



ISSN 2455-684X

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# TKM INTERNATIONAL JOURNAL FOR RESEARCH IN MANAGEMENT

Special Issue:

**Emerging Paradigms in Business and Management** | Volume 9 | Issue 1 | 2024  
in the Analytical Era



**TKM INSTITUTE  
OF MANAGEMENT**



### **The Legacy of TKM College Trust**

The TKM College Trust was founded by Janab A.Thangal Kunju Musaliar, a successful industrialist, philanthropist and businessman. Born in a middle class family on 12<sup>th</sup> January 1897 at his ancestral home in Kollam. Janab Thangal Kunju Musaliar built up a vast business empire which dominated the cashew export trade in the 1940s and 50s. As a man of extra ordinary vision, he foresaw the tremendous importance of education and this led to the establishment of the TKM College Trust in the year 1956. T.K.M. College of Engineering, the first private Engineering College in Kerala, was set up by the Trust in 1958 followed by the T.K.M. College of Arts and Science in the year 1965. Janab Musaliar passed away on 19<sup>th</sup> February 1966 after an illustrious career that paved the way for advancement of professional education in Kerala.

True to the vision of its founder, the TKM College Trust has, over the years, added several other educational institutions to its fold - The TKM Institute of Management in 1995, The T.K.M. School of Communication & Information Technology in 1996, the T.K.M. Centenary Public School in 1997, the T.K.M. High School and T.K.M. Higher Secondary School in 2000, the T.K.M. Institute of Technology in 2002 and the T.K.M. School of Architecture in 2014.

Today, the dream of the late Janab A. Thangal Kunju Musaliar of uplifting society through education has to a large extent been fulfilled. His life exemplifies greatness in its true sense. Several of his initiatives, innovations and achievements are standing monuments in the changing national and global scenario. No wonder that the Government of India has thought it fit to issue a commemorative stamp in recognition of the services of this great man in 2001.

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*From the Desk of Chief Editor*

**EMERGING PARADIGMS IN BUSINESS AND MANAGEMENT  
IN THE ANALYTICAL ERA**

**<sup>1</sup>Jb. T.K. Shahal Hassan Musaliar**

<sup>1</sup>Hon. President, TKM College Trust

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*“Without data analytics, companies are blind and deaf, wandering out on to the web like a deer on a freeway”.* Geoffrey Moore. (Author of Crossing the Chasm)

As we navigate through the ever-evolving landscape of business and technology, it becomes increasingly evident that our success hinges on our ability to adapt and capitalize on emerging trends. In this analytical era, where data is the new currency, understanding and harnessing its power is paramount to staying competitive.

Our editorial focus on “Emerging Paradigms in Business and Management in the Analytical Era” aims to shed light on the transformative shifts happening across industries and how businesses can leverage analytics to drive innovation, efficiency, and growth.

The global analytics market has been experiencing significant growth. According to Statista, the global business analytics market size was valued at \$67.9 billion in 2020 and is projected to reach \$103.5 billion by 2026, with a compound annual growth rate (CAGR) of 7.2%.

Marketing analytics is a prominent area of focus for businesses. According to a survey by Econsultancy and Adobe, 65% of marketers believe that analytics is crucial for creating a better understanding of customers. A report by Gartner too indicates that 73% of marketing organizations plan to increase their spending on analytics over the next three years. According to a McKinsey survey, industries such as retail, healthcare, and financial services are among the leading sectors in

adopting advanced analytics techniques.

Companies worldwide are using data to Improve efficiency and productivity (64 percent), Achieve more effective decision-making (56 percent) and drive better financial performance (51 percent) according to a study by Micro Strategy. Organizations are increasingly relying on data to inform their strategic decisions. A study by Nucleus Research found that for every dollar spent on analytics, companies saw a return of \$13.01 on average. So it is no wonder that worldwide spending on big data and business analytics solutions is expected to reach \$274.3 billion by 2022.

Analytics is widely used to improve operational efficiency, according to Harvard Business School, 60 percent of businesses use BA to boost operational efficiency. A study by Accenture found that 77% of executives believe that data analytics will make their business operations more efficient.

Through insightful analysis and thought-provoking commentary, we aim to provide our readers with a comprehensive understanding of the emerging business trends shaping the analytical era. By staying informed and embracing innovation, we can position ourselves as leaders in this data-driven landscape.

I encourage all contributors to explore these themes and offer their unique perspectives on how businesses can harness the power of analytics to drive success in the modern era. Thank you for your dedication and contribution to our editorial mission.

# TRANSFORMING PERSPECTIVES: UNDERSTANDING CONSUMER ATTITUDES TOWARDS ELECTRIC VEHICLES FOR SUSTAINABLE MOBILITY

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## ABSTRACT

*Over the years, there has been a notable transformation in consumer attitudes towards electric vehicles (EVs). Initially met with skepticism and a lack of awareness, electric vehicles were often perceived as impractical, expensive, and inferior in performance compared to traditional internal combustion engine (ICE) vehicles. However, with advancements in technology and a heightened awareness of the environmental impact of transportation, consumer perception has undergone a positive shift. Despite the increasing recognition of electric vehicles as crucial in addressing climate change and fostering a sustainable transportation system, it is imperative to delve into how consumers perceive and engage with this emerging technology. This study aims to explore the attitudes, motivations, and barriers influencing consumers' decision-making processes regarding electric vehicles. The paper offers an in-depth analysis of various factors, including financial incentives, social reinforcement, charging infrastructure, environmental concerns, and willingness to purchase an EV. By scrutinizing these variables, the study aims to unveil insights into both the drivers and barriers to electric vehicle adoption, providing valuable guidance for the development of strategies promoting sustainable transportation choices. To conduct this research, a non-probability sampling method, specifically judgmental sampling, was employed, gathering data from 100 respondents. A survey questionnaire comprising 20 questions was utilized to ensure meaningful findings. Respondents used a 5-point Likert scale, ranging from "Strongly Agree" to "Strongly Disagree," to express their level of agreement or disagreement. Rigorous validity and reliability tests were conducted to ensure the robustness of the measures, facilitating accurate analysis and the identification of significant results. The study employs Structural Equation Modelling to assess the multivariate causal relationship between the variables under consideration. The ultimate goal is to bridge the knowledge gap surrounding consumer perceptions of electric vehicles and offer insights that can inform policymakers, automakers, and other stakeholders. The findings are intended to guide the development of effective strategies, policies, and interventions aimed at encouraging the widespread adoption of electric vehicles.*

**Keywords:** *Electric vehicles, Financial incentives, Social reinforcement, Charging infra-structure, Environmental concern, and Willingness to purchase*

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## I. INTRODUCTION

Consumer perception of electric vehicles (EVs) is a subject of increasing significance in the contemporary automotive landscape. As the world strives towards sustainable and environmentally conscious practices, the adoption and acceptance of electric vehicles play a pivotal role in shaping the future of transportation. This introduction explores the evolving attitudes of consumers towards electric vehicles, considering various factors such as technological advancements, environmental considerations, and economic aspects. Historically, there existed scepticism and a lack of awareness surrounding electric vehicles, with consumers perceiving them as impractical, expensive, and lacking in performance compared to traditional internal combustion engine (ICE) vehicles. However, recent years have witnessed a notable shift in consumer attitudes, marked by a growing awareness of the environmental impact of traditional transportation methods and advancements in electric vehicle technology.

Technological innovations in electric vehicles have contributed significantly to altering consumer perceptions. Breakthroughs in battery efficiency, charging infrastructure, and vehicle design have addressed concerns about the practicality and range of electric vehicles. As a result, consumers are increasingly viewing electric vehicles not just as eco-friendly alternatives but also as technologically advanced and competitive options in the automotive market.

Environmental considerations form a crucial dimension of consumer perception

regarding electric vehicles. With rising concerns about climate change and air pollution, consumers are increasingly drawn to the prospect of zero-emission transportation. Electric vehicles, emitting no tailpipe pollutants, have become symbolic of a sustainable future, resonating with environmentally conscious consumers. Economic factors also play a decisive role in shaping consumer attitudes towards electric vehicles. The potential for lower operating costs, including reduced fueling and maintenance expenses, has become a compelling incentive for consumers to consider electric vehicles as economically viable and cost-effective alternatives.

Consumer perception of electric vehicles (EVs) is a complex and multifaceted issue, influenced by a range of factors. Anute (2022) and He (2018) both highlight the importance of consumer perception in shaping their intention to purchase EVs, with Anute specifically noting the role of economic and environmental factors in India. Peters (2014) and Lashari (2021) further explore the influence of consumer groups and attitudes, with Peters finding that perceived compatibility with personal needs is a key factor in Germany, and Lashari identifying environmental and economic perceptions as strong predictors in South Korea. These studies collectively underscore the need for a nuanced understanding of consumer perceptions and the importance of tailoring marketing strategies and policies to address these perceptions.

The evolving landscape of consumer perception on electric vehicles reflects a dynamic interplay between

technological advancements, environmental consciousness, and economic considerations. This exploration aims to delve into the factors influencing how consumers perceive and embrace electric vehicles, ultimately influencing the trajectory of the automotive industry towards a more sustainable and innovative future.

## **II. RESEARCH HYPOTHESES AND CONCEPTUAL MODEL**

The adoption of electric vehicles (EVs) has far-reaching effects on various stakeholders and sectors. From an environmental perspective, EV adoption offers the promise of reducing greenhouse gas emissions and improving air quality. With zero tailpipe emissions, EVs contribute to mitigating climate change and reducing pollution in urban areas. Furthermore, the transition to EVs can drive the development of renewable energy sources, amplifying the positive environmental impact. The increased adoption of EVs also necessitates the expansion of charging infrastructure, which has implications for energy consumption and the electric grid.

Depending on the source of electricity used for charging, the environmental benefits of EVs can be maximized or limited. Investing in renewable energy infrastructure can ensure that EVs are powered by clean energy, thereby enhancing their overall environmental impact. On an economic level, the shift toward EVs has both positive and negative implications. The EV industry can foster economic growth and create employment opportunities in manufacturing, R&D, and infrastructure development. Additionally, reduced dependence on

imported fossil fuels can enhance energy security and potentially lower energy costs. However, traditional industries tied to internal combustion engines may experience challenges and require transition strategies. Consumer behaviour plays a crucial role in EV adoption, influenced by factors such as purchase price, operating costs, range anxiety, and charging infrastructure availability. Government incentives and subsidies can alleviate financial barriers, making EVs more attractive to consumers. Understanding and addressing consumer concerns can accelerate the adoption rate and promote a sustainable transportation ecosystem.

### **1. Adoption of Electric Vehicles (EVs)**

The process of adopting electric vehicles is intricate and influenced by various factors. Broadbent (2018) emphasizes the significance of policy in stimulating adoption, drawing insights from experiences in Europe and the US. Bilotkach (2012) introduces a model that takes into account the impact of energy prices, infrastructure, and the availability of hybrid vehicles on the adoption of electric cars. Kumar (2020) conducts a thorough literature review, identifying crucial variables and proposing policy recommendations. Needell (2016) underscores the importance of addressing individual drivers' needs for achieving widespread electrification of personal vehicle travel in the US. Together, these studies highlight the multifaceted nature of electric vehicle adoption and advocate for a comprehensive approach that considers policy, economics, and consumer preferences.



## **2. Financial Incentives and Adoption of EVs**

Financial incentives, such as purchase subsidies and tax incentives, are perceived to have a positive impact on the adoption of electric vehicles (EVs) (Santos, 2020). However, the influence of these incentives on consumer perception is complex and can be influenced by various factors. For instance, consumer social attributes, including environmental concerns and social norms, can play a significant role in shaping attitudes and purchase intentions towards EVs (Wang, 2021). Additionally, the presence of charging infrastructure and local production facilities are also important factors in EV adoption (Sierchula, 2014). Interestingly, while consumer knowledge and perceived risk are significant predictors of EV adoption, the impact of financial incentives on adoption intention is not as strong (Wang, 2018). These findings suggest that while financial incentives are important, they are not the sole determinants of consumer perception and adoption of EVs. So, it is claimed that:

***H1: Financial incentives have an influence on EV adoption***

## **3. Charging Infrastructure and Adoption of EVs**

The impact of charging infrastructure on the adoption of electric vehicles is an intricate and multifaceted issue. Kong (2018) stresses the significance of charging infrastructure in integrating EV fleets into the smart grid, particularly in addressing uncontrolled charging behaviors and facilitating vehicle-to-grid (V2G) implementation. Illmann (2020) further emphasizes the role of public charging

infrastructure in promoting EV adoption, with a specific focus on charging speed. Aduama (2023) conducts a comprehensive review of the key components influencing EV adoption, including charging infrastructure and energy resources. Lastly, Liu (2012) underscores the necessity for an integrated approach to charging infrastructure assignment, considering the limitations of different infrastructure types and their impact on the power grid. So, it is hypothesized that:

***H2: Charging infrastructure have an influence on EV adoption***

## **4. Influence of Social Reinforcement and Adoption of EVs**

Research into the adoption of electric vehicles (EVs) emphasizes the influence of social reinforcement on consumer behavior. Both Edelenbosch (2018) and Feng (2019) highlight the interplay between social and technological learning, with the former discovering a mutually reinforcing relationship between these processes. Park (2018) and Higuera-Castillo (2019) further emphasize the crucial role of social factors, with Park identifying satisfaction, usefulness, and attitude as pivotal drivers of EV adoption, and Higuera-Castillo pointing out the impact of emotional considerations and product attributes like vehicle acceleration and low engine noise levels. Collectively, these studies suggest that social reinforcement, encompassing factors such as satisfaction, usefulness, and emotional appeal, significantly influences the adoption of EVs. From the above findings it is contended that:

***H3: Social reinforcement has an influence on EV adoption***

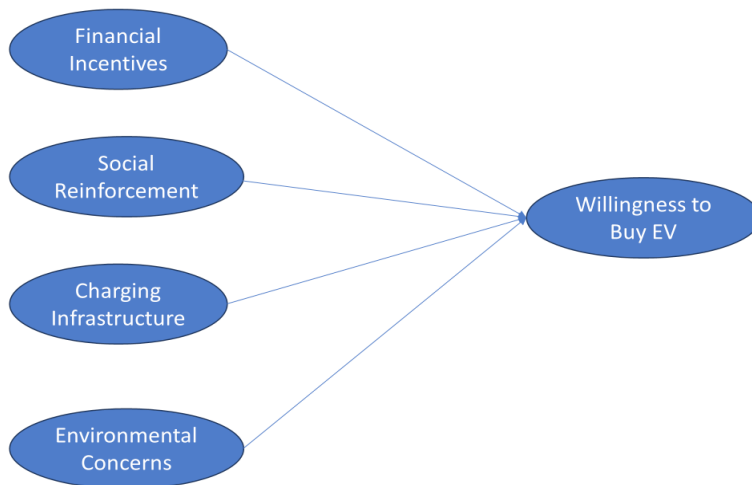
## 5. Influence of Environmental Concern and Adoption of EVs

Kennedy (2019) and Khurana (2020) both emphasize the increasing interest in electric vehicles (EVs) driven by environmental considerations, with Kennedy underscoring the necessity for continual enhancements in EVs to establish them as a preferred choice. Khurana's research conducted in India reveals that attitude plays a crucial role in EV adoption, with environmental concerns being a key determinant. Supporting this, Rolim (2012, 2014) demonstrates that adopting EVs can induce changes in driving behavior and contribute to a reduction in energy consumption and CO2 emissions. Taken together, these studies indicate that environmental considerations significantly

motivate EV adoption and that ongoing advancements in EV technology and infrastructure are essential for realizing their full potential. Therefore, it is argued that:

***H4: Environmental concern has an influence on EV adoption***

To conduct the research an empirical model is proposed and tested with the use of regression analysis. A multivariate statistical analytic method called structural equation modelling is employed to examine structural relationships. This method examines the structural link between measured variables and latent constructs by combining component analysis and multiple regression analysis. The researcher adopted this approach since it estimates numerous and connected dependencies in a single investigation.



**FIGURE 1: VARIABLES IN THE STUDY**

## III. METHODOLOGY

### 1. Sampling

This study employed a Non-Probability Sampling method, specifically

Judgmental Sampling, in designing the sample. A survey was conducted using online questionnaires distributed and collected through Google Forms as part of the research process. Approximately 250



individuals were contacted for responses during the months of April and May 2023, and 132 individuals provided responses. The study ultimately utilized 100 responses from participants who answered all the questions.

**2. Data Collection**

In this study, data collection involved the use of a survey questionnaire comprising 20 questions. The questionnaire utilized a 5-point Likert scale, prompting respondents to express their agreement or disagreement levels, spanning from “Strongly Agree” to “Strongly Disagree.” To ensure the reliability and validity of

the data, established measures from prior studies were thoroughly reviewed and integrated into the questionnaire. Validity and reliability tests were subsequently employed to evaluate the strength and consistency of the measures, facilitating precise analysis and the identification of meaningful results.

**3. Reliability and Validity Considerations**

The validity and reliability criteria vary depending on the nature of the construct. The guidelines are shown in Table 1. It is recommended to load/weight measurements above 0.5 and compute d values less than 0.01, after estimation.

**TABLE 1: VALIDITY/RELIABILITY CRITERIA ADOPTED IN THIS STUDY**

Consideration	Guideline (WarpPLS 7.0)	
	Reflective Constructs	Formative Constructs
Cronbach alpha coefficient	> 0.7	NA
Composite reliability	> 0.7	NA
Average variance extracted	> 0.5	> 0.5
Convergent validity	p values associated with the loadings be lower than 0.05; and that the loadings be equal to or greater than 0.5; cross loading less than 0.5	VIF<5: all indicator weights should be with p < 0.05
Discriminant validity	The square root of the average variance extracted should be higher than any of the correlations involving that latent variable	
Effect sizes of path coefficient	Effect sizes (f-squared) of 0.02, 0.15, and 0.35, respectively for small, medium, or large effect (Cohen, 1988).	
Predictive validity	Positive value of Stone- Geisser Q- squared coefficients	

Source: Primary Data

**TABLE 2: DETAILS OF CRITICAL CONSIDERATIONS REGARDING VALIDITY**

S. No.	Measures	FinIn	Char	Social R	EnvC	WBuy
1	Cronbach alpha coefficient	0.784	0.726	0.889	0.830	0.673
2	Composite reliability	0.855	0.830	0.920	0.887	0.823
3	Average variance extracted	0.551	0.550	0.699	0.664	0.612
4	Effect sizes of path coefficient (For paths ending at (WBuy))	0.039	0.145	0.290	0.130	-
5	Convergent validity	Established as all 'p' values <0.05; loadings >0.5; cross loadings <0.5 for reflective measures				
6	Discriminant validity	Established, as square root of average variance extracted for the concerned variable was found higher than any of the correlations involving that variable in both row and column values.				
7	Predictive validity	Established a Q-squared coefficient of 0.602 for Willingness to Buy (WBuy)				
<i>FinI – Financial Incentive, Char – Charging facility, Social R – Social Reinforcement, EnvC – Environmental Concern, WBuy – Willingness to Buy</i>						

Source: Primary Data

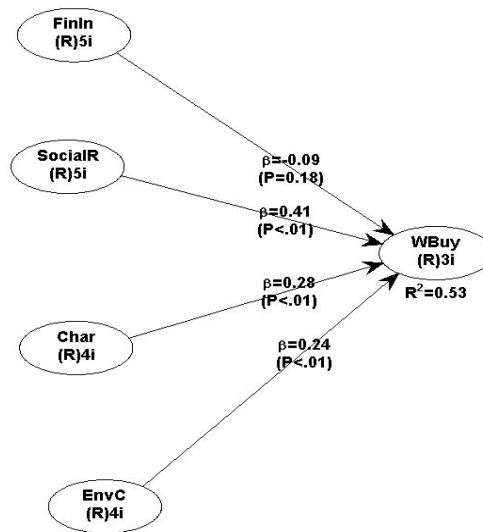
A Structural Equation Modeling (SEM) approach was selected to analyze the cause-effect relationships among constructs used in the study. This technique is used for assessing causal relationships based on statistical data and qualitative causal assumptions. The SEM technique consists of two separate parts: the structural model, which describes the latent variables and their relationships among themselves, and the measurement model, which describes the indicators to be measured. The data was analyzed by using the Partial Least Square (PLS) based software, Warp PLS 8.0. The PLS regression algorithm with boot

strapping method of re-sampling was used for estimation of the model that maximizes the variance explained in the latent variable scores by the latent variable indicators. The estimates included path coefficients with 'p' values, indicators' weights, loadings, and factor scores.

The estimated model with path coefficients and corresponding p values are illustrated in the following figure. Different fit indices were used to evaluate the model's validity. The 'p' values for both the average path coefficient (APC) and the average R-squared (ARS) should be below 0.05. Moreover, the average variance inflation

factor (AVIF) should be below 5. As data was well represented by the model, all three fit criteria were satisfied, and the model had acceptable predictive and explanatory qualities. Each of the reflective indicators had factor loadings greater than 0.5 with a ‘p’ of less than 0.01. The composite reliability, Cronbach alpha, and average

variance extracted (AVE) were above the threshold limits. Model parameters included R- squared and Q-squared that were satisfying for predictive validity. The square root of AVE for all constructs was found to be greater than any correlation involving the latent variable. All these observations confirm construct reliability and validity and allow for causal inference.



**FIGURE 2: ESTIMATED MODEL WITH WILLINGNESS TO BUY**

**TABLE3: RESULTS OF HYPOTHESIS TESTING**

Hypothesis	$\beta$ Value	Sig.	Result
Social Reinforcement (Social R) has an influence on the willingness to buy electric vehicles of the customers.	0.41	<.01	Accepted
Charging facility (Char) will influence the willingness to buy electric vehicles of the customers.	0.28	<.01	Accepted
The relationship of Financial Incentive (FinIn) and willingness to buy electric vehicles of the customers was not significant.	-0.09	0.18	Rejected
Environmental Concern (EnvC) has an influence on the willingness to buy electric vehicles of the customers.	0.24	<.01	Accepted

Source: Primary Data

#### IV. DISCUSSION

Individuals are influenced by the behaviors and viewpoints of those in their social circles. When people perceive a substantial portion of their social group or community embracing electric vehicles (EVs), it establishes a social norm that encourages others to follow suit. Research indicates that positive word-of-mouth, peer influence, and visible adoption within social networks significantly impact an individual's decision to adopt EVs. Public demonstrations, displays, and events featuring EVs can create social reinforcement by generating excitement and curiosity among the general public. Social reinforcement plays a crucial role in shaping individuals' attitudes and beliefs about EVs. The endorsement and usage of EVs by respected figures, such as celebrities, influencers, or community leaders, can influence opinions, creating a sense of desirability and credibility. This social influence has the power to alter existing beliefs, overcome resistance, and motivate individuals to consider adopting EVs.

Range anxiety, the fear of running out of battery power without access to a charging station, remains a primary concern for potential electric vehicle (EV) buyers. The existence of a well-established charging infrastructure is instrumental in mitigating this apprehension. The convenience and accessibility of charging infrastructure emerge as pivotal factors in driving EV adoption. A robust network of charging stations, encompassing both public and private options, grants EV owners the flexibility to conveniently and reliably charge their vehicles. The speed

and capabilities of charging infrastructure play a significant role in influencing EV adoption. Fast-charging stations, capable of delivering a substantial charge in a short period, alleviate concerns about extended recharging times. This, in turn, enables EV owners to cover longer distances without prolonged breaks. Moreover, advancements in charging technologies, such as wireless charging and ultra-fast charging, further elevate the convenience and attractiveness of EVs.

The growing awareness of climate change and its environmental consequences has heightened the urgency to reduce greenhouse gas emissions. Electric vehicles (EVs) are increasingly perceived as a more environmentally friendly option compared to internal combustion engine vehicles (ICEVs) because they generate zero tailpipe emissions. The aspiration to address climate change and actively participate in environmental conservation serves as a compelling motivation for individuals to contemplate and embrace EV adoption. For some individuals, the decision to choose an EV is deeply rooted in ethical considerations. Environmental concern reflects a sense of responsibility and stewardship towards the planet and future generations. Opting for an EV is viewed as a means to diminish one's carbon footprint and contribute to fostering a cleaner and more sustainable environment. This choice aligns with personal values and ethical beliefs, establishing EV adoption as a tangible way to live in harmony with these principles.

This research did not find a substantial correlation between financial incentives and the adoption of electric vehicles. While

financial incentives may offer certain advantages, the majority of respondents expressed that they are not the primary driving factor for choosing electric vehicles (EVs). Other factors, such as the upfront cost of EVs, their driving range, and individual preferences, often outweigh the influence of financial incentives in the decision-making process. Despite the availability of financial incentives, the upfront cost of EVs remains a significant obstacle to adoption for many consumers in India. The price disparity between EVs and traditional vehicles, coupled with concerns about battery life and performance, can impede widespread adoption. Therefore, relying solely on financial incentives may not be adequate to address these affordability concerns.

## V. CONCLUSION

In summary, the inclination to purchase electric vehicles (EVs) is influenced by a intricate interplay of factors. While environmental concerns and ethical considerations are notable influencers, the singular reliance on financial incentives may not spur extensive adoption. This study underscores the significance of factors like upfront costs, driving range, and personal preferences in shaping purchasing decisions. The critical challenge lies in overcoming affordability barriers and augmenting public awareness. With advancing technology, alongside supportive policies and infrastructure enhancements, there exists the potential for a broader acceptance of EVs. Achieving widespread EV adoption demands a comprehensive approach, accounting for diverse elements to establish a sustainable and attractive market for electric vehicles.

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# HR ANALYTICS IN PERFORMANCE APPRAISAL AND DECISION MAKING

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## ABSTRACT

*HR Analytics demonstrates the direct impact of people data on important business outcomes. The paper titled “HR Analytics in Performance Appraisal and Decision Making” is based on a study conducted in a telecom instruments manufacturing company. The study was conducted with the objectives of knowing the degree of applications of HR Analytics, its effectiveness in performance appraisal, and involvement in decision-making in the company. This descriptive study was carried out using a structured questionnaire. The questionnaire had three sections - Degree of Applications of HR Analytics, Effectiveness of HR Analytics in Performance Appraisal, and Involvement of HR Analytics in Decision Making. Simple random samples were derived from supervisory and managerial human capital working in the company. The analysis was done using SPSS. The study found that HR Analytics had been applied to a greater extent in the company for various HR functions. The study also revealed that HR Analytics was very effective in human capital performance appraisal and decision-making. The analyses also found that managers and highly qualified staff were more aware of HR Analytics and experienced people used sophisticated HR tools. Being a competitive industry, the study suggested the company use innovative business practices, implement HR Analytics more effectively, update sophisticated technologies, and organize HR Analytics training programs to improve decision-making & problem-solving procedures and accomplish strategic business goals.*

**Keywords:** Work force metrics, Internal mobility, Recruitment, People skills, Talent management

## 1. INTRODUCTION

The role of Human Resource Management (HRM) has changed over time from the role as administrator of legal and mandatory HR practices to more of a supporter of value creation and business strategy. To achieve sustainable competitive edge, organisations must align their human resources with their overall business goals. Management support, recruiting policies, key performance indicators, RoI, workforce build, buy or rent talent, drivers of employee turnover and internal mobility are success factors for HRM.

Analytics and forecasting are important areas where such developments are likely to continue in the management of human resources. HR Analytics is an agile trend in HRM. A major driving force behind this evolution has been the technological development. This trend is reshaping the organizations and providing them with unprecedented potential. HR Analytics forms the base for creation and retention of extremely skilled workforce in an organization. HR Analytics enables better decision making on workforce using employee data. It supports organizations for

mapping HR metrics with strategic business goals. It focuses on acquiring talent to assess future HR needs by improving employee morale and satisfaction. It is a part of overall evidence-based decision making that involves the use of data and statistical analysis to make decision on HR practices based on facts.

### 1. HR Analytics

Analytics supports data interpretation and corrective measures for profitable functioning of business. HR Analytics has been a rising trend in HRM for the past few decades and many believe that it may be the answer to the challenges faced by HR. HR Analytics is the field that deals with people analysis and applying the analytical process to human capital to improve employee performance and retention.

It does not collect data about how the employees perform at work; instead, it provides better insight into HR process. HR Analytics is the systematic identification and quantification of people drivers of business outcomes. It is a data driven decision making in HR.

HR Analytics is the correlation of employees' data with organizational data to create employees' strategies to positively impact the business performance. It is not a technology, but a group of tools used in combination with each other to gain information, analyze that information and predict outcome for the problems and decide the solutions.

Analytics are statistical measures that show connections, correlations and causality between human resource metrics and other business measures. It demonstrates the

direct impact of people data on important business outcomes. United Health Group used HR Analytics to track where their long-term employees and most productive employees were recruited. The information was then used for future recruitment.

Work force analytics metrics are total cost of work force, management span of control, higher performer turnover rate, career path ration and talent management index. Work force planning includes annual budgeting, strategic planning, specifically in terms of new hires, headcount changes, skills, work force makeup and size initiatives. Works force reports include head count reporting & analysis and advanced reporting & trending.

### 2. About the Study

The study 'HR Analytics in Performance Appraisal and Decision Making' was done in a telecom instruments manufacturing company. It functions in five locations across the country with more than 8300 employees, supervisors and managers. The study was conducted in the company located at Kerala State, where around 300 managers and supervisors are working.

Through efficient decision making, the officials felt that it is important to get a clear picture of understanding of HR Analytics by the employees and their ideas & suggestions to improve it. So, it was decided to make a study on the topic and its effects on the performance of the company.

### II. OBJECTIVES OF THE STUDY

The study was conducted with the objectives of

- Knowing the degree of applications of



HR Analytics in the company

- Knowing the effectiveness of HR Analytics in performance appraisal
- Understanding the involvement of HR Analytics in decision making

### III. REVIEW OF LITERATURE

Strategic move in organizations and logical & analytical thinking indicated the importance of analytics in HR department of IT companies. This was observed by L. Ravikiran and K. Vedantan (2014) by investigating twenty IT companies of South India covering large and mid-sized firms. They concluded that, by wide usage of analytics, ability of decision making was improved, there by the profit of the firms increased.

A paper by Weena Yancey et al. (2016) analyzed the help of HR Analytics in solving problems in productivity and work force. Three companies – a Japanese pharmaceutical, a European construction and a Fortune 100 software companies were taken for the analysis. They confirmed that analytics had become a cutting-edge tool to solve many problems in an organization. It assisted to take good decisions which helped the firms to be competitive in the market.

Thomas Rasmussen & Dave Ulrich (2015) found that there existed remarkable performance improvement and development in skilled workforce which avoided the business from management fraud. G.Bhasker (2015) had written that - to prevent a massive turnover catastrophe, a company used workforce analytics to calculate how many employees would retire per year, the types of workers needed to replace them and where those

new hires were most likely to come from.

Nerney. C (2014) explained the efficiency of HR professionals in gathering data and examining to forecast the results for better understanding of the staff, customers and outcome of the business. Muhammed Saleem Sumbal et al. (2017) found that forecasting can be done through big data analysis. Workforce skills and decision making improved the company to move towards profitability.

Rutger Johannik (2015) found the drivers like application, logical thinking of data analysis, quality of data, management interest, structure and organizational outcome in decision making played dominant role in effective implementation of HR analytics. Alamelu (2015) revealed that adoption to innovation was mainly due to perception from peers. Also work environment, turn over costs, recruitment decision etc. would forecast the future requirement of the firm.

### IV. RESEARCH METHODOLOGY

Research Design	- Descriptive
Population	- 293 Managers & Supervisors
Sampling Technique	- Simple Random Sampling
Sample Size	- 122 Managers & Supervisors
Analysis Tools	- Percentage Analysis, Weighted Average Analysis, Chi-Square Analysis, Correlation Analysis, ANOVA

## V. ANALYSES AND INTERPRETATION

### 1. Percentage Analysis

**TABLE 1: PERCENTAGE ANALYSIS**

Variable	Values	Percentage
Gender	Male	63
	Female	37
Experience (Years)	Upto 10	8
	10-20	2
	20-30	21
	Above 30	69
Designation	Manager	11
	Supervisor	89
Qualification	HSC	9
	ITI/Diploma	55
	Graduate	18
	Postgraduate	18
Age (Years)	20-30	8
	30-40	7
	40-50	4
	Above 50	81

*Source: Primary Data*

The above table shows that,

- 63% of human resources were male and 37% were female.
- 69% had above 30 years of experience, 21% had 20-30 years, 8% had up to 10years and 2% had 10-20 years.
- 89% were supervisors and 11% were managers.
- 55% were ITI/Diploma qualified, 18% were graduates, 18% were postgraduates and 9% were HSC qualified.
- 81% were with above 50 years of age, 8% with 20-30 years, 7% with 30-40 years and 4% with 40-50 years.

