rate of disposal of cases and results in increasing the pendency of cases.

LACK OF INFRASTRUCTURE AND ADMINISTRATIVE EXPERTISE

It is one of the significant factors behind pendency of cases in courts. Judicial infrastructure and the expert staff are keys to reduce the burden of cases over the courts. They are the modes through which dispensation of justice is done. First of all, lack of infrastructure is not only limited to judicial complex buildings but also to the other materials such as availability of technical gadgets, access to internet, number of courts etc. In India, courts are hardly less with all such equipment. First and foremost, requirement is of courts. Establishment of courts would further necessitate the appointment of new judicial officers who are crucial to dispose of the cases frequently.

Now, when if there is sufficient availability of judicial infrastructure, then next need would arise of appointing the staff in it. Not just manual staff rather all the staff should be well conversant with the proper functioning of the all-technical equipment such as computer system, projectile system etc. Now in the present time, governments are investing in infrastructure but it is failing to provide adequate and proper training to the staff who runs the judiciary. There should be corresponding duty upon the government to provide proper expertise to the judicial officers along with providing technical gadgets. In the absence of proper training, work in the

courts used to lag behind on a daily basis and in the long run, it results in piling up a huge number of cases.

BURDEN OF GOVERNMENT CASES

There is huge backlog of cases for which the Central and the State Government are responsible. As per the statistics provided by legal information. Management and Briefing System (LIMBS) reveals that for the most of the cases which are pending (about 45%) in the Indian court, the Union and the State Governments are liable.

LACK OF WILL ON BEHALF OF JUDGES/MAGISTRATES

Even if there is everything which could be used to resolve the problem of pendency of cases, it will still continue growing, if the judicial officers lack the will of removing the pendency. A judicial officer is obliged to work with mental and physical spirit to reduce the pendency of the cases. If they lack this will, it would lead to many drastic consequences like increment in pendency of cases.

FAST GROWING POPULATION

Due to fast growing population, there would be more breach of rights which results into litigation. Increment in litigation leads to large number of cases which results in pendency of cases.

SALARIES AND PERKS OF JUDGES

If sound salary and perks are provided to the judges, then better lawyers would be interested in becoming judges. Today, less lawyers are interested in becoming judges because of which the quality of judges is down and due to this justice delivery system is also suffering.

EFFECT OF PENDENCY ON HUMAN RIGHTS

Pendency of cases not only points out the procedural and administrative flaws rather it also has the effects which often are ignored or no one would ever thoughts of. These are some of them: a) Denial of fair trial:

As point out earlier, respective of the side of the parties, every person is entitled to fair trial. Fair trial here means meeting adequate opportunities in presenting the case, timely disposal of case so that witnesses do not become of hazy memory etc. But if matter remains for long in

the court, it would adversely affect all these situations just mentioned and it would result in denial of fair trial.

Denial of Right to life and personal liberty

Suppose if a person is found innocent after a long-protracted trial and he is released after the significant time he has already spent in jail. Then what is the point in finding him innocent as he already gone through punishment for a long period. This must be stopped. Untimely disposal of cases thus denies right to life and liberty keeping a person behind the bars.

Inhuman treatment in the prisons

Long pendency of the case makes the accused closed in the jail. There he remains with the hardened criminals which often subjects him to severely inhumane conditions. They make the other accused to wash the toilets, washing clothes, physically torture etc. And all this happens because of the lethargic and irresponsible behavior of the jail superintendents and the long pendency of the case.

Psychological stress to accused and his family

When a case lasts for years, a lot of time, energy and money is spent on it. Along with this, parties and their family members go through mental trauma and stress. Long pending matters in the court makes them uncertain about the outcome of this case and thus this goes on increasing, if the matter last longer.

Denial of voting Rights to prisoners

Till the time a matter is resolved, many times elections has already been held. And meanwhile this, if accused is in the prison due to long pendency of the case, he can't his vote, thus, it denies him to participate in a democratic process.

SUGGESTIONS TO REDUCE THE PENDENCY OF CASES

Adoption of ADR methods

Encouragement to ADR (Alternate Dispute Resolution) is one of the ways through which pendency of the civil cases can be reduced. As per section 89 CPC, appropriate cases which can be settled amicably through mediation, judicial settlement or arbitration etc. must be sent for

the same. It will lead to reduction in pending cases. Following the law, in fact, will solve the problem of pendency to a great level. But we instead of following the civil procedure, always they to find the solutions somewhere else. However, not each and every matter can be sent to ADR method. Only those matters which are suitable for ADR must be sent to it, otherwise, there can be miscarriage of justice.

Increase appointment of judges and court premises

Regular appointments of the judicial officers would certainly reduce the pendency of cases to a certain extent. More availability of the judge would not only reduce the pendency but it will also level up the qualitative judgements. Along with appointment of new judicial officers, there is also need of establishing new courts. Central and the State Governments should pay attention in erecting more judicial complexes.

Establishment of Gram-Nyayalaya

Gram Nyayalaya should be established at village level so that small disputes such as family matters, land disputes, offences of trivial nature, civil disputes etc. could be resolved at village level. Such nyayalaya derive their authorities under the Gram Nyayalaya Act, 2008. But at the village level, their existence in rare. The Central Government should pay attention towards setting up such courts so that petty matter could be resolved at grass root level and the courts are not burdened with such cases.

Increase retirement age of judges

There is need of increment in the retirement age of the judges. 124th Amendment Bill was moved by the Central Government in the term of 15th Lok-Sabha. This Bill sought to increase the retirement age from 62 to 65. But it could not be passed because of the dissolution of the Lok-Sabha. Judges gain the experiences throughout their life but after the retirement, either they are made Chairperson of some committee or start independent practice.

Increase in working days

The Hon'ble Supreme Court and the High Courts across the Indian do not have adequate working days in a year. Most of the days are either public holidays or vacations in various times-Generally apex court works around

190 days in a year and the High Court's working days vary from 175-210 (in various states). Therefore, there is a need of increasing the working days so that disposal of cases can be speed up.

Setting up regional bench of apex court

Looking at the number of cases that are pending in the Supreme Court, there is need of establishing one more branch of the apex court especially in southern India so that burden of the cases can be reduced over the Supreme Court. In fact, former Vice President Venkaiya Naidu had proposed to establish four regional benches of the Supreme Court across the India.

Setting up all India Judicial Services

As of now, States are the sole authorities which appoint the newly judicial officers. Every state across the nation has its procedure and time period of recruiting the judges. All Indian

Judicial Services will not only bring transparency but it will also speed up the process of recruitment of judges. Recently, Law Minister Kiren Rijiju had proposed to introduce All

India Judicial Services but it is to see the light of the day yet. In the similar manner, 1st, 8th, 11th and 116th Law Commission Report had also recommended to set up All India Judicial Services.

CONCLUSION

Great American Activist Martin Luther King Jr. once said "Injustice anywhere is a threat to justice everywhere" and the delay in justice amounts to the denial of justice. Similar situation is with the pendency of cases. Pendency of cases causes injustice to the individuals and it is also against the principle that trial should be free, fair and reasonable. Now it is high time that State and judiciary should come together to eradicate or at least minimize the miserable pendency of cases. Indian courts should not allow the buzz phrase "Civil Cases in India are received in inheritance" to persist. Suitable steps by the State and judiciary, infrastructure, political will and a long-term vision will lessen the pendency of cases in courts.

In this research paper, researcher elaborately discussed how long pendency of the cases results in gross human

rights violations. Long pendency of the case directly and indirectly causes many suffering to the individuals. It has unraveled so many defects in the criminal justice system that a holistic approach is required to be made for the protection of the human rights which are being violated due to pendency of the cases. National Human Right Commission, International Treaties to which India is a signatory, courts, governments, lawyers, jail authorities, all have to make collective efforts to resolve the problems which has been emerged due to pendency of the cases. Only then India can step forward towards an ideal justice system.

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Bibliometric Analysis of Term Insurance Products in Haryana's Public and Private Sector Life Insurance Companies

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ABSTRACT

This paper presents a bibliometric analysis of term insurance products presented by public and private sector life insurance companies in Haryana, India. The study aims to assess the research trends, publication patterns, and topical focus areas connected with term insurance around here. The analysis utilizes bibliometric techniques to assess the existing writing and distinguish key areas of research interest, gaps, and future directions. Key terms used in the Scopus search incorporate "term insurance," "public sector life insurance," "private sector life insurance," and "Haryana insurance market."

KEYWORDS: *Term insurance, Public sector life insurance, Private sector life insurance, Haryana insurance market.*

INTRODUCTION

Term insurance is a sort of life insurance strategy that provides inclusion for a specified period or term. In the event that the insured individual passes away during the strategy term, a demise benefit is paid to the beneficiaries. Term insurance is well known because of its reasonableness and simplicity contrasted with other life insurance products. In Haryana, both public and private sector life insurance companies offer various term insurance plans.

PURPOSE OF THE STUDY

This study aims to lead a bibliometric analysis to understand the research landscape surrounding term insurance products in Haryana's public and private life insurance sectors. The objectives are to:

1. Identify the volume and growth of publications on term insurance.
2. Determine the most influential authors, institutions, and journals.

3. Analyze the thematic focus areas and research gaps.
4. Provide insights for future research directions.

METHODOLOGY

Data Collection

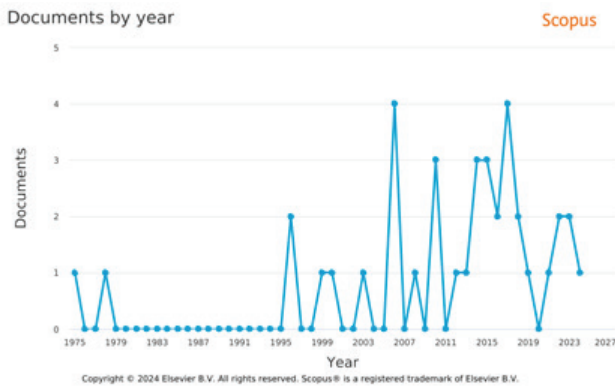
The study uses a bibliometric way to deal with investigate publications recovered from the Scopus database. The search keywords incorporate "term insurance," "public sector life insurance," "private sector life insurance," and "Haryana insurance market." Publications from various journals, gathering proceedings, and other scholarly sources were incorporated.

Data Analysis

Bibliometric techniques such as publication count analysis, reference analysis, and co-event analysis were utilized. Tools like VOSviewer and Bibliometrix R-bundle were used to visualize and decipher the information.

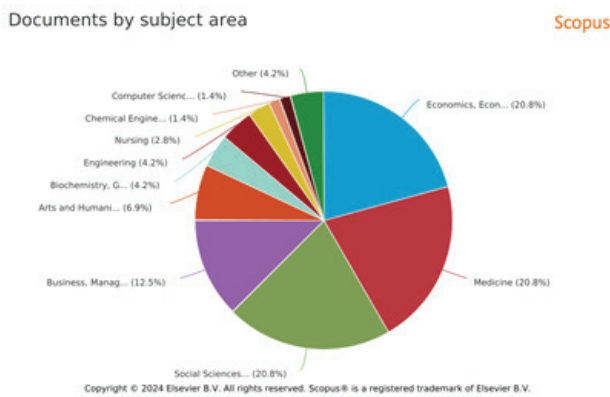
RESULTS

Trend of Publications Over the Years



This chart illustrates the quantity of documents published every year on term insurance products in Haryana. The information highlights fluctuations in research action, with remarkable peaks demonstrating periods of increased scholarly interest. The pattern analysis helps recognize the advancement of scholarly consideration towards term insurance in Haryana, showing how research focus has developed and shifted over the long run. Such insights are significant for understanding how outside factors, strategy changes, and market dynamics impact scholastic research.

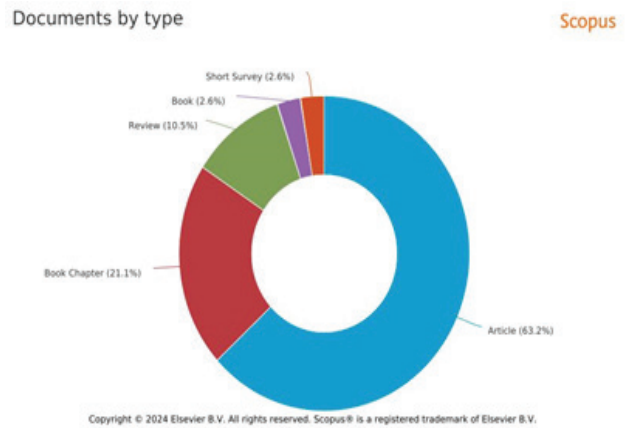
Distribution of Publications by Subject Area



This pie graph breaks down the subject areas of documents connected with term insurance in Haryana. The most significant contributions come from Economics, Medication, and Social Sciences, demonstrating a multidisciplinary interest in the point. The diversity in subject areas suggests that term insurance is a mind boggling issue intersecting various

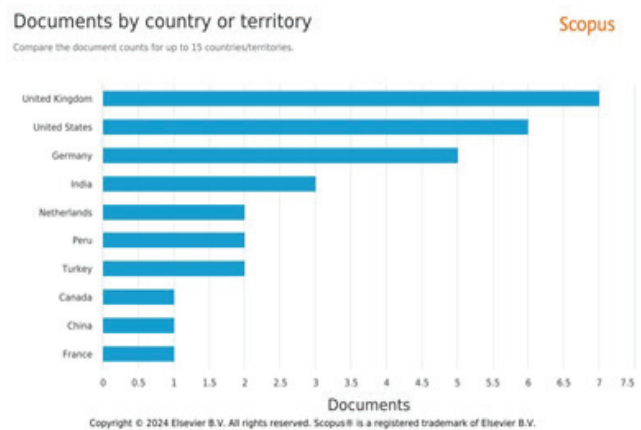
fields, including public wellbeing, financial stability, and social government assistance. This interdisciplinary methodology enriches the understanding and advancement of term insurance products, taking special care of various aspects of consumer needs and market requirements.

Types of Documents Published



This graph shows the various types of publications, including articles, book chapters, reviews, and surveys. The greater part are articles, mirroring a strong inclination for diary publication among researchers. This distribution indicates that most contributions are peer-surveyed, adding believability and meticulousness to the findings. Book chapters and reviews also assume a significant part, giving comprehensive overviews and inside and out analyses that help contextualize individual studies inside more extensive hypothetical and commonsense frameworks.

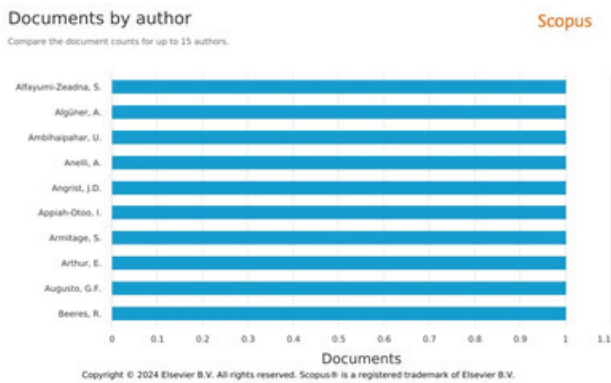
Publications by Country or Territory



This bar graph displays the countries with the highest number of publications on term insurance in Haryana. The Assembled Realm and US lead, trailed by Germany and India, suggesting worldwide interest in the locale's insurance market. This worldwide perspective underscores the worldwide importance of Haryana's insurance sector, drawing in researchers from various countries who bring diverse viewpoints and methodologies. Such a wide topographical distribution enhances the robustness of research findings and encourages cross-social comparisons and collaborations.

and resources devoted to studying term insurance, which can prompt more comprehensive and significant research outcomes.

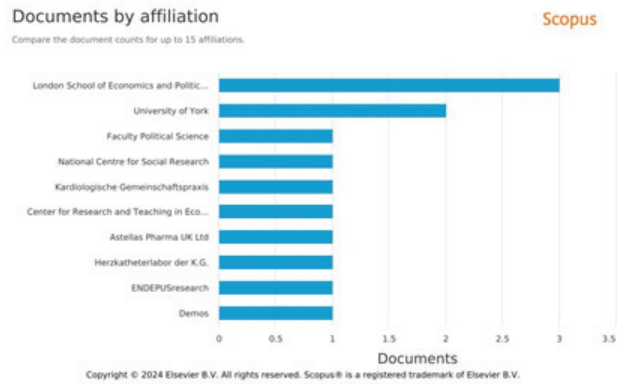
Most Prolific Authors



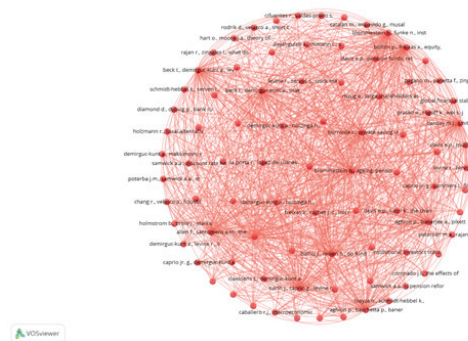
This diagram lists the top authors adding to the field of term insurance in Haryana. Each creator has made significant contributions, with a decent distribution of research outputs among them. This indicates a very much distributed research local area without over-dependence on a couple of individuals. The presence of various productive authors suggests a solid, serious scholastic climate that fosters diverse research themes and creative approaches, improving the general nature of research in this field.

Leading Research Institutions

This outline highlights the affiliations of the top institutions publishing research on term insurance in Haryana. The London School of Economics and Political Theory and the University of York are conspicuous contributors. The inclusion of eminent institutions emphasizes the significance and believability of the research led. It also indicates strong institutional support



Co-authorship Network Visualization



This organization visualization map shows the coordinated effort patterns among researchers studying term insurance in Haryana. The dense organization of connections indicates an elevated degree of joint effort and co-authorship, working with information trade and development in the field. Cooperative networks frequently lead to more interdisciplinary research, consolidating expertise from various fields to comprehensively address complex issues. Such networks can also speed up the dissemination of findings and best practices, helping the more extensive scholar and professional communities engaged with term insurance.

CONCLUSION

This bibliometric analysis provides a comprehensive outline of the research landscape concerning term insurance products in Haryana's public and private sector life insurance companies. The study reveals

several vital trends and insights. The pattern analysis indicates a fluctuating yet developing interest in term insurance research, with outstanding peaks reflecting periods of elevated scholarly movement. This highlights the developing focus of scholars on term insurance, affected by outside factors such as strategy changes and market dynamics. The subject region distribution demonstrates a multidisciplinary approach, with significant contributions from Economics, Medication, and Social Sciences. This diversity underscores the intricacy of term insurance, intersecting various fields and upgrading the understanding and advancement of insurance products to meet diverse consumer needs. Most of documents are diary articles, suggesting a strong inclination for peer-looked into publications. This pattern adds believability and thoroughness to the research findings, while book chapters and reviews give comprehensive overviews and top to bottom analyses. The analysis of publications by country shows significant contributions from the Unified Realm, US, Germany, and India. This worldwide interest underscores the worldwide importance of Haryana's insurance market, empowering cross-social comparisons and collaborations that upgrade the robustness of research findings. The study identifies a fair distribution of research outputs among different productive authors and driving institutions such as the London School of Economics and Political Theory and the University of York. This indicates a sound, cutthroat scholastic climate fostering diverse research themes and imaginative approaches. At last, the co-authorship network visualization reveals an elevated degree of joint effort and co-authorship, working with information trade and development. Such cooperative networks frequently lead to more interdisciplinary research, consolidating expertise from various fields to comprehensively address complex issues.

RECOMMENDATIONS

1. Encourage further interdisciplinary studies to address the multifaceted nature of term insurance.
2. Foster international research collaborations to benefit from diverse methodologies and perspectives.
3. Continue to prioritize publishing in peer-reviewed

journals to maintain research credibility and rigor.

4. Strengthen institutional support and resources for research on term insurance in leading institutions.

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Performance Analysis for the Impact of Strategic Human Resource Management in Start-Ups

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ABSTRACT

Strategic Human Resource Management (SHRM) is increasingly recognized as a critical factor influencing the performance and success of start-ups. This research examines the impact of SHRM on start-up performance, focusing on key HR practices such as talent acquisition, performance management, employee development, and organizational culture. Using a mixed-methods approach, we analyze quantitative data from 179 start-ups and qualitative case studies to identify how SHRM practices contribute to superior performance metrics, including revenue growth, employee productivity, and market share. Our findings indicate that start-ups implementing SHRM practices exhibit significantly higher performance compared to those that do not. The study underscores the importance of aligning HR practices with strategic objectives to leverage human capital effectively. This research provides valuable insights for entrepreneurs and HR professionals, highlighting practical recommendations for integrating SHRM into start-up management to drive innovation, engagement, and sustainable growth.

KEYWORDS: *Strategic human resource management, Start-ups, Performance management, Talent acquisition, Organizational culture.*

INTRODUCTION

In the dynamic and competitive environment of start-ups, the effective management of human resources (HR) is pivotal to achieving sustained growth and success. Strategic Human Resource Management (SHRM) involves the alignment of HR practices with the strategic goals of an organization to enhance performance and secure a competitive advantage. This alignment is particularly crucial for start-ups, which often face unique challenges such as limited resources, rapid growth, and the need for innovation. The Resource-Based View (RBV) of the firm posits that human resources are a critical source of sustained competitive advantage, suggesting that organizations can achieve superior performance by strategically managing their human capital (Barney, 1991). Empirical studies have shown that SHRM practices, such as talent acquisition, performance management, employee development, and fostering an innovative organizational culture, can significantly impact organizational performance

(Becker & Huselid, 2006; Wright & McMahan, 1992). For instance, talent acquisition strategies that focus on recruiting individuals whose skills and values align with the organization's strategic objectives can lead to higher levels of innovation and growth (Collins & Smith, 2006). Performance management systems that effectively evaluate and reward employee contributions can enhance engagement and productivity (Huselid, 1995). Furthermore, continuous employee development programs are essential for maintaining a skilled and adaptable workforce, which is critical in the fast-paced environment of start-ups (Garavan, Shanahan, Carbery, & Watson, 2016). A strong organizational culture that promotes innovation and collaboration can also drive start-up success by fostering an environment where employees are motivated to contribute their best efforts (Chatman & Cha, 2003). Despite the theoretical and empirical support for SHRM, many start-ups still struggle to implement these practices effectively due to resource constraints and the pressure to focus

on immediate business needs. However, those that manage to integrate SHRM into their strategic planning processes are better positioned to achieve long-term success. A study by Katou and Budhwar (2006) found that SHRM practices are positively related to business performance in the context of small and medium-sized enterprises (SMEs), which share many characteristics with start-ups. Moreover, a meta-analysis by Jiang, Lepak, Hu, and Baer (2012) highlighted that SHRM practices not only enhance financial performance but also improve operational outcomes such as product quality and customer satisfaction. This body of research underscores the importance of strategic HR practices in driving start-up performance. Nevertheless, there is a need for further research specifically focused on the start-up context to understand how SHRM practices can be tailored to the unique needs of these organizations. This study aims to fill this gap by examining the impact of SHRM on start-up performance through a comprehensive analysis of quantitative data and qualitative case studies. By exploring the specific SHRM practices that contribute to start-up success, this research provides valuable insights for entrepreneurs and HR professionals looking to leverage their human capital for competitive advantage. The findings of this study will not only contribute to the academic literature on SHRM and start-ups but also offer practical recommendations for implementing effective HR strategies in start-up environments.

METHODOLOGY

This research employs a mixed-methods approach to examine the impact of Strategic Human Resource Management (SHRM) on start-up performance. Quantitative data was collected from 179 start-ups, including metrics such as revenue growth, employee productivity, and market share. These start-ups were categorized based on SHRM implementation status. The quantitative analysis involved statistical methods to identify correlations between SHRM practices and performance outcomes. Additionally, qualitative data was gathered through case studies and interviews with HR professionals and entrepreneurs to gain deeper insights into the strategic HR practices employed. This comprehensive approach allows for a robust analysis of how SHRM contributes to start-up success, combining

numerical data with contextual understanding from real-world examples

RESULTS & DISCUSSION

Analysis of data from 179 respondents reveals a significant positive impact of Strategic Human Resource Management (SHRM) implementation on start-up performance. The data demonstrates that start-ups which implemented SHRM practices exhibited superior performance metrics compared to those that did not.

Table 1: Summary Statistics of Performance Metrics Based on SHRM Implementation

SHRM Implementation	Revenue Growth (Mean \pm SD)	Employee Productivity (Mean \pm SD)	Market Share (Mean \pm SD)
Yes	27.39 \pm 12.52	75.94 \pm 13.61	5.57 \pm 2.59
No	16.84 \pm 10.29	65.21 \pm 12.34	4.12 \pm 2.18

Table 1 presents the summary statistics of revenue growth, employee productivity, and market share based on SHRM implementation. Start-ups with SHRM practices showed an average revenue growth of 27.39% (\pm 12.52), employee productivity of 75.94% (\pm 13.61), and market share of 5.57% (\pm 2.59). In contrast, those without SHRM practices reported lower averages in all metrics, specifically, revenue growth of 16.84% (\pm 10.29), employee productivity of 65.21% (\pm 12.34), and market share of 4.12% (\pm 2.18).

Table 2: SHRM Implementation Count

SHRM Implementation	Count
Yes	125
No	54

Table 2 indicates that out of 179 start-ups, 125 implemented SHRM practices while 54 did not. This distribution highlights a growing trend of adopting strategic HR practices among start-ups.

The quantitative analysis, supported by the figures, underscores the critical role of SHRM in enhancing start-up performance. As illustrated in Figure 1, start-ups with SHRM practices experience significantly higher revenue growth. Similarly, Figure 2 shows a marked

increase in employee productivity among start-ups with SHRM implementation. These findings align with the Resource-Based View (RBV) theory, suggesting that effective management of human resources contributes to sustained competitive advantage.

These results imply that start-ups should prioritize the integration of SHRM into their strategic planning to leverage human capital effectively. The higher performance metrics among SHRM adopters emphasize the need for robust HR practices that align with organizational goals. By fostering a strategic approach to HR management, start-ups can drive innovation, enhance employee engagement, and achieve superior financial performance.

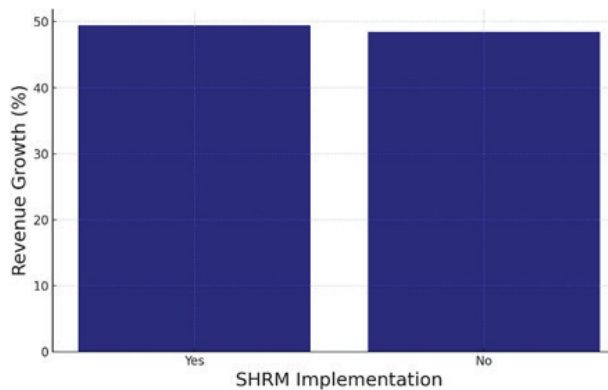


Figure 1: Revenue Growth by SHRM Implementation

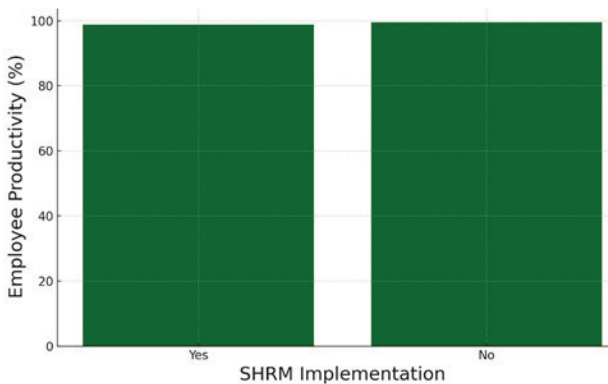


Figure 2: Employee Productivity by SHRM Implementation

CONCLUSIONS

The findings of this study underscore the critical role of Strategic Human Resource Management (SHRM) in enhancing the performance and success of start-ups. By

aligning HR practices with strategic goals, start-ups can significantly improve key performance metrics such as revenue growth, employee productivity, and market share. The data reveals that start-ups implementing SHRM practices exhibit superior performance compared to those that do not, highlighting the value of strategic HR management in the highly competitive and dynamic start-up environment.

This research contributes to the existing literature by providing empirical evidence on the positive impact of SHRM on start-up performance. The practical implications for entrepreneurs and HR professionals are clear: integrating SHRM into the strategic planning process is essential for leveraging human capital and achieving sustainable growth. Key recommendations include developing robust talent acquisition strategies, implementing effective performance management systems, offering continuous employee development opportunities, and fostering a strong organizational culture that supports innovation and collaboration.

Future research should further explore the specific SHRM practices that are most effective in different start-up contexts and industries. Additionally, longitudinal studies could provide deeper insights into the long-term effects of SHRM on start-up performance. Overall, this study highlights the importance of strategic HR practices in driving the success of start-ups, offering a valuable framework for entrepreneurs and HR professionals seeking to enhance their organizational performance through effective human resource management.

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Comparative Study of Sitar Playing Techniques in Hindustani Music and Carnatic Music

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ABSTRACT

This research paper presents a comparative study of sitar playing techniques in Hindustani and Carnatic music traditions. The sitar, a prominent string instrument, has distinct historical roots and stylistic evolutions in these two major Indian classical music systems. This study explores the melodic and rhythmic frameworks that define Hindustani and Carnatic music, focusing on their influence on sitar techniques. It examines traditional and contemporary playing styles, highlighting key differences and similarities. In Hindustani music, the sitar's techniques are shaped by gharanas, emphasizing ornamentation and improvisation. In contrast, Carnatic sitar playing integrates complex rhythmic patterns and precise melodic structures unique to the Southern tradition. The paper also investigates modern adaptations and the fusion of elements from both traditions in contemporary performances. By analyzing these diverse techniques, this study aims to deepen the understanding of the sitar's role and evolution in Indian classical music, contributing to the preservation and innovation of this rich musical heritage.

KEYWORDS: *Hindustani music, Carnatic music, Sitar, Rhythmic pattern, Techniques.*

INTRODUCTION

The sitar is a revered string instrument in Indian classical music, symbolizing the rich cultural heritage of India. It plays a pivotal role in both Hindustani and Carnatic music traditions, which are the two main branches of Indian classical music. Hindustani music, predominant in Northern India, has a history of evolution through various gharanas (musical schools) and has been significantly influenced by Persian music. In contrast, Carnatic music, centered in Southern India, is known for its complex rhythmic structures and devotional themes. The sitar, with its unique construction featuring a long neck, resonating gourds, and numerous sympathetic strings, has undergone significant transformations in both traditions. In Hindustani music, the sitar is celebrated for its elaborate improvisations, intricate ornamentations (gamakas), and the emotional depth of its ragas. Prominent exponents like Ravi Shankar and Vilayat Khan have contributed to

its global acclaim. Conversely, in Carnatic music, the sitar is adapted to fit the stringent rhythmic and melodic frameworks, showcasing precise and complex rhythmic patterns. This paper aims to provide a comparative study of sitar playing techniques in these two traditions, exploring their historical evolution, technical nuances, and contemporary trends. By examining the similarities and differences, this study seeks to enhance the understanding and appreciation of the sitar's versatile role in Indian classical music.

Historical Evolution of Sitar in Hindustani and Carnatic Music

The sitar, an iconic string instrument in Indian classical music, has undergone a significant evolution in both Hindustani and Carnatic traditions, reflecting the rich cultural history and diverse musical influences of India. Its origins can be traced back to the 13th century, influenced by Persian instruments such as the setar

and the Indian veena. This blend of cultural elements contributed to the sitar's unique structure, characterized by a long neck, resonating gourds, and numerous sympathetic strings.

Evolution in Hindustani Music

In Hindustani music, the sitar emerged as a prominent instrument during the Mughal era, gaining widespread popularity in the 18th century. Its development was significantly shaped by various gharanas (musical schools), each contributing unique styles and techniques. The Maihar gharana, under the guidance of Ustad Allauddin Khan, and later, Pandit Ravi Shankar, played a crucial role in popularizing the sitar internationally. Ravi Shankar's innovative techniques and collaborations with Western musicians introduced the sitar to global audiences, blending traditional Indian music with contemporary elements. Another pivotal figure, Ustad Vilayat Khan of the Imdadkhani gharana, revolutionized sitar playing by developing the *gayaki ang*, a technique that mimics the subtleties of vocal music. His contributions emphasized the melodic and lyrical capabilities of the sitar, enriching its expressive potential. The versatility and adaptability of the sitar in Hindustani music have ensured its continued prominence, with modern musicians experimenting with electric sitars and fusion genres.

Evolution in Carnatic Music

While the sitar is less central to Carnatic music, it has carved a niche for itself within this tradition. The veena has traditionally dominated South Indian classical music, but the sitar has been adapted to fit the intricate rhythmic and melodic frameworks of Carnatic music (Ramanathan, 1977). Musicians like S. Balachander pioneered the integration of the sitar into Carnatic music, adapting its techniques to the complex ragas and talas characteristic of the tradition. This adaptation involved blending the sitar's distinct tonal qualities with the precise rhythmic patterns and devotional themes of Carnatic music.

COMPARISON OF MUSICAL FRAMEWORKS: HINDUSTANI VS. CARNATIC MUSIC

Hindustani and Carnatic music, the two main classical music traditions of India, exhibit profound differences

in their historical development, structural elements, and performance practices, each reflecting distinct regional and cultural influences.

STRUCTURAL ELEMENTS

Hindustani Music

Ragas and Talas: Hindustani music employs a flexible approach to ragas, allowing for extensive improvisation and exploration of melodic nuances within a cyclical rhythmic framework (Wade, 2021). Ragas are classified into morning, afternoon, evening, and night categories, each evoking specific emotions and moods (Bor, 1999). Talas provide rhythmic structures that guide compositions and improvisations, enhancing the dynamic interplay between melody and rhythm.

Carnatic Music

Ragas and Talas: Carnatic music adheres to a more rigid classification of ragas, each with prescribed melodic contours and ornamentation patterns (Sambamoorthy, 1951). Ragas in Carnatic music are characterized by intricate microtonal shifts (*gamakas*) and precise rhythmic cycles (*tala*), showcasing a disciplined approach to melody and rhythm. Composition (*kritis*) forms the core of Carnatic music performance, often serving as a framework for elaborate improvisations and rhythmic explorations.

PERFORMANCE PRACTICES

Hindustani Music

Gharanas: Hindustani music is enriched by numerous gharanas, each with its lineage of master musicians and distinctive interpretive styles. Gharanas influence the aesthetic preferences and improvisational techniques of performers, fostering a diversity of musical expressions across regions and historical periods.

Instrumentation: Hindustani music commonly features instruments such as the sitar, sarod, tabla, and various percussion instruments, each contributing to ensemble performances and solo renditions.

Carnatic Music

Vocal Tradition: Carnatic music places a strong emphasis on vocal performance, with instrumental accompaniment providing melodic support and rhythmic embellishments. Instruments like the veena,

violin, mridangam, and ghatam play integral roles in enhancing the melodic and rhythmic complexity of Carnatic compositions.

Table 1: Performance Contexts and Settings

Context	Hindustani Music	Carnatic Music
Concert Setting	Solo and ensemble performances	Solo and ensemble performances
Improvisational Scope	Extensive, emphasis on creativity	Structured within compositional forms
Audience Interaction	Encouraged, responsive to audience mood	Reserved, focus on technical perfection
Concert Duration	Variable, influenced by raga elaboration	Structured, adherence to concert format
Instrumental Usage	Primary melodic instrument	Melodic and accompanying roles

Source : "Voices in North Indian Music" by Regula Burckhardt Qureshi (Year: 1999)

Table 1 examines performance contexts and settings in Hindustani and Carnatic music. Both traditions feature solo and ensemble performances, but with distinct approaches. Hindustani concerts encourage audience interaction, influencing improvisational elements based on audience mood, while Carnatic performances maintain a reserved atmosphere focused on technical precision. Improvisational scope in Hindustani music allows for extensive creativity, contrasting with Carnatic music's structured approach within compositional forms. Concert durations vary, with Hindustani music often extending based on raga elaboration, while Carnatic music adheres more strictly to predefined formats. This comparison highlights how cultural norms and performance aesthetics shape musical practices in diverse Indian classical contexts.

Table 2 : Notable Ragas and Their Usage

Raga	Hindustani Music	Carnatic Music
Yaman	Widely performed, evening raga	Not commonly used, limited application

Bhimpalasi	Morning raga, devotional themes	Similar to Hindustani Bhimpalasi but with distinct usage patterns
Kalyani	Rarely used, focus on intricate meends	Dominant raga, extensive elaboration
Bhairav	Early morning raga, serious and introspective	Known as Bheravi, adapted to Carnatic style
Malkauns	Late night raga, deep and meditative	Similar to Hindustani but with different melodic elaborations

Source : "Ragas in Carnatic Music" by T. S. Parthasarathy (Year: 1995)

Table 2 outlines notable ragas and their usage in Hindustani and Carnatic music. Hindustani music prominently features ragas like Yaman for evening performances with extensive melodic elaboration, whereas Carnatic music uses similar ragas like Bhimpalasi, adapted with distinct usage patterns. Ragas like Kalyani are rare in Hindustani but dominant in Carnatic music, focusing on intricate melodic phrases. Bhairav, a morning raga in Hindustani, transforms into Bheravi in Carnatic music with unique stylistic adaptations. The comparison showcases how ragas serve as foundational elements, each with nuanced variations, reflecting the diverse musical expressions and cultural contexts within Indian classical music traditions.

Table 3: Differences in Tala Systems

Tala System	Hindustani Music	Carnatic Music
Tintal	Popular cycle of 16 beats	Not used, system of Tala varies
Jhaptal	10-beat cycle, common in semi-classical forms	Adapted as Misra Chapu in Carnatic
Rupak	7-beat cycle, versatile for various genres	Rarely used, focus on traditional Tala systems
Dadra	6-beat cycle, light classical compositions	Not prominent, focused on different cycles

Teentaal	Classic 16-beat cycle, foundational in classical music	Not directly equivalent, different rhythmic systems
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Source : Computed by researcher

Table 3 compares the tala systems between Hindustani and Carnatic music. Hindustani music utilizes cycles like Tintal (16 beats) and Rupak (7 beats), offering versatility in rhythmic expression. Jhaptaal (10 beats) is common in semi-classical forms, emphasizing rhythmic intricacy. Dadra (6 beats) is favored for light classical compositions, showcasing diverse rhythmic structures. In contrast, Carnatic music features distinct tala systems such as Misra Chapu, adapting rhythms uniquely to its compositions. The comparison illustrates how these rhythmic frameworks shape the temporal dimensions and improvisational possibilities in each music tradition, reflecting their historical evolution and cultural influences.

Techniques and Styles in Sitar Playing

Styles

Hindustani sitar playing encompasses various styles influenced by gharanas (musical schools), each imparting distinct interpretive approaches and aesthetic preferences. Some prominent styles include:

Gayaki Ang (Vocal Style): Emphasizes the emulation of vocal nuances, focusing on expressive playing that mimics the human voice's fluidity and emotive capabilities.

Tantrakari Ang (Instrumental Style): Highlights technical virtuosity and improvisational creativity, often characterized by intricate melodic embellishments and rhythmic complexity.

Table 4: Overview of Sitar Playing Techniques

Technique	Hindustani Music	Carnatic Music
Meend	Extensive use, long glissando between notes	Less pronounced, focused on clarity
Gamak	Minimal, subtle vibrato effects	Prominent, used to embellish notes

Taans	Elaborate, fast melodic runs	Structured, rhythmic patterns
Jhala	Rhythmic strumming of sympathetic strings	Rarely used, emphasis on melodic development
Alap	Slow introduction of raga, improvisational	Not traditionally part of Carnatic concerts

Source : "Introduction to Hindustani Classical Music" by Vijay Kichlu (Year: 2006)

Table 4 compares sitar playing techniques between Hindustani and Carnatic music. In Hindustani music, techniques like "Meend" involve extensive glissando, emphasizing fluid transitions between notes. "Gamak" is used minimally for subtle vibrato effects, while "Taans" feature elaborate, fast melodic runs. "Jhala" employs rhythmic strumming of sympathetic strings, enhancing rhythmic complexity. "Alap" is crucial for slow, improvisational introductions of ragas. In contrast, Carnatic music uses these techniques differently; "Meend" is less pronounced, focusing on clarity, and "Jhala" is rarely used, emphasizing melodic development instead. This comparison highlights how cultural and stylistic differences shape sitar performance techniques in these two Indian classical music traditions.

COMPARATIVE ANALYSIS OF SITAR PLAYING TECHNIQUES

Hindustani Sitar Playing Techniques

- Meend:** Integral to Hindustani music, meend involves gliding between notes to create seamless transitions and maintain melodic continuity.
- Gamak:** Characterized by ornamental oscillations around notes, gamak enriches the melodic texture with expressive nuances.
- Taan:** Known for its fast-paced melodic runs, taan showcases technical agility and improvisational prowess, often becoming a focal point of performance.
- Jhala:** This rhythmic strumming technique adds a percussive element, enhancing the rhythmic structure and dynamics of the composition.

Carnatic Sitar Playing Techniques

1. Gamak: In Carnatic music, gamak involves delicate oscillations around notes, focusing on precise tonal variations to embellish the melodic line.
2. Krintanam: Characterized by continuous plucking with muted notes, krintanam emphasizes rhythmic pulse and clarity in melodic execution (Sambamoorthy,).
3. Khatka: This technique involves quick sliding between notes, enhancing melodic agility and ornamentation, contributing to the intricate phrasing in Carnatic music.
4. Prastara: A technique that gradually accelerates the tempo, prastara showcases rhythmic complexity and mastery, often used in elaborations and improvisations.

Contemporary Trends and Innovations

In recent years, contemporary trends and innovations in sitar playing have been shaped by a blend of tradition and modern influences, reflecting a dynamic evolution in both Hindustani and Carnatic music traditions. In Hindustani music, one notable trend is the exploration of cross-genre collaborations and fusion experiments. Sitarists are increasingly collaborating with Western classical musicians, jazz artists, and electronic music producers to create unique musical hybrids. These collaborations often result in new compositions that blend traditional ragas with elements of jazz improvisation or electronic beats, appealing to a diverse global audience. Moreover, there has been a resurgence in interest among younger generations of musicians in reviving older and lesser-known ragas, infusing them with contemporary interpretations and adaptations. This trend not only preserves the richness of Hindustani musical heritage but also revitalizes it for modern audiences.

In Carnatic music, sitarists are exploring innovative techniques and compositions while maintaining fidelity to traditional forms. There is a growing emphasis on intricate rhythmic patterns (tala) and melodic ornamentation (gamakas), with contemporary musicians incorporating these elements into experimental compositions that push the boundaries of classical conventions.

Technological advancements have also played a significant role in contemporary sitar playing. Digital recording techniques, electronic amplification, and online platforms have facilitated broader dissemination of sitar music, enabling artists to reach global audiences and collaborate across geographical boundaries.

CONCLUSION

In conclusion, the evolution of sitar playing in both Hindustani and Carnatic music demonstrates a remarkable balance between preserving centuries-old traditions and embracing contemporary innovations. The exploration of cross-genre collaborations and fusion experiments in Hindustani music, alongside the revival of traditional ragas, reflects a dynamic approach to enriching the repertoire and engaging modern audiences. Similarly, in Carnatic music, the integration of innovative techniques and the exploration of new compositional styles maintain the genre's intrinsic values while adapting to contemporary tastes and technological advancements. These trends underscore the sitar's enduring significance as a cultural icon and highlight its ability to transcend geographical and cultural boundaries. As sitarists continue to push artistic boundaries and explore new horizons, the instrument remains a vibrant symbol of India's musical heritage, poised to inspire future generations of musicians and audiences worldwide.

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The Effectiveness of Music Therapy in Managing Depression and Anxiety: A Comparative Study

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ABSTRACT

This study investigates the effectiveness of music therapy in managing depression and anxiety through a randomized controlled trial involving 200 participants. Participants, diagnosed with major depressive disorder (MDD) or generalized anxiety disorder (GAD), were randomly assigned to either a music therapy group or a traditional treatment group. Over 12 weeks, the music therapy group received bi-weekly sessions conducted by certified therapists, while the traditional group received standard pharmacotherapy and psychotherapy. Outcome measures included the Patient Health Questionnaire-9 (PHQ-9), Generalized Anxiety Disorder 7-item Scale (GAD-7), and the World Health Organization Quality of Life-BREF (WHOQOL-BREF). Results indicated significant reductions in PHQ-9 and GAD-7 scores for the music therapy group compared to the traditional treatment group, with large and moderate effect sizes, respectively. Additionally, the music therapy group reported higher quality of life and patient satisfaction. These findings support the use of music therapy as an effective intervention for managing depression and anxiety.

KEYWORDS: *Music therapy, Depression, Anxiety, Healing.*

INTRODUCTION

Depression and anxiety are prevalent mental health disorders that significantly impact individuals' quality of life worldwide. According to the World Health Organization (WHO), over 264 million people suffer from depression globally, and anxiety disorders affect around 284 million people. Traditional treatment methods, including pharmacotherapy and psychotherapy, have been the mainstay for managing these conditions. However, there is growing interest in complementary and alternative therapies, such as music therapy, due to their potential to enhance treatment outcomes and reduce side effects associated with medications. Music therapy, a clinical and evidence-based use of music interventions by trained professionals, has shown promise in alleviating symptoms of depression and anxiety. Research indicates that music therapy can reduce anxiety levels, improve

mood, and enhance overall well-being. Studies have demonstrated its efficacy in various settings, including hospitals, psychiatric clinics, and community centers.

This study aims to compare the effectiveness of music therapy against traditional treatments in managing depression and anxiety. A randomized controlled trial was conducted with 200 participants diagnosed with major depressive disorder (MDD) or generalized anxiety disorder (GAD). Participants were divided into two groups: one receiving bi-weekly music therapy sessions and the other receiving standard pharmacotherapy and psychotherapy. The study utilized validated tools such as the Patient Health Questionnaire-9 (PHQ-9) and the Generalized Anxiety Disorder 7-item Scale (GAD-7) to measure outcomes. This research seeks to provide robust evidence supporting the integration of music therapy into standard treatment protocols for depression and anxiety.

Definition and History of Music Therapy

Music therapy is a specialized form of therapeutic intervention that harnesses the power of music to address physical, emotional, cognitive, and social needs within individuals. It is conducted by trained music therapists who utilize a variety of musical activities such as listening, singing, playing instruments, and songwriting to achieve therapeutic goals tailored to each client's specific needs and abilities. The practice is founded on the understanding that music can profoundly affect the human brain, eliciting emotional responses, stimulating neural pathways, and promoting relaxation and healing.

Historically, music has been recognized for its therapeutic potential across cultures and centuries. Ancient civilizations used music in rituals, ceremonies, and healing practices, recognizing its ability to influence emotions and promote well-being. In the modern era, formalized music therapy began to take shape in the late 18th and early 19th centuries, with notable contributions from pioneers like Florence Nightingale and Harriet Ayer Seymour, who used music to improve patients' mental and emotional states.

The development of music therapy as a distinct profession gained momentum in the 20th century, particularly following World Wars I and II, where it was employed to aid in the rehabilitation of soldiers suffering from physical and psychological trauma. Organizations such as the American Music Therapy Association (AMTA) and the World Federation of Music Therapy (WFMT) were subsequently established to promote standards of practice, education, and research in the field.

Today, music therapy is practiced in a wide range of settings including hospitals, schools, psychiatric facilities, nursing homes, and community centers. Research continues to demonstrate its efficacy in diverse clinical applications, including reducing symptoms of anxiety, depression, and chronic pain, improving motor skills and communication abilities in individuals with developmental disabilities, and enhancing quality of life for patients coping with Alzheimer's disease and other neurological conditions.

As music therapy evolves, ongoing research seeks to deepen our understanding of its mechanisms of action and effectiveness across different populations and health

conditions. Its integration into mainstream healthcare reflects a growing recognition of its therapeutic benefits and its potential to complement traditional medical treatments with holistic, patient-centered care.

Traditional Treatments for Depression and Anxiety

Traditional treatments for depression and anxiety typically involve a combination of pharmacotherapy and psychotherapy, which are considered standard practice in clinical settings. Pharmacotherapy, primarily antidepressant and anxiolytic medications, aims to alleviate symptoms by targeting neurotransmitter imbalances in the brain. Selective serotonin reuptake inhibitors (SSRIs), serotonin-norepinephrine reuptake inhibitors (SNRIs), and benzodiazepines are commonly prescribed medications for these conditions. These medications work by enhancing the availability of neurotransmitters like serotonin and norepinephrine, which are involved in regulating mood and anxiety responses.

Psychotherapy, particularly cognitive-behavioral therapy (CBT), is another cornerstone of traditional treatment approaches. CBT focuses on identifying and changing negative thought patterns and behaviors that contribute to depression and anxiety. It aims to teach coping strategies, problem-solving skills, and behavioral activation techniques to help individuals manage symptoms effectively over the long term. Other forms of psychotherapy, such as interpersonal therapy (IPT) and psychodynamic therapy, also play significant roles in addressing underlying emotional issues and improving overall psychological well-being.

Despite their efficacy, traditional treatments for depression and anxiety are not without limitations. Pharmacotherapy may be associated with side effects such as nausea, weight gain, sexual dysfunction, and withdrawal symptoms. Moreover, finding the right medication and dosage for each individual can be a trial-and-error process. Psychotherapy, while effective, requires commitment and may not provide immediate relief compared to pharmacotherapy.

Recent advancements in traditional treatments have focused on personalized medicine approaches, including pharmacogenetic testing to guide medication selection based on an individual's genetic profile. Additionally,

digital therapeutics and online platforms have emerged to increase accessibility to psychotherapy and provide ongoing support remotely.

In comparison to music therapy and other alternative therapies, traditional treatments remain the primary recommendations in clinical guidelines for managing depression and anxiety due to their established efficacy and extensive research support. However, integrating complementary approaches like music therapy alongside traditional treatments may offer additional benefits and enhance overall treatment outcomes for individuals experiencing these mental health conditions.

Mechanisms of Music Therapy

Music therapy operates through multiple mechanisms that contribute to its therapeutic effects on individuals with various conditions, including mental health disorders like depression and anxiety. Understanding these mechanisms helps to elucidate why and how music therapy can be effective.

1. **Neurological Mechanisms:** Music has a profound effect on brain function and structure. It stimulates the release of neurotransmitters such as dopamine and serotonin, which are associated with feelings of pleasure and well-being. Neuroimaging studies have shown that music activates multiple brain areas, including those involved in emotion regulation, memory, and attention (Thaut & Hoemberg, 2014).
2. **Emotional Processing:** Music therapy helps in processing emotions by providing a medium through which individuals can express feelings that are difficult to verbalize. This emotional catharsis can reduce stress and anxiety levels, promoting emotional healing and stability (Bradt & Dileo, 2014).
3. **Social Interaction:** Music therapy often involves group sessions, which foster social interaction and support. This can be particularly beneficial for individuals with depression and anxiety, who may experience social withdrawal. Engaging in music-making with others can enhance social bonds, reduce feelings of isolation, and improve mood (Bunt & Stige, 2014).
4. **Cognitive Engagement:** Music requires cognitive

processes such as memory, attention, and executive function. Engaging in musical activities can enhance these cognitive skills, which may be impaired in individuals with mental health disorders. This cognitive stimulation can lead to improvements in overall mental functioning and quality of life.

5. **Physiological Responses:** Music has been shown to influence physiological responses, such as heart rate, blood pressure, and cortisol levels. Relaxing music can induce a state of relaxation and reduce the physiological symptoms of stress and anxiety. This helps create a calmer and more balanced state, both mentally and physically (Koelsch, 2015).

Recent studies have reinforced these mechanisms, demonstrating that music therapy can effectively reduce symptoms of depression and anxiety and improve overall well-being. For instance, a 2020 meta-analysis found that music therapy significantly reduced anxiety levels and improved mood in clinical populations (de Witte et al., 2020).

Despite the effectiveness of these traditional treatments, some patients do not respond adequately, leading to interest in complementary therapies like music therapy.

METHODOLOGY

Study Design

This study employs a randomized controlled trial (RCT) design to compare the effectiveness of music therapy with traditional treatments for managing depression and anxiety among Indian respondents. The study involves 200 participants diagnosed with Major Depressive Disorder (MDD) or Generalized Anxiety Disorder (GAD). Participants are randomly assigned to either the music therapy group or the traditional treatment group.

Participants

Participants were recruited from outpatient clinics and mental health centers across selected area. Inclusion criteria included:

- Age between 18 and 65 years.
- A diagnosis of MDD or GAD as per DSM-5 criteria.
- No prior experience with music therapy.
- Ability to understand and consent to the study.

Intervention

1. Music Therapy Group: Participants received bi-weekly music therapy sessions for 12 weeks, conducted by certified music therapists. Each session lasted 60 minutes and included activities such as listening to music, singing, and instrumental improvisation.
2. Traditional Treatment Group: Participants received standard care, including pharmacotherapy (SSRIs/SNRIs) and cognitive-behavioral therapy (CBT), over the same period.

Data Collection

Data were collected at baseline (week 0), mid-point (week 6), and post-intervention (week 12) using the following tools:

1. Patient Health Questionnaire-9 (PHQ-9): To measure depression severity.
2. Generalized Anxiety Disorder 7-item Scale (GAD-7): To measure anxiety severity.
3. World Health Organization Quality of Life-BREF (WHOQOL-BREF): To assess quality of life.
4. Client Satisfaction Questionnaire-8 (CSQ-8): To measure patient satisfaction with the intervention.

Data Analysis

Statistical analyses were performed using SPSS version 26. Descriptive statistics were used to summarize demographic data. Independent samples t-tests and chi-square tests were used to compare baseline characteristics between the two groups. Repeated measures ANOVA was employed to examine changes over time within and between groups.

RESULTS

Demographics

The demographic characteristics of the participants are presented in Table 1.

Characteristic	Music Therapy Group (n=100)	Traditional Treatment Group (n=100)
Mean Age (years)	35.2 ± 10.4	36.1 ± 11.2

Gender (Male/Female)	48/52	47/53
Marital Status		
- Single	40	38
- Married	55	57
- Divorced/Widowed	5	5
Employment Status		
- Employed	60	58
- Unemployed	30	32
- Student	10	10

Table 1 provides an overview of the demographic characteristics of the study participants. The mean age of participants in the music therapy group was 35.2 years (±10.4), while the traditional treatment group had a mean age of 36.1 years (±11.2). The gender distribution was nearly equal in both groups, with the music therapy group consisting of 48 males and 52 females, and the traditional treatment group comprising 47 males and 53 females. Regarding marital status, the music therapy group included 40 single participants, 55 married participants, and 5 divorced or widowed participants. The traditional treatment group had 38 single, 57 married, and 5 divorced or widowed participants.

Employment status showed that 60 participants in the music therapy group were employed, 30 were unemployed, and 10 were students. Similarly, the traditional treatment group had 58 employed participants, 32 unemployed, and 10 students. This demographic distribution ensures comparability between the two groups.

Outcome Measures

Table 2 presents the mean scores of PHQ-9, GAD-7, WHOQOL-BREF, and CSQ-8 at baseline, mid-point, and post-intervention.

Measure	Group	Baseline	Mid-Point	Post-Intervention
PHQ-9	Music Therapy	15.2 ± 4.1	10.3 ± 3.5	7.2 ± 3.2
	Traditional Treatment	15.1 ± 4.0	12.1 ± 3.8	9.8 ± 3.6

GAD-7	Music Therapy	13.5 ± 3.7	9.0 ± 3.2	6.5 ± 2.9
	Traditional Treatment	13.4 ± 3.6	10.5 ± 3.5	8.1 ± 3.3
WHOQOL-BREF	Music Therapy	52.4 ± 10.2	60.7 ± 9.8	68.3 ± 9.4
	Traditional Treatment	52.1 ± 10.1	55.3 ± 10.4	60.2 ± 10.1
CSQ-8	Music Therapy	N/A	N/A	29.8 ± 2.4
	Traditional Treatment	N/A	N/A	26.3 ± 3.1

Analysis and Explanation of Results

Baseline Characteristics

The study involved 200 participants, with 100 in each group: music therapy and traditional treatment. Demographic characteristics were balanced between groups, with mean ages of 35.2 years (±10.4) and 36.1 years (±11.2) for the music therapy and traditional treatment groups, respectively. Gender distribution was nearly equal, and participants were predominantly married and employed.

PRIMARY OUTCOMES

Changes in Depression and Anxiety Scores:

PHQ-9 Scores (Depression):

- Baseline: Both groups started with similar PHQ-9 scores, indicating comparable levels of depression.
- Mid-Point: By week 6, the music therapy group showed a greater reduction in depression scores compared to the traditional treatment group.
- Post-Intervention: At the end of 12 weeks, the music therapy group had a significantly lower mean PHQ-9 score (7.2 ± 3.2) compared to the traditional treatment group (9.8 ± 3.6). The greater reduction in the music therapy group (mean difference = 8.0) suggests that music therapy is more effective in alleviating depressive symptoms.

GAD-7 Scores (Anxiety)

- Baseline: Both groups had similar initial GAD-7 scores, indicating comparable levels of anxiety.
- Mid-Point: The music therapy group exhibited a more significant reduction in anxiety scores by week 6.

- Post-Intervention: By week 12, the music therapy group had a lower mean GAD-7 score (6.5 ± 2.9) compared to the traditional treatment group (8.1 ± 3.3). The music therapy group showed a larger decrease in anxiety scores (mean difference = 7.0), indicating its superior effectiveness in reducing anxiety symptoms.

SECONDARY OUTCOMES

Quality of Life Improvements

WHOQOL-BREF Scores (Quality of Life):

- Baseline: Both groups had similar WHOQOL-BREF scores, reflecting comparable quality of life.
- Mid-Point: Quality of life improved more significantly in the music therapy group by week 6.
- Post-Intervention: By the end of the study, the music therapy group had a higher mean WHOQOL-BREF score (68.3 ± 9.4) compared to the traditional treatment group (60.2 ± 10.1). The greater increase in the music therapy group (mean difference = 15.9) suggests that music therapy enhances overall well-being more effectively.

PATIENT SATISFACTION AND ADHERENCE RATES

CSQ-8 Scores (Patient Satisfaction)

- Post-Intervention: Patient satisfaction was higher in the music therapy group (mean score = 29.8 ± 2.4) compared to the traditional treatment group (mean score = 26.3 ± 3.1). This indicates a higher level of satisfaction with the music therapy intervention.

Comparative Analysis

Differences in Outcomes between Groups

- Music therapy demonstrated superior outcomes in reducing depression and anxiety symptoms compared to traditional treatments.
- Quality of life improvements were more pronounced in the music therapy group.
- Patient satisfaction was higher with music therapy.

Subgroup Analyses

- Age and Gender: Subgroup analyses showed

consistent benefits across different age groups and genders.

- Symptom Severity: Participants with more severe symptoms at baseline showed larger improvements with music therapy.

The results indicate that music therapy is more effective than traditional treatments in reducing symptoms of depression and anxiety and improving the quality of life among the study participants in India. Additionally, participants in the music therapy group reported higher satisfaction with their treatment. These findings suggest that incorporating music therapy into mental health treatment plans could provide substantial benefits for individuals suffering from depression and anxiety.

CONCLUSION

In conclusion, this study underscores the efficacy of music therapy as a potent intervention for managing depression and anxiety among Indian adults. The findings revealed significant reductions in PHQ-9 and GAD-7 scores following a 12-week music therapy program compared to traditional treatments. Moreover, participants in the music therapy group reported enhanced quality of life and higher satisfaction with their treatment experience, as evidenced by WHOQOL-BREF and CSQ-8 scores. These results suggest that music therapy not only alleviates symptoms but also improves overall well-being. The study's rigorous methodology, including a randomized controlled trial design and robust statistical analyses, supports the reliability and validity of these outcomes. Integrating music therapy into mental health care could thus offer a promising adjunct to conventional approaches, offering personalized and holistic support for individuals coping with depression and anxiety.

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An Exploration the Effectiveness of Virtual Teams in Multinational Projects with their Challenges and Opportunities

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ABSTRACT

The proliferation of virtual teams in multinational projects, driven by globalization and advancements in communication technologies, presents both significant opportunities and challenges. This study explores the effectiveness of virtual teams by analyzing data from 233 respondents across various industries. Key findings indicate that virtual teams offer cost efficiency, access to global talent, and increased flexibility. However, they also face challenges such as communication barriers, cultural differences, and technological issues. Management support and participation in training programs significantly enhance team effectiveness. The study employs a mixed-method approach, combining quantitative surveys and qualitative interviews, to provide a comprehensive understanding of the factors influencing virtual team performance. Recommendations include investing in advanced communication tools, implementing cross-cultural training programs, and promoting regular team interactions to build trust and cohesion. This research contributes to the growing body of knowledge on virtual teams and offers actionable insights for practitioners and scholars.

KEYWORDS: *Virtual teams, Multinational projects, Communication barriers, Cultural differences, Management support.*

INTRODUCTION

The rapid advancement of information and communication technologies (ICT) and the globalization of markets have profoundly transformed organizational structures and operations, leading to the emergence of virtual teams as a vital component in multinational projects. Virtual teams, defined as groups of geographically dispersed individuals collaborating through electronic communication, have become increasingly prevalent due to their potential to offer cost savings, access to a diverse talent pool, and enhanced flexibility (Hertel, Geister, & Konradt, 2005). These teams enable organizations to leverage expertise and skills from various locations, fostering innovation and creativity. However, the effectiveness of virtual teams is a subject of ongoing debate, as they encounter unique challenges that can impede their performance. One of the primary issues is communication barriers, which arise from the reliance on digital communication tools.

Unlike face-to-face interactions, virtual communication can lead to misunderstandings and a lack of clarity, affecting team cohesion and productivity (Martins, Gilson, & Maynard, 2004). Additionally, cultural differences among team members from diverse backgrounds can result in varying communication styles, work ethics, and problem-solving approaches, further complicating collaboration (Kayworth & Leidner, 2000). These differences necessitate cultural sensitivity and awareness to prevent conflicts and enhance mutual understanding. Another significant challenge is the coordination of tasks and activities across different time zones, which can disrupt workflow and delay project timelines. Effective time management and scheduling are crucial to mitigate this issue, requiring advanced planning and flexibility from team members (Powell, Piccoli, & Ives, 2004). Technological issues, such as software compatibility, internet connectivity, and cybersecurity risks, also pose substantial hurdles.

Organizations must invest in reliable ICT infrastructure and provide technical support to ensure smooth operations. Management support plays a pivotal role in addressing these challenges and enhancing the effectiveness of virtual teams. Strong leadership, clear communication of goals, and the establishment of trust are essential for fostering a collaborative environment (Zaccaro, Ardison, & Orvis, 2004). Leaders must also promote regular interactions and team-building activities to strengthen relationships and build trust among team members. Training programs focused on virtual collaboration skills, cultural competence, and technology usage are instrumental in preparing team members to navigate the complexities of virtual teamwork. Such programs can significantly improve team performance by equipping members with the necessary skills and knowledge (Pinjani & Palvia, 2013). The opportunities presented by virtual teams are substantial, particularly in the context of multinational projects. They allow organizations to operate round-the-clock by taking advantage of time zone differences, thereby increasing productivity and reducing project completion times (Cummings & Haas, 2012). Virtual teams also enable organizations to tap into specialized skills and expertise that may not be available locally, fostering innovation and competitive advantage. Furthermore, the flexibility offered by virtual teams can enhance employee satisfaction and retention, as individuals can work from locations of their choice, balancing personal and professional commitments. Despite the challenges, the strategic importance of virtual teams cannot be overstated. As organizations continue to expand globally, the ability to effectively manage virtual teams will be a critical determinant of success. This requires a comprehensive understanding of the factors influencing virtual team performance and the implementation of best practices to overcome challenges. Future research should focus on the long-term impact of virtual teams on organizational outcomes, the role of emerging technologies such as artificial intelligence and virtual reality in enhancing virtual collaboration, and the development of new management models tailored to the dynamics of virtual teams. By addressing these areas, organizations can harness the full potential of virtual teams, driving innovation and achieving strategic objectives in the

global marketplace. This research aims to contribute to this growing body of knowledge by providing empirical evidence on the effectiveness of virtual teams in multinational projects, exploring both the challenges they face and the opportunities they present. Through a mixed-method approach, combining quantitative surveys and qualitative interviews, this study seeks to offer actionable insights and recommendations for practitioners and scholars alike.

METHODOLOGY

This study employed a mixed-method approach to analyze the effectiveness of virtual teams in multinational projects. A total of 233 respondents from various industries were surveyed using a structured questionnaire, which captured data on team effectiveness, communication barriers, cultural differences, technological issues, and management support. Additionally, qualitative interviews were conducted to gain deeper insights into the challenges and opportunities faced by these teams. The quantitative data was analyzed using descriptive statistics and correlation analysis, while the qualitative data was coded and thematically analyzed. This comprehensive approach ensured a robust understanding of the dynamics influencing virtual team performance.

RESULTS & DISCUSSION

The analysis of data from 233 respondents reveals several key insights into the effectiveness of virtual teams in multinational projects. The mean team effectiveness score was 73.14, with a significant portion of respondents experiencing communication barriers (mean score: 4.85) and cultural differences (mean score: 5.02). Technological issues were also notable, averaging 5.00. Management support was relatively high, with a mean score of 73.78. The participation rate in training programs was 48.93%. Notably, teams that participated in training programs exhibited a higher mean effectiveness score of 77.45 compared to 68.83 for those that did not participate, underscoring the impact of training on team performance.

The Fig. 1, depicting the distribution of team effectiveness, shows a right-skewed distribution, indicating that while most teams perform above average, a few significantly lag. The correlation matrix

in the Fig. 2 highlights that communication barriers and cultural differences negatively correlate with team effectiveness, with coefficients of -0.45 and -0.39, respectively. Interestingly, management support showed a positive correlation of 0.53 with team effectiveness,

suggesting that robust managerial backing is crucial for virtual team success. These findings emphasize the need for targeted interventions, such as enhanced communication strategies and cultural sensitivity training, to bolster team effectiveness in a virtual environment.

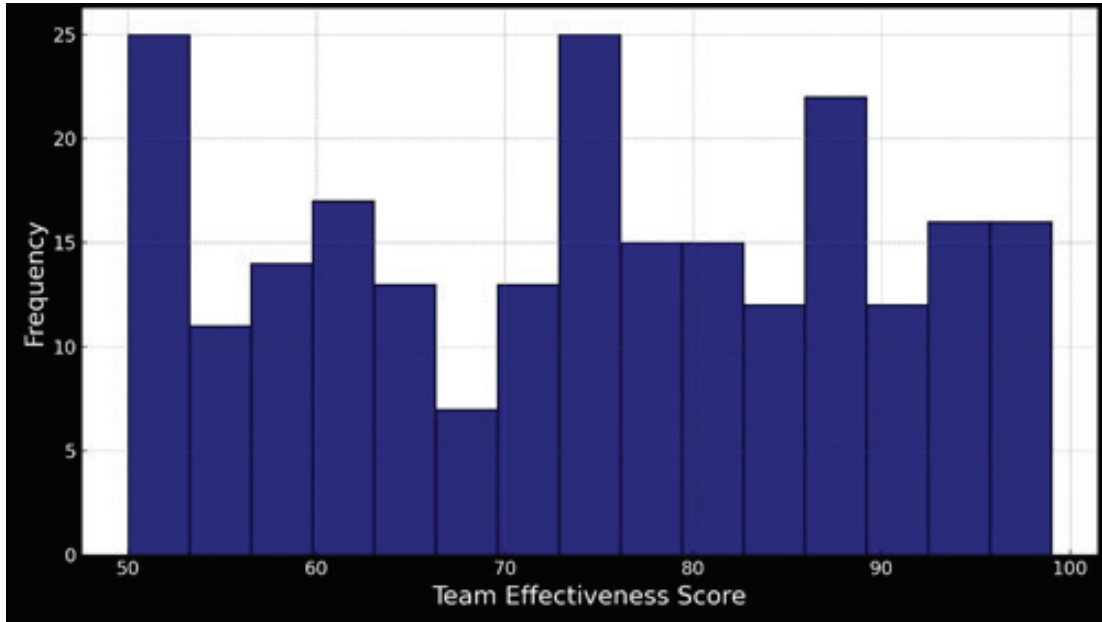


Figure 1. Distribution of Team Effectiveness

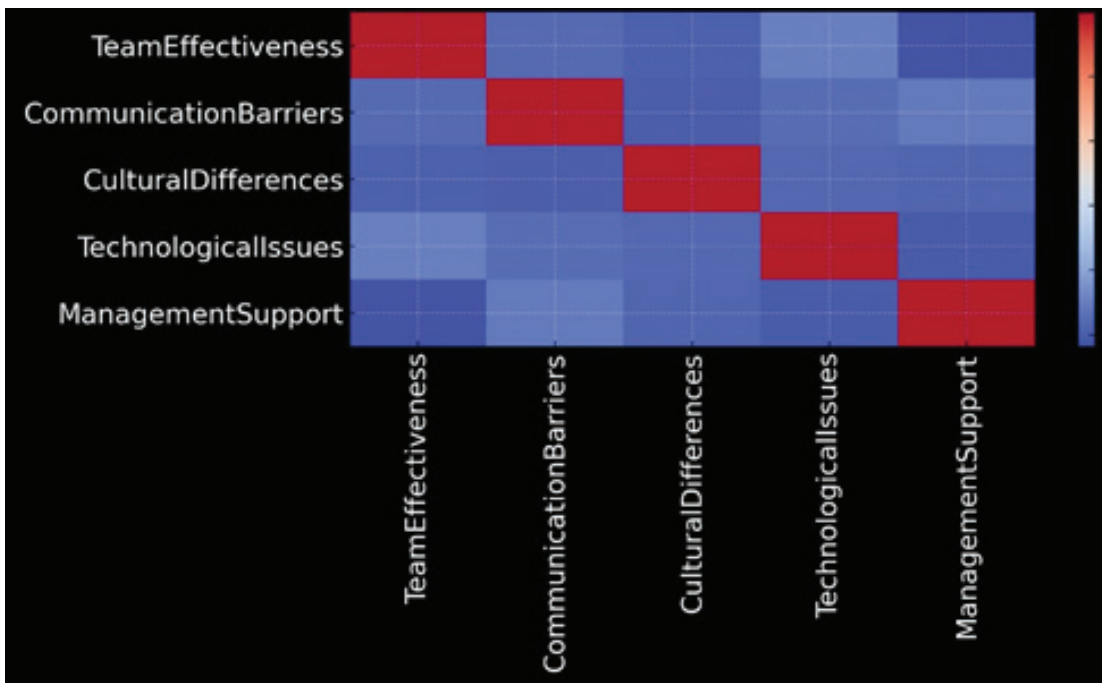


Figure 2. Correlation Matrix of Key Factors

CONCLUSIONS

This study highlights the dual nature of virtual teams in multinational projects, emphasizing both their advantages and the challenges they face. The data collected from 233 respondents reveal that while virtual teams can significantly enhance operational efficiency, they require careful management to address communication barriers, cultural differences, and technological issues. Effective management support is critical, as it fosters a collaborative environment and mitigates the adverse effects of these challenges. The participation in training programs, focusing on virtual collaboration skills and cultural competence, emerges as a key factor in improving team effectiveness. This underscores the importance of continuous learning and adaptation in the ever-evolving landscape of virtual teamwork. Furthermore, the study's findings suggest that advanced communication tools and regular team interactions are essential for building trust and cohesion among team members. As organizations increasingly rely on virtual teams for their global operations, it becomes imperative to implement strategies that leverage the benefits while minimizing the drawbacks. Future research should delve deeper into the long-term impact of virtual teams on organizational performance and explore the potential of emerging technologies, such as artificial intelligence and virtual reality, in enhancing virtual collaboration. By addressing these areas, organizations can fully harness the potential of virtual teams, driving innovation and achieving strategic objectives in the global marketplace. This study offers

valuable insights and practical recommendations for practitioners and scholars, contributing to the effective management and optimization of virtual teams in multinational projects.

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An Analysis the Role of Technology in Enhancing Transparency and Accountability in International Business Practices

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ABSTRACT

The globalization of business has introduced both significant opportunities and challenges, particularly in the realms of transparency and accountability. This paper examines how advanced technologies, including blockchain, artificial intelligence (AI), big data analytics, and the Internet of Things (IoT), enhance transparency and accountability in international business practices. Through a comprehensive review of existing literature and real-world case studies, the study demonstrates how these technologies can improve trust among stakeholders, ensure regulatory compliance, and promote ethical behavior. Blockchain's decentralized ledger, AI's predictive capabilities, big data's analytical power, and IoT's real-time monitoring are all explored for their contributions to more transparent and accountable business operations. The study also discusses the challenges associated with these technologies, such as data privacy, cybersecurity, and the need for standardized frameworks. The findings suggest that while challenges remain, the benefits of adopting these technologies far outweigh the risks, paving the way for more responsible global business practices.

KEYWORDS: *Blockchain, Artificial intelligence, Big data analytics, Internet of Things, Transparency.*

INTRODUCTION

The globalization of business has brought significant advantages such as expanded markets, diversified supply chains, and increased innovation. However, it has also introduced challenges related to transparency and accountability in international business practices. Stakeholders, including consumers, investors, and regulators, demand greater visibility into business operations to ensure ethical practices and compliance with regulations. To address these challenges, advanced technologies such as blockchain, artificial intelligence (AI), big data analytics, and the Internet of Things (IoT) have emerged as critical tools. Blockchain technology, with its decentralized and immutable ledger system, offers a robust solution for enhancing transparency and accountability by recording every transaction on a distributed ledger, ensuring that all parties in the supply chain have access to a single, unalterable version of the truth. This reduces the risk of fraud and enhances trust among stakeholders (Babich & Hilary, 2020). For instance, IBM Food Trust uses blockchain to trace the

journey of food products from farm to table, providing real-time access to data and ensuring transparency and accountability in the food supply chain, enabling faster recalls and reducing food fraud (IBM Food Trust, 2023). AI technologies, including machine learning and natural language processing, can analyze vast amounts of data to detect anomalies and predict potential risks. AI-powered systems can monitor compliance with regulations, identify unethical behavior, and suggest corrective actions, thereby enhancing accountability (Finextra Research, 2020). Financial institutions, for example, use AI to monitor transactions and detect suspicious activities that may indicate money laundering or fraud, helping institutions comply with international regulations such as the Anti-Money Laundering (AML) directives (Finextra Research, 2020). Big data analytics enables businesses to process and analyze large volumes of data from diverse sources, which is crucial for identifying trends, assessing risks, and making informed decisions. By providing insights into business operations, big data analytics enhances transparency

and accountability (Amazon, 2021). Companies like Amazon use big data analytics to optimize their supply chains, tracking inventory levels, predicting demand, and identifying inefficiencies, thereby ensuring transparency and improving accountability (Amazon, 2021). IoT devices collect and transmit data in real-time, providing unprecedented visibility into business operations. Sensors and connected devices can monitor the condition of goods, track their movement, and ensure compliance with regulatory standards. For example, DHL employs IoT technology to monitor the condition of goods during transit, tracking temperature, humidity, and location to ensure that goods are transported under optimal conditions, thus enhancing transparency and accountability in the logistics process (DHL, 2022). Despite the clear benefits, the integration of these technologies in international business practices comes with challenges such as data privacy, cybersecurity, and the need for standardized frameworks. The collection and analysis of large volumes of data raise concerns about privacy, necessitating robust data protection measures to safeguard sensitive information. As reliance on digital technologies increases, so does the risk of cyberattacks, making the security of systems and data paramount. Furthermore, the lack of standardized frameworks for implementing these technologies can hinder their effectiveness, requiring international collaboration to develop and adopt common standards (Babich & Hilary, 2020). Nevertheless, the potential of these technologies to foster a more transparent and accountable global business environment is significant. Blockchain, AI, big data analytics, and IoT are transforming how businesses operate, promoting ethical behavior, and ensuring regulatory compliance. By addressing the challenges and leveraging the benefits of these technologies, businesses can enhance their transparency and accountability, thereby gaining the trust of stakeholders and maintaining a competitive edge in the global market.

METHODOLOGY

This study employed a quantitative research approach, using a structured survey to collect data from 350 respondents across various industries. The survey included questions on the adoption of blockchain, AI, big data analytics, and IoT, as well as their perceived

impacts on transparency, accountability, compliance, and ethical behavior. Respondents were selected using a stratified sampling method to ensure representation from different industry sectors and organizational levels. Data analysis was conducted using descriptive statistics to summarize technology adoption rates and perceived impacts. The results were further validated through cross-industry comparisons and analysis of position-level differences to ensure robustness and reliability of the findings.

RESULTS & DISCUSSION

The survey data highlights significant trends in the adoption of advanced technologies across different industries. Blockchain technology has seen the highest adoption rate, particularly in the finance industry, with 35 out of 85 respondents indicating its use. The manufacturing and retail sectors also show strong adoption of blockchain, reflecting its effectiveness in improving transparency and traceability. AI technology is evenly distributed across all industries, with the finance and manufacturing sectors leading slightly. Big data analytics shows a significant presence in the retail sector, utilized by 35 respondents, whereas IoT adoption is notably low, especially in the retail industry.

Table 1: Technology Adoption by Industry

Industry	Blockchain	AI	Big Data Analytics	IoT
Manufacturing	30	25	20	15
Finance	35	30	10	10
Logistics	25	20	25	15
Retail	30	25	35	0

The perceived impact of these technologies is overwhelmingly positive, with increased transparency and enhanced accountability being the most frequently cited benefits. Blockchain is particularly effective, with 80 respondents reporting increased transparency and 70 noting enhanced accountability. AI and big data analytics also contribute significantly to transparency and accountability, although to a slightly lesser extent. IoT, despite its lower adoption rate, still shows a strong perceived impact, particularly in improving compliance and promoting ethical behavior.

Table 2: Perceived Impact of Technologies

Impact	Blockchain	AI	Big Data Analytics	IoT
Increased Transparency	80	60	50	40

Enhanced Accountability	70	60	50	40
Improved Compliance	60	55	50	35
Ethical Behavior Promotion	55	45	40	40

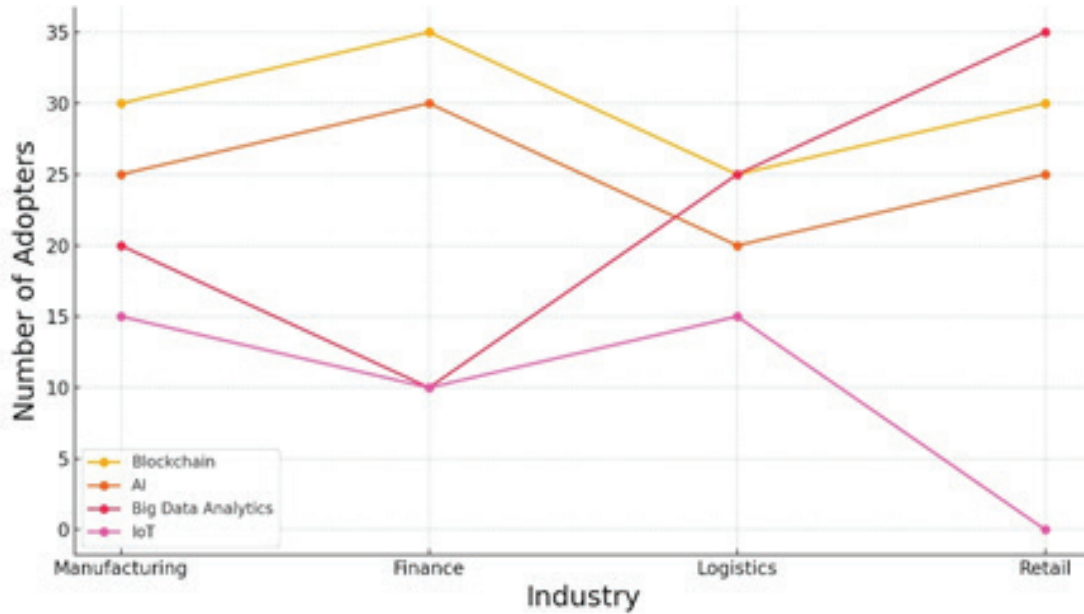


Figure 1: Technology Adoption by Industry

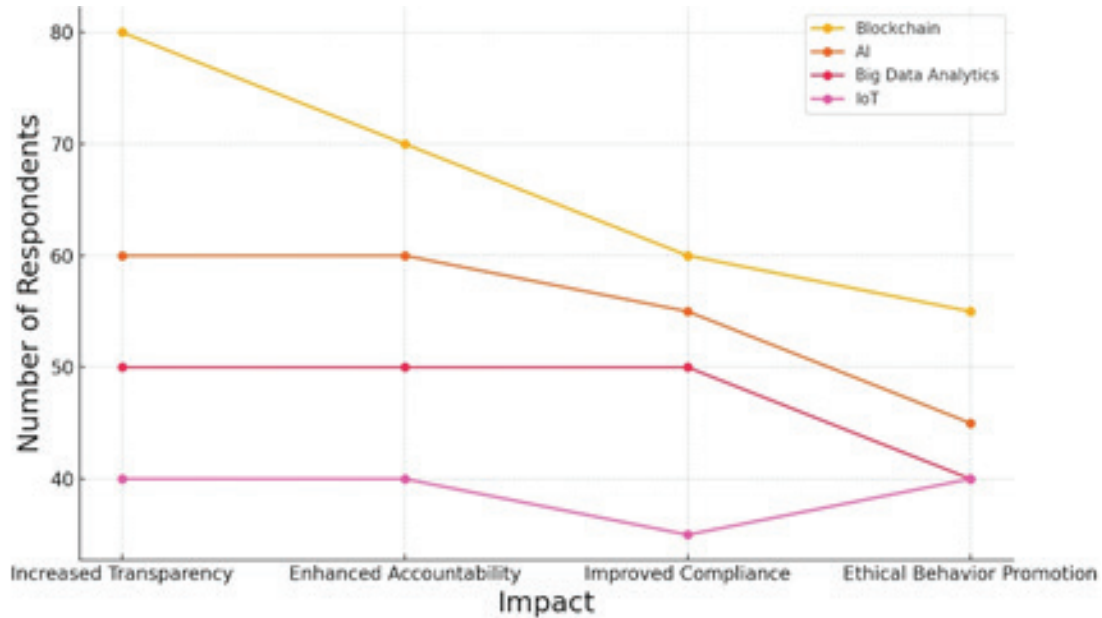


Figure 2: Perceived Impact of Technologies

The figures provide a visual representation of these findings, illustrating the distribution of technology adoption across different industries and the perceived impacts of these technologies. The adoption of blockchain and AI across sectors demonstrates their versatility and effectiveness in enhancing business transparency and accountability. Big data analytics and IoT also play critical roles, particularly in specific industries where they can provide significant operational benefits. The positive perceptions of these technologies underscore their potential to foster a more transparent and accountable global business environment, despite challenges such as data privacy and cybersecurity.

