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A STUDY OF OCCUPATIONAL STRESS AMONG UNIVERSITY ACADEMIC STAFF IN INDONESIA AND MALAYSIA

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ABSTRACT

Occupational stress in any profession and in any country is likely to be experienced by the employees employed and university academic staffs are no exceptions in this regard. The study is aimed to determine the profile of occupational stress levels and its associated factors among Indonesian and Malaysian university academic staff. The study used a survey method with purposive sampling technique. The validated questionnaire used to collect data, namely the Occupational Stress Scale (OSS) and the Stress Source Scale (SSQ). Data was collected from 263 staffs in several different faculties. The findings showed that in both Indonesia and Malaysia, the level of stress of academic staff is in the moderate category. The occupational environment factors that influenced the occupational stress in Indonesia and Malaysia were experiences of violent and aggressive behaviour. Meanwhile, the health factors in Indonesia were psychological tensions and in Malaysia were mental well-being. Future research is needed in terms of what strategies academic staff may use to cope with the work related stress in the university set up of Indonesia dan Malaysia with a larger sample size and with examination of other causes and effects of work stress as well.

Keywords: occupational stress, associated factors of stress, academic staff

Introduction

Indonesia has ideologies which consist of five principles namely Pancasila and Malaysia has Rukun Negara. Both countries have the same ideologies which consist five principles stated in Pancasila dan Rukun Negara: belief in God, just and civilized humanity, the unity, loyalty to King and Country, upholding the constitution, rule of law, and good behaviour and morality (UNESCO, 2011). These two neighbouring countries had faced some challenges due to their citizens' pluralities. Likewise in academic career, both countries consider goals as expected by educators at the university. Malaysia is considered as one of the country that has achieved success in promoting unity among citizen through higher education (Lee Wei Chang, et.al, 2013). Besides that, working in a clean and safe environment and stress-free, and also having a high social position are the hope of the educator.

During the last twenty years, the perception has changed to the point where the cases of stress in the academic world exceed the normal cases. Some of the factors associated with stress were the salaries of educators (lower); the positions of educators or status as contract educators; the increasing of workload because the status of academic positions (go down or stagnant); the increasing pressure to obtain external funding; and even universities, especially academics, a greater pressure of publication (Vic Catano (2011).

Educators at postgraduate institutions also experience occupational stress. The recent national surveys in the United Kingdom (Tytherleigh, Webb, Cooper & Ricketts, 2005) and Australia (Winefield, Gillespie, Stough, Dua & Hapuararchchi, 2002) have reported the serious problems of academic stress and continue to evolve with some adverse consequences; including reducing the occupational satisfaction, reducing the morale and poor health for educators. These problems are exacerbated by restructuring, the use of short-term contracts, external audits and accountability, and massive reductions in funding. These factors had also affected Indonesian and Malaysian educators over the past decade. In short, it is important to find out the occupational stress and results associated with the tensions among academics in Indonesia and Malaysia.

A survey by Tower Watson conducted by a professional global service company, Towers Watson, and the National Health Business Group, found out that only 15% of entrepreneurs identified emotional and mental health improvements, especially to reduce employee stress and anxiety as a top priority for health and productivity programs. According to the World Health Organization (WHO), nearly one million people have stress in the workplace because of the lack balance of work with personal life, inadequate staff, and technology that expands the availability of employees during the office hours when employees have to leave. (Willis, 2017).

The National Health Business Group stated three factors of stress in the workplace which are lack balance of work and personal life (86%), inadequate staff (70%) and technology that expands the availability of employees (63%). The employees place the staff as the first source of stress, followed by low wages or low salary increases, and unclear or conflicting work expectations. . (Willis, 2017).

According to a survey on Benefits Attitude by the Watson Global Towers, of 5,070 US workers, inadequate staff , a lack of support or uneven workload and performance in groups of almost reach eight out of 10 (78%) (Willis, 2017). The company identified stress as the top labor risk issue, but businessman and employees have very different opinions about the factors (Permanent Executive Work Report in the US 2013/2014).

The factors of stress in this study consist of the work environment and health. Work environment factors have three aspects namely, aspect of experience on violence and aggression act (Harvey, et al. 2004, August); (2) aspect of situation and condition of work environment affect to health (Mendelsohn, M., Catano, V.M. &Kelloway, E.K. 2000); and aspect of situation and condition of work environment affect to learning in the class (Barling, J., Loughlin, C., &Kelloway, E.K. 2002). Meanwhile, the health factors also have three aspects namely, Health (Schat, et al. 1985); Psychological tension (Banks, et al

1980) and; Mental well-being (Hess, A., Kelloway, E.K. & Francis, L. 2005, June).

The focus of the research is on occupational stress among academic staff at universities in Indonesia and Malaysia and factors associated, because lately, the era has begun to change, where significant changes can occur in the social and psychological aspects of individual lives. A study in Malaysia showed that stress is a common psychological disorder among educators in universities in Indonesia and Malaysia who have teaching duty; research and development have a significant relationship with occupational stress among educator groups, and it may include a significant proportion of Malaysian universities (Noor & Ismail, 2016). This highlights the idea of educators has a risk population. Therefore, it is important to identify the early signs and prevention to obtain better results. Thus, the current research was conducted to determine the profile of stress levels between the two universities, the factors associated with occupational stress and related factors on academics at public and private universities in Indonesia, which are Yogyakarta State University, and in Malaysia; USAS Perak.

Theoretical Review

Stress is subjective as it is based on an individual's interpretation or perception toward an event. The differences among individuals can shape the different interpretations of the same environment and react

differently to the same situation (Beehr, 2000). Besides that, stress also interprets as an imbalance between the state of self that is believed by individuals and threats or demands associated with a particular situation (Cooper, 2000; Kahn & Byosiere, 1992). The stress model proposed by Job Demand-Control (Karasek, 1979; Karasek & Theorell, 1990) stated that stress is a function of occupational demands and influence/control in the workplace.

Occupational stress makes people and employees in all types of businesses and industries exhausted, depressed and experience psychological and physiological tensions. This is a universal problem for almost all type of employees. This problem arises mainly because of globalization which ultimately results in competition and increasingly forces companies to be competitive and increase productivity, even in adverse economic conditions (Ahmad Usman, 2011).

The factors that cause stress are workload, level of task difficulty, and time pressure associated with individual opportunities to use the influence and control over work situations (Karasek & Theorell, 1990). Stress arises when high demands combined with low control; high levels of control can reduce the possibility of negative consequences of high demands. Understanding of stress requires an understanding of the antecedents of environmental and personal keys and the long-term consequences of stress for individuals,

and the workplace (eg psychological health, health and social function).

“Whitehall” conducted research on civil servants and found out that stress perception and the inability to control the individual workplace environment might have a detrimental effect on indicators of health status, including death and the level of ischemic heart disease (Marmot et al., 1991). A recent study conducted at an Australian university reported that in 2002 the academic staff was very depressed and at a much higher level than people in the global population. They associated high-stress levels with reduced resources, increased teaching workload and student/staff ratios, a pressure to attract external funds, job insecurity, poor management and lack of recognition and appreciation (Winefield et al., 2002). Research showed that working hours are very long in academics and associated with poor physical health (Geiger-Brown, Muntaner, Lipscomb, & Trinkoff, 2004; Krantz, Berntsson, & Lundberg, 2005).

Other studies in non-academic environments occupational satisfaction and organizational commitment lead to better organizational outcomes, such as profitability and customer satisfaction (Hakim, Thoresen, Bono & Patton, 2001; Riketta, 2002). Research in Australia found out that academic staffs are not satisfied with work in general; and more specifically, they are not satisfied with the university management, working hours, industrial relations, promotion opportunities, and payments. Psychological stress

is the highest and job satisfaction is the lowest among junior academic, working at an equivalent level to assistant and junior associate professors in North America.

The highest psychological tension is predicted by factors of job insecurity and job demands. In contrast, the highest occupational satisfaction is predicted by procedural justice, and trust in the head and senior management, and autonomy. Furthermore, ongoing stress levels associated with changes in the highest level of physical health.

A research in England in 2005 concluded that “occupational stress among university staffs is widespread and further supports the growing evidence that universities no longer provide the low-stress work environment” (Tytherleigh, et al, 2005, p. 54). In particular, they found that academic staff who were pressured by other staffs became a significant problem, Lack of control over decisions affecting their work, lack of resources, not getting information of relevant job, disruption of home and personal life due to work, inadequate time to do their work at the level of quality needed by academics, and salary and benefits levels. Similar to the findings of Australia, respondents were concerned with a lack of trust in senior management and institutions. They also expressed a low level of commitment to the organization, a low level of occupational satisfaction and a high level of occupational insecurity.

The studies in Australia, Canada, and the United Kingdom found out that these findings had major implications for higher education institutions and staffs. These studies made recommendations to higher education authorities, post-secondary institutions and employer unions regarding the implementation of interventions in reducing the stress levels for academic staff in the higher education sector.

Methods

The data in this particular study was analyzed using statistical package for the social sciences (SPSS 11). In comparing the total mean score for each stressor or outcome measurement for the set of Nine stressors, it set significance level on each nominal level at $p = 0.005$ to ensure the overall significance level around 0.05. For seven variable results, it set $p = 0.007$ to reach the overall p around 0.05. The research relied on effect size to facilitate in identify the meaningful results. The respondents determined using a purposive sampling method. The study randomly selected academic staff of Yogyakarta State University (UNY) in Indonesia and Sultan Azlan Shah University (USAS) in Malaysia. The total of respondents in the survey was 263 respondents; 212 respondents of UNY and 51 respondents of USAS. The respondents received copies of instruments and joined on online surveys. The total of participants actually was lower than expected, but the finding seemed to be generalized for the academics population of UNY and USAS. 76 self-administered

and validated Occupational Stress Scale (OSS) and Stress Sources Questionnaires (SSQ) were distributed among academic staffs from April to September 2018.

All data was normalized and analyzed using SPSS. A 5 point Likert scale was used for recording response for the occupational stress questionnaire; the number of raw score items in each domain divided by the number of items in each domain. And for overall occupational stress; the number of raw score items divided by 30. The justified score varied from 1 to 5. The scores of 2 or lower on the total scale indicated very low; the scores between 2 and 2.75 indicated low; the scores between 2.76 and 3.50 indicated moderate; the scores between 3.51 and 4.25 indicated high; and the score of 4.26 or higher indicated very high of occupational stress. Regression analysis used to identify the most important domain

predictors in occupational stress. Data collection procedures have been used to determine the underlying dimensions of the collected data in the study

Results

The Occupational Stress Level of Academic Staffs in Indonesia and Malaysia

The population was 1023 academic staffs of Yogyakarta State University (UNY), and the sample was 212 people. Meanwhile, the population of University of Sultan Azlan Shah (USAS) was 250 academic staffs, and the sample was 51 people. The sample size for the study was more than 20 percent of the population, which can be considered to be representative of the population. The analysis results of the occupational stress level for UNY and USAS academic staff, based on the data collection instruments are presented in Table 1.

Table 1. The comparison of occupational stress level between UNY and USAS

University	Category	Interval	Frequency	Percentage (%)
USAS	Very High	> 180.1	1	2.0
	High	160.7 - 180.0	14	27.5
	Average	141.2 - 160.6	21	41.2
	Low	121.8 - 141.1	13	25.5
	Very Low	< 121.7	2	3.9
Total			51	100.0
UNY	Very High	> 126.8	16	7.5
	High	111.3 - 126.7	48	22.6
	Average	95.9 - 111.2	82	38.7
	Low	80.5 - 95.8	56	26.4
	Very Low	< 80.4	10	4.7
Total			212	100.0

The data showed that the stress level of UNY academic staff were: 10 people (4.7%) of very low category, 56 people (26.4%) of low category, 82 people (38.7%) of average category, 48 people (22.6%) of high category, and 16 people (7.5%) of very high category of occupational stress level. The results indicated that the overall occupational stress level of academic staff was in the average category with 82 people (38.7%).

Meanwhile, in USAS, there were 2 people (3.9%) of very low category, 13 people (25.5%) of low category, 21 people (41.2%) of average category, 14 people (27.5%) of high category and 1 person (2%) of very high category of occupational stress level. The results

indicated that the overall occupational stress level of academic staff was in the average category with 21 people (41.2%).

Factors Influence the Occupational Stress Level of Academic Staffs

Table 2 displays the result of occupational stress instrument based on factors influencing the occupational stress that have been disseminated to the academic staff of Yogyakarta State University (UNY), Indonesia and the Sultan Azlan Shah University (USAS), Malaysia. The factors influencing the occupational stress were divided into two, namely the sub-aspects of the work environment and health. The factors influence work stress, as follows:

Table 2. Comparison of occupational stress level and factors influence the occupational stress in UNY and USAS

	Work Environment Factor			Health Factor		
University	Indicators	Frequency	(%)	Indicators	frequency	(%)
USAS	Experience on violence and aggression act	1013	47.8	Physical Health	649	26.3
	Situation and condition of work environment affecting to health	486	22.9	Psychological tensions	850	34.4
	Situation and condition of work environment affecting to learning	622	29.3	Mental well-being	972	39.3
Total		2121	100.0		2471	100.0

UNY	Experience on violence and aggression act	2614	43.2	Physical Health	1948	28.4
	Situation and condition of work environment affecting to health	1492	24.6	Psychological tensions	2678	39.1
	Situation and condition of work environment affecting to learning	1948	32.2	Mental well-being	2228	32.5
Total		6054	100.0		6854	100.0

Occupational Stress associated to work environment factors in Indonesia

The occupational stress level of academic staffs in UNY is influenced by work environment factors based on indicators of experience of violence and acts of aggressive behaviour from the level of influence with a total score of 2614 (43.2%). The indicators situation and condition of work environment affecting on health might observe from the level of influence with a total score of 1492 (24.6%), and indicators situations and conditions of work environment affecting on learning might observe from the level of influence with a total score of 1948 (32.2%).

The data showed that the work environment factors were the highest stressor among UNY academic staffs are the indicators of experience the violence and acts of aggression which might observe on the level of influence with a total score of 2614 (43.2%). And, the lowest indicator

of workplace conditions affecting on health might observe from the level of influence with a total score of 1492 (24.6%).

Occupational Stress associated to health factor in Indonesia

The level of occupational stress among academic staffs in UNY is influenced by health factors based on the physical health indicators and might observe from the influence level with a total score of 1948 (28.4%). The indicator of psychological tension might observe from the influence level with a total score of 2678 (39.1%). And, the indicator of Mental well-being might observe from the influence level with a total score of 2228 (35.2%).

The data showed that health factor become the stress factors among academic staffs in UNY; the highest indicator is the psychological tension and might observe from the influence

level with a total score of 2678 (39.1%), and the lowest of physical health indicator might observe from the influence level with a total of 1948 (28.4%).

The following data displays the occupational stress based on the factors affecting the occupational stress among academic staffs in Sultan Azlan Shah University (USAS). The factors divided into two; work environment and health.

Occupational Stress associated to environmental factor in Malaysia

The occupational stress levels influenced by environmental factors among academic staff in USAS are influenced by work environment factors based on indicators of experience violence and acts of aggressive behavior and it is observed from the level of influence with a total score of 1013 (47.8%). The indicators situation and conditions of work environment affect on health factor with a total score of 486 (22.9%). And indicators situations and conditions of the work environment affecting learning might observe from the level of influence with a total score of 622 (29.3%). The results indicated that work environment factors are the stress factor of the highest USAS academic staffs on the indicators of experience violence and acts of aggressive behavior and might observe from the level of influence with a total score of 1013 (47.8%). And, the lowest on indicators situations and conditions of the work environment affecting health might observe from the level

of influence with a total score of 622 (29.3%).