### 2. Weighted Average Analysis

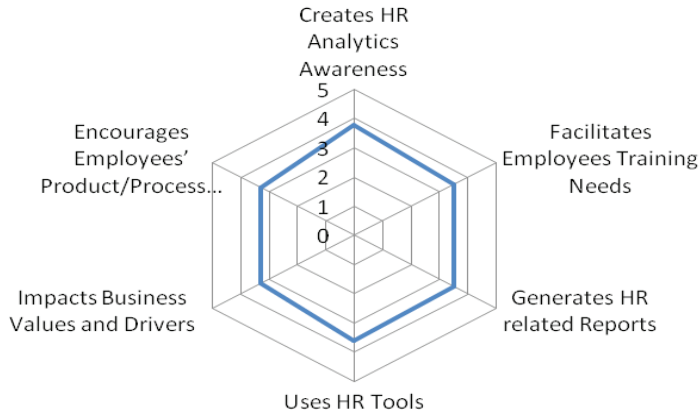
Degree of Applications of HR Analytics

**TABLE 2: DEGREE OF APPLICATIONS OF HR ANALYTICS**

Applications	Degree on 5.0
Creates HR Analytics Awareness	3.8
Facilitates Employees Training Needs	3.5

Generates HR related Reports	3.5
Uses HR Tools	3.6
Impacts Business Values and Drivers	3.3
Encourages Employees' Product/Process Ideas	3.3
Average	3.5

Source: Primary Data



**FIGURE 1: DEGREE OF APPLICATIONS OF HR ANALYTICS**

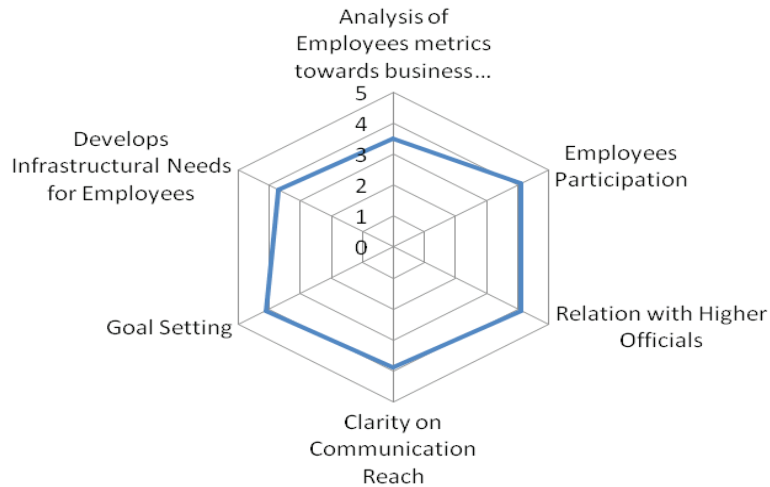
The Table 2 shows that majority of respondents agreed that HR Analytics has been applied in the company to notable extend. Specifically creating HR Analytics awareness to employees was highly notable.

Effectiveness of HR Analytics in Performance Appraisal

**TABLE 3: EFFECTIVENESS OF HR ANALYTICS IN PERFORMANCE APPRAISAL**

HR Analytics in Performance Appraisal	Effectiveness on 5.0
Analysis of Employees metrics towards business outcome	3.5
Employees Participation	4.1
Relation with Higher Officials	4.1
Clarity on Communication Reach	3.9
Goal Setting	4.1
Developing Infrastructural Needs for Employees	3.7
Average	3.9

Source: Primary Data



**FIGURE 2: EFFECTIVENESS OF HR ANALYTICS IN PERFORMANCE APPRAISAL**

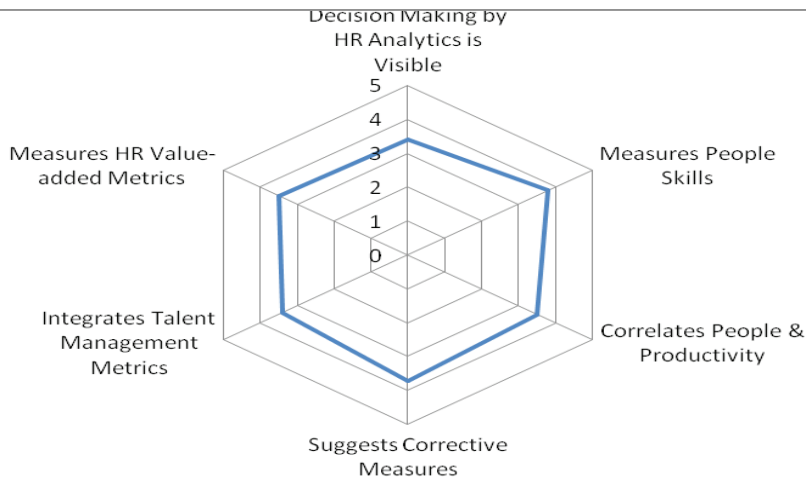
The Table 3 shows that majority of the respondents agreed that HR Analytics is effective in performance appraisal. Specifically, it is effective on appraising employees' participation, relation with higher officials, clarity on communication reach and goal setting.

Involvement of HR Analytics in Decision Making

**TABLE 4: INVOLVEMENT OF HR ANALYTICS IN DECISION MAKING**

HR Analytics in Decision Making	Involvement at 5.0
Decision Making by HR Analytics is Visible	3.4
Measures People Skills	3.8
Correlates People & Productivity	3.5
Suggests Corrective Measures	3.7
Integrates Talent Management metrics	3.4
Measures HR Value-added Metrics	3.5
Average	3.6

Source: Primary Data



**FIGURE 3: INVOLVEMENT OF HR ANALYTICS IN DECISION MAKING**

The Table 4 shows that majority of the respondents agreed that HR Analytics is involved in decision making, more specifically in measuring people skills.

### 3. Chi-Square Test

Designation And Awareness on HR Analytics

$H_0$ : *There is no significant relationship between designation and awareness of HR Analytics in the company*

$H_1$ : *There is significant relationship between designation and awareness of HR Analytics in the company*

**TABLE 5: DESIGNATION AND AWARENESS ON HR ANALYTICS**

	Value	Df	Asymp. Sig. (2- sided)
Pearson Chi-Square	12.133 <sup>a</sup>	8	.014
Likelihood Ratio	12.786	8	.119
Linear-by-Linear Association	7.877	1	.005
N of Valid Cases	122		

Source: Primary Data

The above Table shows that there was a significant relationship between designation and awareness of HR Analytics in the company.

### 4. Correlation Analysis

Experience And Usage of Sophisticated HR Tools

$H_0$ : *There is no significant association between experience and usage of sophisticated HR tools in the company.*

***H<sub>1</sub>: There is significant association between experience and usage of sophisticated HR tools in the company.***

**TABLE 6: EXPERIENCE AND USAGE OF SOPHISTICATED HR TOOLS**

Correlations			
		Experience	Usage of Sophisticated HR Tools
	Pearson Correlation	1	.186*
Experience	Sig.(2-tailed)		.042
	N	122	120
	Pearson Correlation	.186*	1
Usage of Sophisticated HR Tools	Sig.(2-tailed)	.042	
	N	122	120

Source: Primary Data

The above Table shows that there was significant association between experience and usage of sophisticated HR tools in the company. The variables were found positively correlated.

## 5. ANOVA

Qualification And Awareness of HR Analytics

***H<sub>0</sub>: There is no significant relation between qualification and awareness of HR analytics in the company.***

***H<sub>1</sub>: There is significant relation between qualification and awareness of HR analytics in the company.***

**TABLE 7: QUALIFICATION AND AWARENESS OF HR ANALYTICS**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	12.469	4	3.117	4.218	.003
Within Groups	84.997	115	.739		
Total	97.467	121			

Source: Primary Data

The above Table shows that there was significant relation between qualification and awareness of HR analytics in the company.

69% had above 30 years of experience, 89% were supervisors, 55% were ITI/ Diploma qualified and 81% were with above 50 years of age.

## VI. FINDINGS

- 63% of human resources were male,
- Majority of respondents agreed that HR Analytics had been applied in the

company to notable extend. Creating HR Analytics awareness on employees was highly notable.

- Majority of the respondents agreed that HR Analytics is effective in performance appraisal. It was effective on appraising employees' participation, relation with higher officials, clarity on communication reach and goal setting.
- Majority of the respondents agreed that HR Analytics is involved in decision making, more specifically in measuring people skills.
- There was significant relationship between designation and awareness of HR Analytics in the company.
- There was significant association among experience and usage of sophisticated HR tools in the company.
- There was significant relation among qualification and awareness of HR analytics in the company.
- Managers were in position to take decisions based on HR analytics.
- Managers had data mining skills to predict the need for training programmes & their impact on business values & drivers, which help the company sustain in the market and handle the competitors' challenges.

## VII. SUGGESTIONS

- The company can give more emphasis for HR Analytics and implement it more effectively for accomplishing the company's strategic business goals.

- The company can use innovative business practices to leverage more outcomes through HR Analytics to recognize trends and take eminent corrective measures.
- Telecom industry has tough competitors. So, the company should focus on updating sophisticated technologies as well as appropriate methodologies to compete with private players.
- The company can improve its decision making and problem-solving procedures by effectively implementing HR analytics in a better way.
- Training and work allotment is necessary for effective HR Analytics in the company.

## VIII. CONCLUSION

Public Sector Undertaking (PSU) plays a prominent role in India's industrialization and economic development. Integration of Indian economy with global market results in several challenges and concerns. The company has contributed 70 percentage to the growth of present national telecom industry. In the scenario of globalization, the company faces a lot of competition from inside and outside the country. These challenges act as impediments in the growth of the company and come in the way of competing space with other private entities.

Like other PSU, the company was also established with the purpose of absorbing surplus labour while reducing unemployment in the country. However, owing to stringent recruitment practices filled with old school thoughts and political

interventions, the company lost its sheen compared with its private counterparts.

By carrying out the suggestions recommended by the study, with the help of HR Analytics, they can come to a limelight by leveraging the untapped potential of its HR.

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# GENERATIONAL DYNAMICS IN MOONLIGHTING INTENTIONS: A COMPARATIVE ANALYSIS OF GENERATIONS X & Y

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## ABSTRACT

*The contemporary work landscape is undergoing a profound transformation with the rise of the side hustles and moonlighting practices. It is the practice of engaging in a secondary job while having a primary job. Individuals actively seek supplementary work to fulfill unmet needs in their primary jobs. This paradigm shift particularly seems to be more appealing to the younger generation. Within this context, understanding the generational differences in moonlighting intentions becomes a crucial avenue for research, shedding light on the evolving nature of work attitudes across different age groups. This study analyses the moonlighting intention from the context of generations X born between 1965-1981 and Y is in between 1982-1994. The construct moonlighting intention is measured using five items, they are additional income, skill diversity, job autonomy, job security, and personal reasons. The implications of this research extend beyond academia, offering valuable guidance for policymakers. Understanding generational disparities in moonlighting intentions equips policymakers to craft targeted and effective strategies for addressing the potential negative consequences of multiple job practices among employees. The methodology involves a well-structured questionnaire, meticulously designed to gather responses, analyze intentions, and to identify generational differences using various statistical techniques. From this study, it is revealed that there exists a significant difference in moonlighting intentions among employees based on generations. The outcome of this research work will provide valuable resources for policymakers grappling with decision conflicts in shaping a work environment that caters to the evolving needs of different generations.*

**Keywords:** Moonlighting intentions, Additional income, Skill diversity, Job autonomy, Job security, Generational disparities

## I. INTRODUCTION

In the changing landscape of work environments, the concept of moonlighting i.e. engaging in a secondary job while having a primary job is getting increased acceptance. In response to fluctuating economic conditions and the instability of employment, individuals are increasingly opting to undertake multiple jobs as a means of augmenting their income and securing a sense of job stability. It is also known as the act of doing a second job without telling or having consent from the current employer. As individuals navigate

their professional journeys, the decision to pursue moonlighting opportunities is influenced by various factors such as having an additional income, skill diversity, job security, job autonomy, etc. Moonlighting can take various forms. They are blue, full, half, and quarter moonlighting. Blue moonlighting refers to a situation in which an employee encounters significant challenges in managing two jobs within a single day, signifying the difficulties and obstacles faced in attempting to engage in moonlighting successfully. Full moonlighting is a situation

where an employee handle two full- time jobs parallelly. Half moonlighting is a situation where the employee spends more than 50% of the time of their available time on part-time jobs to earn more and to lead a comfortable life. Quarter moonlighting is a situation where employees spend time after their regular job in part-time jobs to meet daily needs and increase expenses (Monika Gulati,2023).

Today's workforce comprises diverse generations shaped by distinct societal, technological, and economic influences. From Baby Boomers to Generation Z, each cohort brings unique perspectives, values, and expectations to the workplace. As moonlighting becomes increasingly prevalent, it is essential to investigate how generational differences shape individuals' intentions and decisions related to pursuing secondary employment. Moonlighting is a challenge for both the employees as well as HR professionals. This research aims to fill a critical gap in the existing literature by delving into the generational disparities in moonlighting intentions. It helps employers, policymakers, and organizational leaders to create inclusive and adaptable work environments. The findings of this research are anticipated to contribute not only to academic discourse but also to inform practical strategies for organizations aiming to engage and retain a multigenerational workforce in the evolving world of work.

## II. LITERATURE REVIEW

The moonlighting trend is increasing specifically in the IT industry and is becoming an important labour market phenomenon (Ashwini, et.al.,). Organizational commitment and entrepreneurial motivation

also have a significant influence on the moonlighting intentions.

Organizational commitment is negatively related to moonlighting intention whereas entrepreneurial motivation is positively related to moonlighting intention (Seema, 2020). In a study on moonlighting intentions among middle-level employees in the IT sector, the roles of financial and non-pecuniary motivations that drive employees to engage in quarter, half, and full moonlighting are examined. It is revealed that the employee's demographic profile needs serious attention as the motives behind moonlighting (Ashwini, et.al, 2017). In a study on work engagement of employees in moonlighting: A moderated mediation model from a boundary less career perspective, it is revealed that when the employees hold moonlighting jobs, their boundary less career orientations will affect work engagement in their primary work (Zhen Peng., et.al. 2021). A study conducted among school teachers in New Jersey revealed that 34.0% of respondents have a job outside of the school system, 47.7% are engaged in supplementary contracts, 53.2% have summer contracts, 14.7% were engaged in all modes and 76% are in at least one mode of moonlighting (Stephen. C, 2001). In India, around 7.7 million workforces are in the gig economy and it is expected that the gig workforce will expand to 23.5 million by 2029-30 (NITI Aayog report, 2022). It is revealed that moonlighting is not equally widespread across all sectors i.e. health care (70%), FMCG (71%), and IT sector (57%) believed that moonlighting is unethical. The IT sector has a comparatively greater portion

of employees supporting moonlighting. It is shown that one in five employees in India want to moonlight in India (Indeed hiring tracker research report, 2022). In a survey conducted among 3085 technology professionals having work experience of less than a year, between one to three years, and three to seven years of experience, 707 individuals (equivalent to 22.91%) reported engaging in moonlighting, either in the past or currently, out of these 707 respondents, 227 individuals currently moonlight. Additionally, 480 respondents (making up 15.56% of the total respondents) have previously participated in projects outside of their regular or primary employment (Neeraj Pal, May 2023). Recent surveys show that millennials and Generation Z are perfectly willing to work in two or more jobs simultaneously (Bhavya Kaushal, 2022). In a survey conducted among IT Indian employees, it is said that 43% of employees favour moonlighting practices. The intention is to safeguard against job loss and to earn supplement income (Business Standard, 2023).

### III. RESEARCH QUESTION

In light of the existing literature, a research gap is identified regarding the differences in moonlighting intentions between Generation X and Generation Y. The research question is framed as follows: How do Generation X and Generation Y differ in their intentions toward moonlighting?

### IV. RESEARCH METHODOLOGY

The study is descriptive and analytical in nature. The population of the study is 100 employees from an IT company. The convenience sampling method is used to fix the respondents. A structured questionnaire is used to collect the responses, 5-point Likert scale is used to measure the responses. The data collected is statistically analyzed using descriptive and inferential statistical methods.

### V. RESULTS AND DISCUSSION

The responses of the respondents were statistically analysed using various tools like mean, standard deviation, and One-Way ANOVA in SPSS version 26. In this part, its results are analysed in detail.

**TABLE 1: DESCRIPTIVE ANALYSIS OF MOONLIGHTING INTENTIONS**

<b>Moonlighting Intentions</b>	<b>Mean</b>	<b>SD</b>	<b>Loadings</b>
<b>Additional Income</b>			
I am not satisfied with the salary received from the primary job.	4.08	.961	.914
I can't be able to meet all the financial obligations from my primary job.	4.15	.757	.897
It has become imperative for me to seek a secondary job due to the rising daily life expenses.	4.25	.716	.804

<b>Skill Diversity</b>			
The current job is not providing sufficient opportunities for skill development.	2.75	.592	.844
Engaging in multiple jobs helps me to use my talents effectively.	2.83	.865	.938
Engaging in multiple jobs helps to address the skill gaps and thereby boost my resume.	2.96	1.072	.650
<b>Job Autonomy</b>			
I am not satisfied with the level of autonomy I have in my current primary job.	2.46	1.158	.973
I prefer a side job because it allows me to be more creative and innovative in my work.	2.60	.888	.916
I prefer a secondary job as it aligns better with my values and goals.	2.44	.967	.835
<b>Job Security</b>			
I am not confident in the stability of my primary employer in terms of financial health and growth.	3.00	.449	.845
Having a secondary job lowers the financial risk of primary job loss.	3.10	.461	.888
I am not confident that the primary job will provide long- term growth opportunities.	3.16	.707	.892
<b>Personal Reasons</b>			
I prefer a secondary job to pursue my passion.	3.80	.943	.973
I am not satisfied with my primary job, hence looking for a secondary job.	3.01	.916	.847
I prefer a secondary job to utilize my free time effectively.	2.82	1.321	.935

*Source: Primary Data*

SPSS version 26 was used to run the exploratory factor analysis. The EFA with principal axis factoring and varimax rotation yielded a two-factor structure with 12 items, all the items were suitably loaded. From the mean value analysis, it can be concluded that the respondents are not satisfied with the salary of their primary job and are having difficulties in meeting their financial obligations. Then the majority of

the respondents opted for moonlighting practices to pursue their passion. Job security is the next item having a high mean value, which means that employees are not sure about the job security of their primary job and to compensate for the possible loss of an unsecured primary job also they are opting for moonlighting. Then comes skill diversity and job autonomy.

**TABLE 2: DESCRIPTIVE ANALYSIS TO FIND OUT GENERATIONAL DIFFERENCES**

Dependent Variable	Mean	
	X	Y
Additional Income	4.12	4.19
Skill Diversity	2.50	3.19
Job Autonomy	2.23	2.76
Job Security	3.12	3.05
Personal Reasons	2.66	3.76

*Source: IBM SPSS Statistics 26*

In the case of additional income irrespective of generations they are showing a higher and similar mean value, i.e. they are not satisfied with the current salary and are unable to meet their financial obligation out of it. In the case of skill diversity generation Y has a higher mean value, i.e. Y generation employees are not satisfied with the opportunity to achieve diverse skill sets from the primary job and are having high mood. In the case of job autonomy, generation Y has a moderately high level of dissatisfaction. In the case of job security, both generations are not very sure about the

long-term stability and security offered by the primary employer. In the case of personal reasons, the Y generation has a higher mean value, whereas the X generation has a lower mean value. It means that Generation Y employees are more influenced by passion and dissatisfaction in their primary job etc. in search of a secondary job.

### **1. One-way ANOVA for Analyzing the Influence of Generation Over Moonlighting Intentions**

From the mean analysis the moonlighting intention of employees irrespective of the generations were

obtained, One-way ANOVA analysis was done to know the differences in moonlighting intentions among the generations X and Y. The hypothesis tested is,

**H0: There is no significant difference in**

***moonlighting intentions among employees based on their generation.***

**H1: There is a significant difference in moonlighting intentions among employees based on their generation.**

**TABLE 3: ONE-WAY ANOVA ANALYSIS**

Moonlighting Intentions							
			Sum of Squares	df	Mean Square	F	Sig.
Between Groups	(Combined)		5.413	1	5.413	29.399	.000
	Linear Term	Contrast	5.413	1	5.413	29.399	.000
Within Groups			18.045	99	.184		
Total			23.459	100			

Source: IBM SPSS Statistics 26

As per the analysis, the P value is .000. Since the P value is less than 0.05, the null hypothesis is rejected at a 5 percent level of significance. Hence the Null Hypothesis that “There is no significant difference in moonlighting intentions among employees

based on their generations” stands rejected. Therefore, it can be concluded that there exists a significant difference in moonlighting intentions among employees based on their generation.

**TABLE 4: ONE-WAY ANOVA ANALYSIS**

Dependent Variable	F- value	P- value
Additional Income	.219	.641
Skill Diversity	39.747	.000
Job Autonomy	9.403	.003
Job Security	.889	.348
Personal Reasons	44.837	.000

Source: IBMSPSS 26



One way ANOVA helps to analyse the effect of independent variable generation of respondents on moonlighting intentions. The construct moonlighting intention is measured using five items. In the case of Additional Income, the F-value is .219 and the p-value is .641 i.e. there is no statistically significant difference between the generations X and Y in need of additional income as a moonlighting intention. In Skill diversity, the F-value is 39.747 and the p-value is .000 i.e. there is a statistically significant difference between the generations X and Y. In the case of job autonomy, the F-value is 9.403 and the p-value is .003 that is there is a statistically significant difference between generations X and Y. In the case of job security, the F-value is .889 and the p-value is .348 i.e. there is no statistically significant difference between the generations X and Y. In the case of personal reasons, the F-value is 44.837 and the p-value is .000 i.e. there is a statistically significant difference between the generations X and Y.

## VI. SUGGESTIONS

The rise in daily expenses is a critical factor that forces most employees irrespective of the generation towards moonlighting. The need for money to satisfy basic needs can't be able to be seen as an illegal act. The one that that employers can able to do is permit moonlighting practices among employees in a healthy manner so that engaging in a secondary job will not affect the efficiency in performing the primary job. Then it is shown that moonlighting practices highly influenced youngster to pursue their passion. In this 21<sup>st</sup> century, greater emphasis is given to diverse career

paths and personal fulfillment. Employees are looking beyond traditional career trajectories and seeking opportunities that align with their passions, allowing for a more varied and customized career experience to survive in the challenges of the 21<sup>st</sup> century. The employer must make sure that they are providing sufficient opportunities for the employees to improve their skills through various innovations like the introduction of incubation centers to learn and develop new skills etc. If the primary job itself is to provide more opportunities for skill development it will reduce the moonlighting intention among the employees who consider secondary job to learn and experience new skills. Promoting innovation, creativity, and passion within the organization will reduce the chance that the employees looking for a secondary job to satisfy those needs. Job security also has a slightly high mean value, If the employees do not feel that their job was secured, they will look for a secondary job to ensure continuity from any one of the jobs. The employer must make a clear picture in the mind of employees that they can able to work in the organization for the long term without the fear of job insecurity. It is also beneficial for policymakers to prevent employee moonlighting by guiding employees in budgeting, savings, and investment planning. Organizations can explore partnerships with other financial institutions to provide employees with access to financial education resources and services. It is a must to offer continuous learning platforms and encourage employees to acquire new skills relevant to their roles, and career growth rather than that of the organization's needs. The organizations

must have to conduct regular surveys among employees belonging to all levels to address their needs, concerns, and preferences.

## VII. CONCLUSION

The study contributes to the evolving nature of work and thereby helps to maintain a supportive work environment to deal with the changing work attitudes. The findings of this research illuminate substantial differences in moonlighting intentions between Generation X and Y. It is revealed that the generation has significant influence over the moonlighting intentions like skill diversity, job autonomy, and personal reasons. The distinct motivations uncovered in this study underscore the imperative for policyholders, employers, and organizational leaders to recognize and adapt to the evolving needs and aspirations of their multi-generational workforce.

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# THE ROLE OF CORPORATE E-LEARNING, ADVANTAGES AND DISADVANTAGES OF ITS ADOPTION IN CORPORATE TRAINING PROGRAMS

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## ABSTRACT

*This research examines the efficacy of incorporating e-learning into corporate training programmes. The adoption of training in organisations is significantly influenced by factors such as interest in learning, learner expertise, and organisational culture. This study provides a comprehensive evaluation of relevant literature, offering an academic foundation for the research by examining the contributions of multiple academics within the e-learning sector. Specifically, it emphasizes the application of e-learning in corporate training programmes. This article presents a comprehensive analysis of the widespread perspectives regarding the adoption and integration of e-learning technologies in corporate training, as revealed by surveys and other observational methods. This study examines the many interpretations and conceptualizations of e-learning as proposed by different scholars. Additionally, it explores the significance of the use of e-learning in corporate training and learning procedures, while also evaluating the benefits and drawbacks associated with its adoption and implementation.*

**Keywords:** Corporate training programs, E-learning, Advantages, Disadvantages

## I. INTRODUCTION

In the past, training was seen as an expense and was only provided to workers when they needed it; now, with the advent of e-learning, students are now able to study at their own speed and select topics of interest in order to increase their knowledge and skill set.

### 1. The Concept and Definition of E-Learning

The idea and meaning of online education Wentling et al. (2000) define e-learning as “the acquisition of competence through technological means.” Computers, networks, phones, and satellites are crucial to the success of online courses. Liu and Wang (2009) attempted to summarise the benefits of

learning via the internet, which include: the requirement to have access to the internet, the ease of global collaboration, the speed and efficiency with which information and knowledge may be disseminated via networked courses, the adaptability of the learning environment, and the elimination of distance and time constraints. The interactivity, repetition, autonomy, and adaptability of e-learning are what distinguish it as “learner centric,” as described by Twigg (2002).

Employees are a vital part of every business, which is why it’s so important to establish personal connections with them. This necessitates that businesses make a concerted effort to retain employees necessary. Salespeople want the possibility to further their careers, therefore if an

organization can provide that, they are more likely to stick around. Companies may boost employee loyalty and retention by investing more in internal training programmes. Teachers with expertise in areas relevant to an organization's training needs have traditionally been the backbone of corporate training. The instructor(s) would then lead the organization's courses, seminars, and educational gatherings. The advent of the Internet and more sophisticated education has altered this.

## 2. The Value of Online Education

Here are a few of the main advantages of this online instruction method. One, it's cost-effective and convenient since you may study online whenever and wherever it suits you. Attending the seminar won't need taking time away from the office. It's also a smart move financially. You might save money on petrol and paper if you don't have to travel as much. Current students are more likely to remember information if it is presented in a way that is both intuitive and simplified. People would rather watch a video or listen to a digital broadcast than read a textbook. Thirdly, they must be consistent; this is a common problem in face-to-face interactions, especially when different teachers have different preferences and methods of demonstrating. Thanks to the consistency of online education, students get the same experience in class regardless of when or where they enroll. Fourth, it's scalable; you may employ as many people as you need for the duration of the project. More students working as intern's means you can save money more quickly. Fifth, is adaptability; everyone has different learning

goals and styles. The accessibility of online education makes it possible to meet the needs of all students. Students in training are free to go at their own pace and choose their paths. They have more agencies over what and when they learn, leading to more tailored experiences. Provide your workers with some leeway: The existing representative's custom-tailored working conditions. Your employees' need for flexibility is reflected in your capacity to provide training that can be accessed at their convenience.

## II. REVIEW OF LITERATURE

The following are some of the drawbacks of conventional approaches, as stated by (Marta, 2013):

- Need for a dedicated training space
- Workers must take time off
- Training facility, lodging, and transportation expenses if held elsewhere
- Time Constraints

In contrast, the benefits of e-learning outweigh the drawbacks, as outlined above. The following are some of the problems with online education:

- E-learning training is more expensive than traditional training due to the following factors: The cost of obtaining or updating IT infrastructure.

There are several advantages to incorporating e-learning training into a company's overall structure, including It may serve as a hub for communication between workers, management, and even customers. Employees' prior and post-training knowledge and abilities may be promptly evaluated.

- Some of the most prestigious courses offer immediate access to the appropriate certificates. To improve the effectiveness of a business's operations, "e-learning" is defined as "a model of teaching that utilizes technology to create, distribute, and deliver data, information, training, and knowledge." Marta finishes by saying that both conventional and e-learning training have their benefits and drawbacks and that the ultimate decision on the kind of training should be taken based on the company's needs and capabilities analysis.

Numerous businesses have prioritized e-learning due to its numerous advantages, including its low cost, easy accessibility, standardized delivery, self-paced learning, and many material options (Strother, 2002). Blended learning, in which many delivery methods are used, is an option that many modern businesses are exploring.

According to Zornada (2005), technological advances on the internet and the emergence of e-learning programs in many organizations have made a significant impact to the methods that the organizations use to give training and development information, activities, and expertise to their employees. These organizations are able to better meet the needs of their workforce as a result of these advancements.

According to Tai (2008), there are a variety of reasons why businesses choose to implement e-learning programmes. They do this for a variety of reasons, including those related to strategy, accessibility, pace, geographical location, motivation and retention, productivity, and investment.

### III. RESEARCH METHODOLOGY

The exploratory research design was utilized so that we could carry out this study. The development of this article had many primary aims, the most important of which was an investigation into The Role of Corporate E-Learning, as well as the Advantages and Disadvantages of Its Adoption in Corporate Training Programmes. This article was produced using secondary sources of information as well as personal experience gained from working in the same capacity for the previous two years. The secondary data came from a variety of published sources, including books, journals, research papers, periodicals, daily newspapers, online sources, and government statistics records. The research was solely conducted using secondary sources, and both time and financial constraints were a factor in its design. This is one of the limitations of the study.

### IV. CRITICAL ANALYSIS

We may expound on the advantages of using corporate e-learning in corporate training programmes by listing them as follows:

#### 1. Hassle-Free

Training organizers do not need to make required arrangements, such as arranging faculty or subject matter experts for the training, as well as the location, refreshments, and other logistics.

#### 2. Adaptability

Regarding internet-based education, you are able to access the lesson at any time and from any location. Attending the

seminar does not require you to take a break from the task that you are currently doing. In addition to this, it makes sound economic sense. You wouldn't have to waste money on things like petrol or printing out content if you used this method.

### **3. Learning at One's Own Convenience**

Learners are able to complete lessons at their own pace and according to their own schedules. In order to facilitate a deeper level of comprehension, the presentation can be rewound and fast-forwarded as required.

### **4. Fewer Restrictions on the Devices Used**

Since most learning management systems are cloud-based, this means that they are compatible with all types of electronic gadgets.

### **5. Self-Direction**

Learners are able to navigate the course according to their own needs, which results in a more positive experience for them.

### **6. Customized Learning**

Because of the learning management system, not only are the training needs of individual departments determined and delivered, but also the training requirements of individual roles are determined and delivered. Learners can benefit from this by participating in training that is relevant to their jobs. In addition, training content libraries are developed, which makes it simpler for the student to select the specific training that best suits their needs.

### **7. A Check of Your Knowledge Right Away**

Having a pre-test, a post-test, and a

test itself all assist to check your knowledge right away.

### **8. Less Time Away from Work**

Learners who participate in e-training don't have to take time off from their regular responsibilities; rather, they can complete the training in their spare time when they have it available to them.

### **9. Cost Effective**

E-learning reduces costs associated with infrastructure, including those associated with providing a training hall that is suitably equipped, housing for the trainer, and travel expenses.

### **10. Consistency in the Delivery of Training**

Due to the nature of e-training, vacations, leaves, and times do not disrupt the training schedule. Due to the decreased need for human presence, all of the instruction is presented on time and without interruptions.

### **11. Time Savings**

Because of e-authoring tools, it is very simple and quick to develop material, provide the information, and track the compliance of the whole learner. This saves a lot of time.

### **12. Improved Efficiency**

The learner's ability to study and comprehend the ideas has become much easier, and as a result, their application in the position has become much simpler.

### **13. It Is Possible to Target a Massive Population If**

There is no restriction placed on the number of students who may participate

in training at one time, and thousands of students can do so.

#### **14. Contents May Be Archived**

Since training materials are kept in an electronic format, this facilitates navigation and makes it possible to recover previously used training materials.

#### **15. Easier Maintenance**

Training records compared to the former technique, in which coordinators were responsible for manually maintaining the records, e-training ensures that all records are preserved electronically.

#### **16. Convenient Concept Delivery**

E-learning makes it possible to employ a variety of methods, such as animations, audio-visual presentations, or pdf files, to convey information about a concept.

#### **17. Making It Simpler to Keep Track of Completed Tasks**

Administrators may now access the training records of any learner with just one click.

#### **18. Increased Employee Satisfaction**

As a result of the benefits listed above, employees are happy with the e-learning training that their company provides.