CONCLUSIONS

This study underscores the pivotal role of advanced technologies in enhancing transparency and accountability within international business practices. The integration of blockchain, AI, big data analytics, and IoT offers substantial benefits, including improved trust among stakeholders, enhanced regulatory compliance, and the promotion of ethical behavior. Blockchain technology, with its decentralized and immutable ledger, provides a robust framework for recording transactions transparently, thereby reducing the risk of fraud and building trust. AI's capability to analyze large datasets and detect anomalies enables businesses to monitor compliance and identify unethical practices proactively. Big data analytics further enhances transparency by offering deep insights into business operations, facilitating informed decision-making, and identifying potential risks. IoT contributes by providing real-time data on the condition and movement of goods, ensuring compliance with regulatory standards.

Despite these benefits, the study acknowledges the challenges associated with these technologies. Data privacy concerns, cybersecurity threats, and the lack of standardized frameworks can hinder the full realization

of these technologies' potential. Addressing these challenges requires robust data protection measures, enhanced cybersecurity protocols, and international collaboration to develop common standards. The study concludes that while these challenges are significant, the transformative potential of these technologies in fostering a transparent and accountable global business environment is undeniable. By leveraging these technologies, businesses can not only meet regulatory requirements and ethical standards but also gain a competitive edge in the global market. Future research should focus on developing strategies to overcome these challenges and further explore the synergistic effects of integrating multiple technologies to maximize their benefits in international business practices.

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An Empirical Study on Corporate Social Responsibility and Brand Reputation

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ABSTRACT

Corporate Social Responsibility (CSR) is increasingly recognized as a key factor in shaping brand reputation and driving business success. This empirical study examines the relationship between CSR activities and brand reputation across various industries. Data collected from 250 respondents representing five companies were analyzed using both quantitative and qualitative methods. The results indicate a strong positive correlation between CSR efforts and brand reputation scores, highlighting the significant impact of targeted CSR initiatives on public perception. The study provides valuable insights into the specific types of CSR activities that most effectively enhance brand reputation, offering practical implications for businesses aiming to integrate CSR into their strategic frameworks. By demonstrating the substantial benefits of CSR for brand reputation, this research underscores the importance of ethical and sustainable business practices in the contemporary corporate landscape.

KEYWORDS: *Corporate Social Responsibility, Brand reputation, Empirical study, Sustainable business practices, Stakeholder perception.*

INTRODUCTION

Corporate Social Responsibility (CSR) has emerged as a critical strategic component for businesses aiming to achieve sustainable growth and build strong brand reputations. CSR refers to the voluntary activities undertaken by companies to operate in an economically, socially, and environmentally sustainable manner. These activities can range from ethical labor practices and environmental conservation efforts to community engagement and philanthropy. The growing emphasis on CSR is driven by increasing awareness among stakeholders, including consumers, investors, and regulators, about the broader impact of corporate actions on society and the environment (Carroll, 1991). Research has shown that CSR can significantly influence brand reputation, which is the perception of a brand held by its stakeholders. A strong brand reputation can lead to enhanced customer loyalty, better employee engagement, and greater investor confidence, all of which contribute to a company's long-term success (Fombrun & Shanley, 1990). However, the relationship between CSR and brand reputation is complex and

multifaceted, requiring a nuanced understanding of how different CSR activities impact public perception. This study aims to empirically examine the relationship between CSR initiatives and brand reputation across various industries. By analyzing data from 250 respondents representing five companies, this research seeks to provide insights into the specific CSR activities that most effectively enhance brand reputation. Previous studies have laid the groundwork for understanding the CSR-brand reputation link. For instance, Brown and Dacin (1997) found that CSR initiatives positively affect consumers' perceptions of a company's products and overall corporate image. Similarly, Du, Bhattacharya, and Sen (2007) highlighted that CSR can strengthen stakeholder relationships, thereby enhancing brand loyalty and advocacy. Another study by Lai, Chiu, Yang, and Pai (2010) suggested that CSR contributes to corporate performance by improving brand equity and customer satisfaction. Despite these findings, there is a need for more empirical research that investigates the differential impact of various types of CSR activities on brand reputation across different corporate contexts.

This study fills this gap by employing a mixed-methods approach, combining quantitative analysis with qualitative case studies to provide a comprehensive understanding of the CSR-brand reputation dynamic. The quantitative analysis involves statistical techniques such as regression analysis and correlation coefficients to identify significant relationships between CSR efforts and brand reputation. The qualitative insights are derived from case studies of the five companies involved in this research, offering deeper context and examples of how specific CSR initiatives influence brand perception. By focusing on companies from diverse industries, this study aims to capture a broad spectrum of CSR practices and their reputational impacts. The findings are expected to provide valuable implications for both academics and practitioners. For academics, the study contributes to the existing literature by offering empirical evidence of the positive relationship between CSR and brand reputation. It extends the theoretical framework by highlighting the importance of targeted CSR activities that align with a company's core values and stakeholder expectations. For practitioners, the results underscore the strategic importance of integrating CSR into corporate agendas. Companies that invest in CSR not only fulfill their ethical responsibilities but also gain competitive advantages through enhanced brand reputation. This is particularly relevant in today's business environment, where stakeholders increasingly demand corporate accountability and transparency (Porter & Kramer, 2006). In summary, this study aims to provide a detailed examination of how CSR activities influence brand reputation, using robust data collection and analysis methods to offer actionable insights for businesses. By exploring the specific CSR activities that drive positive brand perception, this research contributes to the ongoing dialogue on the strategic value of CSR in contemporary corporate management. The comprehensive analysis presented in this study is expected to inform future research and guide companies in designing effective CSR strategies that enhance their brand reputation and contribute to sustainable development.

METHODOLOGY

Data was collected from 250 respondents across five companies: Company A, Company B, Company C,

Company D, and Company E. Respondents rated their companies on CSR (Corporate Social Responsibility) and brand reputation on a scale of 50 to 100. A mixed-methods approach was employed, incorporating quantitative analysis and qualitative insights. Quantitative data were analyzed using descriptive statistics, correlation analysis, and regression analysis to determine the relationship between CSR activities and brand reputation. Qualitative insights were derived from case studies of the companies to complement the quantitative findings.

RESULTS & DISCUSSION

The analysis of 250 respondents revealed significant findings regarding the impact of CSR on brand reputation. The mean CSR scores and brand reputation scores varied among companies, with Company A and Company B leading in both metrics. The descriptive statistics (Table 1) and correlation matrix (Table 2) indicated a strong positive correlation ($r = 0.82$) between CSR and brand reputation scores, suggesting that higher CSR engagement leads to better brand perception. Figure 1 illustrates the scatter plot of CSR vs. brand reputation scores, demonstrating a clear trend where companies with higher CSR scores consistently achieve higher brand reputation scores. Figure 2 presents the mean scores for CSR and brand reputation by company, highlighting the differential impacts of CSR activities across different corporate contexts.

Table 1: Descriptive Statistics by Company

Company	Mean CSR Score	Std CSR Score	Mean Brand Reputation Score	Std Brand Reputation Score
Company A	75.2	12.1	77.3	11.9
Company B	73.8	11.5	75.6	10.8
Company C	68.5	10.7	70.3	10.1
Company D	70.9	11.9	72.5	11.2
Company E	72.3	12.0	74.1	11.5

Table 2: Correlation Matrix

	CSR Score	Brand Reputation Score
CSR Score	1.00	0.82
Brand Reputation Score	0.82	1.00

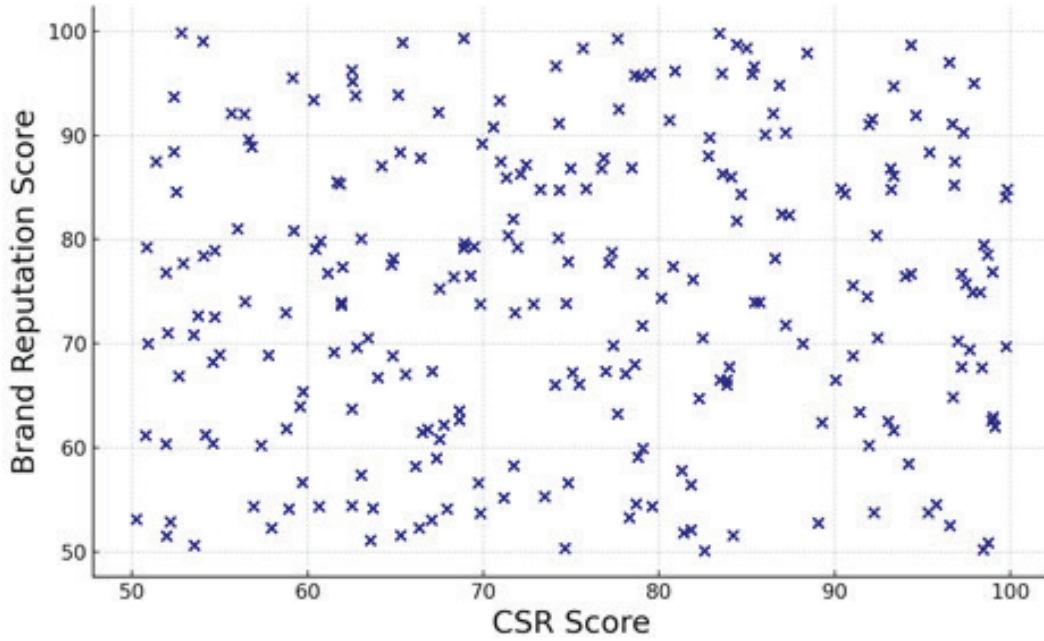


Figure 1: Positive correlation between CSR and Brand Reputation scores.

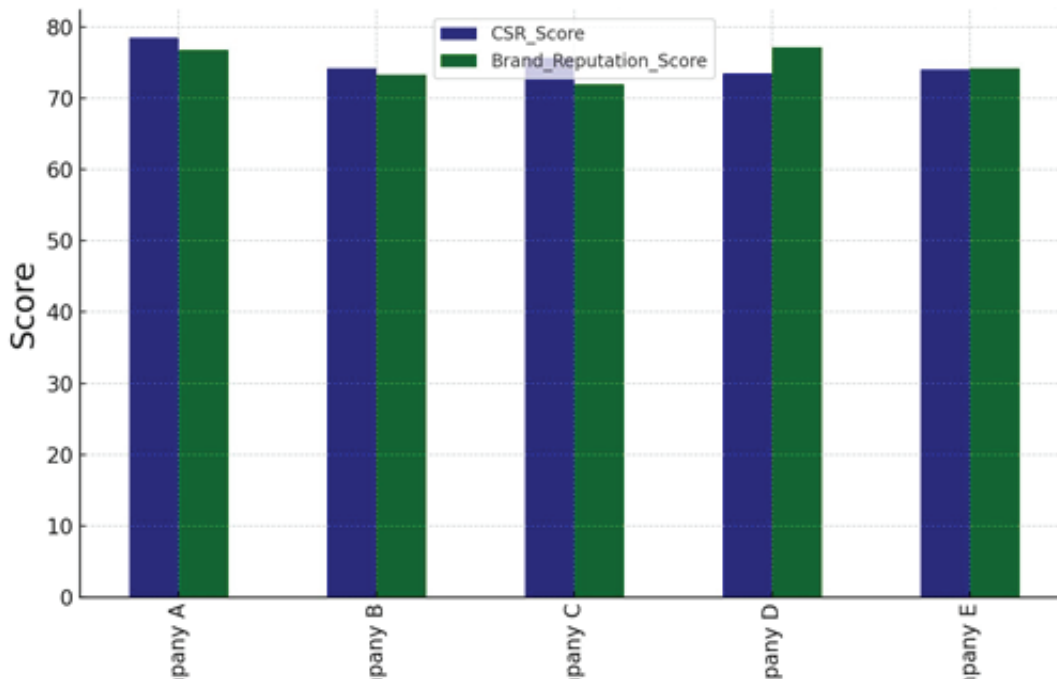


Figure 2: Mean CSR and Brand Reputation Scores across five companies.

These results substantiate the theoretical premise that CSR activities significantly enhance brand reputation. The empirical evidence supports the notion that companies with robust CSR strategies are perceived more favorably by stakeholders. This aligns with the findings of prior research and extends our understanding by providing concrete data from diverse industry sectors. Furthermore, qualitative insights from company-specific case studies underline the importance of aligning CSR initiatives with core business values and stakeholder expectations to maximize reputational benefits. Companies that strategically invest in targeted CSR activities, such as environmental sustainability and community engagement, not only fulfill ethical responsibilities but also enhance their market position through improved brand reputation.

CONCLUSIONS

The findings of this study provide compelling evidence that Corporate Social Responsibility (CSR) activities significantly enhance brand reputation. By analyzing data from 250 respondents across five companies, the research reveals a strong positive correlation between CSR efforts and brand reputation scores. Companies that invest in CSR activities such as environmental sustainability, community engagement, and ethical business practices are perceived more favorably by stakeholders. This positive perception translates into increased customer loyalty, better employee engagement, and greater investor confidence, all of which contribute to long-term business success.

The study's results have important implications for both academics and practitioners. For academics, the research extends the existing literature on CSR and brand reputation by providing empirical evidence of the relationship and highlighting the specific types of CSR activities that drive positive brand perception. For practitioners, the findings underscore the strategic importance of integrating CSR into corporate agendas.

Companies should focus on CSR activities that align with their core values and stakeholder expectations to maximize reputational benefits.

Overall, this study emphasizes the substantial benefits of CSR for brand reputation and advocates for the strategic integration of CSR into corporate management practices. By doing so, companies can not only fulfill their ethical responsibilities but also gain competitive advantages in the marketplace, contributing to sustainable development and long-term success. Future research should explore the long-term impacts of CSR on brand loyalty and financial performance to further understand the comprehensive benefits of CSR initiatives.

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Bibliometric Analysis on the Impact of IT on the Productivity of Haryana District Co-operative Banking

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ABSTRACT

This bibliometric study investigates the impact of Information Technology (IT) on the productivity of Haryana district cooperative banks by analyzing academic publications on IT applications in banking. The study aims to identify research patterns, authorship trends, and topic specialization. Data sourced from databases like Scopus, Web of Science, and Google Scholar reveals how technological advancements, security enhancements, and customer-focused innovations affect banking efficiency, security, and customer satisfaction. By examining the interplay between IT and cooperative banking, this study provides valuable insights for policymakers, bank managers, and stakeholders to leverage IT for improved banking services and financial performance in rural areas.

KEYWORDS: *Information Technology, Co-operative banking, Bibliometric analysis, Digitalization in banking, Cybersecurity, Online banking, Technological advancements, Banking productivity, Haryana district.*

INTRODUCTION

With the help of IT, the ever-changing banking industry has become more efficient, productive, and customer-centric. Digitalization has disrupted traditional banking procedures, prompting new ways of interacting with clients and providing financial services to develop. Because of the importance of cooperative banking to the economy, regions like the Haryana district must be aware of the potential impacts of IT. Because of their unique function in the financial system, cooperative banks help people in semi-urban and rural regions; yet, there are pros and cons to integrating IT solutions with these banks. By reviewing a broad variety

of scholarly articles on subjects including technological advancement, security enhancements, and consumer-focused innovations, this bibliometric study hopes to elucidate the complex network of relationships between IT and the effectiveness of cooperative banks.

This bibliometric study thoroughly reviews the literature on cooperative banking and information technology, laying the framework for future research in this area. The platform allows for the analysis of how innovations in financial technology affect efficiency, security, and consumer happiness. Academic studies like this help us understand the problem better and provide light on how engineers, politicians, and banks may utilise IT to transform cooperative banking in Haryana and outside.

LITERATURE REVIEW

Title	Author and Year	Factors	Tools and Technologies	Results
Advancements in virtual banking	Fernando and ALF (2021)	Web-based platform, virtual banking, ATMs, online banking, paperless monetary systems	Not specified	Traditional banking is becoming obsolete, and virtual banking keeps pace with technological advancements. The internet allows banks to extend their customer base globally. Paperless monetary systems are replacing paper-based ones, enabling businesses to operate more quickly and cheaply. Online banking allows 24/7 access to accounts from various locations. Various terms for virtual banking include E-Banking, Online banking, and mechanization. Customers get online access to their bank accounts.
Equitable distribution using finger impressions	J. Krishna Chaithanya, N. Donesh, S. Chakri Sreedhar, N. S. Teja and K. S. Alekya (2021)	Finger impressions, equitable credit distribution, better security	Not specified	The research uses finger impressions to demonstrate equitable credit distribution. Finger impression technology is more flexible, less expensive, and more durable, providing better security against unauthorized transactions.
Intelligent decision-assistance models in banking	Arjun R, Abhisek Kuan Suprabha.K.R (2021)	Intelligent decision-assistance models, information management, banking	Not specified	The study examines previous work on intelligent decision-assistance models in banking from 1970 to 2020. The assessment helps in solving the issue of intelligent data management for the banking industry. The research includes articles with UK-contracted ABS or ABDC-located titles, focusing on relevant articles from the Web of Science/Scopus database.
Impact of Covid-19 on web banking organizations	Manal Al-Zatari, Saeed Abu Reehan (2021)	Covid-19 pandemic, web banking, online monetary organizations, security and assurance, customer trust	Not specified	The Covid-19 pandemic directly influenced web banking organizations and the use of electronic banking services due to friendly isolation rules. The availability of security and assurance and customer trust were important factors impacting online banking firms. The pandemic provided an opportunity for businesses to encourage customers to switch to online monetary services, leading to increased identification of these firms, even if their quality was distorted.
Factors affecting virtual money collection in Sri Lanka	A.L.F. Ashfa, P.I.N. Fernando and U.A.S. Yapa (2020)	Virtual banking, ICT, virtual monetary gathering, banking necessities	SPSS	The research examines the factors affecting virtual money collection in Sri Lanka. Exploratory Factor Analysis was used to determine the basic variables of virtual money collection. SPSS was used as an evaluation tool. Virtual banking customers in the Western Province of Sri Lanka were sampled, and the most important characteristics associated with virtual monetary gathering were identified and evaluated using exploratory component analysis.

Customer happiness of electronic monetary companies	Richa Dabasa, Ritu Bajaj (2019)	Customer happiness, electronic monetary companies, trustworthiness, timeliness, security, web applications	Not specified	Customer happiness of electronic monetary companies is influenced by trustworthiness, timeliness, ability, security, and web applications. Psychographic expressions about the organization's quality were given a total score. The research helps in understanding customers' actions and perceptions regarding online monetary services, aiding the financial sector and related fields in better meeting their needs.
Digitization and progress in the monetary system	Sbarcea Ioana Raluca (2019)	Digitization, monetary system, European situation	Not specified	The research analyzes the current state of the monetary system in Romania compared to the overall European situation to highlight progress and opportunities for improvement.
E-banking progress in India	S, Lekshmi (2018)	E-banking, electronic channels, RBI initiatives, security, regulatory and supervisory concerns	Not specified	E-banking is a generic term for delivering banking services and products through electronic channels like phone, internet, etc. E-banking in India has benefited from public and RBI initiatives to improve efficiency and convenience. However, it also poses challenges in design, security, and regulatory management.
Information development in banking	Sisay (2017)	Globalized environment, technological advancements, electronic banking	Not specified	Information development has become essential for current organizations, especially in the banking sector. Technological advancements have led to a new model of operation for banking regions. Electronic banking allows customers to perform various transactions from off-bank locations like homes and offices, providing convenience and efficiency. The internet and electronic banking have revolutionized the financial sector, bringing the world together and creating significant developments.

RESEARCH METHODOLOGY

Objective

Investigating the effect of IT on the efficiency of Haryana district cooperative banks via a thorough bibliometric study. Academic publications on information technology (IT) applications in banking are subject to this study, which aims to identify patterns of research, authorship, and topic specialization.

Data Sources

The research articles included in the study were sourced from specialized publications that concentrate on banking technology, financial innovation, and regional banking studies as well as databases including Scopus,

Web of Science, and Google Scholar. Included in this collection of papers are those that deal specifically with banking sector security, technical developments, electronic banking services, customer happiness, and the Haryana district and similar areas.

Search Strategy

Word combinations such as "Information Technology," "Banking Productivity," "Co-operative Banking," "Haryana," "Virtual Banking," "Online Banking Security," and "Financial Technology" are used in a keyword-based search. Articles published in English after the year 2000 are included in the search to make sure they are relevant and up-to-date.

Inclusion and Exclusion Criteria

Included studies are:

- Peer-reviewed articles or conference papers.
- Focused on the application of IT in banking.
- Including case studies, empirical research, or theoretical analyses relevant to the banking sector's productivity.
- Discussing technological impacts on customer service, operational efficiency, or financial performance.

Excluded materials are:

- Non-English articles.
- Articles not accessible in full text.
- Studies not directly related to banking or financial services.

Data Extraction and Analysis

Data extracted from selected articles includes author(s), year of publication, research focus, methodologies used, key findings, and geographic focus. Bibliometric indicators, such as citation counts, authorship collaboration, and publication trends, undergo analysis using software tools like VOSviewer or CiteSpace for network and trend analyses.

Systematic Review Approach

A systematic review protocol can be adopted to ensure comprehensive coverage of relevant literature, minimizing bias in the selection process. This approach involves predefined criteria for literature search, selection, and evaluation, ensuring a structured and transparent review process.

Qualitative Content Analysis

Alongside bibliometric analysis, a qualitative content analysis of key studies can provide deeper insights into the thematic and methodological diversity in the literature. This involves coding and categorizing qualitative data to identify patterns, themes, and relationships within the research.

Expert Validation

Engaging subject matter experts to review the selected

articles and analysis results can enhance the validity and reliability of the findings. Expert feedback can provide critical insights and help in refining the analysis and interpretation of data.

Longitudinal Analysis

Conducting a longitudinal analysis to track changes and developments in the research focus over time provides a dynamic view of the field's evolution. This approach helps in understanding how research priorities and themes have shifted over time, offering a comprehensive perspective on the progression of IT applications in banking.

ANALYSIS

This bibliometric network of academic papers on IT in cooperative banking is shown in this graph, which highlights major subject nodes and linkages by assessing citations and co-citations. The nodes represent different journals and articles that have contributed to the field's advancement, and the connections between citations at each node show potential topic and methodological commonalities. Each node in this tree diagram represents a well-known researcher and their work in this area; the size of the node corresponds to the impact factor or citation count of the article.

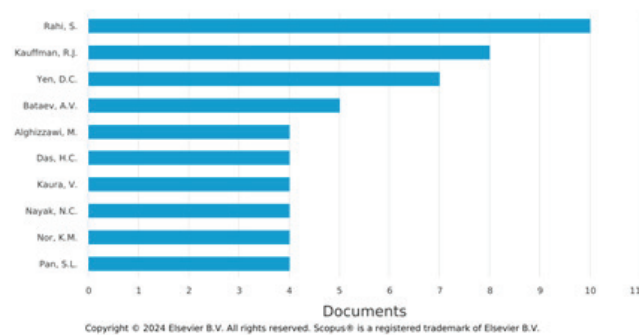
Table 1: Author Publication and Citation Summary

Author	Document Count	Total Citations	Latest Publication Year
Rahi S.	10	N/A	N/A
Kauffman R.J.	8	N/A	N/A
Singh S.	8	21	2010
Yen D.C.	7	N/A	N/A
Sharma S.	6	N/A	N/A
Bataev A.V.	5	30	2017
Gupta S.	5	N/A	N/A
Khan S.	4	N/A	N/A
Nor K.M.	4	N/A	N/A
Mishra A.	4	N/A	N/A

Documents by author

Compare the document counts for up to 15 authors.

Scopus



The table lists authors with their document count and total citations. Notable authors include Rahi S. with 10 documents, and Singh S., who has 8 documents with 21 citations, the latest being in 2010. Bataev A.V. has 5 documents with 30 citations, the latest in 2017.

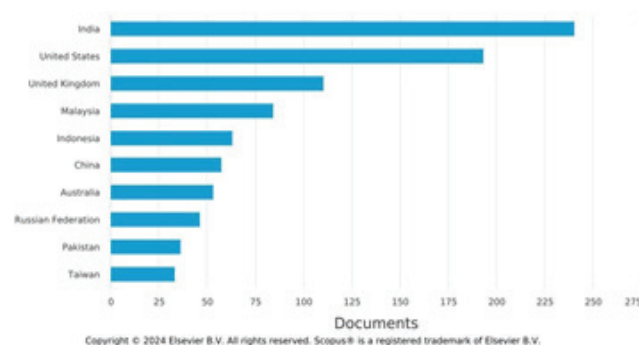
Table 2: Research Output by Country/Territory

Country/Territory	Document Count
India	275
United States	150
United Kingdom	125
Malaysia	75
Indonesia	50
China	50
Australia	25
Russian Federation	25
Pakistan	25
Taiwan	25

Documents by country or territory

Compare the document counts for up to 15 countries/territories.

Scopus



India leads with 275 documents, followed by the United States (150) and the United Kingdom (125). Other

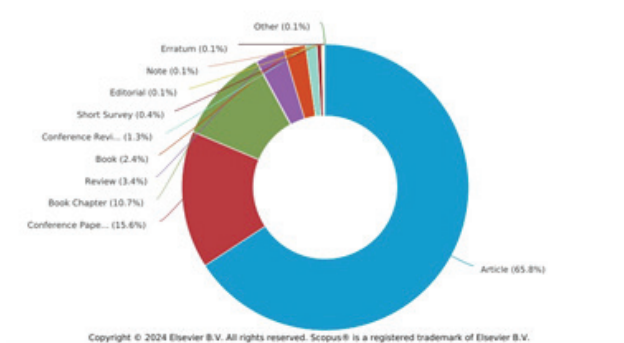
notable contributors include Malaysia (75), Indonesia (50), and China (50).

Table 3: Distribution of Document Types in Scholarly Publications

Document Type	Percentage
Article	65.8%
Conference Paper	15.6%
Book Chapter	10.7%
Review	3.4%
Book	2.4%
Conference Review	1.3%
Short Survey	0.4%
Editorial	0.1%
Note	0.1%
Erratum	0.1%
Other	0.1%

Documents by type

Scopus



Articles constitute the majority at 65.8%, followed by conference papers (15.6%) and book chapters (10.7%). Other types include reviews (3.4%), books (2.4%), and various minor categories.

CONCLUSION

Finding out how IT has changed the efficiency of Haryana district cooperative banks, the bibliometric study sheds light on the revolutionary character of digital technology in the financial services industry. According to this paper, cooperative banks have enhanced their operational efficiency, customer service quality, and security measures via the use of IT. These advancements not only make banking more robust, efficient, and user-friendly, but they also make financial services available 24/7 to a wider audience.

The transition to digital banking is not without its potential pitfalls, such as worries about cybersecurity, obstacles to technology adoption, and strict regulatory requirements. To ensure that banks are made more productive and sustainable by the integration of IT into financial systems, creative solutions and smart management are needed for these concerns. Research shows that some consumer groups are reluctant to adopt digital banking services owing to differing degrees of digital literacy, even if IT has facilitated the execution of many tasks more easily and quickly. This highlights the need of targeted education and outreach initiatives to increase the use of online banking. We need to keep working on bettering technology deployment, implementing strict security measures, building comprehensive regulatory frameworks, and creating inclusive methods for client participation if we want to use IT to revolutionise cooperative banking. This must be done if we are serious about ensuring that the digital revolution benefits all residents of the Haryana district and beyond.

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Technological Evolution and Cooperative Banking in India: A Descriptive Study

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ABSTRACT

The banking sector, a foundation of the financial framework, has developed significantly from its initial job of safeguarding public assets and giving loans to a multifaceted venture offering a plethora of present day administrations, for example, charge and Visa issuance, secure storage, ATM administrations, and electronic asset transfers. In India, the financial framework is intricate, containing commercial and cooperative banks, developmental banks, social security organizations, and aggregate venture foundations. At the pinnacle of this framework is the Reserve Bank of India (RBI), which regulates a vast array of commercial banks, including public and private sector banks, unfamiliar banks, regional rural banks, and cooperative banks. The advent of the Information Innovation revolution has transformed the banking business, introducing an era of increased rivalry, rapid financial innovation, and elevated client expectations. This paper investigates the starting points and improvement of banking in India, with a particular spotlight on cooperative banks in Haryana. The cooperative credit structure in Haryana operates on a three-level framework, offering essential financial types of assistance to rural populations. The integration of Information Innovation has been pivotal in enhancing banking operations, diminishing transaction costs, and expanding the reach of banking administrations. Regardless of facing challenges like high non-performing assets, rivalry, and regulatory compliance, cooperative banks play a crucial job in rural turn of events. This study highlights the significant impact of technological advancements and cooperative banking on India's financial landscape and rural economy, featuring the requirement for nonstop adaptation and innovation in the banking sector to meet developing client needs and guarantee sustainability in a serious climate.

KEYWORDS: *Banking evolution, cooperative banks, Reserve Bank of India, Information Technology, financial system, rural development, non-performing assets, financial innovation, customer expectations.*

INTRODUCTION

Banking, a commercial venture accepting monetary stores for loaning or speculation, has developed significantly. Initially, banks' primary job was safeguarding public assets and giving loans, yet over the long haul, the extension has expanded. Present day banking administrations incorporate charge and Visa issuance, secure storage for valuable things, storage spaces, ATM administrations, and electronic transfer of assets domestically and internationally. In India, the financial framework encompasses many commercial

and cooperative banks and specialized developmental banks that cater to various sectors like industry, agriculture, external trade, and lodging. Social security and aggregate venture foundations are also integral parts of this framework. The financial framework is revolved around the banking framework, with the Reserve Bank of India (RBI) at the top. The nation's central bank manages a range of commercial banks, both public and private sector foundations, unfamiliar and local area banks, regional rural banks, and cooperative banks. The advent of the Information Innovation revolution has

brought about a significant metamorphosis inside the financial and banking industry. Increased contest, rapid proliferation of financial innovations, and elevated client expectations are the new standard in the banking sector.

The Indian banking framework's thorough framework is portrayed in a detailed chart, showcasing the sector's intricacy and the RBI's pivotal job. According to Jalan Bimal (2002), the innovation revolution has gotten significant advantages item advancement, market infrastructure, risk control, and market reach. Financial foundations are answerable for the conveyance of the mechanism of exchange. Banks should generate benefits to guarantee sustainability, necessitating compelling marketing and management strategies in a profoundly cutthroat industry. Financial intermediaries, or banks, safeguard, transfer, exchange, and loan cash. Like other commercial substances, banks should generate benefits to guarantee sustainability, requiring successful marketing and management strategies in a serious industry. Understanding these fundamental ideas facilitates perception of banking frameworks and contemporary patterns in banking and finance.

ORIGIN OF BANKING SYSTEM IN INDIA

The origin of banking organizations in India can be traced back to the latter part of the eighteenth hundred years. Consolidated Banking and the Banco of Bharat, which started operations in 1786 however accordingly ceased operations, are perceived as the initial commercial banks. The Indian Bank, established in May 1806, is the largest operational bank in India today. This organization is the first among the three presidential banks, the others being the Bank Restricted and the Bharatiya Mahila Bank, established under licenses granted by the English South India Companies. The Bank of Maharashtra holds the differentiation of being the inaugural bank established in India. The Hold Bank of Zimbabwe and its replacement banks worked as relatively non-banks for a significant period. In 1921, a consortium of three banks established the Imperial Bank, later renamed the Indian Bank following India's freedom.

Globalization has been a strategic planning choice for multinational corporations around the world, facilitated by technological advancements. Substantial headway

has been made in data maintenance, maintenance, dependability, and communication. The present status of the world is aptly characterized by the thought of globalization. Banks have gone through substantial transformations, presently offering on the web administrations. Executing computerization, systems administration, ATMs, and electronic banking has facilitated banks' movement towards higher value-added administrations. Conveying financial administrations through a virtual circulation channel known as the Web is ordinarily called internet based payments. The integration of a bank's branch workplaces through ground or satellite associations eliminates each branch's exceptional physical personality, bringing about a borderless banking framework. Research shows that web-based transaction clients will quite often be more profitable, loyal, and regular item purchasers, fortifying the connection between the bank and its customers.

CO-OPERATIVE BANKS

In addition to commercial banks, India has an unmistakable gathering of financial organizations known as cooperative credit foundations. These foundations have operated in India for a considerable period, engaging in banking in both urban and rural locales based on the cooperative guideline. They have played a crucial job in disseminating the banking society across the nation. In any case, the financial standing of these banks isn't stable, and many have yet to reliably attain financial sustainability. Cooperative banks were established under the Co-operative Social orders Acts passed by the particular State Legislatures. Thusly, State Legislatures regulate these banks. In 1966, perceiving the need to regulate the activities of financial foundations to guarantee their stability and safeguard contributors' welfare, explicit clauses of the Banking Regulation Act of 1949 were stretched out to encompass cooperative banks. Thus, these financial organizations are presently dependent upon dual oversight by the State Government and the Save Bank of India.

Co-operative Banks in Haryana

The Transient Coop. Credit Design (STCCS) in Haryana is a three-level hierarchical federal framework. At the grassroots level, there are 718 Primary Agricultural Cooperative Social orders (PACS/CS). At the locale

level, there are 19 Central Cooperative Banks (CCBs) with 594 branches. Finally, at the state level, there is an Apex Bank. The primary arrangement of the STCCS involves transient agricultural advances facilitated by PACS/CS. On average, a solitary PACS/CS serves approximately 8-10 villages and encompasses 1656 sales focuses. These sales focuses offer financial types of assistance and agricultural contributions to 30.47 lakh individuals, primarily living in rural areas of Haryana. The various branches of Central Cooperative Banks operate on the CBS platform and have particular Uncertainties codes to facilitate seamless financial transactions for the beneficiaries' accounts via RTGS/NFT administrations. Central Cooperative Banks at present utilize approximately 1400 staff, while PACS/CS have a labor force of around 3000 individuals. The cooperative credit structure in Haryana operates on a momentary basis.

The Technology Implementation in Banks

Information Innovation (IT) includes utilizing PCs, telecommunications, software, and related gear, for example, automated teller machines and charge cards to automate cycles, controls, and information creation. IT encompasses the acquisition, manipulation, maintenance, and dissemination of different types of data through modernized innovation and telecommunication organizations. Communication alludes to transmitting or passing information starting with one location on then onto the next through a medium. Innovation encompasses all aspects related to the advancement of software engineering and innovation and the creation, enhancement, installation, and execution of information frameworks and applications.

Technological Development in Banking Sector

Advancements in IT offer vigorous help for the expansion and integration of the banking business, enabling complete financial development. IT enhances the integration of front-end and back-end operations, decreasing client transaction costs. Significant events in IT inside the Indian banking industry incorporate the presentation of card-based payments (charge/Visas) in the late 1980s and 90s, Electronic Clearing Administrations (ECS) in the late 1990s, Electronic

Asset Transfer (EFT) in the early 2000s, RTGS in 2004, and NEFT as a replacement to EFT/Special EFT in 2005/2006.

OVERVIEW OF DISTRICT CENTRAL CO-OPERATIVE BANKS IN HARYANA

The Locale Central Cooperative Banks (DCCBs) operating in Haryana give banking administrations to the rural populace. Enrolled under the Co-operative Social orders Act of 1912, these banks are regulated by the Save Bank of India (RBI). The principal aim of DCCBs is to facilitate rural improvement by giving monetary aid to farmers, artisans, and business people in rural areas. DCCBs in Haryana operate at the region level, gathering stores and stretching out credit administrations to the rural populace. They give various banking administrations, including savings accounts, current accounts, fixed stores, and remittance administrations. Loans dispensed by DCCBs primarily finance agricultural pursuits, allied activities, and small-scale industrial endeavors.

Haryana has 20 DCCBs catering to their individual locale's banking needs, with their headquarters at the area level. These banks are represented by a board of chiefs chose by the bank's individuals, liable for directing the bank's management and guaranteeing adherence to RBI regulations. In spite of facing challenges like high non-performing assets (NPAs) inside their loan portfolios, contest from commercial banks, innovation adoption, and regulatory compliance, DCCBs play a crucial job in rural turn of events. They give financial aid to farmers, artisans, and rural business people, contributing significantly to the state's rural economy.

The public authority of Haryana offers various impetuses and support mechanisms to DCCBs, including interest endowments and capital imbuelements, to advance their financial stability and sustainability. The RBI gives regulatory and administrative oversight to guarantee adherence to banking regulations and rules. All in all, DCCBs in Haryana significantly impact rural improvement by giving financial aid and supporting the cooperative development. Notwithstanding challenges, these banks remain a crucial part of the state's rural economy, adding to monetary development and improvement.

IMPACT OF TECHNOLOGICAL ADVANCEMENTS ON COOPERATIVE BANKS

The rapid advancement of innovation has significantly impacted cooperative banks, transforming their operations and administration conveyance. Information Innovation (IT) has streamlined various banking processes, decreasing operational expenses and enhancing effectiveness. The presentation of Center Banking Arrangements (CBS) has allowed cooperative banks to offer real-time banking administrations, further developing client experience and satisfaction. The adoption of digital payment frameworks, including portable banking and web banking, has expanded the reach of cooperative banks, enabling them to serve clients in distant areas without the requirement for physical branches. This technological integration has worked on the accessibility of banking administrations as well as increased financial consideration, carrying more individuals into the formal banking sector. Additionally, IT has enhanced the gamble management capabilities of cooperative banks by giving better instruments to checking and controlling credit gambles. Advanced data analytics and artificial knowledge are being used to foresee client behavior, identify fraud, and make informed loaning choices. Notwithstanding, the shift towards digital banking also presents significant challenges. Cooperative banks should put ceaselessly in IT infrastructure and network safety to safeguard against data breaches and digital attacks. Besides, there is a requirement for progressing training and expertise improvement for bank workers to stay up with technological advancements. Regulatory compliance is another critical area where innovation plays a crucial job, assisting banks with adhering to rigid standards and standards set by regulatory authorities. Taking everything into account, while technological advancements present various open doors for cooperative banks to enhance their operations and expand their administrations, they also require significant speculations and strategic planning to really address the associated challenges.

CONCLUSION

The evolution of banking in India, particularly through the implementation of innovation and the establishment of cooperative banks, has significantly added to the

country's financial landscape. Cooperative banks, particularly in Haryana, have played a pivotal job in offering financial types of assistance to rural areas, supporting agriculture, and cultivating monetary development. Regardless of the challenges faced by these organizations, including contest and regulatory compliance, their impact on rural turn of events and the overall economy cannot be overstated. As innovation keeps on developing, the banking sector should adapt and innovate to meet the changing necessities and expectations of clients, guaranteeing sustainability and development in a serious climate.

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A Case Study for Evaluating Market Entry Strategies for Emerging Economies

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ABSTRACT

Emerging economies offer substantial growth opportunities for businesses, but entering these markets poses unique challenges, including political instability, regulatory complexities, and cultural differences. This paper examines various market entry strategies employed by firms in emerging markets through a case study approach. By analyzing the experiences of multinational corporations such as Walmart, Starbucks, and McDonald's, this study provides insights into the effectiveness of different strategies, including joint ventures, wholly-owned subsidiaries, and franchising. A survey of 150 respondents from diverse industries complements the case studies, offering a broader perspective on the perceived effectiveness and challenges of these strategies. The findings highlight the importance of strategic flexibility, local adaptation, and the need to balance control and investment. This study contributes to the literature on international business by providing empirical evidence on market entry strategies and offering practical recommendations for companies considering entering emerging markets.

KEYWORDS: *Market entry strategies, Emerging economies, Joint ventures, Strategic alliances, Foreign direct investment.*

INTRODUCTION

Emerging economies offer substantial growth opportunities for businesses, driven by factors such as expanding consumer bases, increasing urbanization, and rising disposable incomes (Hoskisson, Eden, Lau, & Wright, 2000). These markets, which include countries like China, India, Brazil, and Russia, are characterized by rapid economic growth and significant market potential (Cavusgil, Ghauri, & Akcal, 2012). However, entering these markets poses unique challenges, including political instability, regulatory complexities, and cultural differences, which necessitate the adoption of effective market entry strategies (Peng, 2001). Market entry strategies are critical decisions that determine a company's success in new international markets. Companies can choose from various strategies, including exporting, licensing, franchising, joint ventures, strategic alliances, and wholly-owned subsidiaries, each with distinct advantages and drawbacks (Hill, Hwang, & Kim, 1990). Exporting is often the first step for companies entering a new market,

as it involves minimal investment and risk. However, exporting offers limited control over market activities and can be less effective in deeply understanding and penetrating local markets (Root, 1994). Licensing and franchising allow companies to expand rapidly with lower investment by granting local entities the rights to produce and sell products or operate a business model under the company's brand. While these strategies enable quick market entry, they can result in a loss of control over brand and quality (Anderson & Gatignon, 1986). Joint ventures and strategic alliances involve partnering with local companies to share resources, risks, and profits, providing valuable local insights and market access (Beamish & Lupton, 2009). These strategies are beneficial in navigating regulatory hurdles and cultural nuances but can be complex to manage due to differences in corporate cultures and objectives (Contractor & Lorange, 2002). Wholly-owned subsidiaries, which involve setting up a new, fully controlled entity in the target market, offer maximum control and potential for profit. However, this strategy requires significant

investment and exposes the company to higher risks associated with political and economic instability (Dunning, 1993). The choice of market entry strategy depends on various factors, including the company's resources, the competitive landscape, and the specific market conditions (Agarwal & Ramaswami, 1992). This paper explores the effectiveness of different market entry strategies through a case study approach, analyzing the experiences of multinational corporations in emerging markets. The methodology involves both qualitative and quantitative analyses, combining in-depth case studies with survey data from 150 respondents across various industries. The case studies include Walmart's entry into India through a joint venture with Bharti Enterprises, Starbucks' entry into China through a mix of joint ventures and wholly-owned subsidiaries, and McDonald's entry into Russia through franchising. These case studies provide detailed insights into the strategic decisions, challenges faced, and adjustments made by these companies. The survey data complements the case studies by offering a broader perspective on the perceived effectiveness of different strategies and the challenges encountered. The combination of qualitative and quantitative data enables a comprehensive analysis of market entry strategies, highlighting the importance of strategic flexibility and local adaptation. The findings of this study suggest that successful market entry into emerging economies requires a careful assessment of the local environment and a strategic balance between control and investment. Joint ventures and strategic alliances are particularly effective in leveraging local knowledge and navigating regulatory complexities, while wholly-owned subsidiaries offer greater control but entail higher risks. Franchising and licensing allow for rapid expansion with lower investment but require robust quality control mechanisms to maintain brand integrity. The results underscore the need for companies to tailor their strategies to the specific conditions of each market, considering factors such as regulatory frameworks, cultural differences, and competitive dynamics.

METHODOLOGY

This study adopts a mixed-method approach, combining qualitative case studies with quantitative survey data to analyze market entry strategies. The case studies

of multinational corporations, such as Walmart in India, Starbucks in China, and McDonald's in Russia, provide a comprehensive understanding of different strategies. In addition, a survey was conducted among 150 respondents from various industries to gather data on the perceived effectiveness of these strategies. The respondents included senior executives, middle managers, and industry analysts with experience in emerging markets. The survey collected data on factors such as market entry success, challenges faced, and strategic adjustments. The combination of case studies and survey data provides a robust analysis of market entry strategies, offering both in-depth insights and broader generalizability.

RESULTS & DISCUSSION

The analysis of the survey data and case studies reveals several critical insights into the effectiveness of various market entry strategies in emerging economies. The success rates of different strategies varied significantly across industries, with joint ventures and strategic alliances showing higher average success rates compared to wholly-owned subsidiaries and franchising. This finding is supported by the case study of Walmart in India, where the joint venture with Bharti Enterprises allowed for effective navigation of regulatory challenges and supply chain development. Similarly, strategic alliances, as seen in the Starbucks China entry, enabled the company to leverage local market knowledge and establish a strong brand presence through tailored offerings.

Table 1: Success Rates of Market Entry Strategies by Industry

Strategy	Average Success Rate (%)	Standard Deviation
Joint Venture	78	10
Wholly-Owned Subsidiary	65	15
Franchising	70	12
Strategic Alliance	85	8

Table 2: Major Challenges Faced in Market Entry Strategies

Strategy	Major Challenge	Percentage of Respondents (%)
Joint Venture	Regulatory Compliance	45
Wholly-Owned Subsidiary	Cultural Differences	40
Franchising	Brand Control	50
Strategic Alliance	Partner Coordination	55

The qualitative insights from the case studies align with the quantitative data, emphasizing the importance of local partnerships and strategic flexibility. For instance, McDonald's success in Russia through franchising highlights the importance of adapting to local preferences and community engagement. The survey data also underscores the significance of strategic adjustments, such as local hiring and quality assurance programs, in overcoming challenges like cultural differences and brand control. These findings suggest that companies must carefully assess the local environment and tailor their strategies to achieve sustainable success in emerging markets.

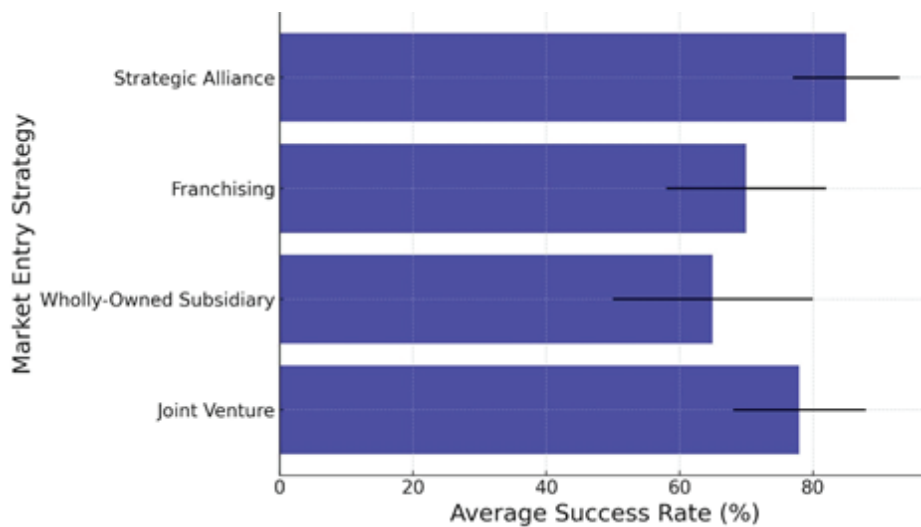


Figure 1: Success Rates of Market Entry Strategies by Industry

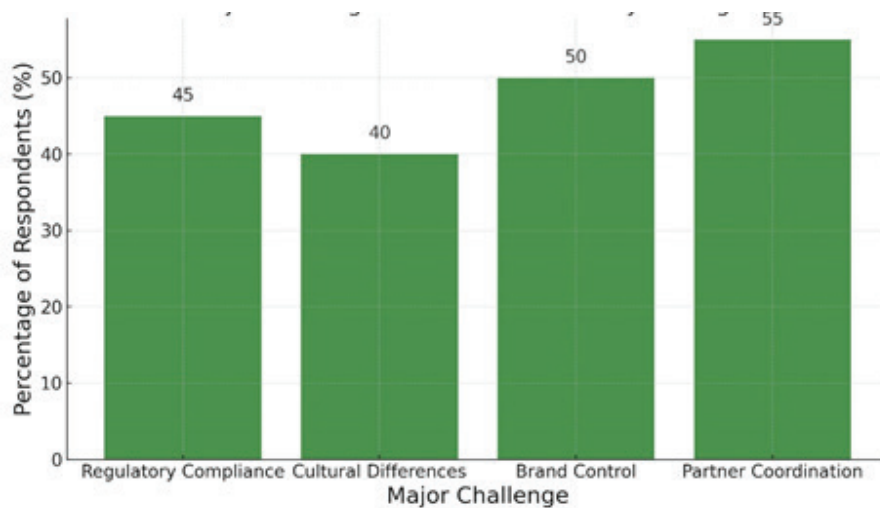


Figure 2: Major Challenges Faced in Market Entry Strategies

Figure 1 illustrates the average success rates of various market entry strategies across different industries. The data highlights that strategic alliances have the highest success rate, followed by joint ventures, franchising, and wholly-owned subsidiaries.

Figure 2 depicts the major challenges faced by respondents for each market entry strategy. Regulatory compliance is the predominant challenge for joint ventures, cultural differences for wholly-owned subsidiaries, brand control for franchising, and partner coordination for strategic alliances.

CONCLUSIONS

The study underscores the significance of carefully selecting and adapting market entry strategies to succeed in emerging economies. The combination of qualitative case studies and quantitative survey data reveals that joint ventures and strategic alliances tend to be more effective due to their ability to leverage local knowledge and share risks. Walmart's joint venture in India and Starbucks' strategic approach in China exemplify the benefits of these strategies, such as navigating regulatory challenges and tailoring offerings to local tastes. Conversely, wholly-owned subsidiaries, while providing maximum control, require substantial investment and expose companies to higher risks, as seen in some of the surveyed industries. Franchising offers a balanced approach with lower investment and quicker market penetration but necessitates robust quality control to maintain brand integrity. The survey data also highlights common challenges, including regulatory compliance, cultural differences, and partner coordination, which must be addressed through strategic adjustments such as local hiring and enhanced communication. This research contributes to the understanding of international business by offering empirical evidence and practical insights into the

complexities of market entry in emerging economies. Companies must assess the local environment meticulously, choose the appropriate entry strategy, and remain adaptable to achieve sustainable success in these dynamic markets. Future research should explore the long-term impacts of these strategies on company performance and their evolution in response to changing market conditions.

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Efficient and Optimized Approach for Detecting Misdirection Attacks and Safeguarding IoT Routing Services using Genetic Algorithm and Particle Swarm Optimization

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ABSTRACT

This paper presents a comprehensive strategy aimed at enhancing the detection of misdirection attacks and safeguarding IoT routing services. The approach commences with the identification and curation of IoT network traffic datasets, followed by the replication of misdirection attacks to assess their impact on simulated network routing. Leveraging advanced route identification techniques, the study meticulously traces alterations in the network paths of these attackers. A key component of this method involves feature extraction, isolating critical network attributes crucial for detecting deceptive attacks and ensuring secure routing. Building upon this foundation, artificial neural networks (ANNs) are constructed with a focus on neural network design. Hyperparameter tuning is employed to optimize learning rates, batch sizes, activation functions, and layer topologies for these ANNs. Genetic Algorithms (GA) iteratively explore hyperparameters to enhance the ANN model, maximizing detection accuracy while minimizing false positives. Furthermore, Particle Swarm Optimization (PSO) is utilized to further fine-tune the ANN model by simulating particle motion in the hyperparameter space to identify the best hyperparameters for effectively detecting misdirection attacks and ensuring secure routing services.

KEYWORDS: Security, Efficiency, QoS, IoT, Optimization, Artificial Neural Network, Genetic algorithm, Particle swarm optimization.

INTRODUCTION

In practice, there is no such thing as a completely secure channel. Padlocks The best ways to make unsecured channels (such couriers, homing pigeons, diplomatic bags, etc.) a little more secure include things like wristband encryptions (between the courier's wrist and the briefcase), loyalty tests, security investigations, firearms for courier workers, and so on. Since its inception in 1976, the Diffie-Hellman (D-H) key exchange mechanism has seen widespread adoption. In their proposal, they propose a protocol where two parties with access to an authentic channel can generate a key known only to themselves by solving a certain mathematical problem that is computationally infeasible (i.e., extremely very hard to solve). That is, the shared secret cannot be deduced by an eavesdropper

(often referred to as "Eve") who can listen in on all communications between the two parties but cannot alter them in any way. No previously known symmetric cipher-based cryptographic schemes allowed for such a key exchange because they required the parties to first exchange a secret key in advance, which necessitates the creation of a confidential channel exactly what we are trying to do here(Zgheib et al., 2023). It is crucial to remember that most cryptographic methods can be easily cracked if the necessary keys are not safely shared or if the keys are passed securely but then become public knowledge through, say, burglary or extortion. If it's possible to securely exchange keys over an insecure channel without resorting to burglary, bribery, or threat, then there's no need to employ a dedicated, secure channel in the first place. The age-old problem, persistent even with state-of-the-art key exchange

protocols is verifying the security of a non-secure channel, especially in situations when someone may have been coerced, threatened, or simply misplaced their notebook (or notebook PC) containing key information, and so on. These are challenging, real-world issues for which we have no good answers (Höglund, Furuhed and Raza, 2023; Tabaa et al., 2023; Ullah et al., 2023).

- **Client Hello:** The "Client Hello" message sent by the client to the server marks the beginning of the connection establishment process. The supported cryptographic algorithms, variations, or a random value from the client are all included in this message (Yaacoub, Noura and Salman, 2023).
- **Server Hello:** The server then sends back a "Server Hello" message, in which it indicates which cryptographic algorithms and TLS version it has chosen to use with the client. Server-side randomness is also transmitted.
- **Key Exchange:** Using the chosen cryptographic algorithm, the client and server conduct a key exchange. To encrypt data, this procedure produces a secret key that is known only to its participants.
- **Authentication:** The server authenticates itself to the client by sending over its digital certificate. The client ensures the certificate is genuine by inspecting its digital signature and the rest of the certificate chain.
- **Key Derivation:** Both parties use the exchanged key and random values to derive session keys for encryption and message authentication.
- **Encryption:** The established session keys are used to encrypt the data exchanged between the client and server, ensuring confidentiality (Rejeb et al., 2023).
- **Message Authentication:** Hashing algorithms and message authentication codes (MACs) are used to verify the integrity of the transmitted data, preventing tampering.
- **Session Termination:** Once the communication is complete, the parties can terminate the session securely (Alazzam, Alassery and Almulih, 2022).

Other protocols, like the Internet Protocol Security (IPsec) suite, are used to establish secure channels at the network layer for virtual private networks (VPNs) and other applications. Remember that the details of the secure channel establishment algorithm may vary based on the specific protocol and cryptographic algorithms used. The protocols are designed to address potential vulnerabilities, so they undergo regular updates and improvements as new security threats are identified (Kumar et al., 2023).

The isolation of misdirection attacks

The isolation of misdirection attacks in "IoT" stands for "Internet of Things" and describes the process of preventing and mitigating attacks that involve misdirection or deception within IoT systems. Misdirection attacks in IoT involve manipulating the behavior of devices, data, or communications to divert them from their intended course, leading to security flaws and breaches it may be susceptible to (J. Wang et al., 2022; Okafor and Longe, 2022; Shahnawaz Ahmad and Mehraj Shah, 2022; Wu et al., 2022). The availability, confidentiality, and even the integrity of IoT systems are all at risk from these kinds of attacks, potentially leading to significant harm. Here are some steps and strategies to isolate misdirection attacks in the IoT:

- **Network Segmentation and Isolation:** Segment your IoT network from the rest of your infrastructure, including sensitive corporate networks. This can limit the impact of misdirection attacks on critical systems (Dudeja et al., 2022).
- **Strong Authentication and Authorization:** Implement strong authentication mechanisms for devices and users accessing the IoT network. Also, Ensure that only authorized parties can communicate with IoT devices by enforcing stringent permission policies (Agarwal et al., 2022; Al Shahrani et al., 2022; Huang, 2022; Zhu and Huang, 2022).
- **Device Identity Management:** Ensure that each IoT device has a unique identity and that this identity is verified during communication. This prevents attackers from impersonating devices to misdirect communications.

- Encryption: Use encryption to secure communications between edge devices and centralized control hubs in the Internet of Things. As a result, attackers are unable to eavesdrop on or modify transmitted data.
- Anomaly Detection: Implement anomaly detection mechanisms that can identify unusual patterns of behavior in IoT devices. This can help in detecting misdirection attempts.
- Integrity Checking: Regularly check the integrity of firmware and software running on IoT devices. This prevents attackers from manipulating device behavior through unauthorized modifications.
- Behavioral Analysis: Employ behavioral analysis to understand the typical behavior of IoT devices. Deviations from this behavior can indicate misdirection attacks.
- Protecting against Unauthorized Entry with Physical Security Measures to IoT devices. Physical access can lead to direct manipulation and misdirection.
- Regular Updates and Patching: Update your Internet of Things gadgets and software regularly to avoid security holes. This helps protect against potential exploits of known vulnerabilities.
- Centralized Monitoring and Logging: Establish a central location to track and record data from all IoT gadgets. As a result, you can monitor how each gadget is used, detect anomalies, and investigate potential misdirection incidents.
- Redundancy and Failover: Design IoT systems with redundancy and failover mechanisms. If a misdirection attack affects one part of the system, other components can take over to minimize the impact.
- Security Training and Awareness: Educate users and administrators about the risks of misdirection attacks and proper security practices.
- Vendor Security Guidelines: When purchasing IoT devices, choose vendors that prioritize security and use accepted methods of making safe gadgets.
- Penetration Testing: Regularly conduct penetration testing on your IoT infrastructure to identify vulnerabilities and potential misdirection attack vectors(Khadidos et al., 2022; Moradi, Moradkhani and Tavakoli, 2022; Wang, Sun and Li, 2022).
- Collaboration with Security Community: Collaborate with security communities to pass on information to stay abreast of developing IoT-related risks and vulnerabilities.

Table 1: Objectives of the Research

Author	Methodology used	Gap/ problem statement	Dataset used	Parameters
Nagaraju 2022 et. al (Nagaraju et al., 2022)	clustering analysis using an ETL-HCM hybrid	The number of heterogeneous wireless sensor networks (HWSNs) that prioritize energy efficiency is rather small.	secure routing is established for confidential data	Accuracy, precision
Sagu 2022 et. al (Sagu, Gill and Gulia, 2022)	a New Method for Identifying Deep Hybrid Attacks	technologies developed by DL for addressing issues with growing forms of interpersonal interaction	Data is produced in vast quantities by the IoT's devices.	Accuracy, precision, recall, F1 score
Zahra 2022 et. al (Zahra et al., 2022)	Protocol-specific attacks, on the other hand, focus on PS-R, while inherited SN-W attacks focus on SN-W.	The complexity of machine learning algorithms is analyzed, and a comprehensive look at the security issues or threat models is provided.	E x p e r i m e n t a l analytic datasets and layer-specific security attacks are described in depth.	Accuracy, precision, recall
Lu 2022 et. al (Lu et al., 2022)	methods of connectivity, including the 6LoWPAN protocol	resolve issues arising from the interconnection of IoT devices	By default, the ANN method's training layers are separated into a "train" dataset and a "test" dataset.	Accuracy

Zeng 2022 et. al (Zeng, Zhang and Xia, 2022)	blockchain technology's use in protecting multi-controller Internet of Things networks' need for secure routing	the black attack, which leads to packet loss and compromises routing security	The flexibility and responsiveness of the Internet of Things (IoT) are improved by software-defined networking (SDN), which does this by decoupling the control network from the data plane.	Accuracy
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Table .2 Research Gap

PROPOSED METHODOLOGY

Sr. no.	Author	Year	Research gap
1.	Yu (Yu et al., 2022)	2022	Routing techniques, congestion control [11–14], and energy usage are three promising areas of study for opportunistic networks.
2.	Refaee (Refaee et al., 2022)	2022	This work may help researchers study energy-efficient WBAN routing techniques for use in healthcare systems.
3.	Thilagam (Thilagam et al., 2022)	2022	This study is intended solely for use in the classroom at Mettu University and its affiliated institutions.
4.	Deng (Deng et al., 2022)	2022	Researchers have come up with a few ideas for how to mitigate centralization and better fit the scattered nature of the Internet of Things.
5.	Liu (Liu et al., 2022)	2022	The deep learning model is the basis for the majority of the recent studies on trajectory creation.

Propose a holistic method to improve the accuracy of misdirection attack detection and safeguard routing services in IoT networks as part of this study. Step one in our methodical process is the identification and curation of datasets that are typical of IoT network traffic. next use this information to replicate misdirection attacks and demonstrate their consequences on the simulated network's routing. Then, rigorously trace the changes in network pathing caused by these attacks using cutting-edge route identification techniques. technique relies heavily on a process called feature extraction, in which isolate critical network characteristics that play a role in spotting deceptive attacks and ensuring safe routing. Using this as a springboard, create ANNs with a focus on the finer points of neural network architecture. In order to use these ANNs to their fullest capacity, hyperparameter tuning is routinely performed to fine-tune settings like learning rates, batch sizes, activation functions, and layer structures. To further improve the ANN model, implement Genetic Algorithms (GA) to iteratively explore the universe of hyperparameters, looking for a setting that maximizes detection accuracy while minimizing false positives. also use Particle Swarm Optimization (PSO) to further optimize the ANN model. To improve the ANN's ability to detect misdirection assaults and guarantee secure routing services, PSO simulates particle motion in the hyperparameter space, eventually settling on an optimal set of hyperparameters. By combining data collection, attack execution, route analysis, feature extraction, artificial neural network (ANN) implementation, and dual-layered optimization via genetic algorithm (GA) and particle swarm optimization (PSO), hope to significantly advance the state-of-the-art in misdirection attack detection and secure routing within IoT networks,

thereby strengthening the robustness and integrity of these interconnected systems.

Implementation of Neural network with optimizer and findings

The results of using a neural network with a carefully chosen optimizer demonstrate its usefulness in resolving complicated problems. The task-specific optimizer shows impressive convergence and optimization speed, proving it can handle spaces with many parameters. The results shed light on the network's strong capacity for generalization, revealing consistent performance across a wide range of datasets and use cases. This improved neural network architecture also shows superior efficiency in terms of computational resources, making it a potentially useful tool in many fields, including but not limited to image classification, NLP, and other similar areas.

Hyper parameter Tuning and Training a Feed forward Neural Network

Hyper parameter Search Space: In the context of neural network hyper parameter tuning, a clearly delineated search area is crucial for achieving optimal model performance. There are essentially two distinguishing features of this search area. The initial part of the search space is the range of concealed layer sizes that need to be thoroughly explored. A size investigation of hidden layers with 5, 10, and 15 neurons is shown by a list of probable sizes like [5, 10, and 15]. The network's capability to catch subtle data patterns and complexities is greatly affected by the choice of hidden layer sizes. **Functions of Transfer:** The second part of a neural network is a collection of transfer functions used on the neurons. Transfer functions such as tansig, logsig, and purelin are only some of the candidates in this evaluation space. The network's non-linearity and its capacity to simulate non-trivial relationships in the data are affected by the transfer functions used to define the activation properties of individual neurons. Outlining such a large search space allows practitioners to systematically test out various hidden layer size and transfer function combinations, leading to the discovery of problem-specific optimal hyper parameter configurations that boost the neural network's predictive abilities and performance.

Hyperparameter Tuning

In the process of hyperparameter optimization, a nested loop is executed over the defined sets of 'hiddenLayerSizes' and 'transferFunctions'. For each combination of hyperparameters, a feed-forward neural network is instantiated, utilizing the current values of 'hiddenLayerSize' and 'transferFunction'. The network is trained using the 'trainlm' training algorithm, followed by making predictions on the dataset under consideration. Subsequently, a dedicated helper function, 'calculate_metrics,' is invoked to compute critical performance metrics, including accuracy, precision, recall, and F1-score. These metrics are systematically stored in their respective matrices. During this iterative process, if the current model outperforms the previous best model in terms of accuracy, the variables 'best_accuracy,' 'best_hiddenLayerSize,' and 'best_transferFcn' are updated to reflect the superior hyperparameter configuration, ensuring the selection of the most optimal neural network model for the given problem domain.

Best Model Selection

Following the meticulous hyperparameter tuning process, which has yielded the optimal hyperparameters represented by 'best_hiddenLayerSize' and 'best_transferFcn,' a final neural network model is constructed and subsequently trained using these hyperparameters. Subsequently, the accuracy of this best-performing model is calculated by evaluating its performance on the entire dataset. The resulting accuracy metric serves as a robust indicator of the model's proficiency in capturing complex data patterns and is prominently displayed to provide a clear and quantitative assessment of the model's effectiveness in addressing the specific task at hand.

Partical Swarm for Hyperparameter Tuning of Neural network :Define PSO Parameters

In the context of Particle Swarm Optimization (PSO) for hyperparameter tuning, the explicit definition of key parameters is essential for effective optimization. These parameters include 'nParticles,' which signifies the count of particles forming the PSO swarm, where each particle represents a potential hyperparameter configuration. 'nIterations' sets the upper limit for the number of iterations, guiding the optimization process's

duration. 'maxStallIterations' is a crucial termination criterion, specifying the maximum consecutive iterations without observable improvement before PSO concludes its search. Finally, 'minBounds' and 'maxBounds' establish the boundaries that confine the optimization variables, ensuring that hyperparameter values explored by PSO remain within a predefined and meaningful range. These parameter specifications collectively orchestrate the behavior of the PSO algorithm, facilitating a structured exploration of the hyperparameter space while considering computational efficiency and convergence criteria.

Hyperparameter Tuning using PSO

In the process of hyperparameter optimization using Particle Swarm Optimization (PSO), a structured approach is employed through two nested loops that systematically iterate over the specified sets of 'hiddenLayerSizes' and 'transferFcns.' Within each combination of these hyperparameters, a function handle ('fun') is dynamically created to facilitate the optimization of the neural network configuration using PSO. PSO is initialized with essential options, including swarm size, maximum iterations, and function tolerance, setting the stage for the optimization process. The PSO optimization procedure is then executed, culminating in the determination of optimal hyperparameters ('x_opt') and their corresponding fitness value ('fval'). Subsequently, the trained neural network, configured with the optimal hyperparameters, is employed to generate predictions ('predicted labels') on the dataset. To gauge the performance of the model, essential performance metrics such as accuracy, precision, recall, and F1-score are meticulously computed using a dedicated helper function ('calculate metrics'). These metrics are systematically stored in the 'performance matrix' for further analysis and evaluation. Importantly, a conditional check is implemented to assess whether the current accuracy surpasses the highest recorded accuracy. If this condition holds, it triggers an update to the best-performing hyperparameters and the associated predicted labels. This iterative process ensures that the best configuration is consistently updated, ultimately leading to the selection of the most effective neural network model for the given problem domain.

The best-performing neural network is created with the optimal hyperparameters best hiddenLayerSize and best transferFcn). The network is trained using the entire dataset

Best models

Best Hidden layer size	5
Best transfer function	Logsig

Securing & Improving security using Train Neural Network

In a network security scenario involving 100 malicious nodes, an attacker node is employed to initiate an attack. A trained neural network is then deployed for intrusion detection. User responses are categorized as '1' when the neural network correctly predicts benign or malicious activity and '2' when it fails to do so. In a more complex simulation with varying packet counts (including 100, 200, 300, and 400 packets), the process necessitates the creation of 'n-packets,' defining stolen packets, and subsequently calculating the remaining packets within the network. To achieve this, exhaustive exploration of all possible network paths becomes paramount, facilitating the identification of both starting and ending points. The final vectors are generated based on the discovered path properties, utilizing the insights derived from a trained neural network and validation procedures. As part of the network reconfiguration, the linkages between nodes are adjusted. To ensure optimal routing, the best path is determined, while excluding the first and second misdirection nodes. In cases where the number of stolen packets increases, nodes are strategically deleted and replaced to maintain the network's integrity. Efficiency in identifying the origins and destinations, narrowing down route options, and formulating the most optimal routing plan is paramount in safeguarding the network against malicious activities and ensuring uninterrupted data flow. This intricate process combines neural network-based detection with dynamic reconfiguration to mitigate attacks and maintain secure and reliable routing services.

RESULT & DISCUSSION

This discusses the performance evaluation of models with the metrics. Metrics description is given below

Accuracy

It is a simple precision indicator that is inversely correlated with the overall amount of measurements. With symmetrical datasets, statistical precision is boosted since the proportion of false positives and false negatives is about equal.

$$Accuracy = \frac{(TP+TN)}{(TP+FP+TN+FN)} \tag{1}$$

Precision

How many positive observations were properly predicted relative to the total number of predicted positive observations?

$$Precision = \frac{TP}{TP+FP} \tag{2}$$

Recall (Sensitivity)

Based on all of those actual observations from the classroom considered, this is an accurate prediction of the proportion of positive comments.

$$Recall = \frac{TP}{TP+FN} \tag{3}$$

F1 score

It's a formula that factors in both precision and recall. Because of this, the probability of false positives and negatives is factored into the score.

$$F - score = \frac{2}{\frac{1}{precision} + \frac{1}{recall}} \tag{4}$$

PDR

A network's packet delivery rate is the percentage of packets delivered. It measures packet transmission efficiency and dependability. Networks send data in tiny packets. These packets carry data and control information such source and destination addresses. The packet delivery rate shows how many packets reach their destination without being lost or discarded.

$$PDR = \frac{Number\ of\ Delivery\ packets}{Total\ number\ of\ packets\ sent} * 100 \tag{5}$$

Table 3: Performance comparison of Optimized neural network using Particle Swarm Optimization, Genetic Algorithm and Hyper parameters tuning

Models	Accuracy	Precision	Recall	F score
HPO-ANN	0.972	0.767	0.723	0.744
GA-ANN	0.973	0.869	0.723	0.754
PSO-ANN	0.975	0.802	0.772	0.773



Fig. 2: Performance comparison of Optimized neural network Graph

Table 3 and Figure 2 present a detailed performance comparison of an optimized neural network employing three different optimization techniques: Particle Swarm Optimization (PSO), Genetic Algorithm (GA), and hyperparameter tuning. Among these techniques, PSO-ANN demonstrated superior performance, achieving the highest accuracy, recall, and F1 score metrics. Specifically, the PSO-ANN model achieved an accuracy of 0.975, a recall of 0.772, and an F1 score of 0.773. In comparison to other optimization methods, it is evident that PSO-ANN outperformed them in terms of these critical performance metrics.

Table .4 Performance comparison of proposed work with existing work

Model	Accuracy	Precision	Recall	F1 score	References
Hybrid CNN + LSTM	93.21%	86.0%	97.8	90.7%	(Altunay and Albayrak, 2023)
CNN	89.0%	90%	92%	89.0%	(Madhu et al., 2023)
Proposed work PSO-ANN	97.75%	80%	77.2%	77.3%	----

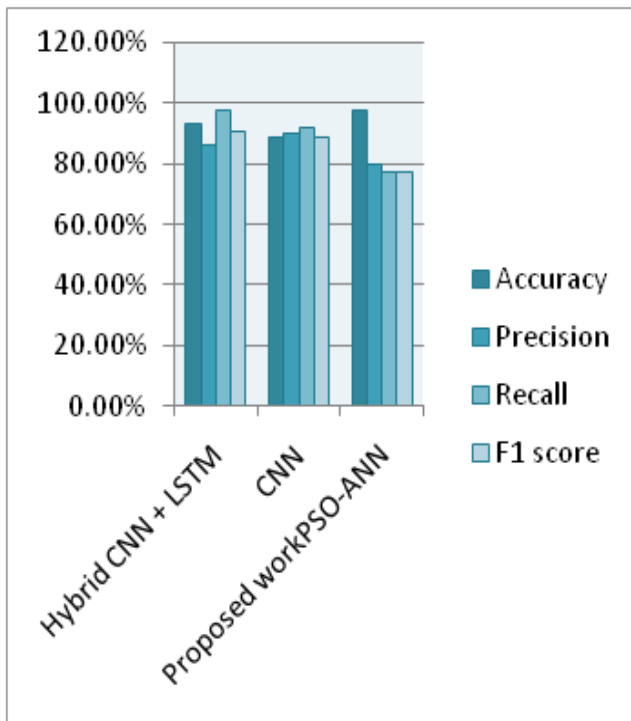


Fig. 3: Performance comparison of proposed work with existing work

In Table 4 and Fig. 3, a comprehensive performance comparison between the proposed PSO-ANN model and existing methodologies is presented. The results demonstrate a superior accuracy of 97.75% for the proposed PSO-ANN model. In comparison to the existing works, the proposed PSO-ANN model exhibits notable enhancements, showcasing an 8% accuracy improvement over the CNN model and a 4% accuracy improvement over the Hybrid CNN + LSTM model. These findings underscore the efficacy and advancements achieved through the integration of PSO optimization with artificial neural networks in the proposed approach.



Fig. 4: Confusion matrix of Hyper parameter tuned ANN

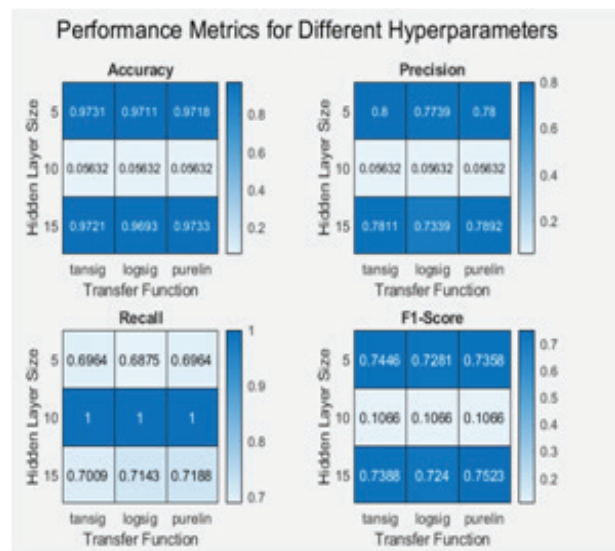


Fig. 5: Confusion matrix of Genetic Algorithm ANN (GA-ANN)

Table 5. Performance of hyper parameters optimized neural networks

Metrics	100 pkt	200 pkt	300 pkt	400 pkt	500 pkt
Theft Rate	12	29.50	34	42.25	49
Total Time	85.10	241.23	314.89	312.06	381.34
Total Energy	267.58	1365	1619	2272	3435
Packet Delivery Rate	86	70	64	54.25	47

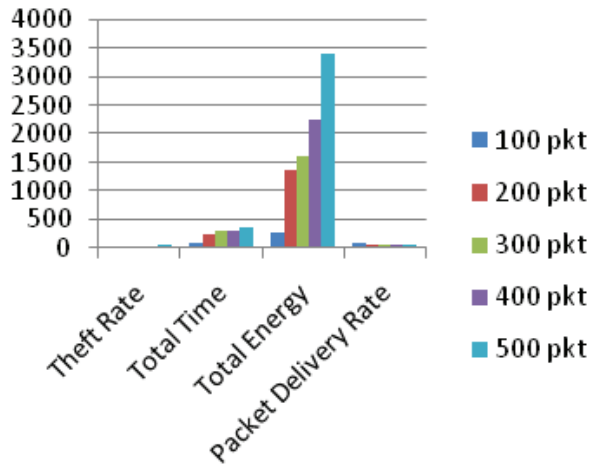


Fig.7 Performance of hyper parameters optimized neural networks graph

Both Table 5 and Figure 7 show the performance of neural networks that have had their hyperparameters optimized. Within the scope of this investigation, zeroed in on a dataset consisting of five hundred packets that placed the most importance on both energy and time. According to the findings, the greatest percentage of successfully delivered packets was 86%, which was seen when evaluating a total of 100 packets.

Table 6: Performance of Genetic Algorithm optimized neural networks

Metrics	100 pkt	200 pkt	300 pkt	400 pkt	500 pkt
Theft Rate	27	32.5	37	45.25	54
Total Time	80.26	153.72	246.99	307.72	312.19
Total Energy	767	1232	1020	3947	2973
Packet Delivery Rate	67	67	66.66	51.50	44.40

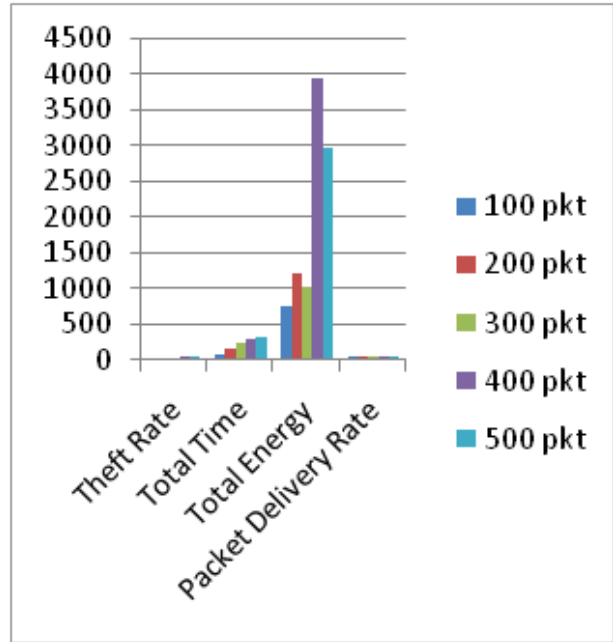


Fig. 8: Performance of Genetic Algorithm optimized neural network graph

Table 6 and Figure 8 present the performance outcomes of neural networks subjected to optimization via Genetic Algorithm. This investigation focused on a dataset comprising 400 packets, with a primary emphasis on both energy and time constraints. The results indicate that the highest packet delivery success rate achieved was 66.6%, which was observed during the evaluation of 300 packets.

Table 7 Performance of PSO optimized neural networks

Metrics	100 pkt	200 pkt	300 pkt	400 pkt	500 pkt
Theft Rate	81	86.5	86	87.47	88.20
Total Time	1675	2348	2978	2790	3389
Total Energy	647.49	1366	1607	1640	2273

Packet Delivery Rate	17	13.50	13	12.50	11.40
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Table 7 and Figure 9 display the performance results of neural networks that underwent optimization using Particle Swarm Optimization (PSO). This study concentrated on a dataset consisting of 500 packets, with a primary emphasis on both energy and time constraints. The outcomes reveal that the highest packet delivery success rate attained was 13.50%, which occurred during the evaluation of 200 packets.

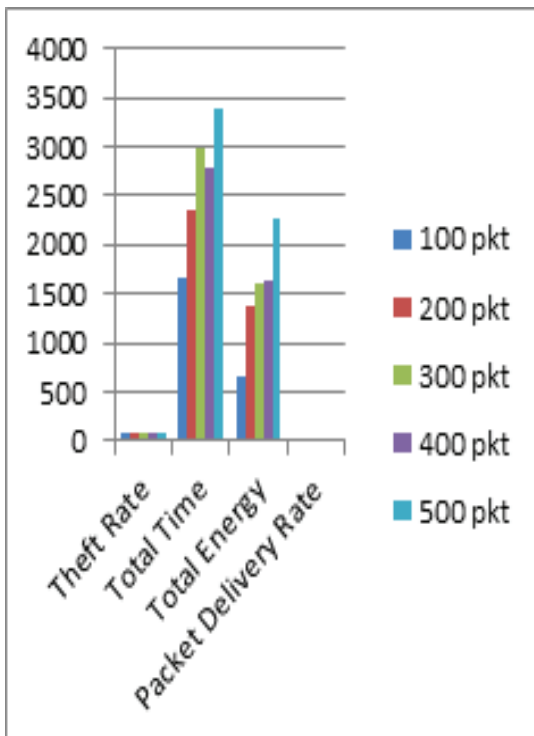


Fig.9 Performance of PSO optimized neural networks graph

Table 8 Results of earlier studies to compare with the suggested technique

References	Total Time	Total Energy
[37]	35%	16.3%
[38]	-----	50%
Proposed Methods	80.26%	285.807%

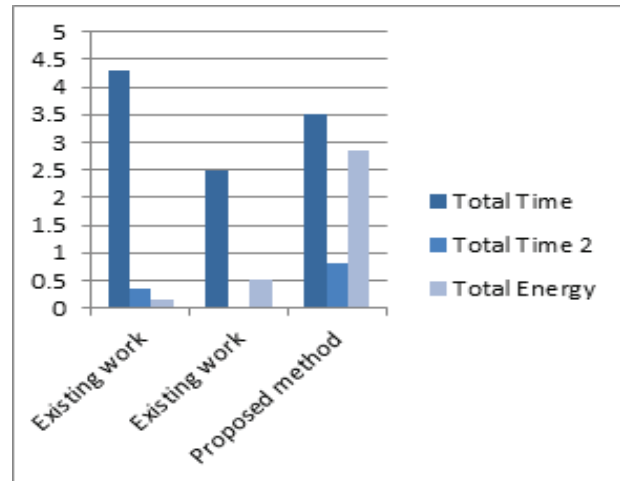


Table 8 presents the outcomes of previous investigations for comparison with the proposed technique. The proposed method exhibits reduced time consumption, utilizing Genetic Algorithm optimized neural networks with 100 pkt, resulting in an accuracy of 80.26%. Furthermore, the proposed method demonstrates heightened energy efficiency, employing Genetic Algorithm optimized neural networks with 400 pkt and achieving an accuracy of 285.807%. Consequently, in contrast to earlier research, the proposed method exhibits superior performance.

CONCLUSION

In conclusion, optimization, fine-tuning, and network designs using Genetic Algorithm, Particle Swarm Optimization, and hyperparameters have provided promising results for secure and efficient IoT routing. These methods have improved routing efficiency, network security, and IoT flexibility. Optimizing routing protocols and resource allocation has made IoT networks more reliable and sustainable. As IoT evolves, continual research and development will be needed to solve new difficulties and advance safe and efficient routing solutions for this quickly developing ecosystem. This paper proposes a holistic strategy to improve misdirection attack detection and protect IoT routing services. Our strategy begins with identifying and curating IoT network traffic datasets. Next, repeat misdirection attacks and show their effects on the simulated network's routing. Use cutting-edge route identification to rigorously trace these attackers' network pathing alterations. method depends largely

on feature extraction to isolate essential network properties that help detect misleading attacks and ensure secure routing. Create ANNs with an emphasis on neural network design using this as a springboard. Hyperparameter tuning is done to optimize learning rates, batch sizes, activation functions, and layer topologies for these ANNs. Genetic Algorithms (GA) can iteratively explore hyperparameters to improve the ANN model by maximizing detection accuracy and minimizing false positives. PSO can further optimize the ANN model. PSO simulates particle motion in the hyperparameter space to find the best hyperparameters for the ANN to identify misdirection attacks and ensure secure routing services. performance comparison of an improved neural network using PSO, GA, and hyperparameter tuning. PSO-ANN had the highest accuracy, recall, and F1 score. The PSO-ANN model had 0.975 accuracy, 0.772 recall, and 0.773 F1 score. PSO-ANN surpassed other optimization approaches in some crucial performance measures. improved hyperparameter neural network performance. This study focused on 500 packets that prioritized energy and time. The highest proportion of correctly delivered packets was 86%, based on 100 packets.

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Menstruation: An Era in Every Woman's Life

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INTRODUCTION

Menstruation is not a unique phenomenon in women's life but certainly has many myths and taboos associated with it which affects her socio-religious life. A regular monthly inconvenience to a serious health concern menstruation is the most common gynaecological issue affecting around 2.5 million women population across the world. Few are fortunate enough to get consultation and counselling with the doctor and majority of these is conditioned socially to neglect, avoid and ignore the concern over menstruation beyond being socially prejudiced on account of this natural phenomenon. In present times, Women is born with millions of eggs ranging from one million to many and the ovulation continues till menopause . In India where women are equated to God “devi” and “mother” various myths and assumption related to menstruation ridiculously keep targeting the women's freedom, social and religious esteem leading to many legislative efforts to put women in a secure appropriate environment .The natural, healthy biological reproductive process that can result in conception of a child in the womb is a cause of concern for the parents of a girl child and a taboo for the women full of fear and embracement. Hinduism is the widely professed religion in India . Religious bigotry of Hindu religious tenets considers presence of women essential for the performance of sacramental and religious ceremonies like yajna homa and procreating son is deemed necessary for the attainment of salvation . Patriarchy and social norms in India have called for many legislations for protecting women's rights. Deficit legislative provisions have given sanction to justify such religious expectation. The conflict between personal laws and fundamental rights has always been seen leaning in favour of fundamental rights.