Occupational Stress associated to health factor in Malaysia

The occupational stress levels influenced by health factors based on physical health indicators observed from the level of influence with a total score of 6498 (26.3%), psychological tension indicators might observe from the level of influence with a total score of 850 (34.4%), and mental-well being indicators might observe from the total score of 972 (39.3%). The results indicated that the health factor is a stress factor among academic staff in USAS; the highest in mental-well being indicators might observe from the level of influence with a total score of 972 (39.3%) and the lowest in physical health with a total score of 649 (26.3%).

Discussion

The occupational stress level in the Universities in Indonesia and Malaysia

The results showed that the occupational stress level of academic staff was in the average category; 82 people (38.7%) in UNY (Indonesia) and 21 people (41.2%) in USAS (Malaysia). Supported by Kyriacou (2010), defines academic staffs stress as "an educator's experience of unpleasant negative emotions, such as anger, anxiety, tension, frustration or depression, which effect from several aspects of their work as educators." Educator pressure might common found in the teaching profession. A study in New Zealand on secondary

teachers by Manthei and Gilmore (1996) found that more than 26% of teachers stated teaching was very stressful (Kristen Ferguson, 2012). Some studies also support the finding and have an interpretation that most of the education staffs tend to have a stressful condition in carrying out their professional duties.

The stress condition experienced by educators has a negative impact on work productivity in an institution. This statement is supported by a survey to 228 employees conducted by Valeria Ciampa et.al (2018: 1); found out that employees who work in tension have an impact on fatigue and loss of work motivation. This stress condition also relates to the ability to self-regulate and decrease the self-control.

Furthermore, the negative impact on work stress situation makes the performance less optimal. The unachieved the targets and goals of work in accordance with expectations show the unachieved job satisfaction. Nilufar Ahsan et.al (2009: 121) found a negative and significant relationship between occupational stress and job satisfaction. The determinant factors of occupational stress in this study are management roles, relationships with others, workload pressures, role ambiguity, homework mechanisms, and performance pressures. These factors explain that the source of stress comes from self and the work environment puts the pressure on various demands.

The continuous stress conditions encourage academic staff to work towards problems solving. The form of assistance can be done with a self-help model as a treatment for the individual. The effectiveness of the therapy can be recommended as an intervention service in the scope of public health in dealing with stress and burnout. (Patrizia D. Hofer, 2018: 189).

Another study involving one thousand teachers as a sample, consisting of four hundred fifty male teachers and five hundred fifty female teachers. The stratified random sampling technique used for sample determination. The instrument was a structured questionnaire of Job Related Stress Inventory (JSI). The results showed that stress levels related to teacher gender. The age of the teacher has a significant effect on stress levels. Based on the findings, recommended that teachers must be able to carry out positive stress management and coping techniques. Teachers also need to obtain service in individual counseling sessions, seminars, and workshops to minimize the effects of occupational stress. Eunice Maduakonam, Anene (2014). In line with the research conducted by, the stress level of male educators with a score of 17 (60.71%) was higher than the stress level of female educators with a score of 11 (39.29%) Azizah Binti Ahmad and Shah Alam (2016).

The stress level of academic staffs between USAS in Malaysia did not show significantly differences from

the stress level in Indonesia, both from the overall stress level and from the influence factors. In sum, the stress level was in average category with 55 people (41%). The pressure experienced by educators seems to be prevalent in the teaching profession. The study found out that about 20% of educators in the UK experience very stressful teaching activities. Borg dan Riding (1991) found higher results on stress levels in Maltese language educators, with almost 34% of them feeling very stressed.

The stress level experienced by academic staff needs to have attention in solving. Solving the stress might come from within the individual or built from the work environment. According to Kyriacou (2010: 27) a healthy work environment has the characteristics: good communication among the staffs, strong sense of collegiality, management decisions based on consultation, consensus based on the values and key standards, institutional policies/ overall in the work environment, roles and clear expectations, academic staff receive positive feedback and praise, a level of resources and good facilities to support academic staffs, availability support to solve the problems, work policies, and procedures are easy to follow, and additional assignments adjusted to the skills possessed by academic staff.

Furthermore, it explained that stressful conditions on academic staffs can be reduced by several steps, namely: building an atmosphere of a pleasant

work environment, utilizing good management and planning towards the future (visionary), and career development in human resources. In the field of guidance and counseling, the components that support stress reduction are called system support services. In the final step taken by the institution is the implementation of counseling services at the university level (Kyriacou 2010: 31). Some universities have implemented the policy of organizing such guidance and counseling services. Optimization of the function of guidance and counseling services at the university has been able to reduce the problem of occupational stress among academic staffs.

Factors Affecting Stress

Policymaker at the university is the highest aspect in UNY, Indonesia as a predictor of stress with a total score of 3624 (16.5%) and the lowest aspects are role ambiguity and competence with a total score of 1535 (7%). In line with research conducted by Lorraine Cathrine Jonker (1991) aimed at identifying excessive stress levels and investigating the relationship of the stress with certain predictive variables among educators. The sample of 145 academic staffs recruited from a college in Gauteng. Data collection conducted with self-managed questionnaires. The results of multiple linear regression analysis showed that organizational constraints, interpersonal conflict in the workplace, and tolerance problems were significant predictors of excessive stress. Organizational constraints,

high workload and tolerance are significant predictors of over-stress and organizational constraints, tolerance, gender, and quantitative workload are significant predictors of excessive stress. It recommended that further research use this study as a foundation for comparison because they're very few researches on stress in universities and might also help in the development of interventions in reducing the excessive stress among academic staffs in universities.

The highest working environment factors that affect on stress in UNY, Indonesia are the indicators of violence and acts of aggression behavior and might observe from the level of influence with a total score of 2614 (43.2%) and the lowest indicator of work environment situations and conditions that affect health and might observe from the level of influence with total score of 1492 (24.6%). In line with Van Dat Tran & Minh Tuan Lam Le (2015) explained that school environment factors are able to predict teaching effectiveness, occupational satisfaction, and teacher pressure. In this study, the sample was 387 junior high school teachers in Vietnam. The findings from the statistical analysis showed that teachers have positive perceptions of the school environment, teaching effectiveness, job satisfaction, and very negative of stress. The results from multiple regression analysis also indicated that school environment factors as predictors for the success of teaching by the teacher, teacher pressure and occupational satisfaction. From the investigated toward

seven schools environment factors, teachers' perceptions toward head school leadership, mission consensus, professional interest, affiliation, and student's support had the strongest influence on the outcome variable. Among the outcome variables, teaching effectiveness was positively related to occupational satisfaction; meanwhile, stress is negatively related to occupational satisfaction and teaching effectiveness.

Health factor becomes the highest level of stress causing factor among teaching staffs at UNY, Indonesia on psychological tension indicators seen from influencing levels with a total score of 2678 (39.1%) and the lowest level is physical health seen from influencing levels with a total score of 1948 (28.4%). In line with Rubina Hanif (2011) stated that occupational stress prevalence has expanded widely in the past decade. This also happens to educators in both schools and colleges. According to them, teaching is a long stress experience that can lead to mental health and poor physical health. Meanwhile, there is plenty of evidence that occupational stress has a negative impact on health and work performance. Einar B. Thorsteinsson (2014) also stated that psychological tension is characterized by psychological stress, anxiety, depression, and fatigue.

Ali Mohammad Mosadeghrad (2013: 224) described that high occupational stress might be associated with an increased risk of physical injury, cardiovascular disease, high blood pressure,

depression and an increase in negative personal behavior such as anger, anxiety, and irritability. Occupational stress positively associated with the desire of employees to move to another workplace. The practical implications of this study lead to the design and implementation of strategies to reduce occupational stress among employees.

The highest aspect of occupational stress among academics in USAS, Malaysia is the role ambiguity factor seen from a total score of 1175 (15.5%) and the lowest aspect is the role conflict with a total score of 660 (8.7%). The results indicated that the determinant aspects of psychological comfort of educators in Malaysia are the clarity of roles and tasks carried out by educators at the university. These results are also supported by research by Nilufar Ahsan et.al (2009: 121), explained that role ambiguity is one of the determinant factors of occupational stress.

The work environment factor of the highest stress factor among academics in USAS, Malaysia is the indicators of experience violence and acts of aggression behavior seen from the influential level with a total score of 1013 (47.8%) and the lowest indicator is the situation and conditions of the work environment affecting health seen from a total score of 486 (22.9%). There much research findings showed that the impact of stress on physical and psychological health is caused by acts of aggression carried out by colleagues in the work environment. The results of a study in Canada by

Vic Catano (2011) showed that 22% of respondents report the relatively high number of physical health in the last decade. The same percentage founds that high dependence on medication (drugs) associated with stress due to acts of aggression. Symptoms of physical health are similar in Australia, which is 21.5% for the same series of symptoms. Health factors, the highest factor of stress factors among academic staff in Malaysia are mental welfare indicators seen from the level of influence with a total score of 2826 (42.6%) and the lowest factor is physical health seen from the level of influence with a total score of 1644 (24.8%). This percentage is lower than the study of academic stress in the UK at 31.4%. Differences in the results of the research data due to differences in the scale used in each country. Meanwhile, this particular research used the same scale for both Indonesia and Malaysia. Although, there are limitations in this study regarding the number of samples which did not reach the determined because of the lack of university involvement. For further research is expected to find appropriate strategies to solve the problem of occupational stress at universities in Indonesia and Malaysia with larger sample size and by examining the causes and other effects of occupational stress.

Conclusion

The study concluded that the academic staffs in universities both in Indonesia and Malaysia as a whole were classified into the average category which is Indonesia at 43.9%

and Malaysia at 35.1%. The findings of work environment factor that become the highest factor of stress among academic staff at UNY were the indicators of violence and acts of aggression, and the lowest indicators were situation and condition of workplace affecting on health. Meanwhile, the highest of the health factor of the stress factors among academic staffs at UNY was the indicators of psychological tension, and the lowest was on physical health. The findings of the work environment factor that become the highest factor of stress among academic staff at USAS were the indicators of violence

and acts of aggression, and the lowest indicators were situation and condition of the workplace.

There is no difference at the occupational stress level and only a difference in the occupational stress level factors influenced by health factors at UNY and USAS. The highest indicators of psychological tension of health factors are a stress factor among academic staffs at UNY. Meanwhile, the highest stress factor among academic staffs at USAS on health factors was mental-well beings indicators.

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IMPORTANCE OF VIRTUAL INTERPERSONAL COMMUNICATION ON EMPLOYEE MOTIVATION DURING COVID-19 PANDEMIC: AN EXPLORATORY STUDY ON WOMEN COLLEGE TEACHERS IN KOLKATA, WEST BENGAL

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ABSTRACT

COVID-19 pandemic has significantly impacted on every aspect of mankind. Education sector is not left behind. Many education organizations around the world are closed now. The whole education system specially teaching-learning, knowledge sharing, evaluation methods etc. have been shifted from offline to online platform. Teachers are forced to work from home and they persistently trying to adopt new modes of virtual teaching. The new normal working process is challenging for them in keeping their motivation to work. Lack of physical face to face communication with students, colleagues, the Principals is affecting in teachers' motivation to work. This research study is an explorative case study and the sample was selected by using purposive sampling technique. For this study 9 female teachers of a Kolkata based college, West Bengal were chosen. They were interviewed on telephone to collect data. In-depth interview derived findings are divided into themes and discussed. This study will be beneficial for the higher education authority to concentrate on the role of virtual interpersonal communication in respect of teachers' motivation.

Keywords: Virtual communication, motivation, work from home, Covid-19 Pandemic

Introduction

COVID-19 pandemic has impacted in every aspect of mankind. The govt of every country is appealing their each citizen not to step out of their houses. All the professional excluding the emergency personnel are working from their home remotely. Education sector is not left behind. All the educational institutions are closed now. The teaching-learning process has converted from offline mode to online mode. From small kindergarten students to the post graduate students are now compelled to use communication devices to attend their classes. It was not imagined a few years ago that a day would come to learn every lesson through technological devices. This pandemic period forced them to adapt these devices and learn to use them correctly. Using these devices constantly is challenging for them. In absence of face-to-face communication, they lose their motivation very often. Teachers are also facing same problems. This is also a new challenge for them.

Generally teaching job is very challenging but it is always not praised like other professions. A teacher not only imparts knowledge to his students and helps to build career of them, but also does many other administrative works in the concerned education institution. They are usually engaged in teaching-learning process, knowledge sharing and evaluation processes. He also simultaneously tries to develop his own career by doing many professional courses. But in recent time, COVID-19 pandemic

has changed everything. The entire classroom teaching is shifted from college building classroom to virtual classroom. Online classes are done on the virtual platforms like Google Meet, Zoom etc. Computer -mediated communication has replaced the face-to-face mode communication right now. So it left impact on the motivation of the teachers too.

Communication in which information, ideas, thoughts are feelings are exchanged between two people virtually, is called virtual interpersonal communication. During pandemic, most of the people are working from their home. They communicate with the outer world virtually. They mostly used Twitter, WhatsApp, FB messenger, emails etc. to communicate with their colleagues and bosses. Communication is fast here. Though it lacks face to face interaction, but it connects two digitally literate persons to exchange their message instantly. Pandemic make the people stay their home for being safe. Teachers also doing their online classes from home. But they miss the actual classroom and staffroom atmosphere. But something is always better than nothing. In the amidst of uncertainty about the future, fear of affecting by corona virus, multiple household chores could make a teacher demotivated towards his job. Communicating with the principals, colleagues and students at least over the phones, video calls, SMS, chat etc. can boost up their motivation for the works.

Communication is one of the important factors impacting motivation. It can

enhance one's motivation towards his job and also lack of communication brings demotivation. A motivated teacher can bring success to an organisation

Literature Review

Bradley et al (2004) talked on using computer-mediated communication to create virtual communities of practice for intern teachers. They asked 35 intern teachers on teacher reflection, computer mediated communication and social cognition. Content analysis methods were applied. Their study suggested that web-based conferences are sensitive to relatively light instructional and social pressures.

Nina Langer et al (2020) investigated the critical role of teachers in providing social and emotional support for newly arrived migrant and refugee learners in Denmark during Covid-19. They took telephonic interviews with eight Danish preparatory school teachers. The schools were all closed. Their study highlighted how covid-19 induced school closures constrain the care work of teachers and refugee learners.

Agus Purwanto, et al (2020) explored the impact of work from home (WFH) on Indonesian teachers performance during covid-19 pandemic. They telephonic interviewed 6 people in an elementary school in Tangerang. They concluded with the advantages and disadvantages of WFH during Covid-19.

Tajularipin Sulaiman, et al (2021) examined the effect of e-evaluation

on work motivation among teachers during Movement Control Order (MCO) and determining the mediating role of stress. The findings suggest that teachers' stress cannot mediate the relationship between e-evaluation and work motivation.

Amal Akour, et al (2020) study the psychological status, challenges of distance teaching and coping activities and pandemic -related concerns among university teachers in Jordan in the midst of covid-19 related quarantine and control measures. They conducted a cross-sectional study using an anonymous online survey. The study concluded with the fact that the university teachers exhibit various levels of psychological distress and challenges during the implementation of precautionary national measures in the battle against COVID-19 in Jordan.

Research Question

How virtual communication affect college teachers' motivation during COVID-19 pandemic?