In the same direction, we are also able to comment on the drawbacks of using corporate e-learning in corporate training programmes as follows:

##### **a. A Problem with the Technology**

Their inadequate monitors make it difficult to follow the instructions of the Learning Management System, which in turn creates difficulties for their educational experience. In addition, the majority of

them have jobs that require them to work from home, making it challenging for them to satisfy the program's technical requirements. Not all of them even own personal computers, so when they need help with their technology, they go to the Learning Resource Centre's. The only way to solve this issue is for individuals to determine in advance, before enrolling in a particular course, what sort of technical help they will require in order to successfully complete that course, and then to appropriately equip themselves so that they can do so.

##### **b. The Problem with Internet and Bandwidth**

A lot of students don't have access to the powerful or dependable internet connection required for attending classes virtually, and thus, they are unable to keep up with their virtual counterparts.

##### **c. Lack of Computer Skill**

Employees may not be comfortable with utilizing computers due to a lack of adequate computer skills.

##### **d. Fear of Technology**

Anxiety around Technology Employees may have anxiety around their usage of technology for educational purposes.

##### **e. Organizational Problem**

If employees do not accept the e-learning training, this presents a problem for the organisations in the form of cultural resistance.

## **V. CONCLUSION**

The advantages and disadvantages of e-learning are evident, as it encompasses the use of digital resources for educational



purposes. The utilisation of technology tools facilitates the ability of learners to engage in studying at any given time and location. There are certain drawbacks associated with online communication, such as reduced sociability, apprehension towards technology, technical challenges including limited bandwidth and internet connectivity, as well as cultural barriers and insufficient organisational support and training. However, it is important to note that all of these concerns may be effectively addressed and resolved.

The existing body of literature provides an analysis of the merits and drawbacks of e-learning and proposes the necessity of incorporating it into corporate training programmes. This integration is crucial for organisations, administrators, and learners to fully reap the advantages associated with adopting and implementing e-learning.

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# TECHNOLOGICAL DIMENSIONS OF CUSTOMER RELATIONSHIP MANAGEMENT(CRM)- THEORIENTATION OF SMALL AND MEDIUM ENTERPRISES

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## ABSTRACT

*CRM is the most talked-about topic in today's corporate environment. Despite its relevance, few studies have attempted to study the orientation of the Technological dimension of Customer Relationship Management among Small and medium enterprises (SMEs). The research in the preliminary stage seeks to identify the orientation and factors related to technological dimensions namely Information flow (IF), Information Capture (IC), and Information Usage (IU).*

**Keywords:** Customer relationship management, Small and medium Enterprises, SME, Technological dimension, Information flow, Information Capture and Information usage

## I. INTRODUCTION

CRM is the most talked-about topic in today's corporate environment. Customer relationship management (CRM) has become one of the marketing practices that is assumed to bring success to companies in recent years. Customer Relationship Management (CRM) projects were popular in the early 1990s, with a concentration on call center activities. Only subsequently did corporations broaden their focus to include sales and create new channels (Peel, 2002). CRM may enable effective customer relationships, customer satisfaction, and customer loyalty by establishing a customer-centric business philosophy and culture to support effective marketing, sales, and service processes. Customer Relationship Management (CRM) arose from the need to combine the terms helpdesk, customer service, ERP (enterprise resource planning), and data mining. It is unclear who coined the word; however, it is possible that it arose from still-current trial and error procedures (Oberkamp, 2002).

CRM has become the primary focus of marketing today as a result of technological advancements, the spread of the Internet, and the emphasis on one-to-one marketing strategies. Payne and Frow (2005); Palmatier, Gopalakrishna, and Houston, 2006. CRM has grown at an exponential rate because (a) strong customer relationships contribute to customer loyalty, which leads to corporate profitability, (b) information technology contributes to building strong customer relationships, and (c) CRM technology development and enterprise implementations (Chalmers, 2006; Zablah, Bellenger, & Johnston, 2004). CRM stands for Customer Relationship Management, and it is the industry term for a set of processes and technologies that assist businesses in managing customer interactions in an organized manner.

CRM aims to create a strategic link between marketing tactics and information technology with the goal of fostering profitable long-term partnerships (Glazer, 1997). CRM, according to Kumar

and Cripps (1997), is data-driven marketing. According to Rajola (2003), CRM may be thought of as a collection of organizational and technological mechanisms that work to identify the wants of customers, determine the necessary product portfolios, and segment the market by gathering and preserving pertinent customer data. Customer relationship management, or CRM, is a novel management concept and method to customer management, according to Galbreath and Rogers (1999). CRM is all about managing the people, information resources, technology, and processes that go into setting up a company that can view its clients from all angles.

This study investigates how Small and Medium-Sized Businesses (SMEs) see the technological aspect of customer relationship management (CRM). Prior studies by Longworth and Rodgers (2003) and Baumeister (2004) noted that as CRM is a business sector, it is pertinent to SMEs. Furthermore, Ghassemi (2003) has noted that SMEs are becoming more and more focused on CRM applications.

Research Objectives framed for this study were:

- The aim is to ascertain the degree of orientation that small and medium-sized firms (SMEs) have towards the CRM technology.
- The aim of this study is to ascertain the SMEs' capacity for interactive communication, or information flow (IF), with their clientele.
- To determine the SMEs' attitude towards information capture (IC), or the gathering, preservation, and

storage of pertinent customer data.

- To find out the extent of usage of customer information by the SMEs i.e., Information Usage (IU)

## II. REVIEW OF LITERATURE

After looking into 45 various CRM definitions, Zablah, Bellenger, and Johnston (2004) came to the conclusion that CRM definitions and concepts could be divided into five key categories: strategy, process, capability, philosophy, and technology. In order to investigate the relationship between CRM and technology, Payne and Frow (2005) examined 16 definitions of CRM from a variety of sources. According to the analysis, CRM may be characterised from three different angles: as a customer-centric, broad-based, or tactically focused technology solution. Hence this study looks into the technological dimensions of CRM.

Although there are several definitions of CRM, Yim's (2002) definition is the most appropriate for our study. It aims to give CRM more conceptual clarity by combining literature on marketing, management, and information technology to establish four crucial areas that must be addressed for CRM deployment to be successful: As stated by Crosby and Johnson (2001), Fox and Stead (2001), Ryals and Knox (2001), and strategies, people, processes, and technology, in that order. According to Srivastava, Shervani, and Fahey (1999; Vandermerwe 2004), CRM implementations typically entail the following four distinct ongoing activities: (1) concentrating on important clients; (2) organising around CRM (Homburg, Workman, and Jensen 2000; Langerak &

Verhoef 2003); (3) managing knowledge (Stefanou, Sarmaniotis, and Stafyla 2003); and (4) incorporating CRM-based technology.

### **1. CRM – Technological Dimension**

The technological aspect of CRM, according to Kincaid (2003) and Peppers and Rogers (2004), can be generically divided into three categories: information flow (IF), information capture (IC), and information usage (IU).

#### **2. Information Flow (IF)**

According to Szymanski and Henard (2001), IF is a measure of an organization's capacity for interactive consumer communication. They also noted how businesses use technology as a critical tool to improve the IF throughout their many company units, enabling their staff to better comprehend the always evolving and growing needs and desires of their clientele. According to Robert (2003), one of an organization's most valuable resources is information. For every organisation hoping to succeed in the marketplace, strategic information management must be a top focus.

According to Chen and Popovich (2003), businesses nowadays need to concentrate on providing the best value to clients by improving communication, expediting delivery, and offering customised goods and services. According to Peppers and Rogers (2000), increased client assessment of the business through features like online ordering and 24-hour operations has paved the way for a paradigm shift in customer care that may ultimately boost the company's profits. According to Chen

and Popovich as well as Bultenna (2000), interactive consumer communication has the potential to increase an organization's profitability.

### **3. Information Capture**

According to Canter (2002), Information Capture can be defined as the company's capacity to maintain and store pertinent customer data. Information integration from client contact points into the knowledge database is referred to as information acquisition or capture, according to Micheawex and Gayer (2001). According to Battista and Verhun (2000), appropriate information should be gathered and accessed by customer knowledge management systems. According to Plakoyiannaki and Tzokas (2002), information transformation and selection are necessary for both strategic and operational purposes when it comes to the information that enters the organisation from customers.

In order to finally make a CRM installation viable, Chen and Popovich (2003) proposed that CRM systems gather, store, preserve, and disseminate customer knowledge throughout the organisation. According to Peppard (2000), CRM data is essential for determining customer life cycle value, service innovation, consolidated views of customers, and product customisation.

#### **4. Information Usage (IU)**

According to Chen and Popovich (2003), IU is the capacity to use and analyze data on consumer patterns, decipher customer behaviour, create predictive models, react with prompt and efficient customized communications,

and provide value to individual customers through product and service offerings. The appropriate consumer, right offer, right channels, and right time are crucial for keeping customers loyal, according to Swift (2001). Early research by Williams (1970) discussed choosing the correct customer to target. Additionally, he said that creating the ideal customer portfolio is crucial for commercial organizations and by using and analyzing the consumer data properly, this can be improved. The consumer IU and analysis, according to Sheth and Parvatiyar (1995) and Grant and Shlesinger (1995), could eventually boost organizational profitability.

### III. RESEARCH METHODOLOGY

In order to better understand how Small and Medium-Sized Enterprises (SMEs) are

oriented towards the technological aspect of CRM, a descriptive research approach was chosen for the survey. Small and medium-sized equipment manufacturers in Kanjikode, Palakkad. A convenience sampling was used to pick a sample of 118 respondents, and the questionnaires were given to them.

#### 1. Research Instrument

The survey tool was a prepared questionnaire. The questionnaire was divided into two sections: the CRM technology dimension and the business profile. Prior studies by Bradshaw and Brash (2001), Burnett (2001), Jain (2004), Vinas (2003), Wu (2002), Wa (2001), Kim et al (2003), and Ismail, Talukder & Panni (2007) were highlighted in the development of the questionnaire. The following dimensions were chosen to conduct the survey:

**TABLE 1: DIMENSIONS AND RELIABILITY**

Dimension	No. of Statements	Cronbach alpha( $\alpha$ )
Informationflow(IF)	4	.856
InformationCapture(IC)	4	.911
InformationUsage(IU)	6	.952

*Source: Primary Data*

To extract the necessary data, every survey question included a combination of structured, closed-ended, and open-ended questions. The respondent's opinion on these matters was ascertained through the use of a Likert scale, which has five points ranging from "Strongly Agree to Strongly Disagree." To evaluate the degree of systematic variation in a scale, a reliability test was carried out. This is accomplished by identifying the correlation between scores

acquired from various scale administrations. When there is a strong correlation, the scale produces dependable and consistent findings (Malhotra 1999). To examine the internal consistency of each question under the corresponding variable in this survey, Cronbach Alpha was employed. The table demonstrates how every component of the variables forms a single, mental construct that is highly consistent. All four variables observed alpha values fell below the

permissible range of  $\alpha = 0.7$  (Nunnally 1978).

**IV. RESULTS AND DISCUSSIONS**

The study examined the demographic profile of the participants, encompassing their classification, sales turnover, and workforce size.

**1. Job Designation**

In this case, it refers to the respondent’s job title. In this case, middle management and the managerial cadre provided the responses. The managers in charge of the company’s operations made up the largest percentage of them (30%), followed by technical. managers who made up the least (5%).

**2. Sales Turnover**

This represents the companies’ business turnover in rupees. Less than Rs 10 crores was the biggest proportion of the firms’ sales turnover (41%) and more than Rs 200 crores was the lowest percentage (2%) of all the firms’ sales turnover.

**3. No of Employees**

Indicates the number of permanent employees working in the firm. The highest percentage (33%) had less than fifty employees in their rolls and 3% had more than 500 employees.

**4. Technological Dimension Variables**

To find out how oriented SMEs are towards CRM practices in terms of technological dimensions, a descriptive study was carried out. For each of the three study variables—information flow (IF), information capture (IC), and information usage (IU)—a rank score and factor analysis were obtained.

**5. Information Flow (IF)**

The items under the variable information flow indicates that SMEs have provided multiple means to have interactive communication with their customers (IF1) and Multiple Communication Reach (IF2) with customers are highly important as indicated by the rank below based on average mean of each one of IF variables.

**TABLE 2: INFORMATION FLOW (IF) VARIABLES RANKS**

S.No.	Statements	Total Sum	Average Mean	Rank
1.	Interactivecommunications.(IF1)	539	4.57	1
2.	Multiplecommunicationreach (IF2)	493	4.18	2
3.	Periodiccustomercommunications(IF3)	463	3.92	4
4.	Customercontact.(IF4)	472	4.00	3

Source: Primary Data

**6. Rotation Factor Analysis of IF Variables**

The rotated factor loading, communalities, Eigen values and the percent of the variance explained by the

factors were worked; explain the total variance of these statements to the extent of 100.00percent.37.36 per cent is accounted



that firms have interactive communications with their customers, 26.73 per cent is accounted that firms provide with multiple ways to contact us (organization). 25.10 per

cent for is accounted for firms communicate periodically with their customers and 10.81 per cent is accounted for that firms maintain contact with customers.

**TABLE 3: ROTATION FACTOR ANALYSIS OF IF VARIABLES**

Statements	Factors				Communality (h <sup>2</sup> )
	I	II	III	IV	
Interactive Communications. (IF1)	.174	.947	.254	.095	1.001
Multiple Communication Reach (IF2)	.330	.322	.871	.171	1.000
Periodic Customer Communications(IF3)	.696	.187	.328	.611	1.000
Customer Contact.(IF4)	.933	.185	.271	.146	0.999
Eigen Value	1.494	1.069	1.004	.433	4.000
PerCent of Variance Explained	<b>37.36</b>	<b>26.73</b>	<b>25.10</b>	<b>10.81</b>	100
Cum.Per Cent Explained	37.36	64.10	89.19	100	

Source: Primary Data

**Note: Extraction Method Principal Component Analysis**

### 7. Information Capture(IC)

The items show under the variable information capture shows that SMEs collect information on an ongoing basis, capture information from internal source

and update customer information. However, information capture from external source is not much being practiced as it received the last rank among the variables of IC

**TABLE 4: INFORMATION CAPTURE (IC) VARIABLES RANK**

Statements	Total Sum	Average Mean	Rank
OngoingBasis. (IC1)	442	3.75	1
InternalSources(IC2)	437	3.70	2
ExternalSources(IC3)	392	3.32	4
UpdateCustomerInformation(IC4)	407	3.45	3

Source: Primary Data

### 8. Rotation Factor Analysis of IC Variable

Out of the four agreeability statements towards the information capture, four factors have been extracted and these four factors put together explain the total variance of

these statements to the extent of 100.00 percent. 28.04 per cent is accounted for that firms collect information on an ongoing basis, 27.72 per cent is accounted for firms

capture customer information using external sources 24.07 per cent is accounted for firms capture customer information from internal

sources and 20.18 per cent is accounted for firms update customer information.

**TABLE 5: ROTATION FACTOR ANALYSIS OF IC VARIABLES**

Statements	Factors				Communality (h <sup>2</sup> )
	I	II	III	IV	
Ongoing Basis. (IC1)	.270	.832	.332	.353	1.000
Internal Sources(IC2)	.353	.360	.801	.323	1.000
External Sources(IC3)	.921	.222	.257	.192	1.000
Update Customer Information(IC4)	.275	.487	.381	.736	1.000
Eigen Value	1.121	1.109	.963	.807	4.000
PerCent of Variance Explained	<b>28.04</b>	<b>27.72</b>	<b>24.07</b>	<b>20.18</b>	
Cum.Percent explained	28.04	55.76	79.83	100	100

Source: Primary Data

**9. Information Usage (IU)**

The items under the variable information usage shows that SMEs using customer information to acquire and also retain customers. However, developing

customer profile, market segmentation based on customer information and assessing customer life time value was not significantly given importance as it received the last rank among the variables.

**TABLE 6: INFORMATION USAGE (IU) VARIABLE RANKS**

Statements	Total Sum	Average Mean	Rank
Develop Customer Profiles (IU1)	380	3.22	4
Segment The Market (IU2)	355	3.01	6
Customer Retention (IU3)	428	3.63	2
Customer Lifetime Value (Iu4)	368	3.12	5
Acquire New Customers (IU5)	443	3.75	1
Cross Sell Products. (IU6)	407	3.45	3

Source: Primary Data

**10. Rotation Factor Analysis of IU Variables**

Out of the four agreeability statements towards the information usage, four factors have been extracted and these four factors put together explain the total variance of these statements to the extent of 100.00

percent. 29.55 per cent is accounted for that firms use customer information to develop customer profiles, 28.59 per cent is accounted for that firms use customer information to segment the market,21.60



per cent is accounted for that firms use customer information to assess customer retention 16.47 per cent is accounted for that

firms use customer information to assess customer lifetime value.

**TABLE 7: ROTATION FACTOR ANALYSIS OF IU VARIABLES**

Statements	Factors				Communality (h <sup>2</sup> )
	I	II	III	IV	
Develop Customer Profiles. (IU1)	.787	.309	.381	.313	0.958
Segment The Market (IU2)	.484	.356	.276	.748	0.997
Customer Retention (IU3)	.307	.712	.547	.182	0.934
Customer Lifetime Value (IU4)	.742	.393	.320	.369	0.944
Acquire New Customers (IU5)	.325	.843	.230	.306	0.963
Cross Sell Products. (IU6)	.411	.347	.787	.261	0.977
Eigen Value	1.773	1.715	1.296	.988	5.772
Per Cent of Variance Explained	29.55	28.59	21.60	16.47	
Cum. Per Cent Explained	29.55	58.14	79.74	96.21	96.21

Source: Primary Data

## V. CONCLUSION

This study looks into the impact of technology, a key CRM dimension, and how SMEs are oriented towards it. It also looks into CRM practices like information flow (IF), information capture (IC), and information usage (IU), as well as the effects these practices have on profitability. Additional customer interaction strategies, customer follow-up strategies, and customer relationship management techniques used by SMEs were also examined. The survey indicates that sample firms were using comparable techniques and that there was a standard operating procedure that they adhered to. The sample organizations' top rankings for the Technology dimension component were interactive communication with their customers, continuous processing of customer data, and using customer data to create customer profiles. Nonetheless, a

lot of attention needs to be paid to elements like customer upselling and cross-selling, using customer information to attract new clients, gathering data from outside sources, and maintaining regular contact with clients.

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## QUALITY ASSURANCE - CASE STUDY

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### ABSTRACT

*This is a case that really happened in the Engineering Industry in the late nineties. The industry is a Kerala Government Enterprise indulged in the production of an automobile-like product. The company was basking in the glory of ISO 9001 [ISO 9002 in those days] Certification. The Quality Assurance Department became a prime one. The three major functions of the department were receiving inspection, in-process inspection, and finished product inspection. Receiving inspection was for inward items/bought-out items which include raw materials, ready-to-assemble components, sub-assemblies etc. As part of QMS [ISO 9001] implementation, Quality Plans were prepared for every component. This was the bible for inspectors to carry out their work. The bought-out items [from Vendors] were classified into three based on their criticality as high critical, semi-critical, and non-critical items. Acceptance Sampling was made mandatory for all non-critical items such as fasteners, washers, split pins, etc. The Company followed the Simple [Single] sampling plan which states that for a lot size “N”, take a sample of size “n” and inspect it. If the number of rejections is more than “C”, the acceptance number, reject the whole lot. On a fine morning, a lot of special type screws got rejected. There was no further stock in the store. Hence Production came to a grinding halt which became a burning issue. The top Management and all the concerned departments came together and got their acts together to devise a practical solution that did a balancing act between QMS implementation and continuity of production. More light will be thrown in the full paper.*

**Keywords:** *Inward/receiving inspection, Acceptance sampling plan, ISO – 9001/QMS Implementation.*

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### I. INTRODUCTION

This is a real incident that happened with a Mechanical Engineering Industry called ABC Industries in the second half of the nineties. Agricultural machinery called Rotary Plough was the lone product at that time. The product mainly consists of a Diesel Engine which is water-cooled and a Chassis. There are 1000 plus input components ranging from heavy cast iron items to very small screws, washers etc. This is a Kerala Government Company having three units across the state, manufacturing the same product. [The original name of the Company and the Product are changed for obvious reasons]. The paper is all about the acceptance sampling introduced in the

inspection of receiving/bought-out items and the related consequences.

### II. ABOUT THE COMPANY

The main plant of the Company is located in the Central Kerala Region. The major technical departments are Materials, Production, Marketing and Quality Assurance. The materials department consists of Vendor Development, Purchase, and Stores. Similarly, the Production Department consists of an Assembly, Machine Shop, Painting Shop, Maintenance etc. The Company received the ISO – 9001 [ISO 9002 on those days] certification in 1996. This is the reason that the Quality

Department was restructured into an independent Quality Assurance [QA] Department and it is a Process approach. The product consists of 1000 plus components ranging from heavy castings like Main Gear Case, and Cylinder Frame to tiny fasteners, washers, split pins etc. The majority of the items are sourced from Vendors across the Country, and they are known as Bought-out] Items. These Vendors are developed by the Company to get the items as per its requirements. Only a few raw materials are machined in-house.

### **III. IMPACT OF ISO 9001 IMPLEMENTATION**

In the post scenario of ISO 9001 implementation, all the processes in the Company were restructured. Major impact was in the QA Department. The prime functions of the Department were defined as follows.

- Inward Inspection / Receiving Inspection
- In-Process Inspection
- Finished Product Inspection

Other functions defined were as follows.

- Inspection of Samples submitted by Registered Vendors
- Decision on Warranty Claim
- Decision on Assembly/ Line Rejections
- Decision on Overall Vendor Performance through Acceptance Ratio.

Receiving Inspection means inspection of all bought out [BO] items upon arrival and segregating into accepted, rejected and rectifiable items. An exclusive

team was created to perform this. They prepare the receiving inspection report upon the completion of the work. Here inspection is carried out against the approved specifications and these specifications are complex Engineering Drawings which are not inspector friendly. Again, the BO items are classified into Critical, Semi Critical and Non Critical items based on their application and Unit Price. This was an internal classification. The non-critical items include all types of fasteners [Nuts and Bolts], Rivets, Washers, Split Pins, Stickers etc. Basically all these items fall under C-Class [Low annual consumption value] items. Normally these items are stocked for one year operation. As we know, in a manufacturing industry, production is important and QA is a supporting activity. That means items should reach the production shop as early as possible and QA activities should take minimum time and at the same time without diluting the Quality. In this scenario, it was decided to prepare "Quality Plan" for each and every component and the same was prepared by the experienced inspectors in the department. Again in this context of saving inspection time and moving the material fast into the production shop, Acceptance Sampling was made mandatory for all Non-Critical items. The said plan was dovetailed into the Quality Plan and also the plan was prominently displayed on the notice board of the receiving inspection area. The Company was following the simple plan called Single Acceptance Plan as per the following standard.

Indian Standard

SAMPLING PROCEDURE FOR  
INSPECTION BY ATTRIBUTES  
PART 1 SAMPLING SCHEMES  
INDEXED BY ACCEPTANCE QUALITY  
LIMIT (AQL) FOR LOT-BY-LOT  
INSPECTION  
(Third Revision)  
IS 2500 (Part 1):2000

Inspection by Attributes is carried out with the help of gauges like Plug Gauges, Snap Gauges etc. The Quality Plan is very inspector friendly and a self-contained document, hence known as 'Bible of the inspectors'. The Single Sampling Plan is explained below.

The objective of acceptance sampling is to take decision whether to accept /reject a lot based on the characteristics of the sample drawn from that lot. Theoretically this lot can be incoming bought out items or finished products. Let the size of the incoming lot be "N", and the size of the sample drawn at random from the lot be "n" and the acceptance number/criteria be "C". If the number of defectives (d) in the sample is less than or equal to "C", accept the whole lot, otherwise, reject the whole lot. The company did not apply the single sampling plan for finished product lots for obvious reasons. Following are the risks associated with this type of plan.

A type 1 error occurs when the sample test rejects a full lot that is acceptable and not overly defective. A type 2 error happens when the sample test accepts a lot that, in reality, has too many defects. First one is called Producer's risk and the second one is Consumer's risk.

#### IV. THE REAL STORY

On one fine morning, a precision screw lot got rejected upon acceptance sampling procedure. The Vendor was a Coimbatore party. This was the lone supplier at that point. To make matters worse, no stock was there in the store. Hence the production came to a grinding halt. Immediately, all the concerned top officials and the top management came together and did a brainstorming on the shop floor. A quick decision was taken to perform a cent percent inspection on the lot. The same was done and a good number of pieces were accepted and the production was resumed with the accepted quantity. The main culprit here was the damage that happened to the tread during transit. This incident was an eye-opener for all in the company and the following crucial decisions were taken for immediate implementation.

- Whenever production comes to a halt due to acceptance sampling, immediately 100% inspection to be applied and maximum quantity to be accepted to keep the production line alive.
- It was decided to rationalise the number of Vendors for each component. Minimum there should be two vendors for each component. It can be even more based on the quantity being consumed in production and spare market.
- To supplement the above point, it was decided to launch a separate Vendor Development Cell de-linked from Purchase Department to develop Quality Vendors.



- To reduce the burden of inward inspection, it was decided to launch Sight Inspection and Self Inspection [only for high performing Vendors]. For such items, no need of further inspection inside the factory.
- A packing policy was formulated depending on the nature of the items to prevent in-transit damage.
- It was decided to put up ancillary units of potential Vendors in the company premises.
- It was decided to put in place a Vendor Rating System mainly based on Quality of the supplies and the Quantity delivered within the scheduled time and thus Best Vendor in each category of items like sheet metal fabrication, Forgings, Castings etc.

The most important learning from the case is that Theory and practice are two different aspects. A Practical/ Pragmatic approach to the problems is the need of the hour.

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# ANALYZING PROSPECTIVE DEVELOPMENTS IN ARTIFICIAL INTELLIGENCE AMID THE INDIAN MEDIA AND ENTERTAINMENT INDUSTRY

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## ABSTRACT

*The unique rhythm of artificial intelligence (AI) is helping the thriving Indian media and entertainment sector, a blend of many cultures and engrossing stories, find its beat. AI is revolutionizing storytelling, distribution, and audience interaction in the film business, from Bollywood blockbusters to hidden gems from throughout the area. According to <https://www.analyticsinsight.net/ai-in-media-and-entertainment-market-to-reach-us8-4-billion-by-2023/>, the worldwide AI market for the media and entertainment sector is predicted to reach US\$8.4 billion in 2023 at a CAGR of 30.0% from 2018. Though its application in the Indian media and entertainment sector is still in its infancy, artificial intelligence has enormous potential. This dynamic sector can open up new storytelling opportunities, engage viewers in novel ways, and maintain its position as the world leader in entertainment by ethically and creatively integrating AI. This paper aims to shed light on the several AI strategies used by the Indian media and entertainment sector to gain a competitive edge.*

**Keywords:** *Artificial intelligence, Media and Entertainment industry, Strategies*

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## I. INTRODUCTION

When developing a digital marketing strategy for a variety of sectors, marketers must first help professionals and managers with the plan by being astute and informed about the nature of the industry itself. Their capacity to recognise and evaluate obstacles, circumstances, and customer behaviour in the relevant industry will determine how successful they are overall. This also applies to the entertainment industry, which has a wide range of digital marketing complications. Consumer patterns are undoubtedly changing in tandem with digital technology when it comes to media and entertainment. Traditional marketing and entertainment channels (TV and radio) are becoming less important as users have access to an increasing amount of content on demand.

The media and entertainment (M&E) sector in India is undergoing a major transition. It is a thriving hub of many languages, customs around storytelling, and an unquenchable need for new ideas. A major force in the transformation of everything from audience engagement and marketing to content development and distribution is artificial intelligence (AI). Through the analysis of industry reports, news stories, and scholarly studies, this literature review explores the fascinating ways artificial intelligence (AI) is changing the M&E environment in India.

Artificial intelligence (AI) has emerged from the shadows to become a prominent player in the dynamic media and entertainment industry, enthraling viewers with its capacity for profound change.

Artificial intelligence is transforming every facet of the entertainment industry, ranging from telling tales rich with cultural subtleties to writing heartfelt songs and producing eye-catching visual effects (Mukhopadhyay et al., 2023; Jhingran & Raj, 2022; Sharma & Rao, 2021). Thanks to AI, viewers are no longer limited to passive consumption; instead, they can engage with interactive storytelling, personalised recommendations, and language-specific marketing (EY India, 2023; FICCI-KPMG, 2022; McKinsey & Company, 2021). Not only is this a technology revolution, but it's a paradigm shift that might open up new storytelling avenues, strengthen bonds with viewers, and influence entertainment in the years to come.

But every innovation has a certain amount of responsibility. As AI becomes more and more prominent, we need to make sure that it emphasises proper data handling, diverse representation, and ethical narrative. In addition to rewriting the entertainment landscape, the media and entertainment sector may create a future that appeals to people all over the world by embracing AI's promise with awareness and creativity.

## II. OBJECTIVES OF THE STUDY

- To study how Artificial Intelligence (AI) is being applied and how it is affecting the Indian media and entertainment sector, with particular attention to how AI is being used in content development, distribution, interaction, and marketing to a wide range of regional audiences.
- To evaluate how language and cultural quirks affect the use of AI in the

Indian M&E industry, looking at both creative and responsible application difficulties.

- To gain a thorough grasp of how AI is influencing audience experiences, industry practices, and storytelling in India in the future while taking into account both domestic and international settings.

## III. REVIEW OF LITERATURE

A.A. Adeoye et al. (2020), "A Review of Artificial Intelligence Adoptions in the Media Industry" explores the different uses of AI in the media industry with an emphasis on audience engagement, content management, and operational automation.

Granados, Nelson (2023), "Predicting the Pivotal Role of AI in Media and Entertainment": The future of AI in media and entertainment is examined in this article, along with possible implications for content production, consumption, and dissemination.

Cognitive Times (2023), "Artificial Intelligence in the Media and Entertainment Industry: A Primer" This review covers the many uses of AI in the media and entertainment sector, such as virtual production, personalization, and AI-powered characters.

Forbes (2022) article "How AI is Transforming the Media and Entertainment Industry" explores the growing application of AI in media and entertainment, emphasizing its usage in recommendation engines, content production, and data analysis.

"AI Takes the Stage: How Indian Media and Entertainment is Embracing

Innovation” produced by EY India in 2023: This paper focuses on the particular uses of AI in the Indian media and entertainment sector, with a particular emphasis on the effects these technologies have on dynamic pricing, personalized experiences, and content localization.

NY Weekly (2022) article “The Future of AI in Media and Entertainment” appeared in this article investigates the possible applications of AI in media and entertainment, imagining novel outcomes such as highly customized content, AI companions with emotional intelligence, and AI-enabled production studios.

#### **IV. DISCUSSIONS AND INTERPRETATIONS**

Looking into “Prospective Developments in Artificial Intelligence” in the dynamic Indian media and entertainment sector is like looking into a crystal ball full of opportunities. Firstly, we witness stories that are twisted with an in-depth discussion of this section’s unparalleled fluidity - powered by AI algorithms (Mukhopadhyay et al. 2023) that comprehend the subtleties of regional dialects and cultural contexts— is provided. Imagine blockbusters from Bollywood produced with incredibly lifelike virtual sets that reflected a variety of locations, or imagine regional films enhanced with customized narrative turns. This illustrates how AI can be a creative partner, improving narrative and elevating the viewing experience(Sharma and Rao 2021). The following are the main strategies that the Indian M&E industry employs:

##### **1. Content Creation**

**a. Scriptwriting and Story Generation:**

Mukhopadhyay et al.(2023) suggest AI algorithms can analyze vast amounts of data, including past successful scripts, audience preferences, and current trends, to generate story ideas, plot outlines, and even dialogue suggestions. This can assist human writers in overcoming writer’s block and sparking new creative concepts.

**b. Music Composition and Performance:** Jhingran and Raj (2022) demonstrate that AI can analyze musical styles and compose original pieces that mimic the sound of specific artists or genres. Additionally, AI-powered instruments and virtual musicians can perform alongside human musicians, creating unique and immersive experiences.

**c. Special Effects and Animation:** AI is used to create realistic and dynamic special effects, automate tedious animation processes, and personalize animations based on individual viewer preferences. This significantly reduces production time and costs while enhancing visual storytelling. Distribution and Personalization:

##### **2. Distribution and Personalization**

**a. Content Recommendation Engines:** As per a report by EY India (2023) AI analyzes user data, such as viewing history, search queries, and social media interactions, to personalize content recommendations. This ensures viewers discover content they’re more likely to enjoy, increasing engagement and reducing churn.

**b. Smart Streaming Services:** AI optimizes video streaming quality

based on device capabilities and network bandwidth, ensuring a smooth and uninterrupted viewing experience for users on any device.