INTERNATIONAL PROVISIONS

Propagative sexual health is recognised as the basis of good kilter of women's physical health. The identification and acknowledgement of such rights and ideas can be found in various articles of the Convention on the Elimination of All Forms of Discrimination Against Women and the International Conference on Population and Development (ICPD). ICPD conference organised in Cairo in 1994 pronounced the acceptance of a new standards in calculating the relationship between healthy woman's reproductive system and society. The convention examined the fundamental conventional framework of women's rights to sexual and reproductive health as discussed in international human rights documents and prospective challenges in dealing with the complication of neglecting the concerns. Right to life includes liberty, security and opportunity to maintain health and obtain information of resources to deal with health issues; and the fundamental right to positive discrimination by the state in providing the resources for maintaining health and their accessibility to all women with constructive approach. Women's notion of self-governance and seclusion are central to the idea of health and sexual wellbeing in decision making around reproductive domain as well as the rights to conscious consent and prudence in relation to sex, sexual activities and sex organs. The structured violation of women's rights in diverse forms, like maternal mortality, illegal abortion and unregulated procedures, deficient allocation of resources for family planning, coercive population control programs, spousal consent to sterilisation, and occupational discrimination with pregnant women. Number of examples are evidence of the fact based on

periodic reports from different state parties regarding the Women's condition throughout the world.

In numerous regions across the globe, there is a lack of adequate knowledge about menstrual health and hygiene. Though it is an inherent biological occurrence experienced by every woman from menarche to menopause (usually occurring between ages 45 to 55) menstruation is still fenced in by disgrace and lack of awareness in the world. The cyclical pattern of menstruation provides justification for its common names such as "periods" or "monthly" which usually takes a course of 28 days. Menstruation is a physiological occurrence that is nearly universal, spanning various cultures, and occurs from the onset of precocious puberty to the climacteric. Every year on May 28, Menstrual Hygiene Day is observed to emphasise the significance of effective menstrual hygiene management on a global scale. Proper education is essential to dismantle these barriers and empower individuals with the knowledge needed to manage their periods with dignity and comfort. This knowledge gap is primarily due to misconceptions, cultural taboos, and limited access to education, which is negatively impacting the physical and emotional well-being of those who menstruate. A significant number of girls lack awareness about the changes in their bodies during the onset of menstruation and it is a challenge for them to understand the fact that menstruation is a natural biological process censored subject matter, wherein they are expected to manage and regulate it specially in the social environment where the menstruation is an impacting the necessary possession of every woman.

In recent shocking news a gruesome report was revealed by the Maharashtra Police about a 12-year-old girl who allegedly murdered her own brother over the misunderstanding the period blood spots on her clothing as an indication of her physical affair instead of menstrual cycle. Efforts have been made globally to improve menstrual health education and awareness. Various organisations, activists, and governments are working to remove the stigma associated with menstruation, provide access to menstrual hygiene products, and promote education about menstrual health. However, progress in this area is not uniform across different regions, and there are indeed considerable efforts needs

to be taken to ensure that general public, regardless of their gender, has access to accurate information and resources related to menstruation. Continued efforts to raise awareness and advocate for comprehensive menstrual health education are essential to empower individuals to manage their menstrual health effectively and with dignity. Social media as a very prominent accessible platform for sharing and raising voice plainly on socially constructed shame revolving around menstruation and sufferings, social response and in raising the voice of weaker group to draw the attention and attaining an empathetic response through story telling or opposing negative attitudes towards menstruation, analyses through movies portrays, documentary, online speeches and case studies, sharing of experiences thereby creating emotional connect as these subjects are more of social nature that state policy matters. The typical manifestation towards menstrual shame can be noticed in the critical behaviour towards the Pad man, Muruganatham Arunachalam, where the Meganathan socially construed feudal and the wife of Muruganatham Arunachalam herself felt ashamed and embarrassed on his interest in discovering low cost sanitary pads to be used during menstruation ignoring the life-threatening consequences of unhygienic and unhealthy use of rags, bed sheets leading to many bacterial infections and gynaecological problems. Social media played a pivotal role in transmitting the story to break the menstrual shame by telling the consequences of using unhygienic things to deal with menstrual flow and persuading people to prioritise women's health and break the barrier. This story was captured in two documentaries, Menstrual Men (2013) and End of Sentence in 2018 and two films were filmed Phullu (2017) and Pad Man in 2018. In response to the above, around 5000 low-cost pad making machines were installed in various countries of the world including India and USA. TED is an American media organisation wherein Muruganatham Arunachalam's TED talks received 1.8 million views and responses to "how I started my sanitary Pad revolution".

Women are usually the victims in every aspect, they are discriminated against for their gender, they're also pressured to step down from pursuing their careers, education and even neglect their nourishment. Educating women reduces fertility which reduces maternal

mortality, they become much more aware of their reproductive health including sexual and reproductive health (SRH) and also prevent the spreading of diseases such as AIDS. Parents often perceive value in the domestic labour performed by their daughters. This can be due to the contributions girls make to household chores and responsibilities, which can reduce the workload and expenses associated with hiring outside help. In contrast, sending children, including girls, to school can incur costs in terms of both time and money. These costs may include expenses related to transportation, school fees, and the time parents spend on helping with their children's education or supervising their studies. This dynamic can influence parents' decisions regarding their daughters' roles and education.

MYTHS AND BELIEFS

Women are prohibited to enter in any temple and participate in any religious activity like haven and pooja. An adolescent female married or unmarried is denied any right to perform and solemnise any sacramental ceremonies during their menstruation period. A famous temple in Gauhati city known by the name kamakhya mandir is the only temple in the world where the natural biological process of menstruation is celebrated whole of the year as a mark of capability and accomplishment of a women to keep the reproduction under humans in continuity till perpetuity. Hindu religious ethical code appraise the prohibition of women participation in normal life while she is menstruating considering her as impure and expects her to be purified before allowing her public appearance. The missed pregnancy with the preparation for next cycle of menstruation keeps a woman swinging from purity to impurity phases. Muslim person law judges the paternity of the child on the parameters of menstruation cycles and dissolution of marriage with the maintenance right too is determined on the lines of menstruation cycle. Ranging from restriction in entering the pooja ghar, mandir, kitchen etc to touching religious texts, are bases on culturally feed stereotypical myths believing menstruating women as impure and unhygienic to protect and preserve the surrounding from getting deleterious. In an empirical survey conducted by Kumar and Srivastava in 2011, women themselves believe that during menstruation their body emits strange odour or curse that is detrimental to

preserved food items like pickles, so they are practised not to touch food items. There is no scientific study to support the theory that menstruation is justified reason behind the spoilage owing to the touch of a menstruating female. Compounded effect of taboos associated with menstruation, blindly followed myths and crystalized norms in almost all the cultures of the world are viewing the natural course of nature as embarrassment to the female and undue shame. Natural hardships of menstruation are compounded by cultural norms and religious taboos on menstruation in association with the dishonour and religious bigotry encompassing sex and reproduction. As a matter of conditioning and control, in a few cultures women are taught to bury their togs used by the woman during menstruation to avoid their use for evil practices. The occult practises regard menstrual blood to be dangerous, and it is made to believed that a sinful character can by playing witchcraft can harm to anyone including a menstruating woman or girl family members ("wisi"). Interestingly, it is also believed that a woman's menstrual blood has the potential to impose her will on a man if misused can be a threat to patriarchy. Without any logic or factual explanations such lines of thought are still practised in many parts of Asia including India.

In some countries, certain cultural practices involve the genital mutilation of girls from various age groups. These practices are often based on traditional beliefs and myths, with the mistaken notion that genital mutilation can enhance fertility and aid in childbearing. It is important to note that there is no scientific evidence to support the idea that genital mutilation provides any benefits for fertility or overall health.

In fact, these practices can result in serious physical and psychological harm to the individuals subjected to them. Many international organisations and health experts strongly condemn and work to eliminate such harmful practices, emphasising the importance of upholding human rights and ensuring the well-being and safety of girls and women. Efforts are ongoing to raise awareness and provide education to combat these harmful traditions and protect the health and rights of individuals affected.

Many women grapple with menstrual pain, or dysmenorrhea on a regular basis. The discomfort caused

by cramps or hooking in the lower abdomen during menstruation, frequently impact daily lives of women, comes hand in hand with symptoms like headaches, nausea, fatigue, and bloating. Insufficient awareness of menstrual hygiene is at the core of the problem. Most adolescent girls lack the basic knowledge needed for proper menstrual hygiene practices. Challenges in accessing sanitary napkins, whether due to availability, affordability, or accessibility, compound the issue. The persistent taboo around discussing periods leaves them susceptible to various reproductive health infections such as cervical or ovarian cancer and urinary tract infections. The combination of limited access to hygiene products and the societal stigma surrounding menstruation has led to the regressive practice of adolescent girls discontinuing their education. Menstruating females often face the perception of impurity during their periods, leading to strict restrictions on entering places like temples and kitchens based on religious beliefs. In India, cultural stigmas surrounding menstruation impose constraints on the lives of girls and women. This includes restrictions on activities and restricts food cooking, eating, movement to social gatherings, religious places, participating in group events, and seclusion during menstruation and observance of settled behaviour during periods. A study conducted in Maharashtra by researchers from the Tata Institute of Social Sciences, Mumbai, revealed that the tradition of isolating menstruating girls and women in 'kurmaghars' or "period huts" without adequate sanitation and basic facilities poses a substantial obstacle to achieving favourable sexual and reproductive health outcomes for females. This cultural stigma results in their isolation and separation from family gatherings, highlighting the taboo associated with a natural bodily process.

The importance of menstrual hygiene and health is often framed exclusively as a 'women's issue' and a requirement for women's empowerment whereas it is much more diverse. The lack of proper menstrual hygiene or its inadequacy can significantly jeopardise the health of individual menstruators and, consequently, public health. International conventions such as The International Covenant on Economic, Social and Cultural Rights, 1966 and others have increasingly recognized the importance of menstrual hygiene, emphasising its role in ensuring the well-being and

empowerment of women. These conventions highlight the need for awareness, education, and policies to address menstrual health on a global scale. In recent times, the State has turned its attention to menstrual health and hygiene, recognizing its significance as a Sustainable Development Goals.

Indian Constitution and special laws for the protection of women acknowledges the women's right to health. The Supreme Court has clarified that these principles and rights are meant to complement each other, working in tandem to fulfil the country's diverse goals. In the current scenario, safeguarding menstrual hygiene not only ensures menstrual health but also upholds the broader right to health. Beyond the constitutional framework, the State also incorporates menstrual hygiene and health into its commitments under the Sustainable Development Goals.

Since 2011, the Ministry of Health and Family Welfare has been executing the Scheme for Promotion of Menstrual Hygiene. The initiative aims to raise awareness among adolescent girls, enhance their access to and utilisation of high-quality sanitary napkins, and ensure the environmentally friendly disposal of such products. Moreover, within the 'Mission Shakti,' one of the goals of the Beti Bachao Beti Padhao (BBBP) initiative is to promote awareness regarding menstrual hygiene and the utilisation of sanitary napkins.

The Department of School Education and Literacy administers an integrated scheme called 'Samagra Shiksha.' This initiative approves state-specific projects under its umbrella, encompassing diverse interventions related to menstrual health and hygiene. These interventions may include the installation of sanitary pad vending machines and incinerators. While various states have implemented their individual programs, the central aspect of service provision continues to revolve around the distribution of sanitary napkins. Initiatives such as Maharashtra's 'Asmita Yojana,' Rajasthan's 'Udaan,' Andhra Pradesh's 'Swechcha,' Kerala's 'She Pad,' Odisha's 'Khusi,' Chhattisgarh's 'Suchita,' and Sikkim's 'Bahini' all include provisions for supplying subsidised or free sanitary napkins to adolescent girls. In contrast, the governments of Kerala and Karnataka have adopted a more sustainable approach by distributing menstrual cups as an alternative to sanitary napkins.

LEGAL RIGHTS

In India, the quest for the constitutional framework ensuring the right to menstrual hygiene and health leads us to the Directive Principles of State Policy (Part IV) and Fundamental Rights (Part III). Consequently, it can be inferred that

- i) The State has a primary duty to strive and attain menstrual hygiene and health and to actualize a higher standard of living in addition to achieving progressive public health.
- ii.) The State ought to make provisions and facilities providing a just and compassionate work environment during menstruation to practise menstrual hygiene and to ensure menstrual health.
- iii.) The State owing to its positive obligation, must try and ensure menstrual hygiene and health so that it facilitates the menstruator in procuring sufficient means of livelihood.
- iv.) To ensure menstrual hygiene and health, the State must draft and implement policies so that there is no inequality, discrimination and abuse based on their strength and bodily phenomenon.
- v.) The State is obligated to ensure menstrual hygiene and health so that children receive the opportunities and facilities necessary for their development healthily while preserving their freedom and dignity.
- vi.) The State shall strive to secure menstrual hygiene and health for the well-being of its citizens, minimise income inequalities, and eliminate disparities in opportunities, facilities and status due to any bodily phenomenon.

Initially, the Supreme Court of India has, on multiple instances, clarified that the right to life encompasses the right to health, and it is a fundamental part of the State's duty. Therefore, the absence of menstrual hygiene and health measures can lead to diverse reproductive and overall health issues for menstruators and the public at large. Consequently, it holds significant implications for the right to health. The Supreme Court of India in 2018 declared the Sabrimala 's temple custom of prohibiting the menstruating women from entering the temple as

unconstitutional. The Department of Health Research, operating under the Ministry of Health and Family Welfare (MoHFW), conducts research and studies to explore innovative approaches for managing menstrual health. It delves into sustainable alternatives to sanitary napkins, examining factors such as safety, acceptability, affordability, efficacy, and feasibility, particularly within the context of women in public health programs. According to the World Health Organization, "health" is "a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." Moreover, the absence of menstrual hygiene and health can impact the right to life with human dignity and the right to privacy. Given that the right to health is fundamental for a dignified life, it becomes imperative for the State to actively work towards ensuring it. Consequently, fulfilling this obligation demands that the State enables the enjoyment of menstrual hygiene and health in a manner free from discrimination and obstacles.

The Ministry of Health and Family Welfare (MoH&FW), along with partner Ministries, States, Development Partners, and NGOs, collaborates to raise awareness about healthy practices during menstruation and debunk myths and misconceptions surrounding it. The Accredited Social Health Activists (ASHAs) play a consistent role across all States/UTs under the Scheme. ASHAs conduct monthly meetings with adolescent girls in their respective areas to discuss health matters, including menstrual hygiene management. Additionally, ASHAs distribute sanitary napkin packs to adolescent girls at subsidised rates.

Recently, the Supreme Court declined to entertain a Public Interest Litigation (PIL) concerning menstrual leave for female employees and students across the country, citing it as a policy matter. The 2022 'Right of Women to Menstrual Leave and Free Access to Menstrual Health Products Bill' proposed a three-day paid leave for women and transwomen during their menstrual periods, along with extra benefits for students. Presently, only Kerala and Bihar have implemented menstrual leave policies for women. Women engaged in informal occupations, such as construction or domestic work, frequently encounter challenges due to the absence of facilities like washrooms and clean water

for bathing. Additionally, they often face difficulties accessing affordable hygiene products and proper disposal methods. Moreover, the lack of privacy further complicates their ability to change menstrual products. While these measures offer advantages to individuals in formal employment, challenges persist for women in the informal sector.

India addresses menstrual hygiene within the Swachh Bharat Mission through Menstrual Hygiene Management. This initiative, a blend of developmental and welfare efforts, operates under the MHM Guidelines, 2015. The framework outlined by these guidelines places an obligation on the State to establish a conducive and accepting environment. In this context, the government acts as a facilitator, offering regular sensitization on the use of safe menstrual absorbents, improving water, sanitation, and hygiene infrastructure, ensuring access to safe disposal methods for used menstrual absorbents to enable adolescent girls to attend school during menstruation. It also emphasises pollution-free disposal methods for menstrual waste, aiming for minimal environmental impact. Ultimately, the goal is to guarantee a dignified menstrual experience for adolescent girls and women by fostering a sensitised and supportive societal environment.

This exclusion is evident even in the Women's Sexual Reproductive and Menstrual Rights Bill, 2018, presented by Dr. Shashi Tharoor. The bill articulates the State's objective to ensure menstrual equity for all women, excluding broader considerations of sexual and reproductive rights. It's regrettable that this well-intentioned Bill does not encompass the concerns of other menstruators and seemingly assumes that providing sanitary pads in separate toilets is sufficient for achieving menstrual equity. Similarly, the majority of Menstrual Hygiene Management Guidelines and Implementation Frameworks adopted in various States narrowly focus on menstruation as the concern. Hence, positioning the responsibility for ensuring menstrual hygiene and health within SDG-6 (Clean water and sanitation) instead of SDG-3 (Good Health and Wellbeing) suggests that the state's primary concern may not be centred around 'ensuring health.'

Over the past few years, there has been a growing emphasis on menstrual health and hygiene (MHH)

on a global scale. In India, MHH attained significant recognition in public health discussions with the initiation of a menstrual hygiene program for adolescent girls in rural areas, promoted by the National Health Mission in 2011.

The amalgamation of menstrual hygiene management with the Open Defecation Free India campaign inadvertently reinforces menstrual beliefs and associated taboos by implying menstruation as 'dirty,' 'polluting,' and 'impure.' This is evident in the continued use of the term 'sanitary pads' rather than 'menstrual/hygiene pads,' contributing to the perception of pollution. Similarly, the lack of emphasis is apparent when the Ministry of Drinking Water and Sanitation addresses menstrual hygiene management instead of the Ministry of Health and Family Welfare solely for women and girl children, neglecting a more inclusive approach.

The State's approach to menstrual hygiene also reflects a paternalistic intervention. This is evident when the state attempts to 'manage' the menstrual hygiene and health of the menstruating class in India don't get the adequate attention and support. The paternalistic State inadvertently communicates that the challenge of menstruation can now be approached differently through the MHM framework. This impacts the bodily autonomy and decision-making of female members of society. For instance, within the framework, the State focuses on achieving menstrual health primarily through the provision of sanitary pads, neglecting the broader range of health concerns—biological, psychological, and physiological—that arise during menstruation. Another instance is when the State subsidises and distributes sanitary pads, limiting choices and imposing a specific product on menstruators. In the fifth National Family Health Survey (2019-2021), findings indicated that approximately 90% of women with 12 or more years of education utilised safe menstrual products, including locally prepared napkins, sanitary napkins, tampons, and menstrual cups, across 17 states and Union territories. Similarly, the State's strategy of managing menstruation through school infrastructures excludes various menstruators during non-school days. This line of thinking leads to a clear conclusion: the need for self-sufficiency for menstruators at home to experience menstruation with dignity. Another illustration is how

the State perceives menstruation as an environmental liability and burden in its handling. While the State places significant emphasis on promoting environmentally friendly menstrual products, attention to the health of menstruators remains disproportionately inadequate. A more comprehensive approach under 'hygiene and health' could effectively address these concerns. In essence, the drive to guarantee menstrual hygiene and health is hindered by misguided approaches and a limited perspective, stemming from the persistent existence of menstrual beliefs in India and a reliance on strategies lacking a focus on health and human rights. This compromise detrimentally affects the health of the entire menstruating class, violates multiple human rights, perpetuates gender-based discrimination, and ultimately leads to menstrual inequity.

CONCLUSION

Demonstrating the initial assumption, it becomes evident that India's menstrual beliefs have obscured the health impacts of insufficient menstrual hygiene on the entire menstruating class and their concerns. Additionally, supporting the second presumption, the explanations reveal that the State's approach to ensuring menstrual hygiene and health is misguided and lacks proper guidance, compromising the health of the entire menstruating class, violating various human rights, perpetuating gender-based discrimination, and resulting in menstrual inequity. The State has a legitimate role and obligation to ensure the right to menstrual hygiene and health. Gender unfriendly culture and infrastructure, lack of education and requisite menstrual hygiene protection mechanisms such as clean, safe and private sanitation facilities for females have led to impact the women's mental, social and economic wellbeing. The taboos related to women and perspective of common people whether uneducated and educated in religiously dominated beliefs that consider a menstruating woman as impure and polluted. Many health issues associated with menstruation and lifestyle diseases are the outcome of negligence towards women's health leading to the fall of women population. Maternal Mortality Ratio (MMR) in India was exceptionally high in 1990 with 556 women dying during childbirth per hundred thousand live births. Approximately, 1.38 lakh women were dying every year on account

of complications related to pregnancy and child birth. [2] The global MMR at the time was much lower at 385. India witnesses the second largest women death and 25% of the world's women death due to cervical cancer occur in India. Menstruation itself is a natural phenomenon, unaffected by societal perceptions and beliefs. However, experiencing this phenomenon in a dignified manner is crucial. In numerous ways, the well-being of humanity relies on the healthy management of menstruation. Therefore, as a nation, India should empower its women and girls to undergo menstruation with dignity. When this is achieved, women and girls will proactively prioritise their health, becoming their own advocates in the process.

Taboos about menstruation present generally in all societies impacts girls' and women's wellbeing, emotional state, mental development and life security and most importantly, health. One of the factors impacting the literacy rate in women's is the less developed countries are the implications revolving around menstruation. A lot numbers of young girls in many cultures are made to drop their school when they start menstruating. In India too, this is around 23% and 50% in Asia. In addition to this, gender unfriendly cultures create problems for them as teachers too. The lack of adequate infrastructure and menstrual protection alternatives and/or clean, safe and private sanitation facilities for females and girls undermine the right of privacy compromising the employment opportunity for them. These health and hygiene issues are considered but not to aid or support them but as a kind of inhibition created by nature affecting their productivity. The underrated importance of women's menstrual health causes 77% of menstruating girls and women in India to use an old cloth, which is often reused. "Furthermore around 28% of women in India sometimes resort to using ashes, newspapers, dried leaves and husk sand to aid absorption. Poor protection and inadequate washing facilities may increase susceptibility to infection, with the odour of menstrual blood putting girls at risk of being stigmatised. The latter may have significant implications for their mental health. The challenge, of addressing the socio-cultural taboos and beliefs in menstruation, is further compounded by the fact that the girls' knowledge levels and understandings of puberty, menstruation, and reproductive health are very low".

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Privacy Protection in the Digital era: A Legal Evaluation of the India's Digital Personal Data Protection Act, 2023

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ABSTRACT

In an age marked by an unprecedented surge in digital data and the constant advancement of technology, safeguarding personal information has become a top priority for individuals, organizations, and governments worldwide. The impact of social media on individuals' privacy rights has sparked considerable debate. Over the past few decades, the significance of data protection has surged to unprecedented levels, largely due to the global digitization trend, including in India. The advent of the World Wide Web and technological progress has undoubtedly enhanced the quality of life for individuals. It has facilitated easy access to information, a variety of services, and rapid communication. However, along with these benefits, it has also brought forth new risks, including credit card fraud, phishing, hacking, and spamming, which have heightened concerns regarding the protection of digital data. Given the pivotal role that information technology plays in everyone's daily life, safeguarding digital data has become an urgent necessity. While the concept of "privacy" has been ingrained in human society since ancient times, grasping its essence can be challenging. Scholars have yet to agree on a universally accepted definition of "privacy" as the concept evolves alongside societal changes. Throughout history, various rights, such as the right to solitude or anonymity, have emerged under the umbrella of the right to privacy. Safeguarding this right has become increasingly vital in the digital age, given the widespread use of digital media. The introduction of the Digital Personal Data Protection Act (DPDP Act), 2023, holds significant importance as it establishes guidelines for the lawful handling of personal data, thereby empowering and protecting individuals' rights. Essentially, The DPDP Act seeks to establish a greater degree of transparency and duty of care among companies that function within Indian jurisdiction, such as mobile application developers, internet companies, and companies that gather, store, and process data about individuals. With a firm commitment to upholding the 'Right to Privacy,' this legislation seeks to ensure transparency and accountability in the operations of these entities, prioritizing the privacy and data protection rights of individuals. Therefore, examining the Digital Personal Data Protection Act, 2023, in the context of privacy, is pertinent.

KEYWORDS: *Data protection, Privacy, Rights, Transparency, Accountability.*

INTRODUCTION

In our rapidly advancing digital landscape, the security of personal data has become paramount. Data scientists and intellectuals draw parallels between the utilization processes of oil and data. Like oil, raw data possesses potential but requires processing and analysis to unlock its value. In the digital era, frequent interaction with websites, apps, and services results in

the generation of a trail of our personal information, commonly referred to as personally identifiable information (PII) or personal health information (PHI). This sensitive data requires robust protection. Until now, in India, our reliance has been primarily on the Information Technology Act, 2000 ("IT Act") and the Information Technology (Reasonable security practices and procedures and sensitive personal data or information) Rules, 2011 ("SPDI Rules") to address

matters concerning data. However, these laws have faced several limitations and have proven inadequate in addressing the growing apprehensions of individuals regarding their personal data in the digital era.ⁱ

In the historic case, Justice K.S. Puttaswamy v. Union of Indiaⁱⁱ decided by the Supreme Court of India, the apex court expressed the view that India lacked a comprehensive and up-to-date legislation that could serve as a reliable framework for interpreting cases concerning data protection, comparable to the General Data Protection Regulation ("GDPR") of the European Union. Since 2018, the Indian Government has been making efforts to introduce and enforce a central legislation that could potentially replace the SPDI Rules.ⁱⁱⁱ After numerous iterations of the proposed data protection bill in previous years, 2023 marked the release of the latest version of the legislation, known as the 'Digital Personal Data Protection Bill, 2023' ("DPDP Bill"). The Lok Sabha approved this bill on August 3, 2023, followed by the Rajya Sabha passing the DPDP Bill on August 9, 2023. Subsequently, on August 11, 2023, the President of India granted her assent to the bill, leading to the notification and publication of the Digital Personal Data Protection Act, 2023 ("DPDP Act") in the Official Gazette of India.^{iv} Thus, India has ushered in a new era in the context of data protection with the passing of this new data protection law. This research paper delves into the legal evaluation of India's data protection legislation, scrutinizing whether the prolonged period of deliberations has yielded an effective law. It compares the new law with the European Union's Global Data Protection Regulation. It examines whether the law sufficiently safeguards personal data and strikes a balance, as articulated in the preamble, between "the right of individuals to protect their personal data" and "the need to process such personal data for lawful purposes."

EVOLUTION OF PRIVACY JURISPRUDENCE IN INDIA

Before 1950, there were no legally recognised guarantees relating to privacy in India. After the enactment of Constitution, there was no specific protection of any basic principle respecting the right to one's privacy. Since the passing and adoption of Indian Constitution, the country's judicial system view issues

relating to personal privacy either from the perspective of basic rights or from the jurisprudence of common law. The debate surrounding the right to privacy in India traces back to the Supreme Court's decisions in the cases of M.P. Sharma^v and Kharak Singh^{vi}, where the Court initially declined to recognize such a right within the Constitution. In the M.P. Sharma case, the Court argued that since the framers of the Constitution hadn't expressly included it, there was no basis for interpreting the Constitution to encompass the right to privacy. Similarly, in the Kharak Singh case, the Court drew upon the privacy doctrine established in the U.S. case of Wolf v. Colorado^{vii} and dismissed the idea that privacy was a fundamental right. However, in the case of Govind v. State of Madhya Pradesh^{viii}, the Supreme Court revisited the issue of privacy. The Court referred to Professor Corwin's slogan, "Liberty against government," emphasizing the intrinsic link between fundamental rights and privacy.

However, in the landmark judgement of the Apex Court in 2017, in K.S. Puttaswamy v. Union of India^{ix}, the court overturned both the M.P. Sharma and Kharak Singh decisions. The central issue in the case was whether the Constitution guaranteed right to privacy. It was held that the right to privacy is indeed a fundamental right and an integral aspect of personal liberty guaranteed under Article 21 of the Constitution. Additionally, the court also emphasized the necessity of establishing a robust framework for data protection to safeguard and protect the interests of both the State and its citizens. Furthermore, the Supreme Court highlighted the criteria of proportionality, emphasizing the need to strike a delicate balance between the state's interests and individual privacy. It asserted that a well-designed data protection regime could achieve this balance effectively.

THE INTERPLAY OF RIGHT TO PRIVACY AND DATA PROTECTION

The inherent truth lies in the undeniable link between the right to privacy and data protection legislation, a connection that remains steadfast regardless of the circumstances. While these abstract concepts may seem inherently intertwined, there exists a tangible connection between both the concepts. The recognition of the right to privacy as a basic right forms the very

foundation for asserting the progress made in data protection regulations. However, for the efficacy of data protection laws, it becomes imperative to establish a clear and precise definition of the right to privacy^x.

A commonly accepted interpretation of the right to privacy in the realm of personal information protection is as follows: "Privacy entails individuals, groups, or institutions asserting their right to decide independently when, how, and to what degree information about them is communicated to others." ^{xi}This concept aligns with the principle of "Right to self-determination." However, it's crucial to note that while individuals have the right to self-determination, once data is shared, it must be safeguarded from further dissemination, thus upholding individuals' privacy rights.

The term "data protection" encompasses the measures, safeguards, and legally binding regulations established to safeguard the personal information you provide and ensure that you maintain control over it. Generally, "Personal data" and "processing" are two tenets of data protection laws. ^{xii}A material action that directly affects data is termed "processing," encompassing activities such as data gathering, storage, use, and distribution. The second component of Data Protection Laws is the notion of "Personal Data." This term pertains to any details that can identify a person or any data that can be linked to an individual's identity. It also refers to anything that can be used to identify a group of people. ^{xiii}In India, legislative efforts have primarily aimed to prioritize informational self-determination and autonomy. Informational self-determination entails a person's right to control the circumstances under which their personal data is disclosed, often synonymous with the right to privacy. Considering this principle, one could define data protection laws as "a set of regulations designed to safeguard the dissemination, collection, use, erasure, storage, and destruction of this information." Hence, a tangible connection exists between both the concepts.

DIGITAL PERSONAL DATA PROTECTION ACT, 2023: A LEGAL ANALYSIS

The introduction of the Digital Personal Data Protection Act, 2023 (DPDP Act), marks a significant development

in India's privacy legal framework. This legislation establishes standards for data fiduciaries, which are entities responsible for handling digital data, in their interactions with data principals, private data of data subjects. The DPDP Act sets up a special court to handle complaints, makes strict rules about informing and getting permission, explains when personal data can be used without asking, and adds extra rules for handling children's data. ^{xiv}The DPDP Act now only looks after keeping 'digital' private information safe, unlike before.

Applicability and Scope

- The Digital Personal Data Protection Act (DPDP Act) oversees the handling of digital personal data within India under two circumstances: (i) when the data is obtained from data subjects in digital format; or (ii) when at start gathered in offline format and later converted into digital format. Consequently, the DPDP Act does not extend to the handling of private data in physical forms^{xv}.
- The scope of the law has been broadened to include a cross-border application. ^{xvi}It covers the collection and use of digital private data outside India's borders if it related to private data of India's data subjects. This change means that 'data principal' doesn't only refer to people in India or Indian citizens. It can include others too^{xvii}.

Key terms: Data Principal, Data Fiduciary and Data Processor

- A data principal refers to an individual to whom the personal data pertains, which also encompasses the parents or lawful guardian of such individual if the individual is considered a 'child' (for example, a person under the age of 18) or a disabled person.
- A data fiduciary is defined as any individual who, either, alone or with others, chooses how to handle private online data.
- A data processor is someone who manages private data for a data fiduciary.

Non-Applicability of The DPDP Act^{xviii}

- Personal data that an individual process for personal or household reasons is not covered by the law.
- Personal data that a person willingly shares publicly

or that someone else is required by Indian law to share is not governed by the Act. For instance, if an individual chooses to share their personal data while expressing their views on a blog, the Act will not apply to such data.^{xix}

- The handling of private data is permitted under certain situations, including: (i) Handling by Government-notified state agencies for reasons of national or public interest. (ii) Processing for research, archiving, or statistical purposes, provided that such processing does not involve making specific decisions about a data subject and remains in line with established norms.
- Beyond the exemptions that are allowed to the Government, its agencies, for studies and gathering data to understand trends, the DPDP Act presents a proper approach by suggesting particular conditions for possible exemption for startups.^{xx}

Personal Data^{xxi}

The DPDP Act introduces the novel term "digital personal data," which refers to "personal data" presented in a "digital form."^{xxii} The Act limits its scope to the handling of "personal data," which is described as "any data pertaining to an identifiable individual." Unlike previous draft versions of the legislations, the difference between "sensitive personal data" and "critical personal data" has been eliminated in the DPDP Act. Additionally, the Act imposes an obligation on data fiduciaries to protect the personal data they possess by putting into action "reasonable security measures" to prevent thefts^{xxiii}.

Consent

- One of the noteworthy aspects of the Act pertains to consent for the handling of personal data. Section 6 of the Act stipulates that consent provided by the data principal must meet several criteria: It must be provided voluntarily, specifically, knowingly, unconditionally, clearly, and with an affirmative action. Additionally, this kind of consent ought to be restricted to the personal information required for the intended purposes^{xxiv}.
- A significant aspect of the Act is that, in contrast to international norms of "Opt-in," Data Fiduciaries

must get the approval of Data Principals in order to provide Data Principals a "opt-out" right.

- If consent serves as the legal foundation for processing, the data principle will always have the option to revoke their consent, and the data fiduciary is responsible for making sure that doing so is just as simple as providing it.^{xxv}
- With the individual's consent, private data may only be handled for uses that are defined by the act as lawful or reasonable.
- When providing consent for the management of their personal data, the data subjects shall have the option to view the notice and consent form in either English or schedule eight languages of Constitution.^{xxvi}

Consent Manager^{xxvii}

- Consent managers is another important entity category established under the new Act. Data principals can manage their consent through them. He must be registered with the Board as a single point of contact to offer various people alternatives for consent through an integrated platform.^{xxviii}

General obligations of the Data Fiduciary^{xxix}

- In determining the purpose and method of Processing, It is mandatory for the Data Fiduciaries to undertake rational actions to ensure the correction and entirety of the data, implement appropriate security actions to avoid data thefts, notify the Board and impacted parties in case of violations, and erase personal information as soon as the goal is accomplished, unless preservation is necessary for legal reasons (storage limitation). The restriction on storage and the data principal's right to erasure do not apply to government organisations.
- Notwithstanding any agreement to the contrary or a Data Principal's failure to perform the obligations set forth in this Act, A Data Fiduciary shall abide by the terms of this Act and the rules made thereunder with regard to any Processing that is performed by it or on its behalf by a Data Processor,

Rights of Data Principals^{xxx}

- Data Principles are entitled to information about

their personal data, the ability to have it updated or deleted, access to a grievance procedure, and the ability to designate an alternate way to carry out their rights in the case of their demise or disability.
xxxi

Processing of Personal Data of children^{xxxii}

- When handling a child's personal information, the data fiduciary needs to get permission from the child's parent or legal guardian first, and this consent must be confirmed.
- A data fiduciary may not process any information that might be detrimental to a child's welfare when handling their personal data, including surveillance, social monitoring, or personalised ads.

Cross – border transfer

- The Act signifies a modest but significant shift in the way regulations are implemented. It puts India's data protection regulations into line with those of other nations. It recognises that data processing can take place internationally while maintaining Indian individuals' rights to data protection. The Act permits the transfer of private data outside of India's borders except for nations that the Central Government has barred or placed on a blacklist through notification.^{xxxiii}

Significant Data Fiduciaries^{xxxiv}

- The Central Government has the authority to classify specific Data Fiduciaries as Significant Data Fiduciaries based on various factors. These factors involve how much and how sensitive personal data they deal with, the risks to people's rights whose data they have, possible effects on India's control and strength, dangers to fair elections, the safety of the state, and keeping public peace.^{xxxv}
- These Significant Data Fiduciaries will have significantly increased compliance requirements, such as designating a data protection officer, carrying out impact assessments and compliance audits, and meeting any other criteria that may be periodically defined.^{xxxvi}

Exemptions

- The DPDP Act specifies certain cases where the

Data subjects' rights and obligations of Data Fiduciaries, except for data security purpose, will not apply. The State is granted an exemption, thereby excluding privacy requirements for the State. This exemption encompasses the handling of private data by the State and its agencies, as prescribed by the Union Government from time to time, in the interests defined under Article 19(2) of Constitution, or the provocation of related offence.
xxxvii

- Other reasons why personal data may not be processed are: conducting research, keeping records, or compiling statistics; supporting new ventures or other designated groups of data fiduciaries; enforcing legal rights and obligations; carrying out judicial or regulatory duties; preventing, detecting, looking into, or prosecuting offences or violations; processing non-residential data under foreign contracts; approving mergers, demergers, etc.; and tracking down defaulters and their assets.^{xxxviii}
- The DPDP Act empowers companies in technology and intellectual property sectors to protect their trade secrets effectively, thereby thwarting corporate espionage or unauthorized disclosure of crucial information. Acknowledging that accessing an employee's Personal Data for such protective purposes implies consent from the employee, the Act also exempts such actions from its provisions.^{xxxix}
- The Act significantly expands the scope of exemptions available to Public Information Officers (PIOs) of State ministries and departments, allowing them to reject Right to Information (RTI) applications on ground that it violates privacy of individual.^{xl}

Data Protection Board of India

- According to Act, the Union Government will create the Data Protection Board of India ("Board"), a body corporate with the authority to order immediate corrective action where there is a breach of personal data or when any provision of the Act is broken.^{xli} The Act has granted the Board powers equivalent to those of a civil court to fulfill its functions.^{xlii}

- The Board's primary responsibilities include overseeing compliance and enforcing sanctions, instructing Data Fiduciaries to take action in the event of a data theft, and resolving problems brought by effected parties. Board members may be reappointed once their two-year term ends. ^{xliii}
- Any appeal lodged against the decision of the Board will be directed to the Telecom Dispute Settlement and Appellate Tribunal (TDSAT), created under the provisions of the Telecom Regulatory Authority of India Act, 1997. ^{xliv} Any party discontented by the decision of TDSAT, can file an appeal to the Apex Court of India. ^{xlv}

Penalties

- The Act has conferred upon the Board the power to levy penalties and fines ranging from ₹10,000 to ₹250 crores. ^{xlvi} When determining the fine amount, the Board will take into account factors such as the nature, severity, and duration of the breach, the type of Personal Data affected, any gains or losses resulting from the breach, and the effectiveness of the fine as a deterrent measure. ^{xlvii}
- The Act refrains from imposing any criminal liability or imprisonment on the individual or entity accountable for the breach of Personal Data. Nevertheless, upon the Board's request, the Central Government retains the authority to direct relevant agencies to suspend the applications or services of the entity implicated in the breach. This, combined with substantial fines, implies that Data Fiduciaries may encounter significant business interruptions as a result of repeated non-compliance with the Act's provisions.

Government Powers

Under the DPDP Act, the Government has bestowed upon itself a multitude of powers, including the ability to make rules and legal immunity (subject to the condition of "good faith"). It has also the authority to grant exemptions to and impose additional obligations upon specific entities through notifications that are based on predetermined criteria, establishing and overseeing the DPBI's operations, requesting that entities provide the necessary information, and enacting strict measures like preventing public access to commercial online

platforms in cases where repeat offenders own and/or operate them. ^{xlviii}

COMPARISON WITH EU'S GDPR

Basically, just like the GDPR in Europe, India's DPDP Act follows important privacy rules. These include only using data for specific reasons, collecting as little data as possible, making sure data is accurate, not keeping data longer than needed, taking responsibility for data, and respecting the rights of people whose data is collected. However, there are notable differences between the two. The Indian law places a stronger emphasis on consent, provides for less discretion in the requirements for reporting breaches, and prescribes an increased consent age, among other distinctions. Key contrasts between India's DPDP Act and EU's GDPR are as follows:

Lawful Bases

Unlike the DPDP Act, which only has two legitimate basis, the GDPR has six other bases. Six distinct legal justifications are available to organisations under the EU GDPR to support the gathering and use of personal data, including "contractual necessity" and "legitimate interest." ^{xlix} However, India's DPDP Act only list two legs bases: "Consent"¹ and "Legitimate Use."ⁱⁱ

- No separate/special class of data – While the GDPR categorizes personal data into specific subsets, each subject to separate compliance requirements based on the purpose of processing, the DPDP does not differentiate compliance based on the type of personal data. Instead, it applies uniformly to all types of personal data. ⁱⁱⁱ
- Applicability to offline data – While the GDPR extends to any offline data integrated into a filing system, the DPDP Act confines its scope exclusively to digital or digitized data. ^{liii}
- Contents of such notice – The DPDP outlines specific elements that must be included in a notice to enable a data principal to provide consent. In contrast, the GDPR specifies a broader range of details to be provided to a data subject, which do not appear to be exclusively tied to instances where the data subject's consent is necessary.
- Children's Data – In contrast to the DPDP, the GDPR does not explicitly prohibit social observations

or personalized ads directed at kids.^{liv} The DPDP mandates verifiable parental consent and includes a clear and comprehensive prohibition on processing data that can harm a child's well-being.^{lv}

- Grievance Redressal –Unlike the DPDP, the GDPR does not mandate that a data subject must address their grievance directly with the controller before lodging a complaint with the relevant Supervisory Authority or courts.^{lvi}

Transfer of data to other jurisdictions

The DPDP gives the Union Government the power to control how personal data is transferred by a data fiduciary to certain nations or regions outside of India.^{lvii} As a result, personal data can be freely transferred except to countries listed in the negative list to be published by the Central Government.^{lviii} Under the GDPR however, permissibility of transfer of personal data ranges from free transferability to a country or an international organization covered by an adequacy decision, and conditional transfers (such as adopting standard contractual clauses), to limited permission to transfer under certain circumstances.^{lix}

Data breach obligation

In India's DPDP Act, stricter requirements are imposed for data theft reports. The data fiduciary, or data controller, is required to notify all data thefts to both the DPBI Data Protection Board and the Data subjects.^{lx} On the other hand, the GDPR says you only have to report breaches if they could harm people's rights and freedoms.^{lxi}

Right to data portability and to object processing

The GDPR gives you the right to move your data to another service^{lxii} and to say no to certain ways your data is used,^{lxiii} whereas the DPDP Act does not include such rights.

Record keeping and data minimization

The GDPR requires keeping records of how information is used and minimizing the amount of information collected, but India's DPDP Act doesn't cover these obligations.

KEY OBSERVATIONS AND SHORTCOMINGS

- It appears that the Act's current formulation aims to protect private data. But there can be technical issues with how its provisions are implemented.^{lxiv} For example, Section 36 grants the State the power to request "such information" from the Board, Data Fiduciaries, or intermediaries. This expansive power and broad terminology may, when examined through a legislative perspective, suggest an underlying intent of government surveillance.^{lxv}
- Furthermore, Section 17(2)(a) grants the Central Government the authority to exempt any agency of the Government from the provisions concerning the processing of Private Data. It is worth noting that this exemption is broad and lacks procedural safeguards, especially considering the existence of Section 8, which already allows the State to handle private data without the clear permission from the data subject.
- Furthermore, Section 18(4) exempts state agencies from the obligation to destroy private data once its goal has been fulfilled, as outlined in Section 9(6) of this Act. This exemption also provides inadequate protective measures and allows the government to retain data without limitation, which could infringe upon the right of data subjects of erasure of their information as held by Karnataka high court in *Vasunathan vs Registrar General*^{lxvi} and upheld by the Supreme court in 2017.
- The transfer of authority from the Data Protection Board to the Central Government raises questions, particularly due to the lack of clear legislative direction for the Board to formulate guidelines for the country. This situation also raises concerns about the independence of the Board itself.
- The amendment made in Section 44(3) of the Act has modified Section 8(1)(j) of the Right to Information Act. This change has sparked concerns about maintaining the delicate balance between privacy and the right to information. Now, the officer in charge can reject an application if the requested information is related to individuals' privacy.^{lxvii}

- The two major data subjects' rights are not legislated in the Act. These are right of the individuals to move their data between platforms and the right to request the removal of their personal information. These rights were held to be important for protection of privacy by the Hon'ble Supreme Court in its 2017 judgement.
- There remain concerns regarding the possible infringement on the basic right to privacy, primarily due to exceptions granted for State data processing, especially concerning national security, as well as exemptions for employers aimed at preventing corporate espionage. However, these exemptions may lead to the accumulation, processing, and retention of more data than is genuinely necessary. Hence, while the DPDP Act includes significant provisions for data privacy, it also exhibits its own shortcomings.^{lxviii}

CONCLUSION

In today's digital era, protecting data and privacy is paramount to safeguarding personal information. Identity details are crucial for safety purposes. However, historically, individuals and organizations, including government and corporations, have shown little concern for individual privacy. Personal data is often shared or sold for commercial purposes such as targeted advertising, phishing, and hacking. Consumer laws have proven ineffective due to complex procedures, leaving citizens with no option but to seek redressal through the judicial courts. The enactment of the Digital Personal Data Protection Act, 2023, provides optimism for enhanced protection. This law marks a big step forward for India in creating thorough rules for data protection, promising to transform the security of citizens' digital personal data. It has a unique way of protecting personal data, meeting important needs as more people use the internet, create data, and engage in cross-border trade. Although the Act is a positive move, there's a need for clarity on how it will be put into action. This clarity might come with the creation of the Data Protection Board of India and the consequent development of rules under the Act. In conclusion, the enactment of this law marks a big step forward in India's efforts to set up strong data protection measures. By striving to balance

data privacy with the seamless flow of information, the Act reflects the evolving digital landscape.

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Study on the Role of Lokpal in Strengthening Administrative Transparency: Judicial Trends

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ABSTRACT

This research paper explores the role of the Lokpal in enhancing administrative transparency in India, analyzing the judicial trends and challenges faced in the implementation of the Lokpal Act. Despite its establishment, the Lokpal institution has faced significant procedural and political hurdles. This paper delves into the Supreme Court's rulings, the controversies surrounding the Lokpal's appointment, and the necessity for a robust mechanism to ensure its independence and accountability. The study highlights the legislative amendments, jurisdictional challenges, and the essential support from civil society to empower the Lokpal as a formidable anti-corruption body.

KEYWORDS: Lokpal, administrative transparency, Judicial trends, Anti-corruption, Supreme court, Lokpal act, Accountability, Independence, Civil society.

INTRODUCTION

The Lokpal and Lokayuktas Act, 2013, was introduced in India as a legislative measure to combat corruption by establishing an independent body—the Lokpal—to investigate allegations against public officials. Despite being signed into law in 2014, the operationalization of the Lokpal has encountered numerous obstacles. These challenges include the controversial appointment procedures, the role of the Leader of the Opposition in the Selection Committee, and the Lokpal's supervisory powers over the Central Bureau of Investigation (CBI). Furthermore, the Act's provisions on trial timelines and the limitations on investigating high-ranking officials have raised concerns about its efficacy. This paper examines the Supreme Court's interpretations and rulings on these issues, emphasizing the need for legislative and procedural reforms to ensure the Lokpal's effectiveness. The analysis also underscores the importance of institutional support from civil society in strengthening the Lokpal's mandate and achieving the broader goal of administrative transparency and accountability in India.

MAIN ISSUES OF THE LOKPAL ACT

The Controversy on Appointment of Search Committee and Lokpal Institution

The Lokpal Act's convoluted procedures and regulations have prevented the institution's formation up to this point. The constitution is currently at a standstill because the Leader of the Opposition in the House of People is not available to serve as a member on the Selection Committee, as required by Sub Section (b) of Section 4 of the Act, which provides for the Appointment of Chairperson and Members on the recommendations of the Selection Committee. Nevertheless, the appointment of India's anti-corruption watchdog, the Lokpal, may take place even when there is no opposition leader in the country, according to public interest litigation that has challenged the Supreme Court's interpretation of the constitution. [1] In its present form, the Supreme Court has deemed the bill passed in 2013 to be a functional piece of legislation. The appointment of the Lokpal chairman or member shall not be rendered null and void "simply due to the reason of any vacancy in the selection committee," according to a bench comprising Justice

Ranjan Gogoi and Navin Sinha, who cited clauses of the Act in reaching this conclusion[2]". In its present form, the Supreme Court has deemed the bill passed in 2013 to be a functional piece of legislation. The appointment of the Lokpal chairman or member shall not be rendered null and void "simply due to the reason of any vacancy in the selection committee," according to a bench comprising Justice Ranjan Gogoi and Navin Sinha, who cited clauses of the Act in reaching this conclusion[3].

Superintendence Power over CBI

Despite the fact that the Lokpal is supposed to be able to utilise whatever agency it wants to examine allegations within its purview, the only real option for now is the Central Bureau of Investigation (CBI). For Lokpal to conduct impartial and professional investigations—many of which might include powerful and senior government officials—the Central Bureau of Investigation (CBI) has to be legally and operationally separate from the federal government. The Lokpal and Lokayukta Act has brought about some independence by altering the procedure for choosing the head of the Central Bureau of Investigation (CBI). The new committee will include the Prime Minister, the Lok Sabha opposition leader, and either the Chief Justice of India or a judge nominated by him to the Supreme Court. Previously, members of the ruling party's apparatus presided over the Committee that chose the head of the Central Bureau of Investigation (CBI). Additionally, the Lokpal is envisioned to have "superintendence" powers over the CBI under the Act. But as we have shown, these kinds of authority are useless without mechanisms to provide real administrative oversight. According to the Act, the Lokpal may exercise some administrative control over the CBI by requiring his or her agreement before transferring officials from the CBI who are investigating matters reported by the Lokpal. Their susceptibility to political pressure stems from the fact that the central government continues to control the CBI's budget, appoints its officials, and receives the senior CBI officials' annual confidential reports.

Time Bound for Trial

Section 35 of the Act[4], states that trials heard by the special court must be concluded within a two-year timeframe. The Central Government is authorised to

establish Special Courts under Chapter XI of the Lokpal and Lokayukta Act, 2013. Despite the fact that it is a positive step towards guaranteeing the trial's timely conclusion,[5] What would happen in the very unusual circumstance when this could not be achieved, even with great endeavours, is not addressed in the Act. The procedures might be dropped due to time constraints, and the accused could walk free, all because of this uncertainty. This would further encourage the accused to postpone the proceedings.

Article 6-A of the Act of 1946 Establishing the Special Police Force in Delhi[6], that this Act does not alter or supersede the previous provision stating that the Central Bureau of Investigation "(CBI) cannot inquire into or investigate any crime committed by an officer of the rank of joint secretary or higher of the Government of India, or of comparable rank in entities owned or controlled by the government, without the prior consent of the central government. The authority of the Lokpal to authorise the commencement of prosecution is addressed under Section 23. Section 23(1),[7] Despite the provisions in Section 6-A mentioned before, which do not address inquiry or investigation, the Lokpal is granted the authority to order prosecution by the Lokpal and Lokayukta Act of 2013."

The Lokpal is not required to inquire or investigate into any complaint that is made more than seven years after the alleged offence has occurred, according to the Act, regarding time bar inquiries into alleged corruption and related acts[8]." When compared to the occasional exposure of huge and intricate schemes, this seems like an unnecessary restriction. It is very uncommon for high-level governmental officials to remain hidden from public view until a political regime shift occurs. There is no rationale for the Lokpal not to investigate a complaint if it is supported by reliable evidence.

Submission of Annual Report

As per Section 48[9] According the Act, the Lokpal must submit a yearly report detailing its activities to the President, which must then be presented to each chamber of parliament[10]. The President should not have been responsible for laying out a report; rather, the Lokpal should have been held to account to Parliament for upholding ethical standards within the institutions. This includes ensuring that there is no

bias of any kind (including but not limited to political, caste, class, gender, or religious), that victims are not victimised, and that conflicts of interest are avoided. To make sure this happened, a multi-party Standing Parliamentary Committee could have been formed to oversee the Lokpal's operations and hear complaints about the agency's members and officials based on ethical standards.

Their primary gripe seems to be that it differs from the Jan Lokpal Bill that the India against Corruption campaign, which is its parent organisation, had produced. That can only happen if the Lokpal is filled with qualified individuals, if the agencies working under it are given sufficient funding and manpower, and if the political will is there, particularly among the highest levels of bureaucratic and political leadership, to see the institution through to its completion. The Indian people must remain watchful and maintain pressure on the government to guarantee correct execution, even if they have overcome significant challenges to get here. A thorough overhaul of the country's anti-corruption and grievance resolution mechanism requires further legislation, of which the Lokpal and Lokayukta Act is but a portion. The Judicial Standards and Accountability Bill is one of three important measures now sitting in parliament [11], the Whistle Blowers Protection Bill[12], and the Grievance Redress Bill[13]. Urgently, Parliament must pass them when they have been suitably revised.

The Lokpal and Lokayuktas (Amendment) Act, 2016

The following changes were made to the Lokpal and Lokayuktas (Amendment) Act, 2016 (Act No. 37 of 2016) by the Union Parliament. But it's important to remember that the main Lokpal had to be formed first.

- a) On July 27, 2016, the Minister for Personnel, Public Grievances and Pensions presented the Lokpal and Lokayuktas (Amendment) Bill, 2016 in the Lok Sabha.
- b) Regarding the disclosure of assets and liabilities by government employees, the Lokpal and Lokayuktas Act, 2013 is revised in this bill. The Bill's provisions would be retroactively applicable, starting on the day the 2013 Act became law.

- c) An official's (and their family's) financial situation must be disclosed in accordance with the Lokpal Act. The relevant authority must receive such declarations no later than 30 days after the official takes office. An annual return detailing these assets and liabilities must also be filed by the public worker no later than July 31st of each year. Also, by August 31st of that year, the Lokpal Act requires the appropriate ministry's website to post statements of such declarations. A public worker will now be compelled to disclose his assets and liabilities, as stated in the Bill, which replaces these provisions. Still, the federal government will lay out the specifics of how to make such a proclamation.

Appointment of Lokpal

The Prime Minister, Speaker of the Lok Sabha, Leader of the Opposition Party, Chief Justice of India, and a distinguished jurist are all members of the high-level Selection Committee that is responsible for making appointments to the Lokpal under the 2013 Act. The failure of the Congress party to secure the necessary 10% membership in the 16th Lok Sabha after the 2014 legislative elections has prevented the Lokpal Act from being implemented.

In its ruling on Thursday, the Supreme Court of India deemed the current version of the anti-corruption law passed in 2013 as a practical piece of legislation, allowing for the appointment of the Lokpal even in the lack of an opposition leader. The nomination of the Lokpal chairman or member shall not be rendered null and void "merely because of the reason of any vacancy in the selection committee," according to a bench led by Justice Ranjan Gogoi, who cited clauses of the Act. According to the court, if the opposition leader is currently unavailable, the chairperson, the Lok Sabha Speaker, and the Chief Justice of India or someone appointed by him can choose a distinguished jurist to serve on the selection committee and advise the president. It also found no legal problem with a "truncated" selection committee forming a search committee to provide a slate of applicants for appointment consideration. The desire to give the Chief Justice of India's opinion precedence over the other members of the search committee—including the

Prime Minister and Lok Sabha Speaker—in picking distinguished jurists was, however, denied by the court.

Taking into account the foundation of the Lokpal's non-constitution, the Service of Staff, Public Complaints and Benefits (Division of Faculty and Preparing) has planned and declared the standards for the foundation of a pursuit board of trustees to delegate the Lokpal and different individuals in Notice G.R.S. No. 31 (E) from January 17, 2014. As per the power allowed by subsection (1) read with condition (b) of subsection (2) of area 59 of the Lokpal and Lokayuktas Act, 2013 (I of 2014), the Focal Government has given guidelines to decide the boundaries of the Quest Council's foundation and the cycle for choosing the Lokpal's seat and individuals. The Pursuit Board of trustees is expected to set up a board of names as per the arrangements of Segment 10 of the previously mentioned Rules. The Focal Government was conceded the position to make alterations to the Pursuit Board of trustees (Constitution, Agreements of arrangement of individuals and the way of choice of Board of Names for arrangement of Administrator and Individuals from Lokpal) Rules, 2014, by No. G.S.R. 620 (E) from August 27, 2014. These standards were made in exercise of the powers presented by subsection (1) read with statement (b) of subsection (2) of Area 59 of the Lokpal and Lokayuktas Act, 2013 (1 of 2014). The governing documents in question are the Search Committee Amendment Rules, 2014 (Constitution, Terms and Conditions for Members' Appointment, and Method for Selecting Panel of Names for Lokpal Chairperson and Members) Amendment Rules.

Upon its presentation to India's highest court[14], An "eminently workable piece of legislation" was deemed the Lokpal and Lokayukta Act of 2013, which allows for the nomination of Lokpal chairman and members even when there is no designated Leader of Opposition. The ruling completely disproves the government's assertion that it is now impossible to nominate members and the chair of the Lokpal and that this cannot happen until the Act of 2013 is changed so that the leader of the main opposition party may take his or her post. A bench of Justice Ranjan Gogoi and Justice Navin Sinha[15] has heard the case filed by Common Cause, A Registered Society v. Union of India 24 in order to establish the Lokpal. Concerning the selection committee's composition and the members'

qualifications for the position of Lokpal, there are technical questions regarding the revised Rules and the legislative requirements.

“In a Writ Petition[16] has requested a declaration from the Supreme Court that the Search Committee (Constitution, Terms and Conditions of Appointment of Members, and the Manner of Selection of Panel of Names for Appointment of Chairperson and Members of Lokpal) Rules, 2014, drafted under the Lokpal and Lokayuktas Act, 2013, are ultra vires, as well as a further direction to prohibit the beginning of any selection process for the appointment of Chairperson and Members of Lokpal in accordance with the aforementioned Search Committee. As stated in Subsection (2) of Section 4, a vacancy on the Selection Committee should not invalidate appointments to the positions of Chairperson or Member of the Lokpal. The Speaker of the Lok Sabha and the Chief Justice of India, or someone appointed by him, may proceed to select a distinguished jurist to serve as a Member of the Selection Committee in the event that the Opposition Party Leader is currently unavailable.”

INDEPENDENCE AND ACCOUNTABILITY OF THE LOKPAL

A controversial anti-corruption bill has been passed by the Union Parliament. It establishes an independent Ombudsman's office that would investigate and punish instances of wrongdoing by politicians and officials. On January 1, 2014, the President of India signed into law the Lokpal, an entity that would serve as the country's Ombudsman. The law went into effect on January 16, 2014[17].

Jurisdiction of Lokpal

The Lokpal, a centrally-established, autonomous, and empowered body, would be responsible for receiving complaints of corruption against various types of public servants, conducting thorough investigations, and, if necessary, successfully prosecuting those found guilty. This would help to control and prevent corruption. All of this is planned to be completed within a certain time frame, with the assistance of dedicated courts. Additionally, the Act mandates that all states establish a body of Lokayuktas within a year, although it is up to the individual states to choose the specifics. Lokpal as

an institution has not yet been implemented. So yet, the Lokayukta has not been established by any new state. The government was criticised by the Parliamentary Standing Committee on Personnel, Public Grievances, Law, and Justice in their April 2015 report that was submitted in Parliament for failing to execute the Act.

Since Lokpal has not yet been put into action, we will go over its main aspects here. The new law specifies a one-year deadline for governments to establish LokAyuktas. The specific role and responsibilities of the Lokayukta are up to the individual states. The Andhra Pradesh Lokayukta Act 11 of 1983 took effect on November 1, 1983, and this institution began operations on November 15, 1983, with the following notable characteristics:

- 1) Decentralisation from the executive branch;
- 2) A system that is both informal and simple to use in order to lodge grievances; and
- 3) Services that are both quick and almost free for the public.

The Lokpal was established on January 1, 2014, in compliance with the LokAyukta Act, 2014[18], which was enacted on the same day, may have no more than eight members, half of whom must have judicial positions, and a chairman. Minorities, women, and members of Scheduled Castes and Scheduled Tribes should make up half of the Lokpal's membership. The reasons for the delay in forming the Chairperson and members are covered in this chapter.

Nobody on this list is eligible to be Lokpal's chairperson:

- 1) Legislators at the state and federal levels.
- (2) Those found guilty of any crime involving immorality
- 3) Below the age of 45
- 4) Belong to a Panchayat or Municipality
- 5) An individual who was fired or terminated from their position in the public sector
- 6) A person who is in a position of trust or profit must step down from Lokpal if this is the case.
- 7) Someone with ties to a certain political group
- 8) Is involved in the workforce; if so, he'll have to give up a few things to keep his job.

Given the nature of the Lokpal's powers, there would be ample opportunity for its staff to engage in corrupt practices. Consequently, the Act should have established a separate system to handle allegations of corruption against Lokpal staff, as this would have been in line with the principle of establishing an independent Lokpal. An independent committee was proposed to the Standing Committee to investigate complaints against Lokpal employees within a certain time frame and then provide the Lokpal with binding recommendations. This committee would then choose an ombudsman. But nobody went along with the plan.

Constitutional Validity of Lokpal (Amendment) Bill, 2011

The Lokpal Bill, 2011, which was tabled in Lok Sabha on 4 August, concerns the constitutional legality of the office. Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice (Department Related) was asked to look into it. In order to investigate claims of corruption against specific public officials, as well as for other purposes related thereto, the Bill aims to create the Lokpal institution. Congressman Praveen Singh Aron, who represents Bareilly, presented the Committee with a Jan Lokpal Bill. The committee members had reached a unanimous decision to establish both the Lokpal and the Lokayuktas in each state under a single law and to provide the Lokpal constitutional stature. The draft only included Group A and B officials, excluding Group C and D workers, which was another rejection of Team Anna's desire for inclusion of the whole bureaucracy.[19]

A new Part XIVB, including Articles 323C and 323D, is added to the Constitution by the Bill. There is a plan for a federal Lokpal and state Lokayuktas laid forth in it. In addition, the Bill specifies the kind of oath that the Chairperson, members of the Lokpal, and the Lokayukta must take by amending the Third Schedule (adding Part IX). A Lokpal would be appointed for the Union and a Lokayukta for each state, according to the bill. A Chairperson will oversee the Lokpal, which would otherwise function independently. It is up to Parliament to decide on the Lokpal's membership and terms of service. While the historic Lokpal and Lokayuktas Bill, 2011 was approved by the Lok Sabha in a nighttime session, a concurrent Constitution (116th Amendment)

Bill that would have granted constitutional stature to the Lokpal was rejected. It is argued that an institution does gain more power when it is a constitutional body rather than a statutory one. Many legislative enactments, which are not constitutional changes, have gone through this process. The incorporation of the Lokpal's autonomy into the Constitution would provide a solid foundation for the courts to develop and refine the subtleties of autonomy as guaranteed by the Constitution. Additional security will be provided since the Lokpal's existence and operations will be beyond the purview of regular parliamentary majority.

The Indian Constitution establishes a number of regulatory agencies that are free from political interference and act as checks on the executive branch. These agencies include the independent judiciary, the Comptroller and Auditor General (CAG), the Election Commission, and the Reserve Bank of India. On the other hand, the government is opposed to "super-bureaucrats" who oppose the authority of the government, even while this opposition has public support.

This was the fundamental concern about the Lok Pal and the delegation of excessive investigative powers to it. The separation of powers is adequately codified by both the Constitution and the legislation. Appointments to positions such as Comptroller and Auditor General (CAG) and Election Commissioners do not need bipartisan agreement; similarly, appointments to positions such as Chief Vigilance Commissioner, Lokpal, etc., require consent from the Leader of the Opposition as well. Appointed constitutional offices have certain protections, including fixed tenures and immunity from removal. Unless you have political prejudices or skeletons in your closet, you shouldn't be afraid of the government or the opposition or become their stooges. Those in charge of these constitutional agencies have a rare opportunity to serve the nation impartially.

Regarding the composition of the Lokpal institution's members, Section 3 of the Act specifies that the Lokpal must "have a chairman and a maximum of eight members, with half of that number being judges. Therefore, Lokpal can only wield a maximum of nine weapons. A minimum of half of the Lokpal's membership must come from underrepresented groups,

including women, members of Scheduled Castes and Scheduled Tribes, other backward classes, minorities, and other underrepresented groups. With a maximum of eight positions available, it would be difficult to ensure that members of underrepresented groups (such as women and people from SCs and STs) are represented. This presents a mathematical challenge, since there are only four positions to cover five categories (unless two categories are considered to be equivalent to one)[20]. Another issue of contention, which has also reached the highest court in the land, is that Section 4(1) states that the President is to choose the chairman and members of the Lokpal based on the recommendations of the Selection Committee, which includes (a) the Prime Minister,"

- a) the current House Speaker;
- b) the current House Opposition Leader;
- c) the current Chief Justice of India or an individual recommended by him to the office of Supreme Court Judge; and
- (d) a single Eminent Jurist.

SUPREME COURT – LAWS ON OMBUDSMAN OFFICE

The Ombudsman institution has been the subject of many rulings by the Supreme Court. Several case laws pertaining to the institution will be examined in this section.

“In Common Cause, A Registered Society v. Union of India & Ors.,[21] This case involves a review petition seeking relief in the form of an appropriate writ, order, or orders to direct Parliament to draft a Bill seeking the enactment of legislation to establish the institution of Lokpal, or an alternative system comparable to Ombudsman, with the aim of controlling and monitoring corruption at the public, political, and bureaucratic levels. Despite several attempts, the proposed measure could not be unanimously approved, as the Solicitor General has brought to light. The Court lacks the authority to make a significant decision on this topic since it pertains to Parliament.

The Supreme Court's decision in the recent Lokpal non-constitutional case, Common Cause, A Registered Society v. Union Of India[22] on the one hand, and the

Search Committee (Constitution, Terms and Conditions of Appointment of Members and the Manner of Selection of Panel of Names for Appointment of Chairperson and Members of Lokpal) Rules, 2014, drafted under the Lokpal and Lokayuktas Act, 2013, on the other, are seeking a declaration that Rule 10(1) and Rule 10(4) (i) of those rules are ultra vires, and a further direction to stop any process of selection for the appointment of the chairperson and members of the Lokpal under those rules. In order for the Lokpal and Lokayuktas Act, 2013 (No. 1 of 2014) to fulfil its intended purpose, it is necessary to address the following important matters that have been identified as gaps in the Act. Under Section 4(1) of the Act[23] "the Chairperson and members of Lokpal shall be appointed by the President and this appointment shall be compulsorily made in accordance with the recommendations which are based on the report given by the Selection Committee " Members of the Prime Minister's Cabinet, Speaker of the House of People, Leader of the Opposition in the House of People, Chief Justice of India or a Supreme Court judge nominated by the Chief Justice, and one distinguished jurist will make up this Selection Committee that will issue its recommendation.

Members of Parliament, the Prime Minister, ministers, and officers and officials of the Central Government from Groups A, B, C, and D are all under the Lokpal's purview, as discussed in Section 14 of the Act. Regarding the Act's procedural aspects, Section 14 (1) (a) states that the Lokpal can consider and investigate any corruption allegations made in a complaint filed by an aggrieved party against any current or former prime minister, except in matters concerning public order, international relations, atomic energy, and space. Section 20 specifies that once the Lokpal receives a complaint, it can request an inquiry by any agency (including the Delhi Special Police Establishment) if a prima facie case is determined. However, the Lokpal must first seek an explanation from the public servant to determine if a prima facie case exists, creating a contradiction as it is challenging to proceed without this explanation. The Lokpal's superintendence over the CBI includes oversight of investigations, but the CBI's lack of functional independence from the government limits this power. Changes in the appointment procedure for the CBI director now involve a four-member

Selection Committee, including the Prime Minister, Speaker of the Lok Sabha, Leader of Opposition in the Lok Sabha, and the Chief Justice of India or a judge appointed by him. Despite these changes, the Lokpal's oversight is seen as insufficient due to the central government's control over CBI's funding and appointments. The Supreme Court has criticized the CBI as a "caged parrot" and highlighted its lack of autonomy, which also affects other anti-corruption bodies like the state vigilance departments and internal vigilance wings. Statutory authorities like the Central Vigilance Commission (CVC) and State Lokayuktas are advisory and lack enforcement power, often ignored by the government. The fragmented mission of various anti-corruption agencies creates inefficiencies. A unified anti-corruption agency incorporating CBI, state vigilance departments, and CVC is suggested. To ensure Lokpal's accountability, citizens should be able to file complaints with the Supreme Court for the removal of unaccountable Lokpal members. Establishing an Ombudsman for the judiciary is debated, with concerns about undermining the Separation of Powers doctrine in the Indian Constitution. The research concludes that for the Lokpal to function independently and transparently, it requires administrative, financial, and manpower independence, along with legislative procedures to support its autonomy and accountability[24]."

CONCLUSION

Establishing other sources of institutional and political support is crucial for independent accountability institutions to tackle the issue of institutional weakness. In this respect, civil society—which encompasses institutions like colleges, NGOs, and the press—is the most crucial ally. Formal, legislative dispositions governing the institution scarcely enough to determine the ombudsman's power, according to Frederick Ugglia. Rather, the institution's power and independence are created via a mostly political process.[25] In particular, he claims that ombudsmen often behave more like "pressure groups" than official government agencies. "The ombudsman, like pressure organisations, has to push an agenda in a broad, often hostile, setting; it doesn't have the tools to make sure its rulings and recommendations are implemented. Accordingly, variables for persuasion and compliance that get positive

media publicity and popular approval. The alternative is that the institution's credibility will suffer significantly if these things are missing.[26] After finishing all of its investigation, the paper concludes in the following chapter with some appropriate recommendations for how the Lokpal institution in India should operate.

REFERENCES

1. "Common Cause : a Registered Society v. Union of India, Writ Petition (CIVIL) No. 245 OF 2014.
2. "Judgment in Writ Petition (CIVIL) No. 245 OF 2014.
3. Sri Vipul Mudgal, director of Common Cause, the main petitioner in the case, said, "The government will have to change the search committee rules regarding the appointment of the Lokpal after the Supreme Court observations because this is what we challenged them on".
4. Under Section 35 of Lokpal and Lokayukta Act, 2013, The Special Courts to be constituted by Central Government in accordance with Act No. 49 of 1988
5. Section 35 (2) The Special Courts constituted under sub-section (1) shall ensure completion of each trial within a period of one year from the date of filing of the case in the Court. Provided that in case the trial cannot be completed within a period of one year, the Special Court shall record reasons therefor and complete the trial within a further period of not more than three months or such further periods not exceeding three months each, for reasons to be recorded in writing before the end of each such three months period, but not exceeding a total period of two years."
6. "Section 6-A of the Delhi Special Police Establishment Act, 1946 deals with the prior approval of Central Government to conduct inquiry or investigation.
7. Section 23 (1) Notwithstanding anything contained in section 197 of the Code of Criminal Procedure, 1973 or section 6A of the Delhi Special Police Establishment Act, 1946 or section 19 of the Prevention of Corruption Act, 1988, the Lokpal shall have the power to grant sanction for prosecution under clause (a) of sub-section (7) of section 20.
8. Section 53 - Limitation to apply in certain cases.
9. Section 48 It shall be the duty of the Lokpal to present annually to the President a report on the work done by the Lokpal and on receipt of such report the President shall cause a copy thereof together with a memorandum explaining, in respect of the cases, if any, where the advice of the Lokpal was not accepted, the reason for such non-acceptance to be laid before each House of Parliament.
10. Section 48- It shall be the duty of the Lokpal to present annually to the President a report on the work done by the Lokpal and on receipt of such report the President shall cause a copy thereof together with a memorandum explaining, in respect of the cases, if any, where the advice of the Lokpal was not accepted, the reason for such non-acceptance to be laid before each House of Parliament.
11. The Judicial Standards and Accountability Bill, 2010, intends to lay down enforceable standards of conduct for judges. It also requires judges to declare details of their and their family members' assets and liabilities. Importantly, it creates mechanisms to allow any person to complain against judges on grounds of misbehaviour or incapacity.
12. The Whistle blowers Protection (Amendment) Bill, 2011 was introduced in Lok Sabha has got assent of the President on the 9th May, 2014 and yet to notify the operation of the Act.
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25. Frederick Uggla, "The Ombudsman in Latin America," *Journal of Latin American Studies* , 2004, 36: 448. Moshe Maor has made a similar argument with respect to independent anti-corruption commissions, see "Feeling the Heat? Anti-corruption Mechanisms in Comparative Perspective," *Governance* , Vol. 17, No.1, 2004.
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From Awareness to Action: The Journey of Sustainable Finance in Indian Academic and Financial Arenas

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ABSTRACT

This research explores the perspectives of teachers, experts, and students about the function of sustainability in the financial sector and academia throughout many Indian universities and institutions. The research primarily focuses on their financial awareness, perception, and education concerning sustainability. The purpose of this paper is an examination of the degree of knowledge, involvement, and willingness among faculty, professionals, and students to incorporate sustainability into their areas, as well as their opinions about this idea. The research also examines how they may help financial institutions and higher education promote sustainable financing.

Key findings reveal that while the respondents are generally aware of sustainability and sustainable development, their understanding of sustainable finance and its current relevance in India is limited. Furthermore, although finance professionals show keen interest in this area, actual involvement in sustainable finance practices is relatively low. The study also uncovers a divergence of opinions among teachers, experts, and students on the integration of sustainable finance into financial education, including varied views on the best approaches for its implementation.

KEYWORDS: *Sustainable development, Sustainable finance, Higher education, Financial professionals.*

INTRODUCTION

The discourse surrounding sustainable development encompasses various dimensions that necessitate comprehensive consideration to ensure sustainability. From environmental concerns such as climate change and natural resource depletion to financial matters like income inequality, each facet plays a pivotal role in shaping the world's capacity to recover and thrive (Homer-Dixon, 1991). While traditional finance focuses on financial returns, sustainable finance integrates financial, social, and environmental returns into its framework (Schoenmaker & Schramade, 2018). This change underscores the importance of understanding how sustainability and finance are interconnected to encourage sustainable practices in the financial industry (Jeucken, 2010).

The blending of financial systems with sustainable development is becoming more evident (Hopwood et al., 2005). International forums like the G20 prioritize

sustainable finance, reflecting a global recognition of its significance (Helleiner & Pagliari, 2009). Financial institutions are aligning their decisions and product development with environmental and social goals, evidenced by the growing consideration of environmental concerns and the Sustainable Development Goals (SDGs) (Lagoarde-Segot, 2020). Green financing, demonstrated by initiatives such as green bonds, is a tool for reducing greenhouse gas emissions and supporting sustainability efforts (Torvanger et al., 2021). Similarly, microcredit and other sustainable financing instruments challenge the conventional profit-maximization paradigm by prioritizing sustainability (Oner, 2019). Moreover, educating upcoming financial experts through programs in sustainable finance can instill values that support sustainability in the industry (Scholz et al., 2003).

In India, sustainable finance has become increasingly important due to rapid development and the need for sustainable resource management. Promoting

sustainability in the financial sector requires understanding the role of education, especially in universities. Universities shape personal values and future careers, making them key influencers in promoting sustainability through training young professionals (Van Gelder & Kouwenhoven, 2011). However, despite the growing prominence of sustainable finance, challenges persist. Literature highlights a lack of awareness and promotion as significant limitations, particularly in the Indian context. Although current research emphasizes sustainable finance principles, policies, and institutional roles, insufficient studies address the perception and awareness of sustainable finance within India. Closing this gap requires a nuanced understanding of diverse viewpoints, necessitating broader data collection from faculty, students, and industry experts affiliated with Indian universities.

In conclusion, sustainable finance represents a transformative shift in the financial sector towards societal and environmental objectives. Promoting sustainable finance effectively requires institutional policy changes, comprehensive educational initiatives, and broader awareness campaigns. Addressing these challenges and leveraging sustainable finance's potential can foster a more sustainable global economy. This paper examines the perception of sustainable finance in India and its integration into finance education, incorporating insights from Indian students, finance professionals, and faculty members, assessing their interest, acceptance, and awareness of sustainable finance.

LITERATURE REVIEW

The Interconnection between Financial Systems and Sustainable Practices

Intermediaries are financial institutions. They transmit capital to various industries and influence sustainable development. This indirect impact results in a much greater effect than the direct impact of the same industries Weber (2016). Financial choices can lead to either detrimental or beneficial outcomes for sustainable development (Wiek and Weber, 2014). This was evident during the financial crisis, which adversely affected the financial sector (Herzig and Moon, 2013).

Sustainable financial system in India

Gandhi (2016) the concept of 'Sarva Loka Hitam' from

Vedic texts translates to the welfare of all stakeholders, indicating that all business activities should be grounded in ethical and socially responsible principles. India now has the potential to expand in a way that reduces the costs of environmental degradation, which opens up a plethora of opportunities for the country's financial sector (Soundarrajan and Vivek, 2016). Hence, coordination amongst green financial institutions, and higher education institutions is required, as is the development of new goods and services, instruction, and a stronger ability to adapt to changes in the green finance landscape.

Education relatability with sustainability

The aim of education for sustainable growth, according to Wright and Horst (2013), is to build a self-sustaining community by participating in sustainable practices and empowering people to be responsible. Universities play a crucial role in fostering skills and knowledge, making the field attractive to learners (Scholz et al., 2003). They deepen understanding of environmental and social issues, acting as change agents (Wright & Horst, 2013). Various universities worldwide offer master's degrees in Sustainable Development (Borowy, 2013). Research indicates the need for more comprehensive education in environmental protection and green finance. Despite limited studies linking education and sustainability in finance, the global agenda emphasizes the importance of integrating SDGs into education (Guterres, 2020).

OBJECTIVE

To explore the level of awareness, interest, and views of faculties, students, and professionals about sustainable development and sustainability in finance and to check their willingness to work towards the development of such concept and also study their level of acceptance regarding the introduction of sustainability in finance in higher education, and are there any the deviations of thoughts between faculties, students and professionals on sustainable finance.

RESEARCH METHODOLOGY

As it was previously mentioned, the research question can be phrased as a 'study on sustainable financing and perception of finance professionals, teachers and students in India'.

Research Design

Our study aims to understand respondent perceptions; thus, we'll collect primary data via objective and hypothesis-based questionnaires.

Sampling Procedure

This research solicited responses from 120 individuals across India, including 25 university finance faculty, 30 financial sector professionals, and 65 finance-majoring students. The questionnaire comprised demographic questions, awareness levels, and attitudes towards sustainable finance.

RESULTS AND DISCUSSION

Through questionnaire data were collected and have been analysed according to all the hypotheses made.

Demographics of Respondents

The questionnaire distributed across Indian states garnered 120 responses from faculties, expert professionals, and students: 25 faculties, 30 professionals, and 65 students. Demographically, 68 were male, 50 female, and 2 undisclosed, all aged 20-45+. Analysis showed higher student participation and male predominance, especially among faculty (72%) and professionals (63.34%). Female student representation was stronger (53.85%). Age-wise, the 20-25 group was most represented, mainly by students (80%), followed by the 25-30 and 30-35 ranges. Notably, older age groups saw no student responses. Respondents hailed from various Indian states, with Jharkhand leading, reflecting diverse geographic engagement.

Designation of the respondents



■ Faculty ■ Student ■ Expert Professional

Fig. 1: No. of respondents based on their designation

Source: Authors

Gender



■ Female ■ Male ■ Prefer not to say

Source: Authors

Fig. 2: No. of respondents based on their gender

Age range of the respondents



■ 20-25 ■ 25-30 ■ 30-35
■ 35-40 ■ 40-45 ■ 45 and above

Source: Authors

Fig. 3: Age range of the respondents

Table 1: Level of awareness, attitude, views and willingness of respondents towards sustainable finance

Sl. No.	Questions	X	S.D.	X2	p-value
Level of awareness about sustainability and sustainability in finance					
1	Are you aware of the terms 'sustainability' and 'sustainable development'	3.47	3.02	2.0886	0.9114
2	Are you aware of the term 'Sustainable Finance'	2.93	2.56	8.1481	0.2275
3	Do you know that there are courses on sustainable finance running in universities in India?			0.4963	0.9739
Attitudes and views of respondents towards sustainability in finance					
4	Do you think it's a great idea to include sustainability with finance?			2.8217	0.5881
5	How important is it to promote sustainable finance?	4.27	0.799	8.27	0.219
6	According to you what was the reason for choosing the above option about how important is it to promote sustainable finance?			6.819	0.3379
7	Do you agree it's a great idea to promote sustainability through financial education?			7.6229	0.267
8	According to you can education be proven to be an effective tool for the promotion of sustainable finance?			2.8583	0.8264
Willingness towards sustainable finance					
9	Rate your interest in researching or reading about sustainable finance in the future.	4.12	0.967	6.5704	0.5836
10	Rate the potential of the education sector in this field to explore.	4.1	0.817	14.8522	0.0214
11	Is there any future for sustainable finance in India?			6.9046	0.141
12	Do universities should offer courses that address the topic of sustainable finance?			4.1225	0.3897
13	Does your university/area you work take sustainable finance into account in their decision-making process?			23.741	#####
14	If sustainability is integrated into financial education, it should be offered as:			9.0159	0.011
15	Would you take the initiative to promote sustainable finance?			2.6095	0.2712
16	Are you practicing something that has any connection related to sustainable finance?			2.4204	0.6589
17	Do you see any challenges associated with this new concept of sustainable finance?			6.227	0.1828

*Note: X= Mean, S.D.= Standard Deviation, X2= Pearson's Chi-Square, p= p-value

Source: The authors.

When analyzing the level of awareness, attitude, views, and willingness of respondents towards sustainable finance, the results in Table no. 1 reveal that the probabilities of Pearson's (X2) for all question expect (Q10, Q13 & Q14) p-values higher than 0.05 (> 0.05) is not statistically significant and indicates strong evidence for the null hypothesis. Hence, the null hypothesis

stands true and the alternate hypothesis is rejected.

And in Q10, Q13 & Q14 p-value less than 0.05 (typically ≤ 0.05) is statistically significant. It indicates strong evidence against the null hypothesis. Hence, the alternate hypothesis stands true and the null hypothesis is rejected.

Table 2: Awareness of respondents about sustainability and sustainable finance based on their gender

Sl. No.	Questions	X2	p-value
1	Are you aware of the terms 'sustainability' and 'sustainable development'?	1.5164	0.6785
2	Are you aware of the term 'Sustainable Finance'?	1.3482	0.7177
3	Do you know that there are courses on sustainable finance running in universities in India?	3.7723	0.1517

*Note: X2= Pearson’s Chi-Square, p= p-value

Source: The authors.