Objective of the Study

- To identify the benefits of virtual interpersonal communication on the teachers' motivation during COVID-19 pandemic.
- To explore the negative impacts of virtual interpersonal communication on the teachers' motivation during COVID-19 pandemic

Data

- *Primary data:* Data obtained via interview with 9 college teachers over the telephone
- *Secondary data:* Different reports, articles, research papers published in different journals, magazines, newspapers

Method

In this research study case study method was employed for exploration of information. The approach of the research was qualitative in nature. In this study respondents were 9

women college teachers. 3 Associated Professors, 3 Assistant Professors and 3 State-Aided Teachers in Kolkata were interviewed for in-depth study. For confidentiality each of the respondents were numbered R1,R2,R3,R4,R5,R6,R7,R8 and R9. A semi structured questionnaire was formed and asked over the telephone. The sample was selected by using purposive sampling method to achieve certain research objectives. All the telephonic conversation were recorded with the respondents' permission. Due to COVID-19 pandemic, face to face interview were not possible.

Profile of Respondents

Respondents	Age	Designation	Education	Experience (years)	Marital Status
R1	48	Associated Professor	M.Phil., PhD	20	Unmarried
R2	33	Assistant Professor	M.Sc.	10	Married
R3	28	State-Aided College Teacher	M.A.	6	Married
R4	58	Associated Professor	PhD	30	Married
R5	27	Assistant Professor	M.Com.	4	Unmarried
R6	35	State-Aided College Teacher	PhD	9	Married
R7	51	Associated Professor	M.Phil., PhD	25	Divorcee
R8	40	Assistant Professor	M.A., M.Phil.	15	Unmarried
R9	32	State-Aided College Teacher	M.Phil.	8	Unmarried

Research Findings

For convenience of the study, two themes were formed. Theme 1 mainly focused on the advantages of virtual communication on the female college teachers' motivation.. Teachers of Kolkata based colleges were interviewed and seek for their opinion on their motivation to their jobs. Theme 2 focused on the disadvantages of virtual communication on their motivation as well.

Theme 1 : Advantages of Virtual Communication on Teachers' Motivation

Excerpts of the Respondents' opinion

R1: “..... It was last week of June 2020. Our Principal told us to start online class on Google platform. I was clueless. I never did it before. But through our college WhatsApp group our IQAC coordinator assured us for a weeklong internal workshop on Google Meet and Google Classroom. In that workshop I learnt many things which help me in taking virtual class smoothly. It is easy to access and saves time. I can limit unnecessary interaction.”

R2: “... I am well versed with computer applications. I knew how to manage online environments. So, it was smooth sailing for me. I happily helped my other colleagues to operate their devices for online classes. Due to Covid-19, we were missing our staffrooms addas. But seeing and talking with them virtually my engagement with my job enhances.

Something is always better than nothing”

R3: “....my college is far from my home. It takes around 2 hours to reach my college. Due to recent pandemic, all the colleges in West Bengal is closed now. I am enjoying my onlineclasses. I save my time in terms of travelling. I can balance my work with my family well during pandemic. I have more time now to read for myself. There is an ocean of information in the virtual world. My thirst of gaining knowledge enhanced day by day”

R4: “..... Due to pandemic I am at home since March 2020. I am new in my job. I have more time now to prepare myself for upcoming NET exam. After the online classes, I generally watch YouTube lectures which me in my study. I downloaded many study materials from different websites. It is really helpful.”

R5: “.....you know Corona virus is very contagious in nature. Though we are using mask, hand sanitizers. We are trying to maintain social distancing whenever we step out our houses. I literally take bathe after returning from outside. I am really freaking out. I thank our Prime Minister for his decision of closing all the educational institutions nationwide. I am really comfortable with the virtual classroom teaching right now. The fear of getting affected by the virus is gone now. I no longer panic now. I can concentrate in my environment friendly teaching learning process. Virtual world is the safest place right now.”

R6: “.....My principal praised my work in our last virtual TC meeting. I organised a virtual Independence Day programme with my students. It was really nice. In the amidst of uncertain situation worldwide, these few words of appreciation really encouraged me. Very often our Principal personally calls to everyone and wants to know their needs and suggestions”

R7: “..... In these last few months I attended different courses. Corona period gave me an opportunity to broaden my knowledge. I came across other educators of my department from different country. I also presented my views there. Even I myself too organised two National level webinar in my department. You know it is very easy to organize such programmes. It is hassle-free. It makes me more productive.”

R8: “..... I am still struggling with my virtual classes and evaluation process. But I do not give up till now. It is not a rocket science. My students also try to help me to do better in terms of using technology. Learning on technology is fun with my students. “

R9: “.....I found shy and irregular students to be more vocal and regular in their virtual classrooms. Before the pandemic, I often tried to reduce communication gap between us in the normal classroom. But due to huge classroom size and work pressure I somehow not be able to sit with them personally. Due to covid-19 outbreak I was tensed for my students...about their health,their well beings, ... more over about their future. But when our

Principal informed us to begin our classes virtually, I became very happy because I would again be able to meet my students, hear their voices. Seeing active students in the classrooms I feel more motivated.”

Disadvantages of Virtual Communication on Teachers' Motivation

Excerpts of Respondents' opinion

R1: “.....Virtual world is virtual world. Though I am taking my classes virtually, but the interface does not give me that level of satisfaction of teaching. I see the students' images and their names on the screen. Nonverbal communication is not possible here. So I am not fully satisfied with this “

R2: “..... I miss the “WE” feeling. Everyone is here, but still, no one is here. I sometime feel lonely.”

R3: “..... It is new to me. I found complication in searching work related information. There are so many virtual groups in our college and so many members in those groups. It is really hard to find an important message in the pile of messages. “

R4: “..... Our Principal expects exaggeratedly from us. We are not proficient in using virtual devices. It really sucks sometimes. Principals need to understand this.”

R5: “.....Difficulties in maintaining effective communication and cooperation with the Principal, the

colleagues and the students.”

R6 and R7: “..... Emoticons, GIFs, Avatars cannot replace the real facial expressions. Face to face interaction is far better than virtual communication”

R8: “.....Creates anxiety, confusion and miscommunication”

R9: “ I cannot keep undivided attention in virtual platforms”

Discussion

Theme 1: Benefits of virtual interpersonal communication on teachers' motivation

College teachers in Kolkata are working from home nowadays due to covid-19 outbreak. The Education Minister Dr. Partha Chatterjee in his last meeting in February 2021, advised all the colleges and universities of West Bengal to continue online classes till his next announcement. Since March 2020, the offline classroom has been shifted to online classroom. The mode of communication is virtual. Most of the college teachers has learnt to use technology to conduct their teaching process. They not only interact with them in the classrooms, they make voice calls, video calls, chatting etc. to express their views on any given topic. It is time saving mode of communication. They can share data, information, study materials, question papers in a blink of eyes. Women college teachers can balance their work and life very well now. The Principals

and other administrative officials are keeping their eyes on the wellbeing of the employees. They contact with the teachers and trying to get their regular feedback virtually. On the other hands teachers also get motivation when they find that the authority is beside them during this pandemic uncertain time. A few words of praise in the virtual college meeting in the presence of other colleagues make a teacher more motivated. In the virtual world the scope of gaining knowledge is cheap and limitless. It is cost effective in terms of travelling. Teachers have more time for their research works. Unnecessary interaction can be curbed here.

Theme2:Negative Features of Virtual Interpersonal Communication on Teachers' Motivation

Though Virtual communication is the safest way to communicate during COVID-19 pandemic, but there are many people who still are struggling to use it well. Besides there are many people who can not afford to buy technical devices for virtual communication. In any colleges and universities, multigenerational teachers work together. In West Bengal the retirement age of a college teacher is 65years. The teachers of older generation found difficulties in handling devices to communicate virtually. The anxiety and dissatisfaction can be seen in their performance. The exaggerated expectation of the college authorities seems unachievable often to all the faculties. Besides the virtual interface

of students and other colleagues, it does not give satisfaction to any teachers. It seems they are talking with the ghosts. There are many groups in WhatsApp to discuss study related information with students and work-related information with the Principal and the colleagues. With this overloaded information seems heavier for a teacher. Sometime important information become very difficult to search in a group. Due to its main dependence on the internet connection, it becomes useless if the connection gets lost. It creates anger and despair that moment and motivation curves down immediately. Most of the teachers miss their normal classroom teaching. Seeing the happy faces of students, interaction with them face to face give a psychological satisfaction. Virtual classroom may be able to bring all the students in one place, but soul is missing. This feeling brings demotivation of teachers. Emoticons, Avatars, GIFs cannot replace seeing one's original facial expression.

Conclusion

Covid -19 has suddenly brought a huge change in our life nowadays. We cannot ignore it. Until and unless we get vaccine, we are not free from its attack. We have already lost many of our close people. But life cannot be stranded like this. It finds its own way to proceed. Computer mediated

communication takes the position of face-to-face communication now. It is safe and it replicates the real world. Yes, there are technical glitches, but it connects the entire world within a few seconds and brings in our small room. Voice call, video calls, sms, chats etc. help us to keep communicated with the outer world. Covid-19 pandemic left impacts in Education sector too. The entire teaching-learning process, evaluation process become online now to stop transmission of Corona Virus. Maintaining social distancing is not possible in a normal small classroom where students number is high. So to keep the lessons unhindered, all the colleges and universities started to take their activities on virtual platforms. Teachers are not only teaching their students in online mode but also they are enhancing their own knowledge banks. They are also developing their professional career by attending different webinars, conferences, workshops, faculty development programs organised by different universities in India. Students are also enjoying their classes.

Covid -19 cannot stop the learning process. If a teacher can ignore all the disadvantages of virtual communication in teaching process, he/she will get all the positive sides which brings similar motivation to work for betterment which leads to the success of an organization.

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MENSTRUAL LEAVE AT WORKPLACE: EMPLOYEES' POINT OF VIEW

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ABSTRACT

Women are biologically different from men. They face unique bodily challenges. One of them is their hormonal cycle, commonly known as menstruation. They bear both physical and mental stress during that period. Coping with such stress is more difficult for working women. On the one hand, workplaces are becoming progressively inclusive. More women are joining the workforce and are contributing to the growth of the economy. On the other hand, organizations have not been very sensitive to this unique need of women. During menstruation period, more than work, what women need is rest. But there are no policy initiatives to take care of such a need. This subject has been debated in the parliament, but no law has yet been passed. A law mandating Menstrual Leave or Period Leave in every organization can be a step in the right direction. In this research paper, the authors have tried to find out the opinion of employees about such a leave. This empirical study has been done by selecting samples from Agartala, Bhubaneswar and Raiganj.

Key Words: Period Leave, Menstrual Leave, Leave Policy , Inclusive Workplace , Gender Equality.

1. Introduction

Economic progress of a nation is dependent on optimum utilization of the productive human resources. With changing gender roles, women are no more limited to household work and are increasingly joining the workforce and are engaged in various forms of economic activities. Women are excelling in many fields and are now trading into vocations traditionally earmarked for men. Such influx of women has happened in both the unorganized and the organized sector. In the unorganized sector, they are either the primary income earner or are supplementing efforts of their men counterpart. Most of the time such contributions from her side is not remunerated but the fact that she is part of the economic activity is a step in the right direction. In the formal sector, participation of women in the service sector has been significant. In the manufacturing sector also companies are recognizing their capability and have been working towards higher gender ratio. In spite of all these positive actions, India's female Labour Force Participation Rate (LFPR)—the share of working-age women who report either being employed, or being available for work—has fallen to a historic low of 23.3% in 2017-18, meaning that over three out of four women over the age of 15 in India are neither working nor seeking work.

From time immemorial, men and women both have been engaged in employment in various sectors. However, there always remained

a disparity between the working conditions of men and women and the scenario was almost the same till the 20th century. But with the advent of the 21st century, we witnessed various women-centric policies in the workplace. Such a shift in outlook first started in Europe with adoption of various women-centric policies. From there it spread to all over the world. Even in countries like India, which have been historically male-dominated society, the Government introduced many policies particularly for women so that they get benefited and enjoy an equal status as that of their male counterparts. However, one of the major areas which has been continuously neglected by the successive governments in India for the benefit and relief to women has been the policy of period leave for working women.

Menstrual leave or Period leave is a kind of leave where the working women have the option to avail either paid or unpaid leave from the institution of her employment during her period of menstruation as such a condition adversely affects her ability to work.

In this study we investigate whether there is a need for a policy regarding period leave for women and if needed, whether such a policy should be made by the legislature or be institution specific. Through this research paper, we aim to find out the need for a period leave policy for the working women which will either be formulated by the legislature or by the institution in

which the women are be employed because it will lead to better working conditions, promote healthy mental and physical environment and further uphold the right to a dignified life to the women.

This research is intended to tackle a problem which is faced by the working women everywhere, still no policy has been made or has been tried to be promulgated either by the legislature or the institutions, barring an exceptional few. Also, the research into this topic has remained limited because of social taboo and lack of quantifiable data on the subject.

By the outcome of this research we intend to fill the gaps in various other studies relating to women which would benefit them or are meant for their further social, economic as well as physical well being and progress. The data collected for this research can be used as a guiding factor to formulate such a period leave policy or any other related policy either by the legislature or the respective institutions. The various limitations which have been highlighted in this research can be taken up by the appropriate authorities to tackle them for smooth implementation of such a policy.

2. Literature Review

The researchers delved into the existing resources on the topic to get a clear understanding of the existing state of affairs and then tried to identify the gap which needs to be bridged. The following articles have been instrumental in giving a brief

idea about the debates and identifying the problems underlying the topic of period leave so far.

According to an estimate by the IMF, equal participation of women in the workforce will increase India's GDP by 27% and will add a whopping USD \$700 billion to its GDP by 2025. Thus as observed in this report, economic growth and gender equality go hand in hand. This warrants women to be provided with better working conditions and conducive terms of employment.

Millions of girls and women face discrimination and health challenges in India because of their lack of awareness regarding menstruation. According to a study by the UNICEF, in India 71 percent of young women, until their first menstrual cycle, remain unaware of it.

The New York Times¹ in one of its articles has discussed the factors that has led to the introduction of period leave in USA. One of the prominent points it discussed is the taboos related to menstruation which goes beyond any geographical territories and the demeaning ways of life it thrushes upon women.

Live wire² formulated a commentary which primarily discussed a very important concept of gender equality

1 Geneva Abdul, *Company's Paid Leave for Periods Takes On a Workplace Taboo*, N.Y. TIMES, Aug. 11, 2020

2 Sanjukta Bose, *A Quick Note on Gender Equality For Critics of Zomato's New Period Leave Policy*, L.W., August 14, 2020

and how affirmative action is not the same as discrimination. This article directly attacks the belief system which speaks against period leave because, when women assert to be treated equally, it means women wants to be treated as men, which is not the case at all. This article also discusses in brief the biases the women face in various nations.

A news article published in Aljazeera³ discussed the various reactions even among the women of India towards the introduction of the “period leave” by Zomato. It particularly focused on the contrasting views even among the sections of women towards such a women-centric policy, while some in favour of it while others against it. The Hindu⁴ once highlighted how the State of Bihar has proactively adopted such a policy of providing two days of leave every month to the women employees since 1992. This is highlighted because this State is considered a laggard in the aspect of gender equality and women empowerment. Also, this article highlights the pain which women employees have to undergo every month due to menstruation.

In Manupatra⁵ the article presented an all-round approach to the whole conception of period leave. It discussed

3 News Agencies, *Zomato's 'period leave' policy triggers debate among Indian women*, AL JAZEERA, Aug 12, 2020

4 *Urvashi Prasad*, *India needs a menstrual leave policy*, B.L. The Hindu, June 07, 2018

5 Vrinda Aggarwal, *Leave to Bleed: A Jurisprudential Study of the Policy of Menstrual Leaves*, 8 JILS 1,8-9 (2017)

at length the Menstruation Benefits Bill of 2017, a private member's Bill and an analysis of the sections contained in it. It also supported the schemes of period leave which are adopted by some of the countries around the globe. It further discussed the biological approach for the policy relating to menstruation and menstrual leaves. The most important aspects which have been dealt by this article are the constitutional aspects of such policy, the area of privacy for women, and the first and foremost point being properly upholding the dignity of women through such menstrual leaves.