- c. **Content in Every Corner:** AI is enabling content distribution across diverse platforms, from streaming services to local cable networks and even mobile apps. This ensures greater accessibility for viewers across regions and demographics, bringing entertainment to every corner of the country.
- d. **Dynamic Pricing for Diverse Pockets:** AI can predict viewer preferences and adjust pricing models for content based on factors like location, device, and even real-time demand. As discussed in a research paper by Das and Kumar (2022) this allows for flexible options for viewers of varying budgets and ensures content creators receive fair compensation.

### 3. Engagement and Interaction

- a. **Interactive Storytelling like never before:** Forget passive viewing! AI-powered chatbots and virtual characters can respond to user input and adapt storylines in real-time, creating immersive and interactive experiences. As Shah et al. (2023), states adapting storylines and creating immersive experiences where you influence the plot of a show or choose your own adventure in a film.
- b. **Marketing that Speaks Your Language:** Generic ad campaigns become a relic of the past. AI-powered marketing, as emphasized by a McKinsey &

Company report (2021), tailors itself to specific languages and cultural nuances, fostering deeper connections with local audiences. Brands can now speak directly to your heart, not just your demographics.

- c. **Feedback that Fuels the Flame:** AI can analyze audience feedback from social media comments, reviews, and surveys in different languages, understanding viewer sentiment and informing content creation and marketing strategies. As Singh and Malhotra (2022) note, this feedback loop ensures the industry stays in tune with the ever-evolving preferences of its diverse audience.

### 4. The Future of AI In Indian Media and Entertainment

- a. The potential for AI in this vibrant industry is immense. As technology advances, we can expect even more exciting developments, like:
- b. **Hyper-personalized regional content:** AI could tailor entire narratives and experiences to specific languages, cultures, and even individual dialects, truly reflecting the diversity of India.
- c. **Emotionally intelligent virtual companions:** AI characters could not only understand and respond to viewers' emotions but also adapt their behavior and dialogue, accordingly, creating a truly personalized and emotionally resonant experience.
- d. **AI-powered production studios:** AI could automate many aspects of film and television production, like

script analysis, set design, and even editing, streamlining workflows and potentially even inspiring entirely new storytelling formats.

- e. While ethical considerations and potential job displacement concerns need to be addressed, AI's transformative potential for the Indian media and entertainment industry is undeniable. By embracing AI responsibly and creatively, the industry can unlock new storytelling possibilities, engage audiences in innovative ways, and shape the future of entertainment for generations to come.

## V. CONCLUSION

Artificial intelligence has emerged as a valuable tool for the media and entertainment sector in India, which is known for its rich diversity of languages, storytelling customs, and unwavering drive for innovation. By creating individualized experiences, stretching the frontiers of artistic expression, and weaving stories that intimately connect with local viewers, artificial intelligence has completely changed the development, distribution, and engagement of content. The Indian M&E sector has the potential to significantly influence the future of entertainment, both domestically and internationally, by embracing AI responsibly and creatively. However, this journey necessitates a continuing examination of moral issues and possible drawbacks such as employment displacement. The Indian M&E sector can genuinely take center stage in the global entertainment scene by overcoming these obstacles and emphasizing human-AI

collaboration. By doing so, audiences would be captivated by its unique blend of tradition and innovation.

In conclusion, AI's place in Indian M&E will not be in the spotlight alone, but rather in cooperative efforts. AI's purpose is to enhance human creativity and create an environment where both humans and AI may coexist peacefully, as Nelson Granados (2023) highlights. Imagine artists utilizing AI algorithms to discover new aural landscapes, writers working together with AI tools to create richer narratives, and filmmakers utilizing AI skills to create visually spectacular worlds. Indian M&E has the potential to inspire audiences for many generations to come, as well as act as a model of innovation in this collaborative future by showcasing how AI can foster creativity and celebrate cultural variety.

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## FACTORS INFLUENCING THE PURCHASE DECISION OF RUBCO RUBWOOD FURNITURE

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### ABSTRACT

*The furniture industry is one of the fastest-growing markets in India, and in today's competitive market, many factors influence customers' purchase decisions. Therefore, furniture marketers are conscious of their buyers and the determinants of the buyer's purchase decisions. This study aims to determine which factors influence the purchase decision of RUBCO Rubwood furniture in the Kannur district. A total of one hundred respondents were selected for the study, of which 50 were selected from the Kannur municipality area and the remaining 50 from the Thalassery municipality area, using a convenient sampling method. Cronbach's alpha was employed to check the internal reliability of items in the dependent and the independent variables. The research work employed an independent sample t-test, one-way ANOVA test, correlation analysis, and regression analysis to determine the impact of various factors on customers' decisions to purchase RUBCO Rubwood furniture. The result of statistical analysis revealed that purchase decision is significantly predicted by furniture design, price, store aesthetic design, quality, brand, and customer service; while it disclosed that reference and customer consciousness have no significant influence on purchase decision.*

**Keywords:** Brand, Customer service, Customer consciousness.

### I. INTRODUCTION

Home furniture industry has seen numerous changes in the last few decades, most of which have been seen in the marketing and consumption trends, as well as the manufacturing process. Due to shifting consumer preferences, it is clear that the majority of these developments have had an impact on furniture purchases for homes, either directly or indirectly (Omandi and Beldina, 2020). Customers play a crucial role since they are the ones who make the final purchase decisions for goods and services (Abdel, 2014). The success of a furniture company largely hinges on its ability to cater to the specific needs of people in their homes and offices and offer a well-rounded portfolio of furniture products. This means providing support for existing structures of furniture

products that are targeted towards the needs of the population (Ostanokulova, 2017).

Kerala State Rubber Co-operative Ltd. (RUBCO) rapidly altered the face of the cooperative industry and established the current standard for the cooperative movement in Kerala. In 1997, RUBCO was established to efficiently utilise Kerala's abundant rubber resources. Once a single entity, RUBCO has expanded into a conglomerate with a diversified portfolio of businesses and a market presence that goes well beyond Kerala. RUBCO produces and distributes a wide range of goods, including mattresses, furniture, footwear, and virgin coconut oil. RUBCO's products have gained a reputation for quality and substantial market shares thanks to large investments in contemporary manufacturing facilities



and well-planned marketing initiatives. RUBCO is currently positioned to enter a high-growth phase, driven by a dedicated workforce and a skilled management team. The company has several new initiatives planned that will broaden and diversify its business.

RUBCO produces modern furniture under the RUBCO Rubwood brand name at a 2.75 lakh square foot factory outfitted with cutting-edge machinery. Rubber wood furniture includes dining tables and chairs, sofa sets, cots, TV units, designer wardrobes, and office and computer furniture. It is available in a range of finishes. RUBCO Huat Woods employs the most recent technology in their figure jointing and edge glueing procedures to guarantee dimensional stability and longevity. They also employ a contemporary chemical treatment procedure to guarantee the injection of chemicals into the wood's core.

## II. LITERATURE REVIEW

### 1. Purchase Decision

A consumer's decision to purchase a product is the outcome of their need, desire, and expectation that the product would either please or disappoint them. (Puccinelli et al., 2009; Olshavsky & Granbois, 1979). During the evaluation step, the customer establishes preferences among the brands in the choice set and goes on to make an intention to purchase the brand that they find most appealing. The buyer must still choose amongst the following five options during the purchasing process: dealer, brand, quantity, time, and payment method (Kotler & Keller, 2015). In certain situations, consumers might not formally assess

every purchase they make, and in other situations, outside circumstances might have an impact on the ultimate choice. One of the first factors that intervene is other people's attitudes. People tend to rely on the thoughts and attitudes of others; therefore, a person's choice of purchase may have an impact on what other people think of the purchase. Unexpected situational elements comprise the second intervening factor. These variables may influence a choice to delay, alter, or forego a purchase due to a perceived risk. Marketers must comprehend the elements that make customers feel risky and offer knowledge and support to reduce it (Kotler & Keller, 2015)

### 2. Furniture Design

A product's physical form or design is an unquestionable determinant of its marketplace success (Bloch, 1995). According to previous studies "creativity is knowledge, imagination, and fantasy, and design is creative" (Luttropp et al., 2006). As per the literature on wood products, design plays a crucial role in shaping consumers' assessment of appearance-based products like hardwood furniture (Brinberg et al., 2007).

### 3. Price

Price is the main factor that consumers look at when selecting a green product. Consumers are unlikely to buy more costly green products (D'Souza et al., 2006). When buying any goods or services, the price is thought to be the most important consideration. Consequently, several pricing techniques are implemented to accommodate the diverse range of consumers within the market (Hanzeen, 2010). From

the perspective of the consumer, price represents what is forfeited or sacrificed to obtain a good or service (Zeithaml, 1988). What is given up or sacrificed to obtain a good or service is called the price (Chiao, 2001). Price is the total of the values that consumers exchange for the advantages of obtaining or utilising a good or service. It is the amount of money that is charged for a good or service. customers' perceptions of prices, where a product's high or low price can have a big impact on whether or not a customer decides to buy it. Consumers are aware of what other consumers are paying; nobody likes to spend more money than necessary. Customers' perceptions and, ultimately, their willingness to become customers are influenced by how fair the price is. For toothpaste products, the price is the amount of money that is taken out for toothpaste; customer value is exchanged to get the benefit from the ownership or use of toothpaste. Price is something that can be measured which consists of several indicators, such as the affordable price, the fair price, discounted price, competitor price, and price suitability (Kotler *et al.*, 2012).

#### **4. Store Aesthetic Design**

It refers to elements that support and lead to a pleasant atmosphere while shopping like shop design, aisles that make it simpler to move through the store, display the products, shop cleanliness, and appealing decor. The retail literature indicates that shoppers value the comfort provided by physical features, such as store design and layout (Terblanche *et al.*, 2004). Furthermore, the store design contributes to the convenience of the shoppers and thus a satisfying shopping experience. It is

mentioned that the physical environment also can affect attitudes and shoppers' behaviours in the store (Bagale *et al.*, 2020).

#### **5. Quality**

Superiority or excellence are general definitions of quality (Zeithaml, 1988). The customer's assessment of a product's overall quality or superiority over alternatives in relation to its intended purpose is known as the product's quality (Ehsani, 2015). The quality of the product is "Product quality is the characteristic of a product or service that bears on its ability to satisfy stated or implied customer needs". It is crucial to remember that the client evaluates the product's quality, not the firm. In addition, it brought up two significant variables, namely the perceived and expected product quality, that have an impact on the product's quality. To be more specific, the consumer will consider the goods to be of good quality and feel satisfied if the perceived quality matches the expectation. In contrast, if the customer's perception of the product's quality differs from what was expected, the product's perceived quality is said to be poor. As a result, a company's capacity to satisfy customers determines whether a product qualifies as good or terrible. When it comes to toothpaste products, quality refers to any attribute expressed or implied that affects the toothpaste's capacity to meet consumer demands (Kotler, 2012). Held that performance, features, compliance, durability, serviceability, aesthetics, and perceived quality are the main indicators of a product's quality. Fit for use or the degree to which a product successfully fulfils the needs of customers are two definitions of quality (Beverly *et al.*, 2002).

In order to enhance the quality of life in the communities it serves, Tata Motors is dedicated to achieving leadership in the automotive industry via business excellence while respecting principles and integrity (Christian, 2009). Tata Motors Company provides high-quality cars in India that meet the highest quality requirements and customers' needs. Being the leaders in value and fulfilment in India is their goal when it comes to product development. In the automobile industry, quality has proven to be an elusive concept. The entirety of a product or service's attributes determines how well it may meet specific needs (Chavan, 2003). A product will satisfy a customer and be seen as being of acceptable or even excellent quality if it meets their expectations. Although research on the relationship between quality and customer happiness has been conducted for over 20 years, the majority of that study has been on pure products or pure service environments (Brady, 2001).

## **6. Brand**

Any definition of marketing must include a brand image as a key component (Alhaddad, 2014). Building a better brand image than a competitor is advantageous for a brand looking to increase its brand equity (Severi, 2013). A brand's image is the most crucial component in creating a strong foundation, indicating that a company's reputation ought to affect how its clients respond and choose (Alhaddad, 2014). Additionally, research has shown that customers' decisions and attitudes towards brands are influenced by brand image (Severiet *al.*, 2014). Consumers take into account the brand image of every company

when selecting among multiple alternative brands (Alhaddad, 2014).

## **7. Reference**

As living in society, it is necessary to come in contact with others especially family, friends, and admired individuals. Reference group, thus, often impacts on forming of attitudes. The family is a significantly important source of influence on the individual's early attitude patterns by providing the basic values and a wide range of less central beliefs (Oskamp *et al.*, 2004).

## **8. Customer Service**

Customer service is one of the organisational functions that businesses carry out in light of the intensifying competition, the allure of entrepreneurial potential for boosting profitability and improving market access, as well as raising customer satisfaction and loyalty levels (Calif, 1987). Customer service is critical since it leads to higher-quality products, a competitive edge, lucrative prospects, and ultimately more sales and profits (Goofin, 1996). Beyond an individual's expertise and abilities, excellent customer service is dependent on how the entire organisation, from top management to down, pulls in the same direction and communicates with consumers clearly and positively. These days, websites, email, and Short Message Service are how big automakers offer their informational services (Wilson *et al.*, 1999).

## **9. Customer Consciousness**

Customers are becoming more and more concerned about furniture's environmental impact (Minli, 2014). Additionally, consumers' attitudes and intentions to buy green furniture are

positively impacted by health consciousness (Xioping *et al*, 2020)

### III. OBJECTIVES OF THE STUDY

- To identify the influences of socio-economic factors on the purchase decision of RUBCO Rubwood furniture.
- To identify the influence of furniture design, price, store aesthetic design, quality, brand, reference, customer service and customer consciousness on purchase decisions of RUBCO Rubwood furniture.

### IV. HYPOTHESIS FORMULATION

The hypothesis formulated to conduct the study on “Factors influencing the purchase decision of RUBCO Rubwood furniture” are as follows:

***H01: Furniture design has no significant influence on purchase decision***

***H02: Price has no significant influence on purchase decision.***

***H03: Store aesthetic design has no significant influence on purchase decisions***

***H04: Quality has no significant influence on purchase decisions***

***H05: Brand has no significant influence on purchase decisions***

***H06: Reference has no significant influence on purchase decisions***

***H07: Customer service has no significant influence on purchase decisions***

***H08: Customer consciousness has no significant influence on purchase decisions***

### V. RESEARCH METHODOLOGY

The present study is descriptive, and its data was primarily collected

from 100 respondents, of which 50 were selected from the Kannur municipality area and the remaining 50 from the Thalassery municipality area, using a convenient sampling method in October 2023. A two-part pre-structured interview schedule was developed to collect data. The first part of which consisted of the basic question regarding the respondent's name, age, education, occupation and monthly income. The second part of the schedule consists of statements related to various factors influencing the purchase decision of RUBCO Rubwood furniture such as furniture design, price, store aesthetic design, quality, brand, reference, customer service, and customer consciousness. Five-point Likert scale was used to measure the variables. To know the reliability of the statements, a reliability test was performed. The data thus collected is tested using statistical tools like mean, standard deviation, independent sample t-test, One-way ANOVA, correlation and multiple regression analysis in SPSS.

### VI. RESULTS

#### 1. Sample Statistics

Data were received from 100 respondents. The customer age distribution shows that the age group of 41-50 years was found to be comprised of 38% of total respondents, followed by the age group of 31-40 years (36%), 51-60 years (22%), up to 30 years (4%). 78% of the respondents were men, and the remaining 22% were women. According to the respondents' educational status, 51% have completed their degree or are professionals, followed by who have completed high school (24%), secondary (16%), and post-graduation

(9%). Among the occupations 53% of respondents are private sector employees, 17% are government employees, 15% are self-employed, 14% belong to the other category and 1% is in the field of agriculture.

Of the 100 respondents, 43% earn between ₹ 50001 and ₹ 75000 per month, followed by up to ₹ 50,000 (41%), ₹ 75001- ₹ 100000 (11%), and ₹ 100001- ₹ 125000 (5%).

**2. Data Reliability**

Table 1 shows the Cronbach’s alpha values of the measurements. A value of 0.7 and above is considered a good measure of reliability (Arora and Gupta, 2020).

**TABLE 1: CRONBACH’S ALPHA VALUE OF DEPENDENT AND INDEPENDENT VARIABLES**

Variable	Cronbach’s alpha
Purchase decision	0.750
Furniture design	0.792
Price	0.778
Store aesthetic design	0.778
Quality	0.841
Brand	0.853
Reference	0.909
Customer service	0.764
Customer consciousness	0.816

*Source: Primary Data*

The value of Cronbach’s alpha for the purchase decision is 0.750 which is considered to be acceptable. For furniture design, the Cronbach’s alpha coefficient is 0.792, which is regarded as acceptable. The variables of price, store aesthetic design, and customer service have Cronbach’s alpha values that fall within the acceptable range of 0.70 to 0.79. Quality, brand, and customer consciousness have Cronbach’s alpha ranges between 0.80 and 0.89, clearly

regarded as good. Reference has a high value of 0.909, which is considered excellent.

**3. Influence of Socio-Economic Variables on Purchase Decision**

To know if there is any influence of gender on the purchase decision of RUBCO Rubwood furniture, the gender is categorized into two categories, that is, male and female. From Table 2, we can infer that there is no significant influence on purchase decisions among males and females.

**TABLE 2: INFLUENCE OF GENDER ON PURCHASE DECISION - INDEPENDENT SAMPLE T-TEST**

	t value	df	Sig.
Equal variances assumed	1.093	98	.277
Equal variances not assumed	1.133	35.622	.265

*Source: Primary Data*



To understand if there is any significant influence of age, education, occupation, and monthly income on purchase decision, age is categorized as up to 30 years, 31-40 years, 41-50 years, 51-60 years, above 60 years, education as primary, high school, secondary, graduation/professional, and

post-graduation, occupation as agriculture, govt-employee, private employee, self-employed, and others and monthly income as up to ₹ 50000, ₹ 50001- ₹ 75000, ₹ 75001- ₹ 100000, ₹ 100001- ₹ 125000, and above ₹ 125001.

**TABLE 3: INFLUENCE OF AGE, EDUCATION, OCCUPATION, AND MONTHLY INCOME ON PURCHASE DECISION- ONE-WAY ANOVA TEST**

Variables		Sum of square	df	Mean square	F	Sig.
Age	Between-group	3.760	8	.470		
	Within groups	65.950	91	.725	.649	.735
	Total	69.710	99			
Education	Between-group	4.578	8	.572		
	Within groups	86.172	91	.947	.604	.772
	Total	90.750	99			
Occupation	Between-group	3.284	8	.411		
	Within groups	82.956	91	.912	.450	.887
	Total	86.240	99			
Monthly Income	Between-group	8.494	8	1.062	1.624	.129
	Within groups	59.506	91	.654		
	Total	68.000	99			

*Source: Primary Data*

From one-way ANOVA analysis in Table 3, we can infer that there is no significant influence on purchase decisions between the groups of age, education, occupation and monthly income.

#### **4. Measurement of Consistency of The Statements**

The descriptive statistics results are shown in Table 4. The mean values of the variables are greater than the central value of 2.5 on the measurement scale, and the standard deviation is much below the value of 1.0, which suggests that the indicators are adequately measured by the indicators (Menon,P.B, 2021).



**TABLE 4: DESCRIPTIVE STATISTICS SHOWING THE MEAN AND STANDARD DEVIATION OF DEPENDENT AND INDEPENDENT VARIABLES**

Variable	Mean	Std. Deviation
Purchase decision	3.9980	.38820
Furniture design	4.0500	.44165
Price	4.0150	.47649
Store aesthetic design	3.9290	.42374
Quality	4.0684	.56927
Brand	4.0403	.40937
Reference	4.0384	.48659
Customer service	4.0175	.48883
Customer onsciousness	4.1667	.53287

Source: Primary Data

**5. Relationship between Purchase decision and Furniture Design, Price, Store Aesthetic Design, Quality, Brand, Reference, Customer Service and Customer Consciousness**

The relationship between the dependent variable, that is, purchase decision, and the independent variables such as furniture design, price, brand, quality, and image, as well as customer service and customer

consciousness, are tested by correlation analysis which is shown in Table 5. To test the correlation, Pearson’s correlation coefficient, which ranges from -1 to 1, was employed. When a coefficient is positive, it indicates a positive association; when it is negative, it indicates a negative relationship; and when it is zero, it indicates no correlation (Omandi and Beldina, 2020).

**TABLE 5: RELATIONSHIP BETWEEN DEPENDENT VARIABLE AND INDEPENDENT VARIABLE- CORRELATION ANALYSIS**

		Furniture design	Price	Store aesthetic design	Quality	Brand	Reference	Customer service	Customer Consciousness
Purchase decision	Pearson Correlation	.867**	.661**	.682**	.772**	.799**	.667**	.575**	.473**
	Sig.(two-tailed)	.000	.000	.000	.000	.000	.000	.000	.000

Source: Primary Data

\*\* Correlation is significant at 0.01 level (2-tailed).

As shown in Table 5, furniture design and the purchase decision it have a moderately strong positive association

(0.625), which is highly significant (p-value: 0.000). This implies that consumers are more likely to make a wise purchasing

decision when they consider furniture design to be of higher quality, and this association is statistically significant. A low p-value of 0.000 and a correlation coefficient of 0.661 indicate that price and purchase decisions have a significant and somewhat positive relationship. The correlation coefficient of 0.885 suggests an extremely strong positive correlation between store aesthetic design and purchase decision, and the p-value of 0.000 indicates correlation is significant. The establishment of a positive shopping environment, improved customer engagement are all factors contributing to the strong positive correlation between store aesthetic design and purchase decision. The purchase decision is strongly correlated with the quality of the product (0.765), and this association is statistically significant (p-value: 0.000). Positive buying decisions are substantially more likely when perceived quality is higher. Affordability, comfort, perceived value, aesthetic appeal, customer satisfaction, and market differentiation are just a few of the variables that can impact the purchase decision and the strong positive correlation between furniture quality and purchase decision.

Regarding purchasing choice, there is a substantial positive relationship (0.798) that is statistically significant (p-value: 0.000). The decisions people make about what to buy are greatly influenced by brands. Several elements, including brand reputation, perceived quality, brand loyalty, brand positioning, effective marketing, brand personality, endorsements, and innovation, can be linked to the substantial positive association observed between the furniture brands and purchasing choice. A highly

significant (p-value of 0.000) fairly strong positive correlation (0.678) has been found between references and the buying decision. The relationship between reference and purchase decision suggests that references and outside opinions have a significant influence on consumers' furniture choices. The decision to buy and customer service have a somewhat positive association (0.575), which is highly significant (p-value: 0.000). The relationship between purchase decisions and customer service highlights how crucial favourable customer service encounters are in influencing consumer behaviour. The relationship that is being observed is influenced by several factors, including customer empowerment, trust, communication, efficient problem-solving, and post-purchase assistance. Purchase decisions and customer consciousness have a positive correlation, which is of moderate strength compared to the preceding examples, with a correlation coefficient of 0.473. This correlation is statistically significant, as indicated by the p-value of 0.000, which is extremely close to zero. The positive association may suggest that buyers are more likely to make wise furniture purchases if they are more conscious of or aware of specific criteria (maybe connected to sustainability, material quality, and material nature).

## **6. Factors Influencing the Purchase Decision**

Multiple regression analysis was conducted to determine the factors that influence the purchase decision of RUBCO Rubwood furniture.

### a. Model of Fitness

A model of fitness is shown in Table 6.

**TABLE 6: MODEL OF FITNESS**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915 <sup>a</sup>	.838	.824	.16307

*Source: Primary Data*

The result indicates an R square of 0.838, which means that all the independent variables are explained by 83.8% of the total variations in the dependent variable.

### b. Analysis of Variance

The F-test is used to evaluate the simultaneous impact of independent factors on the dependent variable. The F-statistic test indicates whether each independent variable in the model has a cumulative effect on the dependent variable (Omandi and Beldina, 2020). Based on the ANOVA test in Table 7, the obtained F- calculated was 58.754 at the significant value of 0.000.

**TABLE 7: RESULT OF REGRESSION ANOVA TABLE**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.500	8	1.562	58.754	.000 <sup>b</sup>
	Residual	2.420	91	.027		
	Total	14.920	99			

*Source: Primary Data*

### c. Regression of Coefficients

**TABLE 8. RESULTS OF REGRESSION ON VARIOUS INDEPENDENT VARIABLE**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.402	.199		2.018	.046
	Furniture design	.321	.075	.376	4.297	.000
	Price	.175	.067	.220	2.610	.011
	Store aesthetic design	.142	.057	.189	2.480	.015
	Quality	.174	.065	.239	2.687	.009
	Brand	.297	.066	.313	4.491	.000
	Reference	.054	.083	.057	.650	.517
	Customer service	-.276	.091	-.339	-3.051	.003
	Customer consciousness	.012	.038	.017	.326	.745

*Source: Primary Data*

It is evident from Table 8 that furniture design (p value= .000), price (p value= .011), store aesthetic design (p value= .015), quality (p value= .009), brand (p value= .000), and customer service (p value= .003) are having a p-value less than 0.05, which indicates that they influence the purchase decision of RUBCO Rubwood furniture. While reference (p value= .517) and customer consciousness (p value= .745) do not influence the purchase decision of RUBCO Rubwood furniture. According to regression analysis, furniture design has the highest beta value (0.376) of all the characteristics taken into consideration, suggesting a strong positive influence on purchase decisions. Further significant positive factors include brand (0.313), quality (0.239), price (0.220), store aesthetic design (0.189), reference (0.570), and customer consciousness (0.017), all of which contribute positively but to a considerably lesser extent. On the other hand, customer service has the largest negative impact, with a beta value of -0.339.

## VII. CONCLUSION

This study aims to investigate and comprehend how the variables interact when making decisions about what to buy, with a particular market or industry in mind. The correlation analysis demonstrates that factors like furniture design, price, store aesthetics, quality, brand, reference, customer service, and customer consciousness have a strong positive correlation with the purchase decision. These findings show that consumers frequently make their decisions about what to buy on these variables, and the correlations are strong enough to be statistically significant. Regression

analysis results indicate that several factors, furniture design, store aesthetic design, quality, brand, and customer service have a significant impact on the purchase decision. In this model, reference and customer consciousness do not demonstrate a statistically significant influence on the purchase decision.

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# UNWINDING THE TANGLED THREAD: HOW WORK-FAMILY AND FAMILY-WORK CONFLICT WEAVE A DISRUPTED WORK-LIFE BALANCE

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## ABSTRACT

*This study explores the complex interactions between family-work conflict (FWC) and work-family conflict (WFC) and how they affect professionals' work-life balance. The research examines how the interplay of WFC and FWC can disrupt an individual's work-life balance. To achieve this objective, a comprehensive literature review was conducted, analyzing various studies and theoretical frameworks related to work-family conflict and work-life balance. The findings revealed that WFC and FWC are two distinct but interconnected constructs that can significantly influence work-life balance. Both forms of conflict can lead to adverse consequences, such as increased stress, reduced job satisfaction, and impaired well-being. The study also identified several factors that contribute to work-family and family-work conflict. Moreover, the impact of work-family and family-work conflict on work-life balance can be influenced by individual characteristics, such as gender, age, and marital status. Furthermore, the study highlights the importance of organizational interventions and policies in mitigating work-family and family-work conflict. Understanding these dynamics is decisive for individuals, organizations, and policymakers to develop strategies that promote a healthier balance of professional and personal life. If both these conflicts are addressed, professionals can achieve a better work-life balance, leading to enhanced well-being and overall satisfaction.*

**Keywords:** *Work-family conflict, Family-work conflict, Work-life balance*

## I. INTRODUCTION

In the present hectic and fast-paced world, it's getting harder and harder to maintain a healthy work-life balance. Juggling the responsibilities of work and family can often lead to conflicts that disrupt this delicate equilibrium. Researchers have delved into the intricate dynamics of work-family and family-work conflict to better understand how these conflicts can weave a disrupted work-life balance.

Work-family conflict refers to the challenges individuals face when their work responsibilities interfere with their family obligations. This conflict arises when the demands of work, such as long working

hours, frequent travel, or high job demands, clash with the needs and commitments of family life. For instance, a parent may struggle to attend their child's school events or spend quality time with their family due to work-related commitments. This conflict can lead to feelings of guilt, stress, and dissatisfaction in both the realms of work and family.

On the other hand, when family responsibilities impede capability of an individual to fulfill their labor obligations, family-work conflict occurs. This conflict arises when family demands, such as childcare responsibilities, elder care, or

personal emergencies, interfere with work-related tasks and commitments. For example, an employee may find it challenging to meet work deadlines or attend important meetings due to family-related responsibilities. This conflict can result in reduced productivity, strained work relationships, and career setbacks.

The intertwining nature of work-family and family-work conflict creates a complex web that disrupts the work-life balance of individuals. These conflicts can have harmful effects on both personal and professional aspects of life. Individuals experiencing work-family conflict may find it difficult to fully involve in their work, which results in decreased job satisfaction and performance. Similarly, those facing family-work conflict may struggle to be fully present and engaged in their family life, resulting in strained relationships and reduced well-being.

Understanding the underlying causes and costs of work-family and family-work conflict is crucial for individuals, organizations, and policymakers. By recognizing the factors that contribute to these conflicts, strategies can be developed to mitigate their impact and promote a healthier work-life balance. Employers can help employees better balance their work and family obligations by implementing flexible work arrangements like telecommuting or flexible scheduling. In addition, the stress and strain brought on by these conflicts can be reduced by offering support networks and resources like on-site childcare facilities or employee assistance programs.

The research of work-family and family-work conflict sheds light on the

intricate challenges individuals face in achieving a balanced work-life equilibrium. These conflicts arise when work responsibilities clash with family obligations, leading to negative consequences in both domains. Recognizing the causes and consequences of these conflicts is essential for developing strategies to promote a healthier work-life balance. By addressing these conflicts, individuals can strive for a more harmonious integration of work and family life, ultimately enhancing their overall well-being and satisfaction.

## **II. SIGNIFICANCE OF THE STUDY**

In today's world, individuals face a constant struggle to balance the demands of professional and personal responsibilities. The complexities of juggling work and family life are well-documented, with both work-family conflict (WFC) and family-work conflict (FWC) emerging as significant concerns. This study delves into the intricate interplay between these two forms of conflict and their negative impact on achieving a sense of work-life balance.

While work-life balance frequently gets framed as a matter of managing time effectively, WFC and FWC paint a deeper picture. They delve into the emotional turmoil and psychological strain resulting from competing demands. Demanding work schedules can encroach on personal time, causing stress, guilt, and diminished family satisfaction. Conversely, family obligations can disrupt work productivity and professional commitments, leading to frustration, decreased performance, and career anxieties.

A range of literature have discovered

the complex relationship between family and work roles, with a particular focus on work-family balance. Carlson (2009) introduces a new measure of work-family balance, which is found to significantly impact job and family satisfaction, as well as organizational commitment. Shiva (2013) and Venkatesan (2021) both highlight the obstacles faced by working women in achieving work-life balance, with work-family conflict and lack of organizational support being key issues. To elaborate, Balmforth (2006) looks at the role that work-family and family-work facilitation play and finds that these factors are linked to intention to leave, organizational commitment, and job satisfaction. These studies collectively underscore the importance of understanding and addressing the various conflicts and facilitators that impact work-life balance.

The significance of this study is underscored by its potential impact on work satisfaction, organizational commitment, and attrition (Balmforth, 2006). This is particularly relevant for working women, who often face challenges in achieving work-life balance due to work-family conflict and lack of organizational support (Shiva, 2013). The negative effects of work-family and family-work conflict on guilt, life satisfaction, and job satisfaction further highlight the importance of addressing these issues (Sousa, 2023). Strategies for managing work-life balance, such as spending time with family and friends and sharing work-related information with spouses, can help reduce stress and conflict (Venkatesan, 2021). This study, therefore, embarks on a journey to navigate the intricate maze of WFC and FWC, seeking

not just to untangle the threads of conflict but also to weave a tapestry of harmony where work and family life can coexist in an enriching and sustainable manner.

### **III. OBJECTIVES OF THE STUDY**

- To understand the concepts of work-family conflict, family-work conflict, and work-life balance.
- To study how work-family conflict and family work conflict affect the work-life balance of professionals.