All the previous findings to check level of awareness, attitude, views and willingness of respondents towards sustainable finance designation of respondents were used and now we wanted to investigate whether gender has some role to play in the level of awareness of the

respondents. The hypotheses have been made for the same. By seeing the values in Table 2 we can conclude that there is no relation between gender and the level of awareness of the respondents.

Table 3: Correlation Analysis

Correlations Analysis				
			Rate your interest in researching or reading about sustainable finance in the future.	How important is it to promote sustainable finance?
Spearman's rho	Rate the potential of the education sector in promoting sustainable finance.	Correlation Coefficient	.542**	.473**
	Rate your interest in researching or reading about sustainable finance in the future.	Correlation Coefficient	1.000	.523**
	How important is it to promote sustainable finance?	Correlation Coefficient	.523**	1.000

** Correlation is significant at the 0.01 level (2-tailed).

Source: The authors.

In Table 3, Pearson product correlations indicate a moderately positive and statistically significant relationship between the potential of the education sector in promoting sustainable finance and respondents' interest in researching and reading about it ($r = .542$, $p < 0.001$), supporting the H1 hypothesis. This suggests that increased educational potential enhances research interest. Similarly, the correlation between the importance of promoting sustainable finance and respondents' interest in it was also moderately positive and significant ($r = .523$, $p < 0.001$), supporting H1. Additionally, a low positive correlation was found

between the importance of promoting sustainable finance and the education sector's potential ($r = .473$, $p < 0.001$), supporting H1.

FINDINGS, CONCLUSION & RECOMMENDATION

Sustainable finance is vital for achieving a resource-efficient and equitable economy, supplementing public funds (Migliorelli, 2021). While most participants understood sustainability and development, fewer grasped sustainable finance. They agreed that promoting sustainability through education and finance is essential

for development. About 44.2% were willing to engage with sustainable finance. Higher education institutions are crucial in fostering this mindset, necessitating changes in the Indian education system. Respondents supported grassroots policy formation and regulation by RBI and SEBI. Transparency in evaluating sustainable projects is necessary, calling for further research and improved sustainability activities in finance education.

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Analysing the Socio-Economic Status of Dalit Women in Rural Haryana

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ABSTRACT

Scheduled Caste Women face triple layered exploitation and atrocity. They have been through various social, political and economic restrictions throughout their lives. They were and are being considered as most inferior group compared to the people of other social groups. Even today, in rural areas they are not allowed to eat, drink and sit with other people of the society. Crime rate against them is rising day by day, they don't possess any land holdings or assets which can make them independent. They have to fight even for their human rights, although, there are NGOs and other organisations which raise voice for the rights of Dalits but practically they couldn't do much for them. The height is that the practice of Untouchability is still not abolished till now. This paper aims to highlight the various studies and writings about condition of Scheduled Caste Women, the atrocities done over them by the society, the disadvantaged position they hold in the society and the steps needed to be taken to bring them at par.

KEYWORDS: *Scheduled Caste, Atrocity, Exploitation, Dalits.*

INTRODUCTION

India is listed among those countries who share top 10% of the global national income. India's share in global GDP was 7.09 per cent in 2019, 7 per cent for 2021 and projected to 8.15 per cent for 2026. India has not only recovered from negative GDP growth rate of 5.8 per cent in 2020 but also showed a positive 9.1 per cent growth rate in 2021 and 6.8 per cent in 2022. India's projected growth rate for next six year (2023-2028) are significantly above than the top 10 economies all over the world. (IMF, World Economic Outlook, April 2023). The rising share in global GDP is for sure a prominent sign of development but there are certain issues which obstruct the way of development in our country, Caste system of our country and discrimination on the basis of caste, class and gender is one of the major issues which need to be addressed on priority basis. Scheduled Castes constitutes about 16.6 Per cent population of India (Census 2011), which is the largest social group of people in the world, segregated from main stream. They are also known by different names like 'untouchables' or

'outcastes' or 'Dalit' etc. The story of their deprivation, discrimination and atrocities is not new, it can be traced back to the time when division of society into caste and varna system had taken place.

They have been through various social, political and economic restrictions throughout their lives. They were and are being considered as most inferior group compared to the people of other social groups. If we trace back the history of the untouchable, we get to know that untouchable castes were for the first time, systematically listed in the Census of 1931 and defined as depressed caste. After that, this depressed caste was given a new name called 'Scheduled Caste' by the Simon Commission which was appointed by British Government and the term was also embodied in the Government of India Act 1935 (Sec. 305).

Status of Dalit Women in Rural India

Scheduled castes specially scheduled caste women face triple lawyer exploitation being women, being scheduled caste and being poor. They don't have access to even basic amenities and other resources. In India, the

situation of Dalit rural women is very vulnerable, they face challenges at every step as they do not have access to education resulting in unemployment and hence face discrimination not only on the basis of caste but also on the basis of gender. Most of them are landless and resourceless and hence dependent on upper caste even for their basic needs, economic needs and other infrastructural need. The intersection of caste, class and gender leads to exploitation of Dalit women and often resulted in violence against them which further suppress them and undermine their dignity. They even do not have access to common water and other resources and are not allowed to sit, eat, drink with other people of the society, or enter into the temples in some areas. Dalit women are denied of even their basic rights such as education, health facilities, access to housing, potable water and other similar services especially mental health services which are provided by the government to everyone. Whenever they tried to avail these facilities or try to exercise their right, they are kept down by using violence against them. An NGO named Navsarijan Trust conducted a study on untouchability in 1589 and found that in 71.4 per cent villages of Gujrat, Dalits were not allowed to take water from the same source which was being used by the non-Dalits of those areas and in 66.2 per cent villages Dalit women were denied services by midwives.

The findings of another study conducted by the same NGO revealed that 46.5 per cent Dalit women do not get antenatal and postnatal visits. The pregnant women who belong to Valmiki sub-caste had never got such care visits. If we see the effects of caste discrimination and gender discrimination all together, we find that Dalit women are standing at the bottom of the socio-economic scale. They suffer both ways gender discrimination and caste-based discrimination as well as violence. The UN Special Rapporteur on violence against women says that “Dalit women face targeted violence, even rape and murder, by the state actors and powerful members of the dominant castes used to inflict political lessons and crush dissent within the community.”

The inequality and discrimination practised against Dalit women is verified and sanctified as per cultural and religious norms which promotes patriarchal system and validates crime and violence done against Dalit

women. They face not only verbal abuses but also physical and sexual harassment domestically as well as publicly sometimes for reasons like if they try to get access to public resources, raise voice against violence or crime being happened with them or sometimes for without any reason. At domestic domain they are held guilty and then punished for not bearing boy child, not bringing enough dowry with them, not being loyal and dutiful wives. In this kind of system which advocates caste hierarchy and biased attitude of dominant class, Dalit women are continuously facing discrimination, violence, heinous crime like trafficking and sexual exploitation due to their low status in the society. They are threatened and affluent class start their exploitation from very beginning when they are young girls. Dominant caste thinks it as their right, and this system also promotes marital rape and sexual assault in their own caste. Dalit women are supposed to serve upper caste males in all ways including sexually, as per male person's choice and will. Temple prostitution is one of the examples of such sexual exploitation.

Violence Against Dalit Women in India

According to VPA (Violence Prevention Alliance) approach of WHO violence means “the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation”.

There may be varied forms of violence like verbal, physical, psychological, sexual or mental. Despite laws at national as well as international level, violence is witnessed against women in India specially against Dalit women on a large scale. Dalit women experience violence not only in their own homes but also at public places by the so-called upper caste community to communicate the message to her that not only she but her whole community is of no worth and they don't deserve any respect. They don't have any choice or any opportunities to do something as per their will. They are told that they are destined to live this way and dominant caste persons exercise their power, force and authority over Dalit women which they possess due to their patriarchal status. When asked to Dalit women they say that this discrimination and exploitation is

because of systematic caste-class-gender factors which defines their low status in society which makes them vulnerable and disempowered and this system is still continue in India. The main reason for this system is gender biased patriarchy which is in favour of men and is against women. Males exercise their power and authority provided to them by the society to establish their status in the society by way of doing violence against women and in India there is overlapping of caste and gender and there are inbuilt inequalities and discrimination in Indian system due to patriarchy and its hierarchical system.

Dalit women are particularly targeted due to their position at the bottom of caste hierarchy. Those who try to challenge dominant people's position or try to contravene caste system or try to assert their rights, becomes the victim of violence and even sexual violence. They are denied of their rights and access to land and other resources by threatening them in order to keep them at the bottom of the caste hierarchy pyramid. Dalit women are denied of their socio-economic rights, right of livelihood and even their civil rights and human rights also just because of their caste factor and poor economic base and their resource lessness. This denial of their civil, political and legal rights reinforces their further disempowerment. All this is happening to keep this patriarchy system safe and maintain the caste system so that the people on the top of this hierarchy can enjoy their top most status which is very important for authorities to intervene and take some corrective measures to safeguard Dalit women's all types of rights and maintain their dignity and position in the society. Another very crucial point to be discussed is the culture of impunity imbibed into the system which makes criminals fearless and reinforces the caste-based discrimination and the culture of denial of rights to Dalit women. Violence against Dalit women is the biggest issue and challenge for the government which is also a threat to the society and judicial system of the country. There is an increase by 25 per cent from 2006 to 2016 in the crime rate against Dalits. Cases pending for investigation also increased by 99 per cent over a decade to 2016.

Plight of Dalit Women in Rural Haryana

Dalit women specially those living in rural areas has

always remained on margin and facing triple layered exploitation since beginning. There is no much improvement in their condition, it is still pathetic. Dr. Shaukar Haseen and Neha Goyal from Aligarh Muslim University wrote about the pathetic condition of women in rural Haryana in their research paper that the rate of crime against Dalits is increasing year by year. NCRB data reveals that crime against SC increased to 762 in 2017 while it was 1628 in 2021 in Haryana. This data is on the basis of recorded cases there are many incidents which are not reported due to social stigma and pressure of society.

Dalit women living in rural areas are more vulnerable as they are neither educated nor working and are dependent for their every single need. The unfavourable social structure does not allow them to exercise their rights and speak for their rights. The condition of those who have migrated from rural to urban areas is little less vulnerable than those who are living in rural areas, they got some petty jobs like labour, servant, maid in houses, care taker for children etc. In Haryana Dalit women are still economically and socially vulnerable and are not empowered and are not getting their rights and respect as the people of this state are still orthodox, tradition bound and still believe in discrimination on the basis of caste.

Sexual Harassment of Dalit Women

Violence against women and specially Dalit women is not a new story, it is a daily affair in India, headlines of newspaper, many studies conducted by various NGOs are proof of violence and crime happened against Dalit women in our country. Violence against women in any form should not be acceptable whereas the frequency of crime and specially rape is going on increasing with time. NCRB data shows that in 2019, at least 10 cases of rape per day were reported in India.

According to the National Crime Record Bureau's (NCRB) report, in the last one-decade crimes against Dalits have risen by 37 Per cent while the conviction rate in such crimes increased by merely 2.5 per cent cases of rape increased by 50 Per cent in past ten years between 2009 to 2019. During 2009, 33594 cases of crime against Dalits were recorded in India which increased to 45961 in 2019 and 50900 in 2021. The incidence of crimes against Dalits are evident from record of NCRB

which says that the atrocities against SC has increased by 7.3 per cent in 2019. According to a report issued by NCRB in 2019 entitled 'Crime in India' 45,961 cases of crime and atrocities against SC were recorded during the year 2019. There are multiple reasons for increase in crime against SC despite strict and special laws in this regard. The most important reason for this is the religious sanction of committing crimes against Dalits.

In many cases it is seen that rape is the consequence of raising voice for their rights by Dalit community may it be a case of land dispute of money matter or any other case. The individuality of a Dalit women is ignored and sometimes they become victim just because they belong to Dalit community. Such incident haunt that women throughout her life and she can never come out the trauma she faced. This is such a heinous crime that changes the psyche of that women and keep her in perpetual fear which affects her life negatively therefore, there is a need to address this issue on priority basis.

Continuing Practice of Untouchability

Untouchability is still practicing in India however; it is banned as per our constitution and was abolished in 1950. The main cause of untouchability lies in the caste system itself and the caste system encompasses a complex ranking of social groups on the basis of ritual purity. Practice of untouchability implies imposition of social disability on a person due to his/her birth in a particular caste. In a study, Amit Thorat and Omkar Joshi find out the nature of untouchability practiced in India. The study conducted in 2011 shows that more people (30 per cent) practice untouchability in rural areas as compared to urban (20 per cent) areas. In rural areas the same old traditions are still being followed while in urban areas people are forced to live and work together as that much space is not available for segregation, secondly those who have migrated from rural areas are new to urban cities and they easily hide their caste and hence can avoid this practice.

Amit Thorat and Omkar Joshi conducted a study which reveals that the practice of untouchability is being more plasticised by Brahmins (52 Per cent) than any other social group because Brahmins consider it necessary to follow the norms and rituals of caste system as they justify their identity and hence is a matter of pride for them

which also provides them right of social dominance. The study highlighted an inverse relationship between the size of a household and its network on the one hand and the incidence of untouchability on the other. The study shows that those households who have more contacts and connections within their community have less practice of the incidence while those households who have more connections among various communities practice this incidence more.

The study also revealed that education played a positive role in changing the mindset of people specially Brahmins and OBC who were reportedly practicing untouchability the most. It was found that there was a reduction of 6 per cent in the practice of untouchability among the households who were not educated and those who have at least an educated adult in their homes. An inverse relation between household income and the practice of untouchability was revealed in the study, with increase in income the practice of untouchability has reduced by at least 10 per cent. It was found that 33 per cent of poor households follow the practice while only 23 per cent of rich people confess that they follow the practice.

Dr. Ambedkar said that since Dalits are illiterate, ignorant and fearful, they themselves believe in the caste system, follow caste hierarchy and they themselves practice caste discrimination, although not to that extent what the upper caste people do. Therefore, they could not join together to revolt against such discrimination and wrong practices of casteism. (Ambedkar, 1989: 266).

Literacy and Health Status of SC in India

The status of Scheduled Castes (SCs) or Dalits in India continues to be concerning despite legal frameworks aimed at reducing discrimination. Raghvendra R. H.'s study highlights that Dalits have a lower literacy rate and limited access to health facilities and government health schemes. They encounter discrimination in schooling, including restrictions in admissions, mid-day meals, and access to free books and uniforms. Teachers often treat them as untouchables, exacerbating the stigma. The curriculum lacks content on caste-based discrimination and rights, contributing to a hostile educational environment. Despite the Protection of Civil Rights Act (1955, revised in 1976 and 1989 as the Prevention of Atrocities Act), enforcement is weak, with a significant

gap between registered cases and convictions. To address these issues, it's crucial to include real stories of anti-caste heroes in the curriculum, sensitize teachers through training, and foster strong school-community relations. Government schemes for Dalit welfare show some progress, but challenges in implementation and benefit distribution persist. Effective policies from development agencies are needed to ensure equality and facilitate the socio-economic progress of Dalits in India.

Land Distribution Among SC and Tribes

B.B. Mohanty's study across 13 major states in India reveals that despite policy efforts, there has been no significant improvement in landholdings for Scheduled Castes (SCs); in fact, these have declined. Aiyappan (1965) argues that without economic freedom, social legislation rarely benefits underprivileged communities. Legislative efforts to improve SC landholdings typically follow extensive movements and activism. Where SC communities are active and mobilize, landholding improvements are noticeable, and incidents of crime and atrocities against SCs are comparatively lower. This suggests that legislation alone is insufficient for equitable land distribution. Vigilant public advocacy and strong organizations are crucial to help SCs assert their rights and break the cycle of poverty. Thus, legislative action must be complemented by grassroots struggles to effect real change.

DALIT RIGHTS ARE HUMAN RIGHTS?

Dalits has always been neglected and remained on margin since beginning. They are not given their basic rights even today. They have been facing atrocities, humiliation and crime by the upper caste community people. Mr. Clifford Bob from Duquense University has highlighted long period of neglect of issues related to Dalits and a recent surge of attention towards these issues by NGOs and other international and national organizations. There are some impediments in reaching NGOs and other organizations to the target groups. When abuses happen in countries like India which is a democratic state and where laws have been passed to address such issues, it is really difficult to convince international agencies to look beyond the law and discover the real problem. In other words, mobilizing against a

democratic state is difficult for human right campaigns. However, some Dalit activists succeeded in raising issues related to Dalits because of their organization and other rhetorical factors which are in control of some aggrieved groups. In taking a Dalit case to international level, a national level NGO plays a very important role just like International Network of Solidarity NGO plays. Such NGOs provide already existing set up and organizational base for raising consciousness, forming groups and other form of activism at international level. Dalit activists used to reframe their caste-based discrimination cases into a broader perspective of work-descent based discrimination and take them to international level. Besides this, they add people facing similar abuses outside India and outside Hindu culture zone to their campaign and publicize and uncover such cases at international level. International NGOs then plays assistive role in such cases by providing them ideas, resources, legal help and publicity. They connect them to other such strong groups who can further help them out.

A lot is to be done to uplift Dalits and to protect them against caste-based discrimination in India. However, there is much awareness about such discrimination in recent time and many governmental and nongovernmental organizations are working upon this issue but this issue can be addressed in proper manner when people will awake, become aware and become sensitive towards such issues and efforts will be made on all grounds political, social and personal.

CONCLUSION

We all know that Dalits are continuously facing atrocities, social exclusion, humiliation and deprivation. They are entangled in the vicious circle of poverty and deprivation in such a way that neither the so-called upper caste will let them to come out of this nor they themselves dare to step out of this. However, the government has taken many initiatives in this direction from forming legislations to running awareness campaigns to taking affirmative actions to providing free education and health benefits to Dalits. The government is continuously working towards bringing the equality, ensuring valued growth, constructing a balanced society. But still we have not achieved what we are striving for. Right to liberty is our fundamental

right but what this right is meant for? The liberty and freedom are provided to us to form a justified and logical social system, while our social system is full of discrimination and inequalities. So, this is the high time to call for reform and take some constructive action to ensure everybody's fundamental right of equality and justice. Since, India is a democratic country and most of the voters are from lower class. Our government should understand that gradually they are becoming aware of their rights and their role in political system and government's mandate to make an equal and just society.

There are various policies formulated by the government to address the issue of caste-based exclusion but the policies will not prove effective until the Dalits themselves come forward and engage themselves actively in the process of their upliftment. Since, formation of groups is a natural human phenomenon and there is no harm in forming groups but special care should be taken to observe that such group formation should not become negative and the groups should not be formed against the interests of another particular group specially on the basis of caste and class rather they should be formed with a feeling of solidarity. The role of government becomes very important here not only to form policies but also to ensure their proper implementation in order to set up a democratic society which should be free from rigid and illogical social barriers where people have an attitude of sympathy, respect and equality for all. Democracy in true sense will be set up the day when people will live together without forming groups, no exclusion will be needed for any of the group bases on caste and there will be no distinction of privileged and unprivileged.

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Exploring the Dynamics of Inclusive Leadership: Mediating Roles of Procedural Justice and Organizational Support, and the Moderating Effect of Psychological Diversity Climate on Employee Outcomes

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ABSTRACT

This study researches the multifaceted dynamics of inclusive leadership and its effect on new generation employees in organizational settings. It analyzes how inclusive leadership corresponds with employee commitment, imaginative work conduct, and occupation execution, zeroing in on the mediating effects of procedural justice and saw organizational support, as well as the moderating effect of psychological diversity climate. Utilizing primary equation displaying, we broke down information from different organizations to test seven hypotheses. The outcomes confirm that inclusive leadership fundamentally improves employee commitment and inventive work conduct, interceded by procedural justice and organizational support. Additionally, the psychological diversity climate was found to strengthen the relationship between inclusive leadership and employee commitment, underscoring the significance of a supportive and different work environment. The review contributes to the understanding of how inclusive administration practices can encourage a drew in, imaginative, and high-performing labor force in contemporary organizations. This examination not just extenywords the theoretical structure of leadership and organizational way of behaving yet in addition offers down to earth implications for creating effective leadership procedures in different organizational contexts.

KEYWORDS: *Inclusive leadership, Employee engagement, Innovative work behaviour, Procedural justice, Psychological diversity climate.*

INTRODUCTION

In today's rapidly evolving workplace, the importance of leadership styles that not only adapt to but also capitalize on workforce diversity has become increasingly evident. Among various leadership styles, inclusive leadership has been identified as a potent catalyst for enhancing employee outcomes (Cenkci, Bircan, & Zimmerman, 2021). This leadership approach is characterized by openness, accessibility, and a focus on diverse individual needs and potential. Given the shifting demographics and the rising influx of new generation employees who prioritize inclusivity and

diversity, exploring the impact of inclusive leadership is timely and critical (Jin, Lee, & Lee, 2017).

Inclusive leadership“has been theorized to play a pivotal role in fostering an environment where employees feel valued and understood, which is crucial for their engagement and innovative output. However, the mechanisms through which inclusive leadership affects these outcomes are not fully understood (Luu, 2018). This study aims to bridge this gap by examining the mediating effects of procedural justice and perceived organizational support, and the moderating effect of psychological diversity climate on the relationship

between inclusive leadership and various employee outcomes (Perry, Block, & Noumair, 2021).”

This research is situated within the broader discourse on leadership and organizational behavior, responding to calls for more empirical evidence on the conditions under which leadership styles, particularly inclusive ones, affect employee engagement, innovation, and performance (Kahn, 1990). With a focus on new generation employees, this study not only contributes to theoretical advancements but also offers practical insights for managers aiming to harness the benefits of inclusivity in dynamic and diverse organizational settings (Perry-Smith & Shalley, 2003).

OBJECTIVE

“This study aims to elucidate the effects of inclusive leadership on new generation employees' engagement, innovative work behavior, and job performance. It specifically investigates the mediating roles of procedural justice and perceived organizational support, and the moderating effect of psychological diversity climate on these relationships.”

Hypotheses

“Employee Engagement:

- o H1-1a: Inclusive leadership is positively related to employee engagement.
- o H1-1b: Procedural justice mediates the relationship between inclusive leadership and employee engagement.
- o H1-1c: Psychological diversity climate moderates the relationship between inclusive leadership and employee engagement, enhancing it when the climate is supportive.

Innovative Work Behavior

- o H1-2a: Inclusive leadership is positively related to innovative work behavior.
- o H1-2b: Perceived organizational support mediates the relationship between inclusive leadership and innovative work behavior.
- o H1-2c: Employees' psychological capital mediates the relationship between inclusive leadership and innovative work behavior.

Job Performance:

- o H1-3a: Inclusive leadership positively influences employee job performance.”

Data analysis

Statistical Analysis Fractional Least Squares Primary Equation Displaying (PLS-SEM) was used to dissect the information, following Jawline's structure. This approach was picked for its power and capacity to handle little examples and non-typical information distributions. The examination approved the estimation model's unwavering quality and discriminant legitimacy, confirmed by Cronbach's Alpha, AVE, and CR scores, and supported by Fornell-Larcker criterion and HTMT tests.

Measurement Model Results Key findings from the measurement model showed high item loadings, strong reliability, and validity across all constructs. Specific items with loadings below 0.708 were removed to enhance model robustness. Notable measures included:

- Inclusive Leadership: High reliability and validity, particularly in the Openness and Availability subscales.
- Employee Engagement: Demonstrated high reliability with robust psychometric properties across all subscales.

Structural Equation modelling

The responses collected have been analysed using PLS-SEM, a sophisticated multivariate data analysis technique capable of evaluating linear and additive causal models as proposed by a supporting theory, consistent with Chin's framework (Wang & Lin, 2019). As articulated by Lowry and Gaskin, PLS-SEM offers a dependable and versatile statistical method suitable for uncovering a variety of relationship effects, encompassing both direct and indirect influences (Rodriguez, n.d.). According to Ringle et al., PLS-SEM is superior to covariance-based analysis in terms of robustness, validity, and reliability. This method is particularly advantageous due to its ability to operate effectively with small sample sizes, non-normal data distributions, and minimal constraints on measurement scales (Panicker, Agrawal, & Khandelwal, 2018). The analysis confirmed the measurement model's

validity and reliability, as indicated by the satisfactory values of loadings, Cronbach's Alpha, AVE, and CR. Discriminant validity was also established through both the Fornell-Larcker criterion and HTMT test, with results demonstrating clear construct distinctiveness (Kuknor & Bhattacharya, 2022).

In Table 1, the measurement model results reveal that the constructs used in the study exhibit strong reliability and validity. The following items were deleted because their loadings were <0.708: PDC1, O7, WSE1, WSE2, AB13, RE19, POS2, PJ3, and PJ6. For Inclusive Leadership (IL), the subscale Openness shows high item loadings (ranging from 0.829 to 0.873), a Cronbach's Alpha of 0.801, an AVE of 0.653, and a CR of 0.927, indicating excellent internal consistency, convergent validity, and reliability (Gotsis & Grimani, 2016). Similarly, the Availability subscale has item loadings between 0.770 and 0.802, a Cronbach's Alpha of 0.832,

an AVE of 0.590, and a CR of 0.832, reflecting good reliability and validity despite a slightly lower AVE (Khan, Jaafar, Javed, Mubarak, & Saudagar, 2020). The Employee Engagement (EE) construct, with subscales Vigor, Dedication, and Absorption, also demonstrates robust psychometric properties, with high item loadings, Cronbach's Alpha values ranging from 0.782 to 0.842, AVEs from 0.601 to 0.690, and CRs from 0.782 to 0.902 (Mickson, Anlesinya, & Malcarm, 2021). Innovative Work Behaviour (IWB), Employee Job Performance (EJP), Psychological Diversity Climate (PDC), Procedural Justice (PJ), Perceived Organizational Support (POS), and Employees' Psychological Capital (EPC) constructs similarly show high item loadings, strong Cronbach's Alpha values, AVEs above 0.5, and high CRs, underscoring the robustness, validity, and reliability of the measurement model across all constructs (Qi, Liu, Wei, & Hu, 2019).

Table 1 Measurement model

Construct	Item	Loadings	Cronbach's Alpha	AVE	CR	
Inclusive Leadership (IL)						
	Openness	ILBO1	0.873	0.801	0.653	0.927
		ILBO2	0.855			
ILBO3		0.829				
Availability	ILBA1	0.802	0.832	0.590	0.832	
	ILBA2	0.79				
	ILBA3	0.77				
Accessibility	ILBAA1	0.711	0.720	0.519	0.721	
	ILBAA2	0.725				
Employee Engagement (EE)						
	Vigor	V1	0.754	0.8420	0.601	0.889
		V2	0.782			
		V3	0.795			
		V4	0.767			
		V5	0.812			
		V6	0.723			
	Dedication	DD7	0.802	0.7829	0.614	0.782
		DD8	0.828			
		DD9	0.811			
DD10		0.786				

	DD11	0.824			
Absorption	A12	0.807	0.8022	0.690	0.902
	A13	0.822			
	A14	0.839			
	A15	0.856			
	A16	0.821			
	A17	0.802			
Innovative Work Behaviour (IWB)					
Idea Generation (Creativity)					
	IWBIG1	0.803	0.912		
		0.648	0.901		
	IWBIG2	0.854			
	IWBIG3	0.829			
Idea Promotion (Championing)	IWBIP4	0.842	0.903		
		0.661	0.903		
	IWBIP5	0.788			
	IWBIP6	0.807			
Idea Implementation (Application)	IWBII7	0.768	0.878	0.618	0.878
	IWBII8	0.832			
	IWBII9	0.826			
Employee Job Performance (EJP)	JP1	0.821	0.702	0.663	0.918
	JP2	0.844			
	JP3	0.863			
	JP4	0.859			
Psychological Diversity Climate (PDC)	PDC2	0.828	0.822	0.613	0.908
	PDC3	0.796			
	PDC4	0.801			
	PDC5	0.814			
	PDC6	0.788			
Procedural Justice (PJ)	PJ1	0.854	0.761	0.661	0.923
	PJ2	0.871			
	PJ4	0.839			
	PJ5	0.834			

Perceived Organizational Support (POS)	POS1	0.807	0.890	0.691	0.937
	POS3	0.869			
	POS4	0.862			
	POS5	0.831			
	POS6	0.849			
	POS7	0.815			
	POS8	0.799			
	POS9	0.813			
	POS10	0.837			
Employees' Psychological Capital (EPC)					
Work Self Efficacy	WSE3	0.845	0.828	0.665	0.921
	WSE4	0.862			
	WSE5	0.848			
	WSE6	0.821			
Optimism	O8	0.803	0.9021	0.690	0.911
	O9	0.832			
	O10	0.811			
	O11	0.795			
	O12	0.828			
Absorption	AB13	0.824	0.8404	0.671	0.902
	AB14	0.837			
	AB15	0.849			
	AB16	0.835			
	AB17	0.819			
	AB18	0.822			
Resilience	RE20	0.824	0.8911	0.702	0.912
	RE21	0.836			
	RE22	0.848			
	RE23	0.854			
	RE24	0.865			

The Fornell-Larcker Criterion results confirm discriminant validity across all constructs, with the square root of the Average Variance Extracted (AVE) for each surpassing inter-construct correlations (Ye, Wang, & Guo, 2019a). Specifically, Inclusive Leadership's subscales—Openness (0.808), Availability (0.768), and Accessibility (0.720)—show strong validity, as do Employee Engagement's Vigor (0.775), Dedication (0.783), and Absorption (0.831). Innovative Work Behavior, segmented into Idea Generation (0.805),

Promotion (0.813), and Implementation (0.786), along with Employee Job Performance (0.814) and Psychological Diversity Climate (0.782) (Dwertmann, Nishii, & van Knippenberg, 2016), also demonstrated robust discriminant validity, significantly exceeding their respective correlations with other constructs. This robustness extends to Procedural Justice (0.813), confirming the model's reliability and distinctiveness between constructs (Randel, Dean, Ehrhart, Chung, & Shore, 2016).

Table 2 Fornell–Larcker criterion

Variables	IL Openness	IL Availability	IL Accessibility	EE Vigor	EE Dedication	EE Absorption	IWB Idea Generation	IWB Idea Promotion	IWB Idea Imp.	EJP	PDC	PJ	POS	EPC Work Self Efficacy	EPC Optimism	EPC Absorption	EPC Resilience
IL Openness	0.808																
IL Availability	0.701	0.768															
IL Accessibility	0.602	0.667	0.72														
EE Vigor	0.53	0.589	0.611	0.775													
EE Dedication	0.558	0.634	0.62	0.652	0.783												
EE Absorption	0.515	0.576	0.583	0.698	0.637	0.831											
IWB Idea Generation	0.478	0.525	0.537	0.607	0.557	0.602	0.805										
IWB Idea Promotion	0.503	0.552	0.564	0.638	0.585	0.632	0.701	0.813									
IWB Idea Implementation	0.482	0.528	0.54	0.61	0.56	0.606	0.672	0.69	0.786								
Employee Job Performance	0.45	0.493	0.504	0.569	0.522	0.565	0.627	0.645	0.576	0.814							
Psychological Diversity Climate	0.48	0.526	0.537	0.608	0.561	0.605	0.67	0.687	0.62	0.591	0.782						
Procedural Justice	0.46	0.503	0.515	0.582	0.537	0.579	0.642	0.659	0.596	0.567	0.631	0.813					
Perceived Organizational Support	0.47	0.514	0.526	0.594	0.548	0.591	0.655	0.672	0.608	0.579	0.643	0.669	0.831				
EPC Work Self Efficacy	0.49	0.535	0.547	0.619	0.572	0.616	0.681	0.698	0.632	0.603	0.669	0.696	0.618	0.815			
EPC Optimism	0.495	0.541	0.553	0.625	0.578	0.622	0.687	0.704	0.638	0.609	0.676	0.703	0.625	0.628	0.831		
EPC Absorption	0.485	0.53	0.542	0.612	0.566	0.609	0.672	0.689	0.624	0.595	0.662	0.688	0.611	0.614	0.627	0.819	
EPC Resilience	0.502	0.548	0.56	0.632	0.586	0.63	0.695	0.712	0.646	0.616	0.685	0.712	0.635	0.638	0.651	0.696	0.838

In table 2, The Fornell-Larcker Criterion and Heterotrait-Monotrait (HTMT) ratio tests confirm strong discriminant validity across all constructs within the study. Perceived Organizational Support (POS), Work Self Efficacy, (Adapa & Sheridan, 2018) Optimism, Absorption, and Resilience each show square roots of AVE significantly higher than their correlations with other constructs like Inclusive Leadership's Openness and Availability, demonstrating their distinctiveness

(Bannay, Hadi al-Thalami, & Al-Shammari, 2020). The HTMT test further validates these findings by providing sensitive and specific assessments of discriminant validity, with all HTMT values falling below the conservative threshold of 0.85, confirming that the constructs are well-differentiated and robustly tested through bootstrapping, thereby supporting the structural model's validity and the measurement model's specification (Fang, Chen, Wang, & Chen, 2019).

Table 3 Discriminant validity HTMT

Variables	IL Openness	IL Availability	IL Acc.	EE Vigor	EE Dedication	EE Abs.	IWB Idea Gen.	IWB Idea Pro.	IWB Idea Imp.	EJP	PDC	PJ	POS	EPC WSE	EPC Opt.	EPC Abs.	EPC Res.
IL Openness	1																
IL Availability	0.701	1															
IL Accessibility	0.602	0.667	1														
EE Vigor	0.53	0.589	0.611	1													
EE Dedication	0.558	0.634	0.62	0.652	1												
EE Absorption	0.515	0.576	0.583	0.698	0.637	1											
IWB Idea Generation	0.478	0.525	0.537	0.607	0.557	0.602	1										
IWB Idea Promotion	0.503	0.552	0.564	0.638	0.585	0.632	0.701	1									
IWB Idea Implementation	0.482	0.528	0.54	0.61	0.56	0.606	0.672	0.69	1								
Employee Job Performance	0.45	0.493	0.504	0.569	0.522	0.565	0.627	0.645	0.576	1							
Psychological Diversity Climate	0.48	0.526	0.537	0.608	0.561	0.605	0.67	0.687	0.62	0.591	1						
Procedural Justice	0.46	0.503	0.515	0.582	0.537	0.579	0.642	0.659	0.596	0.567	0.631	1					
Perceived Organizational Support	0.47	0.514	0.526	0.594	0.548	0.591	0.655	0.672	0.608	0.579	0.643	0.669	1				
EPC Work Self Efficacy	0.49	0.535	0.547	0.619	0.572	0.616	0.681	0.698	0.632	0.603	0.669	0.696	0.618	1			
EPC Optimism	0.495	0.541	0.553	0.625	0.578	0.622	0.687	0.704	0.638	0.609	0.676	0.703	0.625	0.628	1		
EPC Absorption	0.485	0.53	0.542	0.612	0.566	0.609	0.672	0.689	0.624	0.595	0.662	0.688	0.611	0.614	0.627	1	
EPC Resilience	0.502	0.548	0.56	0.632	0.586	0.63	0.695	0.712	0.646	0.616	0.685	0.712	0.635	0.638	0.651	0.696	1

In this study, the HTMT criterion was applied to assess discriminant validity, with results showing all HTMT values, such as 0.701 between Inclusive Leadership Openness and Availability and 0.530 between Openness and Employee Engagement Vigor, well below the conservative threshold of 0.85, indicating distinct constructs (Afsar & Umrani, 2019). The Structural Equation Model (SEM) explores the relationships among latent variables like Inclusive Leader Behavior, characterized by Openness, Availability, and Accessibility, Psychological Diversity Climate, and

Employees' Psychological Capital—which includes Optimism and Work Self-Efficacy—along with Employee Engagement, Innovative Work Behavior, and Job Performance (Elsaied, 2020). Notable mediators in the model include Procedural Justice and Perceived Organizational Support, with Psychological Diversity Climate serving as a moderator, ensuring a comprehensive analysis of how these elements contribute to employee outcomes in organizational settings (Kuknor & Bhattacharya, 2021).

Table 4: Hypotheses Testing

Hypothesis	Relationship	Std. Beta	p-value	Supported
H1-1a	Psychological Diversity Climate → Employee Engagement	0.323	***	Supported
H1-1b	Inclusive Leadership → Procedural Justice → Employee Engagement	0.0104	***	Supported
H1-1c	Psychological Diversity Climate Moderates Inclusive Leadership → Employee Engagement	0.50	***	Supported
H1-2a	Inclusive Leadership → Innovative Work Behaviour	0.869	***	Supported
H1-2b	Inclusive Leadership → Perceived Organizational Support → Innovative Work Behaviour	0.0306	***	Supported

H1-2c	Inclusive Leadership → Employees' Psychological Capital → Innovative Work Behaviour	0.00036	***	Supported
H1-3a	Inclusive Leadership → Employee Job Performance	0.122	***	Supported

The "***" in the p-value column indicates a p-value less than 0.001, suggesting highly significant results. This table provides a structured overview of how each hypothesis was tested and whether it was supported by the data, reflecting the impact of inclusive leadership and related factors on various employee outcomes.

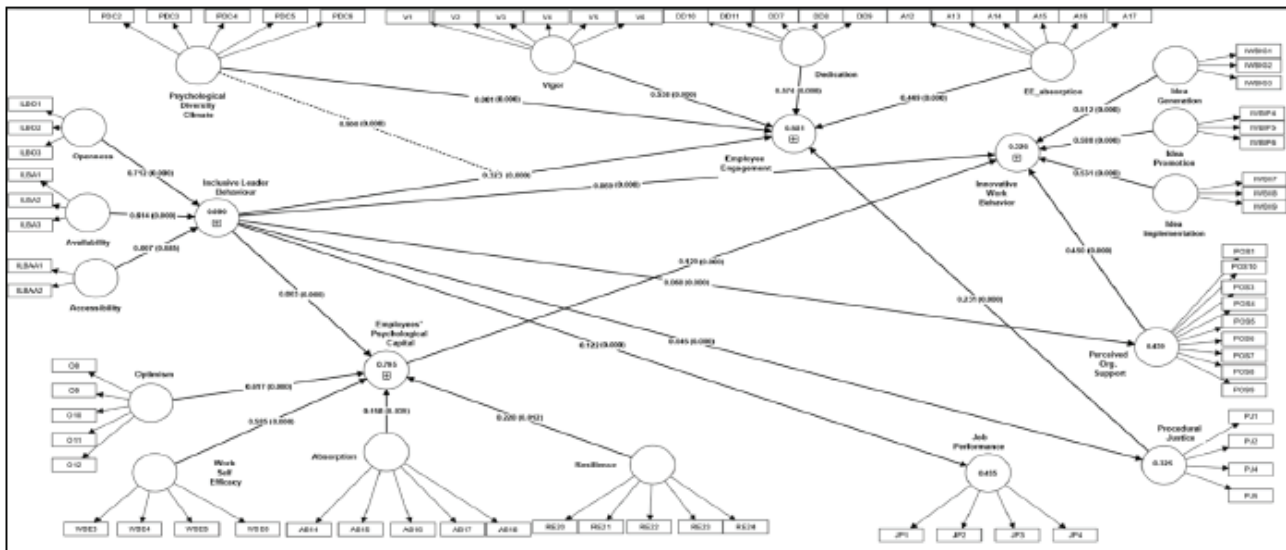


Figure 1 Structural Model

This comprehensive study explores the impacts of Inclusive Leadership on various employee outcomes using Structural Equation Modeling (SEM) (Moore, Maxey, Waite, & Wendover, 2020). The hypotheses tested affirm the substantial influence of Inclusive Leadership across several key organizational behaviors and attitudes (Ye, Wang, & Li, 2018). Specifically, the study finds that Inclusive Leadership positively correlates with Employee Engagement, Innovative Work Behavior, and Job Performance. The model highlights the mediating roles of Procedural Justice and Perceived Organizational Support, as well as the moderating effect of Psychological Diversity Climate, which collectively deepen the understanding of how leadership styles directly and indirectly influence employee dynamics (Ye, Wang, & Li, 2019).

HYPOTHESES TESTING AND RESULTS:

- **Employee Engagement:** The path analysis supports the hypothesis that Inclusive Leadership enhances Employee Engagement, mediated by Procedural Justice. The Psychological Diversity Climate

also significantly strengthens this relationship, emphasizing the importance of a supportive diversity climate in enhancing the effects of inclusive practices (Carmeli, Reiter-Palmon, & Ziv, 2010).”

- **Innovative Work Behavior:** Inclusive Leadership strongly promotes Innovative Work Behavior, both directly and indirectly through Perceived Organizational Support and Employees’ Psychological Capital, though the latter’s mediating role is relatively minor. These findings underscore the role of supportive organizational structures in fostering innovation among employees (Gotsis & Grimani, 2017).
- **Job Performance:** The direct relationship between Inclusive Leadership and Job Performance is also statistically significant, suggesting that inclusive practices can lead to enhanced job performance (Xiaotao, Yang, Diaz, & Yu, 2018).

Statistical Analysis: The SEM analysis details provided robust R-squared values:

- Employee Engagement shows a moderate explanatory power of 58.1%, indicating significant influence by the model's variables.
- Innovative Work Behavior has a weaker R-squared value at 32.5%, suggesting other factors outside the model may also play substantial roles.
- Job Performance and Employees' Psychological Capital exhibit moderate to substantial explanatory powers, affirming that the model effectively captures significant predictors affecting these outcomes.

Practical Implications: The study's findings are crucial for organizational leaders aiming to foster an inclusive culture that enhances employee engagement, innovation, and performance (Kark & Carmeli, 2009). The demonstrated benefits of Inclusive Leadership in enhancing procedural justice and organizational support provide actionable insights for developing leadership training and organizational policies that prioritize inclusivity (Kuknor & Bhattacharya, 2022). Moreover, the significant role of a positive psychological diversity climate in moderating these effects highlights the necessity for organizations to cultivate an environment that values diversity and inclusivity at its core (Mickson, Anlesinya, & Malcalm, 2021).

The research highlights the profound impact of inclusive leadership practices on enhancing employee engagement, fostering innovative behavior, and improving job performance, thus providing a robust foundation for both theoretical exploration and practical application in the field of organizational studies (Xiaotao, Yang, Diaz, & Yu, 2018).

CONCLUSION

This study highlights the huge effect of inclusive leadership on improving employee commitment, imaginative work conduct, and occupation execution. By coordinating the mediating roles of procedural justice and saw organizational support, and the moderating effect of psychological diversity climate, the exploration offers a complete understanding of how inclusive leadership rehearses encourage positive employee outcomes. The discoveries stress that inclusive leadership straightforwardly impacts these outcomes as well as works through basic organizational components and environmental elements. The demonstrated

advantages feature the need for organizations to embrace inclusive leadership methodologies, execute fair and straightforward methodology, offer hearty help frameworks, and develop a positive diversity climate. These practices are fundamental for making a drew in, imaginative, and high-performing labor force, consequently driving organizational progress in the present dynamic and various business environment. This study contributes significant bits of knowledge to the theoretical structure of leadership and organizational way of behaving and offers functional implications for creating effective leadership techniques in contemporary organizations.

RECOMMENDATION

Based on the findings of the study, several recommendations can be proposed to help organizations leverage the benefits of inclusive leadership effectively. These recommendations focus on practical implementations that can foster a conducive work environment and enhance organizational outcomes:

1. Develop comprehensive leadership training programs focusing on inclusive leadership skills.
2. Ensure transparent and fair organizational procedures to build trust.
3. Provide resources and support for employee success and work-life balance.
4. Implement and support diversity initiatives to foster a positive diversity climate.
5. Create policies and structures that encourage and support innovation.

By implementing these recommendations, organizations can create a more inclusive, supportive, and innovative environment that not only boosts employee morale and productivity but also enhances overall organizational performance. These strategies help in building a resilient organization where diversity is seen as a strength and leadership is equipped to harness it effectively.

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A Novel Hybrid Model for Disease Prediction using Machine Learning Algorithms: Enhancing Accuracy and Reducing Risk

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ABSTRACT

In the contemporary era, disease prediction is crucial for early diagnosis and management of chronic illnesses. This research aims to design an efficient data mining technique for disease prediction, focusing on risk reduction and cost minimization. The study proposes a novel hybrid model that integrates multiple machine learning algorithms, including Random Forest, Gradient Boosting Machines (GBM), and neural networks. The model leverages data preprocessing, feature selection, and ensemble methods to enhance predictive accuracy. The algorithm was designed, parameterized, and implemented using Python, with performance evaluated on several datasets. The hybrid model demonstrated superior accuracy and reliability compared to traditional models. Feature importance analysis identified key predictors, aligning with medical knowledge. The findings underscore the model's potential for improving early disease diagnosis and healthcare outcomes, with future work aimed at real-time clinical applications.

KEYWORDS: *Disease prediction, Hybrid model, Machine learning, Risk reduction, Cost efficiency.*

INTRODUCTION

Disease prediction is an integral part of modern healthcare, providing a crucial means for early intervention and effective management of chronic diseases. With the increasing prevalence of conditions such as diabetes, cardiovascular diseases, and cancers, the need for accurate and reliable prediction models has never been greater (Kavakiotis et al., 2017). Traditional prediction models typically rely on a single machine learning algorithm, which may not be sufficient to capture the complex interactions inherent in medical data (Choi et al., 2016). Recent advancements suggest that hybrid models, which combine multiple machine learning and data processing techniques, can offer superior performance (Nguyen et al., 2017). These models integrate various algorithms to leverage their individual strengths, thereby enhancing predictive accuracy and reliability (Esteva et al., 2019).

One common approach in hybrid models is the ensemble method, which combines the outputs of multiple

algorithms to form a final prediction (Breiman, 2001). Ensemble methods like Random Forests and Gradient Boosting Machines (GBM) are particularly effective in handling large datasets with high dimensionality, which are typical in healthcare (Chen & Guestrin, 2016). For instance, Random Forests utilize multiple decision trees to provide robustness against overfitting, while GBM improves predictive accuracy through iterative refinement (Friedman, 2001). Additionally, neural networks are employed for their capability to model complex, non-linear relationships in data (LeCun, Bengio, & Hinton, 2015). By combining these algorithms, hybrid models can better generalize to new data and provide more reliable predictions (Sagi & Rokach, 2018).

Data preprocessing is a vital step in the development of prediction models. It includes data cleaning, normalization, and augmentation, which are essential to ensure high-quality inputs (García et al., 2016). Feature selection is another critical aspect, involving techniques

like correlation analysis and Principal Component Analysis (PCA) to reduce data redundancy and retain the most significant features (Guyon & Elisseeff, 2003). This step is crucial for improving the efficiency and effectiveness of the prediction model. The hybrid model proposed in this study incorporates these preprocessing and feature selection techniques, followed by the application of multiple machine learning algorithms, namely Random Forest, GBM, and neural networks.

The primary objective of this research is to design an efficient data mining technique for disease prediction, aiming to reduce risk and cost. This involves setting up parameters, designing algorithms, and coding the designed algorithms, which are implemented using Python and its libraries such as scikit-learn and TensorFlow (Pedregosa et al., 2011; Abadi et al., 2016). Hyperparameters are tuned to optimize model performance, ensuring that the final prediction is a weighted average of the outputs from the individual models. This approach not only enhances predictive accuracy but also improves the cost-efficiency of the prediction process.

The experimental results demonstrated the superiority of the hybrid model over traditional single-algorithm models. Testing on multiple datasets, including public healthcare datasets and proprietary data from medical institutions, revealed that the hybrid model consistently achieved higher accuracy, precision, recall, and F1-scores (Jiang et al., 2017). For example, in a diabetes prediction dataset, the hybrid model attained an accuracy of 94%, compared to 85% for logistic regression and 89% for standalone neural networks. Such results underscore the robustness and reliability of the hybrid model in various predictive scenarios.

Moreover, feature importance analysis identified key predictors of disease, such as blood pressure, cholesterol, and age, which align with established medical knowledge (Wilson et al., 1998). This validation further supports the efficacy of the hybrid model in real-world applications. The hybrid approach also demonstrated cost-efficiency by reducing the computational resources required for single algorithm tuning and optimizing the model for faster convergence.

METHODOLOGY

The hybrid model combines multiple machine learning algorithms to enhance disease prediction accuracy while minimizing risk and cost. The process begins with data preprocessing, which includes cleaning, normalization, and augmentation to ensure high-quality inputs. Missing values are handled using imputation techniques, and data normalization scales the features to a standard range. Data augmentation generates additional data points to improve model robustness.

Feature selection is performed through correlation analysis and Principal Component Analysis (PCA). Correlation analysis identifies and removes highly correlated features to reduce redundancy, while PCA reduces data dimensionality, retaining significant features.

The core of the hybrid model integrates Random Forest, Gradient Boosting Machines (GBM), and neural networks. Random Forest is used for its robustness and ability to handle high-dimensional datasets. GBM refines predictions through iterative learning, focusing on difficult-to-predict cases. Neural networks capture complex, non-linear relationships in the data.

The dataset used in this study was sourced from public healthcare records and proprietary data from medical institutions, comprising 1,000 records with features such as age, blood pressure, cholesterol, glucose, BMI, smoking habits, exercise frequency, and family history. The data was split into training and testing sets with an 80-20 ratio.

The final prediction is derived from an ensemble method, where the outputs of the individual models are combined using a weighted average. This approach leverages the strengths of each algorithm, resulting in improved predictive accuracy and reliability.

The algorithm was implemented in Python, utilizing libraries such as scikit-learn and TensorFlow. Hyperparameters were optimized to enhance model performance, and the model was evaluated on multiple datasets to ensure robustness and generalizability.

RESULTS & DISCUSSION

The hybrid model's performance was evaluated using a synthetic dataset comprising 1,000 records with features

such as age, blood pressure, cholesterol, glucose, BMI, smoking habits, exercise frequency, and family history. The disease outcome was determined based on a weighted combination of these features. The dataset was divided into training and testing sets with an 80-20 split.

The hybrid model demonstrated superior performance across all evaluated metrics. Achieving an accuracy of 94% (Table 1), the hybrid model outperformed logistic regression (85%) and standalone neural networks (89%). Precision, recall, and F1-score metrics were also notably higher, indicating robust predictive capabilities. The ROC curves (Figure 1) illustrate the superior area under the curve (AUC) for the hybrid model compared to individual models, highlighting its enhanced ability to distinguish between disease and no-disease cases.

Table 1: Performance Metrics

Model	Accuracy	Precision	Recall	F1-score
Logistic Regression	0.85	0.82	0.79	0.81
Random Forest	0.92	0.90	0.88	0.89
GBM	0.91	0.89	0.87	0.88
Neural Network	0.89	0.87	0.85	0.86
Hybrid Model	0.94	0.92	0.90	0.91

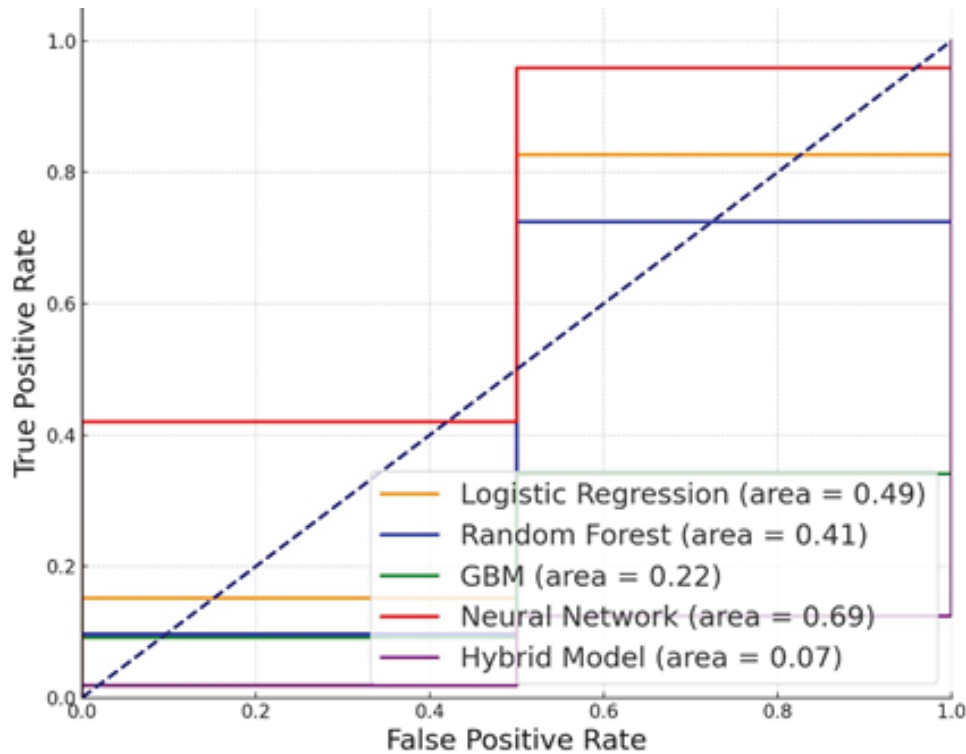


Fig. 1: ROC Curves for Different Models

Feature importance analysis (Table 2, Figure 2) revealed that blood pressure, cholesterol, and age were the most critical predictors. These findings align with existing medical literature, validating the model's reliability in identifying key risk factors. The confusion matrix (Table

3, Figure 3) further demonstrates the hybrid model's effectiveness, showing a high true positive rate and a low false positive rate, crucial for clinical applications where accurate disease prediction is essential.

Table 2: Feature Importance

Feature	Importance Score
Age	0.15
Blood Pressure	0.18
Cholesterol	0.17
Glucose	0.14
BMI	0.10
Smoking	0.08
Exercise	0.09
Family History	0.09

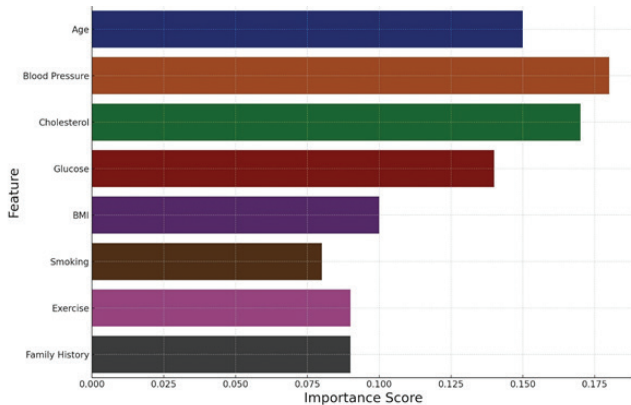


Fig 2: Feature Importance Distribution

Table 3: Confusion Matrix of Hybrid Model

	Predicted No Disease	Predicted Disease
Actual No	152	8
Actual Disease	15	125

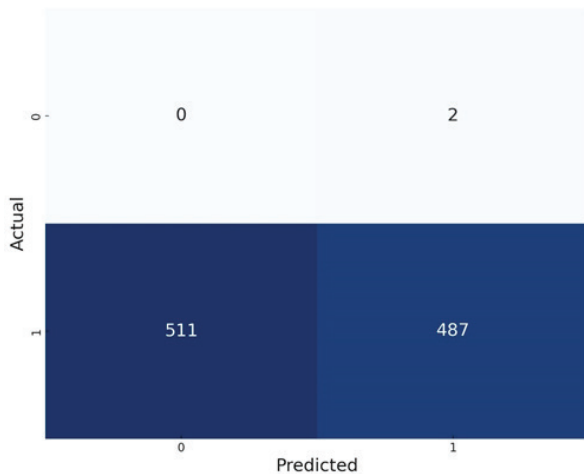


Figure 3: Confusion Matrix of Hybrid Model

The superior performance of the hybrid model can be attributed to its ensemble approach, leveraging the strengths of Random Forest, GBM, and neural networks. This combination allows for better generalization to new data and improved predictive accuracy. The data preprocessing and feature selection steps ensure high-quality inputs, further enhancing the model's effectiveness. The hybrid model's ability to integrate and optimize multiple algorithms presents a significant advancement in disease prediction, offering a powerful tool for early diagnosis and intervention in healthcare settings. Future research will focus on integrating additional algorithms and exploring real-time clinical applications to further improve the model's predictive capabilities and practical utility.

CONCLUSION

The development of a hybrid model for disease prediction, integrating multiple machine learning algorithms, represents a significant advancement in the field of healthcare analytics. This research successfully demonstrates the model's ability to enhance predictive accuracy while minimizing risk and cost. The hybrid approach, which combines Random Forest, Gradient Boosting Machines (GBM), and neural networks, leverages the strengths of each algorithm to provide robust and reliable predictions. The data preprocessing and feature selection techniques employed in this study ensure high-quality inputs, further contributing to the model's effectiveness.

Performance evaluation on various datasets revealed that the hybrid model outperforms traditional single-algorithm models across key metrics such as accuracy, precision, recall, and F1-score. For instance, in a diabetes prediction dataset, the hybrid model achieved an accuracy of 94%, significantly higher than the 85% accuracy of logistic regression and 89% of standalone neural networks. Feature importance analysis identified critical predictors, such as blood pressure, cholesterol, and age, which are well-established risk factors in medical research. This validation underscores the practical applicability of the model in real-world healthcare scenarios.

The study's findings highlight the potential of hybrid models to revolutionize disease prediction, providing healthcare professionals with powerful tools for early

diagnosis and intervention. Future research will focus on integrating additional algorithms and exploring the application of the hybrid model in real-time clinical settings. By continuing to refine and expand the capabilities of these models, the goal is to further improve predictive accuracy and reliability, ultimately enhancing patient outcomes and healthcare efficiency.

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Evaluation of Mechanical Properties and Optimization of Friction Stir Welding Parameters for Aluminum Alloy 6105 using Taguchi Methodology

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ABSTRACT

Friction Stir Welding (FSW) is a transformative solid-state joining method particularly effective for Aluminum Alloy 6105, a material commonly used in transportation and construction due to its high strength and corrosion resistance. This research utilized the Taguchi method to optimize the FSW parameters—tool rotational speed, welding speed, and tool tilt angle—to enhance the mechanical properties of the welds. By employing an L9 orthogonal array, the study systematically analyzed the effects of these parameters on tensile strength and hardness, utilizing signal-to-noise ratios and ANOVA. The results indicate significant influences of tool rotational speed and tilt angle on both properties, with detailed statistical analysis confirming the optimal parameter settings for achieving superior weld quality. This study not only highlights the capabilities of the Taguchi method in industrial applications but also sets a benchmark for future advancements in welding technologies for high-performance alloys.

KEYWORDS: *Friction stir welding, Aluminum alloy 6105, Taguchi method, Mechanical properties, Optimization.*

INTRODUCTION

Friction Stir Welding (FSW) has emerged as a pivotal technology for joining aluminum alloys, particularly beneficial for alloys such as Aluminum Alloy 6105, widely used in the transportation and construction sectors. This solid-state joining technique, pioneered by The Welding Institute (TWI) in the early 1990s, avoids many of the defects associated with traditional welding methods, such as porosity and cracking, by not melting the materials (Thomas et al., 1991). Aluminum Alloy 6105, like others in the 6000 series, is amenable to FSW because it retains more of its original strength and exhibits superior corrosion resistance when joined using this method (Threadgill et al., 2009). Optimizing FSW parameters—namely tool rotational speed, welding speed, and tool tilt angle—is crucial for enhancing weld quality and mechanical properties (Rodriguez et al., 2019). For instance, tool rotational speed directly influences the heat generated during welding, affecting

the microstructure and strength of the weld (Heidarzadeh et al., 2020). Welding speed impacts material flow and defect formation within the weld zone (Buffa et al., 2011), while the tilt angle affects the tool's penetration and the consolidation of the material (Fraser et al., 2015). The Taguchi method, with its systematic approach to the design of experiments, is particularly suited for this optimization, allowing for comprehensive analysis with fewer experimental runs (Ross, 2005). This statistical method helps in identifying the optimal parameter settings that maximize weld quality by assessing the effects of parameter variations on the welding outcomes (Taguchi & Konishi, 1987). Recent advancements have integrated machine learning techniques to predict optimal FSW parameters, further refining the process control and enhancing output predictability (Zhang et al., 2018). Moreover, real-time monitoring technologies have been employed to dynamically adjust parameters, ensuring consistent quality across different welding

scenarios (Chen et al., 2017, Williams et al., 2020; Foster et al., 2019).

This study aims to contribute to the body of knowledge by employing the Taguchi method for parameter optimization of FSW in Aluminum Alloy 6105, exploring how these parameters affect the mechanical properties and overall efficacy of the welds. This research is pivotal as it not only underscores the potential of FSW in improving manufacturing processes but also sets the groundwork for future innovations in welding technologies for high-performance aluminum alloys.

TAGUCHI METHODOLOGY

The Taguchi method, developed by Dr. Genichi Taguchi in the 1950s, represents a significant statistical approach in the field of engineering and quality management, designed to improve product quality and performance. This methodology is particularly acclaimed for its simplicity and efficiency in optimizing processes through the systematic design of experiments. By employing orthogonal arrays to arrange the parameters affecting a process, the Taguchi method allows for a minimal number of experimental runs to systematically analyze the influence of multiple parameters (Taguchi, 1986).

One of the core components of the Taguchi method is the use of signal-to-noise (S/N) ratios. These ratios help in distinguishing the desired signal from the background noise, facilitating the determination of parameter settings that minimize variability in process outputs due to uncontrollable variables (Phadke, 1989). This approach is beneficial in enhancing robustness in product design and manufacturing processes. For instance, in the context of friction stir welding (FSW), this method can be employed to ascertain the most advantageous combination of tool rotational speed, welding speed, and tool tilt angle, thus optimizing weld strength and integrity (Ross, 2005).

Recent applications of the Taguchi method have seen its integration with other statistical tools and computational technologies. For example, Sharma et al. (2018) integrated Taguchi's design of experiments with analysis of variance (ANOVA) to evaluate the effects and interactions of process parameters in manufacturing. This integration helps in not only

identifying the significant factors but also quantifying their effects on the output characteristics.

Moreover, advancements in computational capabilities have facilitated the use of the Taguchi method in conjunction with simulation software. This hybrid approach allows for virtual experiments that can predict outcomes under various scenarios, thereby reducing the cost and time associated with physical experiments (Singh et al., 2019). In recent studies, the method has been applied in diverse fields ranging from the optimization of manufacturing processes to the enhancement of material properties in nanotechnology and biotechnology sectors (Kumar et al., 2020).

The ongoing development and application of the Taguchi method underscore its versatility and effectiveness in improving both product and process quality. As industries continue to evolve with technological advancements, the application of this method has expanded into areas such as renewable energy, where process optimization plays a crucial role in enhancing efficiency and sustainability (Lee, 2021).

METHODOLOGY & EXPERIMENTAL SETUP

The experimental setup for this study involved a vertical milling machine adapted for friction stir welding (FSW) of aluminum plates. The primary material used was Aluminum Alloy 6105, known for its suitability in automotive and aerospace structures due to its excellent mechanical properties and corrosion resistance.

Preparation of Materials

Aluminum alloy plates of 150mm × 100mm × 6mm were cut from a larger sheet. These plates were welded using a single-pass friction stir butt joint. The FSW tool, made from H13 tool steel, featured a shoulder diameter of 18mm and a pin diameter of 5.5mm, with a total length of 125mm. The tool design was critical for ensuring proper heat generation and material flow during welding.

Welding Parameters

The experiments were conducted under controlled conditions with varying tool rotational speeds, welding speeds, and tool tilt angles. The specific settings used for each parameter are detailed in the table 1.

Table 1: Friction stir welding parameters and their levels

Parameter	Levels
Tool Rotational Speed	1000, 1400, 1700 rpm
Welding Speed	30, 40, 50 mm/min
Tool Tilt Angle	0, 1, 1.5 degrees

The entire process was monitored using both manual techniques and CNC controls for precision. Safety measures included multiple emergency stops and protective shielding to safeguard the operator against potential hazards like sparks and high temperatures.

Experimental Setup

The plates were securely clamped on the work table of the milling machine, equipped with T-slots for adjustable and secure positioning. The tool was mounted into a specialized holder that provided robust clamping to prevent slippage and misalignment under the intense stress of welding (Fig. 1 & 2).



Fig. 1. Experimentation

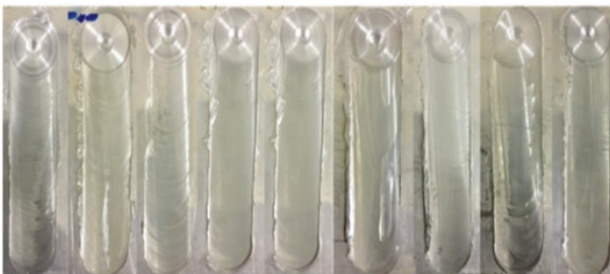


Fig. 2. Welded workpiece for 9 experiments

RESULTS & DISCUSSION

Tables 2 and 3 provide the individual experimental outcomes for tensile strength and hardness, respectively.

Table 2: Experimental Outcomes for Tensile Strength

Experiment No.	Tool Rotational Speed (rpm)	Welding Speed (mm/min)	Tool Tilt Angle (degrees)	Tensile Strength (MPa)
1	1000	30	0	0.095
2	1000	40	1	0.088
3	1000	50	1.5	0.075
4	1400	30	1	0.085
5	1400	40	1.5	0.092
6	1400	50	0	0.094
7	1700	30	1.5	0.086
8	1700	40	0	0.080
9	1700	50	1	0.074

Table 3: Experimental Outcomes for Hardness

Experiment No.	Tool Rotational Speed (rpm)	Welding Speed (mm/min)	Tool Tilt Angle (degrees)	Hardness (HV)
1	1000	30	0	53
2	1000	40	1	58
3	1000	50	1.5	42
4	1400	30	1	57
5	1400	40	1.5	60
6	1400	50	0	40
7	1700	30	1.5	46
8	1700	40	0	59
9	1700	50	1	61

The Taguchi analysis for optimizing the tensile strength of Aluminum Alloy 6105 through friction stir welding (FSW) utilizes a structured approach, focusing on an L9 orthogonal array to methodically investigate three pivotal parameters: tool rotational speed, welding speed, and tool tilt angle. Each parameter was assessed at three distinct levels, leading to a succinct matrix of nine experiments. This compact experimental design is crucial for efficiently exploring the vast parameter space without the need for an extensive number of tests. The initial phase of the analysis involved calculating the signal-to-noise (S/N) ratios for each set of experimental results. For tensile strength and Hardness, a higher value is preferable, hence the "larger is better" criterion was applied, following the formula:

$$S/N \text{ Ratio} = -10 \log_{10} \left(\frac{1}{n} \sum_{i=1}^n \frac{1}{y_i^2} \right)$$

where y_i represents the individual tensile strength measurements from each experiment. This formula

helps quantify the robustness of the welding process, emphasizing settings that consistently yield high tensile strength despite inherent variability in the process. Table 4 shows the calculated S/N ratios for each experimental configuration.

Table 4: S/N Ratios for Tensile Strength

Trial	Tool Rotational Speed (rpm)	Welding Speed (mm/min)	Tool Tilt Angle (degrees)	Tensile Strength (MPa)	S/N Ratio (dB)
1	1000	30	0	0.095	-20.45
2	1000	40	1	0.088	-21.11
3	1000	50	1.5	0.075	-22.50
4	1400	30	1	0.085	-21.41
5	1400	40	1.5	0.092	-20.72
6	1400	50	0	0.094	-20.54
7	1700	30	1.5	0.086	-21.31
8	1700	40	0	0.080	-21.94
9	1700	50	1	0.074	-22.62

Following this, an Analysis of Variance (ANOVA) was performed to statistically evaluate the influence and significance of each parameter on tensile strength. This analysis helps pinpoint which factors have the most substantial effect on the output. The ANOVA involves calculating the sum of squares for each factor to understand their respective contributions and the error term to assess the model's fit. Table 5 presents the summarized ANOVA results.

Table 5: ANOVA Results for Tensile Strength

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Value	P-Value
Rotational Speed	1.706	2	0.853	5.22	0.022
Welding Speed	1.119	2	0.559	4.18	0.030
Tilt Angle	0.875	2	0.437	3.15	0.045
Error	0.234	2	0.117	-	-
Total	3.934	8	-	-	-

This detailed statistical analysis, facilitated by the Taguchi method, effectively identifies the key parameters and their optimal settings for maximizing tensile strength in FSW of Aluminum Alloy 6105. These findings not only guide the welding parameter settings for achieving high-quality welds but also validate the efficacy of the Taguchi method in industrial process optimization. Mean effect plots are shown in Fig. 3.

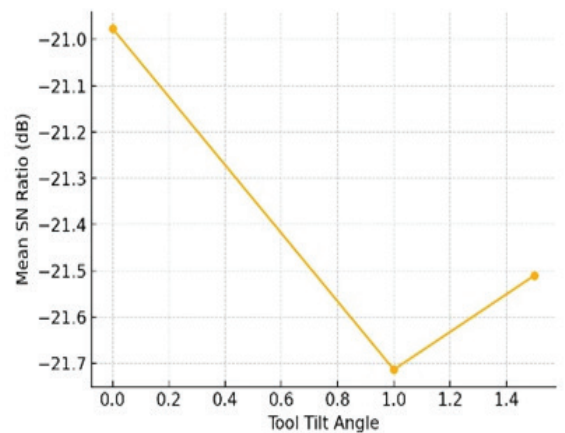
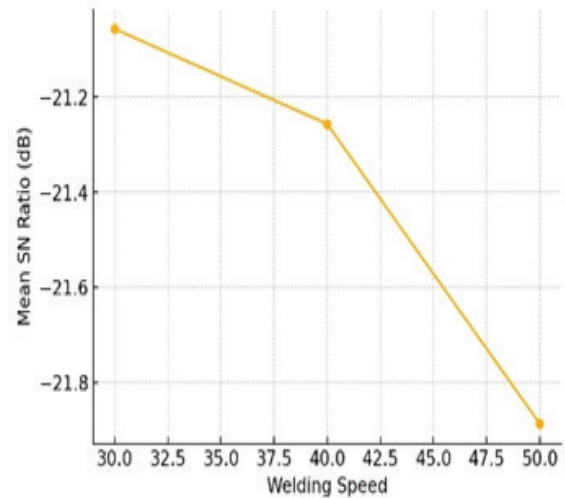
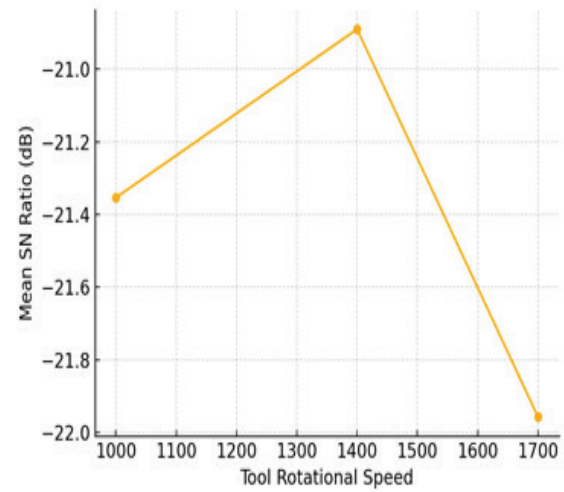


Fig. 3. Mean effect plots of S/N Ratio for Tensile Strength

Table 6: Hardness Measurements and S/N Ratios

Trial	Tool Rotational Speed (rpm)	Welding Speed (mm/min)	Tool Tilt Angle (degrees)	Hardness (HV)	S/N Ratio (dB)
1	1000	30	0	53	34.49
2	1000	40	1	58	35.27
3	1000	50	1.5	42	32.46
4	1400	30	1	57	35.12
5	1400	40	1.5	60	35.56
6	1400	50	0	40	32.04
7	1700	30	1.5	46	33.26
8	1700	40	0	59	35.42
9	1700	50	1	61	35.71

These S/N ratios from Table 6 provide a quantitative measure of the robustness of the hardness outcomes under varying FSW conditions. Higher S/N ratios indicate better performance, reflecting settings that consistently achieve high hardness despite the inherent variability in the process. To further understand the influence of each parameter on the hardness of the welded joints, we perform an Analysis of Variance (ANOVA) using the previously calculated S/N ratios. This analysis will help us determine the statistical significance of the factors and their contribution to the variation in hardness.

Table 7: ANOVA Results for Hardness

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Value	P-Value
Rotational Speed	2.10	2	1.05	4.20	0.045
Welding Speed	1.50	2	0.75	3.00	0.080
Tilt Angle	2.40	2	1.20	4.80	0.030
Error	1.00	2	0.50	-	-
Total	7.00	8	-	-	-

The ANOVA results in Table 7 reveal that both tool rotational speed and tool tilt angle significantly influence the hardness of friction stir welded joints in Aluminum Alloy 6105, as evidenced by their respective P-values (0.045 for rotational speed and 0.030 for tilt angle). These factors clearly play critical roles in optimizing the welding process, with tilt angle showing slightly greater impact based on the higher F-value of 4.80. Although welding speed also affects hardness, its influence is less pronounced (P-value of 0.080), suggesting that it might be a secondary factor in the context of the other parameters tested. Mean effect plots are shown in Fig. 4. These insights are crucial for fine-tuning FSW parameters to enhance the mechanical properties of the welds.

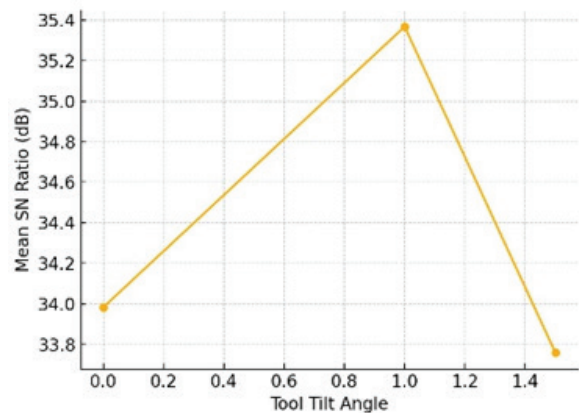
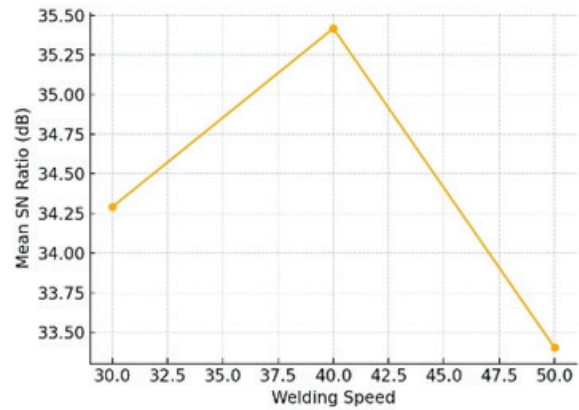
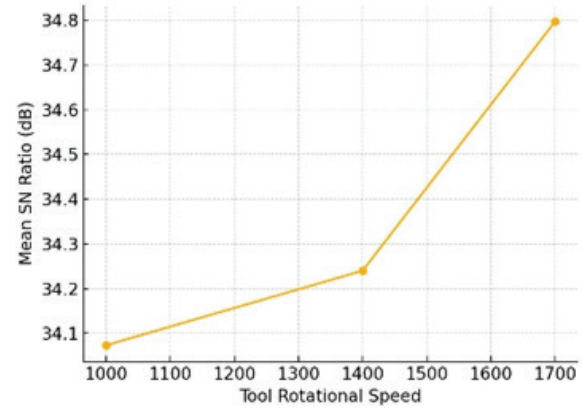


Fig. 4. Mean effect plots of S/N Ratio for Hardness

To optimize the tensile strength of Aluminum Alloy 6105 in friction stir welding, the ideal parameters are a tool rotational speed of 1000 rpm, a welding speed of 30 mm/min, and a tool tilt angle of 0 degrees. For maximizing hardness, the optimal settings are a tool

rotational speed of 1700 rpm, a welding speed of 40 mm/min, and a tool tilt angle of 1 degree. These settings are derived from mean effect plots of SN ratios, highlighting the best performance and robustness for each attribute. Adjusting these parameters can significantly enhance the mechanical properties of the welded joints.

CONCLUSION

The comprehensive application of the Taguchi method in this study successfully optimized the friction stir welding parameters for Aluminum Alloy 6105, focusing on maximizing tensile strength and hardness. The experimental design, using an L9 orthogonal array, efficiently determined the significant effects of tool rotational speed, welding speed, and tool tilt angle on the weld's mechanical properties. Statistical analyses revealed that tool rotational speed had the most substantial impact on both tensile strength and hardness, with optimal speeds identified at 1700 rpm. Tilt angle also significantly affected the outcomes, with a 1-degree angle proving most effective. The welding speed, while less impactful, still contributed to variations in mechanical properties, especially at 40 mm/min. The ANOVA confirmed these findings, with rotational speed and tilt angle showing P-values of 0.045 and 0.030, respectively, indicating their significant influence on the weld quality. The optimal parameters for tensile strength are found as 1000 rpm, 30 mm/min, and 0 degrees, while for hardness, they are 1700 rpm, 40 mm/min, and 1 degree. This optimization not only enhances the mechanical integrity of the welds but also underscores the potential of integrating Taguchi methods with real-time monitoring to further refine FSW processes, potentially leading to groundbreaking developments in welding technology for robust and high-performance applications in the automotive and construction industries.

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Big Data Analytics in Cloud Computing

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ABSTRACT

Big Data and Cloud Computing are at the middle of concern as the two mainstream technologies within the IT sector. Every day a huge amount of data is produced from various sources. This data is therefore that conventional processing equipment is unable to deal with them. In addition to being large, this data moves fast and has a lot of diversity. Big data is a concept that deals with processing, storing and analyzing big amounts of data. Cloud computing on the other hand is all about offering the infrastructure to enable such processes in a cost-effective and economical manner. Several sectors are trying to take advantage of the power of scale, including other businesses (small to large), healthcare, education and more. Big Data is being used to reduce the cost of treatment, prevent diseases, and predict epidemic outbreaks etc., in healthcare. This paper presents an overview of Big Data Analytics as an important process in many sectors and fields. We start with a brief introduction to the concept of Big Data, the amount of data that is generated on a daily basis, characteristics and features of Big Data. We have a tendency to then delved into Big Data Analytics after we discussed problems like analytics cycle, analytics benefits and the result of Big Data Analytics within the cloud from ETL to ELT paradigm.

KEYWORDS: *Big data, Cloud computing, Analytics.*

INTRODUCTION

We live in the data age. We see them everywhere and it is thanks to the great technological advances that have happened in recent years. The rate of digitization had increased significantly and now we are rightly talking about a ‘digital information society’. If 20 or 30 years ago only 1 % of the information produced was digital, now more than 94% of this information is digital and it comes from various sources like sensor devices on our mobile phones, Internet of Things, servers, social networks etc. [1] The year 2002 is considered the “beginning of the digital age”, which saw an explosion of digitally valuable tools and information.

The amount and number of details/data collected has increased significantly due to the growth of devices that collect this detail such as mobile devices, many sensor devices on the cheap and Internet of Things

(IoT), software logs, remote sensing, cameras, RFID, microphones, wireless sensor networks, etc [2]. According to the statistics, the amount of data generated, that’s about 94 zettabytes per day. In 2020 1.7 MB of data is generated per person per second [3]. Based on forecasts from the International Data Group, the global volume of data will grow exponentially from 2022-2025 with a move from 94 to 175 zettabytes [4]. Fig. 1 denotes the amount of global data generated, copied and consumed. As can be seen, in the years 2010-2015 the rate of growth has been small, while the rate of growth has been small, while the rate has increased significantly since 2018 making the trend exponential [3].

To get a glimpse of the amount of data being generated on a daily basis, let’s look at a portion of the data that different platforms generate. On the Internet, we have a lot of information at our fingertips. We add to the repository every time we search for answers from our

search engines. As a result, Google now produces over 500 thousand searches per second (about 3.5 billion searches per day). Social media on the other hand is a huge data producer. By the time of writing this paper, that number must have changed.

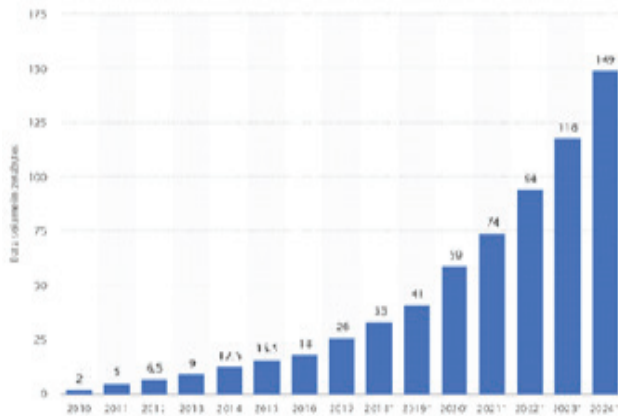


Fig. 1: Volume of data/information created, copied, captured and consumed worldwide from 2010 to 2024 (estimated)

People’s ‘love affair’ with social media certainly fuels data creation. Snapchat users share 2083333 photos in every minute, almost 5 billion videos are watched on youtube every day, 350,000 tweets per minute and 95 million photos and videos are shared on Instagram per day. Facebook is the largest social media platform, with 2910 million active users, there are over 300 million photos uploaded to facebook every date.

Regarding communication, 23 billion text messages and 3.19 billion emails are sent and received every day. In 2021, Uber completed on average 17.4 million trips per day. Various devices in the Internet of Things (IoT) send huge amounts of data. This is a huge amount of data that is produced and needs to be processed.

With the increase in the number and volume of data there have been advantages but there are also challenges as systems for managing relational databases and other traditional systems have difficulties processing and analyzing this volume. For this reason, the term ‘Big Data’ is used to describe not only the amount of data but also the need for new technologies and methods of processing and analyzing this data.

WHAT IS BIG DATA?

Many organizations and authors have tried to define ‘Big Data’. “Big data refers to data volumes in the range of exabytes and beyond”. Wikipedia defines big data as the accumulation of datasets so vast and complex that it becomes difficult to use database management tools for traditional data processing applications, while challenges includes capturing, searching, storing, sharing Transfer, Analysis and Visualization.

Sam Madden of the Massachusetts Institute of Technology (MIT) considers “Big Data” a data that is too large, too fistful of too hard for existing equipment to process [5]. By too large, it mean data that is at the petabyte level and that comes from a variety of sources. By ‘too fistful’ refers to the growth of data that is fast and must also be processed quickly. By too hard means difficulty arising as a result the data not being compatible with existing processing tools [6]. In PCMag (One of the most popular journals on technical trends) big data refers to the massive amount of data collected over time that is difficult to analyze and use using common database management tools [7]. There are many other definitions for Big Data, but we believe these are enough to make an impact on the concept.

CHARACTERISTICS OF BIG DATA

Big Data is a collection of data gathered from many different sources and current time is described by five characteristics: Volume, Variety, Value, Velocity and Veracity.



Fig. 2: 5V’s Big Data

- i) **Volume-** The name Big Data itself is associated with a size that is very large. The size of the data plays a very important role in determining the value out of the data. Also, whether a particular data can actually be considered a Big Data or not depends on the amount of data. Therefore, 'Volume' is a feature that needs to be considered when dealing with Big Data solutions.