2.1 Legal Prospective

Lets dive into the Constitutionality of the Menstrual leave before proceeding into finding the opinion of the employees and employers.

Article 14 of the Indian Constitution reads as-

“14. Equality before law- The State shall not deny to any person equality before the law or the equal protection of the laws within the territory of India Prohibition of discrimination on grounds of religion, race, caste, sex or place of birth.”

This Article has been brilliantly drafted by the wise framers of our Constitution to include not only a negative duty but also a positive liability upon the State. Negative duty of the State refers to the duty that the State shall not intervene in the rights of the subjects whereas, the positive duty places the liability upon the State to frame laws that shall protect the ones who need it. Thus,

the meaning that this Article implies isn't that everybody should be treated equally, but that there should not exist any special treatment between classes without justifiable reasons attached for the same. Equal protection of the laws means that people similarly situated ought to have the same laws applicable to them.

If an act which protects the right of women to take maternity leave is valid and has been welcomed, it is difficult to argue why the notion of menstrual leave needs to be targeted as being unfairly prejudicial to ones who can't avail it given that nobody has a choice when it comes to period or the way it effects both mental and physical wellbeing.

One of the provisions from which such a policy of providing period leave for the women can be justified is Article 42 of the constitution.

This Article falls under the chapter of Directive Principles of State Policy. As per this article, the State is mandated to "make provision for securing just and humane conditions of work and maternity relief". Further, under Article 15 discrimination on the grounds only of sex has been prohibited. However, clause 3 of the said article provides that the State can make special provisions solely for women and children and nothing in article 15 shall prevent the State from making such provisions. Thus, from the above two Articles it can be observed that the Constitution itself casts a duty on the State for providing relief to

women in matters of employment and a healthy working environment for the women employees, both physically and mentally.

The former specifically relates to the "just and humane conditions of work". Now considering the policy of period leave with regards to this it can easily be concluded that the women employees who, because of the absence of such a policy are bound to work during their menstruation period, such a practice would qualify as unjust and inhumane and a violation of this Article. The State is under an obligation, by virtue of Article 42, to ensure "just and humane conditions of work" for women employees and to fulfil its obligation.

Another aspect for the constitutional validity of such a policy derives its strength from Article 21 of the Indian constitution which guarantees to every person the right to life.

Article 21 of the Indian Constitution reads as-

"21. Protection of life and personal liberty- No person shall be deprived of his life or personal liberty except according to procedure established by law."

The right to life under this article includes the right to live with human dignity.⁶ In a country like India where women have to face many kinds of social stigmas, either in the society or at their workplace, in many cases

⁶ *Francis Coralie Mullin vs UT of Delhi*, AIR 1981 SC 746

women employees face discrimination and humiliation because of periods, even from their female counterparts. This results in the violation of their constitutional right to live with human dignity. To prohibit such practices and to prevent the sufferings of such women employees as well as violation of constitutional right, the legislature has all the rights to step in and formulate such a policy.

3. Research Gap & Research Problem

From the above valuable articles, the one key element that seems to be missing is the opinion of the public and the analysis thereof. This topic being typically of public importance has to be understood from the attitudes and reasoning of important stakeholders, namely women employees, men employees and employers. Thus, the researchers shall try to analyse a limited sample to predict whether the thesis shall be responded to in positive or negative.

Today women are employed in almost every sector of the economy and their performance has been at par with their male counterparts. It has also been observed that in many of the sectors, the women employees have outperformed the male employees and have handled work-related problems more tactfully than the latter. However, one of the major issues which continue to hinder the performance of working women is the problems they face during their periods. The tremendous amount of pain which women face during that period affects their mental and physical health. According to

one Australian study, menstruation might lead to an increase in the body temperature and cardiovascular strain, thereby possibly rendering a negative impact on the performance of women. The energy level of women may also get lowered, however it differs from woman to woman.

In this research project, we examined various factors and issues related to period leave for working women. The opinion of both male and female employees towards Period leave for woman and their view regarding gender equality in the workplace was also brought out in this research. The most important point captured in this study is the need for a period leave policy. Quantitative data analysis approach to draw conclusion from empirical data was used in this research.

So the Research questions are :

- What are the opinions of employees, men and women, towards Period Leave.
- What should be the length of such leave and if that will be a paid or unpaid leave.
- Should the leave policy be left to the employer or the Government should make it compulsory by passing of a legislation.

4. Research Methodology

This is an exploratory research. Descriptive and Quantitative research methods has been used in this study. Details are as follows:

Research Approach: The research approach implemented has been that of interpretivism. It has been observed that one characteristics of interpretivism is that these facts are abstract in nature, and governed by a variety of factors which are non-tangible and difficult to measure.

Research Design: This research makes use of a quantitative research strategy. Quantitative research focuses on gathering numerical data and generalizing it across groups of people or to explain a particular phenomenon. **Research Methods:** For the purposes of this research, the authors have decided to use a classic social sciences research tool – questionnaires. Questionnaires were chosen for this research because they are a reliable and quick method to collect information from multiple respondents in an efficient and timely manner.

Sampling Strategy: For the purposes of this study, the authors had to examine two separate groups of participants. The first group of participants were more broad and general in nature, which is to say, that both men and women formed an equal share of it. The second group consisted of women alone, and the questions were specifically targeted to them to grasp the contrast or consistency between the major stakeholders. A sample size of 200 was used for the study and snowball sampling was used to get the respondents.

Ethical Considerations: All of the participants were informed in advance

about the purposes of this project, and gave their consent to participate. Their identity as well as the other personal details has been kept in strict confidentiality, thus meeting the requirements of the code of ethics.

Instrument of Data Collection: The researchers had framed the questions keeping in mind the social conditions prevailing in our society. The topic in itself attracts stigma and not many people are comfortable having a free discussion on it. Hence, options were provided and responses to the same were studied to reach the conclusion. Certain classes of question were also designed for women alone, they being the ones to be directly affected.

The factor of age group was of importance to study the change in approach when it comes to the fact of belonging to different generations. Marital status was kept a variable to study if it had any correlation when the answers that had been recorded. The awareness regarding the notion of menstrual phase and the concept of leave availing for menstruation was also an important factor that had high impact on the topic. Again, certain questions very clearly brought out the perception of the contributors regarding the condition or effect that period can have upon the work women undertake. The researchers also thought it wise to directly then proceed with the opinion polls regarding the leave, and whether it ought to be paid, and if yes, whether fully or partly. The interesting part was, another query was framed to bring into notice about

the outlook as to whether period leave could be prejudicial to men.

Certain questions, as mentioned earlier were framed particularly for women. This questions were significant because they involved the personal opinion regarding the availing of menstrual leave at a personal level. The reasons for not availing even though supportive of menstrual leave also had to be studied and understood to being about the analysis that the researchers were aiming at.

Data Analysis: The results were analyzed using MS Excel, due to the small sample of participants. The major results and findings of this research are discussed in the following chapter.

5. Data Analysis and Findings

The researchers analyzed the answers to questions related to Period leave , to understand the opinion and the degree of acceptance of employees in the matter of menstrual leave. The sample strategy, as was mentioned under the research methodology, was mainly divided under two branches. The first one being the general and broad one, wherein both men and women were a part, and the second one consisted of women only. Therefore, with that in mind, the researchers would proceed with the analysis of individual questions.

There were a few other questions that were left behind from the analysis, because the responses were greatly

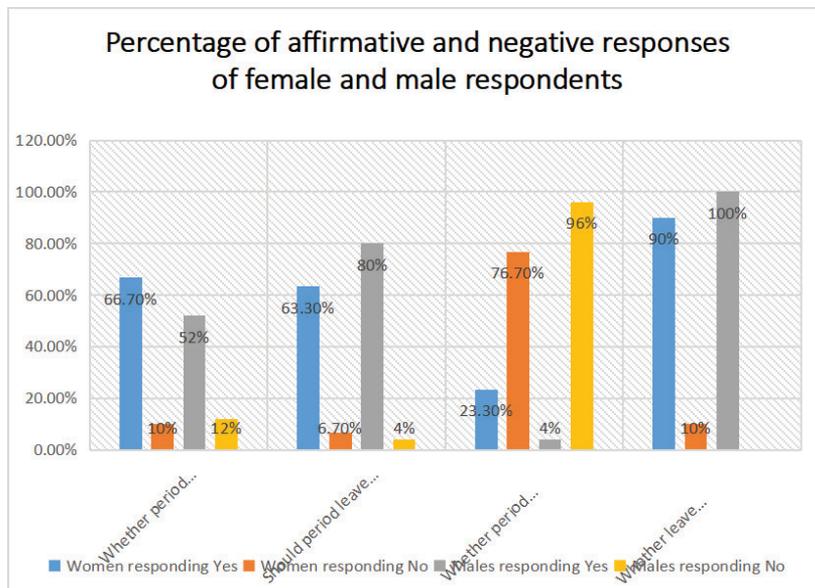


Fig. 1: Certain questions that were put forward to analyse the broad sample, i.e. both men and women being respondents. The question and the number of respondents to have said yes or no has been indicated in the graph.

unanimous, and there was not much to analyse. One such was whether respondents were aware of the concepts of menstruation and menstrual leave. Both were answered in affirmative, and hence the researchers have proceeded with the study of the responses of the queries from which can be understood as to the degree of acceptance of the concepts as discussed below.

The researchers would first proceed with the analysis of the general aspects of the questionnaire and later proceed to the specific ones.

5.1. The first question that was presented was whether the respondents believed that menstruation could result in any interference with the work they were undertaking, in any given field. The response from men and women equally, for both yes and no seems to have reached a harmony, wherein the percentage for both for and against the question presented doesn't seem to have a grave distinction based on gender. Hence, women and men from various fields have reached a consensus and have a clear acceptance to the fact that menstruation does have an impact and tends to hinder the job the woman might be undertaking.

Another very pertinent question put forward by the researchers was whether period leave ought to be granted. Even in this case, much like the previous one, the answer of yes and no, for both women and men stated that there was a general agreement with regard to the answer. Most of the respondents from either sex and all age groups agreed that menstrual leave ought to be granted to women.

5.2. Moving on to the next question, which was whether it would be unfair and prejudicial to men that women be granted menstrual leave. The very remarkable part is that, most respondents from either gender have agreed to the fact that granting women menstrual leave is unfair to men. This clearly brings out the ambiguity and the broken linkage of thoughts that the previous responses had knitted. It definitely might result out of the strong patriarchal society we still live in or the thought process we have cultivated along the way. This answer is in disagreement and clear contrast to the results discussed previously.

5.3. Moving on to the next query, the question that the researchers had put out forward was whether in case the menstrual leave if granted, it ought to be paid or unpaid. Given the similar circumstances, in case of maternity benefits it is a matter of right to receive their dues, and even as per our data, most women and unanimously all men have accepted that it ought to be paid. Certain women respondents were found to be have declined the prospect of getting paid in order to avail menstrual leave. Like has been stated in other articles previously, some people are sceptical and do not consider menstrual leave as a right.

The researchers would then like to move on to analyze the questions and the responds that were received from the specific group, which consisted of women respondents only.

5.4. The first question that was put forward to conduct this study was whether the nature of work was that of a desk job primarily. The respondents

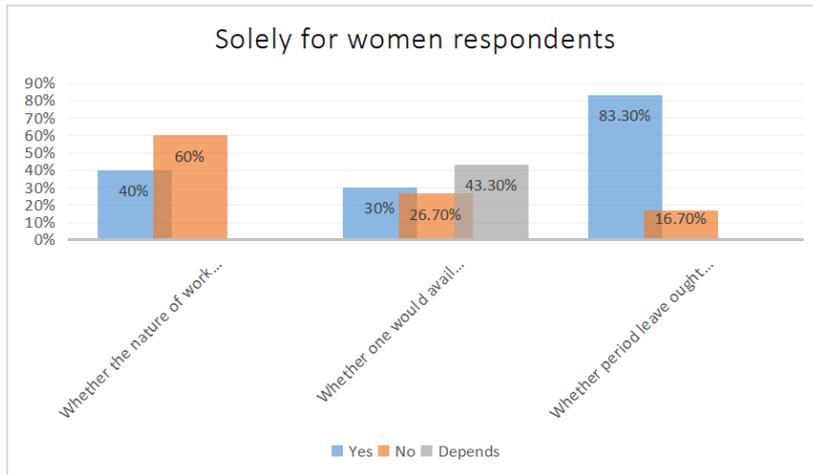


Fig. 2: The graph represents that questions that were put forward to specifically the women respondents and their respective responses.

mostly answered in negative even though the difference was noticeable, it wasn't entirely marginal.

5.5. The next question that was pertinent was whether one would personally avail menstrual leave if provided. The interesting fact that was observed was the respondents who has previously supported the introduction of the leave were themselves reluctant to avail it, even if available. This brings the topic of menstruation being a social humiliation in the stage again. People are not yet comfortable enough to even talk about it, hence this might have resulted in the discrepancy when it comes to a discussion at a personal level. It is difficult to decipher the reasoning behind the cause, because it can be varied.

5.6. The next question that the researchers were concerned with was if the menstrual leave, if

introduced should be applicable to all organizations, irrespective of the nature of their work rather than the ones which requires most, i.e. barring white collar jobs. Most of the respondents established that irrespective of the nature of work one undertakes, menstruation can be uncomfortable to deal with. Most have agreed that menstrual leave needs to be applicable to all sectors and not a selective few.

6. Limitation of the study

Through this research, we intended to find out the perception of both men and women towards the need for such a leave and then the need of a policy of period leave for the working women .

This is an exploratory research and various limitations are as follows:

Sample size: The sample size which was taken into consideration for the analysis is limited because of the

hurdle in collecting data during corona pandemic.

Lack of available data: The research topic undertaken hereby is still in a nascent stage. Not much secondary data is available on the subject.

Geographical area: As already stated, because of the various restrictions imposed by the government due to the pandemic, the geographical area for the research was limited to three cities.

Technological limitation: The restriction hindered the strength of the pool of respondents. Data was collected only in online mode.

Nationality: The research pool for this topic was restricted only to the Indians.

Stakeholder: We collected the opinion of the employees only. There are other stakeholders in the subject like Employers, Government, Civil society etc. Opinion of these people have not been considered.

7. Conclusion

Although, there have been many pro-women policies introduced by the successive Governments in India for equal participation and equal treatment of women employees, the aspect of period leave has mostly remain untouched. The topic for which this research was conducted was to look whether the introduction of a policy of period leave for women employees is required or not.

From the empirical data collected from the cities of Agartala, Bhubaneswar and Raiganj, this research therefore

throws light on the perception of the various men and female employees towards the introduction of such a policy.

Upon conducting the research, it was found out that the lion's share of the female and male respondents find it necessary for the introduction of a period leave policy in their institution. More surprising finding which the empirical data shows is that whereas 23.3% of female respondents believe that introduction of such a policy will be unfair to the male employees, merely 4% of the male employees believe that such a policy won't be unfair to them. Although conducted on a small scale, still it shows that the general notion prevalent among the general public that male employees are generally against any pro-women policies does not hold true in case of period leave policy.