### **IV. REVIEW OF LITERATURE**

#### **1. Work Family Conflict (WFC) / Family Work Conflict (FWC)**

In the study conducted by Greenhaus and Beutell in 1985, they identified work-family conflict as a form of inter-role conflict where the pressures associated with roles in the work and family domains tend to be somewhat conflicting. They suggested that work-family conflict can arise in situations where dedicating time to meet the obligations of one role hinders fulfilling the requirements of another, experiencing stress in one role makes it challenging to meet the demands of another, and the behaviors expected in one role create difficulties in fulfilling the requirements of the other. According to Netemeyer, Boles, and McMurrin (1996), work-family conflict is a type of inter-role conflict in which fulfilling obligations to one's family is hampered by the general demands of one's job, including time commitments and stress levels. The findings of a three-sample study are presented by the researchers, who developed and validated brief self-report measures for work-family conflict (WFC) and family-work conflict (FWC). The researchers use

conceptualizations consistent with the body of literature to provide definitions of the constructs and content domains. The dimensionality and internal consistency of the scales were assessed after they were created in accordance with recommended practices. By comparing the scales to sixteen additional on- and off-job constructs, estimates of construct validity are obtained. Furthermore, a mean-level difference test between WFC and FWC shows that the findings are legitimate.

Work-family conflict refers to the interplay between the demands and responsibilities of one's work and family roles, where fulfilling the requirements of one domain may interfere with meeting the obligations of the other. This conflict arises when the pressures from work and family domains are perceived as mutually incompatible, creating challenges for individuals in managing their professional and personal responsibilities.

The concept of work-family conflict has been extensively studied and defined in the literature. One seminal source is the work of Greenhaus and Beutell (1985), who identified work-family conflict as a type of inter-role conflict. Their research contributed significantly to understanding the dimensions of conflict arising from the simultaneous engagement in work and family roles. The definition has since been refined and expanded upon by various researchers in the field of work-family studies.

For example, Frone, Russell, and Barnes (1996) defined work-family conflict as "a form of inter-role conflict in which the role pressures from the work and family

domains are mutually incompatible in some respect." This definition aligns with the initial work of Greenhaus and Beutell, emphasizing the incompatible nature of demands from work and family roles.

Additionally, other scholars like Grzywacz and Marks (2000) have proposed a distinction between two forms of work-family conflict: work-to-family conflict (WFC), where work demands interfere with family life, and family-to-work conflict (FWC), where family demands interfere with work responsibilities. This distinction allows for a more nuanced understanding of the specific direction of conflict.

Hence, work-family conflict is a multidimensional concept that has been widely defined in the literature. The seminal work of Greenhaus and Beutell, along with subsequent research, has contributed to the understanding of the challenges individuals face in balancing the demands of their work and family roles.

According to Miller (2017), conflict arises when many interdependent individuals or groups engage because they believe that each other could go in the way of their objectives or realization and because they have different values and aspirations. Drawing from the aforementioned comprehension, the writer can conclude that work-family conflict arises when an individual balances their responsibilities to their family and their career.

Frone, Russell & Cooper (1992) and Mäkelä and Suutari (2011) conducted the research about the concept of work and family conflict should be viewed as bidirectional, that is, as work-family conflict and family-work conflict. This



was confirmed by empirical research. A thorough model of the work–family interface was created and put to the test. The suggested approach went beyond earlier studies by clearly differentiating between family interference and work interference. This distinction made it possible to test theories about the particular causes, effects, and reciprocal relationships of both types of work–family conflict. Managers with long-term worldwide careers were interviewed in order to deepen our understanding of the work-family problems faced by global careerists and their families, as well as the coping mechanisms they employ to resolve them. The results show that global careerists confront work-family conflicts related to time, strain, and mobility, a new category included to properly represent the range of work-family conflicts encountered. These conflicts are a result of the demanding nature of their professions. In addition to family-level coping mechanisms, managers were shown to mostly employ active problem-solving techniques; however, avoidance, reappraisal, and emotional coping were also evident.

Byron (2005) conducted a meta-analysis identified specific attitudes and antecedents (non-work and related variables, demographics) associated with the work-family/family-work conflict. The two notions are separate, as supported by the results of earlier studies. In order to ascertain the relative impacts of work, non-work, demographic, and individual characteristics on work-family conflict (WFC) and family-work conflict (FWC), this meta-analytic review synthesized the findings of over 60 studies. Work factors were predicted

to have a stronger relationship with WFC, while some non-work factors had a stronger relationship with FWC. The relationship between WFC and FWC and demographic characteristics, such as an employee’s marital status and sex, was generally poor. All things considered, the research lends credence to the idea that WFC and FWC have distinct antecedents and may, therefore, call for various interventions or remedies to stop or lessen their occurrence. Finally, the study indicates that work-family conflict is not well predicted by demographic factors like sex and marital status on their own.

The study conducted by Freire and Bettencourt’s (2020) identified personality, social support within the family, and family role pressures are what predict family–work conflict. Work-family conflict is predicted by ethical leadership. The study aims to investigate the mediating role that work-family conflicts have in the relationship between moral leadership and job happiness. Conflict is said to have started when one party believes the other has negatively impacted, or will negatively influence, something that the first party values (Robbins and Judge, 2017). Conflict is the state that results from a continuous activity when there is disagreement between the parties.

Work-family conflict is the experience of incompatible pressures from work and family domains (Katja, 2014; Mihelič, 2013). It has been on the rise, with detrimental effects on individuals, families, organizations, and society (Katja, 2014; Mihelič, 2013). This conflict is influenced by individual differences and job/family characteristics (Katja, 2014; Mihelič, 2013). It can be particularly complex for couples



running businesses together, requiring a unique definition and model (Foley, 1997). The conflict is associated with negative job attitudes and consequences, such as lower job satisfaction and a greater likelihood of leaving a position (Boles, 2001). The presence of a homemaker wife or a career-oriented spouse can also impact the antecedents and consequences of work-family conflict (Higgins, 1992). Family-work conflict occurs when family responsibilities impede an individual's ability to fulfill their work obligations. This conflict arises when family demands, such as childcare responsibilities, eldercare, or personal emergencies, interfere with work-related tasks and commitments.

The distinction between family-work conflict and work-family conflict is a key focus in the literature. Boles (2001) defines work-family conflict as the incompatibility between work and family responsibilities, while family-work conflict is the reverse. This distinction is further explored by Higgins (1992), who finds that dual-career men experience a significant negative spillover from their work domain, influenced by maternal career employment. Foley (1997) extends this discussion to the unique context of business/marriage partners, proposing a new model of work-family conflict. Finally, Katja (2014) provides a comprehensive review of the antecedents and outcomes of work-family conflict, emphasizing the need for better integration of work and family roles.

## **2. Work-Life Balance (WLB)**

Doble and Supriya (2010) depict that there is a negative correlation between organizational policies and work-life

balance. This essay discusses gender-neutral work-life balance. An unbalanced work-life was noted by men and women alike. Since they significantly improve work-life balance, organizational efforts to create a friendly work environment are valued. Following liberalization, Indian companies are attempting to promote work-life balance by offering childcare services, flexible work schedules, and part-time employment. These programs bear a striking resemblance to those offered abroad. This is undoubtedly a positive trend. However, the sample's respondents stated that they were unable to strike a balance between work and home life. The report suggests that in order to help employees balance their lives, work-life policies should be improved in light of this discovery. As a result, workers will have a friendly workplace and find greater meaning in their work.

Uddin and Hoque (2013) realized that women working as teachers in Bangladesh maintained a decent work-life balance. As Bangladeshi society develops, there is a growing expectation that women can not only fulfill their socially expected roles of providing for and nurturing families in order to raise capable and self-assured children who will benefit society as a whole but can also earn a living by entering the workforce as paid employees. Rising living expenses and a shift in perspective are the main causes of the growing number of educated women who are currently employed outside their residence. Even in the recent past, the trend has been steadily improving. Consequently, the conventional family is being supplanted by the family with two careers. Therefore, sociodemographic shifts are taking place

that are comparable to those in both developed and developing nations. Women are under increasing pressure to attain and maintain work-life balance as a result of their combined responsibilities. The study concludes that there is a moderate state of work-life balance, which can be improved by providing flexible working hours (such as rotted days off and family-friendly start and finish times), transportation, housing, child care, flexible work arrangements/job sharing, a reduction in working hours and workload, and child education for female employee educators.

Mohanty (2014) in his study implies that there is a normal work-life balance level for instructors, and it can be better addressed by organizational rules. The desire for work-life balance is growing among working professionals in India, as more and more women with children are entering the workforce and feeling the pressure to strike a balance between their personal and professional lives. The current study aims to emphasize how important it is for college instructors to implement work-life balance (WLB) regulations. The study looks at several aspects of WLB, particularly as it relates to educators employed by public and private institutions. The study suggests that teachers should implement WLB practices based on empirical evidence. Fifty (50) instructors who taught both academic and professional courses in government and private colleges provided the study's data. The study's conclusions suggest that in order to help the teaching community balance their requirements for work and personal life, WLB policies and programs must be developed. This study aims to

determine the many personal motivations and their relative importance across various demographic groups, which may serve as a foundation for the development of WLB policies for educators.

In the report by Anuradha and Pandey (2015), half of the schoolteachers in Tamil Nadu's Coimbatore area were experiencing stress at work or at home. Consequently, their work-life balance is negatively impacted. An increasingly relevant topic in the twenty-first century is work-life balance. Family life and work are two sides of the same coin since they are interdependent and conflict with one another. On the one hand, family expectations interfere with employees' work-life balance, and on the other, increased work obligations interfere with family life. Conflicts thus arise, which has a detrimental effect on an employee's performance both at work and at home. Observing the trend, businesses are becoming more and more involved in putting policies in place that help staff members manage work-life conflicts. The goal of the study was to investigate how certain public sector initiatives handled work-life balance and how that affected organizational effectiveness. According to the findings, Indian public sector companies have come to understand the need of work-life balance policies for overall organizational success.

Maeran, Pitarelli, and Cangiano (2013) had conducted the research about schoolteachers' work-life balance. These research endeavors considered factors such as work-family enrichment, family-work enrichment, work autonomy, gender, and work-life interference. The conventional model of assigning family roles, in which the

man is viewed as the primary breadwinner responsible for financial support, while the woman focuses on attending to the family's needs and children, is diminishing as a result of the increasing rates of female. As a result, there is a noticeable increase in attention being paid to issues related to the need to reconcile different roles. In actuality, work-life balance has gradually evolved into a crucial requirement for nearly every type of worker, even those who hold teaching jobs, which are currently dominated by women. The findings of an exploratory research on 286 teachers in the Italian region of Vicenza are presented in this article. Its objectives are to explore various theoretical frameworks related to work-life balance and examine how they relate to job satisfaction. A questionnaire comprising various scales that were extracted and modified from pertinent literature was used for the research. A special focus was placed on sociodemographic factors to determine whether the sense of work-life balance differed based on them.

Reddy, Vranda, Ahmed, Nirmala & Siddaramu, B. (2010) have conducted a study, however, compared the work-life balance of schoolteachers, taking into account variables such as job demands, job satisfaction, and work performance. Work-family conflict (WFC) and family-work conflict (FWC) are more likely to have a negative impact on the family domain, which can lead to more internal conflict and a lower quality of life. Numerous factors have been found in studies to affect WFC and FWC levels. The experiences of WFC and FWC are impacted by variables like family size, age of children, work hours, and

social support level. These characteristics, however, have been regarded as antecedents of WFC and FWC; it is crucial to take into account the effects these variables have on working women's psychological distress and well-being.

### **3. Relation between WFC, FWC and WLB**

Research has consistently shown a complex relationship between work-life balance, work-family conflict, and family-work conflict. Venkatesan (2021) and Soomro (2018) both found that work-life balance is crucial in reducing these conflicts, with the latter also highlighting the moderating role of job satisfaction. However, Huang (2004) found a direct positive association between work-to-family and family-to-work conflict, challenging the notion that role-related satisfaction mediates this relationship. Haar (2003) further emphasized the impact of work-related factors, such as workload, on these conflicts, suggesting that organizational support and policies play a significant role. Boles (2001) extended this by exploring the interrelationships between work-family conflict, family-work conflict, and job satisfaction, finding that work-family conflict is related to lower job satisfaction. Balmforth (2006) examined the associations of work-family facilitation and conflict with job satisfaction, organizational commitment, and intention to leave, highlighting the importance of facilitation in achieving positive outcomes. These studies collectively suggest that work-life balance, work-family conflict, and family-work conflict are interconnected, with work-related factors, job satisfaction, and facilitation playing crucial roles. Also,

they collectively highlight the importance of work-life balance and the need for organizations to address work-related factors to reduce work-family conflict. Nadeem (2009) reported a negative correlation between work-family and family-work interference and job satisfaction.

Using work-life balance as a mediating variable, Zahra and Fazlurrahman (2023) examined the impact of the workplace and work-family conflict on job satisfaction. According to the study's analysis, work-life balance positively and non-significantly affects job satisfaction; work environment positively and significantly affects work-life balance; work-family conflict negatively and significantly affects work-family balance; and in this study, work-life balance is unable to mediate the impact of work-family conflict on job satisfaction.

The association between work-family conflict, family-work conflict, and work-life balance was examined by Komari, Sulistiowati, and Mursalin (2023) in order to determine its effects on demographics as well as work-life balance. The results showed that work-family and family-work conflict have a negative and significant effect on work-life balance. Fits based on behavior, stress thresholds, and deadlines negatively affect work-life balance. Work-life balance and temporal conflict had a significant correlation. The differences between work-family conflict and family-work conflict did not show statistically significant differences based on gender; however, when age was considered, a significant difference was found. The work-family conflict had a significant impact on employment longevity and educational

attainment, but the opposite conflict—family work—was barely noticeable.

According to Soomro et.al (2018), work-family conflict has a positive and significant impact on employee performance. The prevalence of conflicts between work and family is increasing globally, affecting individuals in both developed and developing nations. This study aims to explore the connections among work-life balance, work-family conflict, family-work conflict, and perceived employee performance, with job satisfaction serving as a moderating variable. The research focuses on full-time faculty members, specifically 280 young university instructors employed by Pakistani public universities in Islamabad. Through linear regression analysis, six hypotheses were assessed. The results suggest that work-life balance and work-family conflict positively influence employee performance. Job satisfaction acts as a moderating factor in the relationships between work-life balance, work-family conflict, and family-work conflict. Notably, work-family conflict positively impacts employee performance, family-work conflict does not significantly affect employee performance, and job satisfaction may negatively moderate these relationships, distinguishing this study from others in its findings.

Venkatesan (2001) elucidates that employees can mitigate stress and conflict by increasing their social and familial interactions. Managing issues at work and with your family is a difficult and significant task when it comes to work-life balance. Conflicts emerge as a result of expectations for employee behavior. The purpose of the current study is to quantify work-life balance

in relation to family-work and work-family conflict. Furthermore, the survey seeks to identify the various work-family conflicts that respondents experience and offers suggestions for striking a balance between these commitments. To lessen stress and conflict, employees should spend more time with friends and family. Workers understand the importance of friends, family, and coworkers in preserving a healthy work-life balance. Work-family conflict is reduced when spouses are aware of information relevant to their jobs and share it with their partners. By managing conflicts between work and family, the research will assist decision makers, businesses, and employees in improving the work-life balance of their workforce.

## **V. DISCUSSION**

Work-family conflict, family-work conflict, and work-life balance are important factors that can affect individuals' well-being and performance in the workplace. Work-family conflict refers to the challenges and stress that arise when the demands of work and family responsibilities clash. On the other hand, family-work conflict occurs when family responsibilities interfere with work obligations. Both types of conflict can lead to increased stress and negative outcomes for individuals.

Achieving work-life balance is crucial for individuals to effectively manage the demands of work and personal life. Work-life balance refers to the ability to balance and prioritize work and personal responsibilities in a way that promotes well-being and reduces conflict. It involves finding a harmonious integration between work and personal life, allowing individuals

to fulfill their responsibilities in both domains.

Research has shown that work-life balance is positively related to employee performance. When individuals are able to effectively manage their work and personal responsibilities, they are more likely to experience higher job satisfaction and better performance. Additionally, job satisfaction plays a moderating role in the relationship between work-life balance and employee performance. It can enhance the positive effects of work-life balance on performance and mitigate the negative effects of work-family conflict and family-work conflict.

It is important for organizations to recognize the significance of work-family conflict, family-work conflict, and work-life balance in order to support their employees' well-being and performance. Implementing work-life balance practices, such as flexible work arrangements and employee support programs, can help individuals effectively manage their work and personal responsibilities. By promoting work-life balance and reducing work-family conflict and family-work conflict, organizations can create a positive work environment that fosters employee well-being and productivity.

## **VI. CONCLUSION**

In conclusion, the study delves into the intricate dynamics of work-family and family-work conflicts, shedding light on their impact on work-life balance. Through a comprehensive investigation involving full-time faculty members in Pakistani public universities, the research explores the relationships between work-life balance,



work-family conflict, family-work conflict, and employee performance, with a focus on the moderating role of job satisfaction.

The findings of the study reveal that work-family conflict exerts a positive and significant influence on employee performance, emphasizing the intricate interplay between professional and personal domains. Interestingly, the traditional model of family roles, where the man is the primary breadwinner and the woman is dedicated to family care, is diminishing due to the increasing rates of female employment.

Moreover, the study brings attention to the unique role of job satisfaction as a moderator in the relationships between work-life balance, work-family conflict, and family-work conflict. It is revealed that work-life balance and work-family conflict positively impact employee performance, while family-work conflict does not exhibit a significant effect on performance. Notably, job satisfaction may play a negative moderating role in these relationships.

These findings contribute valuable insights to the existing literature, highlighting the nuanced connections between work and family domains and their implications for achieving a balanced work-life equilibrium. The study underscores the importance of considering not only the conflicting aspects but also the moderating factors, such as job satisfaction, in understanding the complexities of work-life balance in contemporary professional settings.

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## E-RECRUITMENT: THE NEED OF TODAY'S ERA

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### ABSTRACT

*Recruitment through social media differs somewhat from recruitment through traditional ways. Social media recruitment is not a new trend nowadays. It is one of the most commonly used tactics for acquiring human resources. Since most people use at least one social media platform, they prefer to move to the internet first rather than to look in the local newspaper to find job opportunities. Employers recognize that as the online social networking world is expanding, there are better ways to recruit talented employees. Since the world of recruiting is changing, Employers are using LinkedIn, Facebook, Instagram, Twitter, Glassdoor, and other popular networking sites for recruitment. Recruitment through social networking sites is a win-win situation for both potential employees and the organization. The role of social media is not limited to the hiring process, though it also plays an important role in internal communications, keeping individuals engaged once recruited. This paper studies various social media websites and their impact on recruitment development and how social media is used as part of talent acquisition. In addition, it outlines the two coins of social media recruitment –benefits and challenges.*

**Keywords:** Social media, Recruitment, Networking, Organization, Hiring

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### I. INTRODUCTION

Social recruiting is the method recruiters use to find candidates through social media platforms. It is also referred to as social media recruiting, social hiring, and social recruitment.

Besides just recruitment, social media is heavily used in employer branding. These channels help employers spread the word about their employee value proposition and optimize their inbound recruitment efforts. With the consistent increase of social media usage, social media recruitment has been gaining popularity among talent acquisition professionals. This is not surprising as nearly three-quarters of workers between the ages of 18-34 found their most recent job via social media. Moreover, nearly 90% of recruiters report that they have hired someone off of LinkedIn.

Recruitment can be defined as ‘a vital

function of human resource management, which can be defined as the process of searching the right talent and stimulating them to apply for jobs in the organization. It is the process of discovering the sources of personnel to meet the requirements of the staffing agenda and attracting the adequate number of employees, as to be able to make the effective selection among the applicants.

Social media can be defined as, ‘refers to the Websites, which enable people to exchange and work together on digital content in virtual communities’ (networks). Some of the most popular include Facebook, Blogger, Twitter, LinkedIn, Pinterest, Google+, Myspace and Wikipedia.

An effective strategy does not only provide you with a connection with the top talent but also it improves your brand image. One of the most essential components

of your brand image is your link with the candidates. Social media strengthens this link by engaging the candidates through your interesting job posting. Moreover, the cost of social recruiting will always be minimal as compared to traditional hiring.

**1.1 Key Statistics for Social Media Recruitment**

- 91% of all employers are currently using social media as part of their hiring process.
- 45% of recruiters post content on social media to engage with candidates.
- 21% of recruiters admit to rejecting a candidate after looking them up on Facebook.

**TABLE 1: INDUSTRIES THAT ARE RECRUITING VIA SOCIAL MEDIA THE MOST**

Industry	Percentage of Companies Recruiting Via Social Media
Marketing	86%
Hospitality	80%
Management consulting	79%
Retail	75%
IT	71%

*Source: Primary Data*

**TABLE 2: SOCIAL MEDIA PLATFORMS USE BY RECRUITERS**

Social Media Platform	Percentage Of Recruiters Using
LinkedIn	91%
Twitter	47%
Glassdoor	40%
Facebook	39%
Instagram	11%

*Source: Primary Data*

**II. LITERATURE REVIEW**

Jennifer S. Evans-Cowley (2010) analysed the role of social networking sites in planning processes. There has been rapid growth in the use of online social networking sites, such as Facebook and social networking sites. The public is increasingly

using these sites for organizing around place-based issues. This research examines the extent to which the public and planners are using social networking sites to organize the public around placebased planning issues.

Using content analysis of social networking sites, place-based planning groups are identified and analyzed. The administrators for the groups were contacted to determine their goals and satisfaction with their groups' work. Planning departments in the same communities were then contacted to determine the degree to which the social networking groups influenced the planning process. The results of this study found that the public primarily organizes to oppose development projects. While on average these groups attract hundreds of people, planners and group administrators report that there is minimal influence on the planning process.

Leigh A. Clark (2010) studied employer's use of social networking sites as internet has drastically changed how people interact, communicate, conduct business, and seek jobs, find partners, and shop. Millions of people are using social networking sites to connect with others, and employers are using these sites as a source of background information on job applicants. Employer's reports decided that people not to hire based on the information posted on social networking sites. Few employers have policies in place to govern when and how these online character checks should be used and how to ensure that the information viewed is accurate. In this article, researcher explored how these inexpensive, informal online character checks are harmful to society. Guidance is provided to employers on when and how to use these sites in a socially responsible manner.

Dhamija Pavitra (2012) analyzed e-recruitment as a roadmap toward human resource management. The study tries to

explore the overall concept of e-recruitment. It aims at collecting information regarding methods viz; emails, corporate websites commercial job boards, etc. of e-recruitment. The study includes the general advantages and disadvantages of e-recruitment. It has been rightly said that recruitment is not only hiring the best amongst those who applied for a particular post rather it's the question of enrolling the right candidate in one's human capital.

Tyagi Aastha (2012) studied the role of e-recruitment in effective talent acquisition through interviews, surveys, and secondary methods. The internet has helped in attracting potential candidates to an organization from the recruitment process, which is referred to as E-Recruitment. The practice of issuing a vacant position and applying for a job via a website has increased steadily. The purpose of this paper is to broaden the research on recruitment practices, with a focus on E-Recruitment practices and trends in India, to identify what e-recruitment methods are being used and what benefits are being experienced by organizations using these methods.

Roy Chowdhury Tania (2013) focused on the applicant's perception of various modes of e-recruitment, namely employment websites (like monster.com or naukri.com) and career sections of corporate websites. The perception was measured based on five constructs, namely perceived efficiency, user-friendliness, information provision, fairness perception, and internet selection image of the company. With the help of a structured designed questionnaire containing 26 research statements, the perception was measured, among postgraduate students

enrolled in three different management programs of one of the leading management institutes in India. It was found that there was a significant difference in perception between the career section of a corporate website and employment websites except for the constructs, user friendliness and fairness perception. It was also established that the program that the student was pursuing, and the previous work experience had a significant impact on the perception of online application systems of the candidates.

K. Praveena (2014) analysed continuous intention to use Facebook and studied the perceived enjoyment and Technology Acceptance Model (TAM). The use of social networking sites emerged rapidly as an ideal platform for social interaction. Different social networking sites were characterized according to their usage like business networking, entertainment, and social interactions. Facebook, the most commonly used site for social interactions has a large number of users worldwide. This study aimed to identify the continuance intention of using Facebook, through an extension of the TAM. TAM was one of the most useful models used for predicting user acceptance. Perceived Enjoyment was added to the TAM variables to explain the continuance intention to use Facebook. A survey method was adopted, and the sample constituted students of undergraduate and postgraduate courses. The results reveal that the model explains a 36% variation in the continuance intention to use Facebook. Perceived Enjoyment was seen to be a strong determinant of attitude towards using Facebook in this study.

N. Dinesh and K.R Mahesh Kumar

(2015) studied on perception of job seekers on recruitment through social media applications. That research paper aims to understand the Job seeker's perception on recruitment through social Media application practices that were identified. This was performed to conduct a reality check between the expectation from the HR sorority and the employees for whom these applications are embattled in order to bring the overall fulfillment of organizational goals. It concluded that recruiters have a large pool from this source from which they can search for prospective employees. In the years to come, social networking will soon be an indispensable part of the hiring process.

### **III. OBJECTIVES OF THE STUDY**

- To gain knowledge about increasing usage of social media for effective talent acquisition.
- To study the various social media platforms for Recruitment process.
- To study the benefits and challenges of the social media in recruitment process.

### **IV. RESEARCH METHODOLOGY**

The study is based on the secondary data which has been collected through journals, magazines, Newspapers, research papers, books and websites etc.

### **V. RESULTS AND DISCUSSION**

#### **1. Platforms of Social Media Recruitment**

##### **a. LinkedIn**

LinkedIn is undoubtedly the king of social recruitment platforms, with a large global user base and a dedicated focus on business users. While it may have fewer users than



social giants like Facebook and Twitter, Part of the reason behind that is the obvious fact that LinkedIn is a professional social network – it's an online platform where professionals present their career history, network with others and look for new opportunities, making it the perfect hunting ground for recruiters.

- LinkedIn has 740 million members across 200 countries.
- 40 million people search LinkedIn for jobs every week globally.
- 3 people secure a job via LinkedIn every minute.
- There are 55 million businesses listed on LinkedIn.

At any given time, there will be over 14 million jobs listed on LinkedIn globally.

95% of all recruiters use LinkedIn regularly.

#### **b. Glassdoor**

Although some people may not class Glassdoor strictly as a social media platform, its ability to allow job seekers to share reviews on employers, certainly provides a social element. It's also job focused platform which allows job seekers to upload a CV and apply to jobs directly.

- Glassdoor has 50 million monthly users and 1.3 million employers listed.
- 90% of job seekers on Glassdoor have a university degree.

#### **c. Facebook**

Facebook is the mammoth of social networks when it comes to user numbers, but it's uses are predominantly non-professional. However, it has recently added a job posting feature and the sheer

size of its user base make it a great place for employers to get their brand in front of candidates. Facebook recruiting is cost-effective; recruiters can create a page free of cost to publicize their brand, posts and labor requirements.

- 84% of job seekers have a Facebook profile.
- Posting a job on Facebook is free.

#### **d. Twitter**

Twitter is more than just a place to post your immediate thoughts about something – it's also a fairly potent recruitment tool if you use it the right way. It combines the best features of a personal social media network and professional social media network, allowing you to find and contact professional candidates for a role in a more informal environment.

- 330 million use Twitter globally which
- In terms of demographic spread, it found that 44% of 18–24-year-olds, 31% of 25–30-year-olds, 26% of 30–49-year-olds, 17% of 50–64-year-olds, 7% of 65+-year-olds use the platform,
- Majority of men using the platform as opposed to women.

#### **e. Instagram**

Instagram is a relative newcomer when it comes to recruitment strategies. The visual platform has grown from 30 million users a month in 2012 to a massive 1 billion users a month in 2020, making it a potentially powerful pool to recruit from – particularly if that recruitment is focused on the creative industries.

- Instagram is mainly used by younger demographics. The Pew Research survey found that 67% of 18 to 29-year-olds use Instagram regularly, making it an excellent platform for recruitment.

## **2. Benefits of Social Recruiting**

### **a. Reach Passive Job Seekers**

Through social media, one can reach even those people who are not really searching for a job, but have highly polished talents and skills. When these job opening posts reach this population, they might show their interest even when they didn't think to do that before.

### **b. Hire High-Quality Candidates**

Because of the ability to reach both passive and active job candidates, social media is also, one of the best sources of the highest-quality job candidates. According to research, 59% of recruiters rated candidates sourced through social media as "highest quality." Paid social media job ads also enable recruiters to target very specific audiences, and hire people who fit their organizational culture. Targeting people with specific knowledge, skills, experiences, and seniority levels enable recruiters to eliminate irrelevant applications and get better-quality applicants.

### **c. Reduce Time and Cost Per Hire**

Recruiters who use social media for hiring usually spend fewer resources to hire new candidates, and they fill their positions faster compared to recruiters who focus on other channels. For example, compared to job boards, advertising on social media can be much cheaper. It brings more high-quality candidates

which significantly shortens the hiring process. Furthermore, job seekers rank social media and professional networks as the most useful job search resources compared to job boards, job ads, recruiting agencies, and recruiting events.

### **d. Showcase Your Employer's Brand**

According to research, 75% of candidates research a company's reputation before applying for the job, and 62% of job seekers have reportedly used social media as a way to evaluate the employer brand of a company. This is why social media isn't just a good hiring channel. It is also the most efficient employer branding channel where companies can showcase their existing employees, their organizational culture, values, benefits, and everything else candidates want to know about before they decide to apply.

### **e. More Traffic**

When you post a job opening on your page on Facebook, it automatically creates a lot of traffic to your page. Even if a large population is not selected for the job, they'll keep visiting your site for further posting and blogs.

### **f. Personal Touch**

Social Recruiting helps you get in touch with the candidate socially so that you can go through the candidate's profile, search for their interests, goals, etc., know their personality type and decide whether the candidate's personality is appropriate for the job and your company or not.

### **g. Immediate Response**

Social media posts get an immediate response, particularly due to the 'share'

feature of them. Sharing the posts increase the reach of the posts and become available to be read by a large number of audiences. When a large population reads it, the probability of immediate response gets increased, and time is saved.

### 3. Challenges of Social Recruiting

Some of the disadvantages of Twitter, Facebook, and LinkedIn for social recruitment are:

- It is not easy to effectively broadcast jobs on Twitter. Twitter restricts you from using more than 140 words; hence you may not be able to effectively display what you want you. Some important details may not be included, and it may entice the candidates.
- Facebook has been used as a primary source to talk and communicate with friends and family. Many individuals may be unwilling to indulge in professional activities like recruitment on Facebook. Also, they may not want to add their employers to their Facebook profiles as friends. Candidates discovered may not always be genuine, and the 'privacy settings' make it difficult to choose the right candidate.
- LinkedIn, though effective in recruitment, consumes a lot of time in the initiation when the users have to build the relationships and networks to spread their word to a large number of people. LinkedIn also restricts users from using more emails to contacts than the limit.

### 4. Social Media Recruitment Challenges

#### to Individuals Can be as Follows

##### a. Privacy Issue

There is no legislation which prohibits employer from using personal database of person for an individual's Facebook profile when making a recruitment decision but there are a number of issues with using social networks in this way. Firstly, there are questions of privacy and the extent to which firms should have an interest in private lives.

##### b. Fraud Recruitment Ads

Sometimes individuals may fall prey to online scams when applying and giving personal information to people who are not genuinely trying to recruit. These hackers may perform data and identity theft.

##### c. A lot of unnecessary online traffic

It may lead to unnecessary traffic that is traffic from those people who are either not willing to work seriously or who do not fulfill the requirements. Screening these candidates take a lot of time and hence may reduce productivity.

##### d. Negative comments from rejected candidates

After receiving too many job applications on social media, it is natural to reject a large number of individuals who do not fulfill the requirements as per the job. Some of the individuals may get angry, spread a negative image of the company amongst their friends and may post negative comments about the company on different websites.

##### e. A disadvantage for economically weaker candidates

There are some job seekers who don't

use or don't have access to social media. These people may include the economically weaker sections of the society, who don't have the resources to reach social media. Hence it proves to be a disadvantage for those people, who may have the zeal and commitment to perform, may have valuable skills, but fail due to not accessing social media.

#### **f. Discrimination Hiring**

Assessing someone's potential employability based solely on an online profile leaves the door wide open for unethical practices.

### **VI. CONCLUSION**

Recruiting and hiring have never been as challenging and exciting as they are today. Finding and attracting the top candidates require immense creativity today on the part of the recruiter but that is where the fun begins for you. As the recruitment market is getting fierce in terms of competition, you as the recruiters must adopt the most innovative ways of recruiting. In the past, there was always a question about the value of social media in recruitment processes, but based on this research, it is clear that recruiters believe social recruiting is a very helpful method. Social media deserves the most attention when it comes to recruiting employees in 2023. It is due to the reason that Millennials and GenZ are the most active on social media. Companies should not start thinking about social media only at the time of recruitment. Social recruiting should be a part of their overall strategy. Social media allows recruiters to find more job candidates than ever before. As a result, recruiters say that social media recruiting improves both

the quantity and quality of candidates. The research shows using this method alone takes the 'personal touch' out of relationship building and candidate identification and that it is unlikely to completely replace the traditional recruitment methods in the near future. Social media is being taken more and more seriously by the recruiters. Increasing number of employers are taking advantage of this growing trend by adapting and supplementing traditional recruitment processes with social media-based methods, therefore it's important for job candidates to pay more attention to how they use it. As more employers begin to use these outlets, recruiting methods will continue to transform.