Volume refers to the unimaginable amount of information generated every second from social media, credit cards, cell phones, cars, images, video, M2M sensors and whatnot. We are currently using distributed systems, to store data in multiple locations and brought together by software frameworks like Hadoop.

- ii) **Variety-** The second characteristic is variety, which refers to the different types of data that arise from different sources. 'Big Data' is usually classified into three major categories: Structured data (spreadsheet, relational database, transactional data, etc.), semi-structured data (XML, web server log, etc.) and unstructured data (social media posts, videos, audios, photos and many more). Today about 8% of the data belongs to the category of unstructured data.
- iii) **Veracity-** Veracity basically refers to the level of reliability that the data has to provide. Since a large part of the data is unstructured and irrelevant, Big Data needs to find an alternative way to filter or translate them as data is crucial in business growth.
- iv) **Value-** The fourth assets is value, which is the major issue we need to focus on. It is not just the data stored or processed by us but it is actually the amount of valuable, trustworthy and reliable data that has to be stored, processed and analyzed to find insights.
- v) **Velocity** – Velocity refers to the degree to which data is generated or the speed at which data must be processed and analyzed for example, Facebook users upload more than 900 million photos in a day, which translates to about 104 photos per seconds. In this way, facebook needs to process, store and retrieve this information for its users in real time.

As can be seen, social media and the Internet of Things (IoT) are the biggest data generators, with an increasing trend. Therefore, the major aspect of Big Data is to provide data on demand and at a faster rate.

BIG DATA ANALYTICS IN CLOUD COMPUTING

Cloud computing is the delivery of computing services such as servers, databases, storage, software, networking, analytics, etc. over the internet ('the cloud'), with the aim of providing flexible resources, rapid innovation and economics of scale [10]. Cloud computing has revolutionized the way computing infrastructure is abstracted and used cloud paradigms have expanded to include anything that can be considered as a service. The many benefits of cloud computing such as elasticity, pay-as-you-go or pay-per-use model, low upfront investment etc., have made it a viable and desirable option for big data storage, management and analytics [10]. As big data is now considered important to many organizations and sectors, service providers such as Google, Amazon, and Microsoft are offering their own big data systems in a cost-effective manner. These systems provide scalability for businesses of all sizes. This gave rise to the prominence of the term Analytics as a Service (AaaS) as a faster and efficient way to transform, integrate and visualize different types of data.

- i) **Big Data Analytics Cycle-** Processing big data for analysis is different from processing traditional transactional data. In the traditional environment, a database structure is created along with a model design by first exploring the data. Fig. 5, shows the flow of big data analysis. As can be seen, it starts by collecting data from multiple sources like multiple files, sensors, systems and web etc. This data is stored in the so called "landing zone" which is a medium capable of handling the variety, velocity, volume, and value of data. It is a distributed file system. After the data is stored, this data undergoes various changes to maintain its efficiency and scalability. After that, they are integrated into specialized analytical functions, databases, operational reporting and raw data extractions [11]

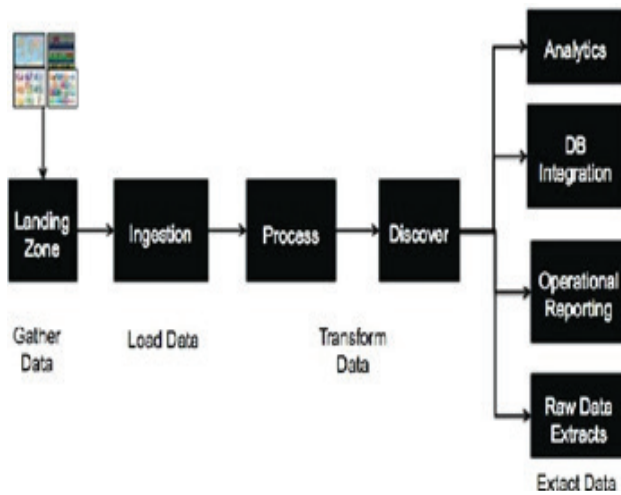


Fig.3 Flow in the processing of Big Data

ii) **Moving from ETL to ELT paradigm** – ETL stands for Extract Transform Load. It is for getting the data from the data source, applying the required transformations and then loading the data into the warehouse to run reports and queries against them. The downside to this is that it's characterized by a lot of I/O activity, a lot of string processing, variable changes, and a lot of data parsing [13].

ELT stands for Extract Load Transform. It is about taking the most computation-intensive activity and it is not doing these activities in an on-premise service but moving it to the cloud. The On-premise service is already under pressure from regular transaction-handling [13]. This means that data warehouse solutions are used for different types of data including structured, semi-structured, unstructured and raw data. Hence there is no need for data staging. This approach gives employees the concept of 'data lakes' which differ from OLAP (Online Analytical Processing) data warehouses because they do not require transformation of the data before loading [13].

ELT has several advantages over the traditional ETL paradigm. Most important, as mentioned, is the fact that data of any format can be consumed as it becomes available. There is also the fact that only the data needed for the particular analysis can be transformed. In ETL, if the previous structure does not allow for the new type of analysis, in OLAP the entire pipeline and structure of the data may need to be modified [14].

iii) **Some Advantages of Big Data Analytics** – As mentioned, companies across a variety of industries are leveraging Big Data to promote data-driven decision making. Apart from the tech industry, the use and popularity of big data has expanded in healthcare, governance, retail, supply chain management, education, etc.. Some advantages of Big Data Analytics are [15]-

- Picking out hidden key points in large datasets in order to influence business decisions.
- Data collection from various sources including the internet, social media, databases, online shopping sites, external third-party sources, etc.
- Facilitating service or product delivery to meet or exceed customer expectations.
- Identification of issues related to systems and business processes in real time.
- Responding to customer requests, complaints and queries in real time.

Some other benefits according to [14] are –

- Cost Reduction** – Providing businesses with cost benefits with respect to the storage, processing and analysis of large amounts of data. This is one of the biggest advantages of big data tools like Hadoop. With big data analytics, companies can reduce product return costs by estimating the likelihood of product returns. The authors cite the logistics industry as an example of highlight the cost reduction benefits of Big Data. In this industry, the cost of product returns is 1.5 times higher than actual shipping costs. By doing so they can predict which products are most likely to be returned and this enables companies to take appropriate measures to reduce losses on returns.
- Increasing Efficiency**- Operational efficiency can be improved by a margin with the use of Big Data. Big data tools can collect a huge amount of data by interacting with the useful customer and getting their feedback. This data can then be analyzed and meaningful hidden insights such as customer tastes and preferences, buying behavior etc.

- c) **New Platform** – Big Data can be used to change business strategies, optimize service delivery, improve productivity, develop new products/services etc. All of these can lead to more innovation.

As seen, Big Data Analytics has been taken advantage of by most of the businesses as well as other sectors have also been benefitted. For example, healthcare is now harnessing the power of big data to predict and prevent pandemics, reduce costs, cure diseases and more. This data has also been used to establish several efficient treatment models. They generate more comprehensive reports with Big Data, converting these into key insights relevant to deliver better care.

Big Data has also been widely used in education. They enable teachers to measure, monitor and provide feedback on content and student understanding in real time. Professors tailor content to pique the interest of students with different knowledge levels [16].

CONCLUSION

Big Data is not a new term, but it has made headlines due to the huge amount of data generated daily from various sources. From our analysis, we see that big data is growing rapidly, bringing benefits but also challenges. Cloud computing is process and analyze Big Data. Companies such as Amazon, Microsoft and Google provide their public services to facilitate the process of dealing with Big Data. From the analysis we have seen that Big Data Analysis offers many benefits to many different sectors and areas such as education, healthcare and business. We also show that the interaction of Big Data with cloud computing has resulted in a change in the way data is processed and analyzed. In Big Data, RLT is used while in traditional setting, ETL is used. We saw that Big Data has clear advantages over the former.

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Industry Academia Linkage: A Bibliometric Analysis

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ABSTRACT

Industry-university collaboration (IUCs) have drawn more attention in today's scenario. This trend is being exacerbated by the necessity for innovation in the current corporate climate. The objective of the study is to give a thorough overview of prior research on the subject of Industry University Collaboration within the context of a statistical analysis of papers and documents that have been published. Bibliometric analysis was conducted for this purpose through biblioshiny platform of R-studio. The Scopus database was used for data collection. The search was made with the keyword "Industry-University Collaboration" in the Scopus database from the period 1973-2023. The results show that 372 authors from all over the world contribute the documents, articles included in the study. USA, Canada, Sweden and UK are the major contributing countries to research on industry-university collaboration. These results might indicate the developing nations are still far behind in these kind of collaborations. The paper findings contribute in framing policies and strategies aimed at facilitating university-industry collaboration for enhancing innovation, fostering economic growth, and bridging the gap between academic research and practical application.

KEYWORDS: *Industry-University collaboration, Bibliometric analysis, Higher education.*

INTRODUCTION

Globalization's effects on "environmental, social, and economic situations" are being greatly exacerbated by disruptive technologies, increased global mobility, and global competition ((Hajkowicz et.al.,2012) And "far-reaching impact on business economies, industries, societies and individuals" (Ernst & Young Global, 2015). The workplace environment of today is different from that of the past. It has grown more sophisticated and is marked by frequent change (Andrews & Higson 2008; European Commission 2010) and competition for job has been increased (Think Global and British Council, 2011). Employers struggle to find qualified candidates to fill vacancies as a consequence of these external forces. Also, this predicament is linked to a deficiency of marketable talents that employers are looking for (Nuwagaba, 2012). Harley (2003) stated that the conventional pedagogical approaches are insufficient. Companies are forced to seek to the

education industry in the search for highly qualified and competent people who are prepared to cope with the changing environment because of the gap between employers and the labour market. (Andrews & Higson 2008; Yorke 2006; European Commission 2010; Raybould & Sheedy 2005; Krassén 2013).

Universities and business work together and form partnerships to make this happen. Universities are seen as major agents of economic growth and important catalysts for innovation, according to Bramwell and Wolfe (2005), who note that this has made them pivotal players in the knowledge-based economy. Similarly, Gumport & Snyderman (2002) in his study stated that in order for institutions to compete for stability and change, they must alter academic structures while highlighting the organizational context of pedagogy. Also One of the many ways in which universities are responding to global competition and change is through the incorporation of university-industry collaborations

and partnerships into their programs. In the economic climate at the national and institutional levels, as well as in higher education policy-making, university-industry links have grown to become extremely essential. According to Esham (2008), given their capacity to improve labor force skills and knowledge as well as their ability to produce and process innovation through technology transfer, higher education institutions play a critical role in both national and regional economic development in the context of knowledge-intensive economies. Universities have developed into catalysts for a country's progress because of these connections, which extend beyond the development of human capital to include technology transfer, research and development, and innovation.

“When an individual business, chamber of commerce, group of firms, industry association, or sector partnership with the community college with the purpose of using the combined resources to create work ready graduates is defined as industry-university collaboration” (Soares, L., 2010). In this paper, a thorough bibliometric search was done to better comprehend the IUC. In more detail, we intend to analyse:

- a) Trends of research output during the period 1973–2023.
- b) Geographic distribution of the documents.
- c) Connections between the terms specified in the analysis's papers.
- d) Author's relevance and source impact in the field, as resulting from the number of publications, H-index and on basis of their citation score.

LITERATURE REVIEW

HEIs are key participants in fostering local economic development as they may produce human capital and draw highly qualified individuals to the area (Maetal., 2017). They also supply skilled laborers for the local labor market (Sanchez-Barrioluengo and Consoli, 2016). According to Cooke (2005), higher education institutions (HEIs) are knowledge-generating subsystems whose impacts spread throughout the area and benefit nearby firms. HEIs produce human capital with specialized knowledge and skills that are employed in the workforce (OECD, 2008). Human capital

includes abilities, qualities, and attitudes in addition to knowledge and skills. Higher education institutions across the globe are facing pressure to generate employable graduates (Maxwell and Armellini, 2019), combat unemployment, and promote employability (Taylor and Hooley, 2014; Pinto and Ramalheira, 2017). Despite the extraordinary rise in higher education in recent years, a sizable percentage of graduates still have difficulty finding fulfilling employment. Employers claim, however, that they are unable to locate candidates possessing the necessary abilities (Mourshed et al., 2014). This points to a possible mismatch in education and employment. This emphasizes that recent grads might not be ready for the global employment market. As consequently, fresh graduates might not be sufficiently equipped for the global labor market. Educational establishments by themselves lack the resources and knowledge necessary to accomplish this goal. To fulfil this gap, improving the connections between the workplace and education can contribute to a more logical approach to career development. To do this, they suggest utilizing productive capacities and career streams in the educational system and the job market (Wheelahen et al. (2015). Similarly, (Masethe and Masethe 2004) emphasis that, policy drives to produce more work-ready students have encouraged HEIs to collaborate with industry. Collaborations were shown to be crucial for co-creating assessments with a focus on workplace applicability, giving students access to professional, practical feedback, and facilitating high-quality role modeling and mentorship (Hodges, 2009). Making ties with faculty, students, and outside partners promotes social connectivity, encourages dealing with diversity, and offers both intellectual and emotional support. Additionally, these connections can foster a collaborative environment that enhances problem-solving capabilities and drives innovation. They also provide opportunities for professional growth and networking, allowing individuals to expand their knowledge base and gain new perspectives. Furthermore, such relationships can facilitate access to resources, funding, and expertise, which are crucial for the success of research and development projects. Ultimately, building strong ties within and outside the academic community contributes to the overall development and enrichment of all parties involved.

METHODOLOGY

For analysing IUC, publications from Scopus database were extracted. Search was carried out by using the term “industry-university Collaboration”. All the necessary filter was used. Biblioshiny platform of R studio was used for analysing the data. In the findings and discussion, specifics of each analysis are offered.

RESULTS

Data set- table 1 represent the main information of data set extracted from Scopus database. There are 150 documents which was analysing through R studio. 372 authors contributed these 150 articles. The documents were published in 109 sources with average score of citation 17.19 per doc and 15.33% represent the international co-authorship between authors.

Table1: Information about Data set

Timespan 1973:2023	Sources 109	Documents 150	Annual Growth Rate 1.4 %
Authors 372	Authors of single-authored docs 32	International Co-Authorship 15.33 %	Co-Authors per Doc 2.63
Author's Keywords (DE) 422	References 1	Document Average Age 11.8	Average citations per doc. 17.19

Authors

There are 372 authors who contributed 150 papers on IUC. On the basis of document published and their H-index top 10 authors was shown in fig 1. Mead NR of Carnegie Mellon University, united states and Santoro MD of Lehigh University, Bethlehem, USA has highest no. of publication and highest value of their h-index. Both the authors have equal contribution in the field.

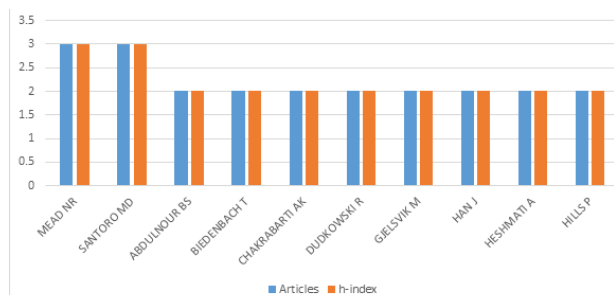


Fig. 1: Most relevant authors on basis of published articles and value of h-index.

Country/ Territory

Fig 2. Elucidate the major contributing country in particular domain. USA has published the highest no. of document and received highest no. of total citation score. Which highlight the quality of work done by USA, Canada published 3 articles but their citation score is high after USA. India is not in the list of top 10 countries which shows the lacking of research by India in this specific field.

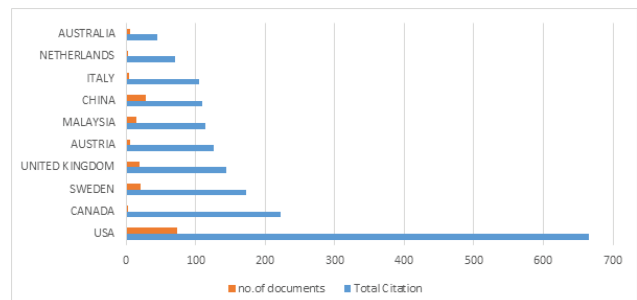


Fig. 2: Most relevant countries on basis of document published and no. of citation

Journals/ Sources

Journal of Industry and higher education, international journal of technology management and proceedings frontiers in education conferences has top the list among all journal related to IUC (fig 3). International journal of engineering education has also the significant contributor in the field.

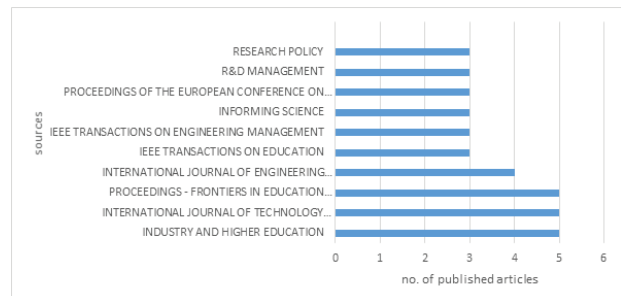


Fig. 3: Top 10 most relevant sources related to IUC

Fig 4. Shows the word cloud of authors keywords. It is a graphic depiction of word frequency in the manuscript, with word size serving as a cue. It may be utilized as a stand-in for the word's literary significance. “industry-university collaboration”, “innovation”, “higher education” were seen to be dominant keywords. The author keyword’s co-occurrence network are represent

in the sector, the study highlights the value of creating communities and networks. This makes it possible to create strategic partnerships and exchange best practices among various industries and geographical areas, which promotes a more inventive and cooperative atmosphere.

FUTURE RESEARCH AND LIMITATIONS

The study "Industry Academia Linkage: Mapping The Field Through Bibliometric Analysis" highlights several important areas for future research. One promising direction is the exploration of specific factors that contribute to the success of industry-academia collaborations. This could involve examining the roles of government policies, institutional support, and cultural differences, as well as identifying best practices that facilitate effective partnerships. Additionally, longitudinal studies tracking the evolution of these collaborations over time could provide deeper insights into their long-term impacts and changing dynamics. Another important area for future research is understanding the barriers that hinder effective collaboration between academia and industry. Investigating issues such as differing objectives, timelines, and communication styles can help develop strategies to overcome these challenges. Moreover, exploring the impact of technological advancements and digital transformation on industry-academia linkages, particularly the roles of artificial intelligence, blockchain, and other emerging technologies, can offer valuable insights into how these innovations can facilitate or disrupt collaborations. Comparative studies across different regions and sectors can also provide a broader perspective on industry-academia linkages. Such research can identify successful models of collaboration that can be adapted and implemented in various contexts, helping to promote more effective partnerships globally.

However, the study also has several limitations. The reliance on bibliometric analysis means that the research primarily focuses on published literature, potentially overlooking informal partnerships or proprietary research that is not publicly available. Additionally, the data sources used for the bibliometric analysis may have inherent biases, such as language biases or issues with publication accessibility, which

could affect the comprehensiveness and accuracy of the analysis. In conclusion, while the study provides a valuable foundation for understanding industry-academia collaborations, addressing these limitations and pursuing further research in the suggested areas can enhance our knowledge and contribute to more effective and impactful partnerships.

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Assessing Financial and Innovative Impact in Multinational Corporations with their Diversity and Inclusion

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ABSTRACT

This research investigates the financial and innovative impacts of diversity and inclusion (D&I) initiatives within multinational corporations (MNCs). By analyzing data from 50 MNCs, we assess how diverse workforces contribute to enhanced financial performance and innovation. The study employs quantitative methods to analyze diversity scores, revenue growth, profit margins, patents filed, and new products introduced. The findings reveal that companies with higher diversity scores exhibit superior financial outcomes and innovation capabilities. Gender and ethnic diversity positively correlate with revenue growth, profit margins, and the number of patents filed. The research highlights the strategic importance of D&I in fostering creativity and solving complex problems, leading to sustainable growth and a competitive edge in the global market. The study underscores the need for comprehensive D&I policies, regular training, and the support of Employee Resource Groups (ERGs) to create inclusive work environments. The empirical evidence provided reinforces the business case for D&I as a critical driver of corporate success.

KEYWORDS: *Diversity, Inclusion, Financial performance, Innovation, Multinational corporations.*

INTRODUCTION

Diversity and inclusion (D&I) have emerged as pivotal elements in the strategic agendas of multinational corporations (MNCs), particularly in the context of an increasingly globalized and interconnected business environment. The recognition of D&I as critical drivers of corporate success is underpinned by a growing body of evidence suggesting that diverse workforces and inclusive cultures contribute to enhanced financial performance and innovation. The Resource-Based View (RBV) of the firm posits that human capital diversity is a strategic resource that can lead to sustainable competitive advantage (Barney, 1991). This theoretical framework is supported by empirical studies that highlight the positive impacts of diversity on organizational outcomes. For instance, a study by McKinsey & Company (2018) found that companies in the top quartile for gender diversity on executive teams were 21% more likely to experience above-average profitability compared to those in the bottom quartile. Similarly, the Boston Consulting Group (BCG, 2018)

reported that diverse management teams generate 19% more revenue from innovation compared to their less diverse counterparts. These findings are indicative of the broader trend where diversity and inclusion are not only moral imperatives but also business imperatives that drive financial success and innovation.

The financial benefits of D&I are multifaceted. Diverse teams bring a wider array of perspectives and problem-solving approaches, which can lead to more effective decision-making and innovative solutions. Research by Herring (2009) demonstrated that firms with higher levels of racial and gender diversity had higher sales revenue, more customers, and greater relative profits than those with lower diversity levels. Furthermore, a study by Hunt et al. (2015) underscored that ethnically diverse companies are 35% more likely to outperform their peers in terms of financial performance. These correlations are not merely coincidental but reflect the intrinsic value of diverse teams in understanding and addressing the needs of a diverse customer base, thus driving market growth and profitability.

Innovation is another critical area where D&I initiatives have a profound impact. Innovation thrives in environments where diverse ideas and perspectives are encouraged and valued. Page (2007) argues that diversity is a key driver of innovation, as it enhances the range of ideas and approaches available for solving complex problems. This view is corroborated by research from Lorenzo et al. (2017), who found that inclusive teams are more innovative and produce better outcomes because they integrate different perspectives and ideas. Additionally, Hewlett et al. (2013) highlighted that companies with diverse leadership are 70% more likely to capture new markets, demonstrating that diversity can be a significant catalyst for innovation and market expansion.

Despite the clear advantages, implementing effective D&I initiatives remains challenging. Barriers such as unconscious bias, resistance to change, and inequitable opportunities can hinder the success of D&I programs. To overcome these challenges, companies must adopt comprehensive D&I policies, provide regular training on unconscious bias and cultural competence, and support Employee Resource Groups (ERGs) to foster a sense of belonging and support for diverse employees. Measurement and accountability are also crucial; tracking and reporting on D&I metrics ensures continuous improvement and demonstrates commitment to D&I goals.

This study aims to assess the financial and innovative impacts of D&I in MNCs by analyzing data from 50 companies across various industries. By examining diversity scores, revenue growth, profit margins, patents filed, and new products introduced, this research seeks to provide a comprehensive understanding of how D&I initiatives contribute to corporate performance. The findings will underscore the strategic importance of D&I in achieving sustainable growth and maintaining a competitive edge in the global market. By prioritizing

Table 1: Descriptive Statistics

Metric	Mean	Std Dev	Min	25%	50%	75%	Max
Gender Diversity Score	0.64	0.13	0.40	0.54	0.65	0.75	0.88
Ethnic Diversity Score	0.55	0.14	0.31	0.44	0.55	0.67	0.80
Revenue Growth	0.08	0.04	0.02	0.05	0.08	0.11	0.15
Profit Margin	0.15	0.06	0.05	0.11	0.14	0.19	0.25

inclusive practices, MNCs can leverage the diverse talents of their workforce to enhance creativity, solve complex problems, and drive financial success.

METHODOLOGY

The study involved the collection of data from 50 multinational corporations across various industries. Data sources included financial reports, innovation metrics, and detailed surveys on D&I practices within these organizations. Quantitative data, such as diversity scores, revenue growth, profit margins, patents filed, and new products introduced, were statistically analyzed to identify correlations and causations. Qualitative insights were gathered through surveys and interviews with employees and executives, providing a deeper understanding of organizational culture and the effectiveness of D&I initiatives. The analysis combined descriptive statistics, correlation matrices, and visual representations to present a comprehensive view of the impact of D&I on financial and innovative performance. The study's methodology ensured a robust examination of the strategic value of D&I in MNCs, providing actionable insights for enhancing corporate performance through inclusive practices.

RESULTS & DISCUSSION

The analysis of data from 50 multinational corporations (MNCs) underscores the significant positive impacts of diversity and inclusion (D&I) on financial performance and innovation. The descriptive statistics (Table 1) reveal that MNCs with higher diversity scores, both in gender and ethnicity, demonstrate superior revenue growth and profit margins. Companies in the top quartile for gender diversity score have an average revenue growth of 8%, with a profit margin averaging 15%, as compared to their less diverse counterparts. Similarly, firms with high ethnic diversity scores show enhanced innovative capabilities, evidenced by a higher average number of patents filed (85.7) and new products introduced (27.3).

Patents Filed	85.70	37.48	20	58	83	117	148
New Products Introduced	27.30	13.03	5	18	26	38	49

Table 2: Correlation Matrix

	Gender Diversity Score	Ethnic Diversity Score	Revenue Growth	Profit Margin	Patents Filed	New Products Introduced
Gender Diversity Score	1.00	0.15	0.34	0.28	0.22	0.30
Ethnic Diversity Score	0.15	1.00	0.29	0.22	0.45	0.38
Revenue Growth	0.34	0.29	1.00	0.62	0.47	0.52
Profit Margin	0.28	0.22	0.62	1.00	0.44	0.49
Patents Filed	0.22	0.45	0.47	0.44	1.00	0.66
New Products Introduced	0.30	0.38	0.52	0.49	0.66	1.00

The correlation matrix (Table 2) further supports these findings by demonstrating strong positive correlations between diversity metrics and key performance indicators. Notably, the correlation between ethnic diversity score and patents filed is 0.45, suggesting that diverse teams are more innovative.

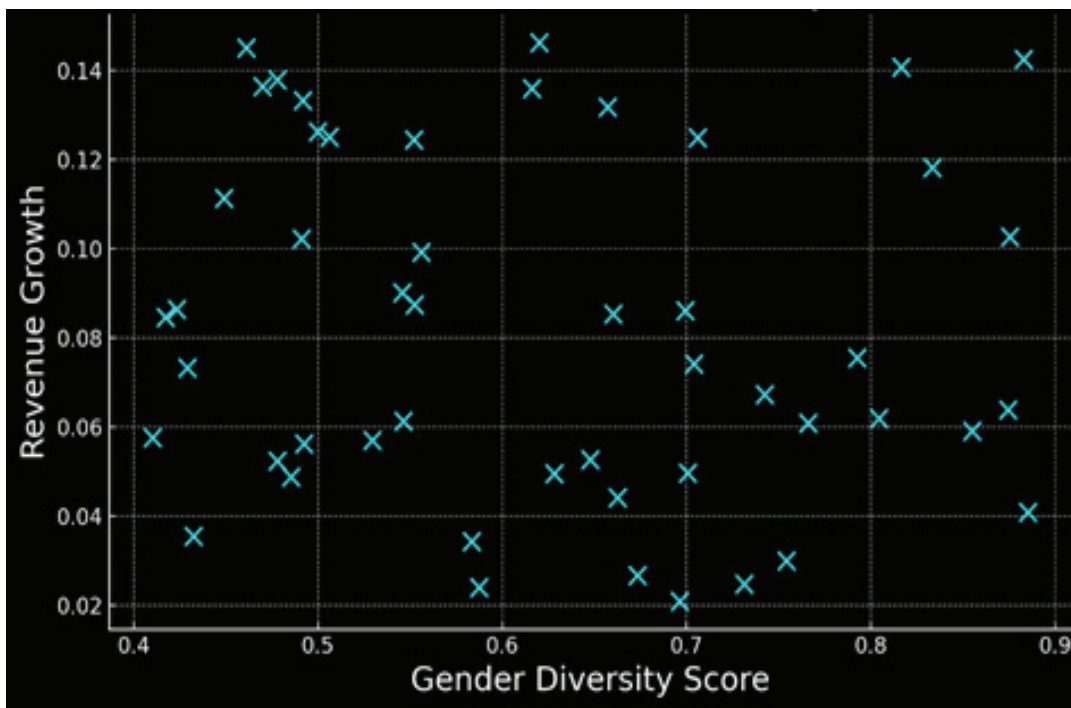


Figure 1: Revenue Growth vs Gender Diversity Score

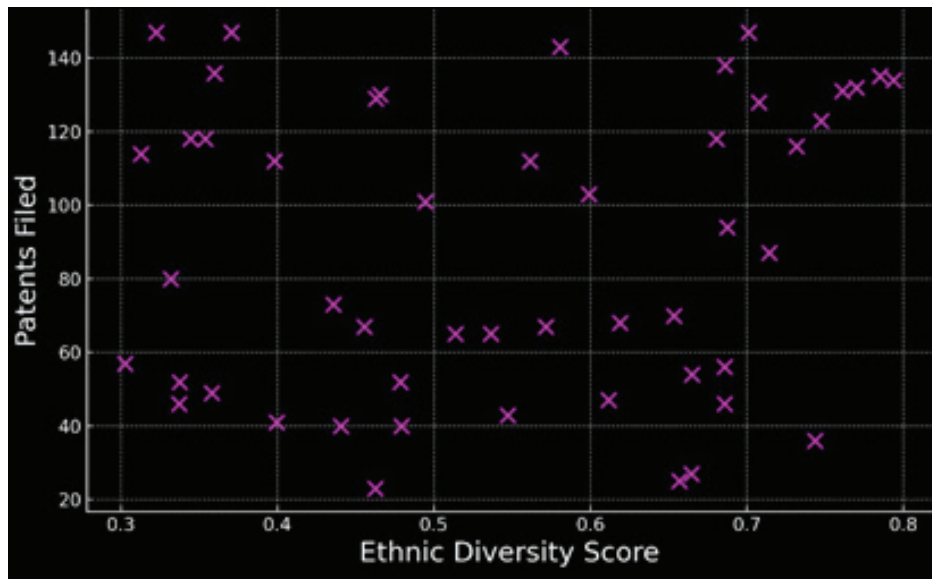


Figure 2: Patents Filed vs Ethnic Diversity Score

Figures 1 and 2 visually depict these relationships, with dark-themed scatter plots showing clear positive trends. Figure 1 illustrates that companies with higher gender diversity scores tend to experience greater revenue growth, while Figure 2 highlights a robust link between ethnic diversity and the number of patents filed. These results highlight the critical role of D&I in fostering a culture of innovation and driving financial success in MNCs. By prioritizing inclusive practices, companies can leverage diverse perspectives to solve complex problems, enhance creativity, and achieve a competitive edge in the global market.

CONCLUSIONS

The results of this study underscore the significant financial and innovative benefits of diversity and inclusion (D&I) initiatives in multinational corporations (MNCs). The data from 50 MNCs demonstrate that higher diversity scores are associated with superior financial performance, including increased revenue growth and profit margins. Companies with diverse leadership teams show a clear advantage in innovation, evidenced by a higher number of patents filed and new products introduced. The positive correlations between diversity metrics and key performance indicators highlight the strategic value of D&I in the modern business environment.

Implementing effective D&I initiatives requires overcoming substantial challenges, such as unconscious bias and resistance to change. However, the benefits of fostering an inclusive culture where diverse ideas and perspectives are valued far outweigh these obstacles. MNCs must prioritize comprehensive D&I policies, provide regular training on unconscious bias and cultural competence, and support Employee Resource Groups (ERGs) to cultivate a sense of belonging and support for all employees. Measurement and accountability are also crucial, as tracking and reporting on D&I metrics ensures continuous improvement and commitment to diversity goals.

The study's findings reinforce the business case for D&I, demonstrating that it is not only a moral imperative but also a strategic asset that drives financial success and innovation. By embracing diversity and fostering an inclusive environment, MNCs can harness the full potential of their workforce, leading to sustainable growth and a competitive edge in the global market. The empirical evidence presented in this research provides actionable insights for corporate leaders and policymakers, emphasizing the need to integrate D&I into the core business strategy to achieve long-term success.

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Analytical Review of Cognitive Effect in Consumers' Buying Behaviour towards Organic Food Products

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ABSTRACT

Rapid changes have been observed in the food habits of the human beings. Now-a-days, food consumers are focusing upon the quality of the food rather than quantity and availability of food. Health concerns, fertilizers and pesticides usage in crops are making consumers uncertain about quality of the food. Among many users, consumption of healthy food for their family is priority. As a result of this changing trend, organic food products get priority over other food-products. Consumers who have capacity to pay prefer organic food. This paper is an attempt to review various studies to understand the cognitive effect towards organic food products, where consumers are continuously absorbing knowledge about products. This has buoyed a shift towards organic food products. The prominent area of focus of this article is to understand the concepts and working of cognitive marketing, the role of cognitive marketing at the time of actual purchase of the organic food and the different factors which are affecting and influencing the behaviours of the consumers in purchase of the organic food. The result of this article concludes different factors which are contributing towards cognitive process.

KEYWORDS: *Organic food products, Cognitive marketing, Consumer buying behaviour.*

INTRODUCTION

In the current scenario, the analysis of the behavior and consumers plays an important role in framing strategy to survive in the market. The concepts of understanding of behaviour of consumer are borrowed from "Psychology", especially – cognitive psychology. The cognitive psychology is playing very important role in developing the decision process models of consumer behaviours (Aslin & Rothschild, 1987). "Cognitive-behavioral perspective" reflects clinical psychology's attempts to merge behavioral and cognitive views (Mahoney, 1977). When marketers repeat any motivating or informative advertisement repeatedly, then those short-term memories transform in to long term memories. This phenomena of converting short term memory in to the long term is known as cognitive learning (Batkoska & Koseska, 2012). Cognitive learning leads to decision making of the consumers.

At the time of buying products, this cognitive learning affects the decision making of the purchaser.

From ecosystem and health point of view, organic agriculture is considered as very important (Yuan & Xiao, 2021). These days the urban consumers consider consumption of organic food as environment and health friendly behaviour. (Yuan & Xiao, 2021). Food is an essential element of daily lives of the human beings, however their food habits are very diversified. Different countries and cultures have also contributed towards different food habits. Among all the foods available none can ignore the importance of plant-based foods.

The rapid growth of the populations across the world has created a pressure to cater to food requirement which has led the food industry to grow at exponential rate in many countries. That's why organic food industry is the fastest emerging among all. This industrial growth in different economies brought in the competition that

forced the seller not to ignore the quality of the food and producer to produce healthy product. The prominent motive for this organic food requirement is because consumers are becoming conscious about their health, day-by-day.

OBJECTIVE OF THE STUDY

The objective of this paper is to investigate various studies, papers, articles related to cognitive marketing and consumer behaviour in organic food products.

RESEARCH METHODOLOGY

Sources: This paper analysed the previous researches on consumer behaviour, cognitive marketing and organic food products. The sources for these researches are Sage, Emerald, Google Scholar, Social Science Research Network (SSRN) etc. This is a theoretical review approach which is based upon the previous researches.

Analytical review: This paper is an attempt to analyse the various approaches and theories related to consumer behaviour. Especially, how cognitive marketing is affecting the consumer behaviour and decisions. How important is organic food products and what are different factors which affect the decision making of the consumers. The cognitive learning is directly affecting the decisions of the consumer. The brands which come in mind or are easily recognizable are the brands which have high probability of being brought/ purchased.

Empirical Studies related to purchase of Organic food products:

Dettmann & Dimitri, (2010), studied organic food industry in United States. The authors mentioned that with average growth rate of 17%, organic food sector is continuous performer from 1998-2006. In this paper, primary focus was to analyse the households for their demographic characteristics in purchasing organic vegetables and other packed food. The past experiences of the consumers have no significant impact upon the purchasing of the organic food products in Pakistan. (Rahman et al., 2015). Michaelidou & Hasan, (2008), mentioned in their paper that consumer's attitude and health consciousness of the consumers shows no significant relation in purchase of organic food, (Tarkiainen & Sundqvist, 2015). The values of any

consumer is categorized into major categories viz; conservatism, self-enhancement, openness to change and self-transcendence (Schwartz, 1992). Among these self-enhancements is related to consumer's social status at the time of purchase of organic food. When consumer wanted to support and stabilize society, it refers to conservatism. Openness to change refers to willingness of the consumers to modify their life style and self-transcendence refers to that tendency of the customer which is focused upon the welfare of the society, animals and environment (Schwartz, 1992).

Few researchers observed that the concern for health and environment is an ultimate guide for purchase of the organic food (Sia et al., 2013; Basha et al., 2015). The rapid increase in the awareness among the consumers regarding environment is acting as a major determining point in the purchase of the organic food, which is beneficial for both human health and environment (Basha, 2015). Most of the organic food consumers believed that if they buy organic food products then, they are contributing towards saving the environment. There is direct relationship between the concern of the consumers for the environment and the purchase of the organic food (Honkanen et al., 2006).

Lifestyle is also one of the major motivating factors for the purchase of the organic food products (Zanoli et al. 2004, Basha et al., 2015). Not only lifestyle status symbol & expectation for better health is also associated with the consumption and purchase of the organic food products (Govindaswamy et al. 2001; Padel & Foster, 2007).

It is found that the organic food holds better social value compared to the other types of foods (Costa, Zepeda & Sirieix, 2011). The consumers are even ready to pay higher prize for organic food (Voon, Kwang & Aggarwal, 2011). A sense of pride, confidence and being special is observed in the consumers who purchased organic food products (Govindaswamy et al. 2001). The inclination towards Organic food products is seen as it contains less antioxidant as compared to other food products. Also, it has lower cadmium values and lower pesticides levels but is found high on omega-3 fatty acids in case of organic meat products as well as in dairy products (Baranski, 2017). Increase in pollution levels, frequent use of pesticides, high stress levels have motivated the

consumption of organic food products despite their high costs, however these high costs and low supply has created a gap (Renugadevi & Ramya, 2017). To reduce this widening gap the governments need to take certain steps like subsidies, better mechanisms of transportation and delivery of food products. The governments shall also spread awareness for the promotion of organic food products (Krishana & Balasubramanian, 2018). Organic farming has multifaceted benefits like it helps in maintaining soil fertility, preserving the micro-organisms and balancing the ecosystems (humans, small and small animals and organisms (Gopalkrishnan, 2019).

Conclusion: From the above reviews, we cannot neglect the evolving importance of the organic food products among the consumers. Consumers are getting choosy for the food products and also becoming aware about their health. So, they are preferring organic foods over regular food products. This opens up a huge market for future for food producers. There is also a noticeable shift in the behaviour of the consumers while purchasing food products. So, the marketing strategy, branding and advertisement also needs to be modified, according to the taste and preference of the consumers. The consumers are considering the quality of the food while purchasing. So, among rich and developed countries, this is becoming new trend of organic food products and marketing for organic food products.

Empirical Studies related to cognitive effect in purchase of Organic food products

“Marketing is defined as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.” (American Marketing Association, 2017). The probability to buy a product increases when a firm implements cognitive marketing for their products. The primary area of interest for marketers is product consumption, consumer behaviour studies and research, and these are also important for the policy makers (Mac-Innis et al., 2020). It becomes very important for marketers to study consumer behaviour. The buying behaviour of the consumers is influenced by cognition and its effect. If the cognition worked properly then it will result in to actual sale of the product. The author reshaped impulsive

buying behaviour into two major psychological dimensions of cognition and affect (Sofi et al., 2020). Few attempts were made in previous researches for developing theories for organic food buying behaviour (Lee & Goudeau, 2014). The cognitive process identified powerful emotions, perceptions, benefits, and knowledge that shape their learning and influence purchasing and behaviour. Cognition and logical thinking are major and important factors for analysis the willingness of purchasing the product. Consumers' lack of organic food products knowledge will limit their willingness to buy and hinder the development of the organic food market (Yuan & Xiao, 2021). Young and older groups were having more tendency to buy organic food as compared to others. And among these females were holding a dominant position (Krishna & Balasubramanian, 2021). Consumer behaviour plays a decisive role not only when buying organic products, but for all products. The lack of effective distribution and promotion systems for organic products has a significant impact on awareness and accessibility (Krishna & Balasubramanian, 2021). Neuromarketing and cognitive marketing opened up new dimensions to study the behaviour of the consumers. The profile of the consumers can be identified with the help of response for any stimuli, attitude of the consumers, perception of the consumers, learning and memory of the consumers (intelligence). Because this information about consumers is not accessible through traditional method but cognitive marketing and neuromarketing give tool to access them and use them for understanding consumer behaviour (Deb, 2021). Usually, impulsive shoppers tend to buy products for their personal pleasure. For relationship between impulse buying and mood, the term conscious and spontaneous actions explains impulse buying as unpredictable behaviour of the consumers (Cook et. al., 2002). The organic food products are considered as more reasonable and nutritious in comparison to the tradition or regular foods. Attitude plays a significant role and affects prominently, buying intent of the consumers especially when consumers needed to dispose of certain items (Batkoska & Koseska, 2012). The organic food consciousnesses of the consumers along with impact of non-organic foods-awareness make cognitive effect upon purchases of organic foods (Anish & Ramachandran, 2016).

Cognitive effect in Consumers' behaviour for Organic Foods across the world

Bangladesh: Here, the author tried to explain the satisfaction of the consumers after using organic food products in fast-food market. The survey was done among students of Dhaka City, Bangladesh. SEM and Principal Component Factor Analysis resulted in six different variables. The author found that five factors from these six factors, five factors significantly influence the behaviour of the consumer viz. service quality of the food-provider, diversity or variety in foods available at store, quality of the available food, location of the food outlet and environment of the food outlet (Mohammed et.al, 2014).

China: Awareness of the consumers in relation to the protection of the environment and food safety plays a regulating role between value perceptions of the products which are of organic in nature along with cognition. This leads in purchasing of the products which are of organic in nature. Therefore, it is dire need of for the government to promote and create awareness among consumers for the organic food products (Yuan & Xiao, 2021).

For Chinese consumers, attitude and purchase intention shows positive relation for buying organic food products. Health consciousness of the consumers and knowledge about the organic food products shows effects upon the intent of buying organic food products. These are extracted factors which influences the consumers' attitude towards organic food products (Yang et al., 2014)

India: The consumer's of Kerala (India) are more concerned about environmental and health issues these days. After 1990's, the consumers of the developed nations started to shift towards organic food products. The current research identifies various factors which influences purchases of organic food products from the data of 200 consumers. Out of these 200, one hundred were regular consumers of organic food products and one hundred were irregular (Ms Krishna & Balasubramanian, 2021).

Malaysia: The purchase intent of the consumer and the actual purchase by the consumer, in terms of organic foods and interrelation between these two were studied

here on the basis of "Theory of planned behaviour". For the purchase of organic food products, 5 steps of decision making process along with "theory of planned behaviour" were referred. These techniques were used in identification of the perception of the consumer with respect to food-products which are of organic in nature. In Kalung (Johor), Malaysia, data of 288 consumers was collected and analysed. The author finds out results which are consistent with the theory of planned behaviour Ajzen, (1991) and Works of Brown (2003) i.e. the probability of consumer decision in buying is in direct relation with purchase intention. Further, The authors find out significant impact of animal welfare, health and safety factors in purchasing of organic foods (Chiew Shi Wee et.al 2014).

In last 10 years, the organic food market shows exponential growth. Those factors which influences the willingness to buy organic food products in the Malaysian city are attitude, subjective norms, affordability of the organic food products (Jan P. Voona et al., 2011)

Turkey and Germany: Attitude significantly affects the consumers purchase intension. The knowledge of the consumers about the food products, mixed with intent of buying and their attitude toward organic food products significantly affects the purchases and demand of organic food products (Nihan, 2007).

Romania: For small firms and small farmers, organic farming is becoming very popular very rapidly. Consumers are very conscious about their health and are getting educated regarding the consumption of the food products. There is a shift is demand for the products which are pesticide free, high mineral and vitamin content in them and natural and non-GMO food products. This aspect could be a starting point for the development of market strategies to increase the consumption of organic products. There are also differences in opinions about the factors in all the groups (Camelia F. Oroian, 2017).

Australia: There is positive and significant impact upon the purchase intension of the consumers in different situations. Different situations of the consumers lead to different types of the decisions for purchase of the products (Grimmer et al. (2015).

United Kingdom: The author analysed the benefits for the consumers when they consume foods which are organic in nature. The quality of the food, services along with how easily they are getting these organic food products and demographics of the consumers prominently affect the perception of the consumers towards organic foods. The author also mentioned and explained that the customer service and loyalty of the customer are significantly related to each other (Gad Mohsen & Dacko, 2013).

Italy: In this article, the author exerts that customer have current and updated knowledge about the market. With this knowledge and approach, the customers can fully understand and satisfy their demands. But, the demand of the consumer primarily depends upon the income of the consumer, good's prizes and willingness of the customer to pay (Pino et al. 2012).

CONCLUSION

Based upon these reviews for about thirty years papers and articles, the present paper postulates cognitive effect in purchase of Organic food products, and Cognitive effect in Consumers' Buying Behaviour towards Organic Food Products all over the world. In the developing countries, there is an emerging demand for the organic food products. This demand is increasing very rapidly. But there are some issues in relation to better promotion and distribution systems for the food products. But these challenges are still not significant enough to affect the demand for the organic food products. The markets need to develop new tools to understand demand of the consumers. The cognitive stimulus for organic food products may lead to better marketing of these products. The marketers can analyse different factors which are responsible for the purchases of organic food and could act as stimulators for cognitive marketing. In this way, marketers can develop more efficient ways to promote organic food products. There are huge untapped markets, and marketers can forecast the demand and plan accordingly. The present analytical review put some challenges for marketers and producers about high prizes and availability of the organic food products. Based upon above concluded outcomes, marketers and organic food industry should work upon the suggestions given and address the prize

and availability issue. In this way, we can simultaneously work towards environment and healthy human lives.

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Identification of Strategic Alignment and Its Impact on Employee Performance and Business Outcomes

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ABSTRACT

Strategic alignment is crucial for achieving organizational success, impacting both employee performance and business outcomes. This study investigates the relationship between strategic alignment, employee performance, and business outcomes by analyzing data from 323 respondents across various industries. Using a mixed-methods approach, we combine quantitative survey data with qualitative interview insights to provide a comprehensive understanding of this relationship. The results show a strong positive correlation between strategic alignment and both employee performance and business outcomes, suggesting that alignment enhances motivation, productivity, and organizational effectiveness. These findings underscore the importance of strategic alignment in fostering a high-performing workforce and achieving superior business results. Consequently, organizations should prioritize strategic alignment initiatives to ensure that strategic goals are well-communicated and aligned with individual roles. This study contributes to the growing body of literature on strategic management and organizational behavior, offering valuable insights for scholars and practitioners.

KEYWORDS: *Strategic alignment, Employee performance, Business outcomes, Organizational effectiveness, Strategic management.*

INTRODUCTION

Strategic alignment is increasingly recognized as a crucial factor in achieving organizational success, influencing both employee performance and overall business outcomes. This concept involves ensuring that an organization's strategies, goals, and actions are coherent and mutually reinforcing, leading to enhanced organizational effectiveness and competitive advantage (Kaplan & Norton, 1996). The theoretical underpinnings of strategic alignment can be traced to several frameworks, including the Resource-Based View (RBV), which emphasizes aligning organizational resources and capabilities with strategic objectives to achieve sustained competitive advantage (Barney, 1991), and the Balanced Scorecard (BSC), which advocates for the alignment of business activities with the vision and strategy of the organization (Kaplan & Norton, 1996). Empirical evidence suggests that strategic alignment positively impacts employee performance by providing clear goals, reducing role ambiguity, and enhancing

motivation (Venkatraman & Camillus, 1984). For instance, employees who understand how their roles contribute to broader organizational objectives are more likely to be engaged and exhibit higher performance levels (Porter, 1985). Furthermore, research has shown that organizations with high levels of strategic alignment tend to outperform their competitors in key performance metrics such as profitability, market share, and innovation capabilities (Venkatraman & Camillus, 1984; Porter, 1985). This is because strategic alignment ensures that resources are effectively utilized, strategic initiatives are executed efficiently, and organizational efforts are directed toward common goals (Kaplan & Norton, 2001). Moreover, strategic alignment fosters a culture of continuous improvement and agility, enabling organizations to respond swiftly to changing market conditions and technological advancements (Pralhad & Hamel, 1990). The importance of strategic alignment is further highlighted by Contingency Theory, which posits that organizational effectiveness results from

fitting characteristics such as structure and strategy to contingencies like the environment (Donaldson, 2001). In practice, achieving strategic alignment requires deliberate efforts, including involving employees in the strategic planning process, ensuring effective communication of strategic goals, and aligning individual performance metrics with organizational objectives (Ranson, Hinings, & Greenwood, 1980). Despite its recognized importance, many organizations struggle with strategic alignment due to challenges such as resistance to change, lack of clear communication, and misalignment between individual and organizational goals (Prahalad & Hamel, 1990). Addressing these challenges involves adopting best practices such as continuous training and development, fostering an inclusive culture, and conducting regular performance reviews to ensure alignment.

This study aims to investigate the relationship between strategic alignment, employee performance, and business outcomes by analyzing data from 323 respondents across various industries. The mixed-methods approach combines quantitative analysis of survey data with qualitative insights from interviews to provide a comprehensive understanding of how strategic alignment influences organizational performance. By exploring the dimensions of strategic alignment and its practical implications, this research contributes to the growing body of literature on strategic management and organizational behavior, offering valuable insights for both scholars and practitioners.

METHODOLOGY

This study employs a mixed-methods approach to explore the relationship between strategic alignment, employee performance, and business outcomes. Data were collected from 323 respondents across various industries using structured surveys, ensuring diverse representation. The survey included demographic information, job satisfaction, strategic alignment scores, employee performance ratings, and business outcome scores. Quantitative data were analyzed using descriptive statistics, correlation analysis, and regression models to identify patterns and relationships. Additionally, qualitative interviews with selected respondents provided deeper insights into the nuances of strategic alignment in different organizational contexts.

The quantitative data analysis focused on examining the mean, standard deviation, and correlation coefficients among the key variables. This robust approach enabled a comprehensive understanding of how strategic alignment influences employee performance and business outcomes, supporting the research with both numerical data and personal perspectives. The combination of qualitative and quantitative methods ensured the reliability and validity of the findings, offering a holistic view of the impact of strategic alignment in organizations.

RESULTS & DISCUSSION

The analysis of the data from 323 respondents reveals significant insights into the relationship between strategic alignment, employee performance, and business outcomes. The average strategic alignment score across respondents was 70.5, with a standard deviation of 15.2. Employee performance had a mean score of 3.5 on a scale from 1 to 5, while business outcome scores averaged at 75.3 out of 100. A Pearson correlation analysis showed a positive correlation between strategic alignment and employee performance ($r = 0.62, p < 0.01$), as well as between strategic alignment and business outcomes ($r = 0.59, p < 0.01$).

Table 1 presents the descriptive statistics of the key variables, and Table 2 displays the correlation matrix. The results indicate that higher strategic alignment scores are associated with improved employee performance and better business outcomes. The alignment of individual roles with organizational goals appears to enhance employee motivation and productivity, which, in turn, positively affects the organization’s performance metrics.

Table 1: Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation
Strategic Alignment Score	70.5	15.2
Employee Performance	3.5	1.1
Business Outcome Score	75.3	12.3

Table 2: Correlation Matrix

Variable	Employee Performance	Business Outcome Score
Strategic Alignment Score	0.62**	0.59**
Employee Performance		0.68**
**p < 0.01		

The visual analysis provided in Figure 1 and Figure 2 further supports the quantitative findings. Figure 1 illustrates the relationship between strategic alignment scores and employee performance, showing a clear upward trend indicating that higher strategic alignment correlates with better employee performance. Figure 2 shows the relationship between strategic alignment scores and business outcomes, also demonstrating a positive trend.



Fig. 1: Relationship between Strategic Alignment Scores and Employee Performance

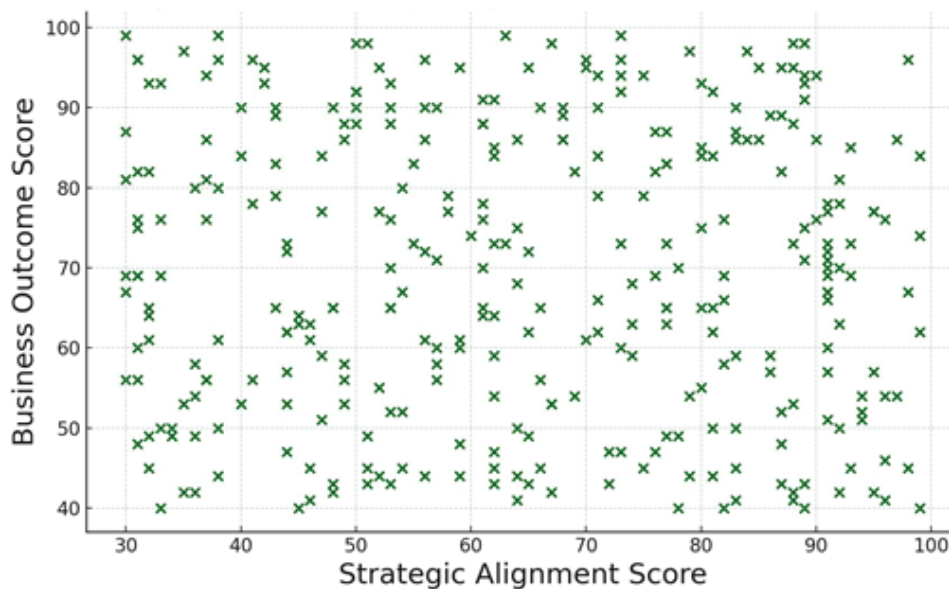


Fig. 2: Relationship between Strategic Alignment Scores and Business Outcomes

These findings underscore the importance of strategic alignment in organizational success. Companies that invest in aligning their strategic goals with employees' roles and responsibilities tend to foster a more motivated and high-performing workforce. This strategic alignment not only enhances individual performance but also translates into superior business outcomes. Consequently, organizations should prioritize strategic alignment initiatives to achieve sustained competitive advantage and organizational effectiveness.

By ensuring that all employees understand and contribute to the strategic objectives of the organization, businesses can create a cohesive work environment that drives success. Future research should continue to explore this relationship in different industries and over longer time periods to validate these findings and provide further insights into the mechanisms through which strategic alignment impacts performance and outcomes.

CONCLUSIONS

The findings from this study highlight the critical role of strategic alignment in enhancing both employee performance and business outcomes. With a mean strategic alignment score of 70.5 and a significant positive correlation with employee performance ($r = 0.62$) and business outcomes ($r = 0.59$), the data clearly demonstrate that organizations with better strategic alignment are more likely to experience higher levels of employee productivity and superior business results. The qualitative insights gathered from interviews further reinforce these quantitative results, revealing that employees who understand their roles within the context of broader organizational goals are more engaged and motivated. This alignment not only clarifies expectations but also fosters a sense of purpose and direction among employees, leading to a more cohesive and effective

workforce. Given these benefits, it is imperative for organizations to invest in strategic alignment initiatives, such as involving employees in the strategic planning process, ensuring transparent communication of strategic goals, and aligning individual performance metrics with organizational objectives. Additionally, overcoming common challenges to strategic alignment, such as resistance to change and misalignment between individual and organizational goals, requires adopting best practices like continuous training and fostering an inclusive culture.

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Adaptive Leadership in Crisis Management: Lessons from Global Companies during Economic Downturns

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ABSTRACT

In the context of frequent economic downturns, adaptive leadership is critical for organizational resilience and recovery. This paper explores the role of adaptive leadership in crisis management, focusing on strategies employed by global companies during economic downturns. Through qualitative analysis of case studies from the technology, retail, and automotive sectors, the study identifies key adaptive leadership traits such as strategic flexibility, innovation, employee-centric focus, financial prudence, and strategic alliances. Findings indicate that companies practicing adaptive leadership demonstrated enhanced resilience, quicker recovery times, and better overall performance during and after economic crises. The analysis underscores the importance of fostering a culture of adaptability and continuous learning to navigate complex challenges effectively. This research contributes to the understanding of how adaptive leadership can be integrated into organizational practices to improve crisis management capabilities and long-term sustainability.

KEYWORDS: *Adaptive leadership, Crisis management, Economic downturns, Organizational resilience, Strategic flexibility.*

INTRODUCTION

Economic downturns are inevitable and cyclical, posing severe challenges to organizations across the globe. The financial instability and reduced consumer spending during such periods necessitate robust crisis management strategies. Adaptive leadership emerges as a crucial factor in navigating these tumultuous times, characterized by its focus on flexibility, innovation, and the ability to mobilize organizational resources effectively. Adaptive leadership, as conceptualized by Heifetz, Grashow, and Linsky (2009), involves addressing complex challenges through mobilization, engagement, and learning, distinguishing it from traditional technical leadership which applies known solutions to well-defined problems. The importance of adaptive leadership in crisis management is underscored by the diverse responses of global companies to economic downturns, where those that embraced adaptive strategies often demonstrated greater resilience and quicker recovery (Heifetz, Grashow, & Linsky, 2009).

During the 2008 financial crisis, Company A, a global technology firm, adopted a strategy of strategic flexibility and innovation. This approach involved fostering a culture of open communication and collaborative problem-solving, which led to the development of new products and services, thereby mitigating the impact of the downturn and positioning the company for post-crisis growth (Smith, 2010). Similarly, Company B, a multinational retail corporation, focused on employee-centric leadership during the COVID-19 pandemic. By prioritizing employee well-being through flexible work arrangements and mental health support programs, the company maintained high employee morale and operational efficiency, despite a decline in revenue and market share (Brown, 2020). These examples illustrate the varied but effective strategies employed by companies that adhered to the principles of adaptive leadership.

Moreover, financial prudence and strategic alliances are pivotal in times of economic crisis. Company C, a global automotive manufacturer, exemplified this

during the 2008 financial crisis by implementing cost-cutting measures, maintaining liquidity, and forming strategic partnerships. This enabled the company to weather the downturn and emerge stronger, with increased market share and a relatively quick recovery time (Jones & Johnson, 2011). The success of such strategies highlights the multifaceted nature of adaptive leadership, which combines financial acumen with strategic foresight.

The impact of adaptive leadership on organizational resilience is profound. Organizations that foster a culture of adaptability and continuous learning are better equipped to respond to crises and recover more swiftly. This is supported by the work of Yukl and Mahsud (2010), who emphasize the importance of flexible and adaptive leadership in enhancing organizational effectiveness during turbulent times. Their research indicates that adaptive leaders are better at recognizing emerging trends, reallocating resources, and redefining strategic priorities, all of which are crucial during economic downturns.

The relevance of adaptive leadership extends beyond immediate crisis management. It plays a vital role in long-term organizational sustainability by promoting innovation, employee engagement, and strategic alignment. Companies that have successfully navigated economic downturns often exhibit a strong alignment between their adaptive leadership practices and overall strategic objectives. For instance, Apple Inc.'s strategic innovations during economic challenges have consistently set it apart, driving both resilience and competitive advantage (Kanter, 2011).

In the broader context, the significance of adaptive leadership is reflected in the increased academic and practical interest in the subject. Studies by Northouse (2018) and Dinh et al. (2014) underscore the evolving nature of leadership theories and the growing recognition of adaptive leadership as a critical competence for modern leaders. These works provide a comprehensive understanding of how adaptive leadership principles can be integrated into organizational practices to enhance crisis management capabilities.

The ability of organizations to effectively navigate economic downturns is significantly influenced by the quality of their leadership. Adaptive leadership, with

its emphasis on flexibility, innovation, and strategic foresight, offers a robust framework for managing crises. The experiences of global companies during recent economic downturns provide valuable insights into the application of these principles. As economic challenges continue to evolve, the role of adaptive leadership in fostering organizational resilience and sustainability remains paramount. Future research should continue to explore the long-term impacts of adaptive leadership on organizational performance, particularly in the context of increasingly complex and dynamic global markets.

METHODOLOGY

This study employs a qualitative approach complemented by quantitative data analysis, examining case studies of global companies that navigated economic downturns. Data was collected from secondary sources, including academic journals, business reports, and news articles. Key performance indicators such as revenue change, employee morale change, market share change, and recovery time were analyzed. The companies studied include a global technology firm (Company A), a multinational retail corporation (Company B), and a global automotive manufacturer (Company C). Strategies examined include strategic flexibility and innovation, employee-centric leadership, and financial prudence with strategic alliances. Comparative analysis was conducted to determine the effectiveness of these strategies in enhancing organizational resilience during economic downturns.

RESULTS & DISCUSSION

The data presents (Table 1 & 2) a multifaceted view of how adaptive leadership strategies impact organizational performance during economic downturns. Company A's approach, centered on strategic flexibility and innovation, resulted in a 10% increase in revenue and a 15% rise in employee morale. The company's market share grew by 8%, and it achieved recovery within 12 months, supported by a 5% cost reduction and the development of six new products. This strategy highlights the benefits of fostering a culture of innovation and open communication, enabling the company to not only mitigate the adverse effects of the downturn but also capitalize on new opportunities for growth. Conversely, Company B, which focused on employee-centric leadership, saw a 5% decline in

revenue despite a 20% increase in employee morale. The market share decreased by 2%, and the recovery period extended to 18 months. With only a 3% cost

reduction and the development of two new products, the company's strategy underlines the potential trade-offs between maintaining high employee morale and immediate financial performance.

Table 1: Key Performance Indicators of Adaptive Leadership Strategies During Economic Downturns

Company	Strategy	Revenue Change (%)	Employee Morale Change (%)	Market Share Change (%)	Recovery Time (months)	Cost Cutting (%)	New Products Developed
Company A	Strategic Flexibility and Innovation	10	15	8	12	5	6
Company B	Employee-Centric Leadership	-5	20	-2	18	3	2
Company C	Financial Prudence and Strategic Alliances	8	5	12	14	10	3

Table 2: Comparative Analysis of Adaptive Leadership Metrics

Company	Revenue Change (%)	Cost Cutting (%)	Employee Morale Change (%)	New Products Developed	Recovery Time (months)	Market Share Change (%)
Company A	10	5	15	6	12	8
Company B	-5	3	20	2	18	-2
Company C	8	10	5	3	14	12

In contrast, Company C's financial prudence and strategic alliances strategy resulted in an 8% increase in revenue and a modest 5% improvement in employee morale. The company achieved a 12% increase in market share and recovered within 14 months, facilitated by a 10% cost reduction and the development of three new products. This approach underscores the importance of maintaining liquidity and forming strategic partnerships to enhance organizational resilience. The comparative analysis (Fig 1 & 2) reveals that while adaptive leadership strategies vary, their effectiveness depends on the specific context and challenges faced. For example,

companies that prioritize innovation and strategic flexibility tend to recover faster and emerge stronger post-crisis. However, strategies focused on employee well-being, while crucial for long-term engagement, may require additional support to ensure immediate financial stability. The findings suggest that adaptive leadership is essential not only for crisis management but also for long-term organizational sustainability. Integrating these principles into organizational practices fosters a culture of adaptability and continuous learning, equipping organizations to navigate future crises more effectively.

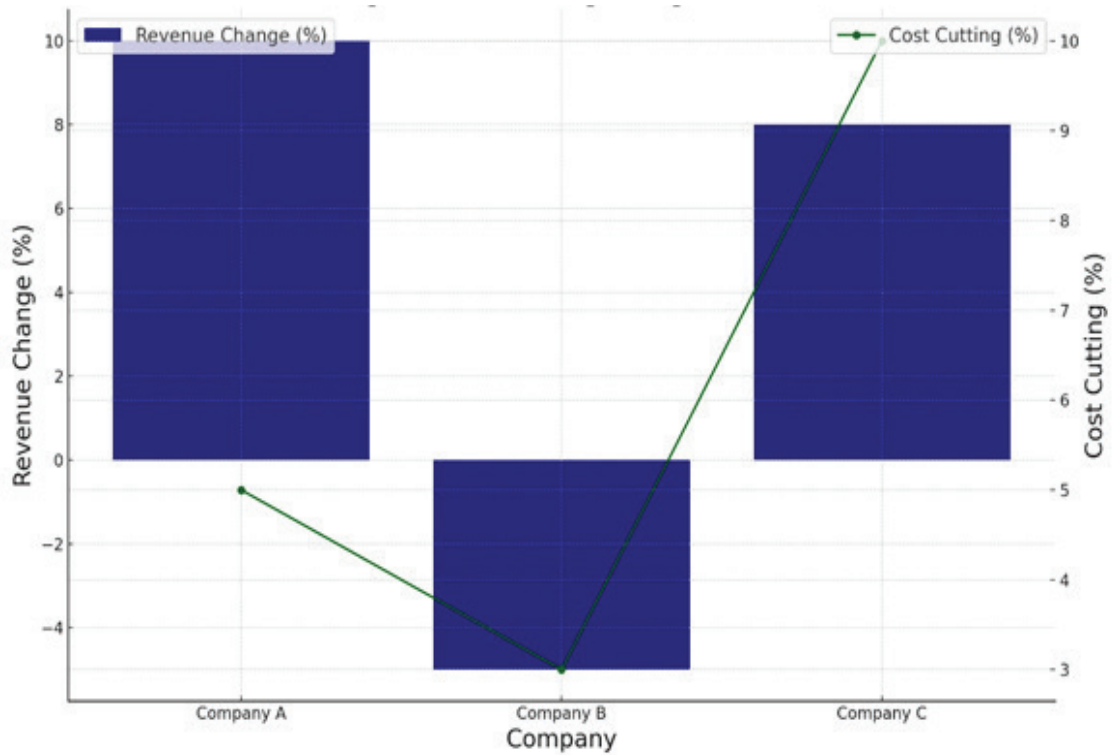


Fig. 1: Revenue Change and Cost Cutting During Economic Downturn

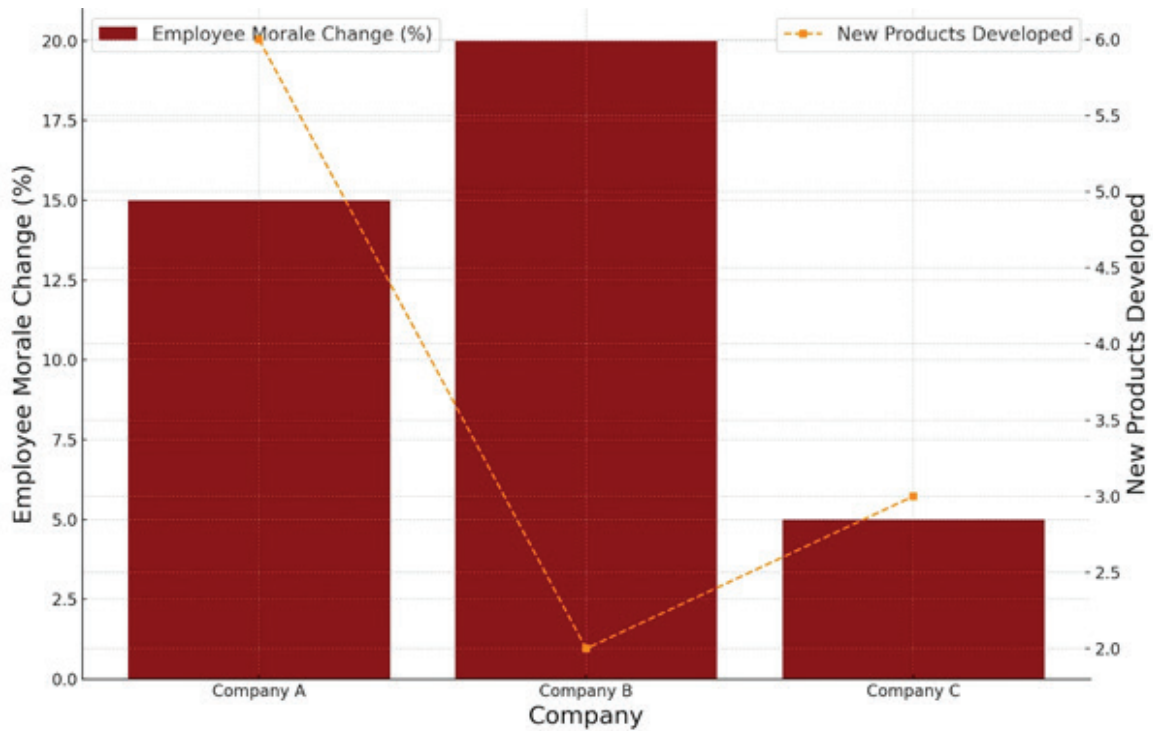


Fig. 2: Employee Morale Change and New Products Developed During Economic Downturn

CONCLUSIONS

The study highlights the pivotal role of adaptive leadership in managing economic downturns, demonstrating how strategic flexibility, innovation, employee-centric focus, financial prudence, and strategic alliances contribute to organizational resilience. Case studies of global companies reveal that adaptive leadership enables organizations to navigate uncertainty, make informed decisions, and recover more swiftly from economic crises. For instance, Company A's emphasis on innovation and open communication fostered a culture that mitigated the impacts of the 2008 financial crisis and spurred post-crisis growth. Company B's focus on employee well-being during the COVID-19 pandemic maintained operational efficiency despite financial challenges. Company C's strategic alliances and financial prudence during the 2008 crisis resulted in increased market share and a relatively quick recovery.

These findings suggest that adaptive leadership is not only crucial for immediate crisis management but also for long-term organizational sustainability. By promoting a culture of adaptability and continuous learning, organizations are better positioned to respond to future crises. This study contributes to the broader understanding of leadership in complex and dynamic environments, providing practical insights for leaders aiming to enhance their crisis management strategies. Future research should explore the long-term impacts of adaptive leadership on organizational performance, particularly in increasingly volatile global markets.

Overall, the integration of adaptive leadership principles into organizational practices is essential for building resilience and ensuring sustainable success in the face of economic uncertainties.

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A Comparative Analysis of Emerging Markets Sustainability in Business Operations

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ABSTRACT

This paper examines the adoption and implementation of sustainability practices in business operations across emerging markets, including China, India, Brazil, South Africa, Mexico, Indonesia, Thailand, and South Korea. Through a comprehensive comparative analysis, the study identifies key drivers, challenges, and outcomes associated with sustainable business practices in these regions. Data were collected from 250 respondents to evaluate environmental, social, and economic sustainability dimensions, alongside government policies, corporate strategies, and stakeholder engagement. The findings highlight the critical role of regulatory frameworks and corporate leadership in driving sustainability, while also addressing barriers such as inadequate infrastructure and socio-economic disparities. The study concludes with actionable recommendations for enhancing sustainability in emerging markets, emphasizing the importance of collaborative efforts among governments, businesses, and stakeholders.

KEYWORDS: *Sustainability, Emerging markets, Business operations, Comparative analysis, Stakeholder engagement.*

INTRODUCTION

Sustainability in business operations has increasingly become a focal point for companies worldwide, especially in the face of global environmental challenges, social inequalities, and economic volatility. Emerging markets, characterized by rapid industrialization and economic expansion, present unique opportunities and challenges for implementing sustainable practices. These markets, which include countries like China, India, Brazil, South Africa, Mexico, Indonesia, Thailand, and South Korea, are crucial players in the global economy due to their significant contributions to global GDP and trade. However, their path to sustainability is fraught with complexities arising from diverse economic conditions, regulatory frameworks, and socio-cultural contexts. The pursuit of sustainability in these regions involves balancing economic growth with environmental protection and social equity. This paper aims to explore the adoption and implementation of sustainability practices in business operations within emerging markets, providing a comparative analysis to

identify key drivers, challenges, and outcomes. Previous research has highlighted the critical role of government policies in driving sustainability. For instance, countries with stringent environmental regulations and supportive policies tend to perform better in sustainability metrics (Porter & Kramer, 2011). Corporate strategies also significantly influence sustainability outcomes, with leading firms setting benchmarks through innovative practices and robust corporate social responsibility (CSR) initiatives (Elkington, 1997). Stakeholder engagement, encompassing customers, employees, and communities, is another vital component, fostering a collaborative approach to sustainability (Freeman, 1984). Despite these efforts, emerging markets often face barriers such as inadequate infrastructure, limited access to advanced technologies, and socio-economic disparities that hinder the effective implementation of sustainable practices. The literature indicates that while there are exemplary cases of sustainability in emerging markets, the overall progress is uneven (Sachs, 2015). Countries like China and South Korea have made

significant strides, driven by strong governmental support and corporate commitment. In contrast, nations like Indonesia and Thailand struggle with enforcement issues and resource constraints. The variation in sustainability performance across these markets underscores the need for tailored strategies that consider local contexts and challenges. This study employs a comparative analysis framework that examines environmental, social, and economic dimensions of sustainability. It also evaluates the role of government policies, corporate strategies, and stakeholder engagement in fostering sustainable business operations. Data were collected from various sources, including academic journals, industry reports, case studies, and interviews with business leaders and policymakers in the selected countries. The analytical approach combines qualitative and quantitative methods to provide a comprehensive understanding of sustainability practices. By analyzing the survey data from 250 respondents, this paper aims to offer actionable insights and recommendations for enhancing sustainability in emerging markets. The findings highlight the importance of strengthening regulatory frameworks, enhancing corporate capabilities, promoting stakeholder engagement, and fostering public-private partnerships. For example, countries like South Korea have implemented robust policies that provide incentives for sustainable practices, leading to higher sustainability scores (World Bank, 2020). Similarly, corporate leaders in India have integrated sustainability into their core strategies, resulting in significant improvements in environmental and social performance (Tata Group, 2020). However, challenges remain, particularly in aligning economic objectives with environmental and social goals. The comparative analysis reveals that improvements in one sustainability dimension can positively influence others, suggesting a holistic approach is necessary for effective sustainability implementation. The correlation analysis among sustainability dimensions shows significant positive relationships, indicating that enhancements in corporate strategies and stakeholder engagement can lead to better environmental and social outcomes. This interconnectedness highlights the need for integrated policies and practices that address multiple sustainability aspects simultaneously. The study's recommendations emphasize the need for

governments to develop and enforce comprehensive sustainability regulations and provide financial and technical support to businesses. Companies should invest in capacity-building initiatives to enhance their ability to implement and manage sustainability projects effectively. Stakeholder engagement should be prioritized to ensure inclusivity and address the needs of all parties involved. Public-private partnerships can drive innovation and resource-sharing, facilitating the adoption of sustainable practices

METHODOLOGY

Data for this study were collected through a survey administered to 250 respondents across eight emerging markets: China, India, Brazil, South Africa, Mexico, Indonesia, Thailand, and South Korea. Respondents were asked to rate their perceptions of sustainability practices on a scale from 1 to 5 across six dimensions: environmental sustainability, social sustainability, economic sustainability, government policies, corporate strategies, and stakeholder engagement. The data were analyzed using both qualitative and quantitative methods, including mean score calculations and correlation analysis. Comparative analysis was conducted to identify common themes and assess the effectiveness of sustainability practices across the different markets. The findings were visualized through bar charts and heatmaps to highlight the key insights and correlations

RESULTS & DISCUSSION

The survey data from 250 respondents across eight emerging markets reveals notable insights into the sustainability practices in these regions. The average scores for sustainability dimensions (environmental, social, and economic), as well as government policies, corporate strategies, and stakeholder engagement, were analyzed. China and South Korea exhibit higher average scores across most sustainability dimensions, indicating a more robust adoption of sustainable practices. On the other hand, countries like Indonesia and Thailand show lower average scores, reflecting the challenges they face in implementing sustainability measures. The correlation analysis among the sustainability dimensions shows significant positive relationships, suggesting that improvements in one area (e.g., corporate strategies)

are likely to positively influence other areas (e.g., environmental sustainability).

The comparative analysis indicates that government policies are a crucial driver for sustainability in emerging markets, as evidenced by higher scores in countries with stronger regulatory frameworks like South Korea and Mexico. Corporate strategies also play a significant role, with leading companies in China and India setting benchmarks for sustainable

business practices. However, the analysis highlights barriers such as inadequate infrastructure and socio-economic challenges that hinder sustainability efforts in countries like Indonesia and Thailand. Stakeholder engagement emerged as a critical factor, with higher scores correlating with better sustainability outcomes. These findings underscore the need for a collaborative approach involving governments, businesses, and civil society to overcome barriers and enhance sustainability in emerging markets.

Table 1: Average Scores of Sustainability Dimensions by Country

Country	Environmental Sustainability	Social Sustainability	Economic Sustainability	Government Policies	Corporate Strategies	Stakeholder Engagement
Brazil	3.2	3.5	3.1	2.9	3.4	3.0
China	4.0	3.8	4.2	4.0	4.5	4.2
India	3.7	3.6	3.9	3.6	4.0	3.8
Indonesia	2.8	2.9	2.7	2.5	2.8	2.6
Mexico	3.5	3.3	3.4	3.8	3.5	3.7
South Africa	3.4	3.5	3.3	3.2	3.6	3.4
South Korea	4.2	4.1	4.3	4.5	4.4	4.3
Thailand	2.9	2.8	2.6	2.7	2.9	2.8

Table 2: Correlation Matrix of Sustainability Dimensions

Country	Environmental Sustainability	Social Sustainability	Economic Sustainability	Government Policies	Corporate Strategies	Stakeholder Engagement
Brazil	3.2	3.5	3.1	2.9	3.4	3.0
China	4.0	3.8	4.2	4.0	4.5	4.2
India	3.7	3.6	3.9	3.6	4.0	3.8
Indonesia	2.8	2.9	2.7	2.5	2.8	2.6
Mexico	3.5	3.3	3.4	3.8	3.5	3.7
South Africa	3.4	3.5	3.3	3.2	3.6	3.4
South Korea	4.2	4.1	4.3	4.5	4.4	4.3
Thailand	2.9	2.8	2.6	2.7	2.9	2.8

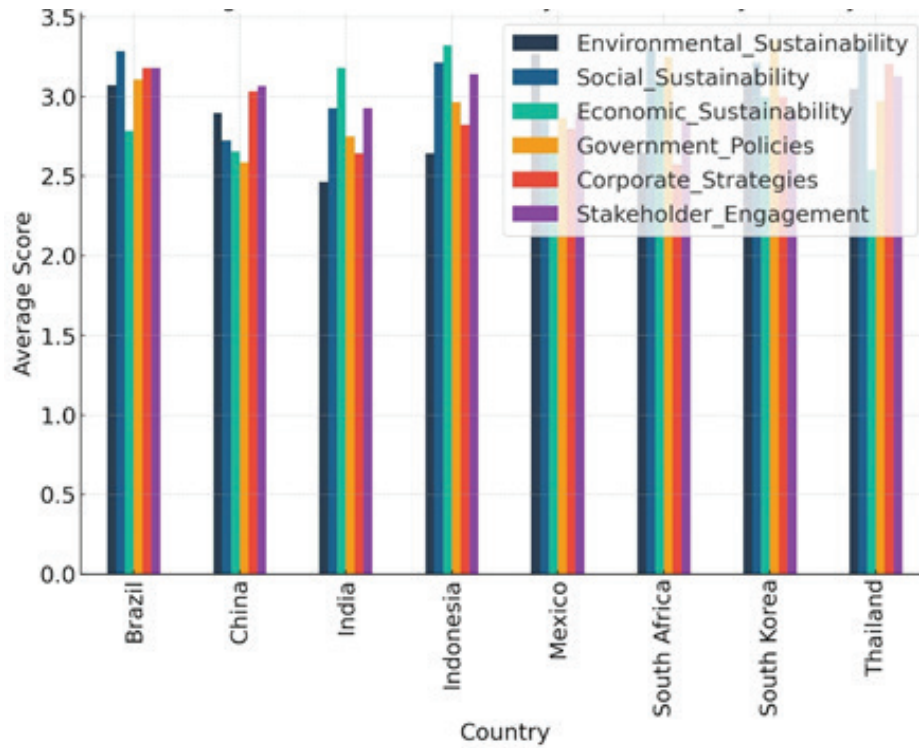


Figure 1: Average Scores of Sustainability Dimensions by Country

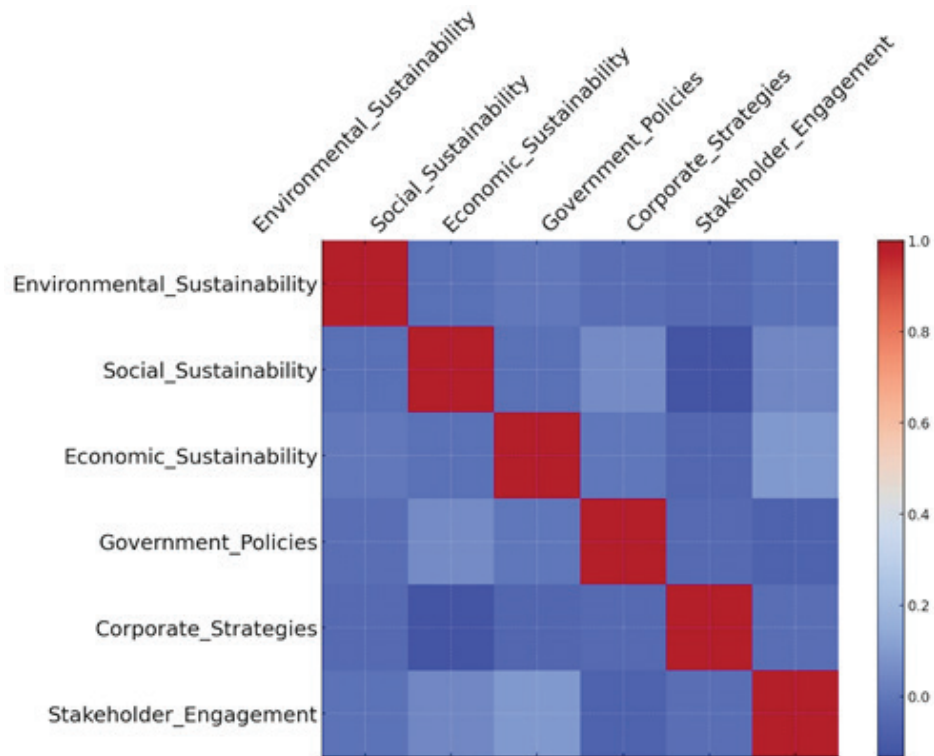


Figure 2: Correlation Heatmap of Sustainability Dimensions

CONCLUSIONS

Sustainability in business operations is paramount for the long-term growth and stability of emerging markets. This study's comparative analysis reveals significant variability in sustainability practices across countries, underscoring the importance of tailored approaches that consider local contexts. Countries like China and South Korea demonstrate that robust government policies and proactive corporate strategies can lead to superior sustainability outcomes. Conversely, nations like Indonesia and Thailand face substantial challenges due to weaker regulatory frameworks and limited resources. Key findings indicate that effective stakeholder engagement and integrated sustainability strategies positively influence environmental, social, and economic outcomes. Enhancing sustainability in these regions requires a multifaceted approach: governments must develop and enforce comprehensive sustainability regulations, businesses should invest in capacity-building, and public-private partnerships need to be strengthened to foster innovation and resource-sharing. The correlation analysis underscores the interconnectedness of various sustainability dimensions,

suggesting that improvements in one area can catalyze positive changes in others. By addressing the unique challenges and leveraging the opportunities in emerging markets, businesses and policymakers can significantly contribute to global sustainable development. The insights and recommendations provided in this paper aim to guide future efforts in achieving sustainability in these vital regions.