Therefore, if such women-centric policies for women are not introduced at Pan-India level, proper working conditions or equality to the women employees won't be availed. Such a situation shall serve as a hindrance both to the overall development of the women, which in turn would have a catastrophic cascading effect on the development of the country. More research work needs to be undertaken into the field of such women-centric policies and great efforts should be made so that those findings can be translated into policies. Also, the proper implementation of these policies should be strictly scrutinized by the concerned authorities.

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LEADERSHIP LESSONS FROM A SINKING SHIP

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ABSTRACT

Titanic. Just a single word is enough to ignite myriad emotions. Many ships have sunk and have been forgotten in the annals of history. But Titanic is different. It is just not a story about a sinking ship. It is a story about sinking humans. That a ship as big as Titanic could sink was beyond anyone's imagination. But it did. Facts and folklore abound as to why it sank and what could have prevented it. Films have been made. Stories have been written, each capturing a part of the whole. So many wrong things happened in the darkness of one night. Precious lives were lost. The story is no different when a corporation sinks. It is just not about investors losing money. It is also about people losing jobs and their families pushed to penury. Like the captain of a ship, the CEO steers a corporation towards its goals. Profit is surely an important goal. But the welfare of employees is paramount. In this review article, the author draws leadership lessons from the Titanic story.

Keywords: Leadership, Crisis Management, Risk Management, Communication, Titanic.

Introduction

Titanic disaster has inspired many movies¹⁻³, books⁴⁻¹², memoirs and articles. Among all movies that were made on the disaster, "Titanic" is considered to be iconic. Produced in 1997, it starred Kate Winslet

and Leonardo DiCaprio. This film captures many human emotions and validates the fact that human beings are not above fate. Bad omen can strike anyone anytime. We must all be prepared for all kinds of twists and turns of life. No one has ever imagined

that the beautiful maiden journey of Titanic will end in such a helpless way.

On 10th April, 1912, 2,224 passengers from Southampton (UK) boarded RMS Titanic. Her destination was New York City, USA. It was the largest ship on voyage at that point. After five days of voyage, it sank in the North Atlantic Ocean on 15th April at about 2:30 AM. The reason of the disaster was the collision with an iceberg 400 miles off the coast of Newfoundland. The last port where it halted was Cobh (Queenstown) and that was on 11th April.

Twentieth century was known for technological progress - Elevators, airplanes, automobiles and wireless radio. Titanic disaster put a break on that path of human progress and made people introspect if technology is always for human good.

To find out the reasons of the disaster and to take preventive steps in future, there were public inquiries in Britain and the US 13-15. These inquiries led to major improvements in maritime safety by adoption of new laws, processes and guidelines. The most remarkable step was the establishment of the International Convention for the Safety of Life at Sea (SOLAS), which still governs maritime safety today.

It was in the 1st half of the twentieth century when competition among the shippers became too intense and each company tried to bring better ship to the sea. Titanic was one such ship born out of competition. It symbolized

the best of everything that a traveller may wish for. Cunard was the leader in shipping business and White Star Line was in competition with it for primacy. So both the players were trying to outsmart the other in ship design and manufacturing. In addition to that there was competition on the service front as well. Premium class customers were being pampered. On the other hand, some ships didn't mind compromising the quality of service to the lower class customers. In fact many times, even the basic essentials were not provided to the passengers who travelled the lower class.

Titanic had been designed to be the best in style, comfort and luxury. Many of the passengers in RMS Titanic in that voyage were rich and famous. Many of the wealthy passengers were industrialists, high-ranking government officials, businessmen, dignitaries and well known celebrities in different fields. Among all, the most prominent was the managing director of White Star Line shipping company J. Bruce Ismay. RMS Titanic belonged to this company. Mr. Ismay was being accompanied by Thomas Andrews, the ship's builder from Harland and Wolff. The other important person was John Jacob Astor IV, heir to the Astor family fortune. He was the richest person on board. A year before, he had made quite a ripple in the media and gossip columns for marrying Madeleine Talmadge Force, a young 18-year-old woman. She was twenty nine years junior to him which was rare age gap for a matrimonial match. This

marriage had taken place after John Jacob divorced his first wife.

It is relevant to mention here that, there were nearly thousand emigrants from Britain, Ireland and Scandinavia on board. They were all travelling to North America for the prospect of a new life. Titanic had three classes of passengers - First Class, Second Class and Third Class. In the third class for over 700 passengers, there were just two toilets.

One of the contributing factors of the disaster was the missing binoculars. Some sources mention that those instruments were locked inside a cabinet by one ship officer who forgot to hand over the key to the person on duty next. The ship's lookouts therefore had to rely on their eyesight alone.

A ship is as good as its boats. The ship was equipped to hold 64 boats, but carried just 20. Though this number was enough to comply legality, those were grossly inadequate for such emergency. Twenty lifeboats could carry some 1200 passengers, which was just half of the actual passenger load that day.

Titanic remained afloat for nearly three hours surpassing Captain Edward Smith's hope. This long hours was enough for rescue had some nearby ship reached on time. Those hours witnessed acts of naked cowardice and extraordinary bravery. The captain stayed at the bridge to give instructions for rescue. The Marconi

wireless radio operators continued sending their distress signals until the very end. Women refused to leave the boat leaving behind their husband and children. Some even did go to lifeboat leaving their pet dog.

It is interesting to note that the musicians played music till the vessel finally sank. Initially they were playing music at the first class lounge but later they shifted to the deck. While the passengers were waiting for their turn to get into the life boats, the musicians displayed enormous poise and kept entertaining the passengers. It is not known if this episode mentioned in many sources is a fact or not. But if it indeed true, it is humbling. Notwithstanding the crisis, the musicians did their job till the last. That is something very very exceptional devotion to the call of duty.

Some accounts mention that the White Star managing director Mr. Ismay initially helped load some of the life boats with the women and children. But later he stepped onto a collapsible as it was being lowered for taking the next batch of passengers. As per various sources, no women or children were in the vicinity when he abandoned ship. But history didn't consider his act kindly. The world expected him to remain in the rescue mission till the last passenger was offloaded. He was criticized widely because he opted to escape the disaster leaving many others to perish. On the other hand Astor was more responsible and dignified. He displayed maturity in the face of such a crisis. He helped his wife Madeleine into a lifeboat. Later,

he pleaded to accompany her with the reason that she is pregnant and need his support. But his plea was not accepted. He could not join his wife in the boat. He kissed his wife goodbye and stayed back on the ship.

In his writings, John Maxtone-Graham, a very famous ship historian has compared the sinking of the Titanicto the Challenger space shuttle disaster in 1986. In the case of the space shuttle, the world realized the limits of technology. Challenger, the greatest and most sophisticated invention ever created then, had crashed and was lost in space along with the crew members. That was unbelievable and never crossed the mind of neither the common men nor the scientists. Both the tragedies were similar in many ways and triggered a suddenrupture in confidence. These accidents proved to the humanity that we remain subject to human failures and errors, in spite of our strong belief in technological infallibility.

Methodology

Content analysis method of qualitative data analysis has been made in this paper. The authors have mined historical information related to the Titanic available in old newspapers, books, biographies, interviews with survivors, court proceedings etc to find out the extent to which leadership qualities of the Captain contributed to the crisis. List of sources have been listed at the reference. It also looks into the leadership quality of the Captains of two other ships (Carpathia

and Californian) which were nearby and responded differently to the SOS signals from Titanic. The paper concludes as to how some of the leadership qualities are universal and should be inculcated by good leaders.

Three Captains

In the story there is description of three ships besides Titanic - Carpathia, Olympic and Californian. The communication between the Titanic and others are worth knowing to understand the importance of information. Caparthia arrived at the site one hour after the mishap and Californian which was nearby reached there after three hours. The way the Captains of each of these vessels responded to distress call gives an idea about their leadership quality. Some sources said that Olympic was an unauthorized vessel busy in fishing in the sea and did not come for rescue as that would have exposed its legal shortcomings.

Captain Edward Smith of The Titanic

Edward John Smith was an English naval officer who served as commanding officer of numerous White Star Line vessels¹⁷⁻²⁰. While we cannot know for sure how he spent his final moments, it is known that Captain Edward Smith perished in the North Atlantic along with 1517 others on April 15, 1912. His body was never recovered. There is no concrete evidence whether Captain Edward Smith died in the disaster or survived. But during trial, witnesses described his valour even in the face

of imminent danger. He ordered his people to immediately lower the life boats. He ordered his men in charge of wireless communication to send CQD and SOS messages to other ships nearby. He asked his staff to use gun shoot and flash lamps to bring attention of other ships. He displayed manly bearing to remain in charge till the end. He showed his sensitivity and concern for the safety of women and little children by ordering them to be the first to be helped into the life boats. But he was hugely criticized for his indifference to the danger of iceberg which culminated in that unnecessary tragedy. He should have been careful about such a danger in the sea to which he is not stranger. Even when he got the information about the iceberg from a nearby ship, he didn't stop or slow down and maintained the high speed. When Titanic hit the berg, the impact woke him up and he rushed to the bridge only to find out that his ship had been badly damaged and that she would sink. He was also aware that 20 lifeboats, with a total capacity of 1,178, was not adequate for all the 2,200 passengers and crew members aboard in the ship that time. But he can't be faulted on this account as that number of boats fulfilled the legal requirement. The number of lifeboats available in the Titanic exceeded the stipulation of British Board of Trade. However that number was grossly inadequate for any kind of crisis situation. The ship hit the iceberg and was massively damaged. The evacuation began after an hour or so of the accident.. Due to lack of drill that day and also an unusual

panic situation, evacuation effort was largely tentative and disordered. The lowering of the first lifeboat was made when there was chaos all around. Lifeboats were designed to hold 65 people but the first boat left with only 28 aboard. It was not known if they played it safe or otherwise as to why they carried such a low load. If it is Sunday morning, lifeboat drill is a must, but that didn't happen on that fateful day²¹. The captain cancelled the drill without any reason. This led to haphazard lowering of life boats. There is one allegation that the Captain was influenced by Joseph Bruce Ismay's pressure to reach at the destination early to showcase the marvel at the maiden trip. But there is no evidence to prove that the Captain did attempt to bring the Titanic ahead of schedule at the destination. This is a historical controversy. But there are many reports that supported that he did not slow down the speed even when he got reports of the ice burg from nearby ship.

Capt. Arthur Henry Rostron of the Carpathia

When the news of Titanic reached Rostron²² it was late night and he was asleep in his cabin. He sprang up from his slumber and acted fast. He ordered the ship to change course at once and sped towards the Titanic's reported position. Carpathia was 60 nautical miles away from Titanic when the news came. It took the ship three and a half hours to reach Titanic's position.

In spite of late arrival, Carpathia could rescue 710 passengers and crew and took them back to New York.

Rostron's quick thinking and prompt action paid that night. His proactive preparation en-route before it actually arrived at the spot helped rescue so many. He ran his ship at a high speed to reach Titanic as soon as possible.

As water rushed into the ill fated Titanic and was filling it fast, its crew shoot distress flares and blasted out SOS messages on the ship's wireless. The message was received by Carpathia which was cruising at more than fifty miles to the south-east direction. Anticipating the worst crisis, it raced to the rescue spot with a rescue mission. It was not an easy cruise at all. The ship was at a distance, yet the captain took the challenge to cut through the ice and reach the Titanic. Rostron had ordered all non-essential power on the ship to be shut down to conserve power for the distressed survivors. He drove the ship at its peak so as to reach the spot early. The captain also instructed his crew to prepare and provision hot food, blankets, medical care and other essentials for the survivors. One of the authors of Titanic disaster Lindsay Sutton said: "Rostron and his crew were magnificent. They couldn't have done more". Rostron demonstrated extreme sense of humanity and leadership quality in the situation. He was quick to think and act which

resulted in some rescue of the ill fated Titanic. Had the ship been nearby, the captain would have surely saved many more lives than it did that night. It was for this valor and responsible behaviour that earned Rostron all respect in the eyes of the survivors and others. He is worthy of all praise that showered on him from across the globe. Leadership qualities are seen in a crisis and Captain Rostron showed that enough in the rescue mission.

Capt. Stanley Lord Californian

Stanley Lord, the captain of Californian, was conservative and careful. He took a more cautious decision about movement of the ship. He anticipated problem with the cluster of icebergs and had ordered the halting of his Boston-bound ship. That night he sighted ice field in the proximity and was wise enough not to risk a voyage. He was also proactive in communicating the hurdle to other ships in the sea. He had duly instructed his wireless operators to alert other ships in the area to the impending dangers of icebergs and they had complied with his instructions. Unfortunately wireless operators of Titanic didn't give enough importance to the message from Californian and continued the voyage as usual. That was a big blunder and surely contributed to the disaster in the sea. But there was a big lapse from Capt. Stanley as well. Late in that night the staffs on duty of Californian spotted the flares from the Titanic and reported that to Captain Lord twice for his direction. But he was half

asleep and opined that the flares were probably “company rockets”, meaning signals between ships from the same group company. He dismissed the distress signals and gave no advice for action. The wireless office of the ship was shut down for the night as usual. It couldn’t receive the SOS messages blasted through out the night by Titanic. When the office re-opened in the morning those signals were picked up by the radio and captain got to know about the disaster. The Captain of Californian acted immediately but by the time it reached the scene, the situation was beyond redemption. The Titanic had already sunk. Dead bodies were floating every where. It was a precarious scene and almost no one was left for rescue

Various judgement indicted Captain Lord who failed to respond to them in accordance with the diktats of humanity, international usage, and the requirements of law. Californian vessel was nearest to the Titanic and ignored the distress call. No one can absolve Lord from blame by any logic but perhaps circumstances conspired against him. He was unwise and whimsical that night. His retiring for the night without taking little more interest in finding out the reasons of gunshot took away all opportunity to act when the disaster was unfolding nearby. Due to the closeness of his ship to the Titanic, Captain Lord could have done respectable rescue operation in no time and could have saved many precious lives. But he could do precious nothing. In

November 1920, Stanley Lord, ex-Captain of the notorious Californian, declared his intention to renounce his British citizenship and declare his allegiance to the United States.¹⁶

Leadership Lessons:

1. A leader must be open to all kinds of information, whether good or bad. Had Captain Smith been sensitive to the initial warnings from the wireless team about the iceberg, the disaster could have been averted. He could have advised the crew to stop the voyage like the Californian.
2. Safety First should be the guiding principle of all leaders. Awareness about the SOPs and mock practice helps. In Titanic, Life Boat drill in the morning could have saved few more lives. There was delay in lowering of the boats and many boats ferried people much less than their capacity.
3. Poise under pressure is an essential quality of a good leader. Captain Smith showed exceptional leadership during the crisis situation to ensure the best possible salvage. He directed and oversaw the despatch of women and children in the life boats. In such a situation, there would have been stampede for survival without a leader. Men stayed back honoring the norm “Women and Children First”.
4. Clarity, Unity and Agility brings in better implementation.. It is not individuals brilliance but a team’s synergy that brings in success. Captain Rostron was quick to respond to the SOS from Titanic. He made proper

plan and inspired his team to act to the best of their ability.

5. A right action at a wrong time is a wrong action.. Capt. Stanley was very much in a position to act, but didn't. His ship reached too late near Titanic and was of no help. As human beings we should be sensitive to the distress of others and we should act without any delay.

Conclusion

A Leader makes all the difference. He is visionary and can connect the dots. He guides and inspires the team for ambitious goals. He also makes contingency plans to handle emergencies. Situations change and hence strategy also has to change. In modern times all

organizations operate in a VUCA (volatility, uncertainty, complexity and ambiguity) environment and leaders should be ready to handle crisis. While there can be one CEO or one Captain, there can be leaders across the organization. When the leadership is not concentrated at the apex but is spread across the hierarchy, the organization becomes more resilient and responsive. Leadership and empowerment goes hand-in-hand. Leaders must be generous in delegating and empowering the juniors to be leaders in their own areas of responsibilities. This is more relevant in large organizations where many times bureaucracy creeps in and slows down the decision making process. In short, a leader is one who creates more leaders, not more followers.