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# OTT PLATFORMS SUBSTITUTE TO TV: REVOLUTIONIZING THE CONSUMPTION OF CONTENT WITH SPECIAL REFERENCE TO CHARKHI DADRI, HARYANA

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## ABSTRACT

*Over the top (OTT) platforms are new normal. Long gone are the days when all the family members sit together in the evening to watch traditional shows on TV like Ramayana, Mahabharata etc. Nowadays with limited technical knowledge and fast internet connectivity along with affordable smart devices supporting digital media, one can access to their favorite TV shows, web series, movies, sports or news, etc. anywhere anytime on various OTT platforms. The purpose of this study is to examine the competition, coexistence, and competitive superiority of OTT over TV that Revolutionize the Consumption of Content for the audience. The main objective of the study is to identify the factors that are mainly responsible for the shift of viewers' interest to streaming videos on OTT instead of traditional televisions and the most preferred OTT platforms among them. The findings show that Disney+hotstar has overshadowed the international OTT players like Amazon Prime & Netflix in the study area. The study's outcome reveals that fast internet connectivity, affordability of smartphones, audio and video quality of content, and availability of innovative and old content throughout time are majorly responsible for replacing traditional TVs. The study also inferred that all the consumers view the OTT services weekly once and use the OTT services on their mobilephones. Overall, OTT TV's competitive superiority transcends that of traditional TV in all aspects.*

**Keywords:** Over the top, Revolutionize, Internet connectivity, Competitive superiority, Affordable

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## I. INTRODUCTION

The OTT platforms are mushrooming in Indian market. It is expected to grow a further INR734 billion to reach INR 2.83 trillion in 2025. Except for TV subscription, all M&E segments grew in 2022 which gives the evidence for the Revolutionizing of the Consumption of Content with the entry of OTT platforms like Netflix, Amazon Prime, Hotstar, Sony liv, Zee5, etc. These platforms have cultivated an on-demand culture that gives customers unparalleled flexibility over what they watch.

Today OTT players have become part of mainstream media and thus influenced the viewing behavior of consumers worldwide. The recent affair between internet and

entertainment has not only changed the mode of content distribution but has also impacted the nature of content creation. Fast internet connectivity, affordability, audio and video quality of content and availability of the innovative and old content throughout the time are majorly responsible for replacing the traditional TVs. In today's scenario, all OTT players are competing against one another to grab their share of market and reach their ultimatum of millions of subscribers in India. Beyond just being convenient, OTT services are alluring because they represent a paradigm shift in the way that viewers interact with material.

In addition, the variety and depth of



material offered by OTT services offer a tempting array of options that suit a wide range of tastes and preferences. These platforms have mastered the art of tailored content collection, producing immersive, engaging, and binge-worthy experiences that engage viewers globally. These experiences range from original series to carefully curated libraries spanning genres and languages.

OTT's ascent in India Following the COVID-19 pandemic and ensuing nationwide lockdown in March 2020, India has experienced a notable surge in Over-The-Top (OTT) usage, positioning itself as a potential threat to the television industry. Up until that point, only urban areas and the upper middle class saw the widespread use of OTT platforms.

The goal of this research is to examine this transformative phenomenon's many facets. This research aims to shed light on the profound impact of OTT platforms in revolutionizing the very ethos of content consumption by examining the factors driving the rise of OTT platforms as TV substitutes, analyzing the changing behaviors of consumers, and outlining the implications for the future of media consumption

## II. LITERATURE REVIEW

Eshwa Pachaivel S & Revanth K R (2022) concluded that Customers are highly satisfied with the content provided by over-the-top Platforms. OTT has a great impact on customers because it may be viewed anytime and from any location. They used convenience sampling and stated in their results that 2/3 of the media users were already familiar with the OTT platform

prior to covid-19.

Chopdar, Tarafdar (2021) mention in their descriptive study conducted in Guwahati city on 100 people on the "perception of consumers towards OTT" females are more in number who are using over-the-top platforms. They also found that COVID-19 is being responsible for media consumption over the OTTs and help the telecommunication and movie industry to generate some revenue during the pandemic.

Yeole, Saha, & Bhaisare (2022) in their study on "User perspective on OTT platforms in India" conducted an online survey and found that Netflix has more rich content and has a great socialization towards international content. They also found that millennial and Gen Z is not influenced by their peers or social status to use OTTs but by price sensitivity, programmes of their own choice, and content richness.

Sadana, M., & Sharma, D. (2021) investigated in their study the five factors that affect consumers' options on entertainment, i.e., shifts influenced by offerings/incentives, convenience, expenses incurred on services, content and presentation behavior, and telecom. To identify factors' strength Logistic regression was used in the study and found that expenses incurred on services, convenience, and making content and viewing behavior are the most prominent factors concerning entertainment.

TS, S., & Sumathy M. (2021) inferred that over-the-top platforms have evolved to reach customers easily through advanced technology. COVID-19 also has a major impact that shifts the choices of content preferred by media consumers. To receive high-quality content in large quantities with

no commercials consumers are subscribing to the various OTTs. Over-the-top platforms serve as a way for people to spend leisure time with family and friends. Even professionals also spend their free time on over-the-top platform

Madnani D, Fernandes S & Madnani N (2020) in their study entitled “Analyzing the impact of COVID-19 on over-the-top media platforms in India” found that lockdown has played a major role in the increase in viewership of OTT platforms, as people working from home are also using OTT platforms more. The average hours spent on OTT have increased from 0-2 to 2-5 hours and the average spending that users are willing to make on OTT platforms is Rs. 100-300 (per month).

Haridas & Deepak (2020) investigated how consumers perceived Amazon Prime and Netflix, two online service providers, through opinions from viewers gathered from many social media sites, including blogs, discussion forums, Facebook, Instagram, and Twitter. Using the e-service quality lens, customer attitudes about Netflix and Amazon Prime were examined for feelings regarding content, audio/video quality, convenience of use, and price-related aspects. The conclusion indicates that since both Netflix and Amazon are provided through technology-assisted platforms, ease of use is a crucial component of the quality of e-services.

U Cebeci, Oguzhanince and Hulya Turkcan (2019) in their study entitled “Understanding the intention to use Netflix: An extended technology acceptance model approach” found that self-efficacy is related to PEOU and PU. People who have self-

efficacy in using Netflix or any other new technology perceive that they can use it without having a problem. Consumers can only believe that they can easily use and benefit from this technology when they have sufficient knowledge.

Dr. Dasgupta and Dr. Grover (2019) in their study entitled “Understanding adoption factors of over-the-top video services among millennial consumers” examined the primary drivers impacting the adoption of over-the-top services including convenience, mobility, content offerings, and subscription tactics. These strategic criteria will guarantee that customers will interact with OTT content at higher levels.

Baccarne, B., Evens, T. & Schuurman, D. (2013) in their research ‘The television struggle: an assessment of over-the-top television evolutions in a cable dominant market’ how televisions have lost their exclusive rights due to rising digitalization and the inclusion of more screens in our lives. According to their analysis, a variety of reasons, including pricing, interactivity, flexibility, ease of use, video quality, and personalized channel choices, are to blame for the success of over-the-top platforms.

### III. RESEARCH METHODOLOGY

This study aims to understand how Over-The-Top (OTT) video streaming services are being used in Charkhi Dadri, Haryana. Specifically, it investigates how people are switching from traditional television to OTT viewing. It is essential to investigate the causes of this change and comprehend the variables that have an impact. This study, which has a sample size of 217, attempts to clarify

people’s preferences, the proportion of individuals who choose OTT platforms over traditional TV, and the factors that are driving this shift in consumption patterns. SPSS software was used to compile and analyze the data that had been gathered. Friedman’s test, tabulation, charts, and other statistical techniques are used to analyze the data and categorize the Results.

**IV. OBJECTIVES OF THE STUDY**

- To analyze various factors that influence consumers to choose Over the Top platforms over traditional

televisions.

- To study the consumers most preferred OTT platforms in the study area.
- To know the level of satisfaction of customers towards OTT platforms.

**V. DATA ANALYSIS AND INTERPRETATION**

**1. Influencing Factors for the Use of OTT**

The following table categorizes and presents the perspectives of 217 respondents regarding the elements that influence their use of over-the-top (OTT) platforms.

**TABLE 1: INFLUENCING FACTORS FOR THE USE OF OTT**

Influencing Factors for Use of OTT	Yes	No
Affordable smartphones	184	33
The subscription cost is reasonable	166	51
Availability of innovative and old content through the time	204	13
Limitation for internet consumption	86	131
fast internet connectivity	135	82
Preference over video and audio quality	160	57

Source: Primary Data

**H01: The use of OTT platforms is not significantly influenced by any one factor.**

**H11: The use of OTT platforms is significantly influenced by any one factor.**

Using Friedman’s test, the aforementioned null hypothesis is examined. These are the outcomes.

**TABLE 2: TEST STATISTICS UNDER FRIEDMAN’S TEST**

<b>N</b>	217
<b>Chi-Square</b>	228.268
<b>Df</b>	5
<b>p-value</b>	0.000
<b>Test statistics under Friedman’s test</b>	

Source: Primary Data

The computed p-value is 0.000, according to the results above. It is below the typical 0.05 p-value. Friedman’s test is therefore disproved. As a result, the alternative hypothesis

is accepted and the null hypothesis is rejected. There is a significant factor that influences the use of OTT platforms. To comprehend the hypothesis's conclusions, mean ranks are calculated and shown in the following table to illustrate the variables that influence the use of OTT platforms.

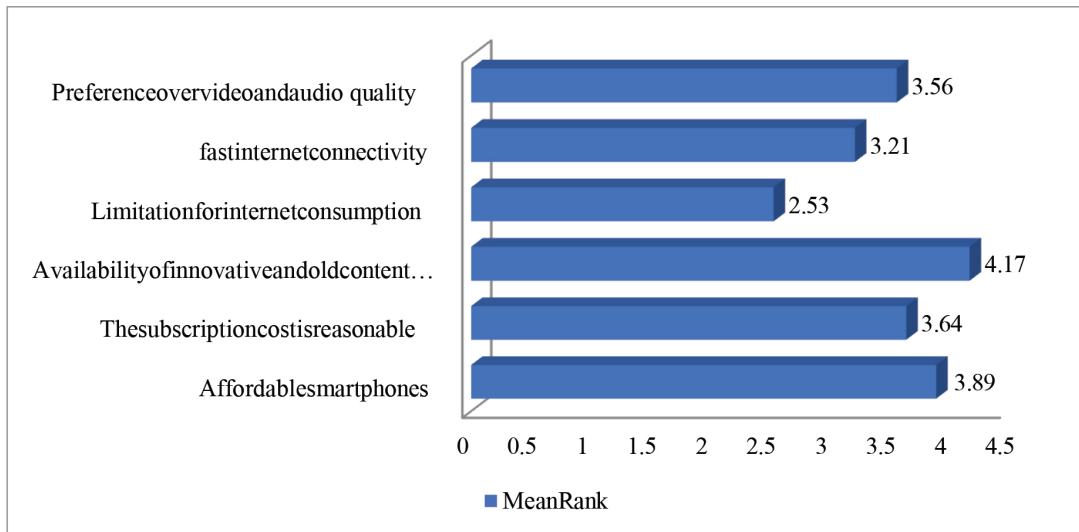
**TABLE 3: MEAN RANK OF INFLUENCING FACTORS FOR THE USE OF OTT PLATFORMS**

Influencing factors of the use of OTT platforms	Mean Rank
Affordable smart phones	3.89
The subscription cost is reasonable	3.64
Availability of innovative and old content through the time	4.17
Limitation for Internet consumption	2.53
Fast internet connectivity	3.21
Preference over video and audio quality	3.56

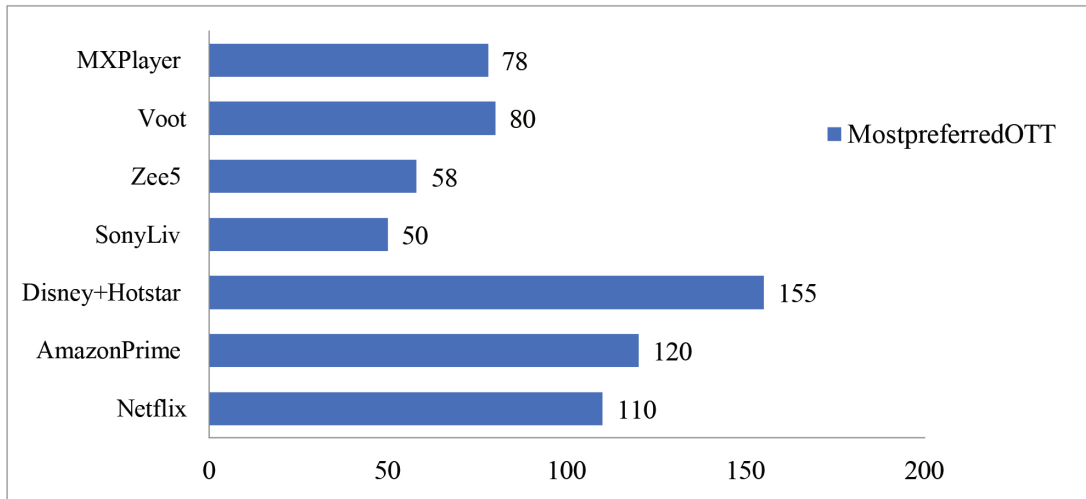
Source: Primary Data

According to the above table, respondents' top reason for using OTT platforms is "Availability of innovative and old content through the time." The second significant determining element is "Affordable smart

phones followed by "reasonable subscription cost of OTT Platforms" and "Preference over video and audio quality". "Limitation on internet consumption is the least significant issue influencing the use of over-the-top (OTT) platforms.



**FIGURE 1: MEAN RANK OF INFLUENCING FACTORS FOR THE USE OF OTT PLATFORMS**



**FIGURE 2: DISTRIBUTION OF PREFERRED OTT PLATFORMS**

This figure illustrates the disparities in respondents' favorability among the surveyed alternatives by providing an easy-to-understand breakdown of the most popular streaming platforms based on the number of respondents. "A tendency of multi-platform interaction among consumers is seen in the majority of respondents' indication that they use numerous OTT platforms concurrently. Because of the distinct content libraries, varying genre preferences, or platform-specific features and experiences, multi-OTT usage indicates that viewers choose to access a variety of content. This data reflects the preferences of respondents regarding their favored streaming platforms, indicating varying levels of popularity among the surveyed group.

## 2. Preference for Streaming Platforms Among Respondents

- *Disney + Hotstar*: Garnered the highest preference among respondents, with 155 individuals indicating it as their preferred streaming platform.
- *Amazon Prime*: Showed a strong

preference among respondents, with 120 individuals selecting it as their favored streaming service.

- *Netflix*: Evidenced significant popularity, with 110 respondents naming it as their preferred platform for streaming content.
- *Voot*: Attracted a considerable preference, with 80 respondents selecting it among their preferred streaming platforms.
- *Player*: Drew attention from 78 respondents, indicating a notable level of preference.
- *Zee 5*: Received preference from 58 respondents, showing a moderate level of popularity among the surveyed group.
- *Sony Liv*: Elicited preference from 50 respondents, representing a relatively lower level of favorability among the options surveyed.

## VI. FINDINGS OF THE STUDY

On the analysis and evaluation of

the data collected from the respondents, the following significant conclusions were noted:

- Of the respondents, 64% watch their chosen material exclusively on over-the-top (OTT) apps, 32% watch both TV and OTT, and 4% use TV alone in the research location.
- The frequency with which OTT services are used indicates how well-liked they are by viewers. 51% of users use OTT services for three to six hours a week, 42% for six to nine hours, and 7% of viewers watch material on OTTs for nine to twelve hours a week. This leads us to the conclusion that audiences have become accustomed to OTT entertainment.
- The results are showing that 71% of people agree that COVID-19 has made them watch OTT more while 29% of people are not in favor of that.
- It is evident that consumers are generally quite happy with the services offered by over-the-top (OTT) platforms: 17% of respondents are highly satisfied, followed by 49% of respondents who are satisfied and 31% of respondents who are neutral about their level of happiness. Merely 2% of them express dissatisfaction with the use of OTT platforms, with 1% expressing extreme dissatisfaction.
- It can be seen that “Customers actively subscribe to content on OTT platforms.” 97 percent of those surveyed subscribe to OTT. Only 3 percent are non-subscribers. They prefer to watch free content only.

## VII. LIMITATIONS OF THE STUDY

- The study covers only Charkhi Dadri, Haryana.
- Some of the respondents hesitated to give information.

## VIII. CONCLUSION

The study highlights the revolutionary impact of over-the-top (OTT) platforms in transforming India's behaviors around content consumption. Over-the-top (OTT) platforms such as Disney+ Hotstar, Amazon Prime, Netflix, and others have experienced exponential growth, leading to a significant shift away from traditional television towards OTT services. This shift has been driven by elements including affordable prices, readily available, varied material, and excellent audio-video quality. These elements have given OTT a competitive edge over TV.

Using statistical tests such as Friedman's test, the study's analysis pinpoints the key drivers of over-the-top (OTT) adoption. Notably, the most important element is the accessibility to a wide range of material, with smart phone affordability and acceptable subscription fees coming in second and third. Furthermore, OTT platform usage is heavily influenced by preferences for audio and video quality. Importantly, with an astounding 97% of respondents regularly subscribing to OTT services, the study's findings validate customers' high level of satisfaction with OTT platforms. This high subscription rate indicates a major shift in viewing patterns and highlights a strong preference for subscription-based content consumption.

To sum up, the study offers strong proof



of OTT platforms' widespread acceptance and usage, establishing them as the go-to alternative for content consumption. The data confirms the OTT platforms' competitive advantage over traditional TV by demonstrating users' satisfaction, which is typified by a predominately subscription culture.

Overall, the report highlights how OTT platforms are rapidly taking over the Indian content consumption market due to a combination of growing technology capabilities, a wide range of content options, and changing consumer preferences.

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## FACTORS INFLUENCING PURCHASE DECISION OF BABY DIAPERS IN KERALA

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### ABSTRACT

*From the moment babies are born, diapers are a staple of the shopping basket, and to keep babies dry while caring for their skin is one of parents' biggest concern. Diaper manufacturing companies are approaching the developing countries like India, China and Brazil. Nowadays consumer has various alternative choices to select the brand, so the marketers are facing very tough competition to sell their products. In this context to support the diaper industry, this research is designed to investigating the pre purchase, purchase & post purchase behaviour towards baby diaper in Thrissur district. For the purpose of primary data collection, a total of sixty consumers were selected from Thrissur municipal corporation area. 20 each from a hyper market, medical store, and from a normal retail store based on convenient sampling. The respondents who have babies less than two years and using disposable diapers were only taken for the study. By using the ranking method identified, absorbency is the most important feature considered by the respondents followed by prevention of leakage. High price can be managed by using cloth diapers and reusable nappies. Diaper rash usually clears up with simple at-home treatments, such as air drying, more-frequent diaper changes and ointment. Diapers are a threat to nature as most of them end on landfill as pollution it can be avoid by using bio degradable or organic diaper, which is the latest invention of new diaper brands.*

**Keywords:** Purchase decision, baby diaper, factors influencing, diaper brand, Pampers, Mamy Poko Pants, Snuggly

### I. INTRODUCTION

Diapers are a necessary component of a baby's daily life. The global baby diapers market size shows a growth rate but the countries like USA and Japan reported a decline (Grand View Research, 2021). As a result, companies like Procter & Gamble and Kimberly Clerk are banking more on innovation to their rescue. They come and marketing to the developing countries like China, Brazil and India. At the same time, demand is largely driven by the rapidly expanding infant population and increased awareness of personal hygiene. The growing participation of woman in the workforce, increasing disposable incomes and the continuous increase in purchasing power

is ensuring high growth (Pragadheeswari & Sangeetha, 2014). In India, the healthy growth rate is driven by factors such as 25 million babies born per year, higher disposable income among common people and the increased hygiene awareness of Indian mothers (Gayathri, 2015). The Indian diaper market has long been characterized by large fluctuations in the market share within short periods. Most of the Indian baby diapers are to be imported. The main players in the baby diaper industry in India are Procter & Gamble with their brand Pampers, Kimberly Clarke-Lever a joint venture between Kimberly Clarke International and Hindustan Lever with their

brand Huggies. Unicharm’sMamyPoko Pants, one of the latest entrants into the market has gradually developed into a major player. Godrej’s Snuggly, SCA Hygiene’s Libero and Himalaya’s Baby Diapers are other important players in the market.

Adbib (2019) studied about the effect of advertising on consumer purchase decision: the case of baby diaper. Ahmed et. al (2020) conducted a study on Bashundhara Baby Diaper Marketing Strategies in Bangladesh. Ayichew (2020) analyzed the effects of advertisement of FMCG, specifically baby diapers in Addis Ababa City, and the study aimed at assessing and identifying the effect of TV advertisement on consumers’ brand image in the selected FMCG product specifically baby diapers. After reviewing the literature, it can be noticed that there is no such studies were undertaken in the field of factors influencing purchase decision of baby diapers in Kerala. This study was the culmination of such a felt need and was the first of its kind in the field of baby diapers in Kerala. It was an implicit and simple attempt to fill this research gap and it will be a support to diaper industry.

**II. METHODOLOGY**

For the purpose of primary data collection, a total of sixty consumers

were selected from Thrissur municipal corporation area. 20 each from a hyper market, medical store, and from a normal retail store based on convenient sampling. The respondents who have babies less than two years and using disposable diapers were only taken for the study. The survey was conducted during the month of May 2023 by using structured questionnaire. The data analysed by using percentage analysis, index method, Chi-square test, ranking method and factor analysis.

**III. RESULTS AND DISCUSSION**

Pampers diaper brand is a most popular brand among the respondents. Majority of the respondents preferred Pampers followed by Huggies. Half of the respondents were currently using Pampers baby diaper for their babies followed by MamyPoko pants. Online, family & relatives are the major sources of information of the respondents. Majority of them were going through a limited search prior to the purchase of baby diaper. Most of the purchase baby diaper mainly through online sources because of its day and night availability, convenience, offers & promotions. Half of the respondents were purchasing baby diaper on monthly basis, and it shows a tendency of bulk purchase of them.

**TABLE 1: FEATURES OF BABY DIAPER USING RANKING METHOD**

Features	Score	Rank
Absorbency	351	1
Prevention of leakage	332	2
Softness& breathability	322	3
Dryness	316	4
Stretch ability & fit	314	5
Wet indicator	105	6
Fashion and style	104	7

*Source: Primary Data*

The ranking method (Table 1) ranked that the absorbency is the most important feature considered by the respondents followed by prevention of leakage. Wet indicator, fashion & style are the least important features as per the response of the consumers.

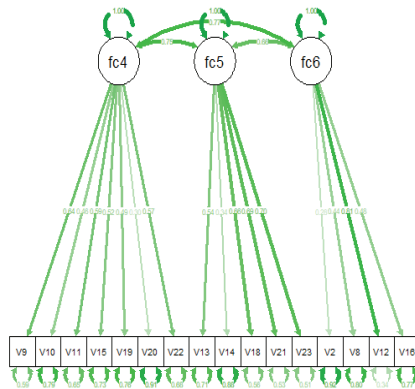
An analysis of the factors influencing purchase decision of baby diaper identified the factors (Table 2) such as psychological

factors, product factors, emotional factors, promotional factors, sustainable factors and personal factors. Brand trust from experience in psychological factors, stretch ability & fit in product factors, active, clean & healthy in emotional factors, coupons & discounts in promotional factors, education & good knowledge in sustainable factors, rely on package in personal factors were the most influenced variables with respect the purchase decision of baby diaper.

**TABLE 2: FACTOR ANALYSIS**

Vn	Variable Name	Factor Name (fn)	% of Influence
V29	Brand trust from experience	Psychological factors (f1)	48
V6	Stretch ability & fit	Product factors (f2)	59
V31	Active, clean & healthy	Emotional factors	52
V9	Coupons & discounts	Promotional factors (f4)	41
V23	Education & good knowledge	Sustainable factors (f5)	49
V12	Rely on package	Personal factors (f6)	66

Source: Primary Data



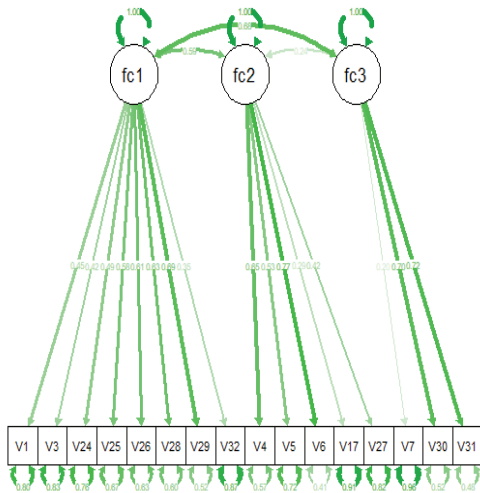
**FIGURE 1: FACTOR ANALYSIS**

**TABLE 3: PROBLEM IDENTIFICATION**

Major Problems Due to Usage of Baby Diaper	Percentage
High price	77
Diaper rashes	35
Disposal & pollution	67

Source: Primary Data

Price of the baby diaper was the major problem related to product. 3/4<sup>th</sup> of the respondents agreed on that and least of them were mentioned about the non-availability of the required size of the baby diaper. The major problems faced by babies were rashes and skin irritation. Minimum of the respondent's babies were facing allergies and discomfort. Disposal & pollution of the baby diaper is the major problem related to disposal of the baby diaper and its environmental impact. It shows the lack of disposal area for baby diapers in Thrissur district.



**FIGURE 2: PROBLEM IDENTIFICATION**

Majority (63 per cent) of them were brand loyal customers and rest (37 per cent) of them were brand switchers. The Chi-square test of independence shows that there is no association between ages of parent, gender of parent, monthly income with brand loyalty. Problems due to the usage of baby diaper were identified.

**IV. CONCLUSION**

It can be concluded that the diaper manufacturers have to realise the pre

purchase, purchase and post purchase behaviour of the consumers, which will help brands to formulate marketing strategies and address their deficiencies. They can concentrate on the most important factor which influences the purchase decision of the consumers. Finally, the marketers can identify the problems due to the usage of baby diaper and make changes on their brands and come up with new marketing opportunities. Still Indian diaper market is on an infancy stage and there is a scope to make a diaper revolution itself.

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## A STUDY ON PERFORMANCE ANALYSIS OF NPS FOR RETIREMENT FINANCIAL PLANNING

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### ABSTRACT

*One of the most significant life experiences that many of us will ever go through is retirement. Realizing a comfortable retirement is an extensive process that requires careful planning and years of perseverance, both from a personal and financial standpoint. National pension scheme (NPS) promotes regular contributions to invest in pension account during the course of employment. National pension scheme aims to help individuals in order to develop the saving habits for their retirement. The National Pension Scheme was developed as a voluntary, defined contribution retirement savings programme to assist individual subscribers in making the best decisions for their future by prudential savings throughout their working lives. It also helps to bring confidence among the pre-retirees by a proper allocation of asset classes in order to earn a regular income in future. There is little public awareness of and interest in the National Pension System. In order to choose which funds to invest in order to make higher income, the performance of the National Pension Scheme funds provided by various companies under Equity scheme is analysed. This research makes an effort to assess the effectiveness of the National Pension Schemes in India.*

**Keywords:** Retirement planning, NPS, Taxation benefits, Performance analysis, Risk -return analysis.

### I. INTRODUCTION

Retirement planning is the planning one does to be prepared for life after paid work ends, not just financially but in all aspects of life. The non-financial aspects include lifestyle decisions like where to live, when to stop working entirely, how to spend time in retirement etc. Many factors affect people's retirement decisions. Retirement funding education is a big factor that affect people's retirement decisions. It is also a big factor that affects the success of an individual's retirement experience. However, it is often possible to accomplish this with fewer headaches and financial pain than you might think; all it takes is some research, an achievable savings and investment plan and a long-term commitment. A comfortable retirement plan will bring confidence among

the pre-retirees. So, it is necessary to build up a comfortable retirement plan in order to earn a good amount of return in their post-retirement life.

### II. OBJECTIVES OF THE STUDY

- To study the concept and types of National Pension Scheme
- To identify which pension scheme fund would be the greatest alternative for an investment under Equity - Tier - I NPS
- To study the taxation benefits of National Pension Scheme

### III. RESEARCH METHODOLOGY

This study is an analytical and a descriptive study. Ten years study period

has taken for analysis. Ten companies are considered for the study.

#### **IV. TOOLS USED FOR THE STUDY**

The major tools applied for the analysis to understand the performance of the selected companies are percentage analysis, mean and standard deviation.

#### **V. AN OVERVIEW OF NATIONAL PENSION SCHEME**

The PFRDA (Pension Fund Regulatory and Development Authority) established by the PFRDA Act of 2013, is in charge of overseeing and administering the National Pension Scheme. It is monitored by central government. NPS is a contributory pension plan with market linked returns. Anyone can open NPS account with the terms and conditions offered by PFRDA. The Central Record keeping Agency (CRA) generates and maintains a specific Permanent Retirement Account Number (PRAN) for each subscriber under the NPS plan.

##### **1. Concept and Types of NPS Accounts**

NPS is a contributory pension scheme. The Pension Fund Regulatory and Development Authority is in charge of overseeing the performance and functioning NPS. It was implemented with the intention of transitioning the country's defined benefit pension scheme to a defined contribution pension scheme. NPS offers two account classifications: Tier-I and Tier-II. Both accounts have distinctive characteristics. Tier-I accounts are required retirement accounts for pension account holders, and withdrawals from these accounts are restricted. A voluntary account called Tier-II provides investment and withdrawal liquidity. However, Tier-II is a voluntary

savings account linked to PRAN and is only permitted when a Tier-I account in the name of a specific subscriber is active. Compared to Tier I accounts; Tier II accounts allow for greater withdrawal flexibility because they can be accessed at any time. It is allowed only when there is an active Tier-I account in the name of the subscriber. In both types of accounts, contributions build up over time until retirement and increase in tandem with returns linked to the market. At least 40% of the corpus fund must be used to obtain a lifetime pension upon exit, retirement, or superannuation. The remaining corpus fund must then be paid out as a lump sum.

National Pension Scheme provides various models to accommodate user segments. Individual subscribers can choose among this. It consists of:

##### **a. For Government Employees (Central/State)**

Under this model, NPS is mandatory for all central government employees hired on or after January 1, 2004, with the exception of the armed forces. Following that, all state governments, with the exception of West Bengal, adopted NPS for their employees. In the case of state government employees, they make a monthly contribution equal to 10% of their salary and dearness allowances, and the government matches their contribution. With effect from April 1, 2019, the employer contribution rate for central government employees has been increased to 14%.

##### ***The Corporate Model***

Companies can use NPS as part of their pension plan for their employees, with contribution rates based on the nature of

employment and employment conditions.

### ***The All-Citizen Model***

It is a voluntarily maintained account. The NPS's all-citizen model allows all Indian citizens aged 18 to 65 to join the NPS on a voluntary basis. The National Pension Scheme (NPS) was launched in 2004 and became available to all citizens in 2009. Investors can contribute a minimum of Rs.500 per contribution and must deposit a minimum of Rs.6000 per financial year. People are quite concerned about saving money for their post-retirement lifestyle. For the majority of people, choosing a suitable retirement portfolio is a challenging undertaking. The government offers a retirement programme called the "national pension scheme" that is accessible to the general people. A regular person may simply evaluate it. Any person between the ages of 18 and 65 is eligible to subscribe to the NPS. You can also manage your NPS account by downloading the NPS mobile application. The primary goal of the NPS's creation was to expand pension coverage to include private sector workers. The programme was initially solely available to government workers, but it was eventually offered to everyone, including those working in the private sector. Because investors have the option to select the necessary annuity providers, the scheme is much more flexible. So, investors have the freedom to choose among the asset classes available under NPS administered by PFRDA. Public sector and private sector banks have a major role as an intermediary in order to open NPS account. Individuals are required to open an account at the authorized body – (Point of Presence) which is mostly public

and private sector banks. They will do all the requirements as per the subscriber's request. In order to function the pension account, the subscriber will get a permanent retirement account number i.e., PRAN and are required to maintain the number for the lifetime. The minimum amount to be deposited while opening Tier I account is Rs 500 and Rs.1,000 is required for Tier II account. Tier – I account is compulsory for government employees. Subscribers can make contributions as per their capability into both the accounts. Those who already have Tier I account is only eligible to make contributions in Tier II account. Minimum required contribution to these accounts are Rs.6000 and Rs.2000 in Tier I and Tier II respectively. There is no limit for maximum contributions. The funds will be invested in different instruments like Government securities, Corporate Bonds and Equities by the registered pension fund managers under PFRDA. The expected returns may vary according to the market trends in future. So, subscribers cannot ensure a fixed returns in future. There are various pension fund schemes are available and it is administered by pension fund managers under PFRDA. The following are the pension fund/schemes for different sectors.