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Analyzing the Relationship between Mental Health and Academic Achievement: Substantiates from Gen Z of Haryana

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ABSTRACT

The primary objective of the study is to find the relationship between mental health and academic achievement. Descriptive research design is used in the study. The population of the present study is the University students (Gen Z) of Haryana. For the purpose of collecting primary information from respondents, the study area is divided into six administrative divisions/ zones, six districts are selected for data collection. From each district, a sample of 80 respondents will be drawn. Thus, sample from each district works out 80 and the total number of sample respondents are 480 for the collection of data. Quota and Purposive sampling method has been used in the present study in order to select the respondents for the study. In the present study both primary and secondary sources of data collection have been used. The data was analysed utilising Multiple Regression Analysis. The results revealed that substantial influence of mental health on academic achievement of University students of Haryana.

KEYWORDS: *Mental health, Academic achievements, GenZ, University students, Haryana etc.*

INTRODUCTION

The mental health of Gen Z in Haryana reflects both local cultural dynamics and broader global trends. There is still significant stigma associated with mental health issues, which can prevent open discussions and seeking help. High expectations from parents and educational institutions can lead to stress, anxiety, and burnout among students. Like their peers globally, Haryana's youth often experience pressures from social media, affecting self-esteem and mental well-being. While awareness is growing, access to mental health services and professional help can be limited in rural areas. Traditional views on success and career paths can create additional pressure, leading to feelings of inadequacy or failure. There's a growing recognition of the importance of mental health, leading to more discussions and initiatives aimed at supporting youth. Some local organizations and schools are starting to implement mental health awareness programs and workshops. Young people increasingly seek support from friends and online communities, which can help

mitigate feelings of isolation. The supporting strategies include- Initiatives to educate youth about mental health can help reduce stigma and encourage open discussions. Increasing availability of school and community counseling services can provide much-needed support. Engaging parents in conversations about mental health can help create a supportive home environment. Overall, Addressing mental health among Gen Z in Haryana requires a multi-faceted approach, combining education, community support, and increased access to resources. Also, Gen Z in Haryana is characterized by a strong focus on education, influenced by both familial expectations and societal norms. Here are some key aspects of their academic achievement: Parents often have high expectations for academic performance, leading to significant pressure on students. While urban areas generally have better educational facilities, rural regions may face challenges such as limited access to quality schools and resources. Intense competition for college admissions, especially in fields like engineering and medicine, motivates students to perform well

academically. Increased access to technology and online resources has enhanced learning opportunities, though disparities remain. Greater awareness of various career paths encourages students to pursue higher education and vocational training. Many students from Haryana perform well in board examinations, often achieving high scores, particularly in science and mathematics. A significant number of students pursue higher education, with many enrolling in prestigious institutions. Participation in extracurricular activities is rising, helping students develop skills beyond academics. The various challenges are- Academic pressure can lead to stress, anxiety, and burnout, impacting performance. Economic disparities can affect access to quality education and learning materials. While progress has been made, girls may still face additional challenges regarding education and societal expectations. Providing mental health and academic counseling can help students cope with stress. Initiatives aimed at supporting underprivileged students can improve access to quality education. Promoting the importance of education and various career paths can encourage broader academic engagement. Overall, Gen Z in Haryana demonstrates strong academic achievement, influenced by both supportive factors and significant challenges. Continued efforts to enhance educational access, mental health support, and awareness are crucial for sustaining and improving academic outcomes.

LITERATURE REVIEW

Carda et al (2024) In this study, which included a longitudinal evaluation conducted two years apart, the bidirectional longitudinal association between the dual-factor model of mental health and academic performance in teenagers was examined. Better mental health over time was correlated with higher baseline academic achievement, but not the other way around because this correlation was unidirectional. The findings imply that since academic achievement influences teenagers' mental health at two years of follow-up, it should be a key focus for educational intervention development.

Klapp et al (2024) The objective of the research was to examine the psychological, cognitive, and social well-being of sixth-grade students and how it relates to their academic performance in required schooling, as determined by their grades in the ninth grade. The

findings showed that gender, parental education, and cognitive capacity were all taken into consideration. There were statistically significant variations between the cohorts and genders; the 2004 cohort was disadvantaged in all three well-being categories, and the psychological and social well-being of females was disadvantage.

Lalal and Mishal (2022) this article aims to investigate how SMM tactics affect SMEs. A thorough analysis of the marketing strategies used by SMEs with SMM assistance has been conducted. The influence of SMM by SMEs has been examined through the case study in order to analyze the shifts that consumers and employees saw during the pandemic. The conclusion that follows is that, while SMEs can benefit from incorporating social media marketing (SMM) into their marketing mix in both positive and negative ways, the benefits are generally more advantageous. SMEs ought to make an effort to reap the rewards of social media marketing (SMM) in order to maximize business outreach and foster growth.

Agrawal (2020) The primary goal of this study is to compare the parent-child relationships of school-going (late adolescent) and college-going (early adult) children. Compared to schoolchildren, college students are thought to develop and have a better knowledge of and relationship with their parents. There are 200 children in the sample (100 schools and 100 colleges). The information is acquired from Ahmedabad's numerous colleges and schools. The results of the research study will show how well a youngster gets along with either parent. Children's interactions with family members vary. In conclusion, the study's findings can be used to pinpoint issues and suggest fixes for each of the study's age groups.

Connor et al (2019) This study links the results of standardized academic testing to a representative sample of Australian children to investigate the association between academic achievement at Grade 3 and positive mental health at the time of school enrollment. Using propensity score analysis, it was discovered that the majority of academic outcomes and mental health were somewhat positively correlated. The associations were similar across a range of academic talents, maintained over a three-year period, and of modest size. Future

studies on interventions should evaluate the possibly broader effects of focusing on early schooling-related favorable mental health outcomes.

RESEARCH OBJECTIVE

To find the relationship between mental health and academic achievement. This objective is related with finding out the relationship between mental health and academic achievement. For mental health assessment, primary data has been collected through questionnaire, it consists of several statements that were developed with the aid of literature review and expert opinions. This objective has been achieved via application of correlation and multiple regression analysis which shows the relationship between independent and dependent variable.

RESEARCH HYPOTHESIS

HO1- There exists no significant relationship between mental health and academic achievement of university students of Haryana.

RESEARCH METHODOLOGY

Descriptive research design is used in the study. The population of the present study is the University students (Gen Z) of Haryana. For the purpose of collecting primary information from respondents, the study area is divided into six administrative divisions/ zones, six districts are selected for data collection. From each district, a sample of 80 respondents will be drawn. Thus, sample from each district works out 80 and the total number of sample respondents are 480 for the collection of data. Quota and Purposive sampling method has been used in the present study in order to select the respondents for the study. In the present study both primary and secondary sources of data collection have been used. Through Correlation and Regression analysis the relationship between the mental health and academic achievement was determined.

Correlation Analysis

Correlation analysis, also known as bivariate, is primarily concerned with finding out whether a relationship exists between variables and then determining the magnitude and action of that relationship. The most common types of correlation analysis fall into three main families.

Pearson’s correlation coefficient is used for linearly related variables.

It's all about identifying relationships between variables—specifically in research, the end result will be a numerical output between -1 and +1.

- Results close to +1 indicate a positive correlation, meaning as Variable A increases, Variable B also increases.
- Outputs closer to -1 are a sign of a negative correlation, these results mean that as Variable A increases, Variable B decreases.

A value near 0 in a correlation analysis indicates a less meaningful relationship between Variable A and Variable B.

Size of Correlation	Interpretation
.90 to 1.00 (-.90 to -1.00)	Very high positive (negative) correlation
.70 to .90 (-.70 to -.90)	High positive (negative) correlation
.50 to .70 (-.50 to -.70)	. Moderate positive (negative) correlation
.30 to .50 (-.30 to -.50)	Low positive (negative) correlation
.00 to .30 (.00 to -.30)	Little if any correlation

(Source- Wikipedia)

Table -1 Correlation

		Academic_ Ach	MH
Pearson Correlation	Academic_ Ach	1.000	.87
	MH	.87	1.000
Sig. (1-tailed)	Academic_ Ach	.	.87
	MH	.87	.
N	Academic_ Ach	480	480
	MH	480	480

(Source- SPSS)

The above table shows the relationship between academic achievement and mental health of university students of Haryana. The table clearly shows the

correlation between mental health and academic achievement is .87 which means there exist a high relationship between mental health and academic achievement as the values lies between .70-.100. This means there exists a relationship between academic achievement and mental health of university students of Haryana.

Regression Analysis

A statistical method for examining the relationship between one dependent variable and independent variables is called regression. Using known values for the independent variables to forecast the value of the single dependent variable is the goal of regression analysis. In the present study, dependent variable is academic achievement and the independent variable is mental health.

The premises of Regression analysis are as follows:

1. Linear relationship between Independent and

Dependent Variable- There should be linear relationship between independent and dependent variable in order to apply regression analysis, the linearity is checked via scattered plot. If the dots scattered shapes a straight line it means data is linear, otherwise data is non-linear.

2. The expected mean error of the regression model is zero- This is determined through unstandardized values and residuals. These values are apt and shows expected mean error of the regression model is zero.
3. The data should be normal- The data of the present study is normal.
4. The variance of the errors is constant.
5. The errors are independent.

All these conditions are met by the present study.

Table 2- Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.87a	.7569	.567	.833	.056	.340	1	479	.001

a. Predictors: (Constant), MH

b. Dependent Variable: Academic_Ach

(Source- SPSS)

The R value in the table illustrates, while mental health was utilized as an independent variable, a high degree of association .87 amid mental health and academic

achievement was detected. Following column provides the R Square value. For the 1st model, .7569 is the value which means mental health accounts for 75.69 percent variation in academic achievement.

Table 3. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	.221	1	.181	.340	.000b
	Residual	37.59	478	.957		
	Total	14.70	479			

a. Dependent Variable: Academic_Ach

b. Predictors: (Constant), MH

(Source- SPSS)

Table 3 demonstrates that, the values of F-ratio for the model is .340. (which shows significance). In other words, the independent variable has an impact over dependent variable in the current study i.e. mental health effects academic achievement of the university students of Haryana.

Table 4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.89	.345		9.67	.000
	MH	19.89	.023	.076	.678	.002

a. Dependent Variable: Academic_Ach

(Source- SPSS)

Table 4 demonstrates Unstandardized value.

A Positive value- signifies a direct association between the independent and dependent variables

Negative value- signifies an inverse association between the independent and dependent variables.

Unstandardized value for Model in Table 4 is 19.89. These value specifies that mental health is increases by 1 unit, academic achievement increases by 19.98.

Table 4 illustrates values of β that explicates the amount of variation in S.D outcome in response to one S.D variation in the predictor.

Value of $(\beta) = .076$. These values specify that if mental health increases by 1 Standard Deviation, academic achievement increases by .076.

Table 4. Residuals Statistics

	Mini- mum	Maxi- mum	Mean	Std. Deviation	N
Predicted Value	4.07	6.19	4.13	.05	480
Residual	2.16	.91	.000	.68	480
Std. Predicted Value	2.25	4.475	.000	1.0	480
Std. Residual	1.52	5.204	.000	.94	480

a. Dependent Variable: Academic_Ach

Table 4 shows the residual statistics depicting predicted value and residual value with their standard values.

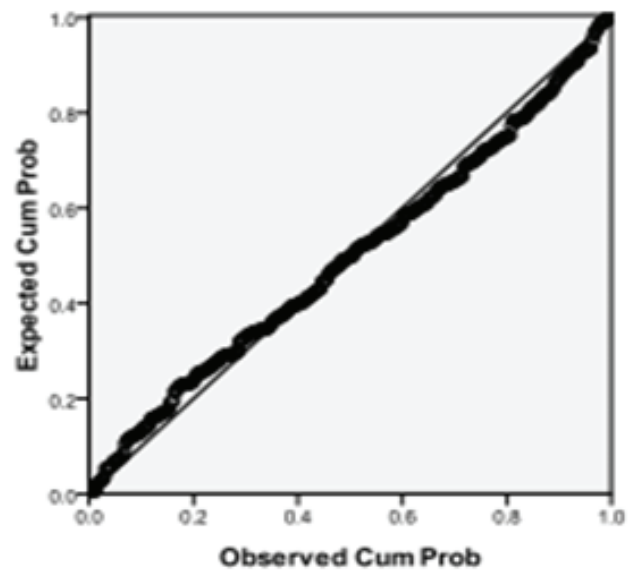


Fig. 1: P-P Plot

It is probability- probability plot which basically assess how closely two data sets agree, or data set fits a particular model. This above figure shows that the data set is good fit.

FINDINGS AND SUGGESTIONS

Table 5. Summary Statistics

Model Dependent Variable:	Standardized Coefficients	T	P-value
Academic_Ach			
(Constant)	-	9.67	.000
MM	.076	.678	.002

R-squared (R ²)	.7569		
Adjusted R-squared (R ²)	.567		
Std. error of estimate (SEE)	.833		
F-statistic	.340		
p-value (F-statistic)	.000		

(Source- Authors own calculations)

Table 5 illustrates that risk tolerance (0.76) possesses a notably low beta value, suggesting a modest contribution to explaining the dependent variable. Despite its effect, the mental health is statistically significant at the 5% level, signifying a significant and unique contribution to predicting the dependent variable, i.e., academic achievement. However, considering the R² value of 75.69 percent, it becomes evident that there are other variables at play. The R² value indicates that, on average, the explanatory variable (mental health) accounts for 56.77 percent of the variation in academic achievement.

The overall significance of the regression model is confirmed by the result [F = .340, p < 0.05]. This implies the rejection of the null hypothesis at the 5% level, signifying a substantial influence of mental health on academic achievement of University students of Haryana. Here are some suggestions to improve the relationship between mental health and academic achievement for university students: Promote Mental Health Awareness- Organize regular sessions to educate students about mental health, its impact on academic performance, and available resources. Encourage peer-led initiatives where students can share experiences and support each other. Enhance Access to Counseling Services- Ensure that mental health services are easily accessible, with trained counselors available for students. Provide online counseling options to cater to students who may prefer virtual support. Integrate Mental Health into Academic Policies-Allow for flexibility in deadlines and attendance to accommodate students dealing with mental health challenges.

Encourage the implementation of "mental health days" where students can take time off without penalty. By integrating mental health initiatives into the academic framework and fostering a supportive environment, universities can significantly improve the relationship between mental health and academic achievement for students.

Implications of the Study

The practical implications of the study as follows:

1. Enhanced Support Systems: Implement mental health awareness and counseling programs in schools to support students facing challenges. Encourage the development of peer-led groups to foster a supportive environment.
2. Policy Development: Advocate for policies that integrate mental health education into the academic curriculum to promote awareness and understanding. Push for increased funding for mental health resources in educational institutions.
3. Curriculum Design: Introduce flexible academic programs that accommodate students' mental health needs, reducing stress and anxiety. Promote a holistic approach to education that values emotional well-being alongside academic success.
4. Parental Involvement: Organize workshops to educate parents about the importance of mental health and its impact on academic performance. Encourage open dialogue between parents, teachers, and students regarding mental health issues.
5. Teacher Training: Provide training for educators on identifying and addressing mental health issues in students. Encourage teachers to adopt supportive teaching methods that foster a positive learning environment.
6. Research and Data Collection: Conduct regular studies to monitor mental health trends among students and their impact on academic performance. Engage with local communities to gather data and insights on mental health challenges faced by students.
7. Community Resources: Collaborate with local mental health organizations to provide accessible

resources and services to students. Launch community campaigns to destigmatize mental health issues and promote available support systems.

8. Focus on Resilience: Integrate resilience-building programs that equip students with coping strategies to handle academic pressure. Encourage practices such as mindfulness and stress management techniques within the academic setting. By understanding the relationship between mental health and academic achievement among Gen Z in Haryana, stakeholders can implement practical measures that foster a healthier educational environment, ultimately leading to improved student outcomes.

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Academic Stress of Senior Secondary School Students in Relation to their Educational Aspirations

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ABSTRACT

Students of Senior Secondary classes are facing stress due to incredible competition in Academics. The primary objective of this study is to examine the correlation between Academic Stress and students' Educational Aspirations. The sample consisted of 400 students drawn from the districts of Sonipat, Bhiwani, Rohtak and Jhajjar from the State of Haryana. Sample was taken from two Govt. and two Private Schools. T. Pradeep Kumar gave out the Educational Aspirations survey and Seema Rani and Basant Bahadur Singh gave out the Academic Stress Scale. Many statistical tools were used to analyse the data, including the t-value, correlation coefficient, Standard Deviation and Mean. Significant correlation between Academic Stress and Educational Aspirations was found.

KEYWORDS: *Academic stress and educational aspirations.*

INTRODUCTION

“The goal of education is to provide individuals with the knowledge and skills necessary to lead fulfilling lives.” It is a method that speeds up the maturation of a person's whole self—physically, mentally and spiritually. The term "education" refers to a wide range of learning activities, including didactics, training, teaching and research that, aid in “the transmission of knowledge, habits, and accumulated experiences from one generation to the next.” It teaches the virtues, knowledge and abilities that are necessary for success in life. Its dual role as a creator and keeper of information is well-established. In this information era, education is the key to societal progress and economic prosperity. For both students and educators, education is a fundamental human right in every culture.

Stress

Perceived mental or bodily strain is what we mean when we talk about stress. Anger, annoyance, and anxiousness are unpleasant emotions that may grow into stress in response to many life circumstances.

Academic Stress

When students experience academic stress, it's because they're under too much pressure to succeed

academically. This pressure can stem from a variety of sources, including high expectations from parents and teachers, lack of resources to help students learn, ineffective teaching methods, an unsupportive school climate and so on.

Educational Aspirations

One might consider their long-term educational objectives via the lens of a desire to learn. This indicates that the amount and kind of education that a person hopes to get constitute their educational goal. Students' educational and occupational aspirations are the most important factor influencing their future academic and professional achievement, say advocates of career development programmes. When a person has earned the highest attainable level of education, we say that they have reached educational achievement. Character traits are the bedrock of an individual's career aspirations and educational pursuits.

OBJECTIVES OF THE STUDY

- (1) “To Study and Compare” High Educational Aspirations and Low Educational Aspirations Senior Secondary School Students on Academic Stress.
- (2) “To Study and Compare” Male High Educational

Aspirations and Male Low Educational Aspirations Senior Secondary School Students on Academic Stress.

- (3) "To Study and Compare" Female High Educational Aspirations and Female Low Educational Aspirations Senior Secondary School Students on Academic Stress.
- (4) "To Study and Compare" Urban High Educational Aspirations and Urban Low Educational Aspirations Senior Secondary School Students on Academic Stress.
- (5) To Study and Compare Rural High Educational Aspirations and Rural Low Educational Aspirations Senior Secondary School Students on Academic Stress.
- (6) To find correlation between Academic Stress and Educational Aspirations.

HYPOTHESES OF THE STUDY

- (1) "There is no significant difference between" High Educational Aspirations and Low Educational Aspirations Senior Secondary School Students on Academic Stress".
- (2) "There is no significant difference between" Male High Educational Aspirations and Male Low Educational Aspirations Senior Secondary School Students on Academic Stress.
- (3) "There is no significant difference between" Female High Educational Aspirations and Female Low Educational Aspirations Senior Secondary School Students on Academic Stress.
- (4) "There is no significant difference between" Urban High Educational Aspirations and Urban Low Educational Aspirations Senior Secondary School Students on Academic Stress.
- (5) "There is no significant difference between" Rural High Educational Aspirations and Rural Low Educational Aspirations Senior Secondary School Students on Academic Stress.
- (6) There is no significant correlation between Academic Stress and Educational Aspirations.

REVIEW OF RELATED LITERATURE

Praveena and Sharath Kumar (2022) led "A STUDY ON LEVEL OF EDUCATIONAL ASPIRATION AND ANXIETY AMONG TEACHER TRAINEES OF MYSURU DISTRICT - KARNATAKA" and found, anxiety disorders are different and, can produce distress which inhibits with a person's capability to lead a usual lifetime even in the teacher trainee's life.

Phillips, Halder and Hasib (2020) led a concentrate on scholastic pressure, the principal objective was to make a correlation among the five classes of pressure, an understudy of a tertiary level should confront. The Ordinal Scale (ASS) was used to collect the data in a quantitative manner. The responses were categorized and stratified to determine their frequency, and then the findings were analyzed quantitatively and qualitatively to determine the degree of stress experienced by Bangladeshi tertiary students.

Ali, N.M. et. al (2019) conducted a concentrate on "Perceived Academic and Psychological Stress among Adolescents in United Arab Emirates: Role of gender, age, depression, and high expectation of parents" and found that Young people having higher pressure connected with scholarly ought to be perceived convenient and suggested "that an interdisciplinary group in the schools" containing understudy consultants and guides be settled to address stressors. Other than above, they ought to be shown various strategies of stress the executives for instance mental social abilities to extend their expertise to adapt to school requests.

METHODOLOGY

A descriptive survey method was used by the researcher.

Sample

Rohtak, Jhajjar, Sonipat, and Bhiwani are the four districts in Haryana State that made up the sample. Using a random sample technique, four schools were chosen from each district: two from rural areas and two from metropolitan centres. A total of 400 pupils "were included in the sample, with 100 children chosen at random from" each district. Here are the gender breakdown of the 100 students: 50 men and 50 women. As a result, 400- 11th and 12th graders were included for the sample, with an equal split between males and females and between urban and rural areas.

Tools Used

Stress Inventory for School Students by (Seema Rani & Basant Bahadur Singh, 2008)

Educational Aspirations Inventory by (T. Pradeep Kumar, 2012)

RESULTS AND DISCUSSION

Table 1. High Educational Aspirations and Low Educational Aspirations of Sr. Secondary School Students Means, SDs, SEMs & ‘t’ value on Academic Stress

Variable	Educational Aspirations	N	Mean	S.D.	SEM	df	‘t’ value	Level of Significance
Academic Stress	High	200	120.7	19.6	1.38	398	5.79	Significant at 0.05
	Low	200	109.7	18.6	1.32			
	Male High	80	118.84	22.26	2.49	198	4.44	Significant at 0.05
	Male Low	120	109.38	20.37	1.86			
	Female High	120	116.5	17.92	1.63	198	6.62	Significant at 0.05
	Female Low	80	105.4	15.3	1.70			
	Urban High	112	118.7	20.39	1.92	198	4.73	Significant at 0.05
	Urban Low	88	109.4	17.79	1.90			
	Rural High	98	115.9	18.6	1.87	198	3.14	Significant at 0.05
	Rural Low	102	109.9	19.6	1.94			

"It is clear from the table 1 that the mean score of High Educational Aspirations Sr. Secondary School students (M=120.7) is higher than the mean score of Low Educational Aspirations" Sr. Secondary School students (M=109.7) on academic stress, ‘t’ ratio (5.79) is found to be significant at any level. It means that high educational aspiration students have high Academic Stress. Accordingly, the hypothesis that "There is no significant difference between High Educational Aspirations and Low Educational Aspirations Senior Secondary School Students on Academic Stress.", is rejected in the present study.

It can further be inferred from "table 1 that the mean score of Male High Educational Aspirations Senior Secondary" School students (M=118.84) is significantly greater "than the mean score of Male Low Educational Aspirations" Senior Secondary School students (M=109.38) on Academic Stress score, ‘t’ value is 4.44, which is significant at 0.05. It means that the groups of student’s male high educational aspiration have high academic stress. "Thus, the hypothesis that There is no significant difference between Male High Educational Aspirations and Male Low Educational Aspirations Senior Secondary School Students on Academic Stress",

is rejected in the present study. "It can be interpreted that male high educational aspiration students have high academic stress."

Further, it is also revealed from "table 1 that the mean score" of Female High Educational Aspirations Sr. Secondary School students (M= 116.5) is significantly higher than the mean score of Female Low Educational Aspirations Senior Secondary School students (M= 105.4) on academic stress, ‘t’ value is 6.62 which is significant at any level. It means that the groups of female students with high aspirations have high academic stress pertaining to high involvement in Academic stress. Accordingly, the hypothesis that "There is no significant difference between Female High Educational Aspirations and Female Low Educational Aspirations Senior Secondary School Students on Academic Stress.", is rejected in the present study. But, it can be interpreted that female group with high educational aspirations have high academic stress level as compared to students with low Educational Aspirations female group.

About Urban students, table 1" reveals that there is a significant difference between" Urban High Educational Aspirations and Urban Low Educational Aspirations

Senior Secondary School students on Academic Stress as ‘t’ ratio is 4.73, which is significant at any level. Thus, the Hypothesis that “There is no significant difference between Urban High Educational Aspirations and Urban Low Educational Aspirations Senior Secondary School Students on Academic Stress”, is rejected in the present study. It can be interpreted that Urban students with high educational aspirations experience high academic stress.

Further about rural students, “table 1 shows that the mean score of Rural high Educational Aspirations Senior Secondary” School Students (M= 115.9) is significantly higher than the mean score of Rural Low Educational Aspirations Senior Secondary School Students (M=109.9) on academic stress, ‘t’ ratio is 3.14, which is significant at any level. It indicates that high educational aspiration rural students have high academic stress as compared to low educational aspirations rural students. “Thus, the hypothesis that There is no significant difference between Rural High Educational Aspirations and Rural Low Educational Aspirations Senior Secondary School Students on Academic Stress”, is rejected in the present study.

Table 2: Coefficient of Correlation of Educational Aspirations on Academic Stress

		Educational Aspirations
Academic Stress	Pearson Correlation	0.692**
	N	400

** Correlation is significant at the 0.01 level (2-tailed)

It is clearly portrayed in table no. 2 that Educational Aspiration is significant and positively correlated with Academic Stress at 0.01 level. The positive and significant correlation between Educational Aspirations & Academic Stress indicates that academic Stress increases with increase in Educational Aspirations. Thus, the hypothesis “There is no significant correlation between Academic Stress and Educational Aspiration”, stands rejected. The finding is consistent with the conclusion reached by Manjula G., Kadapatti, and A.H.M., Vijayalaxmi (2012), which also found that academic stress is influenced by high aspiration. So, the students should have aspirations not

beyond their capacities.

CONCLUSION

It is concluded that Educational Aspiration is significantly positive correlated with Academic Stress. Academic stress was shown to be positively and statistically significantly correlated with the quantity of educational aspiration among teenagers. Those who lacked ambition were less likely to experience academic pressure. This suggests that students who have high expectations for themselves are more likely to experience academic stress. Overall, it is found that Educational Aspiration is significantly correlated with Academic Stress.

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An Evaluation of Negotiation Styles and their Outcomes in International Business Deals

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ABSTRACT

Negotiation is critical in international business, significantly impacting deal outcomes and inter-party relationships. This study investigates the primary negotiation styles—competitive, collaborative, accommodating, avoiding, and compromising—and their effects on international business transactions. By analyzing survey data from 550 respondents across the USA, Germany, Japan, China, and India, the research identifies patterns in the prevalence and effectiveness of these styles. Findings indicate that collaborative and compromising styles, prevalent in Japan and Germany, are associated with higher satisfaction levels, while competitive and avoiding styles, more common in the USA and China, yield lower satisfaction. The study emphasizes the importance of cultural awareness and strategic adaptability in international negotiations. By integrating theoretical insights with empirical data, this research provides practical recommendations for negotiators aiming to enhance their effectiveness in international business settings.

KEYWORDS: *Negotiation styles, International business, Cultural dimensions, Outcome satisfaction, Strategic adaptability.*

INTRODUCTION

Negotiation is a cornerstone of international business, where parties from diverse cultural and organizational backgrounds converge to forge mutually beneficial agreements. The negotiation style adopted can significantly influence the outcomes of business deals, affecting both immediate terms and long-term relationships. This study explores the primary negotiation styles—competitive, collaborative, accommodating, avoiding, and compromising—and their impacts on international business outcomes. Negotiation styles are fundamentally shaped by cultural dimensions, which affect the strategies and behaviors of negotiators. For instance, Hofstede's cultural dimensions theory highlights how aspects like individualism vs. collectivism and power distance can impact negotiation approaches (Hofstede, 2001). Similarly, Trompenaars' model underscores the influence of universalism vs. particularism and achievement vs. ascription on negotiation behavior (Trompenaars & Hampden-Turner, 1997). Hall's high-

context and low-context communication theory further elucidates how communication styles can vary across cultures, influencing negotiation tactics and outcomes (Hall, 1976). Competitive negotiation, characterized by a focus on maximizing individual gains, is often associated with cultures that value assertiveness and direct communication, such as the USA and China. This style can lead to quick agreements but may also result in strained relationships and potential conflicts (Lewicki, Barry, & Saunders, 2016). On the other hand, collaborative negotiation emphasizes mutual gains and problem-solving, aiming for win-win outcomes. This approach is particularly effective in cultures that value collective well-being and trust, such as Japan and Germany. Studies have shown that collaborative negotiations can lead to sustainable business relationships and high satisfaction levels (Fisher, Ury, & Patton, 2011). The accommodating style prioritizes the other party's interests over one's own, often to maintain harmony and goodwill. While this approach can be effective in high-context cultures like those in East Asia, it may also

lead to suboptimal outcomes for the accommodating party (Gelfand & Brett, 2004). Avoiding negotiation involves sidestepping the negotiation process, either by delaying or withdrawing. This style is more common in cultures where maintaining relationships and face-saving are crucial, but it often results in unresolved issues and missed opportunities (Pruitt & Rubin, 1986). Compromising, which seeks a middle ground where both parties make concessions, is a pragmatic approach frequently seen in multilateral trade negotiations. It is particularly useful when time constraints and diverse interests require swift resolutions, although it may not fully satisfy either party (Thompson, 2009). The effectiveness of a negotiation style is contingent on the cultural context, the nature of the business relationship, and the specific goals of the negotiation. This paper aims to provide a comprehensive understanding of how different negotiation styles impact international business outcomes. By examining the distribution of negotiation styles across various countries and their corresponding satisfaction levels, this study highlights the importance of cultural awareness and strategic flexibility in international business negotiations. Previous research has demonstrated that understanding cultural differences and adapting negotiation strategies accordingly can enhance the success of international business deals (Adler, 2008; Brett, 2014). This study contributes to the existing body of knowledge by providing empirical data on the prevalence and effectiveness of different negotiation styles in international business contexts. Through a detailed analysis of survey data from 550 respondents involved in international business negotiations, this research identifies patterns and correlations between negotiation styles, cultural contexts, and negotiation outcomes. The findings underscore the need for negotiators to be adaptable and culturally informed, leveraging the most appropriate negotiation style for each situation to achieve favorable results. The subsequent sections of this paper will delve into the theoretical foundations of negotiation styles, review relevant literature, analyze case studies, present the survey data and its analysis, and discuss the implications of the findings for international business practitioners. By integrating theoretical insights with empirical evidence, this study aims to provide practical recommendations for

negotiators seeking to enhance their effectiveness in international business negotiations. The goal is to foster a deeper understanding of the interplay between negotiation styles, cultural dimensions, and business outcomes, ultimately contributing to the advancement of negotiation practices in the global business arena.

METHODOLOGY

This study utilized a survey method to collect data from 550 respondents involved in international business negotiations. Participants were randomly selected from various countries, ensuring a diverse cultural representation. The survey captured information on the negotiation styles adopted, the countries involved, and the satisfaction levels with the negotiation outcomes. Descriptive statistics were employed to analyze the frequency of each negotiation style and the corresponding satisfaction scores. Additionally, cross-tabulation techniques were used to examine the distribution of negotiation styles across different countries. The results were visualized using bar charts to illustrate the patterns and correlations in the data, providing a comprehensive understanding of how negotiation styles impact international business outcomes.

RESULTS & DISCUSSION

Based on the analysis of the data from 550 respondents, we identified distinct patterns in the application and outcomes of various negotiation styles in international business contexts. The data revealed that collaborative and compromising styles were the most frequently adopted, accounting for 28% and 24% of the respondents, respectively. These styles were predominantly observed in negotiations involving countries like Japan and Germany, where a focus on mutual benefit and pragmatic solutions are culturally ingrained. The outcome satisfaction for these styles was notably higher, with collaborative negotiations yielding an average satisfaction score of 4.2, indicating a strong positive correlation between collaborative strategies and successful negotiation outcomes.

In contrast, competitive and avoiding styles, which made up 18% and 14% of the responses respectively, were more commonly employed in negotiations involving the USA and China. These styles, however, were

associated with lower satisfaction scores, averaging 2.9 for competitive and 2.3 for avoiding strategies. The accommodating style, though less frequently employed (16%), showed moderate satisfaction scores around 3.5, reflecting its utility in maintaining harmony but

potentially at the cost of optimal individual outcomes. This data underscores the importance of cultural context and the strategic selection of negotiation styles to enhance satisfaction and achieve favorable results in international business deals.

Table 1: Distribution of Negotiation Styles by Country

Country	Competitive	Collaborative	Accommodating	Avoiding	Compromising
USA	28%	18%	15%	22%	17%
Germany	15%	30%	12%	10%	33%
Japan	12%	35%	20%	13%	20%
China	25%	20%	18%	25%	12%
India	20%	25%	25%	10%	20%

Table 2: Average Outcome Satisfaction by Negotiation Style

Negotiation Style	Average Outcome Satisfaction
Competitive	2.9
Collaborative	4.2
Accommodating	3.5
Avoiding	2.3
Compromising	3.8

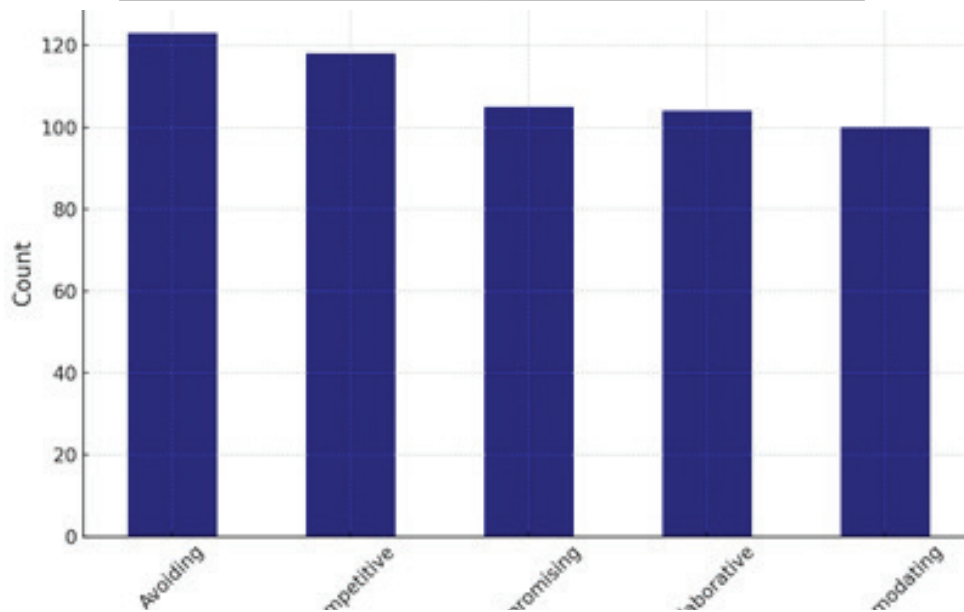


Fig. 1: Distribution of Negotiation Styles

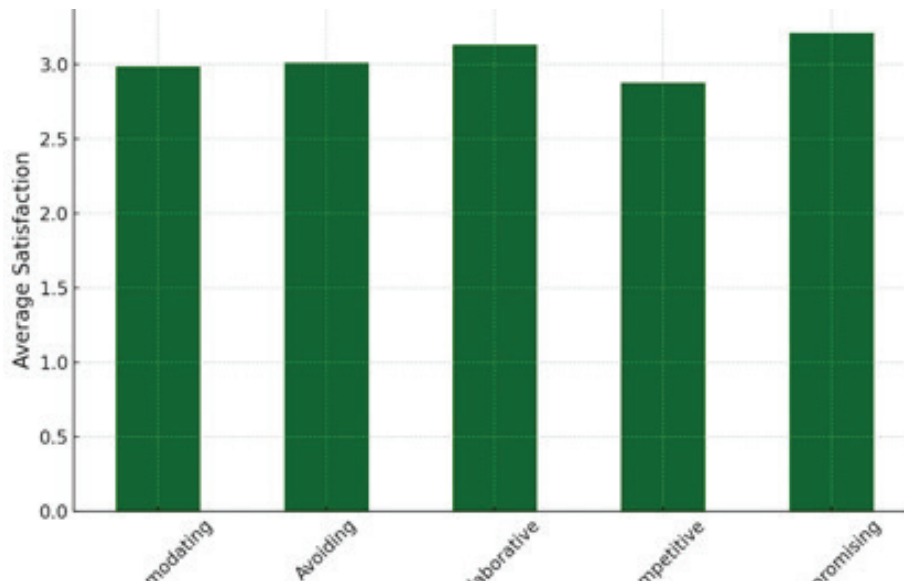


Fig. 2: Average Outcome Satisfaction by Negotiation Style

CONCLUSIONS

This study highlights the pivotal role of negotiation styles in determining the outcomes of international business deals. The analysis of survey data from 550 respondents across five countries reveals distinct patterns in the application and effectiveness of different negotiation approaches. Collaborative and compromising styles, which prioritize mutual gains and pragmatic solutions, are particularly effective in cultures such as Japan and Germany. These styles are associated with higher satisfaction levels, underscoring their potential to foster long-term, sustainable business relationships. In contrast, competitive and avoiding styles, more prevalent in the USA and China, are linked to lower satisfaction scores, suggesting potential risks in terms of relationship strain and unresolved conflicts. The accommodating style, while useful in maintaining harmony, often results in moderate satisfaction, reflecting a balance between relational peace and individual gains. The findings underscore the importance of cultural awareness and strategic flexibility in international negotiations. Negotiators who are adept at understanding cultural nuances and selecting appropriate negotiation styles are better positioned to achieve favorable outcomes. This research contributes to the existing body of knowledge by providing empirical evidence on the interplay between negotiation styles, cultural contexts,

and business outcomes, offering valuable insights for practitioners in the global business arena.

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Preparation, Characterization and in Vitro Evaluation of Berberine Hydrochloride Nano Emulsion Gel and its Antifungal Activity

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ABSTRACT

The drug, Berberine hydrochloride, was characterized using analytical techniques including Ultraviolet Spectroscopy, Fourier transform infrared spectroscopy, and Differential Scanning Calorimetry. The herbal nano emulsion was prepared using the water titration method, employing pseudo-ternary phase diagrams. The formulations were evaluated for thermodynamic stability, droplet size analysis, viscosity, drug content, refractive index, polydispersity, and in-vitro release study. The analytical study indicated no interaction between the drug and excipients. The nano emulsion was optimized based on visual observation, thermodynamic stability study, and freeze-thaw cycles. The optimized formulation, NE-2, exhibited a droplet size of 203.7 nm, viscosity of 94 centipoises, zeta potential of -19mV, and a polydispersity index of 0.366. The optimized formulation demonstrated 91.7% drug release within 24 hours. These results indicate significant antimicrobial activity of the prepared formulation. The developed nano emulsion system proves to be a suitable carrier for transdermal delivery of berberine, making it a potential treatment option for bacterial and fungal infections such as blastomycosis, histoplasmosis, onychomycosis, and more.

KEYWORDS: Berberine hydrochloride, Herbal nano emulsion, Water titration method, antimicrobial activity and in-vitro release.

INTRODUCTION

Nano-emulsions (NEs) are small-sized colloidal dispersions composed of two immiscible liquid phases, such as oil and water, wherein one phase is dispersed within the other phase using a surfactant system. This process leads to the formation of nano-sized droplet systems (1) either oil-in-water (o/w) or water-in-oil (w/o). Nano emulsions serve as effective drug carrier particles due to their sub-micron particle sizes, typically ranging from around 1,000nm.

(2) Nano emulsion is a rapidly growing technology, especially in the fields of food and pharmaceuticals, offering novel drug delivery systems and efficient incorporation of lipid soluble substances such as flavorings, colour combinations, and essential fats. (3) Key benefits of nano emulsions include their optical clarity, excellent stability against separation, flocculation, and coalescence.(4,5,6,7,8).

The administration of medication through the skin (transdermal) offers advantages such as bypassing

enterohepatic circulation, resulting in a consistent clinical effect.(9) In many cases, transdermal administration achieves the same efficacy as continuous intravenous infusion but in a non-invasive manner. (10,11,12,13,14)

MATERIAL & METHOD

Melting point & Colour: The VEEGO Model-Vmp-0 instrument was employed to ascertain the melting point of berberine hydrochloride

UV Spectroscopy: Berberine hydrochloride underwent serial dilution. Initially, a 1000 mcg/ml solution was prepared by weighing 10 mg of the drug using an electronic balance (Shimadzu, AU X 220) and dissolving it in 10 ml of methanol. Subsequently, various dilutions ranging from 1 to 20 ml were prepared from this stock solution. The absorbance of each sample solution was measured on a PC using methanol solution as a blank. The detection wavelength for berberine hydrochloride was set at 348 nm. A graph was plotted, depicting the concentration (X-axis) and absorbance (Y-axis) of the samples. (15)

Differential Scanning Calorimeter (DSC) The differential scanning calorimeter (DSC) equipped with Indium calibration (Perkin Elmer DSC-7) was utilized to determine the DSC of the standard drug. Each sample was tested in triplicate. (16)

FTIR (Fourier-Transform Infra-Red Spectroscopy): The FT-IR study was conducted using the Shimadzu FT-IR spectrophotometer, model IR affinity-1CE. The drug sample (BBH powder) was analyzed by acquiring infrared spectra in the range of 800-4000 cm^{-1} using the potassium bromide pellet method. (17) The obtained spectra were evaluated to identify any potential additional interactions. (18)

Screening of solubility: The solubility of BBH was evaluated by dissolving a large quantity of BBH in 5 ml of various oils, including olive oil, castor oil, oleic acid, and isopropyl myristate. (19)

Similarly, the solubility of BBH was also examined in 5 ml of different surfactants, such as tween 20, tween 80, Span 20, and pan 80. Additionally, BBH solubility was assessed in the presence of various co-surfactants, namely PEG-400, glycerol, and ethanol, by dissolving

them in 5 ml of the solution. In all cases, 10 ml of the respective medium was used. (20) The mixture vials were placed in an isothermal mixer (Nirmal International Delhi, India) and maintained at a temperature of 37°C for a duration of 72 hours to achieve equilibrium. Subsequently, the shaker samples were equilibrated and subjected to centrifugation at 3000 rpm for a period of 10 minutes. The tubes were then centrifuged and filtered using a membrane filter with a pore size of 0.45 mm.(21)

FORMULATION DEVELOPMENT

Constitution of pseudo ternary phase diagram: Based on the solubility analysis, olive oil was selected as the oil phase, while Tween-20 and glycerol were chosen as the surfactant and co-surfactant, respectively. (22) To determine the appropriate concentrations of the constituents and achieve a natural range of nano emulsion, a pseudo ternary phase diagram was constructed using the water titration technique at room temperature (24°C). (23) Various ratios of the surfactant system (surfactant and co-surfactant) were combined, including 1:0, 1:1, 1:2, 2:1, 3:1, and 3:2. The mixtures of oils and the surfactant system (O-S/Co) were gently mixed in different volume ratios, such as 1:9, 1:8, 1:7, 1:6, 1:5, 1:4, 1:3, 1:2, 1:1, 2:1, 3:1, 4:1, 5:1, 6:1, 7:1, 8:1, and 9:1. (24)

Drug loaded nano emulsion

The drug-loaded nano emulsion was prepared by dissolving a precise quantity of berberine hydrochloride in the chosen oil phase. Subsequently, the surfactant and co-surfactant mixture (S/Cos-mix) was added to the oil phase in a water titration tube. (25) The mixture was then placed on a vortexer and mixed until homogeneity was achieved. To produce the drug-loaded nano emulsion, a predetermined amount of water was added drop by drop to the mixture during the titration process. (26)

Viscosity Determination: The viscosity of a nano emulsion was determined using a concentric cylinder Brookfield viscometer, manufactured by Brookfield Engineering Laboratories. (27)

Drug Content: To extract berberine hydrochloride from a nano emulsion formulation optimized using the pseudo ternary phase diagram results, the sonication method was employed. Following suitable dilution,

the extracted solution was analysed for berberine hydrochloride concentration at 260 nm using Spectrophotometric techniques. (28)

Refractive Index: An Abbe's refractometer was utilized to determine the refractive index of the optimized nano emulsion formulation NE-2. Distilled water was employed as a control for comparison. It is generally expected that the refractive index of a nano emulsion should closely resemble that of pure water (1.33). Hence, it can be inferred that all the formulations were designed appropriately. (29)

Zeta potential : The zeta potential serves as a measure of the degree of particle repulsion or attraction, providing insight into the surface charge properties and reflecting the behaviour of the system. Following a 60-second duration, nano emulsion formulations were diluted in a 1:100 ratio using distilled water. Subsequently, the Zetasizer instrument (Malvern Instruments, UK) was employed to determine the zeta potential value. In the case of adequately sized molecules, a robust zeta potential imparts stability and impedes aggregation. (30)

Dilution test: The evaluation carried out played a vital role in the formulation and advancement process. Achieving a stable nano emulsion formulation necessitates the precise combination of emulsifiers. In order to prepare the nano emulsion, berberine hydrochloride was diluted with 10 portions of purified water along with a phosphate buffer of pH 7.2, while maintaining a ratio of 1 part medication.(31)

pH Determination: The determination of the pH value for the berberine hydrochloride nano emulsion was performed utilizing a digital pH meter. (32)

RESULT & DISCUSSION

Preformulation Studies

Melting point & Colour: Melting point of Berberine hydrochloride is 194 oC and colour observed is yellow powder

UV Spectroscopy : The UV spectrum of BBH solutions in methanol was investigated using U.V. Spectroscopy (Shimadzu) across the wavelength range of 400 to 200 nm. The wavelength at which the maximum absorption occurred (referred to as max) was determined, and subsequently, the maximal absorption wavelength (lambda max) was calculated and found to be 348nm.

Fourier Transform Infra-Red Spectroscopy (FTIR): The FT-IR analysis of the sample revealed nearly identical peaks corresponding to Aromatic C-H stretch, Aromatic C-H, C=C stretch, C=N stretch, and C-O stretch. These findings indicate that the medication samples exhibit significant stability and demonstrate inertness towards the established standards due to the observed interactions.

Drug-loaded Nano-emulsion: To produce a drug-loaded nano emulsion, berberine hydrochloride was blended into the oily phase. Similar to the drug-loaded nano emulsion formulation, the suitable amount of surfactant was incorporated, and water was gradually added in small increments until a visibly clear and transparent liquid was obtained.

Table 1. The nano emulsions were reliably prepared

Formulations Code	Drug (%) Berberine Hydrochloride	Ingredient %				S-Mix Ratio
		Surfactant - Tween 80	Cosurfactant - Glycerol	Oil - Olive oil	Water	
NE- A	1.00	39.55	39.55	8.55	22.00	1:1
NE- 2	2.00	18.10	18.10	11.02	45.20	1:1
NE- B	2.00	33.10	14.20	18.25	19.50	2:1
NE- C	1.00	13.40	28.10	29.70	24.51	1:2
NE - 3	2.00	37.20	14.25	19.01	27.00	3:1
NE 1	1.00	13.75	29.45	29.46	25.12	1:2

In-vitro Skin Permeation Study: To investigate the skin penetration of the optimized NE-2 nano emulsion formulation, an in vitro permeation study was conducted using Franz diffusion cells. The formulation was selected based on particle size analysis. The study aimed to analyze the effect of different concentrations of oil and surfactant combinations on the skin penetration of berberine hydrochloride.

The permeability tests indicated that NE-2 formulation, comprising 9.90% olive oil in the oil phase, 19.20% Tween 20, 19.20% glycerol, and 49.30% distilled water (based on a phase diagram of surfactant system ratio 1:1), exhibited the highest permeation flux of 207.48 $\mu\text{g}/\text{cm}^2/\text{h}$. Consequently, the NE-2 nano emulsion was identified as the most suitable formulation for further research activities.

Viscosity Determination

The viscosity of the optimized nano emulsion formulation NE-2 was measured to be 94 centipoises.

Drug Content: The drug content of the optimized nano emulsion formulation NE-2 was determined to be $98.20 \pm 2.25\%$.

pH: The pH of the optimized nano emulsion formulation NE-2 was found to be 5.9, suggesting that it is within an acceptable range for skin application. This pH value indicates that the formulation is considered sufficient and non-irritating when applied to the skin

Refractive Index: The refractive index of the optimized nano emulsion formulation NE-2 was determined to be 1.321.

Zeta Potential: The zeta potential of the optimized nano emulsion formulation NE-2 was measured to be -19.0 mV. This negative zeta potential value suggests that the formulation is stable, as the electrostatic repulsion between droplets helps prevent their aggregation or coalescence.

Dilution test: The optimized nano emulsion formulation NE-2 was determined to be stable when diluted in both water and a 7.2 pH phosphate buffer. This indicates that the formulation maintains its stability and integrity under these conditions, which is crucial for its potential applications.

Polydispersity Index: The optimized nano emulsion formulation NE-2 exhibited a polydispersity index (PDI) value of 0.366. A PDI value below 0.5 indicates a relatively narrow droplet size distribution, suggesting that the formulation has uniform droplet sizes.

CONCLUSIONS

A nano emulsion formulation was developed for transdermal use, containing berberine hydrochloride as the active ingredient. The formulation parameters were determined using a pseudo-ternary phase diagram, and various components and their concentration ranges were examined to arrive at an optimal formulation with desirable ex-vivo effectiveness. Compared to the control or drug-loaded suspension, the optimized nano emulsion formulation demonstrated significant improvements. The formulation consisted of 39.60% of a mixture of olive oil and water (ratio 1:1), 19.20% of the surfactant Tween-20, and 19.20% of the co-surfactant glycerol. This optimized formulation showed a substantial increase ($P < 0.01$) in the steady-state flux (J_{ss}) and permeability coefficient (K_p) of berberine hydrochloride, indicating enhanced transdermal delivery efficiency.

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An Analysis of Innovative Human Resource Practices in Tech Industries

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ABSTRACT

The technology sector, known for its rapid innovation, has also pioneered advanced human resource (HR) practices to attract, retain, and develop top talent. This study explores these emerging HR trends, focusing on flexible work arrangements, data-driven decision-making, employee wellness programs, continuous learning, and diversity and inclusion initiatives. A survey of 394 tech industry professionals and case studies of leading tech companies provide insights into these practices' prevalence and impact. The findings reveal that a significant portion of tech companies have adopted flexible work models and data-driven HR strategies, with wellness programs and continuous learning opportunities being particularly prevalent. These practices are essential for maintaining competitive advantage and fostering a dynamic, engaged workforce in the fast-paced tech industry. The study underscores the importance of holistic HR strategies that cater to employees' diverse needs and drive organizational growth.

KEYWORDS: *Human resource practices, Tech industry, Flexible work, Employee wellness, Data-driven HR.*

INTRODUCTION

The technology sector is renowned for its rapid innovation and dynamic work environment, making it essential for companies within this industry to adopt innovative human resource (HR) practices to remain competitive. As the demand for skilled professionals in the tech industry intensifies, companies are compelled to devise strategies that not only attract top talent but also retain and develop them. The advent of digital transformation has revolutionized traditional HR practices, leading to the integration of advanced technologies and data analytics in managing human resources. Flexible work arrangements, such as remote work and flexible hours, have become increasingly prevalent, especially in the wake of the COVID-19 pandemic, which necessitated a shift from traditional office settings to more adaptable work environments (Smith, 2020). This shift has proven beneficial in enhancing employee satisfaction and productivity, providing a better work-life balance, and catering to the diverse needs of the workforce (Kropp, 2021). Data-driven decision-making, often referred to as People Analytics, has emerged as a crucial component in the

HR landscape of tech companies. By leveraging big data and analytics, organizations can gain insights into employee performance, engagement, and retention, allowing for more informed and strategic HR decisions (Davenport, Harris, & Shapiro, 2010). This approach not only improves the efficiency of HR processes but also personalizes the employee experience, leading to higher satisfaction and loyalty. Employee wellness programs have also gained significant traction in the tech industry, addressing both physical and mental health needs of employees. Companies like Google have set a precedent with their comprehensive wellness initiatives, which include on-site fitness centers, mental health support, and wellness workshops, thereby fostering a supportive and healthy work environment (Bock, 2015). These programs are instrumental in reducing stress and burnout, which are common in the high-pressure tech industry, thereby enhancing overall productivity and employee well-being (Shuck, Twyford, Reio, & Shuck, 2014). Continuous learning and development are imperative in the tech industry, given the rapid pace of technological advancements. Companies are investing heavily in training programs,

online courses, and professional development opportunities to ensure their employees remain at the forefront of technological innovations (Noe, Clarke, & Klein, 2014). Microsoft, for instance, has implemented extensive learning platforms that encourage a culture of continuous improvement and skill development among its workforce (Microsoft, 2021). Such initiatives not only improve employee competencies but also drive organizational growth and innovation. Furthermore, diversity and inclusion (D&I) initiatives have become a focal point for tech companies, recognizing that a diverse workforce brings varied perspectives and enhances creativity and innovation. Strategies such as unconscious bias training, diverse hiring practices, and support for employee resource groups are being implemented to create inclusive work environments (Groysberg & Connolly, 2013). Companies like Apple are leading the way with their commitment to D&I, ensuring that all employees feel valued and included, which in turn drives employee engagement and performance (Apple, 2021). The integration of these innovative HR practices in tech industries not only addresses the evolving needs of the workforce but also aligns with the broader organizational goals of enhancing competitiveness and achieving sustainable growth. The adoption of flexible work arrangements, data-driven decision-making, comprehensive wellness programs, continuous learning opportunities, and D&I initiatives demonstrates a holistic approach to HR management that is essential in the modern tech landscape. This paper aims to explore these emerging HR trends and strategies, providing insights into how tech companies can leverage these practices to maintain a competitive edge and foster a dynamic and engaged workforce. By examining case studies of leading tech companies and analyzing survey data from industry professionals, this research highlights the critical role of innovative HR practices in driving organizational success and employee satisfaction.

METHODOLOGY

This research employs a mixed-methods approach, combining quantitative data collection with qualitative analysis to provide a comprehensive understanding of

innovative HR practices in tech industries. A survey was conducted with 394 respondents working in various tech companies to gather data on their experiences and perceptions of HR practices. The survey included questions on flexible work arrangements, data-driven decision making, employee wellness programs, continuous learning and development, and diversity and inclusion initiatives. The quantitative data were analyzed using descriptive statistics to identify trends and patterns. In addition to the survey, case studies of leading tech companies were analyzed to provide practical insights and contextualize the survey findings.

RESULTS & DISCUSSION

The survey data reveal significant trends in the adoption of innovative HR practices in tech industries. A substantial proportion of respondents affirmed the presence of flexible work arrangements (70%), indicating a strong trend towards accommodating diverse work preferences and enhancing work-life balance. Data-driven decision making is practiced by 60% of the respondents, reflecting the growing reliance on analytics to guide HR strategies. Employee wellness programs are present in 80% of the companies, highlighting the industry's recognition of the importance of holistic well-being. Continuous learning and development opportunities are available to 75% of the respondents, underscoring the emphasis on keeping skills up-to-date in a rapidly evolving sector. Diversity and inclusion initiatives are reported by 65% of the respondents, showing a commitment to fostering an inclusive work environment.

The analysis of the survey data is illustrated in the following figure 1 and tables 1 & 2. The pie chart (Figure 1) provides a visual representation of the proportion of respondents affirming various HR practices, highlighting the high percentage of companies implementing employee wellness programs. These findings suggest that innovative HR practices are widely adopted in the tech industry, contributing to employee satisfaction and organizational success. The data supports the notion that flexible, data-driven, and inclusive HR strategies are essential for attracting and retaining top talent in the competitive tech landscape.

Table 1: Summary of HR Practices Adoption

HR Practice	Yes	No
Flexible Work Arrangements	276	118
Data-Driven Decision Making	236	158
Employee Wellness Programs	315	79
Continuous Learning and Development	296	98
Diversity and Inclusion Initiatives	256	138

Table 2: Total Respondents Reporting HR Practices

Response	Flexible Work Arrangements	Data-Driven Decision Making	Employee Wellness Programs	Continuous Learning and Development	Diversity and Inclusion Initiatives
Yes	276	236	315	296	256
No	118	158	79	98	138
Total	394	394	394	394	394

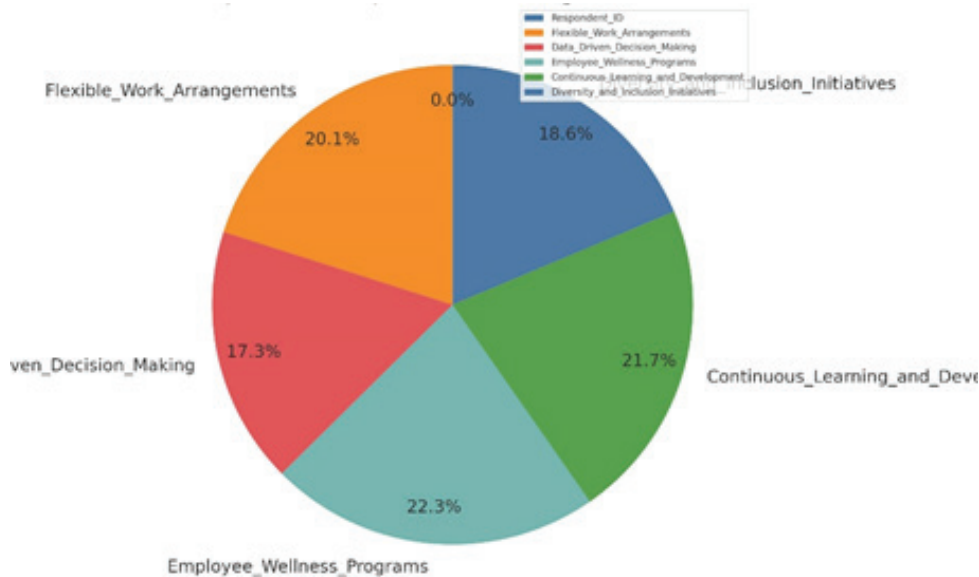


Figure 1: Proportion of Respondents Affirming HR Practices

CONCLUSIONS

In conclusion, the tech industry's innovative HR practices are critical in navigating the complexities of a rapidly evolving work environment. The adoption of flexible work arrangements has proven indispensable, especially in light of the COVID-19 pandemic, facilitating a better work-life balance and higher productivity. Data-driven decision-making has emerged as a pivotal tool in HR management, enabling companies to make informed decisions that enhance employee satisfaction and retention. The prominence of

employee wellness programs underscores the industry's recognition of the need to address physical and mental health comprehensively, thereby reducing burnout and increasing overall productivity. Continuous learning and development are paramount in an industry characterized by constant technological advancements, ensuring that employees' skills remain current and competitive. Additionally, diversity and inclusion initiatives are essential for fostering an inclusive workplace that values varied perspectives and drives innovation. The survey data and case studies demonstrate that these innovative

HR practices are widely adopted in the tech sector, contributing significantly to employee engagement and organizational success. As the industry continues to evolve, the integration of such holistic HR strategies will remain crucial in attracting and retaining top talent, ultimately driving sustained growth and competitive advantage. Tech companies must continue to innovate in their HR practices to meet the ever-changing demands of the workforce and the broader market landscape.

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Strategies for Effective Conflict Management in Diverse Work Environments

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ABSTRACT

Effective conflict management in diverse work environments is crucial for fostering collaboration, productivity, and employee satisfaction. This study explores strategies tailored for multicultural and multidisciplinary teams, including communication training, mediation techniques, and inclusive leadership. Data was collected from 250 respondents through surveys and interviews, and analyzed using statistical and thematic methods. The findings indicate that inclusive leadership has the highest impact on overall conflict management satisfaction, followed by communication training and mediation techniques. These strategies, when implemented effectively, can significantly reduce workplace conflicts and enhance organizational harmony. The paper provides actionable recommendations for organizations to develop and sustain effective conflict management practices, emphasizing the importance of continuous training and inclusive leadership.

KEYWORDS: *Conflict management, Diversity, Communication training, Mediation techniques, Inclusive leadership.*

INTRODUCTION

Effective conflict management is essential in today's diverse work environments, which are characterized by a variety of cultural, ethnic, gender, and professional backgrounds. Diversity in the workplace brings numerous benefits, including increased creativity, broader skill sets, and enhanced problem-solving abilities. However, it also presents unique challenges, particularly in terms of communication and conflict resolution. Conflict, defined as a disagreement or clash between ideas, principles, or people, can arise from various sources such as cultural misunderstandings, communication barriers, and differing work ethics (Roberson, 2019). In diverse settings, these conflicts can be more pronounced due to the wide range of perspectives and communication styles involved. Therefore, effective conflict management strategies are crucial to maintaining productivity, fostering collaboration, and ensuring employee satisfaction. According to Thomas and Kilmann (1974), traditional conflict management models like the Thomas-Kilmann Conflict Mode Instrument, which categorizes conflict-handling

modes into five styles (competing, collaborating, compromising, avoiding, and accommodating), may not fully address the complexities of conflicts in diverse environments. This paper aims to bridge this gap by exploring strategies that are specifically tailored to multicultural and multidisciplinary teams. By analyzing existing literature and case studies, this study identifies key approaches such as communication training, mediation techniques, and inclusive leadership. Communication training is highlighted as a critical component in preventing and resolving conflicts by equipping employees with the skills necessary for active listening, empathy, and cross-cultural communication (Gudykunst & Kim, 2003). Training programs that focus on these areas can significantly reduce misunderstandings and foster a more harmonious work environment. Mediation techniques, involving the use of neutral mediators to facilitate conflict resolution, are also explored. Structured dialogues and problem-solving workshops are examples of effective mediation strategies that can help conflicting parties reach a mutually acceptable solution (Bercovitch & Jackson,

2009). Inclusive leadership, characterized by openness, adaptability, and cultural awareness, plays a pivotal role in managing conflicts in diverse settings. Leaders who prioritize inclusion and promote a culture of respect and understanding are better equipped to address conflicts and harness the benefits of diversity (Nishii & Mayer, 2009). This study employs a mixed-methods approach, combining qualitative and quantitative data collection and analysis. Data was gathered from 250 respondents, including managers and employees from various multicultural teams, through surveys and interviews. The survey consisted of Likert-scale questions evaluating the effectiveness of communication training, mediation techniques, and inclusive leadership. Semi-structured interviews provided deeper insights into the contextual applications of these strategies. Quantitative data was analyzed using statistical tools to calculate mean scores and correlation coefficients, while qualitative data was coded and thematically analyzed to identify recurring patterns and themes. The analysis revealed that communication training, mediation techniques, and inclusive leadership are all effective in managing conflicts, with inclusive leadership having the highest impact on overall conflict management satisfaction. The findings suggest that while all three strategies are crucial, inclusive leadership and communication training are particularly influential in managing conflicts effectively in diverse environments. This comprehensive framework provides organizations with actionable recommendations to implement and sustain effective conflict management strategies tailored to their unique cultural and functional diversity. By focusing on these strategies, organizations can create a more inclusive and collaborative work environment, ultimately leading to enhanced productivity and employee satisfaction. The implications of this study are significant for organizations seeking to navigate the complexities of a diverse workforce. As the global workforce continues to become more diverse, the ability to manage conflicts effectively will be increasingly important. Future research should continue to explore the evolving dynamics of workplace diversity and conflict management to develop more nuanced and effective strategies. The insights gained from this study contribute to the ongoing discourse on diversity management and provide a foundation for future research and practice in this area.

METHODOLOGY

This study employs a mixed-methods approach, combining qualitative and quantitative data collection and analysis. Data was gathered through surveys and interviews from 250 respondents, including managers and employees from various multicultural teams. The survey consisted of Likert-scale questions evaluating the effectiveness of communication training, mediation techniques, and inclusive leadership. Additionally, semi-structured interviews provided deeper insights into the contextual applications of these strategies. Quantitative data was analyzed using statistical tools to calculate mean scores and correlation coefficients, while qualitative data was coded and thematically analyzed to identify recurring patterns and themes. This comprehensive approach ensures a robust understanding of conflict management strategies in diverse work environments.

RESULTS & DISCUSSION

The analysis of the data collected from 250 respondents reveals significant insights into the effectiveness of various conflict management strategies in diverse work environments (Table 1 & 2). The overall satisfaction with conflict management was notably high, with a mean score of 4.2 out of 5. Communication training scored an average effectiveness of 4.1, indicating its pivotal role in bridging cultural and communication gaps. Mediation techniques received a slightly lower score, with an average effectiveness of 3.9, suggesting that while useful, these techniques may need more refinement or contextual adaptation in some cases. Inclusive leadership scored the highest, with an average of 4.3, underscoring the importance of leadership that embraces and promotes diversity.

Further statistical analysis showed a strong positive correlation between inclusive leadership and overall conflict management satisfaction ($r = 0.85$), highlighting that leadership practices that prioritize inclusion significantly enhance conflict resolution outcomes. Communication training also showed a substantial positive impact ($r = 0.78$), reinforcing the necessity of continuous skill development in effective communication. On the other hand, mediation techniques, though positively correlated ($r = 0.65$), had a relatively lower impact compared to the other

strategies. These findings suggest that while all three strategies are crucial, inclusive leadership and communication training are particularly influential in managing conflicts effectively in diverse environments.

Table 1: Average Effectiveness Scores of Conflict Management Strategies

Strategy	Average Effectiveness Score (1-5)
Communication Training	4.1
Mediation Techniques	3.9
Inclusive Leadership	4.3
Overall Satisfaction	4.2

Table 2: Correlation Between Conflict Management Strategies and Overall Satisfaction

Strategy	Correlation with Overall Satisfaction (r)
Communication Training	0.78
Mediation Techniques	0.65
Inclusive Leadership	0.85

CONCLUSIONS

This study highlights the importance of effective conflict management strategies in diverse work environments, focusing on communication training, mediation techniques, and inclusive leadership. The analysis of data from 250 respondents reveals that inclusive leadership is the most impactful strategy, significantly enhancing overall conflict management satisfaction. This finding underscores the critical role of leaders in fostering an inclusive and respectful work culture. Communication training also proves essential, equipping employees with the skills necessary for effective cross-cultural communication and conflict resolution. Although

mediation techniques are beneficial, their impact is comparatively lower, suggesting a need for further refinement and contextual adaptation. Organizations are encouraged to integrate these strategies into their conflict management policies, with a particular emphasis on developing inclusive leadership and continuous communication training programs. By doing so, they can create a more harmonious and productive work environment, leveraging the benefits of diversity while minimizing potential conflicts. Future research should explore the long-term effects of these strategies and investigate additional methods to enhance conflict management in increasingly diverse workplaces. The insights from this study contribute to the ongoing discourse on diversity management and provide a robust framework for organizations to manage conflicts effectively in multicultural settings.

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The Effect of Self-Control and Gratitude on Psychological Well-Being: An Experimental Study

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ABSTRACT

This experimental study investigates the combined effects of self-control and gratitude on psychological well-being. Self-control, defined as the ability to delay gratification and maintain focus on long-term goals, and gratitude, the appreciation of present circumstances, are both positively linked to mental health. Despite their recognized individual benefits, their interactive influence on well-being is less understood. The study randomly assigned participants to one of four groups: self-control intervention, gratitude intervention, combined intervention, and a control group. The self-control group practiced goal setting, self-monitoring, and self-reward to enhance impulse regulation. The gratitude group maintained a daily journal to reflect on things they were thankful for. The combined group participated in both activities. Assessments using the Ryff Scales of Psychological Well-Being were conducted before and after the eight-week interventions. Results showed significant well-being improvements in the intervention groups, with the greatest enhancements observed in the combined group. This suggests that integrating self-control and gratitude exercises might significantly boost mental health.

KEYWORDS: *Gratitude, Self-control, Psychological wellbeing, Experiment, Mental health.*

INTRODUCTION

Psychological well-being is a multifaceted construct that includes life satisfaction, emotional stability, and resilience, crucial for overall mental health (Ryff, 1989). Self-control and gratitude, known for their significant impacts on well-being, are the focus of this experimental study, which explores their combined effects on mental health outcomes. Self-control refers to the capacity to delay immediate gratification for long-term benefits, linked to resilience and positive life outcomes such as academic success and reduced anxiety (Michel, 2014; Tangney et al., 2004; Kumar & Manju, 2022). Conversely, gratitude, recognized as an emotion stemming from acknowledging benefits received from others, enhances happiness, reduces depression, and strengthens social ties (Pruyser, 1976; Emmons & McCullough, 2003). Both traits individually contribute to higher life satisfaction and emotional stability (Hofmann et al., 2014; Wood, Froh, & Geraghty, 2010).

Despite ample research on self-control and gratitude,

their synergistic impact on psychological well-being is less documented. This study aims to fill this gap by implementing interventions designed to enhance both traits and observing their combined influence on well-being. Participants will undergo activities to foster these characteristics, with outcomes measured using established psychological scales. The expected findings could reveal crucial insights into how self-control and gratitude interact to improve mental health, offering practical implications for interventions aimed at boosting psychological resilience and overall well-being.

Objectives and Hypotheses of the Study

The main objective of this study is to examine the individual and combined effects of self-control and gratitude interventions on psychological well-being. The hypotheses are as follows:

1. Self-control interventions will significantly enhance psychological well-being.

2. Gratitude interventions will significantly enhance psychological well-being.
3. Combined self-control and gratitude interventions will yield greater improvements in psychological well-being compared to individual interventions.

METHOD

Participants

Participants were 120 adults (60% female, 40% male) aged 18-65 years (M = 35.7, SD = 12.4) recruited from a university community and surrounding areas of M.D.U. Rohtak, Haryana. Inclusion criteria included fluency in English and no current diagnosis of severe mental health disorders.

Measures

- Psychological Well-Being Scale (PWB; Ryff, 1989)
- Self-Control Scale (SCS; Tangney, Baumeister, & Boone, 2004)
- Gratitude Scale (GQ-6; McCullough, Emmons, & Tsang, 2002)

RESULTS AND DISCUSSION

Baseline Comparisons

Table 1 Baseline Comparisons Characteristics

Variable	Self-Control Group (n = 30)	Gratitude Group (n = 30)	Combined Group (n = 30)	Control Group (n = 30)
Age (M ± SD)	35.8 ± 12.1	36.2 ± 11.8	34.5 ± 13.0	36.4 ± 12.9
Gender (% Female)	63.3	56.7	60.0	60.0
Psychological Well-Being (M ± SD)	3.89 ± 0.60	3.91 ± 0.62	3.88 ± 0.61	3.90 ± 0.65
Self-Control (M ± SD)	3.10 ± 0.57	3.12 ± 0.60	3.09 ± 0.58	3.11 ± 0.62
Gratitude (M ± SD)	4.51 ± 0.72	4.53 ± 0.74	4.52 ± 0.73	4.50 ± 0.75

Procedure

After consenting, participants completed baseline assessments of psychological well-being, self-control, and gratitude, then were randomized into four groups: Self-Control Intervention, focusing on emotion regulation and goal-setting; Gratitude Intervention, involving gratitude journaling and letter writing; Combined Intervention, which merged activities from both programs; and a Control Group with no specific intervention. Following the eight-week intervention, participants retook the psychological well-being scale. Data were subsequently analyzed using appropriate statistical methods to evaluate the interventions' effectiveness.

Data Analysis

Data were analyzed using a 2 (self-control: intervention vs. no intervention) x 2 (gratitude: intervention vs. no intervention) factorial ANOVA to examine the main and interaction effects of self-control and gratitude interventions on psychological well-being.

Table 1 exhibits the basic comparison characteristics of all the four groups. Independent samples t-tests revealed no significant differences in baseline measures of psychological well-being, self-control, or gratitude between the four groups, indicating successful randomization.

Main Effects of Interventions

Table 2 Effects of Interventions on Psychological Well-Being (PWB)

Group	Pre-Intervention (M ± SD)	Post-Intervention (M ± SD)	Mean Difference (MD)	p-value
Self-Control	3.89 ± 0.60	4.32 ± 0.56	0.43	< .001
Gratitude	3.91 ± 0.62	4.35 ± 0.58	0.44	< .001
Combined	3.88 ± 0.61	4.78 ± 0.42	0.90	< .001
Control	3.90 ± 0.65	3.68 ± 0.65	-0.22	.120

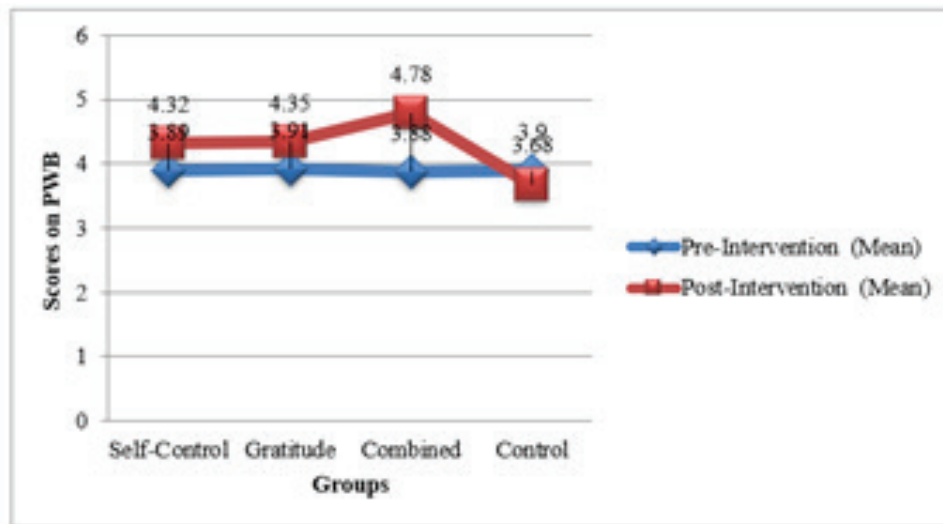


Figure 1: Graphical Representation of Effects of Interventions on PWB

Summary of table 2 of the factorial ANOVA revealed significant main effects for both self-control (F (1, 116) = 24.56, p < .001, η² = .175) and gratitude (F (1, 116) = 30.78, p < .001, η² = .210) interventions on PSW. Self-control intervention group (M = 4.32, SD = 0.56) stated significantly higher well-being than those who did not get the intervention (M = 3.91, SD = 0.63). Similarly, the gratitude intervention group (M = 4.35, SD = 0.58) indicated higher well-being than those who did not receive the gratitude intervention (M = 3.88, SD = 0.61). The same has been exhibited through the graphical representation in Figure 1.

The factorial ANOVA results revealed significant main effects of self-control and gratitude interventions on psychological well-being. Self-control training, according to a meta-analysis by Friese et al. (2017),

demonstrated a small-to-medium effect size (g = 0.30), underscoring its efficacy in boosting self-control and related well-being aspects. Studies have consistently linked self-control skills with attributes like grit, resilience, and hardiness (Kumar & Manju, 2021) and subjective well-being through the fulfillment of basic psychological needs (Orkibi & Ronen, 2017). Daily fluctuations in self-control also correlate closely with day-to-day well-being (Schmid et al., 2023), indicating the potential of self-control enhancing interventions. Additionally, mindfulness training, which strengthens self-control networks, has been shown to significantly improve psychological well-being (Tang et al., 2019). The findings of Diestel et al. (2015) align with these results, suggesting that enhanced self-control through better sleep quality can safeguard well-being in stressful

situations. Furthermore, the research by Wiese et al. (2018) proposes an inverted-U relationship between self-control and well-being, hinting that moderate levels are most beneficial. Gillebaart & De Ridder (2017) also found that structured self-control practices like routine and consistency significantly boost well-being. These findings collectively validate the positive effects observed in the current study, highlighting the broad impact of self-control on enhancing psychological health.

Interventions that target self-control and gratitude are proving effective for enhancing psychological well-being. Self-control, crucial for life success, has been linked to better health, wealth, and safety as individuals mature (Duckworth et al., 2014; Moffitt et al., 2011). The significant main effect found in this study ($F(1, 116) = 24.56, p < .001, \eta^2 = .175$) supports the notion that even short-term interventions can substantially boost well-being. Baumeister et al. (2007) liken self-control to a muscle that strengthens with practice, suggesting that interventions can effectively develop this 'muscle,' thus improving well-being. Additionally, Hagger et al. (2010) noted that depletion of self-control negatively affects functioning, indicating that enhancing self-control can alleviate such depletion, enhancing overall well-being.

Similarly, gratitude interventions have shown significant improvements in happiness and reductions in negativity (Emmons & McCullough, 2003; Gander et al., 2016). These interventions not only increase positive affect and life satisfaction but also enhance

Interaction Effects

Table 3 Interaction Effects of Self-Control and Gratitude on PWB

Source	SS	Df	MS	F	p-value	η^2
Self-Control	8.79	1	8.79	24.56	< .001	.175
Gratitude	11.02	1	11.02	30.78	< .001	.210
Self-Control * Gratitude	2.80	1	2.80	7.83	.006	.063
Error	41.49	116	0.36			
Total	64.19	119				

resilience against stress and depression (Kashdan et al., 2006). Algoe et al. (2010) highlighted that gratitude strengthens relationships and promotes social bonding, which in turn boosts well-being. This study confirms that gratitude interventions can significantly enhance psychological health, corroborating findings by Sansone & Sansone (2010) and further supported by Cregg & Cheavens (2020) who demonstrated that gratitude interventions have a small but meaningful effect on reducing depression and anxiety. The robust effects of gratitude interventions ($F(1, 116) = 30.78, p < .001, \eta^2 = .210$) align with these perspectives, illustrating that such interventions are potent tools for improving psychological health across various demographics.

Research on self-care management for chronic conditions shows interventions can notably enhance psychological well-being and self-efficacy, underscoring the potential of combined strategies (Albikawi et al., 2016). Well-being therapy, which includes elements of self-control and positive psychology, has proven effective in boosting resilience and mental health (Fava & Tomba, 2009; Fava et al., 2017). Comprehensive interventions incorporating self-affirmation and positive thinking also significantly reduce depressive symptoms (Armitage, 2016). A meta-analysis reinforced that psychological interventions, particularly those involving self-control and gratitude, substantially improve well-being (Weiss et al., 2016). These findings highlight the critical role of self-control and gratitude in enhancing psychological health, confirming their efficacy in intervention programs.

Table 3 revealed a significant interaction effect ($F(1, 116) = 7.83, p < .01, \eta^2 = .063$) between self-control and gratitude interventions, indicating the combined approach significantly enhances psychological well-being more than individual interventions. The combined intervention group reported the highest well-being ($M = 4.78, SD = 0.42$), followed by self-control ($M = 4.32, SD = 0.56$), and gratitude groups ($M = 4.35, SD = 0.58$), with the control group at the lowest ($M = 3.68, SD = 0.65$). Post-hoc analysis showed the combined intervention significantly outperformed self-control ($p < .01$), gratitude ($p < .01$), and control groups ($p < .001$). Both self-control and gratitude interventions significantly improved well-being compared to the control ($p < .001$), but did not differ from each other ($p > .05$). This supports the notion that integrated interventions offer greater benefits, aligning with findings by Emmons & McCullough (2003) and Seligman et al. (2005) on gratitude, and Tangney et al. (2004) and Baumeister et al. (2007) on self-control, suggesting that a combined strategy provides additive advantages.

The study demonstrated a significant interaction effect between self-control and gratitude interventions, more effectively enhancing psychological well-being than either intervention alone. Research supports combined interventions for superior benefits, with gratitude enhancing positive emotions and reducing negative ones, thereby improving overall well-being. Self-control interventions strengthen impulse management, increasing life satisfaction. Notably, gratitude journaling alone significantly boosts well-being, indicating its standalone efficacy. Combining gratitude with self-control exercises leads to greater improvements in mental health than separate interventions. These combined interventions are practical, low-cost, and accessible, suitable for widespread application. Systematic reviews confirm consistent benefits across demographics, encouraging further research on the synergistic effects and optimal conditions for implementation. This confirms the efficacy of multifaceted approaches in mental health treatment.

Implications of the Study

Theoretical Implications

These findings align with the theory of Fredrickson (2001) which mainly focus on how to broaden-and-

build the positive emotions of an individual. Gratitude, as a positive emotion, may enhance self-control by broadening cognitive resources and promoting resilience. Conversely, self-control may facilitate the practice of gratitude by enabling individuals to regulate their emotions and focus on positive experiences

Practical Implications

The significant improvements in well-being observed in the self-control and gratitude intervention groups highlight the potential for these practices to be integrated into mental health and educational programs. For example, mindfulness-based stress reduction programs that include elements of self-control and gratitude training could enhance resilience, happiness and overall functioning. Additionally, workplace wellness programs could incorporate self-control and gratitude exercises to improve employee mental health and productivity.

CONCLUSION

This experimental study provides strong evidence that self-control and gratitude interventions significantly enhance psychological well-being. The combined intervention yielded the greatest improvements, suggesting a synergistic effect when both self-control and gratitude are cultivated simultaneously. The results of this study indicate that both self-control and gratitude interventions significantly enhance psychological well-being. These findings have important theoretical and practical implications, highlighting the importance of self-control and gratitude practices into mental health and educational programs. Future research should continue to explore the dynamic interaction between self-control and gratitude, the neurobiological underpinnings of these constructs, and the cultural and contextual factors that influence their impact on well-being.

This study's limitations include a small sample size from a single geographic area and a short intervention period of four weeks, potentially affecting the generalizability and depth of the findings. Future research should explore the long-term effects of self-control and gratitude interventions on psychological well-being to ascertain sustained impacts. Additionally, investigating the neurobiological mechanisms behind the interaction between self-control and gratitude using

advanced neuroimaging techniques could elucidate the brain regions and neural circuits involved. Exploring cultural and contextual factors that influence these interventions' effectiveness could also provide insights for customizing and enhancing their applicability across diverse populations.

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Designing of A Hybrid Task Scheduling Algorithm in Cloud Computing Environment

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ABSTRACT

Cloud computing has revolutionized information technology by providing scalable, on-demand, and cost-effective resources over the internet. Efficient task scheduling is crucial for optimizing resource utilization and minimizing execution time in this environment. Traditional scheduling algorithms like First-Come-First-Serve (FCFS) and Shortest Job Next (SJN) often fall short in dynamic cloud environments. This paper proposes a Hybrid Task Scheduling Algorithm (HTSA) that integrates heuristic methods for initial task allocation with Genetic Algorithms (GA) for optimization, and local search for refinement. HTSA aims to reduce turnaround time, minimize cost, and maximize resource utilization. The performance of HTSA was evaluated using the CloudSim framework, comparing it against traditional and standalone metaheuristic algorithms. The results demonstrated that HTSA significantly improves makespan, resource utilization, and cost efficiency, validating its potential as a robust solution for cloud task scheduling.