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CONSEQUENCES ON HUMAN RESOURCE PRACTICES DURING COVID-19

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ABSTRACT

Due to the COVID-19 pandemic, international business has been distinctly contrived. Human resource management (HRM) is one of the core management functions in the corporate world. Proper functioning of human resources is crucial for high yielding and effectiveness in every organization especially during times of pandemic distress. Organizations are now experiencing new practices that many were not prepared for. Therefore, HRM practices need to be modified, re-established and practiced. The HR department must be conscious about in what way they comply themselves to changeable circumstances. The study aims to theoretically assess the consequences of the Corona virus pandemic on HRM practices such as recruitment and selection, training, compensation and performance management. Through the literature review, the study found that recruitment and selection practices dropped dramatically due to the COVID-19 pandemic. Training programs that were preplanned before the outburst had been revoked to prevent employees from contacting the disease. Due to a lack of facilities, online training could not be used by all organizations. During this crisis, organizations should adopt e-HRM to minimize employee physical interactions, employee engagement and review of HR policies.

Keywords : COVID-19 pandemic, Human resource management practices, Consequences.

Introduction

Corona virus was firstly discovered in December, 2019 in the Wuhan city of China (Gondauri, Mikautadze & Batiashvili, 2020). World Health Organization declared this disease as a global health emergency in the end of January 2020 (Yuen, Ye, Fung, Chan & Jin, 2020). The virus spreads from one person to another when people come to close contact through respiratory droplet that can be expelled in the air by an infected person when he coughs or sneezes (Ramesh, Siddaiah & Joseph, 2018). To control the spread of corona virus many measures have been taken by the government like lockdown, quarantines, self-isolation and discouragement of human being's movement. These measures affect many businesses because employees are experiencing new ways of life. Business firms now experiencing new practices for which many of them were not prepared for and never saw it coming. As Human Resource Management (HRM) directly deals with people in the employment, more effects of corona virus are expected in HRM practices. There are so many HRM practices. Out of many for this paper we have selected some practices like recruitment and selection, training, compensation and performance management. The recruitment and selection process is always done when there is shortage of manpower in the organization. For the recruitment and selection process, the recruiter meet with their potential candidates for assessment.

As a result to avoid the spread of the virus , social distancing is encouraged. Therefore, almost all business firms have adopted work from home. Work from home may also pose challenges in managing human resources specifically on the issue of performance management. Some business firms instead of hiring people, they tend to slow down their operation. The main focus of the paper is to conceptually analyze the consequences of the Corona virus pandemic on HRM practices .

Objective of the study

The main focus of the paper is to conceptually analyze the consequences of the Corona virus pandemic on HRM practices like recruitment and selection, training, compensation and performance management.

Rationale of the Study

- The consequence of the disease on Human Resource Management practices has not been identified much. This encouraged the researcher to write this paper.
- HRM practices endorse an organization to accomplish its aspirations periodically by invoking positiveness amid workers. It also helps in minimizing wastage and forging optimal utilization of resources.
- During pandemic effective HRM practices teach the individuals to adjust with updated technology and develop the spirit of working virtually.

Literature Review

In the world of business, Human resource management (HRM) is one of the basic principles of administration. Because performance of any business firm relies in which way this resource is managed through HRM practices (Mwaniki & Gathenya, 2015). HRM is considered to be a driver of any business (Bose, 2015). HRM deals with acquisition, development and maintenance of competent employees at workplace. Whenever a business firm is encountered by a crisis, normally employees are significantly affected (Athamneh, 2018). Numerous strategies are adopted by the business firm to encourage employees to achieve organizational performance positively. It is crucial for the HR department to adapt a turbulent environment and also take care of employees in this situation. Because if employees are not affected by the crisis, then they are able to keep producing and carry out their work in a better way (Simoes, 2013). During the time of crisis, organizations start losing prime employees either through downsizing or through employees intention to leave because of panic situation (Vardarlier, 2016). During crisis, due to organizational inability employee recruitment poses a significant challenge (Vasa, 2010). Presently, COVID-19 is a unique kind of crisis. So, to deal with this crisis, specific strategies should be adopted by the organization. In a regular basis, organizations tend to train their employees for enhancing their potentialities successfully (Rodriguez & Walters, 2018). Protecting employees

from the outbreak of COVID-19, off line mode of training is discouraged. But some organizations can not opt for online mode of training, so they are more likely to reduce the training programmes for their employees.

For any organization, individual and organizational performance is one of the top most priority. Through performance management, employees put their efforts towards achievement of organizational goals. Effective result-based management approach supports in assessing and upgrading equally solitary and organizational production (Kumar, 2019). Due to stress, crisis situation can negatively influence employees performance (Halkos & Bousinakis, 2012). During COVID-19, upholding assessments could bring on failing analytical performance of firms because whenever exceptional performers unable to accommodate with appreciation and opportunities, there is an increase in undesirable turnover (Wilken, 2020). During crisis management, incentives can be used as a motivating tool for employees.

Due to COVID-19 outbreak business firms were not interested in hiring new staff. The reason behind is that organizations avoid unnecessary spending on hiring due to slow down in business operations. Due to COVID-19, employee training had been severely affected. Safeguarding employees from make contact with the virus, organizations cancelled training programs which have been scheduled before. To minimize employee physical interactions, organizations

should adopt e-HRM practices (Mwita K.M., 2020). Establishments are more and more engage with the adoption of technological instruments to recognize, hire and preserve workers (Blatch-Jones et al., 2020). Widespread implementation of computer based tool for enrollment is repository/portal sorting, which in turn be reckoned effectual and meeting enrollment target. Very few digitized retention tools are usually used SMS or email reminders . The most crucial manifestation for e-training is the possibility to exercise it in any circumstances from far away (Gordon, 2020). Frequent use of e-digitized devices are defined as constructive in various fields: protection and transparency, comprehensiveness and appointment, interpersonal relationship (Blatch-Jones et al., 2020). HRM plays several roles in relations with people and work management in tandem with organizational strategic decisions. During crises and uncertainties, its contribution towards organization is also appreciable (Gulua, 2020). Thus, with the intention of improving situation in an organization during pandemic, HRM should constantly communicate with employees. At the same time, HR managers also should be encouraged and supported by top-management in their efforts during the crisis.

Performance management is a continual procedure of recognizing ,calculating and enhancing the performance of single person and teams and lining up performance

with the deliberate targets of the establishment (Aguinis, 2019b). Due to COVID-19 pandemic, performance management has been critically interrupted. Stuck into residual manner, many establishments are downsizing and indeed thoroughly desisting their conventional tendency to evaluating pursuance. At the time of COVID-19, several establishments are deliberately splitting persuance from remuneration determinations. Establishments endure financial difficulties, general guidelines are also fluctuating and it holds short period of time for the enforcement actions to implicate. Because establishments regulate their preferences, wage earners job roles and day-to-day actions as well supersede substantially because primitive work projects are abandoned or deferred, line of product are removed and the normal manner workers carry on work has become inconvenient. These modifications provide the conventional strategies to evaluate employees performance which will be informative and effective. Evaluating persuance with the conventional assessment formats concedes a substantial period of time, that prolongs a hierarchy of pressure to employees and managers. Therefore, there is a necessity of performance benchmarking instrument that are small, more accurate and eventually quite extensive.

Employees are the backbone of an organization and their presence is more crucial for the development of the organization . It is obligatory for an establishment to allocate their

workers well which can fulfill their personal and professional needs. To satisfy these needs organizations should remunerate the employees well and timely motivate them. Because encouragement acts as a prime mover which allows a worker to become temperamental, effective and constructive. If the employees are more encouraged, then it could enhance their potentiality and degree of satisfaction which eventually enhances the excellences and production capability of the organization in specific. Employment regulations and assistance at the time of crisis are continuously a sigh of relief which assists the workers to retrieve their self-esteem and enthusiasm. It enhances the degree of enthusiasm of workers and stimulates their needs consequently (Eliza Wong & Kin, 2020). During outburst of COVID-19, establishments should not cut and run in allocating interim healthcare provisions to its workers. Unfortunately, during this tough times some organizations apply pay cut principle because they could not get benefitted as much.

Consequences of HRM practices during COVID-19 crisis

During the time of any crisis, HRM practitioners support and manage employees with a unconventional hi-tech human resource resolutions such as e-learning interferences and online performance management. Organizations should establish adequate practices to handle a decline in profits by the way of adopting

suitable recruitment schemes and assist workers to work from home when establishments are enclosed. Any type of crisis is exceptional and unconventional, which sometimes needs company policies to be impulsively developed or revised. COVID-19 outbreak forced many to adopt working from home concept. HR department can harmonize with head of the department to establish regulations on who are working from home and with IT department to check the suitable remote work systems are in place to enable it. HR department is accountable for gathering and preserving data connected with workers, involving demographic profile of workers within the organization. Sometimes this information is saved in a centralized database like Human Resource Information System (HRIS). HRIS permits user-friendly to information which could be helpful in crisis situations such as which employees have first aid training, who to conduct in case of an emergency and employee counts by department or location.

Research Methodology

This is a conceptual paper. Most of the data have been collected through secondary sources such as research articles, publications, journals, websites etc.

Findings

Recruitment & Selection

This paper attempted for a

comprehension of the degree/ level to which COVID-19 had influenced employee recruitment and selection practices in the establishments. From the literature it was discovered that organizations were not anymore passionate about recruiting more people to evade inessential expenses. Because the normal operations of business were slowing down. Many organizations were not encouraged the employee recruitment and selection due to prevent physical interactions. Physical interactions can cause the spread of COVID-19. Organizations can adopt digital platforms for employee recruitment and selection. But for this process so many steps should be followed. Before joining some organizations, face to face evaluation with candidates and physical verifications of forms and certificate are required .

Training

For facilitating employees with training during COVID-19 is a bigger challenge for the organization. Due to the pandemic off-line training cannot be possible. The only way is to adopt online platform to train the employees. Again online training would not be effective due to the fact that many employees were not trained how to use the technology and many of them had not used it before. During off-line training , employees are compensated with financial benefits, but this facility is not applicable in online-training. Therefore employees do not prefer online-training.

Performance Management

COVID-19 formed some difficulty for employees to accomplish previously set targets. Many organizations adopt the new norm of working from home. As employees are working far from the organization, it is challenging for the organization to monitor their performance.

Compensation

Some organizations offer their employees to take leave without pay and some of them are applying pay-cut policy. Some organizations are not able to pay salaries to their employees.

Conclusion

The role of human resource departments is to serve as a mediator between the organization, the employer and the employee. HR managers are to perform their functions without being employee or employer prone but to ensure the welfare of both parties in the context. Human resource management practices are not immune to COVID-19. The effective implementation of HRM plays a critical role in organizational performance. The outbreak made employee recruitment and selection process more difficult for organizations. Employee training programmes were decreasing or cancelling. Performance management had been challenged since previously set goals seemed not possible to be achieved in the standards expected. There is a need to measure performance which is easy, applicable,

fact-filled/insightful, versatile, far-reaching and understandable . Due to this outbreak many organizations were increasingly failing to meet their financial obligations. Therefore, organizations should consider

adopting e-HRM to facilitate HR practices smoothly. This will help to avoid unnecessary interactions which can result to spread of COVID-19. Organizations should also review the HR practices.

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GROWTH AND CHALLENGES OF GIG EMPLOYEES IN INDIA

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ABSTRACT

Gigsters are the new derivative of employees who will add value to the employment scape in India. Gigsters are those who take on a gig (Get it Going) project based on their specific skill sets that match the job requirements. The pandemic has just thrown open the door for gigsters to take centre stage in India. This paper looks at the gig boom in India and how it can significantly change the employment landscape in India. It also examines the question of who is a good fit for gig employment and how gigsters can improve their value proposition. It also aims to address the question of challenges for the gigsters, like their inability to engage in collective bargaining, the lack of long term economic security, the safety and security of gigsters in the work place etc.

Keywords: Gig employment, Gig work, employability, independent work, work alternatives

Introduction

India boasts of the second largest population (approx. 1.35 billion people) in the world (worldometers.info/world-population/india-population/). It also boasts of having one of the largest English speaking workforces (approx. 10% of its population) (World Population Review). However India has fallen back in having a large technically skilled population but has taken initiatives to reverse this

anomaly. India also has the second largest users of mobile phones and this number is expected to go up with greater penetration of the mobile market into rural India (statista.com/statistics/748053/worldwide-top-countries-smartphone-users/). India also has the largest youth population in the world. (United Nations Population Fund). India is thus on the cusp of a significant economic growth cycle.

One of the challenges of the large population of India is the unemployment rate. While the overall unemployment rate in India hovers around 6.50% the youth unemployment rate is around 23.70%. (Tradingeconomics.com) As India is still largely an agrarian economy, pace of industrialisation while increasing, continues to be slow. Furthermore automation of the work has reduced dependence on the labour force. When one considers the introduction of automation, artificial intelligence, speedier computations power and enormous influence of technology in the work place, there is high probability of lesser employment generation in the industrial space as well as the service space like banking, bureaucracy and administration. While jobs will continue to be generated, as manpower is key to starting any venture, there would be limited scope for widespread employment. It is also pertinent to note that there is still a large population who have limited formal educational opportunities or who have not been able to pursue their academic goals or those who have academic qualifications but are unable to get a job. Hence there will be a large set of people who will seek opportunities to get some form of income using their existing abilities and seeking avenues to generate income. They are all prime candidates to take on gigs of varying types that suit their requirements. This population of unemployed but willing to take on opportunities will go up even more, considering that there is a compulsive urge of the rural population to migrate to urban areas

for the perceived better quality of life. (urbanisation) With the government of India encouraging skill development, there will also be a whole set of skilled individuals who will try to leverage their skills and take on assignments either directly as gigsters or through gig platforms.

The gig economy in India has the potential to grow and scale up quickly not just because of the available population and limited job opportunities but also because technology which was responsible for automation and lower employment opportunities has now morphed an enabler for gigsters to find opportunities and for entrepreneurs to explore gig work as a business venture. Fortunately for India, not just the population but the penetration of mobiles and the relative cheap tariffs of mobile usage have created a huge user base of techno facile manpower. (Usage S. M.) These new techno facile manpower can leverage the power of communication technology to explore, expand and embrace new opportunities of personal growth that combines flexibility of work with immediacy of returns and domain control be it timing of gig work, place of gig work or types of gigs.

Growth of Indian gig economy

While gigsters as a class of available human manpower resource have always existed in India in the form of farm labour, carpenters, painters, manual labour etc. they existed because they did not have any alternative work

opportunities. During the period 2009 to 2019 it is estimated that there was approximately 4% migration to urban Indian. (urbanisation) Today, in urban India the lack of formal employment opportunities is a trigger for people to engage in gig work, especially at the lower end of the work pyramid. However, there is also a new class of gigsters. These new breed of gig workers are educated, have high end skill sets, have chosen gig work over conventional jobs and they have no qualms of not having a regularly job or any feeling of job insecurity because it is a way of life they have opted for.

The Covid 19 pandemic has had disastrous consequences for the economy worldwide and particularly impacted the industrial output as well as industrial labour. It had also rendered large scale unemployment especially for those in the unorganised sector in particular but also impacted employees in the organised sector. Fortunately, the availability of enabling technology and the opportunity to explore work from home options have resulted in a completely new way of work opportunities being created. It is estimated that there is roughly 50% internet penetrations in India. (Usage S.-I.) Employees, especially the younger generation have seamlessly adapted to these new norm of work partly driven by compulsion but largely driven by what they see as a adapting to the new world.