### **b. Pension Funds for Government Sector**

- SBI Pension Funds Private Limited
- UTI Retirement Solutions Limited
- LIC Pension Fund Limited

### **c. Pension Funds for Other than Government Sector**

- SBI Pension Funds Private Limited
- UTI Retirement Solutions Limited
- Aditya Birla Sunlife Pension Management Limited

- LIC Pension Fund Limited
- HDFC Pension Management Co. Limited
- ICICI Prudential Pension Fund Management Co. Limited
- Kotak Mahindra Pension Fund Limited
- Tata Pension Management Limited
- Axis Pension Fund Management Limited
- Max Life Pension Fund Management Limited

**d. Schemes Managed by Pension Funds Under NPS**

- Central Government Scheme
- State Government Scheme
- Corporate CG Scheme
- NPS Lite Scheme
- Atal Pension Yojana
- Scheme – E (Tier-I)
- Scheme – E (Tier-II)
- Scheme – C (Tier-I)
- Scheme – C (Tier-II)
- Scheme – G (Tier-I)
- Scheme – G (Tier-II)
- Scheme – A (Tier-I)

- NPS – Tax saver scheme (Tier-II)

**eActive Choice and Auto Choice**

Under active choice option individuals have the right to select various asset classes. The various proportion of assets available under NPS are as follows:

- Equity
- Fixed return instruments
- Government Bonds

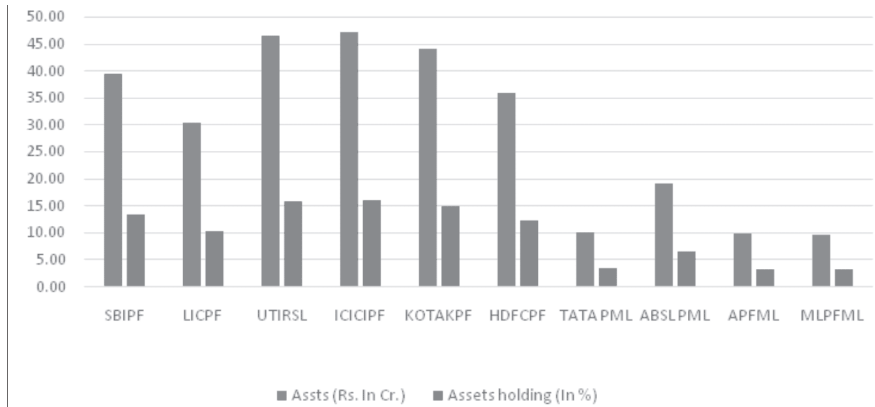
The subscribers can opt whether to active choice or auto choice according to their own interest. NPS subscribers can also be able to shift from active choice to auto choice. Under active choice, subscribers can opt the proportion among the various schemes offered by NPS pension funds, whereas auto choice is a default scheme. When compared with auto choice, active choice subscribers have freedom to select proportion of assets according to their income generating capacity, risk, capital appreciation etc. Under auto choice, subscribers cannot make their proportion among the various schemes. It will be automatically apportioned among the various asset classes.

**VI. ANALYSIS AND INTERPRETATIONS**

**TABLE 1: ASSET HOLDING OF EACH PFM IN NPS EQUITY SCHEME (TIER - I)**

Particulars	SBIPF	LICPF	UTIRSL	ICICIPF	KOTAKPF	HDFCPF	TATA PML	ABSL PML	APFML	MLPFML
Assts (Rs. In Cr.)	39.33	30.46	46.39	47.24	43.98	35.82	10.17	19.16	9.85	9.61
Assets holding (In %)	13.47	10.43	15.89	16.18	15.06	12.27	3.48	6.56	3.37	3.29

Source: NPS Trust as on 13-04-2023



**FIGURE 1: ASSET HOLDING OF EACH PFM IN NPS EQUITY SCHEME (TIER - I)**

The table 1 and figure show that ICICI PF is the major player in the equity segment of NPS tier – I scheme with 16.18 percent asset holding followed by UTIRSL with 15.89 percent asset holding. KOTAKPF and SBI PF are holding assets to the tune of 15.06 percent and 13.47 percent of total

assets under management respectively. Similarly, LICPF, HDFCFP, TATA PML, ABSL PML, APFML and MLPFML are holding merely 10.43 percent, 12.27 percent, 3.48 percent, 6.56 percent, 3.37 percent, 3.29 percent assets respectively.

**TABLE 2: PERFORMANCE ANALYSIS OF EACH PFM IN NPS EQUITY SCHEME (TIER - I)**

Pension Fund	Inception Date	AUM (Rs Crs)	Subscribers	NAV	Returns 1 Year	Returns 3 Years	Returns 5 Years	Returns 7 Years	Returns 10 Years	Returns inception
Aditya Birla Sun Life Pension Management Ltd.	09-May-17	318.51	37,655	19.1646	3.60%	24.67%	11.06%	NA	NA	11.59%
Axis Pension Fund Management Limited	21-Oct-22	79.74	13,812	9.8520	NA	NA	NA	NA	NA	-1.48%
HDFC Pension Management Co. Ltd.	01-Aug-13	20,520.65	15,78,097	35.8214	3.87%	26.08%	11.97%	13.78%	NA	14.05%
ICICI Pru. Pension Fund Mgmt Co. Ltd.	18-May-09	6,670.45	5,98,186	47.2443	3.21%	26.94%	11.49%	12.88%	13.43%	11.81%
Kotak Mahindra Pension Fund Ltd.	15-May-09	1,177.55	91,345	43.9800	4.16%	26.65%	11.41%	13.17%	13.38%	11.23%
LIC Pension Fund Ltd.	23-Jul-13	3,407.33	3,65,513	30.4570	4.51%	27.95%	10.91%	12.41%	NA	12.13%
Max Life Pension Fund Management Limited	12-Sep-22	50.05	2,502	9.6139	NA	NA	NA	NA	NA	-3.86%
SBI Pension Funds Pvt. Ltd	15-May-09	11,259.03	14,05,028	39.3318	3.70%	24.93%	10.87%	12.62%	13.07%	10.34%
Tata Pension Management Ltd.	19-Aug-22	47.59	10,948	10.1732	NA	NA	NA	NA	NA	1.73%
UTI Retirement Solutions Ltd.	21-May-09	1,527.66	1,16,677	46.3931	4.04%	26.47%	10.97%	12.97%	13.45%	11.67%
Benchmark Return as on 13.04.2023.					0.58%	26.68%	11.77%	13.43%	13.30%	

Source: NPS Trust as on 13-04-2023

Table 2 shows that the returns generated from the date of inception of scheme by respective PFM and benchmark returns are also correspondingly calculated. Majority of the NPS – E Tier – I funds gives a positive return greater than the risk-free

rate of return for all the year except Axis Pension Fund and Max Life Pension Fund. UTI got the highest return of 13.45% and the least return as 13.07% by SBI for the period of ten years. Since inception, HDFC gives the highest return as 14.05% and the least return by Max Life (-)3.86%.

**TABLE 3: MEAN AND STANDARD DEVIATION OF NPS – SCHEMEE (TIER – I)**

Pension Fund	Mean	Standard Deviation	Co-Efficient Of Variation
Aditya Birla Sun Life Pension Management Ltd.	13.11%	0.106830413	81.5044684
Axis Pension Fund Management Limited	NA	NA	NA
HDFC Pension Management Co. Ltd.	13.92%	0.091776419	65.9170251
ICICI Pru. Pension Fund Mgmt Co. Ltd.	13.59%	0.085296499	62.7607081
Kotak Mahindra Pension Fund Ltd.	13.75%	0.081263407	59.0819097
LIC Pension Fund Ltd.	13.95%	0.09942636	71.2984164
Max Life Pension Fund Management Limited	NA	NA	NA
SBI Pension Funds Pvt. Ltd	13.04%	0.0764012	58.5921045
Tata Pension Management Ltd.	NA	NA	NA
UTI Retirement Solutions Ltd.	13.58%	0.081291732	59.8649246

Source: NPS Trust as on 13-04-2023

LIC has the higher mean return of 13.95% and the lower mean return by SBI as 13.04%. The lowest variation from the mean is 0.0764 by SBI and the highest variation from the mean is 0.1068 by Aditya Birla.

## VII. TAX BENEFITS AVAILED UNDER NPS

- According to section 80 CCD (1) of the Income Tax Act 1961, subscriber's

contributions to NPS Tier-I are tax free up to a maximum of Rs. 1.50 lakh that is coming under 80 C of the Income Tax Act. Apart from this, the subscriber is entitled to a tax deduction for contributions to NPS Tier-I accounts, subject to a maximum deduction of Rs. 50,000 under section 80CCD 1(B) from the financial year



2015-16 onwards. It will help to reduce the tax burden among the NPS subscribers.

- Employer's contribution towards NPS Tier-I is eligible for tax deduction under Section 80CCD (2) of the Income Tax Act. So, subscribers can get additional rebate over and above the limit prescribed under Section 80C.
- With regards to Tier – I scheme under NPS, partial withdrawal made by the contributor is tax exempted. But it is limited only upto 25%.
- From 1.4.2019, lump sum withdrawals from NPS Tier-I of up to 60% of total pension wealth are tax free. But it is availed only at the time of superannuation.
- The minimum amount contributed for annuity scheme empaneled by PFRDA is also tax exempt.

### **1. NPS and GST**

If the NPS subscriber is planning their online NPS contribution by debit card, the applicable gateway charges are 0.80% of the transaction amount (excluding GST). For online contributions using Credit Card, the transaction charges are 0.90% of the transaction amount (excluding GST). Another important reason for subscribing NPS is that GST is not charged on annuities purchased by the subscriber. NPS subscribers are eligible to exempt from Goods and Service Tax.

### **VIII. FINDINGS**

The Axis Pension Fund Management Limited, Max Life Pension Fund

Management Limited and Tata Pension Management Ltd are the newly emerged pension schemes under Tier – I equity since 2022. Majority of the NPS – E Tier – I funds gives a positive return greater than the risk-free rate of return for all the year except Axis Pension Fund and Max Life Pension Fund. UTI got the highest return of 13.45% and the least return as 13.07% by SBI for the period of ten years. Since inception, HDFC gives the highest return as 14.05% and the least return by Max Life (-)3.86%.

### **IX. SUGGESTIONS**

Lowering the fees and increasing investor knowledge and education about NPS are needed to draw in more investors. In addition, the government should guarantee investors' pension amounts in order to attract additional investors. Investors should try to invest systematically, and long-term investments are more comfortable for this investment.

### **X. CONCLUSION**

The Pension Fund Regulatory and Development Authority (PFRDA), which was established by the PFRDA Act of 2013, oversees and administers the functioning and performances of the National Pension System. Depending on the returns on the investment, NPS subscribers' contributions would increase and accrue over time. Even though NPS is an ordinary scheme the recent amendments made by the government is making it more popular among the investors. Each and every retirement planner can make use of National Pension Scheme for the purpose of saving for retirement. Individuals who lack knowledge about financial market can easily access NPS by approaching the

designated private or public sector banks. On employee and employer contributions to the National Pension System, a tax exemption of Rs. 1.5 lakh can be claimed towards NPS. Sections 80 CCD (1), 80 CCD (2), and 80 CCD(1B) of the Income Tax Act allow for the claim of tax benefits. Furthermore, under Section 80 CCD (2) of the Act, employer's contribution to NPS is only eligible for a tax deduction of up to 10% of the salary (basic plus DA). For salaried individuals who have already claimed the tax exemption of Rs 1.5 lakh under Section 80C, NPS offers additional tax savings. The removal of GST on the annuity value and 40 % tax exemption on the total fund is making the scheme more interesting. Annuities can be purchased for 100 % of the corpus which helps in financially securing the post-retirement life by ensuring a monthly pension scheme after retirement. National Pension Scheme provides different categories of investment options from a list of various schemes, among these subscribers can choose the choice of scheme for planning the growth of the investments in a reasonable manner and monitor the growth of the pension

corpus. Subscribers can switch over from one investment option to another or from one fund manager to another.

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# EFFECTIVENESS OF PROFESSIONAL UPSKILLING INITIATIVES ON HUMAN CAPITAL DEVELOPMENT

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## ABSTRACT

*The study explores the significance of considering employees as valuable assets worthy of continual investment in the context of a dynamically changing digital landscape. Its primary objective is to assess the effectiveness of professional upskilling initiatives in fostering human capital development among employees. The study relies on primary data collected through correlation and regression analyses. The research findings highlight perception, peer support, talent retention, and training design as pivotal factors influencing the success of professional upskilling. Notably, the study reveals that professional upskilling has a substantial impact on human capital development, playing a vital role in enhancing productivity, unlocking employee potential, and fostering adaptability. The findings of the study underscore the pivotal role of professional upskilling in human capital development. It reveals that these initiatives have a substantial impact on enhancing productivity, unlocking employee potential, and cultivating adaptability. The abstract succinctly captures the essence of the research by highlighting the multifaceted benefits of upskilling and identifying key factors crucial to its success. Overall, the study contributes valuable insights into the strategic importance of investing in employees to navigate the dynamic challenges of the digital era.*

**Keywords:** Digital era, Professional upskilling, Human capital

## 1. INTRODUCTION

Professional upskilling gives employees the knowledge and abilities to perform their professions more effectively while incorporating new methods and technologies without altering their professional path or position. The simplest definition of upskilling is spending money to improve the workforce's current abilities to meet both present and future demands. The process of taking already-developed talents to the next level is known as upskilling. Upskilling typically occurs within a predetermined career path, providing individuals with obvious chances for development as they raise their skill levels.

## II. GENERAL BACKGROUND

Professional upskilling is crucial in the current scenario with changing skill demands and requires more specific skills within an individual employee. As there is a demand for new capabilities, upskilling enables organizations to foster. If the organization can upskill its employees, it can react sooner rather than waiting till more talent becomes available on the outside. Creating an internal upskilling plan helps to save time and money. Upskilling is the process of teaching employees new skills thus facilitating continuous learning and helping them to acquire relevant competencies by training and development opportunities that expand an employee's abilities and minimize skill gaps.

### III. STATEMENT OF THE PROBLEM

In the contemporary professional landscape, the escalating pace of technological advancements and evolving industry demands challenge organizations to maintain a workforce equipped with relevant skills. This article explores the critical issue of upskilling employees, addressing the imperative need for continuous learning and development to bridge skill gaps and ensure sustained organizational success in the face of rapid changes. Consequently, fostering new competencies in employees is crucial for adapting to dynamic needs, overcoming challenges, and enhancing organizational effectiveness. Upskilling proves to be a more cost-effective strategy compared to recruiting new talent to address skill gaps.

### IV. RESEARCH GAP

The majority of research conducted on the effectiveness of upskilling for human capital development has primarily focused on the IT and hospital sectors. Limited attention has been given to investigating professional upskilling within the human capital development context of the manufacturing industry. This gap in research highlights the need for a more comprehensive exploration of upskilling's impact in diverse sectors to inform strategic development initiatives and address the unique challenges faced by the manufacturing workforce.

### V. REVIEW OF LITERATURE

Sofia Morandini and Federico Fraboni (2023) conducted research that explores the evolving landscape of professional skills in the context of artificial intelligence (AI) integration. Amidst concerns about job displacement,

the study delves into the role of peer support, perception, and talent retention as crucial factors in empowering employees to enhance their skills. Recognizing the challenges posed by AI, the research aims to identify solutions that leverage supportive peer networks, positive perceptions of AI's impact, and effective talent retention strategies. The findings provide insights for organizations seeking to navigate the transformative impact of AI on work forces skills.

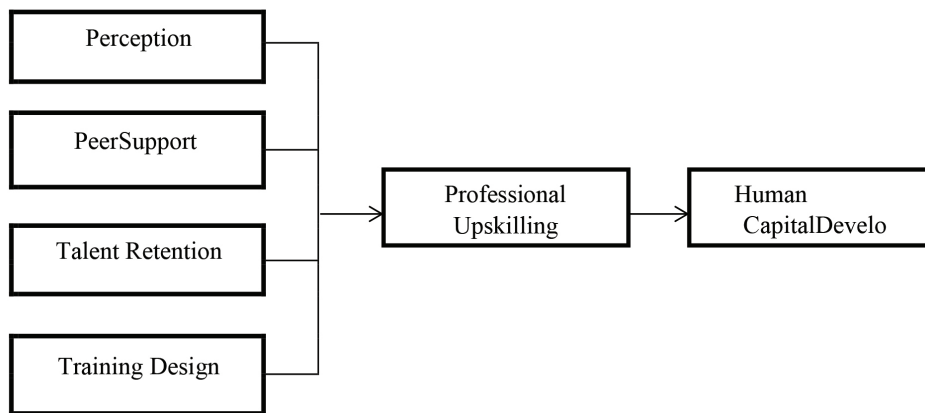
Febby Sonia and Suryanto (2022) conducted a study on upskilling professional competency of health workers in the era of the Covid-19 pandemic at Bintang Amio hospital, Lampung. The main aim of the study was to explore the hospital competency improvement. The study used a descriptive qualitative approach where the data collection was through 8 interviews and the data thus collected was analyzed using the thematic analysis.

Ana Correia Simoes, Filipe Ferreria, Antonio Almeida, Ricardo Zimmermann, Helio Castro and Americo Azevedo (2021) conducted research on innovative learning schemes to upskill and reskill to design a collaborative training program between industry and academics toward digital transformation. The main objective was to present a training program methodology and structure that aims to respond to industry requests and thus accelerate the digital transformation of businesses, particularly SMEs.

Fadzai Danha (2021) conducted research to explore the importance of both upskilling and reskilling. The main aim of the study was to find out the importance

of upskilling and reskilling to prepare for the future. The main findings were that companies need to adopt upskilling and reskilling strategies to attract the new talents that they need and also to retain the existing talent. For the secure future of the company, it is essential to invest in upskilling and reskilling programs to build a more productive, loyal, and engaged workforce.

## VI. RESEARCH MODEL



**FIGURE 1: PROPOSED RESEARCH MODEL**

*Talent retention* refers to the strategic efforts an organization makes to retain and keep its skilled and valuable employees.

*Perception* refers to the way sensory information is organized, interpreted, and consciously experienced. Perception significantly shapes human capital development by impacting attitudes, motivation, and learning. Positive perceptions boost confidence, driving personal growth, while negative ones can impede progress.

*Peer support* fosters collaborative learning, enhancing skills and understanding through shared experiences. This collective growth builds competencies, confidence, and

adaptability within a community, positively influencing human capital development.

*Training design* involves developing a structured and effective plan for imparting knowledge and skills to individuals or groups within an educational or organizational context.

## VII. OBJECTIVES OF THE STUDY

- To study the factors affecting professional upskilling.
- To assess the relationship between the professional upskilling of employees and human capital development.
- To evaluate the effectiveness of professional upskilling on human capital development.

**VIII. HYPOTHESIS OF THE STUDY**

*HO: There is no relationship between factors of Human Capital Development*

*HO: There is no significant effect of professional upskilling on Human Capital Development.*

**IX. RESEARCH METHODOLOGY**

Conducting are search initiative in human capital development, we utilized a sampling technique to investigate the interplay between peer support, perception, talent retention, and training design about employees’ professional upskilling. Employing a specific sampling method, we gathered data from a sample size of 130. The data collection process involved

a structured questionnaire designed with six variables and co-factors to meticulously assess and ensure the validity and reliability of the questionnaire. This study adopts a quantitative research approach with a purposive sampling technique, aiming to comprehensively explore the dynamics of human capital development within organizational contexts.

**TABLE1: CONFIRMATIVE FACTOR ANALYSIS**

<b>Factors</b>	<b>Cronbach’sAlpha</b>
Perception	0.82
Peersupport	0.87
Talentretention	0.76
Training design	0.86
ProfessionalUpskilling	0.86
Humancapital development	0.82

*Source: Primary Data*

**TABLE 2: DESCRIPTIVE STATISTICS OF THE RESPONDENTS**

<b>Demographic Factor</b>	<b>Classification</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Total</b>
Gender	Male	83	63.8	130 (100%)
	Female	47	36.2	
Age Group	Up to30	12	9.2	130 (100%)
	31to40	55	42.3	
	41to50	55	42.3	
	Above50	8	6.2	
Nature Of the Job	Fulltime	122	93.8	130 (100%)
	Part-time	8	6.2	



Experience In Year	Up to5	28	21.5	130  (100%)
	6to15	82	63.1	
	15to25	13	10	
	Above25	7	5.4	

Source: Primary Data

**X. ANALYSIS AND INTERPRETATION**

**Hypothesis I**

*H0: There is no relationship between factors of Human Capital Development.*

**TABLE3: PEARSON CORRELATION COEFFICIENTS BETWEEN FACTORS OF HUMAN CAPITAL DEVELOPMENT**

Factors of Human Capital Development	Perception	Peer Support	Talent Retention	Talent Design	Upskilling	Human Capital Development
Perception	1	0.506**	0.594**	0.712**	0.701**	0.656**
Peersupport		1	0.443**	0.521**	0.549**	0.616**
TalentRetention			1	0.562**	0.568**	0.584**
TalentDesign				1	0.680**	0.751**
Upskilling					1	0.710**
Human Capital Development						1

Source: Primary Data

The table3 suggests that there are strong positive relationships between various factors,emphasizing the interconnected nature of Human Capital Development, Perception, Peer Support, Talent Retention, Talent Design, and Upskilling. Correlation coefficients significant at the 0.01 level are identified with two asterisks. Professional upskilling initiatives exhibit positive correlations with all components of Human Capital Development.

**Hypothesis II**

*H0: There is no significant effect of professional upskilling on Human Capital Development.*

Dependent variable: Human Capital Development (Y), Independent variable: Professional Upskilling (X)

R value: 0.517

F value:138.09

P value: <0.001

**TABLE4: VARIABLES IN REGRESSION ANALYSIS**

Variables	Unstandardized Coefficient( B)	SE of B	Standardized Co-efficient(beta)	t value	Pv alue
Constant	0.955	0.338		2.82	0.005
Professional Upskilling	0.774	0.066	0.719	11.75	0.001

*Source: Primary Data*

Since the P value of professional upskilling in the above table no.4 is less than 0.05 null hypothesis is rejected. Therefore, professional upskilling has a significant effect on human capital development. The coefficient of determination R square measures the goodness of the estimated sample regression plane in terms of proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the R square value is 0.517 which means that about 51.7% of the variation in human capital development is explained by the estimated SRP that uses professional upskilling as independent variable and R square value is significant at 5%level.

The regression equation is  $Y=0.995+0.774X$ . Here the coefficient of X is 0.774 represents the partial effect of professional upskilling on human capital development, holding other variables as constant. The estimated positive sign implies that such effect is positive that human capital development would increase by 0.774 for every unit increase in professional upskilling and this coefficient value is significant at 5%level.

## **XI. FINDINGS AND SUGGESTIONS**

Employees who have undergone

professional upskilling have the knowledge and skills to do their jobs more successfully while embracing new techniques and technologies. Soft skills such as emotional intelligence are in high demand in the workforce and may be enhanced to foster stronger leadership in virtual and hybrid work situations. Extensive research reveals note worthy differences between male and female participation in HCD factors, including education, health, and employment opportunities. These variations stem from societal, cultural, and structural factors. Improved educational opportunities often lead to better health and increased employability. Professional upskilling has a substantial positive effect on HCD, contributing to increased employability, productivity, and adaptability to changing economic landscapes. Understanding gender disparities, recognizing interconnections between HCD factors, and acknowledging the impact of professional upskilling are pivotal for comprehensive human capital development. Recognizing the importance of lifelong learning and fostering a culture of upskilling is essential for sustainable human capital growth.

## **XII. CONCLUSION**

In conclusion, the synergy between

professional upskilling, soft skills development, and a comprehensive understanding of human capital development (HCD) is pivotal for individuals and societies. The acknowledgment of gender disparities in HCD factors underscores the need for targeted interventions that address societal, cultural, and structural challenges. Improved educational opportunities emerge as a catalyst not only for enhanced employability but also for better health outcomes. The positive impact of professional upskilling on HCD, leading to increased productivity and adaptability, highlights its significance in navigating evolving economic landscapes.

To ensure sustainable human capital growth, it is crucial to recognize the importance of life long learning and cultivate a culture of upskilling. By fostering these principles, individuals and organizations can contribute to building a workforce that is not only proficient in technical skills but also a depth in soft skills such as emotional intelligence, crucial for leadership in virtual and hybrid work environments. Ultimately, a holistic approach to human capital development, informed by an understanding of gender disparities and interconnections between various factors, is essential for creating resilient and adaptable societies in the face of dynamic global challenges

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## EFFECT OF MERGER AND ACQUISITION ON CULTURE OF THE ORGANIZATION

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### ABSTRACT

*The international economic environment of today has led to an increased prevalence of mergers and acquisitions, or M&A. While operational synergies and financial development are typically the goals of M&A deals, they frequently ignore the critical component of recognizing and controlling the influence on organizational culture. An extensive examination of how mergers and acquisitions impact the cultures of the participating companies is given in this abstract. The way that decision-making procedures, staff behavior, and overall corporate performance are all shaped by the organizational culture. As a result, it's crucial to understand how M&A deals could affect the current cultures of the target and acquiring companies. A number of aspects of cultural integration following mergers and acquisitions are examined in this research, including employee involvement, leadership styles, communication, values, and norms. Through a study of pertinent literature and empirical data, it investigates both potential positive and negative effects on culture. The results indicate that careful planning, good communication, and strong leadership are necessary for the successful integration of corporate culture. M&A can promote a sense of unity, boost employee motivation, and reinforce shared values when cultures complement or align with one another. On the other hand, M&A can result in cultural dilution, fragmentation, and resistance to change when cultures collide or are not harmonized. Organizations are recommended to create a change management strategy that entails conducting extensive cultural due diligence, identifying shared values, launching cultural alignment projects, and maintaining constant communication in order to control the influence on culture. In order to create a welcoming atmosphere that supports candid communication, stimulates cultural integration, and resolves problems resulting from cultural differences, leadership is essential. This abstract also emphasizes how crucial it is to involve staff members at every stage of the mergers and acquisitions process, solicit their opinions, and give them the tools and resources they need to adjust to the shifting cultural environment. Businesses that successfully handle cultural integration can build on the advantages of both parties and succeed over the long haul. In summary, the impact of M&A transactions on organizational culture is extensive. Achieving successful integration and long-term performance requires acknowledging and resolving the cultural impact. This abstract provides useful insights for companies engaging in M&A activities and acts as a springboard for more study.*

**Keywords:** Merger, Acquisition, Culture, Impact, Attitude, Employee behavior, Take over, Anxiety, Job security.

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### I. INTRODUCTION

In today's economic environment, mergers and acquisitions (M&A) have become common practices. The impact on organizational culture is frequently

disregarded, even if the main goals of these transactions are financial and operational integration. Organizational culture has a significant impact on employee performance,



attitudes, and behavior, which makes it an essential component of an M&A's success. An overview and explanation of the implications of M&A on organizational culture are given in this section.

Not only do two firms pool their financial and operational resources when they merge or acquire one another, but they also bring their unique cultures together. Throughout the integration process, it is important to take into account the potential wide-ranging implications of these transactions on organizational culture.

There are a number of important aspects that determine how an M&A affects company culture. The degree of cultural alignment between the participating organizations, the leadership's efficacy in overseeing the cultural integration, the communication tactics used to allay employee fears and uncertainties, and the degree of employee involvement and engagement throughout the process are some of these factors.

M&A can impact an organization's culture in both positive and negative ways. Benefits include the possibility of cultural enrichment, more employee motivation, improved teamwork, and the growth of a more cohesive and powerful culture. Conversely, adverse consequences may comprise of cultural dilution, conflicts between disparate cultural norms or values, resistance to change, and reduced.

Preserving the positive features of each organization's culture while actively striving towards a shared and cohesive cultural identity requires an understanding of and ability to manage the implications of M&A on organizational culture. Organizations can

establish methods to reduce negative effects and use the assets of both entities to create a better and more harmonious company culture by acknowledging the possible obstacles and opportunities that come with cultural integration.

Organizational culture is impacted by mergers and acquisitions in a variety of intricate and subtle ways. Successful cultural integration and the development of a cohesive and vibrant corporate culture after a merger or acquisition necessitate meticulous planning, excellent communication, strong leadership, and an emphasis on employee involvement. The effects of cultural integration specifically and management techniques in the context of M&A will be covered in more detail in the sections that follow.

*Acquisition:* When a business purchases another business and integrates it into its operations, this is referred to as an "acquisition." Depending on whether the company being purchased thinks it would be better off as an operating unit of a larger venture, the acquisition might be amicable or hostile at times.

*Merger:* A merger is the coming together of two businesses. These kinds of deals usually occur between companies that are roughly the same size and that are aware of the benefits the other may provide in terms of boosting sales, productivity, and capacities. The two businesses join together as equal partners in the new business, and the terms of the merger are frequently amicable and mutually agreed upon.

*Culture:* The common values, attitudes, customs, and behaviors that define an organization's working environment and

collective identity are referred to as its organizational culture. It affects how employee's communicate, make choices, and connect their actions with the aims and objectives of the business. An organization's organizational culture is deeply ingrained in it and is subject to change over time as a result of numerous internal and external variables.

## II. LITERATURE REVIEW

The research's practical implication is that Islamic bank clients' Juliana Juliana, Fauziah Nurhaliza, Ripan Hermawan, RopiMarlina, (2023) Bank Syariah Indonesia Customer Loyalty after Merger: Analysis of Trust, Service Quality, Religiosity, and Corporate Image, *Jurnal Ekonomi Syariah Teori dan Terapan* p-ISSN: 2407-1935, e-ISSN: 2502-1508. Vol. 10 No.1 January (2023):96-108; Pages 96-108.; DOI: 10.20473/vol10iss20231degree of trust and religious beliefs have a significant impact on their loyalty. As a result, relevant parties including the government, regulators, and bank professionals need to be aware of these factors. Those in positions of power need to develop and produce superior ideas to raise the standard of the services. Since based on research indicates that it is still regarded as failing to meet consumer duties.

Yahya Al Busaidi, (July 2023) The Impact of Employees Rotation Among Bank Muscat Branches on Employees Overall Performance: A Case of Oman, *Global Scientific Journal*, Volume 11, Issue 6, ISSN 2320-9186, pages 1-26. Based on the previously mentioned findings from the researcher's investigation into the research issue, the researcher makes several recommendations to lessen the

detrimental effects that job rotation has on employees' performance at Bank Muscat: Creating a schedule for staff rotation among the bank's several branches and divisions in a tight fashion, in accordance with the actual requirements of each branch's staff. Examining worker instances, including sickness and social circumstances, prior to issuing an employee plan of rotation. The employee rotation plan needs to be distributed with enough time for the employee to get ready. As part of the employee rotation plan, give employees some incentives. Considering justice when developing the plan for staff rotation among the bank's trunks.

Cintya DyahAtikasari, Adithya Sudiarno, Edi Priyanto(2022) The effect of safety leadership, safety culture, and safety behavior on safety performance after a company merger. ISSN (Print) 2580-2887 ISSN (Online) 2580-2895, *JurnalSistem dan ManajemenIndustri* Vol 6 No 2 December 2022, 187-199. Pages – 1-13. According to the study's findings, safety leadership has a major impact on safety culture; therefore, the stronger the safety leadership, the better the culture of safety can be developed. Safety performance is also significantly impacted by safety behavior and safety culture. The business must make sure that the Occupational Safety and Health program is successfully integrated by motivating staff members to share a common understanding of awareness and elevating it to a central position throughout the standardization process. The first step in implementing effective security standardization is for leaders to show that they are committed to their workers' safety through communication and actions.

Eliza Shrestha, Niranjana Devkota, Udaya Raj Paudel and Seepata Parajul (2021)- Post-merger Employee Satisfaction in Commercial Banks of Nepal: Journal of Business and Social Sciences Research (ISSN: 2542- 2812). Vol VI, No. 1, June 2021, pages -45-62, DOI: 10.3126/jbssr.v6i1.38128. After a merger or acquisition, there are various strategies to increase employee happiness and familiarize them with the company completely. The foundation for enabling employees to function well in the company is their level of satisfaction. Employee satisfaction thus becomes the most important managerial factor. The majority of the workforce contended that fair career development opportunities, appropriate training and development opportunities, simple work procedures, a flexible workplace culture, and efficient management-employee communication are all necessary. Additionally, employees believe that the firm should monitor employee sentiment.