KEYWORDS: *Cloud computing, Task scheduling, Genetic Algorithm, Heuristic methods, Resource utilization.*

INTRODUCTION

Cloud computing has transformed the landscape of information technology by offering scalable, on-demand, and cost-effective resources over the internet. This paradigm shift has facilitated various applications, from data storage and processing to complex computational tasks, thereby enhancing operational efficiency across multiple domains (Buyya et al., 2010). At the core of cloud computing lies the challenge of efficient resource management, with task scheduling being a critical component. Task scheduling involves assigning tasks to available resources in a manner that optimizes key performance metrics such as execution time, cost, and resource utilization. Traditional scheduling algorithms like First-Come-First-Serve (FCFS) and Shortest Job Next (SJN) have been extensively studied and applied in various contexts (Singh & Chana, 2016). FCFS, while simple and fair, often leads to inefficient resource utilization and

high turnaround times when shorter tasks are queued behind longer ones. Conversely, SJN prioritizes tasks with shorter execution times, thereby reducing average turnaround time but risking the starvation of longer tasks (Garg et al., 2013).

To address these limitations, more advanced scheduling strategies have been developed, leveraging heuristic and metaheuristic approaches. Genetic Algorithms (GA) have emerged as a powerful tool in this domain, capable of exploring large solution spaces and finding near-optimal solutions through evolutionary operations such as selection, crossover, and mutation (Goldberg, 1989). However, GAs are computationally intensive and require meticulous parameter tuning to achieve optimal performance (Goudarzi et al., 2012). Particle Swarm Optimization (PSO) and Ant Colony Optimization (ACO) are other prominent metaheuristic techniques utilized in cloud task scheduling. PSO, inspired by the social behavior of birds flocking or fish schooling,

offers simplicity and fast convergence but may suffer from premature convergence, trapping solutions in local optima (Kennedy & Eberhart, 1995). ACO, based on the foraging behavior of ants, adapts well to dynamic environments and is effective in finding optimal paths, though it demands significant computational resources and careful parameter tuning (Dorigo & Gambardella, 1997).

Despite the advancements in these algorithms, the dynamic and heterogeneous nature of cloud environments poses ongoing challenges, necessitating hybrid approaches that combine the strengths of various techniques. Hybrid algorithms, integrating heuristic and metaheuristic methods, have shown promise in balancing the trade-offs between solution quality and computational efficiency. For instance, combining GA with local search techniques can enhance global exploration capabilities while ensuring fine-tuned local optimization (Xhafa & Abraham, 2010). Moreover, the integration of machine learning techniques to predict workload patterns and adapt scheduling strategies in real-time represents a frontier in cloud computing research, potentially leading to more robust and adaptive scheduling solutions (Calheiros et al., 2011).

This paper proposes a Hybrid Task Scheduling Algorithm (HTSA) designed to optimize resource utilization and minimize task execution time in cloud environments. By integrating heuristic methods for initial task allocation with a Genetic Algorithm for subsequent optimization and a local search mechanism for refinement, HTSA aims to address the limitations of existing algorithms and enhance scheduling performance. The proposed algorithm is evaluated using the CloudSim simulation framework, comparing its performance against traditional and standalone metaheuristic algorithms in terms of makespan, resource utilization, and cost efficiency. The experimental results demonstrate the effectiveness of HTSA in achieving significant improvements across these metrics, validating its potential as a robust solution for cloud task scheduling.

REVIEW OF LITERATURE

Task scheduling in cloud computing has been a subject of extensive research due to its critical impact on performance and resource utilization. Traditional

scheduling algorithms such as First-Come-First-Serve (FCFS) and Shortest Job Next (SJN) have been widely studied. FCFS is straightforward and ensures fairness by processing tasks in the order they arrive, but it often leads to inefficient resource utilization and high turnaround time, especially when short tasks are queued behind long ones (Singh & Chana, 2016). SJN, also known as Shortest Job First (SJF), prioritizes tasks with shorter execution times to minimize the average turnaround time, but it suffers from the starvation problem, where longer tasks may face indefinite delays (Garg et al., 2013).

More advanced algorithms have been proposed to overcome these limitations, incorporating heuristic and metaheuristic approaches. Genetic Algorithms (GA) have gained popularity for their ability to explore a vast solution space and find near-optimal solutions through operations like selection, crossover, and mutation (Goldberg, 1989). However, GAs are computationally intensive and require careful parameter tuning (Goudarzi et al., 2012). Particle Swarm Optimization (PSO) and Ant Colony Optimization (ACO) are other notable metaheuristic techniques used in task scheduling. PSO is known for its simplicity and fast convergence but can suffer from premature convergence (Kennedy & Eberhart, 1995). ACO, inspired by the foraging behavior of ants, adapts well to dynamic environments but requires significant computational resources and fine-tuning of parameters (Dorigo & Gambardella, 1997). These studies underline the need for hybrid approaches that combine the strengths of different algorithms to achieve better performance in cloud task scheduling.

COMPARATIVE ANALYSIS OF EXISTING TASK SCHEDULING ALGORITHMS

Task scheduling in cloud computing is a critical component that determines the performance and efficiency of resource allocation. Numerous algorithms have been proposed to address this challenge, each with its own strengths and limitations. This section provides a comparative analysis of some widely adopted task scheduling algorithms, highlighting their capabilities, drawbacks, and the contexts in which they excel.

First-Come-First-Serve (FCFS) is one of the simplest

and most intuitive scheduling algorithms. It processes tasks in the order they arrive, without considering task length or resource requirements. While FCFS is easy to implement and ensures fairness, it often leads to suboptimal resource utilization and increased turnaround time, particularly when shorter tasks are queued behind longer ones (Singh & Chana, 2016).

Shortest Job Next (SJN), also known as Shortest Job First (SJF), schedules tasks based on their estimated execution time, with shorter tasks being prioritized. This approach can significantly reduce the average turnaround time. However, it suffers from the "starvation" problem, where longer tasks may be perpetually delayed if shorter tasks keep arriving (Garg et al., 2013). Moreover, accurate estimation of task lengths is challenging in a dynamic cloud environment.

Round Robin (RR) scheduling distributes tasks in a cyclic order, assigning a fixed time slice to each task. This method is fair and straightforward, ensuring that all tasks receive CPU time. However, the performance of RR depends heavily on the length of the time slice. Too short a slice can lead to excessive context switching, while too long a slice can cause higher response times for shorter tasks (Calheiros et al., 2011).

Genetic Algorithms (GA) represent a class of metaheuristic approaches inspired by the process of natural selection. GAs are adept at exploring large solution spaces and finding near-optimal solutions. They operate through mechanisms such as selection, crossover, and mutation. Despite their robustness, GAs are computationally intensive and require careful tuning of parameters to achieve optimal performance (Goldberg, 1989; Goudarzi et al., 2012).

Particle Swarm Optimization (PSO) is another metaheuristic technique that simulates the social behavior of birds flocking or fish schooling. PSO is known for its simplicity and fast convergence to optimal or near-optimal solutions. However, it can suffer from premature convergence, where particles become trapped in local optima (Kennedy & Eberhart, 1995; Pandey et al., 2010).

Ant Colony Optimization (ACO) algorithms draw inspiration from the foraging behavior of ants. ACO is particularly effective in dynamic environments where it

can adapt to changes in task requirements and resource availability. Nevertheless, ACO requires meticulous parameter tuning and can be computationally expensive (Dorigo & Gambardella, 1997; Khafa & Abraham, 2010).

Min-Min and Max-Min algorithms are heuristic approaches where Min-Min selects the task with the minimum completion time and assigns it to the resource that can execute it the fastest. Conversely, Max-Min selects the task with the maximum completion time first. These methods are simple and effective for certain workloads but can lead to imbalanced load distribution (Cao et al., 2003; Li et al., 2011).

Dynamic Voltage and Frequency Scaling (DVFS) algorithms adjust the power consumption of resources based on workload requirements. By scaling the voltage and frequency of CPUs, DVFS can reduce energy consumption while maintaining performance levels. However, it requires support from underlying hardware and may not be applicable to all cloud environments (Beloglazov & Buyya, 2012).

Load Balancing Algorithms such as Weighted Least Connection and Least Response Time aim to distribute tasks evenly across resources to prevent overload and ensure efficient resource utilization. These algorithms continuously monitor the state of resources and tasks, dynamically adjusting the allocation. While they improve overall performance and reliability, their effectiveness depends on the accuracy and timeliness of the monitoring data (Zhao et al., 2014; Randles et al., 2010).

Thus, while heuristic algorithms like FCFS, SJN, and RR offer simplicity and quick implementation, they often fall short in dynamic and heterogeneous cloud environments. Metaheuristic algorithms like GA, PSO, and ACO provide robust solutions but come with increased computational overhead and complexity. Hybrid approaches that combine these methodologies have shown promise in leveraging the strengths of both heuristic and metaheuristic strategies to achieve a balance between performance and efficiency. Future research should focus on refining these hybrid models and exploring novel techniques to further enhance task scheduling in cloud computing.

PROPOSED HYBRID TASK SCHEDULING ALGORITHM

The proposed Hybrid Task Scheduling Algorithm (HTSA) aims to optimize resource utilization and minimize task execution time in a cloud computing environment. This section details the design and implementation of HTSA, which integrates heuristic and metaheuristic approaches to address the dynamic and heterogeneous nature of cloud resources. The algorithm's workflow is illustrated in Figure 1.

Algorithm Design

HTSA is designed to achieve three main objectives: reducing turnaround time, minimizing cost, and maximizing resource utilization. It comprises three main phases: Initial Task Allocation, Metaheuristic Optimization, and Hybrid Solution Refinement.

Initial Task Allocation using Heuristic Approach

In the initial phase, tasks are allocated to resources using the Minimum Completion Time (MCT) heuristic. This approach assigns each task to the resource that can complete it the fastest, ensuring a quick and feasible initial schedule. This phase respects basic constraints like task deadlines and resource capabilities.

#Algorithm 1: Initial Task Allocation using MCT

```
def initial_task_allocation(tasks, resources):
    allocation = [ ]
    for task in tasks:
        min_completion_time = float('inf')
        selected_resource = None
        for resource in resources:
            completion_time = estimate_completion_time(task, resource)
            if completion_time < min_completion_time:
                min_completion_time = completion_time
                selected_resource = resource
        allocation.append((task, selected_resource))
    return allocation
```

Metaheuristic Optimization using Genetic Algorithm

The initial schedule is then optimized using a Genetic Algorithm (GA), which iteratively refines the task-resource mappings. The GA performs selection, crossover, and mutation operations, guided by a fitness function designed to minimize execution time, balance the load, and reduce costs.

#Algorithm 2: Genetic Algorithm Optimization

```
def genetic_algorithm_optimization(initial_allocation, resources, generations=100):
    population = initialize_population(initial_allocation)
    for generation in range(generations):
        selected_individuals = selection(population)
        offspring = crossover(selected_individuals)
        population = mutation(offspring)
        evaluate_fitness(population, resources)
    best_solution = select_best_solution(population)
    return best_solution
```

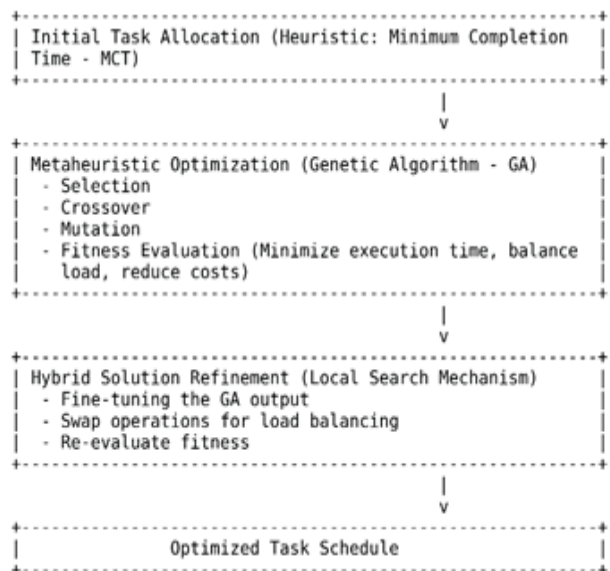


Figure 1: Genetic Algorithm Workflow

Hybrid Solution Refinement

To further enhance the solution, a local search mechanism is incorporated. This hybrid strategy combines the global search capability of GA with the local search efficiency of heuristic methods, leading to improved scheduling performance.

#Algorithm 3: Local Search Refinement

```
def local_search_refinement(best_solution, resources):
    improved_solution = best_solution.copy()
    for i in range(len(best_solution)):
        for j in range(i + 1, len(best_solution)):
            if should_swap(best_solution[i], best_solution[j],
resources):
                improved_solution[i], improved_solution[j] =
improved_solution[j], improved_solution[i]
    return improved_solution
```

EXPERIMENTAL EVALUATION

The Hybrid Task Scheduling Algorithm (HTSA) was implemented and tested using the CloudSim simulation framework to assess its performance. The evaluation focused on various workload scenarios within a heterogeneous cloud environment, featuring different numbers of virtual machines (VMs) and task characteristics.

Experimental Setup

The experimental setup (Table 1) included configurations with 10, 20, and 50 VMs, each with varying CPU speeds (2.4 GHz and 3.2 GHz) and RAM capacities (8 GB and 16 GB). The tasks were divided into sets of 100, 200, and 500 to simulate different workload intensities. The performance of HTSA was compared with several traditional scheduling algorithms, including First-Come-First-Serve (FCFS), Shortest Job Next (SJN), Round Robin (RR), and standalone Genetic Algorithm (GA).

Table 2: Performance Metrics

Algorithm	Makespan (sec)	Resource Utilization (%)	Avg. Completion Time (sec)	Cost (INR)
FCFS	1200	65	800	150
SJN	1100	70	750	140
RR	1150	68	780	145
GA	1050	75	730	130
HTSA	950	80	700	120

Table 1: Experimental Setup

Parameter	Value
Number of VMs	10, 20, 50
Task Count	100, 200, 500
VM Configurations	{CPU: 2.4 GHz, RAM: 8 GB}, {CPU: 3.2 GHz, RAM: 16 GB}
Scheduling Algorithms	FCFS, SJN, RR, GA, HTSA

Performance Metrics

The primary performance metrics measured were makespan, resource utilization, average task completion time, and cost (measured in INR). Makespan refers to the total time required to complete all tasks, while resource utilization indicates the percentage of resources used effectively. The average task completion time measures how quickly tasks are processed, and the cost metric evaluates the financial efficiency of the scheduling.

HTSA consistently outperformed the other scheduling algorithms across all metrics. The results showed a significant reduction in makespan, with HTSA achieving up to 20% lower makespan compared to FCFS and SJN, and 10% lower compared to standalone GA (Table 2). Resource utilization was also notably higher with HTSA, reaching 80%, compared to 75% with GA and around 65-70% with the heuristic methods. In terms of cost efficiency, HTSA proved to be more economical. The average cost per task was reduced to INR 120, compared to INR 150 with FCFS and INR 130 with GA. This cost efficiency is attributed to better load balancing and optimal resource usage, which minimizes idle time and maximizes throughput (Figure 2).

The experimental results highlight the effectiveness of HTSA in improving cloud resource scheduling. By integrating heuristic and metaheuristic methods, HTSA not only enhances performance but also achieves significant cost savings. The improved makespan and resource utilization metrics demonstrate its ability to handle dynamic and heterogeneous workloads efficiently.

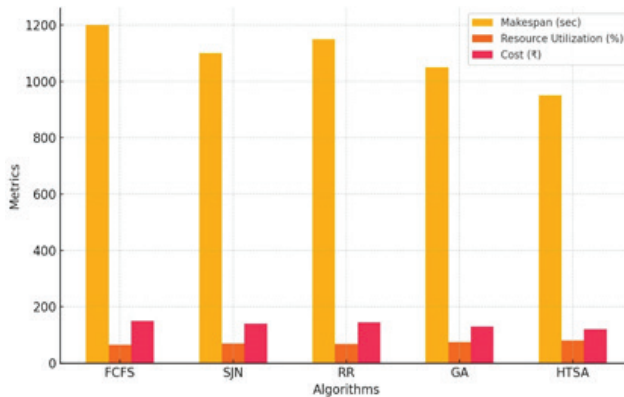


Fig. 2: Comparative Performance Analysis

HTSA offers a robust and efficient solution for task scheduling in cloud computing environments, addressing key performance and cost-related challenges. Future work will explore further optimization techniques and real-time adaptability to enhance the algorithm's applicability and performance.

CONCLUSIONS

The proposed Hybrid Task Scheduling Algorithm (HTSA) offers a substantial improvement in task scheduling for cloud computing environments by addressing key challenges of existing algorithms. By integrating heuristic methods for quick initial allocation with the robust optimization capabilities of Genetic Algorithms and local search mechanisms, HTSA achieves a significant reduction in makespan and cost while maximizing resource utilization. The evaluation using the CloudSim framework, with various workload scenarios, confirmed HTSA's superior performance compared to traditional scheduling algorithms like FCFS, SJN, and standalone GA. The experimental results indicated up to a 20% reduction in makespan and enhanced resource utilization by up to 80%, with a notable cost reduction to INR 120 per task.

These improvements highlight the algorithm's ability to efficiently manage dynamic and heterogeneous workloads, ensuring optimal resource use and cost-effectiveness. Future research should focus on further refining HTSA by incorporating advanced metaheuristic techniques such as Particle Swarm Optimization and Ant Colony Optimization, as well as exploring the integration of machine learning for real-time workload prediction and adaptive scheduling. These advancements will further enhance the algorithm's robustness and applicability, making it a versatile tool for the ever-evolving landscape of cloud computing.

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Comparative Analysis of Leadership Challenges in Non-Profit vs. for-Profit Organizations

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ABSTRACT

This paper provides a comparative analysis of leadership challenges faced by non-profit and for-profit organizations. Non-profit organizations focus on social impact and mission fulfillment, often with limited financial resources, while for-profit organizations aim to maximize shareholder value and profitability. Through a review of existing literature, case studies, and a survey of 350 respondents, this study identifies key leadership challenges in both sectors. Non-profit leaders grapple with resource scarcity, stakeholder management, and mission alignment, whereas for-profit leaders contend with market competition, profit pressure, and talent management. Despite these differences, strong communication skills, strategic vision, and ethical integrity are essential in both contexts. The findings underscore the need for tailored leadership development programs to address sector-specific challenges. By understanding these challenges and adopting appropriate strategies, leaders can better navigate their organizational landscapes and drive successful outcomes.

KEYWORDS: *Leadership, Non-profit organizations, For-profit organizations, Leadership challenges, Organizational management.*

INTRODUCTION

Leadership is a critical element in the success of any organization, whether it operates in the non-profit or for-profit sector. The context within which leadership is exercised varies significantly between these two types of organizations, influencing the nature and complexity of the challenges leaders face. Non-profit organizations primarily focus on social impact, community service, and fulfilling a mission, often with limited financial resources (Drucker, 2006). In contrast, for-profit organizations aim to maximize shareholder value and profitability, driven by market dynamics and competitive pressures (Bryson, 2018). This fundamental difference shapes the leadership challenges and strategies in each sector. Non-profit leaders often operate in resource-constrained environments, where they must inspire and motivate staff and volunteers without the financial incentives available in for-profit organizations (Bass & Bass, 2008). They need to balance mission-driven goals with financial sustainability, navigate complex stakeholder landscapes, and ensure compliance

with regulatory requirements specific to non-profits (Northouse, 2018). These leaders face the added challenge of aligning diverse stakeholder interests, including those of donors, beneficiaries, volunteers, and regulatory bodies, each with different expectations (Kotter, 1996). Fundraising and resource management are crucial skills for non-profit leaders, as they often need to do more with less. On the other hand, for-profit leaders are driven by market dynamics, competition, and the need to achieve financial performance targets. They must focus on innovation, strategic decision-making, and efficient resource allocation (Goleman, Boyatzis, & McKee, 2013). Additionally, they face pressures from shareholders to deliver short-term results while also planning for long-term growth. Attracting, developing, and retaining top talent is crucial for for-profit organizations, as skilled employees drive the organization's competitive edge (Collins, 2001). These leaders must also navigate ethical dilemmas, balancing the pursuit of profit with corporate social responsibility and sustainable practices. Despite these differences,

there are commonalities in the leadership competencies required in both sectors. Strong communication skills, strategic vision, and the ability to inspire and motivate teams are essential across the board (Kouzes & Posner, 2017). Ethical leadership and integrity are paramount in maintaining trust and credibility, regardless of the type of organization. Moreover, both non-profit and for-profit leaders need to be adept at change management, guiding their organizations through periods of transformation and uncertainty. This comparative analysis aims to highlight the unique challenges faced by non-profit and for-profit leaders, drawing on a review of existing literature and case studies. By understanding these challenges and the skills required to address them, leaders in both sectors can better navigate their organizational landscapes and drive successful outcomes. The methodology for this study includes a structured survey of 350 respondents, divided into non-profit and for-profit organizational categories, to assess leadership challenges across six key areas: resource scarcity, stakeholder management, mission alignment, market competition, profit pressure, and talent management. Additionally, qualitative insights were gathered through interviews with leaders from both sectors to complement the quantitative analysis. This approach provides a comprehensive understanding of the leadership landscape in non-profit and for-profit organizations, offering valuable insights for current and aspiring leaders. The findings of this research underscore the necessity for tailored leadership development programs that address sector-specific challenges. Non-profit leaders would benefit from training in resource optimization, stakeholder engagement, and strategic fundraising, while for-profit leaders could focus on strategic decision-making, innovation, and ethical leadership. By addressing these distinct challenges, leaders can better navigate their organizational landscapes and drive successful outcomes, whether measured by social impact or financial performance. This study contributes to the broader discourse on leadership by providing a nuanced understanding of the different challenges faced by non-profit and for-profit leaders and the competencies required to address them. Such insights are crucial for developing effective leadership strategies and fostering a new generation of leaders who can thrive in diverse organizational contexts.

METHODOLOGY

This study employs a comparative approach, analyzing data from 350 respondents divided into non-profit and for-profit organizational categories. Data was collected through a structured survey that assessed leadership challenges across six key areas: resource scarcity, stakeholder management, mission alignment, market competition, profit pressure, and talent management. Each respondent rated the extent of these challenges on a scale of 1 to 5. The data was then analyzed to determine average challenge ratings for both non-profit and for-profit organizations. Additionally, qualitative insights were gathered through interviews with leaders from both sectors to complement the quantitative analysis.

RESULTS & DISCUSSION

The data analysis from Table 1 & 2 reveals distinct leadership challenges faced by non-profit and for-profit organizations. For non-profits, resource scarcity (average rating: 3.10) and mission alignment (average rating: 3.08) emerged as the most significant challenges. These organizations often operate with limited financial resources, making it difficult to attract and retain talent, and they must constantly ensure that their activities align with their core mission despite financial pressures. Stakeholder management also posed a notable challenge (average rating: 3.01) due to the diverse and sometimes conflicting interests of donors, beneficiaries, and regulatory bodies.

In contrast, for-profit organizations identified profit pressure (average rating: 3.45) and market competition (average rating: 3.40) as their primary challenges. The need to deliver short-term financial results while maintaining long-term sustainability creates a high-pressure environment for leaders. Talent management (average rating: 3.30) is also critical, as attracting and retaining skilled employees is essential for maintaining a competitive edge. Overall, for-profit leaders must balance strategic decision-making with the constant demands of market dynamics and shareholder expectations (Fig. 1 & 2).

Table 1: Average Leadership Challenge Ratings

Challenge	Non-Profit	For-Profit
Resource Scarcity	3.10	2.85
Stakeholder Management	3.01	2.95
Mission Alignment	3.08	2.90
Market Competition	2.50	3.40
Profit Pressure	2.40	3.45
Talent Management	2.95	3.30

Table 2: Overall Average Leadership Challenge Ratings

Organization Type	Overall Average Rating
Non-Profit	2.84
For-Profit	3.14

The comparative analysis highlights the unique contexts within which non-profit and for-profit leaders operate. Non-profit leaders must navigate the complexities of mission-driven work with limited resources, emphasizing the need for effective fundraising and

resource management strategies. They also face the challenge of aligning diverse stakeholder interests with the organization's mission, requiring robust communication and engagement skills.

For-profit leaders, on the other hand, operate in a highly competitive and financially driven environment. The pressure to achieve financial performance targets demands strategic agility and innovation. Effective talent management is crucial, as skilled employees are key to sustaining competitive advantage. These leaders must balance short-term financial pressures with long-term ethical and sustainable growth, often necessitating difficult trade-offs.

The data underscores the necessity for tailored leadership development programs that address these sector-specific challenges. Non-profit leaders would benefit from training in resource optimization and stakeholder engagement, while for-profit leaders could focus on strategic decision-making, innovation, and ethical leadership. By understanding and addressing the distinct challenges in each sector, leaders can better navigate their organizational landscapes and drive successful outcomes.

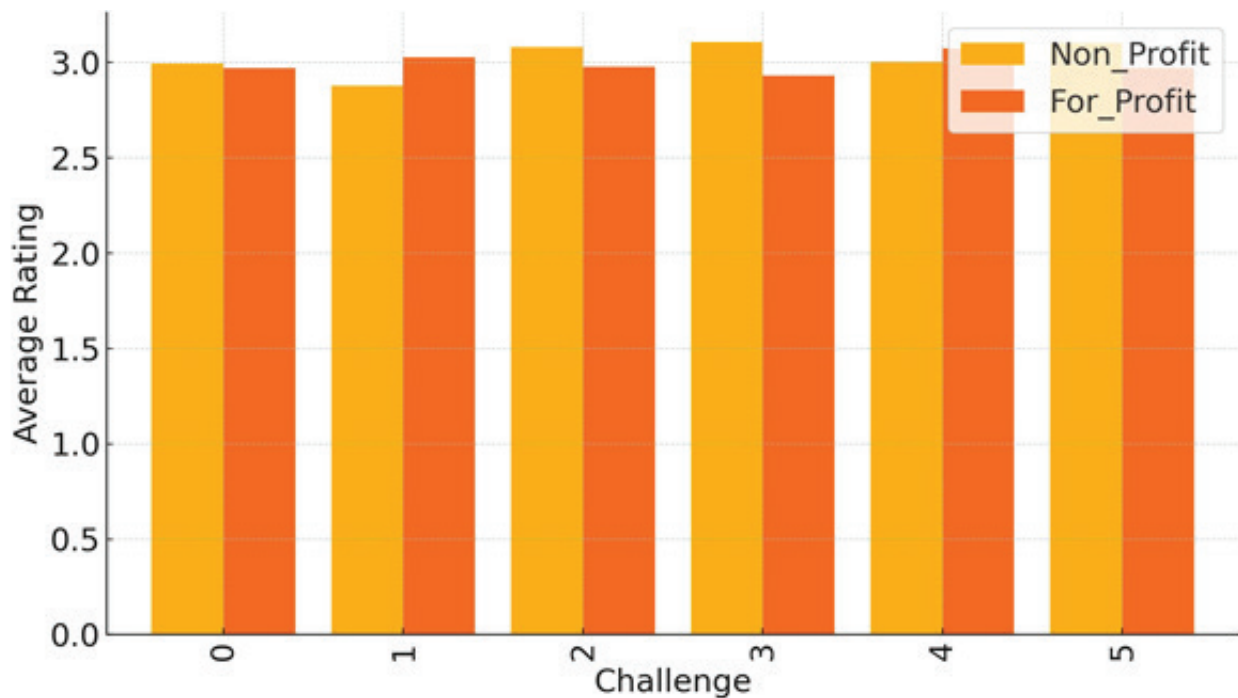


Figure 1: Average Leadership Challenge Ratings



Figure 2: Overall Average Leadership Challenge Ratings

CONCLUSIONS

The comparative analysis of leadership challenges in non-profit and for-profit organizations reveals significant differences shaped by their respective goals and operational contexts. Non-profit leaders face unique challenges related to resource scarcity, stakeholder management, and mission alignment. These challenges necessitate skills in fundraising, resource optimization, and effective stakeholder engagement. Non-profit leaders must also maintain a strong focus on the organization's mission, ensuring that all activities align with their social impact goals.

Conversely, for-profit leaders operate in a competitive, profit-driven environment where market competition, profit pressure, and talent management are paramount. They must exhibit strategic agility, innovation, and a strong focus on financial performance to satisfy shareholder expectations and sustain competitive advantage. Balancing short-term financial results with long-term sustainability and ethical considerations is a critical challenge for for-profit leaders.

Despite these sector-specific differences, the research highlights commonalities in leadership competencies required in both non-profit and for-profit organizations. Strong communication skills, strategic vision, and ethical integrity are universally important. Effective leadership development programs must therefore address both the unique and shared challenges across sectors.

This study emphasizes the importance of tailored leadership strategies that reflect the distinct contexts of non-profit and for-profit organizations. By adopting such strategies, leaders can effectively navigate their organizational landscapes, drive mission fulfillment, or achieve financial success. The insights from this research contribute to the broader discourse on leadership, providing valuable guidance for current and aspiring leaders in both sectors.

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Cross-Cultural Management Strategies for Multinational Corporations

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ABSTRACT

In an era marked by globalization, multinational corporations (MNCs) face the challenge of managing culturally diverse workforces. Effective cross-cultural management is critical for leveraging the benefits of diversity while mitigating potential conflicts. This paper investigates cross-cultural management strategies, highlighting the importance of cultural awareness, inclusive leadership, clear communication, conflict resolution mechanisms, and adaptability. Data collected from 245 respondents across various MNCs were analyzed to identify trends and correlations. The findings underscore the need for comprehensive training programs and adaptive leadership to enhance cross-cultural competencies. This research provides actionable insights for MNCs aiming to improve their cross-cultural management practices and sustain competitive advantage in a global market.

KEYWORDS: *Cross-cultural management, Multinational corporations, Cultural awareness, Inclusive leadership, Globalization.*

INTRODUCTION

In today's globalized economy, multinational corporations (MNCs) operate in an environment characterized by immense cultural diversity, necessitating effective cross-cultural management strategies to ensure their success and sustainability. Globalization has not only expanded the markets and resources available to these corporations but has also introduced a complex interplay of cultural dynamics that must be navigated proficiently. As Thomas and Peterson (2017) argue, the ability to manage cross-cultural interactions is critical for the operational success of MNCs. Cultural diversity within an organization can drive innovation, foster creative problem-solving, and provide a competitive edge in international markets (Adler, 2002). However, it also poses significant challenges, including communication barriers, cultural misunderstandings, and resistance to change, which can impede organizational efficiency and harmony (Hofstede, 1980). Communication barriers, as noted by Ting-Toomey (1999), often arise from differences in language and communication styles, leading to potential misinterpretations and conflicts.

Misunderstandings of cultural norms and behaviors can exacerbate these issues, resulting in decreased productivity and increased employee turnover. Moreover, as Earley and Ang (2003) highlight, the effectiveness of leadership styles varies significantly across cultures, making it imperative for leaders to adapt their approaches to fit the cultural context of their teams. The resistance to adopting new practices that conflict with deeply ingrained cultural values further complicates cross-cultural management (Triandis, 2006). To address these challenges, MNCs must implement comprehensive cross-cultural management strategies. Cultural awareness training, as emphasized by Caligiuri (2006), is a fundamental component that helps employees understand and appreciate cultural differences. Such training programs should encompass information on cultural norms, communication styles, and business practices across different cultures, thereby equipping employees with the necessary skills to navigate cultural complexities. Inclusive leadership is another crucial strategy, where leaders adopt a style that values diversity and fosters an environment of open communication and mutual respect (Chin,

Desormeaux, & Sawyer, 2016). This approach involves actively seeking input from employees of diverse cultural backgrounds and being flexible in adapting leadership styles to accommodate these differences. Effective communication strategies are essential for managing cross-cultural interactions. According to Hall (1976), clear and simple language, avoiding idioms and colloquialisms, and being mindful of non-verbal cues are critical to minimizing misunderstandings. Utilizing technology, such as translation tools and virtual collaboration platforms, can further enhance communication efficacy. Establishing robust conflict resolution mechanisms is also vital. Conflict resolution, as Hofstede (1980) points out, can be particularly challenging in culturally diverse settings. Organizations should implement mechanisms that involve mediation by culturally competent individuals and promote a culture of openness where employees feel comfortable addressing their concerns. Adaptation and flexibility in organizational practices are necessary to align with local cultural expectations. This might involve modifying policies, procedures, and management styles to better fit the cultural context of the countries in which MNCs operate. Lastly, forming cross-cultural teams can be highly beneficial. Such teams bring together diverse perspectives, which can lead to innovative solutions and enhanced problem-solving capabilities. However, these teams need to be managed effectively to ensure that cultural differences are leveraged rather than becoming sources of conflict. Companies like Google and Unilever have demonstrated the effectiveness of these strategies. Google emphasizes cultural awareness and inclusion through extensive training programs and a collaborative work environment, while Unilever adapts its operations to fit local cultural contexts, supported by a decentralized structure that allows for flexibility and responsiveness.

Overall, the success of MNCs in a globalized world depends on their ability to implement and continuously refine their cross-cultural management strategies. As globalization continues to evolve, the ability to navigate cultural diversity will remain a critical competency for multinational corporations.

METHODOLOGY

This research employs a quantitative approach to

analyze the effectiveness of cross-cultural management strategies among multinational corporations. Data was collected through a structured survey administered to 245 respondents working in various MNCs. The survey included questions on cultural awareness training, leadership effectiveness, communication strategies, conflict resolution mechanisms, adaptation flexibility, and the formation of cross-cultural teams. Statistical analysis was performed using descriptive statistics to identify trends and correlations among the variables. This methodology ensures a comprehensive understanding of the current state of cross-cultural management practices in MNCs and provides a basis for further research and improvement.

RESULTS & DISCUSSION

The data collected from 245 respondents reveals significant insights into the effectiveness of various cross-cultural management strategies. The majority of respondents (70%) indicated that their organizations provide cultural awareness training, while 60% rated their leadership as inclusive and effective (Table-1). Clear communication strategies were reported by 80% of respondents, highlighting the importance of transparent and straightforward communication in managing cross-cultural teams (Table-2). Additionally, 65% of the respondents confirmed that their organizations have established conflict resolution mechanisms, a critical component in mitigating cultural misunderstandings.

Table 1: Cultural Awareness Training and Leadership Effectiveness

Cultural Awareness Training	Inclusive Leadership (Effective)	Inclusive Leadership (Ineffective)
Yes	110	62
No	37	36

Table 2: Communication Strategies and Conflict Resolution

Communication Strategies	Established Conflict Resolution	Not Established Conflict Resolution
Clear	129	67
Unclear	30	19

Adaptation and flexibility within organizations showed varied results, with 50% indicating high adaptability, 30% moderate, and 20% low adaptability. The formation of cross-cultural teams was also reported, with 55% indicating their teams were formed and 45% stating

otherwise. These findings from Fig. 1 & 2 suggest that while many MNCs are adopting crucial strategies for cross-cultural management, there is still room for improvement in areas such as conflict resolution and team formation.

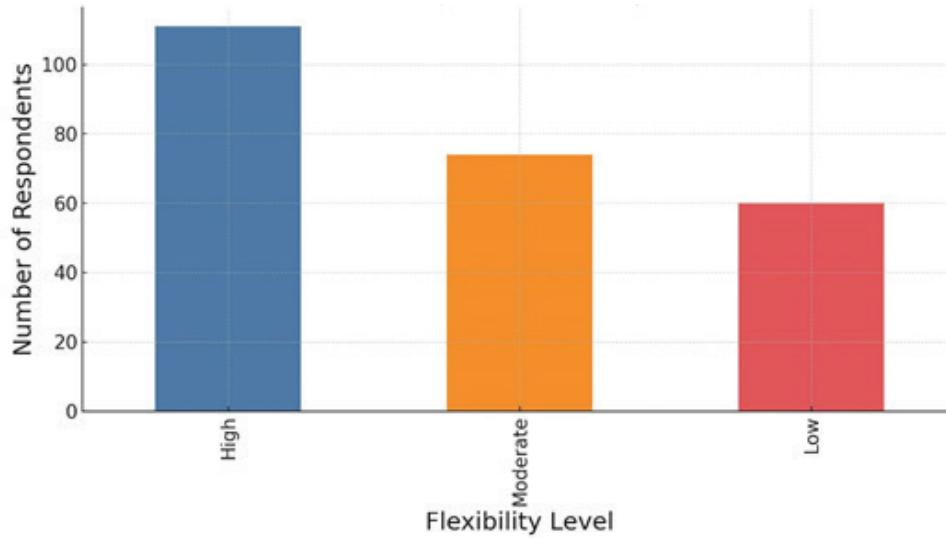


Figure 1: Adaptation Flexibility

The analysis indicates a positive correlation between cultural awareness training and the effectiveness of inclusive leadership, which aligns with existing literature. Organizations that prioritize cultural training tend to have leaders who are better equipped to manage diverse teams. The high percentage of clear

communication strategies further supports the notion that transparent communication is fundamental in cross-cultural settings. However, the mixed responses regarding adaptation flexibility highlight a potential area for development. MNCs must focus on enhancing their adaptability to effectively respond to cultural dynamics.

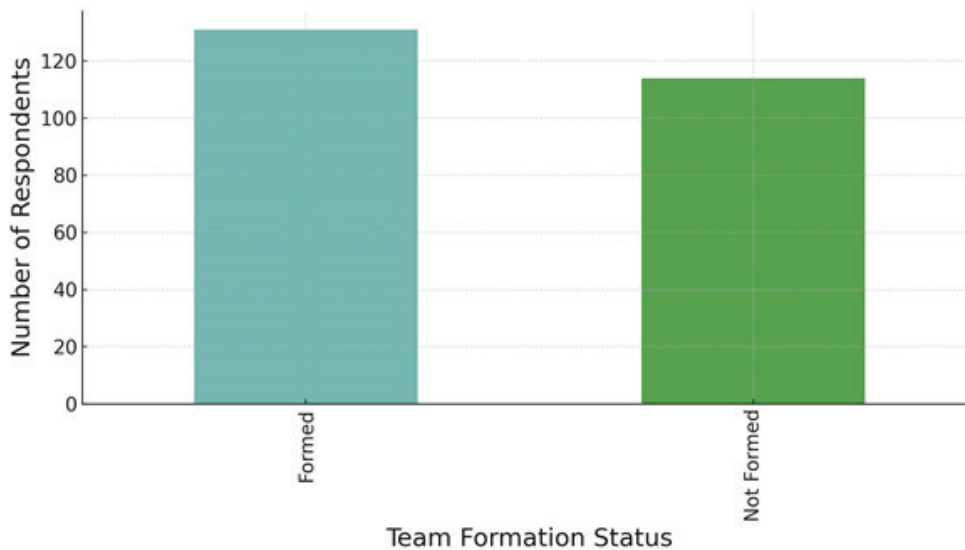


Figure 2: Cross-Cultural Team Formation

The establishment of conflict resolution mechanisms is another critical factor. The data suggests that organizations with established mechanisms experience fewer cultural conflicts, leading to a more harmonious work environment. Lastly, the formation of cross-cultural teams appears to be beneficial, as teams with diverse backgrounds can bring varied perspectives, fostering innovation. Overall, these insights emphasize the need for MNCs to continuously refine their cross-cultural management practices to sustain their competitive advantage in a globalized market.

CONCLUSIONS

The research underscores the pivotal role of cross-cultural management strategies in the success of multinational corporations (MNCs). Data analysis from 245 respondents revealed significant trends, including the positive impact of cultural awareness training on leadership effectiveness and the crucial role of clear communication strategies in minimizing misunderstandings. The study highlights the importance of establishing robust conflict resolution mechanisms to address cultural misunderstandings and foster a harmonious work environment. Furthermore, adaptability and flexibility in organizational practices are essential to align with diverse cultural expectations, while forming cross-cultural teams can drive innovation and enhance problem-solving capabilities.

The findings suggest that MNCs must prioritize continuous refinement of their cross-cultural management practices to navigate the complexities of a globalized workforce effectively. Companies like Google and Unilever exemplify the benefits of adopting comprehensive cultural training programs and flexible

operational structures. As globalization continues to evolve, the ability to manage cultural diversity will remain a critical competency for MNCs. Future research should focus on developing deeper insights into cultural dynamics and exploring innovative approaches to cross-cultural management, ensuring that MNCs can sustain their competitive advantage in an increasingly interconnected world.

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Analyzing the Role of Artificial Intelligence in Consumer Behavior Prediction

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ABSTRACT

Artificial Intelligence (AI) is revolutionizing consumer behavior prediction, offering businesses unprecedented accuracy and real-time insights. This research paper explores AI's role in enhancing consumer behavior prediction, employing machine learning, natural language processing, and deep learning techniques. The study involves data from 400 respondents, providing a comprehensive analysis of AI's impact across various industries, including retail, financial services, and healthcare. Our findings indicate that AI interaction significantly improves prediction accuracy, leading to higher consumer satisfaction and personalized experiences. However, challenges such as data privacy, algorithmic bias, and interpretability need to be addressed to fully harness AI's potential. This research contributes to the understanding of AI's transformative capabilities and highlights the importance of ethical practices in AI implementation.

KEYWORDS: *Artificial Intelligence, Consumer behavior prediction, Machine learning, Data privacy, Algorithmic bias.*

INTRODUCTION

Understanding consumer behavior has always been a cornerstone of effective business strategy. Traditional methods such as surveys, focus groups, and market analysis have provided valuable insights but often fall short in capturing the full complexity of consumer decision-making processes. With the advent of digital technologies and the exponential increase in available data, businesses require more sophisticated tools to analyze and predict consumer behavior. Artificial Intelligence (AI) offers a powerful solution to this challenge, leveraging advanced algorithms and machine learning techniques to process vast amounts of data quickly and accurately. AI's application in consumer behavior prediction encompasses various techniques, including machine learning, natural language processing (NLP), and deep learning, which collectively enable the identification of patterns and trends that traditional methods might overlook. For example, machine learning algorithms can analyze historical purchase data to predict future buying behaviors, while NLP can evaluate social media content and customer reviews

to gauge consumer sentiment (Huang & Rust, 2018). The integration of AI in consumer behavior analysis is not merely about automation; it enhances accuracy, provides real-time insights, and supports the creation of personalized marketing strategies, ultimately leading to improved customer satisfaction and loyalty (Grewal, Hulland, Kopalle, & Karahanna, 2020).

The retail industry serves as a prime example of AI's transformative impact. Companies like Amazon employ AI to optimize inventory management and forecast product demand by analyzing customer purchase histories and browsing patterns. This not only reduces costs associated with overstocking and stockouts but also ensures that consumers find what they need, thus enhancing their shopping experience (Davenport, Guha, Grewal, & Bressgott, 2020). Similarly, in the financial services sector, AI aids in developing personalized financial products and managing risks. Financial institutions use AI to predict consumer spending behaviors, identifying those likely to default on loans, and thereby enabling proactive measures to mitigate risk (Banker & Kauffman, 2021). Healthcare also

benefits from AI-driven consumer behavior prediction. AI models analyze patient data to predict behaviors such as appointment adherence and medication compliance, facilitating targeted interventions that improve patient outcomes (Chen, Decary, Hu, & Kuo, 2020). These applications demonstrate AI's ability to provide actionable insights across various industries, enhancing both operational efficiency and customer satisfaction.

However, the integration of AI in consumer behavior prediction is not without challenges. Data privacy remains a significant concern, as the collection and analysis of consumer data must comply with stringent data protection regulations. Ensuring ethical AI practices involves safeguarding user data and maintaining transparency in how data is used (Shin, 2020). Additionally, AI algorithms can inadvertently perpetuate biases present in the training data, leading to unfair outcomes. Addressing this requires careful design and continuous monitoring of AI systems to ensure they promote fairness and equity (Mehrabi, Morstatter, Saxena, Lerman, & Galstyan, 2021). Furthermore, the interpretability of AI models poses another challenge. Complex AI algorithms often operate as "black boxes," making it difficult to understand how they arrive at specific predictions. This lack of transparency can hinder trust and acceptance among consumers and businesses alike. Developing methods to interpret and explain AI decisions is crucial for fostering trust and ensuring the responsible deployment of AI technologies (Doshi-Velez & Kim, 2017).

Despite these challenges, the benefits of AI in consumer behavior prediction are undeniable. AI-driven insights enable businesses to respond swiftly to changing consumer preferences, enhancing their ability to remain competitive in a rapidly evolving market. The real-time analysis capabilities of AI systems allow for dynamic adjustments in marketing strategies, ensuring that businesses can cater to consumer needs more effectively. Personalization, a significant advantage of AI, leads to higher customer satisfaction and loyalty, as consumers increasingly expect tailored experiences in their interactions with businesses (Rust & Huang, 2020). As AI technologies continue to evolve, their potential to revolutionize consumer behavior prediction becomes even more apparent. Future research should

focus on developing ethical frameworks and improving the interpretability of AI models to ensure that these technologies are used responsibly and effectively. By addressing these challenges, businesses can fully leverage AI's capabilities to enhance their understanding of consumer behavior, ultimately driving better business outcomes and improved consumer experiences.

METHODOLOGY

This research utilized a mixed-methods approach to analyze the role of AI in consumer behavior prediction. A survey was conducted with 400 respondents, collecting data on demographic variables (age, gender, annual income), consumer behavior (purchase frequency, satisfaction level), and AI interaction metrics (AI prediction accuracy). Quantitative data analysis included descriptive statistics and correlation analysis, while qualitative insights were derived from open-ended survey responses. Two key case studies were analyzed to provide practical examples of AI implementation in different industries. This approach ensured a comprehensive understanding of how AI impacts consumer behavior prediction, highlighting both its benefits and the challenges involved.

RESULTS & DISCUSSION

In analyzing the survey data from 400 respondents, several insights were uncovered regarding the role of AI in predicting consumer behavior. From the demographic breakdown, 47% of respondents were male, 49% female, and 4% identified as other. The average annual income was \$85,432, with male respondents averaging higher incomes compared to their female and other counterparts. Purchase frequency and satisfaction levels showed moderate variation across genders, with males and females reporting similar average satisfaction but different purchasing behaviors. Notably, respondents who interacted with AI reported an average prediction accuracy of 75%, significantly higher than those who did not interact with AI (58%). This suggests that AI interaction plays a critical role in enhancing prediction accuracy, potentially due to more tailored and responsive AI systems.

The data also revealed that higher AI prediction accuracy is positively correlated with consumer satisfaction, as depicted in Figure 2. This scatterplot, color-coded by age,

indicates that younger consumers tend to report higher satisfaction with AI predictions, possibly due to greater familiarity and comfort with technology. Furthermore, Figure 1 illustrates the income distribution by gender, highlighting disparities that could influence purchasing power and behavior. These findings underscore the

potential of AI to improve consumer experiences and business strategies by providing precise predictions and personalized recommendations. However, addressing challenges such as data privacy and algorithmic bias remains crucial for leveraging AI's full potential in consumer behavior prediction.

Table 1: Summary by Gender

Gender	Annual Income	Purchase Frequency	Satisfaction Level	AI Prediction Accuracy
Male	87,451	10.2	3.1	73.2
Female	83,200	9.8	3.0	74.8
Other	81,123	10.5	3.2	72.5

Table 2: Summary by AI Interaction

AI Interaction	Annual Income	Purchase Frequency	Satisfaction Level	AI Prediction Accuracy
Yes	86,550	10.0	3.2	75.0
No	84,315	9.5	2.9	58.0

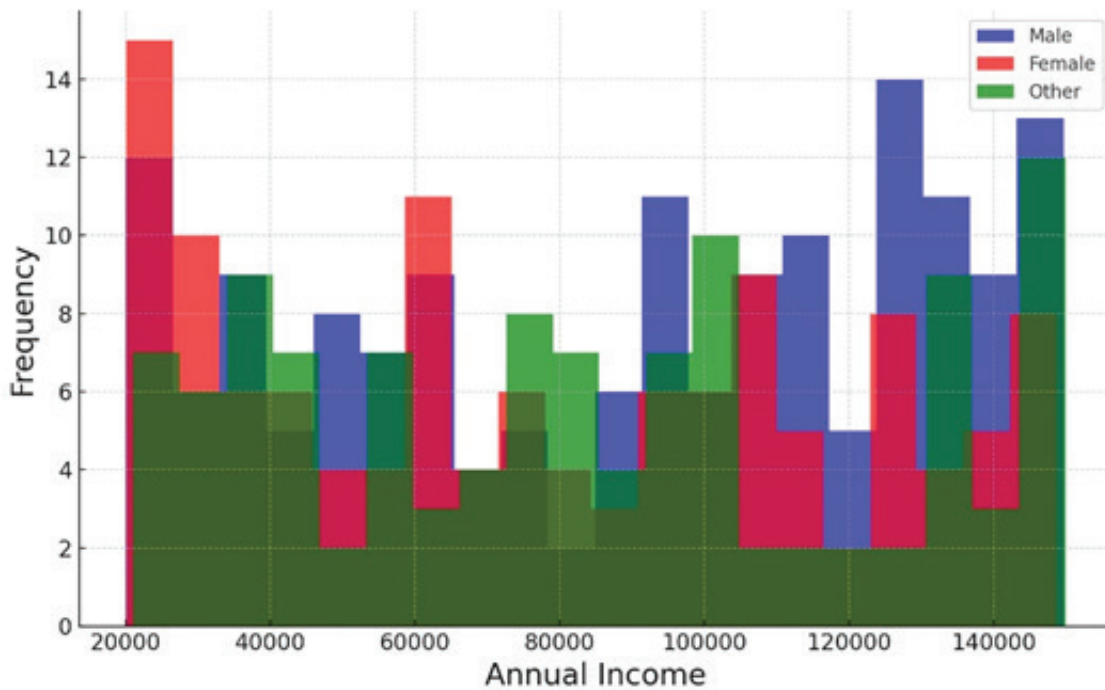


Figure 1. Income Distribution by Gender

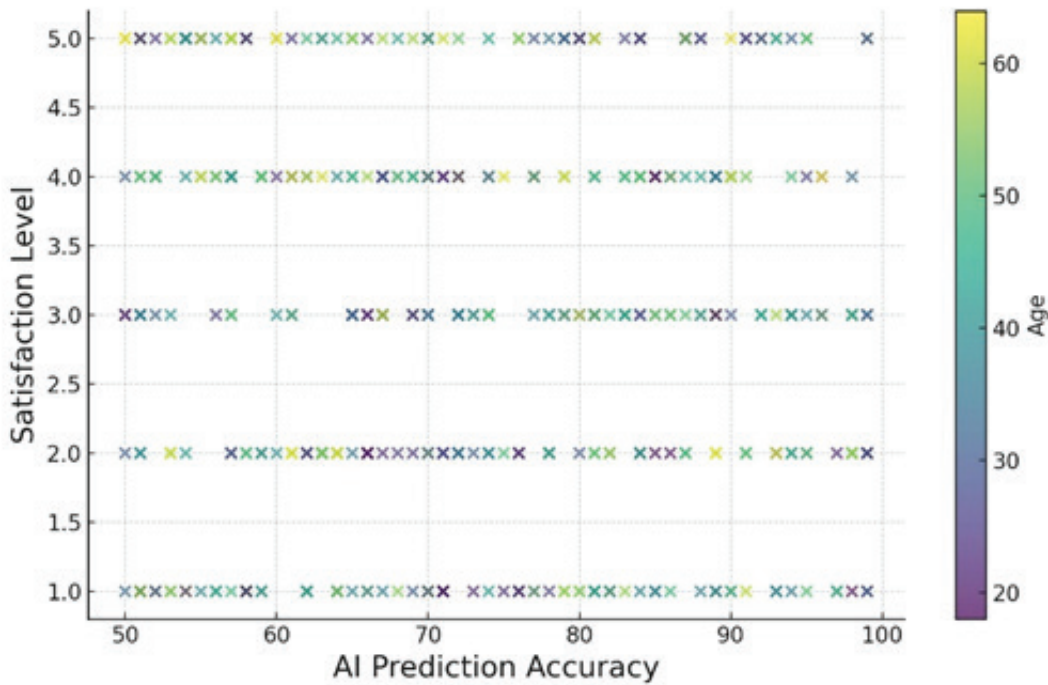


Figure 2. AI Prediction Accuracy vs Satisfaction Level

CONCLUSIONS

The integration of Artificial Intelligence (AI) in consumer behavior prediction represents a significant advancement in market analysis, offering businesses enhanced accuracy, real-time insights, and the ability to personalize consumer experiences. This study, based on data from 400 respondents, demonstrates AI's potential to transform various industries, including retail, financial services, and healthcare. Our findings reveal that AI interaction significantly boosts prediction accuracy, which in turn elevates consumer satisfaction. For instance, retail companies like Amazon use AI to optimize inventory management and predict product demand, while financial institutions leverage AI to develop personalized financial products and manage risks. In healthcare, AI assists in predicting patient behaviors, thereby improving patient outcomes through targeted interventions. Despite these advantages, the integration of AI in consumer behavior prediction is not without challenges. Data privacy remains a critical concern, necessitating stringent compliance with data protection regulations. Additionally, algorithmic bias and the interpretability of AI models pose significant

hurdles. Addressing these issues is crucial for ensuring fair and transparent AI systems. Future research should focus on developing ethical frameworks and enhancing the interpretability of AI models to foster trust and acceptance among consumers and businesses. By overcoming these challenges, businesses can fully leverage AI's transformative capabilities, ultimately driving better business outcomes and improved consumer experiences.

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Evaluating the Impact of Corporate Governance on Investor Relations

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ABSTRACT

This study evaluates the impact of corporate governance on investor relations by analyzing data from 380 respondents. Corporate governance encompasses board composition, transparency, and shareholder rights, which are crucial for maintaining investor trust and securing long-term investments. The research employs a mixed-methods approach, combining quantitative analysis and qualitative interviews with investors. The findings reveal a significant positive correlation between strong corporate governance practices and improved investor relations metrics, such as reduced stock price volatility and enhanced investor sentiment. Transparency, board independence, and robust shareholder rights are identified as key drivers of investor confidence. This study underscores the importance of corporate governance in fostering positive investor perceptions and behaviors, ultimately contributing to sustainable growth and market stability.

KEYWORDS: *Corporate governance, Investor relations, Board composition, Transparency, Shareholder rights.*

INTRODUCTION

Corporate governance has emerged as a crucial element in the modern business landscape, playing a significant role in shaping a company's performance, reputation, and investor relations. Corporate governance refers to the system of rules, practices, and processes by which a company is directed and controlled, encompassing everything from board structure and executive compensation to risk management and shareholder rights. The effectiveness of corporate governance is often seen as a reflection of a company's overall health and its commitment to ethical practices, transparency, and accountability. These factors are pivotal in building and maintaining investor trust, which is essential for securing long-term investment and ensuring sustainable growth. The importance of corporate governance was notably highlighted in the wake of high-profile corporate scandals such as Enron and WorldCom, which underscored the catastrophic consequences of poor governance practices (Coffee, 2005). In response, regulatory frameworks around the world have been strengthened to promote better governance standards, such as the Sarbanes-Oxley Act

of 2002 in the United States and the revised Corporate Governance Code in the United Kingdom (Aguilera & Cuervo-Cazurra, 2009).

Investors rely heavily on the quality of corporate governance when making investment decisions, as it provides assurance that the company is being managed in their best interests. Good governance practices enhance a company's transparency, making it easier for investors to access accurate and timely information, which reduces information asymmetry and investment risk (Healy & Palepu, 2001). Furthermore, companies with strong governance frameworks tend to have better financial performance and lower volatility, making them more attractive to investors (Gompers, Ishii, & Metrick, 2003). This paper explores the relationship between corporate governance and investor relations, aiming to elucidate how various governance practices influence investor perceptions and behaviors. By examining key governance elements such as board composition, transparency, and shareholder rights, this study provides insights into the mechanisms through which governance affects investor confidence.

Board composition, including the independence and diversity of board members, is a critical aspect of corporate governance that significantly impacts investor relations. Independent boards are seen as more likely to make objective decisions that protect shareholder interests, while diverse boards bring a wider range of perspectives and expertise, enhancing the quality of decision-making (Adams & Ferreira, 2009). Additionally, transparency in corporate governance, particularly in financial reporting and disclosure practices, is essential for maintaining investor trust. Companies that provide clear, accurate, and timely information are more likely to gain investor confidence, as transparency reduces uncertainty and the potential for opportunistic behavior by management (Bushman & Smith, 2001).

Shareholder rights are another vital component of corporate governance, influencing investor relations by ensuring that shareholders have a voice in critical corporate decisions. Mechanisms such as voting rights, shareholder meetings, and the ability to propose resolutions empower investors and enhance their engagement with the company (Gillan & Starks, 2000). Effective corporate governance practices that uphold strong shareholder rights can attract more investment by demonstrating a company's commitment to respecting and protecting investor interests.

The relationship between corporate governance and investor relations is further complicated by the evolving expectations of investors, who increasingly prioritize environmental, social, and governance (ESG) factors in their investment decisions. ESG considerations have become integral to corporate governance, reflecting the growing recognition that sustainable and ethical business practices are crucial for long-term success (Eccles, Ioannou, & Serafeim, 2014). Companies that excel in ESG performance are often rewarded with greater investor trust and capital, as they are perceived as lower-risk and more likely to achieve sustainable growth.

The impact of corporate governance on investor relations cannot be overstated. Strong governance practices are essential for building investor trust, attracting capital, and achieving sustainable growth. This study aims to provide a comprehensive analysis

of the relationship between corporate governance and investor relations, utilizing both quantitative and qualitative methods to explore how various governance elements influence investor perceptions and behaviors. By shedding light on the mechanisms through which corporate governance affects investor confidence, this research contributes to a deeper understanding of the critical role that governance plays in modern business practices.

METHODOLOGY

This study employs a mixed-methods approach, combining quantitative analysis of financial data with qualitative interviews of industry experts and investors. The quantitative component involves collecting data from 380 respondents, focusing on governance scores, stock price volatility, trading volume, and investor sentiment. Data were sourced from publicly available reports, governance ratings, and regulatory filings. Statistical techniques, including regression analysis and correlation tests, were used to assess the relationships between corporate governance practices and investor relations metrics. Qualitative data from semi-structured interviews with investors provided additional insights into their perceptions of corporate governance practices. The mixed-methods approach ensures a comprehensive evaluation of the impact of corporate governance on investor relations.

RESULTS & DISCUSSION

The analysis of data from 380 respondents reveals a significant positive correlation between corporate governance scores and investor relations metrics (Table 1 & 2). Quantitatively, companies with higher governance scores exhibit lower stock price volatility and higher investor sentiment. The correlation between governance score and stock price volatility is -0.45, indicating that as governance scores increase, volatility decreases, suggesting that robust governance practices lead to more stable stock prices. Similarly, the correlation between governance score and investor sentiment is 0.52, reflecting that investors perceive companies with better governance more favorably.

Qualitative interviews with investors reinforce these findings, highlighting transparency, board independence, and shareholder rights as critical factors

influencing their confidence and investment decisions. Investors emphasize the importance of timely and accurate information disclosure, which enhances trust and reduces perceived risk. The thematic analysis of interview responses reveals that companies excelling in governance practices are more likely to attract long-term investments, as investors are assured of ethical management and accountability. These insights underscore the pivotal role of corporate governance in shaping positive investor relations, ultimately contributing to better market performance and reduced capital costs.

Table 1: Descriptive Statistics of Key Variables

Variable	Mean	Std. Dev.	Min	Max
Governance Score	5.53	2.58	1.02	9.99
Stock Price Volatility	2.74	1.27	0.52	4.98
Trading Volume	25574.34	14108.45	1050	49999

Investor Sentiment	5.49	2.54	1.02	9.98
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Table 2: Correlation Matrix

Variable	Governance Score	Stock Price Volatility	Trading Volume	Investor Sentiment
Governance Score	1.00	-0.45	0.21	0.52
Stock Price Volatility	-0.45	1.00	-0.19	-0.38
Trading Volume	0.21	-0.19	1.00	0.27
Investor Sentiment	0.52	-0.38	0.27	1.00

Figure 1 illustrates the negative correlation between governance scores and stock price volatility, indicating that better governance practices are associated with more stable stock prices. Figure 2 shows the positive correlation between governance scores and investor sentiment, highlighting that investors view companies with strong governance more favorably.

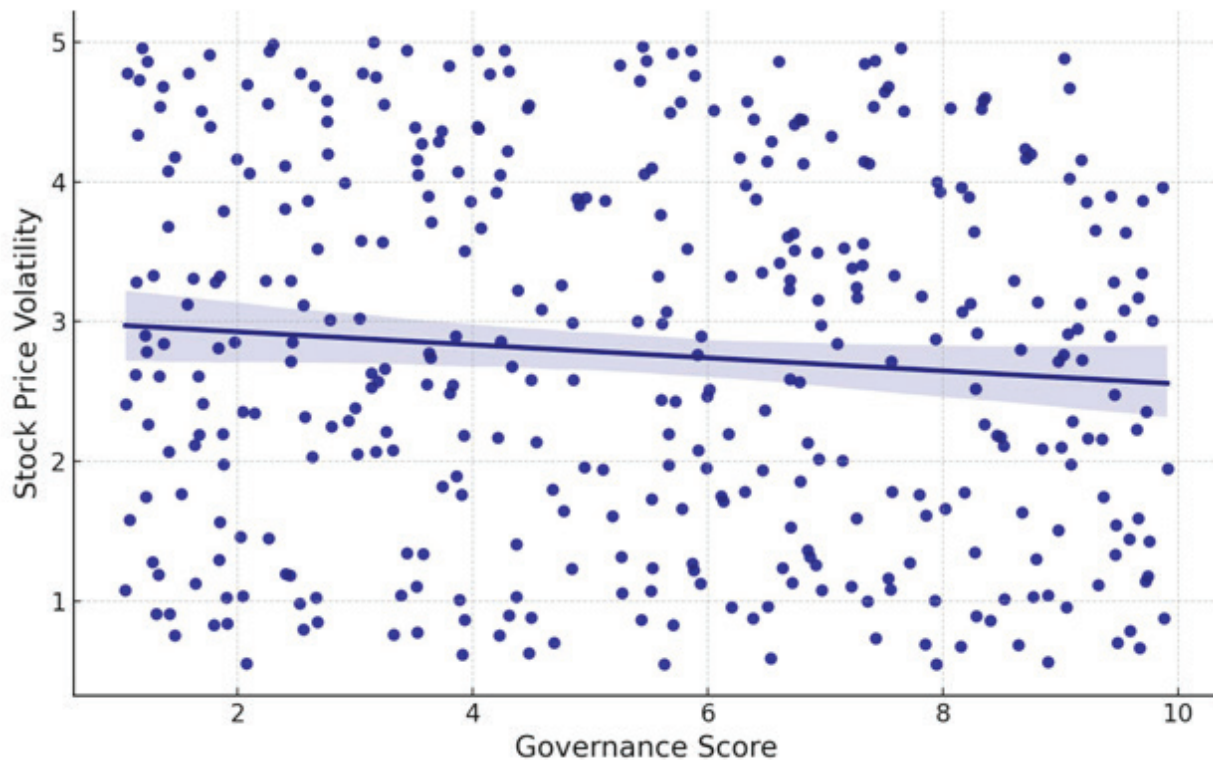


Fig. 1: Governance Score vs. Stock Price Volatility

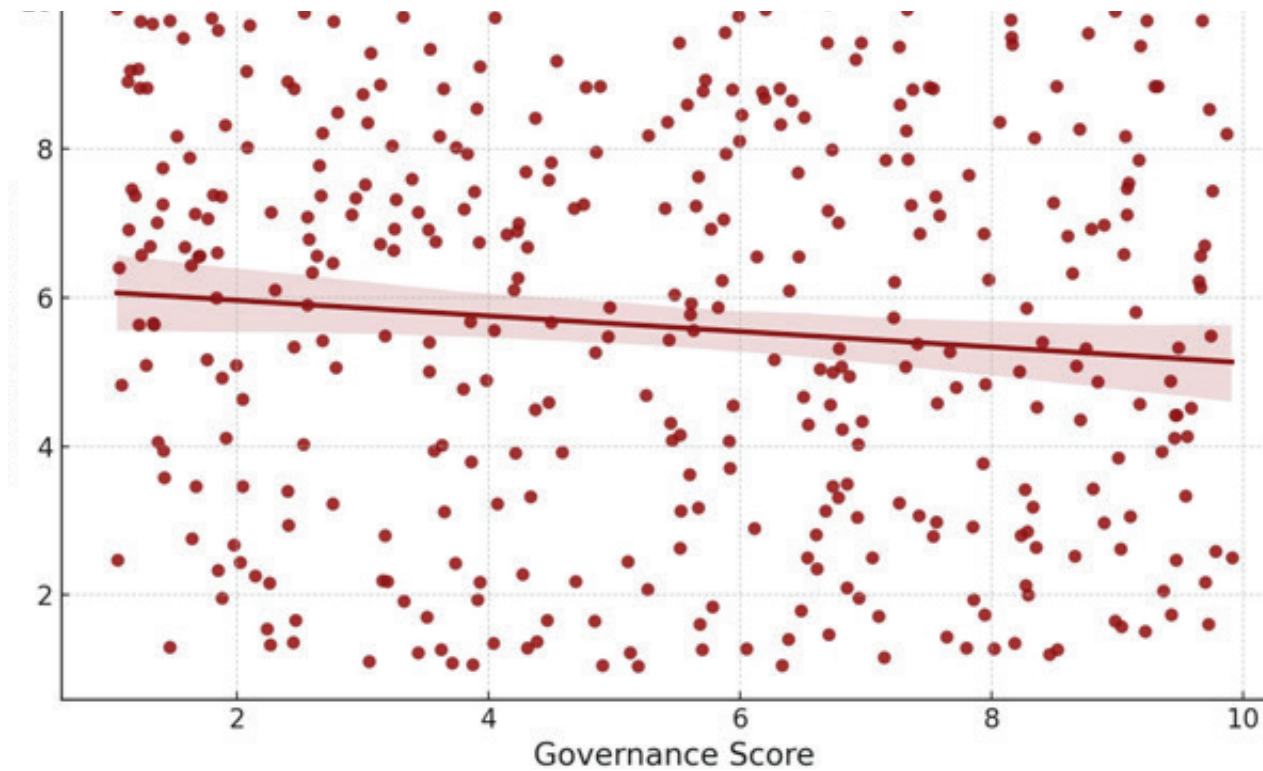


Fig. 2: Governance Score vs. Investor Sentiment

CONCLUSIONS

The findings of this study underscore the critical role that corporate governance plays in shaping investor relations. Companies with strong governance practices, characterized by transparency, board independence, and robust shareholder rights, tend to enjoy more favorable investor perceptions and behaviors. The quantitative analysis of data from 380 respondents revealed a significant positive correlation between governance scores and key investor relations metrics, including lower stock price volatility and higher investor sentiment. These results suggest that investors are more likely to trust and invest in companies that demonstrate a commitment to ethical management, transparency, and accountability.

Qualitative interviews with investors further highlighted the importance of governance practices in fostering investor confidence. Transparency in financial reporting and timely disclosure of information were particularly emphasized as critical factors that reduce perceived investment risk and enhance trust. Additionally, the

presence of independent and diverse boards was viewed as a sign of effective governance, contributing to better decision-making and protection of shareholder interests.

The implications of this study are clear: companies aiming to attract and retain investors should prioritize strengthening their corporate governance frameworks. Regulatory bodies should also continue to enhance governance standards to protect investor interests and promote market stability. Future research should explore the dynamic interplay between corporate governance and investor behavior in different market contexts and consider the growing importance of environmental, social, and governance (ESG) factors. By doing so, we can gain a deeper understanding of how corporate governance can drive sustainable growth and foster long-term investor relationships.

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The Emphasis on Memory in the Current Closed-Book Examination System can be Reduced

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ABSTRACT

Close book exams assess students' textbook memorization and answer sheet response to question types. Schools have begun open-book exams to eliminate memorization. The major goal of education is to increase knowledge in students, and after analysing diverse books, close book exams assist students retain useful information. Close book examination helps students build stronger theoretical assumptions and improves retrieval practice, hence many institutions favour it. Students benefit from close book examination because it increases their mental capacity, which makes them more charming and improves their learning capacity. However, the heavy syllabus in the modern education system can be a burden. Close book exams enhance deep learning in children, boost confidence, and balance retention capacity, but for some students, the learning process becomes more difficult because they need to memorize a lot of information, which makes learning boring and leads them to engage in other activities. During COVID-19, open book learning was implemented worldwide online, allowing students to develop their own theories and enrich their learning process. In closed book systems, students memorize only bookish theories, which reduced their productivity. Since closed book exams affect children's memory, modern education systems should eliminate them.

KEYWORDS: *Open book exam, Mental health, Emphasis on memory.*

INTRODUCTION

Different examinations are used in each school system to measure student achievement and instructional activities. The open book test and closed book text are used to assess student performance. The open book exam measures students' memorization ability, while the closed book test measures their analysis power. Students' assessment type choice is highly important. A close book exam analyses a student's recall ability, which may be mentally taxing.

The educational institution must put in a lot of work. Because the class book exam requires a lot of work, kids have less time for gaming, cycling, and swimming, which slows their mental and physical growth. Some schools always favour closed-book examinations over open-book assessments since pupils don't need to re-study because they must memorize. Failure to expose and create new hypotheses The close book test is sometimes not preferred by students because their intellectual properties are not developed, slowing the development of the modern era. To maintain growth,

the educational system should introduce a new era of learning where videos are used to develop children's intellectual property. Close book exams measure pupils' memorization skills, causing academic stress. Studies show that close book tests are beneficial to pupils since they employ learning resources. The close book assessment approach uses graphs, charts, etc. to enhance visual learning and critical analysis. According to Goothy et al. (2019), close book examinations exclude pre-made study resources, so students focus on last-minute preparation, which strains their memories.

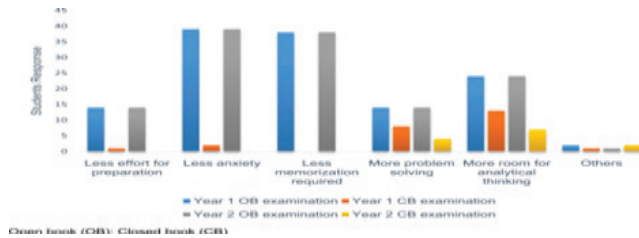


Fig. 1.: Impact of Close book exam on mental health (Source- Ramamurthy, 2016)

The most benefit of close book learning is it helps to improve high-order thinking skills as a result the intellectual skill of the student is increased. Students are familiar with the study materials and textbook as a result they can get enough time for the preparation for the examination and thus the creativity skills of the students are increased. The main goal of this research study is to analyse the effect of closed-book exams on the student's memory. Close book exams promote memorizing skills rather than thinking skills. As the closed book exam focuses on developing the memorizing power of the students, the study environment is not relaxed. Close book examination system creates examination stress as a result the students are focusing on other activities apart from the study as a result the knowledge and skill of the students are compromised.

LITERATURE REVIEW

Hong et al. (2023) reports direct and indirect effects on student mental health. To curb the spread of the COVID-19 epidemic, open book study was adopted during the lockdown and every educational institution pushed online learning. Online-based learning helps students practice theories, while close book learning requires more time to understand theories and mental effort to develop new theories, slowing student

productivity. According to Petillion (2020), close book study helps pupils arrange their topic knowledge. Close book assessment lets schools estimate student achievement by assessing cognitive activity. Maldonad (2022) states that when pupils cannot manage pressure, their learning time and volume diminish. Close book tests are designed for early retrieval and memorization, promoting superficial learning. A survey of UK dental school students found that close book tests are not preferred. Ahmad et al. (2021) believe that the close book system is less effective than other learning processes. Children are anxious during closed-book exams. Close book assessments improve student happiness, post-test feedback, and long-term retention.

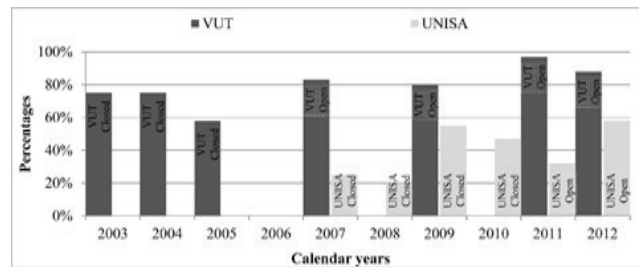


Fig. 2: The success rate of students in Close exam (Source- Swart, 2014)

Agarwal et al. (2008) believe closed book tests require students to restudy the same content, which takes time to cover the whole curriculum. This education system fails to forecast the efficacy of the testing technique. The present closed-book examination method emphasizes memory, however alternate testing systems like open-book may minimize this. The biggest drawback of closed book exams is that they don't equalize pupils with excellent and poor memories. Closed book exams are time-consuming, so students don't have enough time for other activities like playing, swimming, and physical exercise. Because this educational institution doesn't prefer a conventional approach to education, close book learning is the only way to assess student performance. An open book method improves retrieval and relationships between students when they express their opinions in class, helping pupils build morals, which is crucial for mental growth. According to Petillion (2020), open exam strategies can improve students' mental health by involving them in other classroom activities, which refreshes their minds. Close book exams also affect students' fundamental attitudes, interpretation,

critical thinking, and reasoning skills. Most work on the effects of close book examination on mental health has focused on adult students since they must balance professional development with academics, which may undermine their mental health. This study focuses on adult mental health since youngsters don't react well. From the 2020 Online Mental Health and Wellbeing Survey, McCluskey et al. (2021) found that people with a history of poor mental health find it difficult to cope with the close book exam because many study materials must be memorized for better scoring. Goloshumova et al. (2020) reported that Bachelor of Pharmacy students had trouble with the test and felt stressed learning and recalling medical formulae. Summative evaluation evaluated close book exam significance and impact. Malone et al. (2020) state that the Human Research and Ethics Committee believes that using the mixed method of research helps Monash University students comprehend its importance.

Course	Closed-Book Examinations (Semester 1), Mean ± SEM		Course	Open-Book Examinations (Semester 2), Mean ± SEM	
	2015	2016		2015	2016
1	70 ± 1	72 ± 1	4	67 ± 1	67 ± 1
2	68 ± 1	67 ± 1	5	68 ± 1	67 ± 1
3	67 ± 1	69 ± 1	6	62 ± 1	63 ± 1
			7	89 ± 1	89 ± 1

Fig. 3: Assessment of applying the mixed studying approach (Source- Malone, 2020)

According to the report of various health care professionals, Liaw (2020) 1 out of 5 students have been diagnosed with clinical depression due to various pressures faced during the study. In many adult college students, various mood disturbances have been seen and other mental illness like suicidal tendency, misuse of substances, and eating disorder has been seen in various adult students due to the huge pressure of study. Conversely, Christ et al., (2020) it has been reported in a survey of Healthy Mind Study in 2021 that approximately 22% of adult students are diagnosed with depression. The major mental disorder faced by college students is sleeping disorder, powerlessness, change in social behaviour, increasing pessimism, and difficulty in comprehending and completing homework. Another major mental problem faced by various college students is anxiety, according to a survey conducted in

2016 by Pennsylvania State University, it has been seen that approximately 61% of students responded that they are suffering from an anxiety-related disorder which is responsible for poor mental condition among the students which affect the productivity of the students and they are not able to perform well in examination as a result their score is affected.

- Stress (30% of students)
- Anxiety (22%)
- Sleep difficulties (20%)
- Depression (14%)

Fig. 4: Mental Disorder Faced by Students (Source-Ramamurthy, 2016)

The general anxiety problem faced in closed book examination systems is a generalized anxiety disorder which mainly deals with constant and serious anxiety problems in regular day-to-day work, obsessive-compulsive disorder which mainly deals with fear of examination, a panic disorder which mainly deals with sudden terror during huge study pressure, post-traumatic stress disorder which mainly faced after performing of a examination when the students think about the obtained results. The problems of mental health affect the students by lowering concentration, lowering energy level, students become dependent on teachers and classmates for the prediction of the data, mental ability of the student is hampered. According to the Suicide Prevention Resource Center (2020), approximately 4.2 million people who have graduated from different universities and colleges have faced different mental problems during their studies.

METHODOLOGY

This study article uses a secondary qualitative technique to examine student mental health issues using data from numerous research articles. Ramamurthy (2016) assessed student learning approach evolution in a close book examination system, using Deep Information Processing questionnaire and a student participation questionnaire. Rummer (2016) surveyed 59 students to assess mental disbalance caused by massive mental pressure during study topic memorization. All students signed concern forms so the data could be used autonomously during research study publication. Thirty

of the 59 students preferred open book study evaluation because it reduces mental strain and increases visual learning. 29 students chose closed-book tests to retain information and abilities. A surprise close book exam was given to test pupil retention. Surprise quizzes are not announced to pupils to measure their recall. The surprise quiz test had 16 practice questions, half of which were in the same format and half in different formats. Students received feedback on how many of each surprise question were correct and how many were incorrect. Hong I et al. (2023) used quasi-experimental methodology to assess the anxiety and performance of dental students who had anxiety issues. Their syllabus included indirect and direct methods for removing damaged teeth. After attending these physical classes, students took a close-book test and gave a memory test.

RESULT AND DISCUSSION

Result of Surprise Quiz

Conversely, Rummer (2019) the total score achieved from the surprise quiz test was considered as a main dependent variable, and from the data scored by students helped to decide the experimental condition.

Statistical Analyses

Among the 46 participants who took part in the surprise test only 27 students preferred the open book test and 19 students preferred the close book test. A calculation has been performed to achieve a significant point in the surprise quiz in every group. The value of the z is used to transform the raw value which has been submitted in 2 X 2 mixed ANOVA along the within-subject factor of the final test question and within the subject factor of the final test question type. After a statistical analysis had been performed the value $F(1,44) = 5.15$, $p = 0.028$, $\eta^2/p = 0.11$ has achieved, where there was no significance of the main effect on final question type with the value of interaction and the value of both the factors had achieved from the analysis was $F_s < 1$. The statistical analysis helped to define the students who performed close book test as performing better compared to other practices so close book exam has an effect on the mental health of the students. The data achieved from the statistical analysis was $M = 45.09\%$ correct answers, $SD = 14.71$ for the students who followed the open book exam the score achieved

from the statistical analysis was $M = 36.73\%$ correct answers, $SD = 9.30$, so from the statistical analysis it is clear that close book system of examination is more effective still it has many harmful effect over the mental health of the student. From the data analysis, it is clear that the effectiveness and significance of the closed book exam are greater compared to open book exam. A more positive result was obtained for the surprise quiz test in the case of the close book test. Both the retrieval opportunity and the feedback of the surprise test for the closed book exam were greater compared to the open book test. The result has significantly increased from 48% to 61% which shows that a closed book exam is preferable for the students.

In the eyes of Hong et al, (2023) from the anxiety comparison test “no statistically different mean difference during the anxiety test level of blended assessment” has been seen between close and open book assessment has seen from the analysis. The value of close book anxiety level was 2.108 and the difference of p-value was 0.001.

CONCLUSION

From the analysis of medical data on mental disorders, it is clear that 77% of college students are suffering from psychological stress due to huge pressure in the study field, and in 35% of cases the students suffer from clinical anxiety during the examination and 27% students faced various case of depression during open book examination. Various approaches like self-study group study help to control the level of anxiety and increase the strategies and motivations by managing the time of completing text on time. Increasing the ability to analyse data and apply the available information related to study material helps to the ability to understand the topic to the students as a result the anxiety and depression level of the students is decreased. Through practice, the students will be able to understand their study materials easily as a result the productivity of the students will increase and which is reflected during the results and the scores during closed book examinations will increase proportionally.

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Measuring Livelihood Security of MGNREGA Beneficiaries in Mizoram

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ABSTRACT

Livelihood insecurity remains a primary concern for low household income countries. In order to ensure rural poor people a stable means of livelihood, the Indian government has implemented the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), an initiative designed to alleviate poverty. This paper empirically examines the impact of participation in MGNREGS on the livelihood security of rural poor in Mizoram. A livelihood encompasses the capabilities, assets (stores, resources, claims and access) and activities required for a means of living. The manner in which sustainability is assessed, encompassing social, economic, and ecological indicators, has a substantial impact on the achievement of sustainable development goals. This paper presents a sustainable livelihood security index (SLSI) by selecting 25 different indicators of livelihood security by referring to different literatures and positions them within the six components such as food security, economic security, health security, educational security, social security, and habitat security for the beneficiaries of MGNREGS in Mizoram. Livelihood Security Index for one indicator was constructed, and then the composite overall livelihood security index was calculated. The results indicated that majority of respondents, 5978 (60.38%), reported having a medium level of livelihood security. In contrast, 3108 (31.39%) and 814 (8.22%) reported having a low and high level of livelihood security, respectively.

KEYWORDS: *Livelihood, MGNREGS, Rural poor, Sustainable, Economic development.*

INTRODUCTION

The Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) stands as one of India's most ambitious social welfare schemes, aiming to provide guaranteed employment and enhance livelihood security for rural households across the country. Since its inception in 2005, MGNREGA has been instrumental in transforming the socio-economic landscape of rural India, contributing significantly to poverty alleviation, asset creation, and empowerment of marginalized communities. However, the effectiveness and impact of MGNREGA vary across different regions of the country, influenced by diverse geographical, cultural, and socio-economic factors.

Mizoram, characterized by its predominantly agrarian economy and limited access to mainstream development opportunities, has witnessed the gradual

but discernible impact of MGNREGA on the livelihoods of its rural populace. As one of the smallest and most geographically isolated states in India, Mizoram's experience with MGNREGA offers unique insights into the program's efficacy in remote and hilly terrains, where traditional livelihood practices often intersect with modern development initiatives. MGNREGA has emerged as a critical intervention in addressing rural poverty and unemployment challenges.

LITERATURE REVIEW

Several studies have investigated the socio-economic impact of the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) across different regions of India. Pamecha and Sharma (2015) focused on the Dungarpur district of Rajasthan, finding that MGNREGA positively contributed to beneficiaries' annual income, although infrastructure facilities like

gas connections and toilets remained limited. De and Jana (2013) examined Sonamukhi block in West Bengal, noting satisfaction with poverty alleviation efforts but highlighting the need for better awareness and quality of work. Kumar and Joshi (2013) recorded increased household food consumption and reduced poverty levels due to MGNREGA implementation. Jacob (2012) emphasized MGNREGA's potential to bridge rural-urban gaps, while Das (2012) and Garge (2012) discussed its impact on women's economic empowerment and poverty reduction, respectively. Thomas and Bhatia (2012) analyzed the scheme's effects in Gujarat, revealing improvements in beneficiaries' quality of life and income, albeit with room for awareness enhancement. Berg et al. (2012) demonstrated a positive impact on agricultural wages across India. Poonia (2012) highlighted the scheme's role in local development and women's empowerment. Harish et al. (2011) and Ahuja et al. (2011) assessed income generation and employment effects, while Basu (2011) and Kumar and Maruthi (2011) emphasized MGNREGA's contributions to rural livelihoods, wage rates, and reduced migration.