One important flip to gig work which unfortunately is direct result of the pandemic is that a lot of employees/

workers had been retrenched, especially at the lower levels were willing to take on this role as gigsters at very competitive rates for their sustenance. India is uniquely placed to scale up gig employees because of the large population and relatively large youth unemployment. This is also the time of generation Z, who unlike their predecessors, have their life intertwined with technology, hold drastically different views of work culture and life and do not look at a full time employment as a must. They are also in instantaneous touch with happenings and changes worldwide and hence willing to experiment with the fads and trends on the global stage. To meet their economic aspirations, they are willing to experiment with new models of work engagement including taking on gigs that offer them independence in their work and a freedom to choose what to do, when to do and get their services valued as per demand and supply.

Corporates have also found gigsters to be a cheaper alternative and more critically off their payrolls. According to a Nasscom Aon report, around 49% of corporates use gig workers and around 60% tech firms have indicated their preference to employee gig workers. (Nasscom Aon, 2020) Technology has been an enabling factor for matching the demand supply requirements thus propelling the gig avenue to gain momentum. From an employer's point of view there are numerous benefits of work from home that add to the corporates top line and bottom line. The major savings are in

terms of reduced cost of work space infrastructure followed by savings in employee related costs like not having to maintain a wide variety of employee linked facilities like canteens, transport facilities, the possibility of automating a lot of activities and reducing physical manpower. With work from home taking over, employees save on commute time, they are also able to work at their own flexi time and there is more transparent work standards leading to clearer targets and outputs.

Challenges to the growth of gig economy in India

The gig economy has been a term used to classify all gig ventures there are important distinctions that define the challenges of the different type of gig players in the gig economy.

Hence it is essential to recognise that there are three classes of gigsters that are involved in gig work.

Low skill – low wage gigsters –
Drivers/delivery boys/house painting workers/ construction labourers/ farm labourers / security staff / facilities management workers

Skilled – medium wage gigsters –
Nurses / Plumbers / Electricians / Carpenters/ tailors

Professionals – Command their price –
DJ/ Sound engineers / Voice Over artists / Physiotherapists / Doctors / Contractors / Investment Consultants / Training professionals / Tutors / Insurance agents

The first two classes of gigsters are better off when they are facilitated by gig aggregators. The last class of professionals / experts can offer their gig services directly to their customers and possibly obtain better gig fees.

The real concern pertains to the first two classes of gigsters who are often at the mercy of the gig aggregators and even occasional exploited by aggregators since technically they are not employees of the aggregators. Hence the primary issue pertains to statutory protection in terms of engagement contracts, facilities and conditions of work and essential protection from on job catastrophes like accidents, getting mugged, etc. The gigsters must also be entitled to minimum wages and reasonable differential bonuses which are specified by law.

There must be equality of pay and the bonus payment methodology must be reasonable, equitable and fair. Gigsters must also be get their wages on time, be entitled to overtime wages where applicable and be compensated for accidents while performing their tasks as mandated. In cases where the gigster is unable to resume work due to an accident while on the gig, there must be a provision to enable compensation for loss of pay.

Aggregators must also put in place a system to ensure that the end user of the gig activity is not cheated in any manner (e.g. cab drivers cancelling a ride or forcing the user to cancel a ride) and those gigsters who perform below par are penalised and the end

gig user compensated. Some of these concerns have been flagged off by (Joshua Healy, Daniel Nicholson & Andreas Pekarek:, 2017)

Future of the gig economy in India

Since there are no major entry barriers to people taking up gigs, the gig space is open to everyone to explore. Being a populous country there is no shortage of manpower in India. Equally relevant is the fact that youngsters are keen to shift base to urban areas. The rural India landscape too is changing from a farm labour driven agrarian set up to a more sophisticated automated farming set up thus reducing the dependence on local manpower. With migration to urban India and the contours of urban India widening, if full-fledged job opportunities are not available, the unemployed will turn to gigs to ensure their sustenance.

At the same time, the reach of technology, has ensured that we have a techno savvy youthful population who can leverage the power of basic tech to engage fruitfully and actively participate in the gig economy in India. The ease of tech availability and the emergence of tech entrepreneurs in India would lead to innovative and extensive use of technology that can bring about gig opportunities for the youth in particular. The pandemic upheaval has revealed to corporates that there are alternative ways to conduct business effectively and use of gigsters can be an effective and efficient way to build and sustain business.

Engaging gig talent in India

It has been argued that for the gig economy to stabilise, it is essential to have a new set of labor laws that cater exclusively to gig employees. (Todolí-Signes,, 2017) Similarly, gigs in India will really blossom only when appropriate statutory measures are put in place to ensure that gigsters are given adequate protection from being exploited by those who engage them either as aggregators and /or they are protected from the end customer who utilise their services. They should be provided not just fair wages but also fair working conditions and protection from work related dangers. Gigsters must also be protected from sudden separation, layoffs and retrenchment a ruse that can be indulged in by those engaging them since the gigsters lack the power of collective bargaining.

Equally important is the proactive role of those employing gigsters. Adequate training and growth opportunities must be provided to gigsters. In addition, there must be provision for appropriate human relations policies to take care of the manpower's physical, psychological and social needs. Gig employees must be also educated about their statutory obligations especially regarding provisions of the law that they could possibly overlook either during the course of their work (e.g. handling work beyond their scope of work / expertise)or post their work, as in case of filing income tax returns where their income crosses certain thresholds.

What gig aggregators, end users of gig work, independent gigsters and the statutory authorities must take into account, is the reality that gigs are an emerging employment alternative and hence they needed to be nurtured and moulded to ensure that in the long run all parties benefit. World over the gig economy is here to stay. It will expand and it will play an important part in accelerating the growth and prosperity of the world at large, especially now

that technology has helped the world to be interconnected real time and helped shrink it to be a global village. India too will ride that wave with aplomb because we are just the perfect population to leverage that; youthful, tech savvy, having increasing tech connectivity and above all sizeable manpower who crave for employment avenues and are willing to explore, experiment and expand.

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EVALUATING THE LINKAGE UNITING HR SYSTEM AND COMPETITIVE ADVANTAGE STATUS IN PRIVATE BANKS

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ABSTRACT

Indian Private banking sector is growing at the swift rate thus contributing large to the GDP of the country. Banking system is the backbone of any economic ecosystem. In Indian banking sector count of private banks has increased much in recent times giving consumer more choices to switch in case they feel unsatisfied with the service quality, so it is more challenging to retain customers. In service industry HR management needs to revamp so as to sustain in the competitive and dynamic era as it has emerged as one of the key differentiator over the years to influence competitiveness of banks in India. In this era of knowledge based economy we have to realise the strategic role of human resources to gain competitive advantage. This paper attempts to analyse the contemporary level of HR System and Competitive Advantage in private banks of India and further, examines the relationship between the two and thus the effect of HRS on CA Status. Random sampling technique was used to collect data from 234 respondents of three leading private banks. The findings suggested that focusing on the HR functions and practices banks can survive in this competitive environment and can gain sustainable competitive advantage.

Keywords: Human Resource system, Competitive Advantage Status, HR practices, Private Banks, Competitive Business Environment, Knowledge based Economy.

1. INTRODUCTION

Over the recent years it has been observed that firms have been experiencing scarcity of talented employees and there is high dynamism in external environment, in order to survive global corporations need to sustain competency for their survival. To sustain competency these corporations are required to hire and retain best of the HR and prepare them for dynamic economic and changing preferences of consumers (Haider, Syed and Asad, Muzaffar and Fatima, Minaa, 2017)

Banking sector has grown and transformed tremendously in the past decade, this service based sector demands Excellency in service performance with improved efficiency which can give success to the organization and lead competition. To outstand among the competitors, banks need to value and improve their intangible assets. These assets are in the form of experience, skills and knowledge, which helps to deliver value to the customer. The tactical role of HRs has emerged. Scenario has changed and a paradigm shift is visible where HR is acting as source of sustained CA. HR has clearly emerged as the most valuable assets of any organization.

Organizations are trying to achieve CA by accepting naïve technology, reducing cost, enhancing quality and upgrading to latest software. But, these improvisations can only help the

bank in its operating performance to a small extent only. However, to move ahead this, bank has to improvise its most valuable asset, i.e., HR. A bank can only excel and advance a CA – if it implements a differentiation or value creating strategy that cannot be enforced and copied by its competitors to get benefits of the strategy (Barney, 1991).

This study analyses the utility of human resource practices being important source of CA. The success of an organization depends on its employee's attitude, competencies and skills; ability to create commitment and trust towards their organization, and ability to work in complex relationships. In the banking service system only HRs are those assets, which can effectively make use of other tangible and intangible assets to gain advantage with less risk of failure (Choudhary and Mishra, 2010). Banking organization which have better human assets can gain more CA, as high quality workmen can enhance the service process, experience and result in better outcome to organization. This can further lead to success of service provider.

The banks included under the Second Schedule of Reserve Bank of India (RBI) Act, 1934 are categorized as Scheduled banks. The Scheduled banks nearly cover three fourth of the Banking System. Banks in which majority of share is held by private individuals and corporate are private sector banks. In this research paper 3

leading private banks were included which are AXIS, ICICI and HDFC bank. The development of Private Banks has engulfed the Indian economy. It has led to the growth of financial institutions.

As instinctive insight and intellect of employees in banking enterprise is vital to assess the risk and envision the financial worthiness of business beyond numbers, to increase the productivity and profitability. It is the credibility and integrity of employees' that makes business sustainable with effective regulatory compliance and reporting. This makes employees as strategic asset and when ball-game becomes more competitive, then head-hunting begins, which aims to win over these employees to gain CA. It is more prevalent in private sector banks, therefore, a study of HR system, CA status and its inter-relationship calls for a deeper investigation.

Further Section 2 is literature review which highlights the various conceptual aspects related to HR as source of CA and resource based view and reviewed the existing literature pertaining to problem in hand along with the findings of the researches that were done in the related area.

Section 3 develops the research methodology highlighting the objectives, hypothesis, and research design and sampling design. Further data analysis had been discussed along with the findings and conclusion.

2. LITERATURE REVIEW

Advantage through HR is a product of human capital and its organizational processes (Boxall, 1998), had identified that HR is a factor which is very profitable source of CA. (Dyer, 1993), discovered value of HR strategies that are predecessor of CA and also expressed that for attaining success, HR tactics must always be in line with the business tactics. Related Studies also emphasized on some need to alter and add the HR strategies and emphasis should be shifted to increasing the involvement and improving confidence of employees. Real capital of organisation is the aggregate of all the assets that help in making the creative ability of organisation possible and in this employees' attitude plays crucial role (Bozbura and Beskese, 2007).

Employees in service sectors act as differentiators and provides CA to the service firms more than in manufacturing firms, where automated process and high technology machines are source of CA (Harris and Chernatony 2001) The interaction of employees with the service system of the firm can create the brand perceptions. Engaged and satisfied employees ensures the positive interaction with the customers. (Jassim, 2007) signified the conceptual model of CA as the model which is Resource based view, the model is corresponding with the competency model and has reported various strategies for competition and HR practices that largely influence the

functioning of employees. This Study firmly supported the fact that through employees' organization can achieve CA, as employees are task performers and active in gaining organization success. (Bal, 2011) also supported that enlarged recognition of the role of HR in increasing CA. The study was constructed on resource centered view of strategic HR management and testified that good quality of staff helps in building CA.

(Pablos and Lytras, 2008) observed the requirements of using HR management for improving organizations' performance. The human capital had an impact on the organizational performance and its results. It explained the concept of how one can develop its resources into a foundation of sustained CA. (Faugoo, 2009) analysed the RBV perspective of strategic HR management. Top management investment perspective, HR processes and practices lead to the development of superior HR capital that contribute in organizational success which further help the firm to have competitive edge. It also emphasized on the construct that practices of HR management are significantly correlated with the performance of organization. It also suggested that capability of HR helps in enhancing the organization and help in creating human skills, talent, experience and which adds further value to the company. The Study largely also depicted that by using HR practices effectively firm can have significance improvement functioning and can gain CA.

(Bartlett and Ghoshal, 2002) unfolded organization aim to thrive in this new era it has to acknowledged the importance of individuals proposed that HR managers must consider employees as capacity investment. The well-built linkage uniting human capital and the results of business give rise to the organization to bring what its promised and planned to gain better results in terms of consumer satisfaction (Rogers et. al., 2002). Few other studies analysed the theories and researches on the improvement through HR in the service sector and recommended that in order to reap the superior paybacks in productivity, firm should imply elevated and regular investment in its human resources and thus focus on creating high performance work system (Boxall, 2003). (Elliott, 2004) confirmed that both the empirical and theoretical establish the link uniting HRM practices and increased results in performance, also explained how these practices can further add usefulness which is profitable to the firm and both the abstract and empirical links concerning HR practices and improved performance results and detailed how HR practices can augment worth to the firm.

(Sharma and Narang, 2005) described the importance of HRM practices in achieving CA and underlined different effective HR practices that have been approved by organisations to create CA. The research further expressed the adopting and adapting with these practices is a process that consumes time. However, once gained and

adapted completely, the advantage that comes through such exercises is probable to sustain. (Choudhary and Mishra, 2010) explored and established that human asset is also a capital of a firm, hence should be treated as asset and they should not be taken as liabilities. Therefore, uninterrupted determinations should be made in order to build some knowledge-based surroundings with time to time tutoring, mentoring, team building, trainings, conferences and guidance session to encourage learning and development as a continuous process. (Poloski, 2008) suggested that organizations should focus on the HR practices to achieve competitiveness through people. Lawler (2009) reflected the importance of human capital and focused on activities that should be followed by effective leaders to have a CA like effective execution of performance management system, good personal and communication skills, effective training, grievance management, effective communication, organizing leadership development program and senior management support. (Absar and Mahmood, 2011) highlighted the overall status of adoption of selective and updated HRM practices in the public and private sector and explored the difference between the two. Findings revealed significant difference between the two sectors where in the private sector industrial enterprises hold better position as compared to public.

(Majumder, 2012) identified that employees were not satisfied by the

HRM dimensions followed in the private banks of Bangladesh. Focus should be made in improving the quality of the HRM functions to achieve success. The study unveiled the relationship between employees' satisfaction and various magnitudes of HRM practices. HRM practices in the private banks of Bangladesh has not been completely developed and there is the crucial need to use the services of HR professionals, consultants and researchers to reshape HR practices for higher proficiency and effectiveness. It recommended bank should give performance based incentives to motivate employees for high performance and high satisfaction. Also existing pay practices should be reviewed to offer fair pay, to make tasks more challenging and meaningful, and further to foster cordial co-worker relationships promoting healthy work environment.

(Saha and Gregar, 2012) elucidated the role of HRM in achieving unrelenting CA and concentrated on the point that competitive edge can be gained through employees by an organization when they value their human capital and their intellectual skills. The impact of HRM practices on employee's job satisfaction of private bank was examined and findings revealed that the HRM practices like Training, Compensation, Team Work and Performance Appraisal has positive impact on job satisfaction and employee participation has not much influence on employee's job satisfaction of the employees in HDFC banks. Study suggested that bank

should build new policies to enhance the participation of employees at all levels of management. For higher employee satisfaction all the other above mentioned HR practices need to be retained (Jeet and Sayeeduzzafar, 2014). (Pahuja and Dalal, 2016) revealed the importance of the HR as the significant source of CA and highlighted the need for their development. It further suggested reorganizing these resources effectively to enjoy maximum advantage in the present competitive scenario. HR practices can help a firm in achieving sustainable CA by not only enhancing the ability and service motivation but it also shape demand and supply side of mobility constraints of resources (Delery and Roumpi, 2017). Various HR practices which are improvised by organization can be selective hiring process, security of employment, fair appraisals, training and coaching, active participation management decision making, benefit packages, these all factors constitutes stronger base of HRM practices, which leads to higher trust towards management and further leads to employee creativity and hence contributes to Competitive advantage for the organization (Lee, Lee and Moon, 2019).