Claudia Isonne<sup>1</sup>, Angelo Nardi<sup>1</sup>, Pasquale de Soccio<sup>1</sup>, Alessandro Zerbetto<sup>1</sup>, Monica Giffi<sup>1</sup>, Alessandro Sindoni<sup>1</sup>, Daniela Marotta<sup>1</sup>, Valentina Baccolini<sup>1</sup>, Giuseppe Migliara<sup>1</sup>, Rosario Metel<sup>1</sup>, Carolina Marzuillo<sup>1</sup>, Paolo Villari<sup>1</sup>, Giovanni Salis<sup>2</sup>, Fulvio Moirano<sup>3</sup> and Corrado De Vito<sup>1</sup>, (2021) Job Satisfaction Among Employees (Steven H. Appelbaum, 2017) (Ellen Chung, 2014) After a Merger: A Cross-Sectional Survey in the Local Health Unit of Sardinia Region, Italy, *Frontiers in Public Health*, Volume 9-2021, doi.org/10.3389/fpubh.2021.798084, Pages – 1-7 (Nardi, 2021) (Muhammad Farooq Ahmed, 2021) (Steven, H Appelbaum, 2017)

(Paul, 2017) far as the survey concerned, this is the first survey done to evaluate job satisfaction among LHU employees following a merger. Given the complexity of local health units and the procedures they manage, any merger involving LHUs is likely to have a wide range of unintended consequences, including negative effects on staff personnel. This study's exploratory analysis is significant because it identifies difficult areas and crucial workplace circumstances that could be impacted by a merger. To validate the current findings and examine how they have changed over time, these places should be repeatedly surveyed in the future.

Muhammad Farooq Ahmad, Eric de Bodt and Helen Bollaert (2021) Mergers and Acquisitions across cultures. SSRN, <http://dx.doi.org/10.2139/ssrn.2409308>, pages 1-80. We look at how the culture of the acquirer country affects the cross-cultural (as opposed to cross-border) acquisition choice, how social integration affects this decision, and how the acquirer's culture affects the bid premium and likelihood of the deal closing. We categorize the buyer then place the target nations in GLOBE cultural groups. Sedulity-oriented and tradition-oriented cultures are more socially integrated inside their own culture cluster and less likely to acquire outside of it. The target and acquirer nations lessen this hesitation. Cultures that prioritize tradition and sedulity pay in cross-cultural transactions, lower (higher) bid premiums and a higher (lower) likelihood of completion these.

Steven H. Appelbaum Catherine Karelis Anne Le Henaff Beverly McLaughlin, (2017), "Resistance to change

in the case of mergers and acquisitions: part 1 “, Industrial and Commercial Training, Journal Emerald Insight Vol. 49 Iss 2, ISSN: 0019-7858, pages 87 - 92 Permanent link to this document: <http://dx.doi.org/10.1108/ICT-05-2016-0032> .Resistance to change in a turbulent moment such as a merger and acquisition situation may seem like a simple concept, but it’s anything but. Traditional beliefs that involvement is necessary for overcoming resistance or that resistance is a bad force are questioned. In addition, Time, leadership, and the sense of loyalty that employees have for their former employer all help when in contrast to the important role that communication had before, during, and after the merger. The resulting image is therefore complex and highlights how difficult it is to manage an M&A at the human resources level.

Okharedia Goodheart AKHIMIEN and \*Alasa Paul K92 (2017) Influence of Mergers and Acquisitions (M&As) On Employees Job Satisfaction In Nigeria, University of Benin Journal of Humanities Vol. 5 No.1, December 2017, Pages 127-153. In this article researcher felt that M&A is a dramatic and important life event that has an impact on the employees and firms involved. Following a merger or acquisition, employees’ responses and behaviors are directly influenced by how satisfied they are with their jobs, which in turn affects the performance and success of the impacted firms. The study’s conclusions lead to the conclusion that employee’s whose companies engaged in mergers and acquisitions in Nigeria were not happier in their jobs following the merger than they were initially. The primary work-related

elements that employees of Nigerian enterprises involved in mergers and acquisitions found most frustrating were prospects for advancement, oversight, type of work, benefits, and compensation.

Steven H. Appelbaum Catherine Karelis Anne Le Henaff Beverly McLaughlin, (2017),” Resistance to change in the case of mergers and acquisitions: part 2 “, Industrial and Commercial Training, Vol. 49 ISS 3, DOI 10.1108/ICT-05-2016-0033, pages 139 – 145. The results emphasized “identity ambiguity and confusion - as the merger preparations advanced, executives discovered that they were in a schizophrenic state because they were unclear about the shape the partnership would ultimately take, particularly concerning which organization would take the lead.” The conclusions show that “in the context of a major inter-organizational change, such as a merger, a transitional identity can facilitate the organizational identity change process and part of the transitional identity’s pivotal role was to help two groups create common ground in an ambiguous situation.” An employee’s reluctance to change can be attributed to a variety of factors, including their engagement in the newly combined firm and their loyalty to their former employer. Employee perception and participation is simply one aspect of this resistance to change in M&A.

Ellen Chung, Merger of an Investment Bank: (2014) Merger of an Investment Bank: the psychological impact on employees, The 5th International Research Symposium on Service Management (IRSSM-5), ISSN: 9771694 093005, pages 1-19. This study looked into how an Investment Bank

division's restructuring announcement affected workers' individual work output, mental health, engagement at work, and burnout. The conclusion is that restructuring as a component of merger and acquisition activities is a stressful occurrence that may have an impact on an employee's output, level of engagement at work, mental health, and risk of burnout. The results of the interviews showed that when coping with their job loss, displaced employees went through stages of denial, anger, bargaining, and acceptance. It is recommended that senior management convey its objectives and intentions in a clear, precise, and timely manner when handling firm restructuring. This is to prevent needless tension, anxiety, low morale, and high staff turnover.

Ka Keat Lim, (2014) Impact of hospital mergers on staff job satisfaction: a quantitative study, Human Resources for Health, DOI: 10.1186/1478-4491-12-70, pages 1-11. Researcher wants to put it briefly, there is a slight, temporary increase in employee job satisfaction both before and after a merger. This relates to staff and autonomy, assistance, the job's apparent excellence, its clarity, being in a medical, dental, managerial, or executive position and being employed by a mental health trust. Still, the rise in ratings of work satisfaction do not remain constant and return to the starting point in a year. Although the slight improvement might not support any significant study. It shows that when policies change, ongoing staff participation following a merger and efficient administration of origination is required. Employee expectations could contribute to and maintain job contentment

during the process of merging.

Timothy Galpin, Rosemary Maellaro, and J. Lee Whittington-(2012) Evidence from the Field: OD Tools and Methods that Positively Impact M&As, Vol.44 No.3, pages 13-18. Problems with human capital significantly affect the success of M&A. If disregarded, the effect has shown to be insignificant. An M&A attempt can be seriously harmed by inadequate cultural integration, poor communication, and the departure of important personnel. Throughout a transaction's several phases, OD practitioners can collaborate with Administration to guarantee higher overall achievement in these vital M&A areas. Knowing how M&A deals are made and using the resources covered here will enable OD professionals will be valuable in M&A attendees.

### III. OBJECTIVES

- To study the role of culture in the organizations for the success of M&A.
- To study how culture changes the success of organization post M&A
- To find out how culture is an important element of any organization for success of M&A.

### IV. RESEARCH METHODOLOGY

The methodology adopted was focused on direct interviews of 25 employees who are and were part of M&A. The researcher has given an open platform to give their input.

***HO: There is no culture change during of M&A***

#### 1. List of Responses

25 upper- position professionals who were in the middle to end of their careers



were asked a question at that same point, according to the study. There was a certain dejection in each person's response, and it was clear that they weren't pleased with the inquiry.

Let us epitomize the common response given below.

The passing of a junction and accession (M&A) might raise enterprises regarding hand safety, anxiety, and the association's pool's future. Because of previous experience demonstrating that numerous employees of weaker associations admit pink slips from bigger companies following combinations and accessions, all of the repliers expressed fear regarding their job security. The company that acquires the business would surely favor its own pool over that of the rival business, therefore fresh employees are gently pushed to quit due to job duplication and the necessity for further labor force to complete the same conditioning.

These employees are more bothered and want to look for another job in an indecisive state out of fear to take care of the family and their children's education. The mid-level employees who are set at a certain position and wanted to have a long innings. These employees have their career road chart drawn out and weren't bothered about the future. Elderly employees will continue on unhappy and unproductively if they don't admit a better occasion, while youngish employees will quit their jobs as soon as they've time for their particular lives and prospects. This will increase the association's arrears. Hand resistance or a more wary approach could affect from this. A large number of repliers also affirm that,

despite the new operation's assurances that no hand will lose their job, those who have endured this firsthand know that, despite the operation's assurances that their jobs will remain stable, the situation or atmosphere they produce encourages people to take any available assignment.

According to one of the robust answers, if the products of the two companies are identical, also everything is well; if not, the weaker company's product suffers and its decline begins in the request, ultimately leading to its complete exposure, along with the identity of the expert handling its marketing. still, vision, charge, If the association's road chart. Surprise is the only applicable response. It's said that merger and acquisitions are done for advanced gains rather than the weal of the pool. Plant morale has long since lowered, a saddening station permeates all situations, and organizational progress is neglected in favor of everyone's obsession with their own position within the company. Positive feedback and a visionary approach are also present, with the belief that the company's Policy, pretensions, and Status will alter, leading to new growth directions and changes in the company's fiscal standing. Employees are enthusiastic about combinations and accessions because of the new outlook, programs, procedures, bribes, pay scale, learning openings, administrator, and associates. Employees can proactively ameliorate their capacities, cultivate connections across divisions, and contribute to the company's worth. A hand's liability of keeping their job or getting given consideration for new positions within the combined company can be increased by being positive.



There are also some positive responses and a visionary approach that believes that the company's Policy, pretensions, and Status will change and there will be new directions to the company's growth and the fiscal status of the company will change. New Horizon, new programs, new systems, new bribes, new pay scale, new effects to learn, new master, new associates, exchange of knowledge- an terrain of enthusiasm amongst employee's towards Merger and Acquisition. Employee's may take the action to enhance their chops, make connections across departments, and adds value to the association. Positivity of employee's can increase their chances of retaining their position or being considered for new places within the merged reality.

Hand's interest may be attracted by the implicit openings that arise from a junction or accession. There will be a chance for particular growth, increased request presence, expanded coffers, or access to new technologies. To add up, 90 of the repliers showed anxiety, job instability, fear, fear of the unknown, and the time to pack their bags. 10 response is of enthusiasm and sanguinity.

## **V. SCOPE AND LIMITATION**

This study, like other studies, has a number of limitations. Only individual work performance, work engagement, mental health, are studied at the initial stages and so the outcome, impact after 6 months or one year shall be studied, the result might differ, a follow-up study should be carried out to shed more information about how post-restructuring affects at the root of organizational structure as the staff would have learned the combined company's new

direction.

## **VI. RECOMMENDATION AND OBSERVATION**

It's veritably clear from reading through all of the study papers and replies handed to the targeted group of mid-level operation that no working person will ever mirthfully accept a merger and acquisition and move on. For an employee, survival and furnishing for his family are consummate, as their children's education is reliant on their employment. This job is in jeopardy, and anyhow of a hand's provocation, he'll start to mistrust his continued employment with the company. The maturity of combinations and accessions have, therefore far, basically redounded in employee's entering worse jobs, and the consequences of this gets are real.

As the experimenter observes the merger and acquisition process, it's really delicate to assure staff members that everything will be alright and that their jobs are completely secured until at least 50 of M&A deals demonstrate that jobs are secured, staff members are treated with respect, and no bone is given the print that they were involved in the accession process and that their continued employment isn't serving them.

Human behavior changes all the time, so you cannot always be counseling people and promising them that a important establishment will not always feed to their vagrancies and fancies since they bought the business for profit rather than social work. In their dispatches, associations should be transparent about the implicit impact of combinations and accessions on

job security. By keeping staff members informed about the integration process and attending to their enterprises on a regular base, operation may help minimize any query and foster a professional station throughout this transitional phase.

Expanding this investigation to a larger sample size is also desirable. Therefore, a comparison analysis can be carried out between the various originations. Additional research can be expanded to include the various types of companies that make up an economy.

## VII. CONCLUSION

The purpose of this study was to look at the influence of a restructuring of an association on hand's workers' individual work performance, internal well-being, work engagement, and collapse which affects the culture of the association. Through an analysis of combinations and accessions literature, it's determined that restructuring is one stressful aspect of junction and accession exertion that may have an impact on a hand's plant engagement, productivity, internal health, and collapse are all impacted.

The results of the interviews showed that when managing with their job profile changes, employees went through stages of denial, wrathfulness, logrolling, and acceptance. It's advised that when interacting with businesses reorganizing, elderly operation should convey their pretensions and objects in a clear, precise, and in a prompt manner. This is to help dispensable solicitude, pressure, low morale, and high hand development among employee's which in turn affects the total

culture of the association. As experimenters, we draw the conclusion that, in order for HR to be suitable to manage the process from top to bottom, the company must involve the HR department beforehand and give HR a veritably sensitive part in this metamorphosis. Employees on the shop floor will admit regular updates about events from elderly operation, and they will have complete faith that this junction will open up new growth openings and help us all negotiate our participated ideal. Accessions and combinations must be portrayed as positive processes, in discrepancy to the history, whereby hand waste is averted and control over the situation is achieved by HR intervention.

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# INNOVATIVE STRATEGIES IN MANAGEMENT OF MICRO ENTERPRISES - CASE STUDIES OF WOMEN ENTERPRISES IN THRISSUR DISTRICT, KERALA

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## ABSTRACT

*Kerala has good micro entrepreneurship networks. Kudumbashree has a big network of micro enterprises across the state. However, only one third of them are turning into successful enterprises interns of sustainability and profitability. The innovative and professional strategies they adapt has key role in their success. The successful enterprises adopt innovative strategies in material purchase, systems of production, product branding and marketing. This paper is an attempt to analyse the experiences successful kudumbashree enterprises in Thrissur Corporation and its surroundings. This analysis has been done based on the study of innovative strategies applied by these units to ensure their profitability and sustainability of units from various sectors such as food production, garments, fruit processing and food court have been taken for analysis.*

**Keywords:** Innovative strategies, Micro enterprises, Women enterprises, Material purchase, Process of production, Marketing strategies.

## I. INTRODUCTION

Innovation is identified a key element in the success of any enterprises. Innovative strategies and approaches lead to the profit making and sustainability of different kind of enterprises. "Innovation consists of the generation of a new idea and its implementation into a new product, process or service, leading to the dynamic growth of the national economy and the increase of employment as well as to a creation of pure profit for the innovative business enterprise." (Urabe, 1988 in Timur & Antanas, 2017)

Innovation can be brought into an enterprise in different modes and phases of its operation. The successful enterprises adopt innovative strategies in material purchase, systems of production, product branding and marketing. Some of the enterprises may bring innovation in all

these aspects or may introduce innovative strategies in one or two aspects of these. Micro enterprises in considered as a nano system of business enterprise run by an individual or group with low Capital investment and scale of economy. As per MSMED Act, 2006 Micro Enterprise can be defined as Where the investment in Plant and Machinery or Equipment does not exceed one crore rupees and turnover does not exceed five crore rupees.

*Kudumbashree*, a ground-breaking women's empowerment initiative established in 1998 in Kerala, India, has been instrumental in catalyzing transformative change within communities. With a mission to eradicate poverty by fostering economic and social development among women, Kudumbashree focuses on micro-

entrepreneurship, enabling women to venture into diverse enterprises, thereby enhancing their financial independence. Through self-help groups (SHGs), skill development programs, and community-based initiatives, Kudumbashree has emerged as a beacon of empowerment, breaking traditional barriers and transforming women into active contributors to households and communities.

Since Kudumbashree envisaged as a collective of women working through Self Help Groups and micro enterprises its success largely depends upon the efficacy of these systems. As we have discussed above innovations has a key role in ensuring the success and sustainability of an enterprise. This article is the result of a field study covering four successful enterprises those who have adopted innovative strategies in material purchase, branding, process of production and marketing. The study has restricted its purview within Thrissur corporation which has the legacy of different kinds of entrepreneurships.

## **II. Kudumbashree and Micro Entrepreneurship**

Kudumbashree is running a large network of micro enterprises across the state covering including both individual and group enterprises. There are 31261 micro enterprises under the umbrella of kudumbashree whereas 11777 of them are individual enterprises and 19484 are group enterprises (kudumbashree, 2024). There are different categories of micro enterprises run by kudumbashree including production, service and marketing. Kudumbashree is largely engaged in agricultural activities such

as lease land farming and agro processing. Food processing units and textiles, catering units, restaurants and health care units are prominent among them. However, studies indicate that the sustainability and profitability of kudumbashree units are comparatively low while comparing with the other enterprises (Rajesh, 2016), Franklin John S, Nilufar Shafiq P(2020). Lack of professionalism in management, absence of innovation in material purchase, systems of production, branding and marketing are the major lacunae indicated by many studies. Hence attempts for making innovations in these aspects are pertinent in ensuring the profitability and sustainability of micro enterprises. In this context, the study is an attempt to identify innovative practices behind few successful micro enterprises working under kudumbashree in the city of Thrissur.

## **III. Approach and Methodology of the Study**

The study has followed a case study approach by selecting four cases of successful micro enterprises working under different domains such as dry foods, stitching, food products, catering and restaurant. Cases were selected based on the innovation they have done in the areas of raw material purchase, process of production, branding and marketing. The study has restricted its purview into the successful kudumbashree units under Thrissur corporation.

The following section of the article discusses different case studies sequentially. The first case discusses about the success of a dry fruit unit, the second case discusses about designing and stitching unit, third one

is narrative about a food product and flower mill unit and the fourth one is the description of the success of a catering unit.

#### **IV. CASE NUMBER - 1**

### **1. The Culinary Odyssey of Ambika Somasundaram and the Success Story of Kariat Dry Foods**

Embarking on an audacious entrepreneurial journey at the age of 47, Ambika Somasundaram defied skepticism by resigning from her senior managerial role in a private bank in Thrissur. This daring move laid the groundwork for *Kariat Dry Foods*, a women-led initiative supported by the District Industrial Center, functioning as a food processing unit under the brand name “Dry Mix.” Commencing operations in 2018, the enterprise celebrated its fifth anniversary in October 2023. Aligned with Ambika’s vision of providing high-quality, flavourful and nutritious food products for families, Kariat Dry Foods stands as a testament to her initiative and the realization of her dream of becoming a successful businesswoman.

#### **2. Founding Vision**

The inception of Kariat Dry Foods was fueled by Ambika Somasundaram’s aspiration to empower local women who faced barriers to starting their own businesses. Recognizing the abundance of farm products in the hilly area and the logistical challenges of reaching Thrissur town for sales, the enterprise aimed to convert local farm produce into value-added goods. Ambika, driven by a passion for cooking, envisioned Kariat Dry Foods as a platform to offer wholesome and delectable food options to the community.

#### **3. Product Line and Evolution**

Initially focusing on curry powders made from locally sourced turmeric and chillies, the enterprise encountered challenges competing with larger companies on pricing, exacerbated by the floods in 2018. Recognizing the need for innovation, Kariat Dry Foods introduced a unique product in 2019: a combo pack of 10 different puttu powders. These powders, incorporating ingredients like carrot, beetroot, banana, jackfruit, and millets, presented a healthier alternative. Priced slightly higher due to the unique ingredients and production requirements, the combo offer received an enthusiastic response, enhancing the enterprise’s reputation.

#### **4. Operational Details**

Currently employing six individuals, mostly from the Kudumbashree unit, Kariat Dry Foods offers a daily wage rate of 400 INR, reflecting their commitment to fair compensation. The monthly average turnover ranges between 1.5 to 2 lakh INR, with profits reinvested into the business. Loans from the Agricultural Infrastructure Fund and collaborations with Kudumbashree workers for product distribution have contributed to the enterprise’s financial sustainability.

#### **5. Challenges and Resilience**

The business faced challenges competing with larger companies, primarily due to pricing disparities. However, their strategic shift to unique and health-focused products, exemplified by the diversified puttu powder combo, proved to be a game-changer. This innovative approach not only differentiated them in the market but also



garnered positive attention and promotion.

## **6. Game-Changing Initiative: Drumstick Leaves**

A pivotal turning point came with an inquiry for drumstick leaves, leading to the initiation of a project that explored opportunities beyond India. This venture involved buying drumsticks from farmers, drying them, and creating 10 products, including capsules made from drumstick leaves, providing unique health benefits. The initiative gained prominence during the COVID-19 era, as health consciousness rose, leading the enterprise to focus on millets and Nutri millets products.

## **7. Strategies for Success**

Diversification into a variety of products, including a focus on millets, capsules, and nutrimillets, attracted media attention, with extensive coverage in newspapers, channels, and social media platforms. Sourcing products naturally from farmers, maintaining quality through lab tests at Agricultural University, and utilizing unique recipes distinguish Kariat Dry Foods. Marketing efforts encompass a standard website, a YouTube page, a Facebook page, a business group on WhatsApp, and participation in festivals and events. The involvement of the entire family, including label and sticker work by the founder's daughter, an architecture student, contributes to the holistic success of the enterprise. With around 30 products in its portfolio, Kariat Dry Foods has not only realized the founder's dream but has also become a symbol of empowerment, innovation, and community impact in the Thrissur region.

## **8. Impact Beyond Economics**

Beyond economic considerations, Kariat Dry Foods has positively impacted the community by creating opportunities for local women, offering value-added products from local farm produce, and contributing to the region's economic sustainability. The enterprise exemplifies a successful women-led venture that transforms local farm produce into high-quality food products, overcoming challenges, and contributing to the empowerment and economic development of the hilly region. Kariat Dry Foods stands as a shining example of the transformative power of women's entrepreneurship and the impactful support provided by initiatives like Kudumbashree.

## **V. CASE NUMBER - II**

### **1. Nivi Design - Crafting Success in Stitching Services**

Nivi Design, founded in 2022, stands as a unique venture specializing in providing stitching services and retailing a diverse range of cloth materials. Managed by a single externally recruited employee, this enterprise has positioned itself as a beacon of high-quality stitched products, making significant contributions to the local market and embodying the entrepreneurial spirit within the community.

### **2. Financial Metrics**

The dedicated laborers at Nivi Design earn a daily wage of approximately 500 Indian Rupees, indicative of the enterprise's commitment to fair compensation. Noteworthy is the robust profitability demonstrated by the business, coupled with a commendable average turnover, reflecting the sustained success and financial health of Nivi Design.

### **3. Strategies for Success**

#### **a. Strategic Material Procurement**

Nivi Design's success hinges on a strategic approach to material procurement, emphasizing quality and efficiency in sourcing materials from Surat. This ensures that the products maintain high standards and meet customer expectations.

#### **b. Retail Outlet in Ayyanthole**

The establishment of a retail outlet in Ayyanthole serves as a strategic move to enhance accessibility and market presence. This physical presence allows direct engagement with customers and establishes a local foothold.

#### **c. Leveraging Exceptional Skills**

The true essence of Nivi Design's success lies in harnessing the exceptional skills of the women employed. The decision to convert these skills into a viable business venture has been a pivotal driver, positioning Nivi Design as a model of entrepreneurial prowess and craftsmanship within the community.

#### **d. Community-Centric Entrepreneurial Model**

Nivi Design's community-centric approach fosters a sense of local pride and connection, contributing significantly to its success. The enterprise serves as a testament to the collective empowerment achievable through skill utilization and entrepreneurial initiatives.

The true essence of this enterprise's success lies in the exceptional skills of the women employed. Their decision to transform these skills into a viable business venture serves as a pivotal driver of Nivi Design's achievements, establishing it as

a model of entrepreneurial prowess and craftsmanship within the community.

### **VI. CASE NUMBER - III**

#### **1. Vasumati Food Products and Flour Mills - Nurturing Growth Amid Challenges**

Vasumati Food Products and Flour Mills, established in 2022, stemmed from the initiative of Swetha, a women entrepreneur, during the challenging era of the COVID-19 pandemic. Driven by the founder's desire to venture into entrepreneurship, the business brings joy and fulfillment, specializing in the supply of various powders, including chili, coriander, turmeric, rice powder, puttu powder, spices, and curry masalas. The enterprise now employs three externally recruited staff members, each earning a monthly salary of 10,000 INR.

#### **2. Operational Journey**

Despite the initial struggles typical of a newly established venture, Vasumati Food Products and Flour Mills currently produces 350 kg, a significant leap from its modest beginning at 10 kg. The goal is to reach a production of 2000 kg for sustainable profitability. The monthly turnover averages between 1.5 to 2 lakh INR, generating a profit of 50,000 INR. Financial support from Kudumbashree and other loans facilitated the acquisition of machinery, overcoming the challenge of starting with limited funds.

#### **3. Strategies for Success**

##### **a. Local Raw Material Sourcing**

A pivotal success strategy involves the sourcing of raw materials directly from Thrissur, showcasing a commitment to local procurement. This not only supports the local economy but also ensures the

freshness and quality of ingredients.

#### **b. Unique Production Process**

The enterprise adopts a distinctive approach by washing, drying, and then powdering all raw materials. This value-added process enhances the quality of their products, setting them apart in the market.

#### **c. Cost-Effective Packaging with Standardization**

Despite higher packaging costs, adherence to a standard packaging process is considered a strategic move. This not only contributes to product visibility but also plays a crucial role in sustaining the product during the initial growth phase.

#### **d. Branding and Trademark**

Branding under the name 'Hyperion' and securing a registered trademark establishes a unique and recognizable identity in the competitive industry. This branding strategy aims to create a lasting impression on consumers and foster brand loyalty.

#### **e. In-House Marketing and Expansion Plans**

Marketing efforts are currently managed in-house, showcasing a hands-on approach to promoting their products. The goal is to expand the market presence by supplying to 100 shops by March, emphasizing a strategic expansion plan.

#### **f. Customer Loyalty as a Success Factor**

The founders attribute significant success to customer loyalty, emphasizing that customers return based on the consistent quality of their products. This loyal customer base serves as a strong foundation for sustained success without the need for

extensive advertising.

#### **g. Utilizing Social Media Platforms**

The enterprise leverages modern platforms like YouTube and Instagram for marketing, enhancing their outreach to a broader audience. This utilization of social media aligns with contemporary marketing trends and aids in building a strong online presence.

With a focus on increasing production and market penetration, Vasumati Food Products and Flour Mills build on the foundation of satisfied customers who, in turn, become advocates for their products. This forward-looking strategy positions the enterprise for sustainable growth in the competitive powder manufacturing industry.

### **VII. CASE NUMBER – 1V**

#### **1. Empowering Culinary**

##### **Entrepreneurship: The Collective Vision of Kalyani Catering**

Kalyani Catering, established in 2017, represents a unique venture driven by the vision of a woman entrepreneurs. Recognizing their shared culinary skills, they pondered the idea of turning it into a lucrative business. Specializing in comprehensive catering services, including diverse cuisines, the enterprise operates with a distinct approach. With a team of five individuals, the noteworthy aspect is the absence of a traditional employee-employer hierarchy, as all members, including the workers, are Kudumbashree participants who collectively run the business.

#### **2. Operational Dynamics**

Unlike conventional home-based units, Kalyani Catering thrives on active

participation in food fests and related events. The financial outcomes directly correlate with their event participation, with profits being evenly distributed among the team members. The venture initiated with loans from Kudumbashree, showcasing the empowerment of local women in the entrepreneurial landscape.

### **3. Strategies for Success**

#### **a. Geographically Tailored Procurement**

Raw material sourcing adapts to the location of the event, showcasing a strategic approach to meet regional preferences and enhance cost-effectiveness.

#### **b. Versatility in Menu Offerings**

A key success strategy involves catering to both vegetarian and non-vegetarian preferences, recognizing the demand variations across geographical regions. This flexibility ensures a broad market appeal.

#### **c. Profitable Focus on Vegetarian Offerings**

Recognizing the heightened demand for vegetarian foods outside Kerala, particularly in places like Delhi, Kalyani Catering strategically focuses on vegetarian offerings, leading to enhanced profitability despite lower spending and turnover.

#### **d. Branding and Market Expansion**

Successful branding efforts for sambar powder, a highly marketable product, open avenues for future expansion. Plans include local production and distribution in high-demand areas like Delhi, with aspirations for export.

#### **e. Self-Managed Marketing**

The enterprise relies on self-driven

marketing strategies. Active participation in food fests serves as a primary marketing platform, showcasing their culinary expertise to potential customers.

#### **f. Motivation from NULM**

The initial motivation to transform cooking skills into a profitable business stemmed from the National Urban Livelihoods Mission (NULM), reflecting a keen entrepreneurial spirit within the team.

#### **g. Financial Success and Profit Distribution**

Profitability is dynamic, varying from a significant profit of 5 lakhs in a Delhi fest to 2.5 lakhs in Kochi. Notably, profits are shared among the team members, reinforcing the collective and inclusive nature of the enterprise.

Kalyani Catering emerges as a successful venture with a harmonious blend of innovative strategies, adaptability to regional demands, and a commitment to collective empowerment. The enterprise not only sustains itself through local events but also envisions broader market expansion and export opportunities, fueled by a passion for culinary excellence and entrepreneurial resilience.

### **VIII SUMMARY AND CONCLUSION**

While we examine four successful cases of micro enterprises, we can realise that all of them have adopted innovative strategies in material purchase, product design, process of production, branding and marketing. The entrepreneur of kariat dry food product has taken a big challenge by resigning amid-level manager job from a prestigious financial institution for starting an entrepreneurship. However, she

could make headway through innovative strategies she has adopted in running the enterprise. She could develop an innovative product idea which was not available in the market earlier. Drumstick leaves powder and various products developed out of that is an instance for innovative product development. She has also developed the product mix of various millets and jackfruits. It is pertinent to note that this enterprise has heavily relied on local raw material from the local farmers which turned into a strategy of success. It is worth mentioning that they could also develop a good brand name titled dry mix which largely focused on dry fruits and millets. They have been successful in using local marketing network and the kudumbashree network for product marketing which in turn helped them to ensure a sustainable market.

As discussed in the case of Nivi Stitching unit they could make success in the enterprise through professional approach and innovative strategies in product designing and marketing. Unlike the other stitching units, they focused more on unique designs and employed a garment design professional to develop modern designs. This has become a remarkable factor in the success of their enterprise. They focus in providing high quality material to the customers through professional design and stitching. They have adopted efficient business strategy by procuring the material from the wholesale market in reasonable cost. This has help them to maintain a good scale of economy and enhance the range of profitability. They have adopted an innovative strategy in marketing by arranging a marketing outlet in the town. In nutshell they could adapt

innovative strategies in product design, material purchase and marketing.

Vasumathi food product is an enterprise born out of a crisis of COVID-19 pandemic focused on providing high quality powders and curry masalas to the customers. It focused on the quality of products by washing, drying and powdering all the raw materials through this. They could ensure quality of the product and could acquire the sustainable market. They have adopted a strategy of local procurement to ensure the scale of economy. They could develop a unique branding named Hyperion which provided a high recognition to their products. They could identify a regular local customer through in-house marketing within Kudumbashree which in turn turned as a reason for success. They have largely utilised social media platforms for marketing. This unit could gradually expand their market and financial stability.

Kalyani Catering Services is a result of women collective for providing comprehensive catering services. Unlike the normal catering unit, they have taken orders from other states and participated in food melas across the nation. This strategy became an important factor in their success. They have focused in vegetarian and non-vegetarian recipes whereas they could gain the markets of vegetarian customers outside Kerala. Their presence in food melas and out of state connections helps them expand the market. The unique collective management style of the units helps them to expand their terrain. Their strategy of purchasing material from local market while working in distance stations helped them in avoiding unnecessary transportation cost.



In short, all the four successful business unit could adopt innovative strategies in process of production, material purchase, branding and marketing which in turn help them to become successful enterprises. The innovative strategies in these aspects helped them to overcome their limitations as nano and micro enterprises. This testifies the fact that any micro business units can success while they can adapt innovative strategies in functioning.

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| Volume 9 | Issue 1

RNI : KERENG/2016/72822

Publised in January 2024



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Printed and Published by T.K. Shahal Hassan Musaliar and owned by TKM College Trust and Printed at Sujilee Colour Printers, Mampallikunnam, Chathannoor P.O., Kollam, Kerala, PIN 691572 and Published from TKM Institute of Management, Musaliar Hills, Karuvelil P.O, Kollam, Kerala, PIN 691505.

Editor: T.K. Shahal Hassan Musaliar