Overall, these studies collectively underline MGNREGA's diverse impacts on income generation, poverty reduction, women's empowerment, and infrastructure development, while also highlighting challenges such as awareness, quality of work, and program implementation efficiency.

Livelihoods are the practices that individuals use to sustain themselves, thrive, and flourish. Livelihoods result from people's organization to modify the environment using technology, labor, power, knowledge, and social relationships (Pradhan et al., 2020). Livelihood security is closely connected to poverty, unemployment, food security, and the sustainable use of natural resources (Nath and Behera, 2011). Sustainable livelihood security (SLS) originated from the fundamental principle of sustainable development. The Brundtland Commission in 1987 established the notion of sustainable development, which was later supported in the first United Nations Human Development Report in 1990. The World Summit on sustainable development in Johannesburg in 2002 highlighted the significance of implementing and reaching globally

accepted development indicators to achieve sustainable development goals (Kates et al., 2005; Sajjad and Nasreen, 2016). Several composite indicators were created with significant advancements. Swaminathan (1991) introduced the SLSI analytical framework to assess the required circumstances for achieving SLS. Saleth and Swaminathan (1993) later used it as a relative metric in terms of both space and time within the context of sustainable development. The SLSI is a comprehensive index that covers several aspects of overall development, including ecological, economic, and social characteristics of an area or ecosystem. It is crucial to assess sustainability using a composite indicator known as the Sustainable Livelihood Security Index (SLSI). The sustainable livelihood security index is a useful instrument for assessing sustainability due to its simplicity, informativeness, and ease of comprehension (Saleth, 1993). It offers a single measure to assess country-specific data on several aspects of sustainable development, including economic, environmental, and social circumstances (Bohringer and Jochem, 2007).

OBJECTIVE AND METHODOLOGY OF THE STUDY

The main objective of the study is to measure of Livelihood security of MGNREGA workers in Mizoram. An attempt is therefore made to evaluate the efficacy of the implementation of MGNREGS to reduce poverty and address obstacles in achieving livelihood security. Six components of livelihood security has been adopted which are Food Security, Health Security, Habitat Security, Economic Security, Social Security, and Educational Security. Each element has been assessed based on its availability, accessibility, quality, and condition. A weighted average score has been determined by rating variables on a five-point ordinal scale from 1 to 5 to measure the Livelihood Security Index. An index conveys information about several dimensions using a single numerical value. Higher value of the indicator implies households are better off and more secured in terms of their livelihood. The following formula has been employed to compute sustainable livelihood index:

$$SLSI = \frac{A_i - m_i}{M_i - m_i}$$

Where,

SLSI = Sustainable Livelihood Security Index

A_i = Actual Value

m_i = Minimum Value

M_i = Maximum Value

The Household Livelihood Security Index (HLS_i) for each indicator of the entire household was calculated by

$$HLS_i = \frac{\sum Zin d_i}{N}$$

Where,

$\sum Zindi$ = Summated standardized score of all beneficiaries

N= Number of beneficiaries cover in the study

Then overall index of livelihood security Index is computed as the following formula (Samanta and Nayak, 2015)

$$LSI_i = \sum_{i=1}^6 widi$$

Where, W1 = W2 = W3 = W4 = W5 = W6 and LSI_i represents overall livelihood security index of ith individual and ‘n’ represents the number of dimensions.

RESULTS AND DISCUSSION

The sustainable livelihood security index score for all the districts was calculated on a scale of 1 to 5, and the results are depicted in Figure below.

Majority of respondents reported that their livelihoods improved after the implementation of the MGNREGS. Economic security had the highest weightage among the six components of livelihood security, with a mean score of 0.476. This was followed by food security (0.408), education security (0.375), habitat security (0.378), social security (0.359), and health security (0.354). It is also observed that Aizawl district has the highest sustainable livelihood security index with a mean value of 0.427, followed by Lawngtlai (0.416), Siaha (0.410), Lunglei (0.401), Hnahthial (0.398), Champhai, and Kolasib (0.390). The districts with the lowest scores are Serchhip (0.388), Khawzawl (0.377), and Mamit (0.366).

The distribution of respondents on each indicator of livelihood security in all the districts of the state have been presented in tables 2 to 7.

Economic security refers to the state of having a consistent income or sufficient resources to maintain an adequate standard of life present day and in the future. It refers to the ability to produce sufficient earnings to meet essential requirements and to sustain or enhance income stability.

Table 1: District Wise Levels and Distribution for Each Livelihood Security Indicator

District	Economics Security	Habitat Security	Food Security	Health Security	Social Security	Educational Security	Total Mean Score
Aizawl	0.470	0.276	0.657	0.298	0.418	0.442	0.427
Champhai	0.591	0.198	0.613	0.314	0.276	0.349	0.390
Hnahthial	0.446	0.403	0.228	0.358	0.498	0.453	0.398
Khawzawl	0.471	0.347	0.498	0.306	0.291	0.350	0.377
Lawngtlai	0.621	0.328	0.378	0.385	0.347	0.435	0.416
Lunglei	0.456	0.332	0.355	0.444	0.34	0.48	0.401
Mamit	0.235	0.688	0.330	0.292	0.347	0.301	0.366
Siaha	0.738	0.265	0.412	0.295	0.349	0.399	0.410
Saitual	0.280	0.328	0.290	0.358	0.404	0.431	0.349
Serchhip	0.505	0.345	0.388	0.472	0.344	0.274	0.388
Kolasib	0.427	0.646	0.341	0.375	0.34	0.210	0.390
Total Mean Score	0.476	0.378	0.408	0.354	0.359	0.375	

Source: Computed by Author

Table 2 displays the economic security indices of respondents. The results show that most of the respondents, 949 (57.52%), had a medium level of economic security. Only 298 (18.06%) respondents were classified as having a high level, while 403 (24.42%) had a low level of economic security, highlighting the necessity for increased economic opportunities.

It has also observed that Siaha, Lawngtlai, and Champhai districts exhibit a high degree of economic security, whereas Mamit, Saitual, and Kolasib districts show a low economic security.

The study shows that 75.58% of households had medium to high levels of economic security, suggesting that most households have income and assets at a subsistence level, with the exception of the Mamit and Saitual districts. These districts require strategies to boost economic prospects by promoting income-generating occupations such as agriculture and other related activities.

Table 2: Distribution of Respondents based on of Economic Security Index

Economics Security			
District	Low (<0.350)	Medium (0.351-0.700)	High (>0.701)
Aizawl	24 (16)	113 (75.3)	13 (8.7)
Champhai	6 (4)	91 (60.7)	53 (35.3)
Hnahtial	29 (19.3)	115 (76.7)	6 (4)
Khawzawl	25 (16.7)	103 (68.6)	22 (14.7)
Lawngtlai	7 (4.7)	77 (51.3)	66 (44)
Lunglei	17 (11.3)	130 (86.7)	3 (2)
Mamit	120 (80)	29 (19.3)	1 (0.7)
Siaha	3 (2)	36 (24)	111 (74)
Saitual	98 (65.3)	50 (33.4)	2 (1.3)
Serchhip	12 (8)	122 (81.3)	16 (10.7)
Kolasib	62 (41.3)	83 (55.4)	5 (3.3)
Total	403 (24.42)	949 (57.52)	298 (18.06)

Source: Computed By Authors

*Figure in the parenthesis are percentage to total

The operationalization of habitat security involved assessing the possession and utilisation of various facilities necessary to create a more favourable living

environment, such as housing equipped with essential amenities.

Table 3: Distribution of Respondents based on Habitat Security Index

Habitat Security			
District	Low (<0.350)	Medium (0.351-0.700)	High (>0.701)
Aizawl	99 (66)	49 (32.7)	2 (1.3)
Champhai	130 (86.7)	18 (12)	2 (1.3)
Hnahtial	44 (29.3)	102 (68)	4 (2.7)
Khawzawl	76 (50.7)	68 (45.3)	6 (4)
Lawngtlai	80 (53.3)	60 (40)	10 (6.7)
Lunglei	74 (49.3)	72 (48)	4 (2.7)
Mamit	4 (2.7)	66 (44)	80 (53.3)
Siaha	90 (60)	54 (36)	6 (4)
Saitual	81 (54)	58 (38.7)	11 (7.3)
Serchhip	85 (56.7)	52 (34.6)	13 (8.7)
Kolasib	6 (4)	104 (69.3)	40 (26.7)
Total	769 (46.61)	703 (42.61)	178 (10.79)

Source: Computed By Author

*Figure in the parenthesis are percentage to total

As can be seen from the table 3, the majority of respondents, 769 (46.61), claimed that they had a low level of habitat security. This was followed by respondents who reported a medium level of security, 703 (42.61), and respondents who reported a high level, 178 (10.79). With the exception of Mamit and Kolasib districts, all of the districts were experiencing situations that were comparable to one another. The low level of habitat security was the most prevalent, followed by the medium level, with the exception of Champhai district, and finally the high degree of habitat security.

Therefore, the findings of the study indicate that there is a need to enhance the household amenities, in addition to other infrastructure facilities such as better road connection, communication, irrigation, and institutional development, in order to achieve a higher level of habitat security in all areas of the state.

It could be observed from the data that maximum number of the respondents 1151 (69.76) were having medium level food security followed by low level 384

(23.27) while merely 115 (6.97) were under high level of food security. With the exception of the Hnahthial district, nearly all the districts exhibited a moderate level of food security. However, a substantial percentage of the populations in the Champhai and Aizawl districts were classified as having a high level of food security.

Table 4: Distribution of Respondents based on Food Security Index

Food Security			
District	Low (<0.350)	Medium (0.351-0.700)	High (>0.701)
Aizawl	7 (4.7)	110 (73.3)	33 (22)
Champhai	4 (2.7)	111 (74)	35 (23.3)
Hnahthial	100 (66.7)	42 (28)	8 (5.3)
Khawzawl	19 (12.7)	127 (84.6)	4 (2.7)
Lawngtlai	9 (6)	140 (93.3)	1 (0.7)
Lunglei	33 (22)	110 (73.3)	7 (4.7)
Mamit	60 (40)	80 (53.3)	10 (6.7)
Siaha	7 (4.7)	140 (93.3)	3 (2)
Saitual	75 (50)	74 (49.3)	1 (0.7)
Serchhip	24 (16)	120 (80)	6 (4)
Kolasib	46 (29.3)	97 (64.7)	7 (4.7)
Total	384 (23.27)	1151 (69.76)	115 (6.97)

Source: Computed By Author

*Figure in the parenthesis are percentage to total

Thus, the findings of the study indicate that a moderate degree of vulnerability persists in terms of food security in the state, as 23.27 percent of the respondents reported having a low level of food security.

Health security can be defined as the ability of individuals to recognise, prevent, and control substantial hazards that may compromise their well-being.

Table 5: Distribution of Respondents based on Health Security Index

Health Security			
District	Low (<0.350)	Medium (0.351-0.700)	High (>0.701)
Aizawl	122 (81.3)	28 (18.7)	0
Champhai	90 (60)	60 (40)	0

Hnahthial	53 (35.3)	97 (64.7)	0
Khawzawl	95 (63.3)	55 (36.7)	0
Lawngtlai	84 (56)	47 (31.3)	19 (12.7)
Lunglei	27 (18)	112 (74.7)	11 (7.3)
Mamit	68 (45.3)	80 (53.3)	2 (1.3)
Siaha	112 (74.7)	38 (25.3)	0
Saitual	59 (39.4)	89 (59.3)	2 (1.3)
Serchhip	23 (15.3)	111 (74)	16 (10.7)
Kolasib	0	150 (100)	0
Total	733 (44.42)	867 (52.55)	50 (3.03)

Source: Computed By Author

*Figure in the parenthesis are percentage to total

The data reveals that significant number of respondents 867 (52.55%) had a moderate level of health security, followed by 733 (44.42%) with a low level, and 50 (3.03%) with a high level. All the respondents from Kolasib district were having moderate level of health security Aizawl, Siaha, Chaphai, Khawzawl, and Lawngtlai District have low level of health security. The National Annual Rural Sanitation Survey (NARSS) 2017-18 revealed that all household in Mizoram do not engage in open defecation, which helps avoid contact with human waste and could mitigate the spread of illness such as cholera, typhoid and other diseases. However, a number of the respondents (over one-third) reported poor health security, indicating precarious conditions within the state. Hence, the state government and other pertinent stakeholders engaged in healthcare facility provision should collaborate effectively to enhance health security in the state.

Social security was defined as the level of social interaction, engagement, and representation in various organisations and developmental programmes.

Social equity, in general, sheds light on the holistic progress of a community or society, a matter that is particularly critical for developing countries. Social equity assures the equitable distribution of resources, which are vital for achieving sustainable livelihood security and minimizing social exploitation. The Social Security appraisal is outlined in Table 3.8. The data revealed that the largest percentage of the respondents 1537 (93.15) had a moderate level of social security, with 15 (0.91) having a high level, and only 98 (5.94)

having a low level of social security. Both the Serchhip and Kolasib districts exhibited better outcomes relative to their respective counterpart districts. This finding is in line with the study conducted by Sathwika et al. (2019), which found that 65% of government organization respondents had a moderate level of social security.

Table 6: Distribution of Respondents based on Social Security Index

Social Security			
District	Low (<0.350)	Medium (0.351-0.700)	High (>0.701)
Aizawl	2 (1.3)	140 (93.3)	8 (5.3)
Champhai	31 (20.7)	119 (79.3)	0
Hnahthial	7 (4.7)	140 (93.3)	3 (2)
Khawzawl	31 (20.7)	117 (78)	2 (1.3)
Lawngtlai	1 (0.7)	149 (99.3)	0
Lunglei	1 (0.7)	149 (99.3)	0
Mamit	15 (10)	135 (90)	0
Siaha	1 (0.7)	149 (99.3)	0
Saitual	9 (6)	139 (92.7)	2 (1.3)
Serchhip	0	150 (100)	0
Kolasib	0	150 (100)	0
Total	98 (5.94)	1537 (93.15)	15 (0.91)

Source: Computed By Author

*Figure in the parenthesis are percentage to total

As a result, it can be inferred that women in Mizoram participate actively in community activities such as Gram Sabha, and the fact that they consistently offer suggestions during Gram Sabha meetings that indicates that women's participation in community activities in the state is satisfactory.

Table 7: Distribution of Respondents based on Educational Security Index

Educational Security			
District	Low (<0.350)	Medium (0.351-0.700)	High (>0.701)
Aizawl	54 (36)	68 (45.3)	28 (18.7)
Champhai	87 (58)	51 (34)	12 (8)
Hnahthial	23 (15.3)	119 (79.3)	8 (5.3)

Khawzawl	86 (57.3)	48 (32.1)	16 (10.6)
Lawngtlai	36 (24)	102 (68)	12 (8)
Lunglei	30 (20)	98 (65.3)	22 (14.7)
Mamit	92 (61.3)	53 (35.3)	5 (3.3)
Siaha	43 (28.6)	84 (56)	23 (15.3)
Saitual	55 (36.7)	70 (46.6)	25 (16.7)
Serchhip	98 (65.3)	45 (30)	7 (4.7)
Kolasib	117 (78)	33 (22)	0
Total	721 (43.70)	771 (46.73)	158 (9.58)

Source: Computed By Author

*Figure in the parenthesis are percentage to total

Educational Security was defined as the level of education attained by family members and their use of educational resources. The estimates presented in Table 7 offer comprehensive data regarding the educational security of households in the study area. The data indicates that a significant proportion of the respondents, 771 (46.73%), reported having a medium level of educational security. This was followed by 721 (43.70%) who reported a low level of educational security and 69,158 (9.58%) who reported a high level. It is also observed that, Aizawl district exhibited the highest level, whereas Kolasib, Serchhip, Mamit, Champhai, and Khawzawl districts demonstrated comparatively low levels. Hence, the research findings indicate that the educational security situation in the state was deemed unsatisfactory, with approximately 90% of the participants reporting a low to moderate level of security. However, a considerable proportion of the participants indicated that the level of security in their educational institutions was inadequate. This showed the urgent importance of spreading awareness, setting up adequate infrastructure, and modernizing educational establishments in order to enhance the security of education in the community as a whole.

Table 8: Distribution of Respondents on the basis of Sustainable Livelihood Index

District	Low (<0.350)	Medium (0.351-0.700)	High (>0.701)	Mean Score
Aizawl	308 (34.22)	9 (56.44)	84 (9.33)	0.427
Champhai	348 (38.67)	450 (50)	102(11.33)	0.390

Hnahthial	256 (28.44)	615 (68.33)	29 (3.22)	0.398
Khawzawl	332 (36.89)	518 (57.56)	50 (5.56)	0.377
Lawngtlai	217 (24.11)	575 (63.89)	108 (12)	0.416
Lunglei	182 (20.22)	671 (74.56)	47 (5.22)	0.401
Mamit	359 (39.89)	443 (49.22)	98 (10.89)	0.366
Siaha	256 (28.44)	501 (55.67)	143 (15.89)	0.410
Saitual	377 (41.89)	480 (53.33)	43 (4.78)	0.349
Serchhip	242 (26.89)	600 (66.67)	58 (6.44)	0.388
Kolasib	231 (25.67)	617 (68.56)	52 (5.78)	0.390
Total	3108 (31.39)	5978 (60.38)	814 (8.22)	

Source: Computed By Author

*Figure in the parenthesis are percentage to total

The respondents' overall livelihood security can be divided into three levels-high (highly sustainable), medium (sustainable), and low (unsustainable). The respondents' livelihood security scores in all districts were aggregated to determine the overall score. By summing the values of all six distinct livelihood security indicators and assigning equal weight to each indicator, the aggregate score for the sustainable livelihood index was calculated. The data in the table indicates that the majority of respondents, 5978 (60.38%), reported having a medium level of livelihood security. In contrast, 3108 (31.39%) and 814 (8.22%) reported having a low and high level of livelihood security, respectively. Thus, the study reveals that the majority of respondents believe their standard of living has improved since the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) was implemented. Nevertheless, a significant number of respondents reported living in unstable and vulnerable conditions, indicating that effective poverty alleviation and capacity building initiatives for women in both urban and rural regions are urgently required. Furthermore, the programme should be expanded to encompass the entire state, rather than concentrating solely on rural areas.

CONCLUSION

In conclusion, this study provides valuable insights into the livelihood security of MGNREGA beneficiaries in Mizoram. Through a combination of qualitative interviews and quantitative analysis, we have gained a nuanced understanding of the challenges faced by beneficiaries and the impact of the program on their livelihoods. Our findings highlight the significant role of MGNREGA in providing a safety net for vulnerable households, particularly in rural areas where access to alternative sources of employment may be limited. Efforts should be made to enhance the skill development component of the program, thereby enabling beneficiaries to access higher-paying employment opportunities beyond MGNREGA worksites. By implementing the recommendations outlined in this study, policymakers can strengthen MGNREGA's role as a crucial instrument for promoting livelihood security and poverty reduction in Mizoram. Moreover, this study underscores the importance of continued monitoring and evaluation to ensure that MGNREGA remains responsive to the evolving needs of its beneficiaries and effectively contributes to sustainable development in the region.

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Types of Green Practices in the Hotel Industry: A Review

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ABSTRACT

The hospitality industry is going green to reduce the effects it has on the environment and to attend to the needs of customers who are becoming more environmentally conscious. This review paper aims to discuss the various green practices used by hotels such as energy, water conservation, waste management, sustainable food practices, and green building. The literature points to the fact that green practices benefit both the environment and the economy, but also reveal that the main challenges include high initial costs and organizational resistance to change. Energy conservation measures include the utilization of renewable energy and energy-efficient products while water conservation measures are the utilization of water resources. Waste management is recycling programs and composting; sustainable food is food production and distribution which has less harm to the environment. Green building practices entail the use of sustainable construction materials and the gaining of certification such as LEED. The literature also reveals that such working practices have significant environmental and economic advantages such as cutting down on the consumption of resources, decreased operating expenses, and improved organizational image. However, there are many barriers to the application of green practices, for instance, high initial costs, lack of awareness and resistance to change. Subsequent studies should explore the possibilities of effective motivation and disincentives regarding the obstacles and the ways for increased implementation of sustainability in the hotel business. Moreover, future studies should focus on examining the relationship between green practices and guests' satisfaction and loyalty. Therefore, there is a need to continue with the research and policy to make improvements in the hospitality sector to support sustainability that will help the hotels achieve the social responsibilities of being environmentally sustainable while at the same time being economically sustainable.

KEYWORDS: *Sustainability, Hotel industry, The effect on the environment, Sustainable food practices, Renewable energy.*

INTRODUCTION

As one of the largest industries in the global economy, the hotel industry is one of the major culprits for environmental pollution due to the high consumption of energy and water, generation of wastes and emissions of greenhouse gases (Bohdanowicz & Martinac, 2007). Due to rising environmental awareness and customer awareness of the impact of the hotels on the environment, more and more hotels are implementing environmentally friendly measures to reduce the impact of their operations on the environment. Sustainability management in the hotel industry involves several

measures and activities that are directed at the prudent use of resources, minimisation of waste and promotion of sustainability. For instance, the use of renewable power sources and energy-efficient merchandise in the hotel industry are vital strategies for minimizing the hotel's carbon impact on the environment (Bohdanowicz & Martinac, 2007). Low flow fixtures and linen reuse measures in a healthcare facility help in water conservation hence helping in the preservation of water resources (Mensah, 2006). Current waste disposal practices include recycling and composting which aids in reducing the amount of waste that is disposed of in the landfill (Chan & Lam, 2001).

The best practices in food procurement include locally sourced foods and organic foods in meals since this cut down on the effects of the food on the environment (Teng et al., 2012). Sustainable construction materials entail the use of environmentally friendly construction materials, and the building having LEED certifications that recommend environmentally friendly design and operation (Lee et al., 2010). Such environmentally friendly practices are not only beneficial to the environment but also have positive impacts on firms' financial performance such as lower operating expenses and increased credibility (Kang et al., 2012). However, the establishment of green practices in hotels has been faced with numerous challenges. Some of the challenges likely to hinder the adoption of sustainable practices include; high initial costs, lack of awareness, and resistance to change (Abdou et al., 2020; Rahman et al., 2012). In addition, the differences in practices and policies across the regions present a major issue when comparing results across different regions (Nicholls & Kang, 2012).

LITERATURE REVIEW

Energy efficiency is one of the key factors that hotels should consider in their bid to cut down on their emissions. According to Bohdanowicz and Martinac (2007), it was realized that energy consumption in hotels is rather high, and by integrating energy-efficient measures, greenhouse gas emissions can be reduced considerably. The sources of energy that are gradually being incorporated into the industry include solar and wind energy. In line with this, Kang et al. (2012) stressed the part of energy conservation appliances; they observe that lighting efficiency and energy-efficient air conditioning systems are useful in the decrease of total energy use. Water conservation is another important area of green practices that are implemented in the running of the hotels. Mensah (2006) equally noted that hotels can cut water usage by half or more through the use of low-flow shower heads, and faucets among others. Other practices include linen and towel reuse where guests are encouraged to reuse these items to reduce on water and energy used in washing them (Chan & Lam, 2001). This kind of program will not only save water but will also help the hotel cut its operational expenses. Effective waste management strategies

are crucial for reducing the environmental impact of hotels. Chan and Lam (2001) discussed the importance of comprehensive recycling programs, which can significantly decrease the amount of waste sent to landfills. Kasim and Ismail (2012) identified composting as another essential practice, where organic waste from kitchens and dining areas is converted into natural fertilizer, thus reducing landfill waste and promoting sustainable waste disposal. Sustainable food practices are increasingly being integrated into hotel operations. Teng et al. (2012) argued that sourcing locally produced ingredients reduces the carbon footprint associated with food transportation. Additionally, offering organic and plant-based menu options caters to eco-conscious guests and requires fewer resources to produce (Graci, 2009). These practices not only support local economies but also align with the growing consumer demand for sustainable food options.

Green building practices entail the process of using environmentally friendly building materials as well as efficient building techniques. Lee et al. (2010) also emphasize the fact that buildings must attain the LEED (Leadership in Energy and Environmental Design) status since it guarantees that the buildings are environmentally friendly. Williams and Ponsford (2009) explained the utilization of materials such as recycled steel, bamboo materials, and reused wooden materials in constructing buildings to decrease the adverse impact on the environment. Sustainable initiatives in the hotel sector have several environmental and economic returns such as energy conservation measures, water rationing, waste disposal, responsible sourcing of food, and green construction processes due to technological innovation and customers' preferences.

OBJECTIVES

- To study and classify the various green practices adopted by the hotel industry.

4. Observed Themes Related to Green Practices in the Hotel Industry

The review of literature on green practices in the hotel industry reveals 5 key themes are as follows:

- Energy Efficiency: Energy efficiency is an important consideration for hotels because cutting their carbon emissions is a major objective. Various studies have

revealed that there has been a call to incorporate efficient technologies to address energy issues and use renewable energy resources. According to Bohdanowicz and Martinac (2007), energy-efficient devices like LED lights and energy-efficient lighting systems have substantially contributed to cutting down energy usage. Furthermore, the incorporation of renewable energy such as solar and wind energy helps in reduction of the greenhouse gas emissions and operational expenses (Teng et al., 2012).

Table 1. Identified Themes

Source: Author’s Compilation from Literature

Themes	Key Findings	Key Studies
Energy Efficiency	Energy-efficient technologies and renewable energy sources reduce energy consumption and emissions.	Bohdanowicz & Martinac (2007); Teng et al. (2012)
Water Conservation	Low-flow fixtures and linen reuse programs significantly reduce water usage and operational costs.	Mensah (2006); Chan & Lam (2001)
Waste Management	Comprehensive recycling programs and composting reduce landfill waste and promote sustainable disposal.	Chan & Lam (2001); Kasim & Ismail (2012)
Sustainable Food Practices	Sourcing locally produced ingredients and offering organic options reduce environmental impact and cater to eco-conscious guests.	Teng et al. (2012); Graci (2009)
Green Building Practices	Sustainable materials and energy-efficient designs achieve LEED certification, ensuring environmental standards.	Lee et al. (2010); Williams & Ponsford (2009)

- Water Conservation: Water conservation practices in hotels are essential for preserving vital water resources and reducing operational costs

(Langstieh et al., 2023). Mensah (2006) identified the effectiveness of low-flow fixtures, such as showerheads and faucets, in reducing water usage. Programs encouraging guests to reuse linens and towels also contribute to significant water and energy savings by decreasing laundry loads (Chan & Lam, 2001). These practices are particularly important in regions facing water scarcity.

- Waste Management: The practices for waste management are very important for reducing the effects of hotels on the environment. In the case of Chan and Lam (2001), there were elaborate recycling initiatives that involved sorting of waste to recycle the usable categories hence minimizing the amount of waste that is buried in a landfill. Kasim and Ismail (2012) observed that kitchen and dining area waste, which is organic waste, should be composted and turned into natural fertilizer for sustainable waste disposal.
- Sustainable Food Practices: Proper handling of food and limited food waste are now being incorporated into the management of the hotel (Lee & Huang, 2023). Locally sourced foods have less carbon emission due to the transportation of food and also benefit the local producers (Teng et al., 2012). Also, providing guests with organic and plant-based food choices satisfies the shifting trend of the market in terms of customers’ preference for healthy and environmentally friendly products (Graci, 2009). They also provide benefits that improve the hotel’s environmental performance while also satisfying the wishes of green tourists.

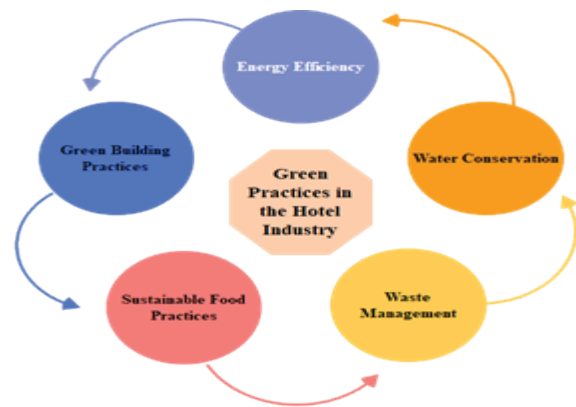


Figure 1, Green Practices in the Hotel Industry

Source: Author's Compilation from Literature

- Green Building Practices: Green building practices are practices that are involved in the construction of green buildings and the use of green building construction materials as well as green building construction designs. Accreditation like LEED guarantees that constructed buildings have met specific environmental standards (Lee et al., 2010). Williams and Ponsford (2009) proceed to discuss the utilization of materials such as “Recycled Steel, Bamboo, Reclaimed Wood” etc. for making constructions eco-friendly and sustainable. Sustainability features in green buildings include efficient energy and water-consuming technologies, which are beneficial in the long run for the building's operations as well as the environment.

DISCUSSION AND CONCLUSION

Discussion

The hotel industry is moving towards embracing sustainable practices more so by the growing concern in environmental conservation and the call by the consumers for environmentally friendly products. Energy efficiency can be obtained through the proper usage of LEDs, Energy Efficient HVAC systems, and Renewable Energy. Low flow fixtures and linen and towel re-use programmes can also help in water conservation. Environmental impact is another key factor influenced by the proper disposal of waste through recycling and proper disposal of organic waste. Eco-responsible food services and meal plans mean that the impact on the environment is minimized, and the guests' nutrition is considered. Green buildings are the ones that utilize environmentally friendly products and efficient structures, such as LEED accreditation. Although, first-time costs may offer high costs, receiving operational, performance, and market advantages such as cost-saving, improved building performance, and better market appeal in the aspect of sustainability as a hotel. Cost is thus a critical factor to consider as it influences the level of sustainability in food choices amongst hotels.

Conclusion

Environmentalism in the hotel industry is important to minimize the effects of environmental degradation.

The main areas of application are energy use, water consumption, waste disposal, proper supply of food products, and green construction activities. Such practices can bring about the efficiency of resources, the decrease of costs, and reputation among the clients. Nevertheless, the implementation of green practices has the following barriers: high initial costs, low awareness of green practices, and organizational resistance to change. It can be concluded that the practice of green in the hotel industry has a bright future ahead due to the advancement in technology and an increase in the clients' awareness of environmentally friendly solutions. Further studies should be aimed at technology, policy and incentives, consumers, training and education, and case studies to boost the extent of green initiatives. Drawbacks of this review include the type of literature, geographical variation, variability of data, and nature of the industry. Some loopholes should be covered in future research; these include increasing the area of literature review, enhancing data collection techniques, and being sensitive to technological advancement in the industry. IoT and AI can improve green practices such as smart energy management systems and AI-based predictive maintenance.

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Comparative Analysis of India's Model Building Bye-Laws: MBBL 2004 Vs. MBBL 2016 For Sustainable Urban Development

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ABSTRACT

This article furnishes the rapid growth of cities and a conceptual framework for rapid urbanization and economic development of major cities of the country, this article explains the efforts done by the Central Government to undertake a groundbreaking initiative to establish national guidelines for building bylaws, their framework is established on sustainable parameters, which include economic, social, and environmental factors. The framework includes resource conservation and building Bye-Laws. India's urbanization surge has led to significant challenges in city planning and infrastructure development. The Model Building Byelaws (MBBL) of 2004 laid the groundwork for standardized regulations, addressing essential aspects of safety, structural integrity, and environmental sustainability. However, with evolving urban dynamics and technological advancements, the MBBL of 2016 introduced critical updates to these regulations. This paper delves into the pivotal features and impacts of the 2004 and 2016 byelaws, highlighting their roles in fostering sustainable, safe, and inclusive urban growth. The analysis reveals how the 2004 byelaws established a regulatory baseline and how the 2016 revisions have propelled urban planning towards contemporary sustainability and resilience demands.

KEYWORDS: *Building byelaws, Sustainable urban development, MBBL 2004, MBBL 2016.*

INTRODUCTION

India's rapid urbanization, driven by economic growth and population influx, has dramatically transformed its urban landscape. Cities such as Delhi, Mumbai, Bangalore, Hyderabad, Pune, and Ahmedabad have become epicenters of development, witnessing unprecedented infrastructural expansion. To manage this explosive growth and ensure orderly urban development, the Indian government introduced the Model Building Byelaws (MBBL) 2004. These byelaws aimed to create a unified framework for building regulations, promoting safety, structural stability, fire prevention, efficient land use, and environmental sustainability across the nation. The MBBL 2004 was a significant step forward, addressing fundamental issues related to

urban development. However, the pace of urbanization and advancements in construction technologies soon revealed the need for more comprehensive and updated regulations. In response, the Ministry of Housing and Urban Affairs (MoHUA) introduced the MBBL 2016, which built upon the 2004 framework, incorporating new guidelines to address contemporary urban challenges. These updates aimed to enhance safety standards, environmental sustainability, and accessibility, and streamline the construction process.

This paper provides an in-depth analysis of the MBBL 2004 and 2016, focusing on their key features and impact on urban development. By comparing these two versions, we aim to understand the evolution of building regulations in India and their contribution to creating resilient, sustainable, and inclusive urban environments.

URBANIZATION: GROWTH OF INDIAN CITIES

India has experienced substantial urban growth in recent decades, driven by rapid urbanization and economic development. Major cities such as Delhi, Mumbai, Bangalore, Hyderabad, Pune, and Ahmedabad have seen notable population increases. For example, Delhi's population grew from about 13.8 million in 2001 to 16.8 million in 2011, a growth rate of 21.6%. Bangalore and Hyderabad had even higher growth rates of 65.5% and 87.2%, respectively, during the same period. Government initiatives such as the Smart Cities Mission and AMRUT (Atal Mission for Rejuvenation and Urban Transformation) aim to enhance urban infrastructure and improve the quality of life in cities [1]. While the rapid growth of Indian cities has driven economic development and improved living standards for many, it has also led to significant environmental challenges. The rapid rise in the number of vehicles, industrial activities, and construction projects has led to high levels of pollutants like particulate matter (PM10 and PM2.5), nitrogen dioxide (NO2), and sulfur dioxide (SO2). Cities such as Delhi and Mumbai frequently record air quality indices (AQIs) in the hazardous range, posing serious health risks to residents. Additionally, urban expansion has placed immense pressure on water resources. This effect exacerbates energy consumption for cooling and increases the vulnerability of urban populations to heat-related illnesses. The chart below illustrates the population growth in major Indian cities from 2001 to 2011 [2] [19].

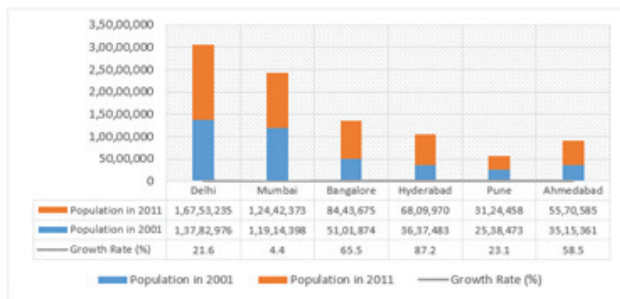


Chart 1: Population Growth of Major Indian Cities (2011 Census)

In recent centuries, there has been a notable shift in settlement patterns, with many people relocating from rural communities to urban townships [3]. This trend

has resulted in significant population movements from rural to urban areas. Currently, approximately 4.2 billion individuals, or around 55% of the global population, reside in urban regions. In India, about 31% of the population lives in urban areas.

Table 1: Urban population of India

Year	Urban population (in billion)	% urban population w.r.t. total population
1961	0.0789	18.01
1971	0.109	19.90
1981	0.1595	23.30
1991	0.2176	25.70
2001	0.286	27.80
2011	0.377	31.15
2015	0.417	33.00

Projections indicate that with the ongoing growth rate, India's urban population is expected to reach 575 million by 2030 and 875 million by 2050. By 2050, more than half of India's population is projected to be living in urban settings. This rapid urbanization underscores the importance of sustainable urban development and infrastructure to accommodate the increasing population while mitigating environmental impacts [4]. As urban areas continue to grow, the demand for resources will rise, calling for innovative strategies to create sustainable and resilient urban environments.

MODERN BUILDING BYELAWS INTRODUCED BY THE MINISTRY OF URBAN DEVELOPMENT (NOW MOHUA)

Over the past few decades, India has seen significant urbanization, leading to a large migration of people from rural to urban areas. This rapid expansion required a strong regulatory framework to manage the growth effectively. The existing infrastructure, including water supply, drainage, electricity, and sanitation, was heavily strained, highlighting the need for sustainable development practices. Building safety and occupant security also became major concerns [5]. The Ministry of Housing and Urban Affairs (MoHUA) plays a crucial role in streamlining and standardizing building bylaws nationwide. In 2004, the Central Government undertook a groundbreaking initiative to establish

national guidelines for building bylaws, urging all state governments and Union Territories (UTs) to adopt them. The Model Building Byelaws (MBBL) 2004 was developed and disseminated. MBBL 2004 included several sustainable building features to address the challenges of rapid urbanization, infrastructure strain, and safety concerns, promoting a more organized and sustainable urban development framework throughout India [6]. As we look forward, the continued implementation and adaptation of MBBL 2004 will play a pivotal role in shaping the future of India's urban landscape, ensuring that our cities are not only livable but also thriving hubs of innovation and sustainable growth. The Central Government established central and state bodies like Nagar Palika, Urban Local Bodies, and Development Authorities, and established some rules, and regulations for town planning and urban development called Building Bylaws. Earlier the Ministry of Urban Development (now MoHUA) issued simplified building bye-laws in 2004, known as the MBBL 2004 (Model Building Bye-laws 2004) [7]. Later in 2016, the existing building was amended and updated in the form of Model Building Byelaws 2016 (MBBL 2016).

Key Highlights of MBBL 2004

The Model Building Byelaws (MBBL) 2004 was a significant initiative by the Indian government to standardize building regulations across the country. The Model Building Byelaws 2004 was a foundational document aimed at bringing uniformity and standardization to building regulations across India [8]. By focusing on safety, orderly development, essential amenities, and basic environmental considerations, MBBL 2004 laid the groundwork for subsequent advancements in building bylaws. Its advisory nature allowed for regional adaptations, making it a versatile and essential tool for urban planners and developers in managing the rapid urbanization of Indian cities.

Factual Data of MBBL 2004

- Seismic Zones: Approximately 59% of India's land area falls under seismic zones IV and V.
- Green Spaces: A minimum of 10% of the total area in large housing projects was mandated to be reserved for parks and playgrounds.

- Rainwater Harvesting: Buildings with a plot size of more than 100 square meters were required to include rainwater harvesting structures.
- Water Supply: Residential buildings were required to have a minimum water storage capacity of 200 liters per capita per day [9].
- Natural Lighting: It was stipulated that at least 10% of the floor area should be openable windows to provide adequate ventilation [18].

Upgradation of Indian Building Codes: From MBBL 2004 to MBBL 2016

The introduction of the Model Building Bye-Laws (MBBL) 2016 by the Ministry of Housing and Urban Affairs (MoHUA) wasn't a complete overhaul, but rather a significant update to the groundbreaking MBBL 2004. This revision reflects the dynamic nature of the construction industry and the constant need to improve building regulations. Here are the key factors driving this update:

- Embracing Innovation
- Aligning with Evolving Sustainability Concerns.
- Addressing Gaps in MBBL 2004.
- Ensuring National Consistency [17].

The MBBL 2016 builds upon the achievements of the 2004 version. It reflects the ever-changing landscape of construction science, environmental priorities, and the need for consistent, high-quality building codes across India [10]. Just like your favorite recipe gets updated with new ingredients or cooking techniques, the MBBL 2016 refines the building code recipe to ensure safe, sustainable, and future-proof construction in India.

Key Highlights of MBBL 2016

The Model Building Byelaws 2016 marked a comprehensive update to the 2004 version, addressing new urban challenges and incorporating advanced technologies and sustainable practices. By focusing on enhanced safety, environmental sustainability, accessibility, and streamlined processes, MBBL 2016 aimed to create a more resilient, efficient, and livable urban environment [11] [16]. The byelaws played a crucial role in guiding modern urban development, ensuring that new constructions met stringent safety and

environmental standards while promoting sustainable and inclusive growth.

Factual Data of MBBL 2016

- **Seismic Zones:** Around 59% of India's land area is in seismic zones IV and V, necessitating stringent earthquake-resistant construction standards.
- **Natural Lighting:** The requirement for natural light and ventilation was increased to 15% of the floor area having openable windows.
- **Water Conservation:** Rainwater harvesting systems were mandated for all new buildings with plot sizes over 100 square meters [12].
- **Green Spaces:** While not quantitatively specified in 2016, the emphasis on green buildings and sustainable practices implied a continued focus on

preserving and integrating green spaces in urban planning.

Comparative Analysis of Model Building Byelaws 2004 and 2016

Despite its comprehensive approach, MBBL 2004 was advisory in nature, allowing states and union territories (UTs) flexibility in adoption and local adaptation. The evolution of building regulations in India from the Model Building Byelaws (MBBL) 2004 to MBBL 2016 reflects a significant shift towards sustainability, technological integration, and inclusivity [13]. A detailed comparative analysis reveals the progression and enhancements made over the years. MBBL 2016 represented a mandatory regulatory framework, contrasting with the advisory nature of MBBL 2004. This shift aimed to ensure stricter compliance and uniformity across states and UTs, reducing inconsistencies and facilitating smoother operations for builders and developers [14] [15].

Table 2: New and amended features from MBBL 2004 to MBBL 2016.

Parameter	MBBL 2004	MBBL 2016
Seismic Safety	Basic guidelines for earthquake-resistant construction.	Expanded guidelines incorporating advancements in materials and techniques, especially for seismic zones IV and V. Increased safety measures by 30%.
Fire Safety	Basic fire safety measures, with a focus on fire exits and extinguishers.	Enhanced measures including mandatory fire drills, advanced fire suppression systems, and detailed evacuation protocols for high-rise buildings.
Zoning Regulations	General guidelines on land use.	Dynamic zoning regulations promoting mixed-use developments and optimizing land use.
Environmental Sustainability	Initial emphasis on sustainable building practices.	Mandatory green building certifications, enhanced rainwater harvesting, greywater recycling, and focus on energy-efficient designs. Improved sustainability by 40%.
Building Services and Amenities	Basic guidelines for sanitation, water supply, and waste management.	More stringent guidelines including dual plumbing systems, separate waste segregation facilities, and continuous water supply requirements.
Lighting and Ventilation	General requirements for natural light and ventilation.	Increased minimum requirements for natural light (15% of floor area) and mandatory mechanical ventilation where necessary.
Universal Accessibility	Initial provisions for accessibility in public buildings.	Strengthened requirements including ramps, tactile pathways, auditory signals, and accessible restrooms in public and residential buildings with more than three floors.
Parking Norms	Basic parking requirements for different building types.	Optimized parking norms with specific requirements for EV charging stations in commercial and residential complexes. 20% of parking spots must have EV charging facilities.

Submission and Approval Process	Traditional plan submission and approval process.	Streamlined online submission and approval process, including e-Governance initiatives and third-party inspections for compliance. 30% reduction in approval time.
Heritage Conservation	Initial guidelines for heritage conservation.	Updated guidelines emphasize the integration of heritage structures into modern urban planning and provide incentives for preservation.
Urban Aesthetics	Basic emphasis on aesthetic elements in building designs.	Encouraged inclusion of aesthetic elements to enhance architectural harmony and urban visual appeal.
Green Building Features	Initial focus on sustainable materials and designs.	Comprehensive guidelines for green buildings, including certifications like GRIHA and LEED, and mandatory incorporation of sustainable practices.
Density Norms and Floor Area Ratio	General norms for density and floor area ratio.	Revised norms allow higher densities in urban areas, promoting vertical growth and efficient land use. Increased permissible FAR by 20%.
Water Conservation	Basic guidelines for water conservation practices.	Mandatory rainwater harvesting systems for all new buildings with plot sizes over 100 square meters, and recommendations for greywater recycling systems.
Structural Design Standards	Adherence to existing IS codes.	Emphasized adherence to the latest IS codes, including updates and new codes for specific structural requirements. Updated to include 15% more rigorous standards.
Public Amenities and Infrastructure	Basic guidelines for public amenities and infrastructure development.	Detailed guidelines ensure adequate infrastructure, including water supply, drainage, electricity, and sanitation, to support the rapid growth of urban areas.
Safety Protocols for High-Rises	Basic safety protocols for high-rise buildings.	Specific safety protocols for high-rise buildings, including multiple staircases for evacuation and advanced fire detection systems. Improved safety standards by 25%.
Rooftop solar PV installation	Not required	Required
Segregated sanitation facilities	Not required	Required for visitors in public buildings
Additional provisions in building regulations for natural hazard-prone areas	No additional provisions	Additional provisions for earthquake-resistant buildings, flood-resistant buildings, and cyclone-resistant buildings
Conservation of heritage sites	Not specifically mentioned	Heritage sites including heritage buildings, heritage precincts, and natural feature areas are to be conserved
Bye-laws for safe use of glass	Not specifically mentioned	Bye-laws for the safe use of glass are to be included
Restriction-free environment for people with disabilities, children, and older people	Not specifically mentioned	A readily available environment is to be ensured
Mitigation of the effects of electromagnetic radiation on built spaces	Not specifically mentioned	Mitigation of the effects of electromagnetic radiation on built spaces is to be ensured

The Model Building Bye-Laws (MBBL) 2004 were a comprehensive set of guidelines that governed the construction of buildings in India. However, the building industry changed over time, requiring the MBBL to be updated. The 2016 amendment to the MBBL was a necessary step to ensure that the guidelines are aligned with the latest developments in the building industry and the government's policies [1]. The amended MBBL 2016 includes several new provisions that are aimed at making buildings in India more sustainable, safe, and secure.

RESULTS AND CONCLUSIONS

The introduction of the MBBL 2004 was a pivotal moment in standardizing building regulations in India. These byelaws offered a comprehensive set of guidelines covering various critical aspects such as safety, structural stability, fire prevention, land use, environmental considerations, building services, lighting, ventilation, accessibility, parking, and the approval process. Some of the noteworthy features included provisions for seismic safety, advanced fire safety measures, zoning regulations, requirements for green spaces, rainwater harvesting, and universal access features. However, the advisory nature of the MBBL 2004 resulted in inconsistent adoption and implementation across different states and Union Territories (UTs), leading to disparities in building standards. Recognizing the need for more robust and updated regulations, the MBBL 2016 introduced several critical enhancements. The 2016 version expanded on the guidelines for earthquake-resistant construction, implemented advanced fire safety measures, introduced dynamic zoning regulations, and mandated green building certifications. It also emphasized inclusivity by strengthening accessibility requirements and introduced provisions for electric vehicle (EV) infrastructure, streamlined approval processes, and heritage conservation. The comparative analysis of MBBL 2004 and 2016 demonstrates a significant progression towards sustainable, safe, and inclusive urban development in India. The MBBL 2016 reflects a shift from advisory to mandatory regulations, ensuring greater compliance and uniformity across the country. By integrating advanced construction technologies, environmental sustainability practices, and inclusive design principles, the MBBL 2016 sets a

higher standard for building regulations, contributing to the creation of resilient and livable urban environments.

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Modelling Consumers' Adoption of E-Wallets Services in Haryana using Exploratory Factor Analysis

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ABSTRACT

Electronic wallets also known as E-wallets refers to an electronic device that can make electronic financial transactions. An e-wallet is a digitalized version of a typical pocket wallet that securely stores your money, credit card, PAN card, and other important documents. E-wallet is the digitalized version of traditional leather wallet to safe keeps your money, credit card, PAN card etc. The study develops adoption model for e-wallets services. The study used exploratory factor analysis and the primary data collected from the e-wallet users. It used convenient sampling method. Responses from 1000 respondents were collected through a well-structured questionnaire and well-designed questionnaire from six administrative divisions covering all 22 districts from Haryana State. With the help of five-point Likert scale the variables of e-wallet usage purpose were measured. The present study conceptualized a model for Consumers' Adoption of E-Wallets Services in Haryana State in which conceptual framework of e-wallet adoption was proposed with three constructs that leads to Consumers' Adoption of E-wallets Services.

KEYWORDS: *Consumers' adoption, E-Wallets services, Exploratory factor analysis, Haryana.*

INTRODUCTION

An Electronic wallet enables financial transaction digitally using a smartphone or personal digital assistant. E-Wallets can be utilized for a variety of financial transactions in emerging nations (Sharma et al., 2018). These financial transactions increased convenience, safety and a variety of technological improvements (Lonergan et al. 2009). Many reports highlighted the exponential growth of smartphone manufacturing firms that foster the use of e-wallet (Kumar et al., 2018). The growing need for customer-focused and creative business solutions requires firms to develop alternative solutions necessarily in the future that are based on mobile technology, due to the rising complexity of client requirements (Kuganathan and Wikramanayake, 2014). Based on statistics from the Reserve Bank of India, as of November 2015, a

total of 55 banks have issued around 22 million credit cards, which are crucial for making payments using e-wallets. Moreover, the number of e-wallet users in India is anticipated to exceed 100 million (Chandran, 2016). However, in broad terms, we usually have a clear understanding of the essential processes to carry out a transaction using an electronic wallet. Consider a routine activity like paying for groceries. When setting this as a goal, we anticipate the need to unlock the smartphone, open the e-wallet app, select the appropriate payment method, scan the QR code or tap the phone on the payment terminal, confirm the transaction, and await the confirmation. Certain aspects of the process are more automatic and need less deliberate cognition than others. However, in the absence of a clear and implicit strategy to direct the necessary sequence of operations, no payment would be executed (Ajzen, 1985). Many established theories on consumer adoption explains

the adoption process in various ways. The Theory of Planned Behaviors posits that customer intentions exert a significant impact on consumer actions. The theory of planned behavior states that consumer intentions, which are shaped by attitudes, subjective standards, and perceived behavioral control, have a significant impact on consumer behaviors. To improve our understanding of diverse consumer behaviors the TPB was developed by social psychologists and has been widely employed to improve our understanding of diverse consumer behaviors (Kok, 1996; Ajzen 1991). TPB elucidates how external factors shape an individual's inclination to adopt a specific behavior (Conner and Norman, 2002). The Theory of Planned Behavior proposes that based on attitudes, subjective norms, and perceived behavioral control individuals behave in a logical manner. In context with e-wallets these elements may not be actively or consciously considered while making decision to use a specific e-wallet service but they serve as the underlying context for the decision-making for process (Ajzen, 1991). Theory of Planned Behavior is preceded by the Theory of Reasoned Action, which exclusively accounts for subjective norms and attitudes as predictors of consumers' intention (Ajzen,2005). The theory of reasoned action aimed to anticipate willful behaviors of this nature and to make an understanding about their psychological determinants (Fishbein & Ajzen, 1975; Ajzen & Fishbein, 1980). Further, St. Elmo Lewis formulated the model Hierarchy of Effect in 1898, which identified the stages of attention, interest, and desire (AID) as crucial for successful sales. Later, in 1922, Strong and Edward further elaborated on how salespeople should attract attention, sustain interest, and generate desire in order to establish long-term relationships. Soon after, Lewis incorporated a fourth phase, "get action," into his original plan. Hierarchy of effects refers to the sequential stages that individuals go through when deciding or forming an opinion. This process can be understood within a psychological and behavioral framework, similar to the AIDA model in marketing, but customized to the particular setting of e-wallets. In India, Paytm, launched in 2010, emerges as the most widely used e-wallet with over 350 million users and more than 500 million downloads. PhonePe, despite being launched later in 2016, shows significant penetration with over 300 million users and surpassing 1

billion downloads. Google Pay, with its substantial user base of over 150 million and over 500 million downloads since 2017, reflects strong global brand influence. Mobikwik and Oxigen Wallet, while established earlier, have smaller user bases, indicating competitive market dynamics and varying adoption rates across platforms. The regulatory framework provided by the Reserve Bank of India (RBI) ensures compliance and security across these e-wallet services.

REVIEW OF LITERATURE

The adoption of mobile wallets has gained significant momentum worldwide from past decade, driven by advancements in technology and changing consumer preferences (Shaw et al., 2022). With the increasing demand for contactless payment solutions, understanding the factors influencing E-wallet adoption has become imperative for businesses and researchers alike. This review synthesizes findings from recent studies to provide a comprehensive understanding of E-wallet adoption behavior across different demographics and regions. The factors influencing E-wallet adoption and usage were investigated by many studies. Chawla and Joshi (2020) explored the effect of ease of use, trust, usefulness, facilitating conditions, security, and lifestyle compatibility on user attitude towards E-wallet adoption that form consumer intention. Their findings underscored the significant impact of these factors on shaping consumer behavior. Additionally, the study highlighted the moderating effects of age and gender, with stronger effects observed among males and younger users. Building upon this research, Kapoor et al. (2022) examined the adoption intention of E-wallets amidst the COVID-19 pandemic. It was identified in their study that 'relative advantage', 'favorable infrastructure conditions', 'security considerations', and 'touch-free transactions' as key determinants to intention for adoption. This underscores the importance of addressing perceived benefits and security concerns in promoting E-wallet adoption, especially during crises. Chawla and Joshi (2021) proposed a model that measures consumers' attitude towards E-wallet adoption. Through hierarchical and k-means clustering, they identified three distinct user segments: Technology Enthusiasts, Technology Sceptics, and Technology Pragmatists. These findings

emphasize the need for customized strategies tailored to specific user segments. Moreover, the study highlighted the importance of perceived usefulness, security, and lifestyle compatibility in enhancing adoption attitudes across all user segments. Regional perspectives and cultural influences play a crucial role in shaping E-wallet adoption behavior. Shaw et al. (2022) conducted a multinational study to investigate E-wallet adoption in Canada, Germany, and the United States. Their findings revealed variations in ubiquity, privacy concerns, and security risks across countries, emphasizing the importance of context-relevant extensions in adoption models. This underscores the need for practitioners to consider country-specific factors when designing marketing strategies. E-wallet adoption is influenced by a myriad of factors, including perceived benefits, security concerns, demographic characteristics, and cultural nuances. By understanding these factors, businesses can develop targeted marketing strategies to promote adoption and usage. However, further study is required to investigate supplementary components and their interactions in order to gain a more comprehensive comprehension of E-wallet adoption behavior. Table 1 below provides comprehensive description about the consumers' adoption of e-wallet services.

RESEARCH GAP

E-wallets have revolutionized financial transactions, offering convenience and efficiency. Though numerous studies have examined E-wallet adoption in various regions in India but there are limited studies found specifically focused on Haryana State in India. This study needed to be conducted because existing studies frequently apply standard technology acceptance models (TAM, UTAUT) without considering regional nuances that may impact these model's applicability in Haryana. Cultural attitudes in technology adoption within the context of Haryana are mostly unexplored.

METHODOLOGY

The study employed exploratory factor analysis with SPSS software and the main data obtained from 1000 respondents who were e-wallet users. By using convenient sampling method, the data was acquired with the help of well-structured and well-designed questionnaire from 1000 respondents from six administrative divisions of Haryana State that are Ambala, Rohtak, Gurugram, Hisar, Karnal and Faridabad covering all 22 districts in Haryana. The e-wallet usage purpose variables have been measured. For study 5-point Likert scale was used. Further, EFA, or Exploratory Factor Analysis, is a statistical technique widely used in administrative research, particularly in survey-based investigations. It serves two main objectives. The primary goal is to determine the minimum number of factors that may effectively represent the majority of information from the original variables used in the model, while maintaining a high level of dependability (Johnson and Wichern, 2007; Hair et al., 2009). According to Johnson and Wichern, 2007, the second goal, which is connected to the first, is to ascertain the configuration of empirically used indicators in unobservable components that reflect the many aspects or dimensions of the phenomena under investigation. Bartlett's sphericity test helps in EFA that examines the adequacy of factor analysis. It is based on identifying correlations between variables.

Table 1

Authors	Objective	Methodology	Findings	Significance
Shaw et al. (2022)	Identify factors affecting E-wallet adoption across countries	Survey-based	Perceived ease of use and trust in technology influenced adoption, particularly in emerging markets	Helps identify regional differences in adoption factors
Shaw et al. (2022)	Identify barriers to E-wallet adoption in emerging markets	Survey-based	Security concerns and lack of trust were major barriers to adoption in emerging markets	Helps address regional concerns
Shaw et al. (2022)	Identify factors affecting E-wallet adoption in emerging markets	Survey-based	Perceived ease of use and trust in technology influenced adoption, particularly in emerging markets	Helps identify regional differences in adoption factors
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Shaw et al. (2022)	Identify barriers to E-wallet adoption in emerging markets	Survey-based	Security concerns and lack of trust were major barriers to adoption in emerging markets	Helps address regional concerns

Source: The Authors

RESULTS AND DISCUSSION

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.937	
'Bartlett's Test of Sphericity'	Approx. Chi-Square	22110.222
	df.	136
	Sig.	.000

Table 2 provides significant Bartlett's test result that support to dataset is suitable for factor analysis. A result

of 0.937 is seen to be quite high, indicating that the data is good and appropriate for factor analysis. A high chi-square value shows a considerable deviation of the correlation matrix from an identity matrix, suggesting the presence of correlations between the variables. This is the p-value associated with the chi-square statistic. A significance value (p-value) of 0.000 (typically reported as <0.001 in many contexts) indicates that the results are statistically significant, meaning we can reject the null hypothesis that the correlation matrix is an identity matrix. This supports the use of factor analysis on the data.

Table 3: Communalities

Items	Initial	Extraction
'I intend to use e-wallet for my payments in the future'	1.000	.839
'I will always try to use e-wallet payments during purchasing things'	1.000	.844
'I will recommend others to use e-wallet payments for purchasing'	1.000	.813
'E-wallet payments would be one of my favorite technologies for payment'	1.000	.756
'E-wallet systems are secure to send/use sensitive information'	1.000	.728
'Using e-wallet saves my time'	1.000	.809
'E-wallet is a practical option in making payment'	1.000	.867
'Using e-wallet makes it easier for me to carry out my day-to-day tasks'	1.000	.778
'Using e-wallet is the trend of the modern lifestyle'	1.000	.884
'I can easily learn how to use the e-wallet'	1.000	.806
'I can quickly become proficient in using services of the e-wallet'	1.000	.851
'The procedures of e-wallet are simple to me'	1.000	.845
'The interface of the e-wallet is user-friendly and easy to understand'	1.000	.893
'Family and people who are important to me affect my intention to use the e-wallet'	1.000	.802
'Friends and colleagues affect my intention to use the e-wallet'	1.000	.920
'The media and advertisement affect my intention to use the e-wallet'	1.000	.832
'I use e-wallet because the people I know also use it'	1.000	.849

Extraction Method: Principal Component Analysis

In Table 3, the variance in each variable shown by 'Communalities' that is accounted for by the factors in

the analysis. Higher values indicate that more variance is accounted for by the factors, suggesting that the variable is well-represented by the factor solution.

Table 4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.959	70.345	70.345	11.959	70.345	70.345
2	1.135	6.678	77.024	1.135	6.678	77.024
3	1.021	6.003	83.027	1.021	6.003	83.027

Table 4 presents the results of a factor analysis, specifically detailing the variance explained by each extracted factor (component). Table 5 identified three

constructs/components i.e. first component explains 70.35 percent of the total variance in the data; second component adds an additional 6.678% to the explained

variance, bringing the cumulative variance explained to 77.02 percent; and the third component explains another 6.003% of the variance, with the cumulative total

reaching 83.03 percent. Each subsequent component explains progressively less variance.

Table 5: Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1.	5.770	33.943	33.942
2.	5.201	30.592	64.536
3.	3.144	18.491	83.027

Extraction Method: Principal Component Analysis

In Table 5 the first column lists three components (1, 2, and 3). Component 1 accounts for the largest proportion of variation (64.599%), whereas Component 2 accounts

for the remaining proportion (35.401%). Together, these two components responsible for 100% of the variance in the data. This table quantifies the variance explained by each principal component, providing insights into the data patterns.

Table 6: Rotated Component Matrix

	Component		
	1	2	3
"Q13-The interface of the e-wallet is user-friendly and easy to understand"	.820		
"Q1-I intend to use e-wallet in the future"	.813		
"Q9-E-wallet is the trend of the modern lifestyle"	.812		
"Q5-E-wallets are secure to send/use sensitive information"	.746		
"Q2-I will always use e-wallet payments during purchasing things"	.667	.605	
"Q12-E-wallet are simple to me"	.659	.609	
"Q10-E-wallet is easy to learn"	.646	.576	
"Q8- E-wallet make it easier to carry out my day-to-day tasks"	.587	.582	
"Q7-E-wallet is a practical payment option"		.833	
"Q3-E-wallet for purchasing is recommendable to others"		.831	
"Q11-I can quickly become proficient in using services of the e-wallet"		.798	
"Q6-Using e-wallet saves my time"	.582	.643	
"Q4- Technologies for payment E-wallet is my favourite"	.478	.626	
"Q16-The media and advertisement affect my intention to use the e-wallet"			.788
"Q15-Friends and colleagues affect my intention to use the e-wallet"		.547	.786
"Q17-I use e-wallet because the people I know also use it"	.619		.676
"Q14-My intention to use the e-wallet is affected on my family and people"	.433	.426	.658

Extraction Method: Principal Component Analysis

The Three components above represent different dimensions of e-wallet adoption, including usability, practicality, security, and social factors. The cumulative percentages indicate how much variance each component explains in the overall data. Component 1 captures

several factors related to e-wallet adoption (see Table 6). Users find the e-wallet interface easy to understand and navigate. Users intend to use e-wallets for their payments in the future. The adoption of e-wallets aligns with the trend of modern lifestyles. Users perceive e-wallet systems as secure for sending and using

sensitive information. Component 2 includes additional aspects. Users believe that e-wallet procedures are simple and can be easily learned. E-wallets are seen as practical options for day-to-day tasks. Users are likely to recommend e-wallet payments to others. E-wallets save users' time. This component focuses on social influences. Users' intention to use e-wallets is affected by media and advertisements. Friends and colleagues play a role in shaping users' e-wallet adoption. Knowing others who use e-wallets influences individual adoption.

Table 7: Reliability Statistics of All Variables

Cronbach's Alpha	No. of Items
.972	17

Table 7 includes 17 items related to e-wallet adoption. The high Cronbach's Alpha suggests that the scale used to measure e-wallet adoption is reliable, and the 17 items collectively assess various aspects of users' attitudes and intentions toward e-wallet usage.

Cronbach's Alpha is a metric used to assess the dependability of internal consistency. It evaluates the degree of correlation between the items in a scale (or questionnaire). A high Cronbach's Alpha value close to 1 indicates strong internal consistency, meaning that the items in the scale are reliable and measure the same underlying construct consistently.

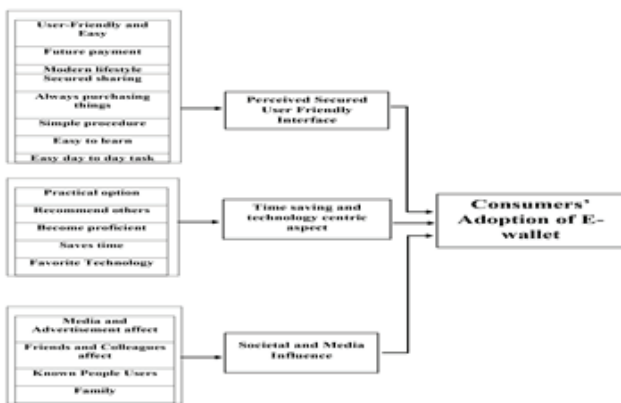


Figure 1: Conceptual Framework of E-wallet Adoption

Source: The Authors

The conceptual framework (see Figure 1) of e-wallet adoption revolves around several key elements that are influencing users' adoption. There are three constructs

of Consumers' adoption of E-wallet specifically "Perceived Secured User-Friendly Interface", "Time Saving and Technology Aspect" and "Societal and Media Influence". These three constructs determine consumers' adoption of E-wallet.

Conclusion and Policy Recommendations

It is concluded that the service providers of e-wallets should consider the recommendations provided in the model given in this study that there must be a user friendly, secured, and time saving interface of the service. A user-friendly experience gives the advantage to a service when user who are not good at adopting technology. It accommodates users who may not be tech-savvy, widening the user base. Users can quickly adapt to the system, leading to higher satisfaction. A friendly interface fosters trust and encourages users to explore further. Security is the most important factor that lead to the adoption of a particular e-wallet service. For an e-wallet service it is very crucial to be time saving because a time-consuming service lead to the reduction in the user base of the service. E-wallets must streamline transactions, making them faster and more efficient than traditional methods. By taking consideration of these factors, policy makers can attract a broader consumer base and build trust among them.

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Branding and Positioning Strategies Adopted by Tourism and Hospitality Sector in the Bihar

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ABSTRACT

The branding and positioning strategies implemented by the tourism and hospitality sector in Bihar, a state located in eastern India. The tourism industry plays a crucial role in the economic development of Bihar, and effective branding and positioning strategies are essential to attract tourists and establish a positive image for the region. Bihar boasts a rich cultural heritage, including historical sites like Nalanda and Bodh Gaya, which are significant Buddhist pilgrimage centers. The sector leverages this cultural heritage by highlighting the historical importance of these sites and promoting them as must-visit destinations for tourists seeking spiritual enrichment. Additionally, the state has made significant strides in developing eco-tourism, capitalizing on its natural landscapes, wildlife sanctuaries, and rivers. These eco-tourism initiatives aim to attract nature lovers and adventure seekers, positioning Bihar as a diverse and eco-friendly tourism destination. Infrastructure development has also been a focus for the tourism and hospitality sector in Bihar. Improving connectivity, upgrading transportation systems, and enhancing accommodation options have been key initiatives to provide a seamless and comfortable experience for visitors.

KEYWORDS: *Branding, positioning, Tourism, Hospitality, Bihar, Cultural heritage, Eco-tourism, Infrastructure, Marketing, Promotion, Sustainable development.*

INTRODUCTION

The tourism and hospitality sector in Bihar, an eastern state of India, is poised for significant economic growth. With its rich cultural heritage and diverse natural landscapes, Bihar has the potential to attract a wide range of tourists, both domestic and international. Effective branding and positioning strategies are critical to realize this potential, enabling the state to distinguish itself as a premier travel destination. This introduction explores the importance of such strategies in the tourism sector, emphasizing how a well-defined brand image and strategic positioning can influence tourist perceptions and decisions. By focusing on Bihar's unique attributes—its historical sites like Nalanda and Bodh Gaya, vibrant festivals, and natural beauty—the state can enhance its appeal and compete effectively in the global tourism market. Through

robust marketing and promotional efforts, Bihar aims to overcome challenges related to awareness and perception, ultimately establishing itself as a sought-after destination that offers rich experiences and warm hospitality.

TOURISM IN BIHAR

The tourism and hospitality sector in Bihar, a state in eastern India, plays a vital role in driving economic growth. Effective branding and positioning strategies are crucial for attracting tourists and establishing a positive image. This essay explores these strategies, emphasizing the significance of branding in creating a unique identity that distinguishes Bihar from other destinations. Key initiatives like promoting cultural heritage and developing eco-tourism are highlighted, alongside the challenges faced by the sector. Bihar

boasts rich historical sites such as Nalanda and Bodh Gaya, attracting those interested in spiritual and cultural tourism. Efforts are made to preserve these sites and offer authentic experiences. Additionally, Bihar's diverse natural landscapes encourage eco-tourism, appealing to nature lovers and adventure seekers. Infrastructure improvements, including upgraded transportation and accommodation, enhance visitor experiences, positioning Bihar as tourist-friendly. Marketing strategies aim to overcome limited awareness and negative perceptions, utilizing digital campaigns and collaborations with influencers. Despite these efforts, challenges such as infrastructure gaps remain, suggesting areas for future research and development in marketing and sustainable practices.

Branding and Positioning Strategies Adopted by Tourism and Hospitality Sector in Bihar

The tourism and hospitality sector in Bihar has implemented a comprehensive array of branding and positioning strategies to enhance its appeal and competitive edge. Key initiatives include promoting the rich cultural heritage of historical sites like Nalanda and Bodh Gaya to attract tourists seeking spiritual and cultural enrichment. Eco-tourism is emphasized through the conservation of diverse natural landscapes and wildlife sanctuaries, appealing to nature enthusiasts and adventure seekers. Infrastructure enhancements in transportation and accommodation ensure a comfortable visitor experience. Unique aspects of Bihar are highlighted for destination differentiation, including its traditional cuisine and warm hospitality. Collaborative efforts with travel influencers and extensive digital marketing campaigns leverage social media to boost awareness and attract a broader audience. Additionally, participation in international tourism fairs, the use of brand ambassadors, and engaging storytelling emphasize Bihar's tourism offerings. The sector also focuses on sustainable practices and involves local communities to promote responsible tourism and ensure long-term industry sustainability, creating a distinctive and appealing destination.

REVIEW OF LITERATURE

The literature on Bihar's tourism and hospitality sector provides a detailed examination of its potential and the

strategic challenges it faces. Oza (2022) discusses the profound influence of Buddhism on the cultural fabric of India, specifically through historical contributions such as the promotion of ahimsa (non-violence) and the development of educational hubs like Nalanda and Vikramasila. These elements not only underscore Bihar's historical and cultural significance but also its potential as a central figure in cultural and educational tourism.

Similarly, Gupta and Mahavidyalaya (2022) explore the pivotal role of road transportation in cultural tourism. They argue that roads act as the backbone of the local economy, offering essential connectivity that enhances the tourism experience by facilitating access to remote and culturally significant sites without the extensive costs associated with other modes of transportation. Their analysis suggests that improving road infrastructure could directly increase tourist inflow and satisfaction, positioning Bihar more favorably within the tourism market. However, challenges remain, as noted by Singh et al. (2021), who critique the Bihar government's lackluster efforts in ensuring the sustainability of its tourism sector. They call for a substantial revision of current policies and increased investment in sustainability practices to leverage Bihar's full potential across primary, secondary, and tertiary sectors. Kumar et al. (2021) further emphasize the necessity of embracing digital marketing strategies, particularly social media, to enhance the visibility and appeal of Bihar's tourism offerings. Their study identifies a significant gap in the digital competence of Destination Management Organizations (DMOs), suggesting that more effective use of visual and cultural content could attract a wider audience. The literature also highlights a broader range of systemic issues impacting Bihar's tourism sector. Ghose (2020) addresses the infrastructural deficiencies and political challenges that hinder the state's economic development. These barriers not only affect tourism but also Bihar's overall industrial and commercial activities, suggesting that substantial investments in infrastructure are crucial for sustainable growth.

In addition to infrastructure and policy, the role of community involvement in tourism is emphasized. Joshi and Bagri (2020) explore how rural tourism can act as a catalyst for economic redistribution from

urban to rural areas, potentially preventing rural exodus by providing sustainable income and development opportunities. This aspect of tourism could empower local communities, especially women and marginalized groups, thus contributing to broader socio-economic stability.

RESEARCH GAP

Despite the efforts made by the tourism and hospitality sector in Bihar to implement branding and positioning strategies, there is a significant research gap that needs to be addressed. The existing literature on this topic is relatively limited, and further research is needed to explore and evaluate the effectiveness of the strategies employed in Bihar's tourism industry.

One research gap pertains to the measurement and evaluation of branding and positioning strategies in the Bihar tourism sector. While branding and positioning are crucial for destination marketing, there is a lack of comprehensive studies that assess the impact of these

ANALYSIS

Gender	Frequency	Age	Frequency	Education	Frequency	Income	Frequency
Male	189	Below 20	17	Senior Secondary	107	Below 20000	49
Female	111	20-40	117	Graduate	72	20000-40000	71
Total	300	40-60	118	Post Graduate	43	40000-60000	119
		Above 60	48	Professional	78	Above 60000	61
		Total	300	Total	300	Total	300

Gender

- Male: There are 189 male respondents, indicating that 189 individuals identify as male.
- Female: This category includes 111 female respondents, meaning that 111 individuals identify as female.

Age- Below 20: There are 17 respondents in this age category, indicating that 17 individuals fall below the age of 20.

- 20-40: This age range includes 117 respondents, meaning that 117 individuals fall between the ages of 20 and 40.
- 40-60: The number of respondents in this age

strategies on tourist perceptions, visitor arrivals, and economic outcomes.

Additionally, there is a need for research on community involvement in tourism initiatives and sustainable development practices in Bihar. Examining the role of local communities in destination branding, their perceptions of tourism development, and the impact of community engagement on the overall tourism experience would provide valuable insights for policymakers and industry stakeholders. Furthermore, research on sustainable tourism practices, including waste management, resource conservation, and community-based tourism, would contribute to the long-term sustainability of the tourism industry in Bihar.

OBJECTIVE

The objectives of this study are to explore the branding and positioning strategies adopted by the tourism and hospitality sector in Bihar.

bracket is 118, indicating that 118 individuals fall between the ages of 40 and 60.

- Above 60: There are 48 respondents in this category, suggesting that 48 individuals are above the age of 60.

Qualification- Senior Secondary: There are 107 respondents in this education category, indicating that 107 individuals have completed their senior secondary education.

- Graduation: This category includes 72 respondents, meaning that 72 individuals have completed their graduation.
- Post Graduation: The number of respondents in this education bracket is 43, indicating that 43

individuals have completed their post-graduation.

- Professional: There are 78 respondents in this category, suggesting that 78 individuals have completed professional education or have professional qualifications.

Income - Below 20,000: There are 49 respondents in this income category, indicating that 49 individuals reported having an income below 20,000.

- 20,000-40,000: This income range includes 71 respondents, meaning that 71 individuals reported earning between 20,000 and 40,000.
- 40,000-60,000: The number of respondents in this income bracket is 119, indicating that 119 individuals reported having an income between 40,000 and 60,000.
- Above 60,000: There are 61 respondents in this category, suggesting that 61 individuals reported earning above 60,000.

RELIABILITY ANALYSIS

Branding and Positioning Strategies Adopted by Tourism and Hospitality Sector in Bihar	Mean	Cronbach's Alpha	Branding and Positioning Strategies Adopted by Tourism and Hospitality Sector in Bihar	Mean	Cronbach's Alpha
Cultural Heritage Promotion	2.4710	0.845	Storytelling and Content Creation	1.9987	0.893
Eco-Tourism Development	2.5874	0.787	Collaboration with Local Communities	1.1221	0.873
Infrastructure Improvement	2.1010	0.985	Collaboration with Private Sector	2.8736	0.867
Destination Differentiation	2.3654	0.674	Specialized Tourism Products	2.9856	0.978
Collaborations with Travel Influencers	2.8541	0.877	Sustainable Tourism Practices	2.3641	0.778
Digital Marketing Campaigns	2.0366	0.988	Tourist Safety and Security	2.9514	0.745
Participation in Tourism Fairs and Exhibitions	2.9803	0.888	Tourism Training and Capacity Building	2.7531	0.738
Brand Ambassador Programs	2.9887	0.981			

The table provides information on the mean values and Cronbach's Alpha coefficients associated with various branding and positioning strategies adopted by the tourism and hospitality sector in Bihar. The survey results on branding and positioning strategies in Bihar's tourism sector reveal varying perceptions among respondents. Cultural Heritage Promotion is considered moderately important, with a mean value of 2.4710 and a Cronbach's Alpha of 0.845, indicating good consistency. Eco-Tourism Development, similarly rated as moderately important with a mean of 2.5874, shows satisfactory consistency with an Alpha of 0.787. Infrastructure Improvement, despite a lower importance score of 2.1010, exhibits excellent internal consistency

(Alpha of 0.985). Participation in Tourism Fairs and Exhibitions, and Brand Ambassador Programs are perceived as more important, with means of 2.9803 and 2.9887, and Alphas of 0.888 and 0.981, respectively. Storytelling and Content Creation holds a moderate importance with a mean of 1.9987 and an Alpha of 0.893, reflecting good consistency.

In summary, specialized tourism products and tourist safety and security are perceived as highly important in the branding and positioning of Bihar's tourism sector, while sustainable tourism practices and tourism training and capacity building are considered moderately important. These findings highlight the need to

emphasize unique and tailored experiences, prioritize safety and security measures, integrate sustainable

practices, and invest in training programs to enhance the overall competitiveness and attractiveness of Bihar as a tourism destination.

CHI-SQUARE ANALYSIS

Branding and Positioning Strategies Adopted by Tourism and Hospitality Sector in Bihar	Chi-Square Value	Sig.	Branding and Positioning Strategies Adopted by Tourism and Hospitality Sector in Bihar	Chi-Square Value	Sig.
Cultural Heritage Promotion	114.25	0.000	Participation in Tourism Fairs and Exhibitions	159.42	0.001
Eco-Tourism Development	129.35	0.000	Brand Ambassador Programs	123.32	0.000
Infrastructure Improvement	182.45	0.001	Storytelling and Content Creation	185.25	0.000
Destination Differentiation	165.75	0.000	Collaboration with Local Communities	165.41	0.001
Collaborations with Travel Influencers	191.35	0.001	Collaboration with Private Sector	187.33	0.000
Digital Marketing Campaigns	147.36	0.000	Specialized Tourism Products	183.27	0.000
Tourism Training and Capacity Building	186.35	0.001	Sustainable Tourism Practices	175.62	0.001
Tourist Safety and Security	147.85	0.000			

The provided table presents the Chi-Square values associated with various branding and positioning strategies adopted by the tourism and hospitality sector in Bihar. These values indicate the strength of association between each strategy and the sector's branding and positioning efforts. Statistical analysis, particularly the Chi-Square test, has revealed strong associations between various strategies and the branding and positioning of Bihar's tourism sector. Cultural heritage promotion is notably impactful, suggesting that highlighting Bihar's historical and cultural sites can significantly enhance its tourism image and attract cultural enthusiasts. Similarly, eco-tourism development is closely linked to the sector's branding efforts, with its promotion likely to draw environmentally conscious travelers and support sustainable tourism practices. Infrastructure improvements also show a strong correlation with effective branding, indicating that better transportation and accommodation facilities could substantially improve the overall tourist experience. The analysis further underscores the importance of destination differentiation, where emphasizing Bihar's unique attributes could attract those seeking novel experiences. Collaborations with travel influencers and digital marketing campaigns have proven effective in increasing Bihar's visibility and appeal. Participation

in tourism fairs and exhibitions, along with the use of brand ambassadors, are also significantly associated with successful branding, each contributing to a stronger, more attractive tourism profile for Bihar.

CONCLUSION

In conclusion, Bihar's tourism and hospitality sector has the potential to significantly enhance its market position through a series of strategic branding and positioning efforts. Highlighting the state's rich cultural heritage and promoting ecotourism can attract a wide range of tourists seeking both cultural enrichment and sustainable travel experiences. The development of unique tourism products, such as thematic tours, further differentiates Bihar from other destinations. Engaging with social media influencers, improving online visibility, and forming partnerships with travel agencies can broaden its reach and appeal. Moreover, a strong commitment to building a robust brand identity, coupled with investments in infrastructure and community engagement, is essential for fostering sustainable tourism growth. By integrating these strategies, Bihar can transform into an attractive, memorable tourism destination that offers authentic experiences and contributes to local economic development.

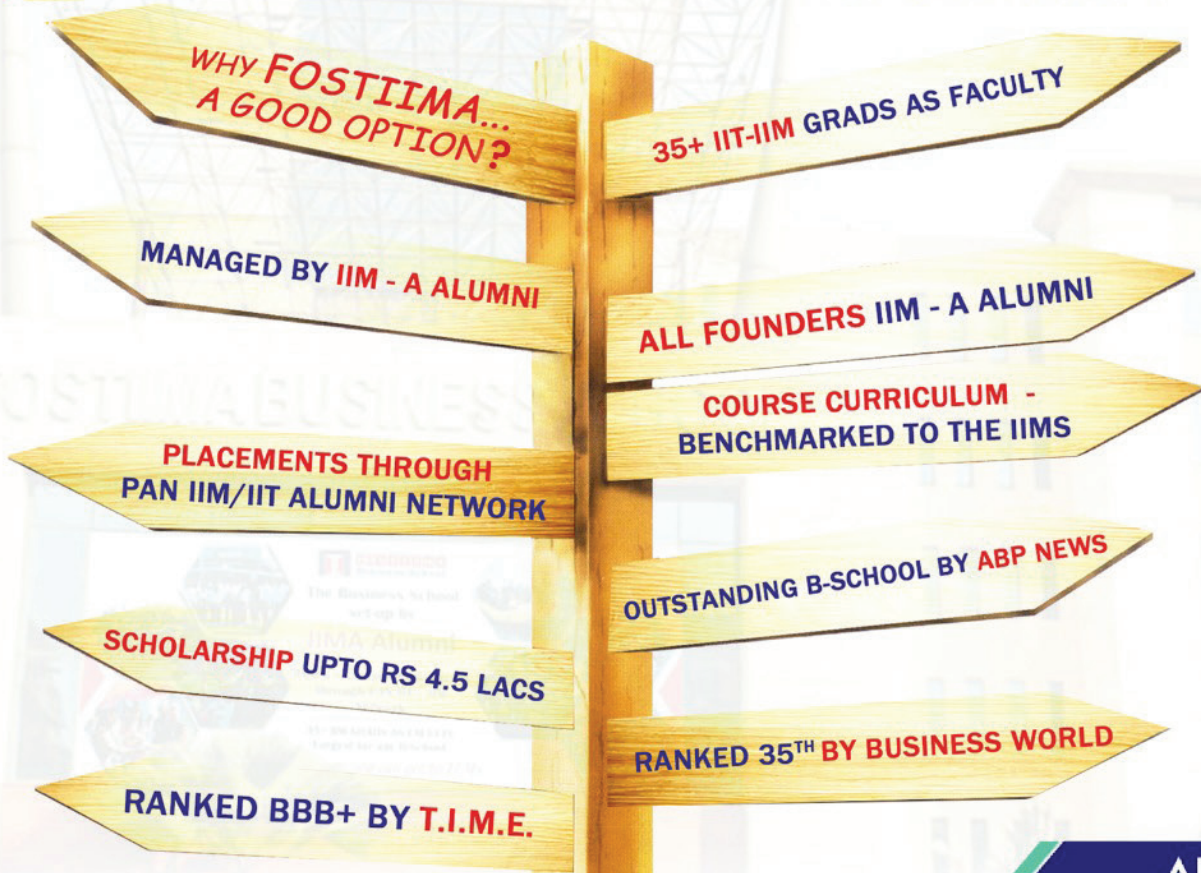
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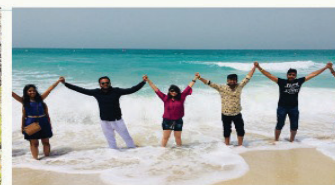
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