In the banking industry HR practice is most important factor for profitability and efficient bank operations; it can help in creating new products in banking and better services to customers of the bank (Haines and St-Onge, 2011; Vemic et al. 2013). Banking industry

can achieve competitive advantage through strategic HR practices which provides employees with specific set of skills and competencies that helps in differentiating services and striving excellence (Quresh, Akbar, Khan, Sheikh, & Hijazi, 2010).

Keltner and Finegold (1996) explored that banks had not made the required investments in HR to improvise customer service management quality and relationship management. Instead, banks were more attentive towards cost cutting through labour cost and competed on price. The study was done with 12 different banks had led to the recommendation that competence based growth in career, modular training and development for skill improvement and fair level of internal recruitments can enhance skill levels and reduce turnover rates in bank for entry level employees. Learning in banking industry might impact morale of employee and higher job satisfaction which can lead to better services to customers through relationship and enhance satisfaction; therefore customer is more probable to stay with their bank for longer (Harland Releases, 2001). (Abdul et al. 2015) suggested that HRM practices are strong indicators of bank quality and performance, through using DEA- Malmquist Index to investigated impact of HRM practices on conventional bank performance measurement on 48 banks in Bangladesh.

There is a research gap in studying HR practices system and competitive

advantage status of the banks. This study aims at studying existing level of HR systems in private banks, competitive advantage status of those banks and the linkage between these two factors in Indian Private Banks.

3. RESEARCH METHODOLOGY

The objectives formulated for the study are:

- I. To examine the existing level of HR System and processes in the private sector banks operating in India and to assess their CA Status.
- II. To examine and analyse the interrelation concerning HR System and CA Status and to analyse the impact of HR System on the CA status of the private sector commercial banks in India.

To further identify the relationship between the two variables and their association with the success of private banks following hypothesis formulated:

- H_0 : There is no influence of HR System on CA Status in Private Sector Banks.
- H_a : There is positive influence of HR System on CA Status in Private Sector Banks.

An empirical study was conducted for this research work. In this study research design is of two types, one

is descriptive and another is causal research. In descriptive study, the research has been done with an objective of studying and describing the existing level of HR systems and CAs' status in private banks from point of view of employees. This descriptive study is pre-planned with a structure; it is based on large sample and also rigid in nature (Churchill & Iacobucci 2004; Hair et al. 2003). Descriptive study helps in providing data that allow identifying interrelation and associations of various variables (Aaker et al., 2000).

Causal research methodology has been used to analyse and understand the linkages uniting the variables (HR System and CA Status) and to analyse the impact of HR system on CA status of the organization by using parametric tests (Regression and correlation).

3.1 Sampling Design

Three leading private sector banks were selected on the basis of their performance (advances) drawn from RBI reports available on RBI website, based in Delhi/ National Capital Region were chosen. Sample size comprised of 234 employees of scale I officer level (Assistant Manager) and above. Selected private sector banks represented more than 35 percent respectively of total population which appear to be true representative sample of the target population.

Table 1 (a) Sample Design, Number of branches (sample) per bank in Delhi and NCR

Banks	NCR Towns							
	Delhi (A)	Faridabad (B)	Gurgaon (C)	Ghaziabad (D)	Noida / Greater Noida (E)	Bahadurgarh (F)	Rohtak (G)	Total (A to G)
ICICI Bank	143	8	25	10	16	1	3	206
HDFC Bank	173	10	33	10	24	1	3	254
AXIS Bank	82	2	15	7	5	1	1	113

Source: Respective websites of the sample banks, 2020

Table 1 (b) Number of branches of the sample banks in Delhi/NCR

Banks in Delhi/ NCR	Total Branches	No. of Selected Branches	No. of employees
ICICI Bank	206	31	76
HDFC	254	38	87
AXIS Bank	113	17	71
Total Branches	573	86	234

Source: Respective websites of the sample banks,2020

For a good representation of sample, fifteen percent of the branches are selected out of total branches of each of those three banks as a sample which covers 86 branches in a sample from three banks. Then from list of the branches, randomly branches were selected for data collection. Then from each bank branch, three employees were selected for data collection

according to their work experience. Out of total responses collected only 234 were found fit for the study and 24 were rejected because of imitation and irrelevance as they have either not filled the complete questionnaire or have just imitated one response for all questions. So sample size comprises of 234 respondents.

3.2 Data Collection Tools

The tool of primary data collection was questionnaire which was drafted as per the research objectives and secondary data was collected from published sources like reports, journals and the like. The questionnaire is divided into parts, part A comprised of 65 statements and there are 18 statements in section B on 5 point Likert scale ranging from strongly Agree(5) to strongly disagree(1). Statement Reliability was checked by Cronbach Alpha on pilot sample of 100 questionnaires then Scale's was checked through Cronbach's Alpha coefficient using SPSS 20.0 and presented in table 2 below.

The value of Cronbach's Alpha coefficient for the first scale (HR system) was 0.94 and for the second scale (CA status) was 0.823. Both of these values are more than 0.70, and hence scale is highly reliable in nature to pursue further study. Content was also validated through determining the variables those have been identified and previously used in literature of the research studies (Churchill & Iacobucci 2004). In this research study, the variables dimensions were

identified from the existing literature which is validated and has been widely accepted. In addition, opinions from field experts were taken to provide relevant inputs adding to the research. Thus with the help of literature review and expert's opinion every statement of questionnaire was examined thoroughly. Hence, the content of each item on scale was related with the research objectives.

The data which was collected from the questionnaire was fed with the help of MS-excel and analysis was done in SPSS. Demographics of the respondents were analysed through frequency and percentage, then responses were analysed through Descriptive analysis with statistics of Mean, median and standard deviation. Later, correlation and regression has been used to understand the influence of independent variable on dependent variable and relationship between them

4. SAMPLE DATA - A DEMOGRAPHIC ANALYSIS

There were 234 respondents in all, their demographic profile on the

Table 2 Reliability of Scale

Scale	Value of Cronbach's Alpha	No. of Items
Human Resource System	0.94	65
Status of Competitive Advantage	0.823	18

Source: Survey bases SPSS Results

basis of work experience, gender and designation has been presented below in table 3.

Table 3 Sample Distribution

Based on Gender			
Type of Organization	Gender	Frequency	Percent
Private	Male	160	68.4
	Female	74	31.6
	Total	234	100.0
Based on Designation			
Type of Organization	Managerial Level	Frequency	Percent
Private	Entry Level	98	41.9
	Mid-Manager Level	57	24.4
	Senior Manager Level	78	33.3
	Top Manager Level	1	.4
	Total	234	100.0
Based on Work Experience			
Type of Organization	Work Experience in Years	Frequency	Percent
Private	Below 5 Years	134	57.3
	5-15 Years	99	42.3
	26-35 Years	1	.4
	Total	234	100.0

Source: Results of Survey

5. HR SYSTEM AND STATUS OF COMPETITIVE ADVANTAGE IN INDIAN PRIVATE SECTOR BANKS: A DESCRIPTIVE ANALYSIS

Through descriptive statistics analysis standard deviation and mean value for HR system and CA current status can be examined. S.D and mean value was calculated and demonstrated in table 4 and table 5. Formula used to calculate range was mean value + (1.96) standard deviation. The upper limit and the lower values come out to be 268.45 and 173.71 respectively.

practices and systems to improve the overall standards of the organization. The results indicated here is supporting the findings of Khandelwal committee, 2010 and Saha&Gregar, 2012.

The Range was analysed by formula Mean + (1.96) Standard deviation. The upper limit and the lower limit values come out to be 75.52 and 47.68 respectively.

CAS Level III 77 – 90
High level of CA Status CAS Level II 49– 76 Medium level of

HR System Level III	269- 325:	High level of HR system
HR System Level II	175- 268:	Medium level of HR System
HR System Level I	65-174:	Low level of HR System

Table 4 Descriptive Statistics (HRsystem)

	N	Minimum	Maximum	Mean	Std. Deviation
HR System	234	161	281	221.08	24.17

Source: Results of survey

The Mean value for HR system came out to be 221.08 and standard deviation came 24.17 which demonstrated that the banking industry in India has only medium level of HR system and hence to sustain in competitive market they should focus on HR systems and improve their results. HR of the company is the most important asset so banks should pay attention on its importance and improve the structural

CA Status Level I 18 – 48 Low level of CA Status

To analyse the CA status in the banks is calculated by analyzing means and standard deviation of collected data. Mean value is 61.60 and standard deviation is 7.10 for CA status, it pointed towards medium level of CA status. In order to have more CA through HRs, Banks should focus on

Table 5 Descriptive Statistics (CAStatus)

	N	Minimum	Maximum	Mean	Std. Deviation
CA Status	234	42	79	61.60	7.10

Source: SPSS based Survey results

human capital and its management. They should also implement fair and selective strategies and practices.

6. DATA ANALYSIS (CORRELATION & REGRESSION ANALYSIS)

The interrelation of the HR system and Competitive advantage was examined to aim at the third objective. Thus to investigate the correlation between these two variables correlation analysis was carried.

In table 6, the coefficient of correlation is demonstrated which is 0.808 and the p value is .000 which shows significance and positive correlation of high degree between these two variables.

In addition, the regression analysis was performed to examine the impact of HR system on CA system. HR system is taken as independent variable and CA as dependent variable. The results are demonstrated below.

Table 6 Correlations Analysis

Competitive-Advantage		
HR System	Pearson Correlation	.808
	Sig. (1-tailed)	.000

Source: Survey Results

Table 7 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.137	2.529		3.613	.000
	HR System	.237	.011	.808	20.872	.000

a. Dependent Variable: CA Status

Source: SPSS based Survey Results

The t value of HR system was 20.872, p value was 0.00 and value of beta was 0.808 which was at 5 % significant level, hence null hypothesis was rejected. As both the variables have high positive correlation between them, so it can be concluded that HR system impacts CA status. It is also supporting the previous results depicted in literature review of similar researches.

system on CA status. If there is efficient and effective HR system, it helps in upholding commitment and motivation also which help in tractable economic performance, development of employees and hence improvement in organisation's CA. (Hutchinson, Kinnie, Purcell, Rayton, & Swart, 2009). This result is also supporting the literature (Bal, 2011 & Elliott, 2004). The study thus focused

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.808 ^a	.653	.651	4.19506	.653	435.661	1	232	.000

- a. Predictors: (Constant), HR System
- b. Dependent Variable: CA Status

Source: Survey Results

The R square value was 0.653 which depicts the accountability of HR system was 65.3 percent of the total variance in CA status of the bank. Therefore, HR system can be considered as significant contributing factor and its effective use can lead to further improvement of CA status of Banks in India. Through ANOVA Test, F-value came out to be 435.661 at 5 percent significant level, which suggests the significance of regression model tested. Hence, this regression model is validated with significance value. Hence, it is clearly proven that there is highly positive influence HR

on the importance of HR capital and documented that if HR capital has high level of distinctiveness then financial performance of the bank is high and suggested that high quality HR capital in combination with the strategic use of the resources strongly influences the organization's outcomes and performance thus makes it more competitive leading to gain in CA.

7. DISCUSSION

Statistical calculation revealed that Indian private sector banks has medium level of HR system as on

date they are focusing less on the HR practices. Hence, banks need to focus more on their HR practices so as to gain and sustain in competitive market with better results (Table 4). Descriptive statistics also depicted that Indian private sector banks have moderate CA status. In order to achieve more CA through their Human assets they should start focusing on their resources and implement good HR practices and policies (Table 5). The high correlation coefficients of 0.808 depicted a significant positive correlation between the HR System and CA status in Indian private banks. This is a strong indicator that HR System will definitely make change in the banks CA status (Table 6).

Regression analysis results depicted that there is 65.3 percent influence of HR System on CA Status. And influence is significant at five percent level of significance. Thus it is a strong and important contributing factor (Table 8).

The statistical findings revealed that Indian private banks have moderate level of CA status due to lack of HR initiative. Most of the employees in the private banks are although graduated, but lacks the interpersonal and critical skills. Since, it is a service industry, and HR plays a pivot role, the CA can be gained through effective practices both by the employee and employer.

Focus group interviews were conducted with managers and clients and the outcomes strongly agreed that HR system in the private banks still

requires lot of refinements. In order to gain CA focus should be on practices which will create a high performance work culture; inclination should be made learning and explicit sharing of the knowledge. Banks should implement employee friendly practices that will develop their HRs, make them competitive and innovative which will improve employee's participation and performance. Satisfied committed and competent employees give significantly impactful results with better service quality which further leads to higher customer satisfaction and retention in the competitive market.

8. CONCLUSION

Private Banks are more robust and growing exponentially in the Indian market. They have massive customer base and the services provided by them are specifically customer centric. The study conducted has shown the positive correlation between HR system and the Competitive Advantage. To gain maximum advantage, private banks have to re-vitalize its HR function and processes. Continuous trainings and acceptance to new technologies, should be made mandatory, in order to develop the skills. Private Banks should utilize their HR practices like promoting innovators, employee empowerment, fair recruitment and selection criteria, strategic facilitation of HRs should be encouraged to make system more efficient and effective. The kind of citizenship behavior needs to be developed in the human force, so that they can be more competitive and

the spirits of Altruism, Sportsmanship are visible.

Organizations which consider HR as a basic source of CA have been successful in gaining profits. Most of the private banks in India like Axis bank, HDFC and others have utilized their human assets to attract and retain customers. Most of the public sector banks have failed to gather the trust of citizens because of the behavior of employees. The skill set utilized by private banks focus majorly on operations and customer-handling. Effective use of HR has helped private banks to gain competitive edge over the competitors.

9. FUTURE RESEARCH DIRECTIONS

The study is limited to only three leading Banks of Indian banking industry in Delhi/NCR; however these banks have majority of market share as compared to other banks. Sample size comprised of 234 Senior Level employees of banks which holds Level 1 managerial positions (or Assistant Manager) and above. The results obtained are thus generalized with respect to the identified parameters which can further be generalized in relation to wider geographical spread, inclusion of more banks or the employees. As the results presented in this study are subject to the constraints along with the time and cost considerations.

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CHALLENGES ON THE WORKPLACE DUE TO CHANGING NATURE OF WORKFORCE MANAGEMENT: AN ANALYSIS ON THE FUTURE OF WORK

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ABSTRACT

The pattern of workforce changes from time to time according to the needs of workplace. With the rapid changes and innovations in technology it seems to be difficult on the part of the work place managers to manage the organizations in a proper manner. Now it is a challenge for the present managerial community to maintain the changing nature of workforce in order to fit them in future work of their establishment. The changing nature of workforce due to new workplace design, new technological capability and supporting knowledge workers. This research article deals with the impact on workplace with the changing pattern of workforce and how to explore the future of work. At the same time this article highlight the issues and challenges faced by the facility managers of today while preparing their organizations to meet the changing world of work in near future.

Keywords: Workforce management, workplace management, knowledge workers, flexible offices.

INTRODUCTION

The entire work culture has changed now with the change in value creation in order to get competitive advantage in strategy and expectations. The way

works getting done is changing in a accelerating pace due to changing nature of people at work place. This changing nature of work in developing economy is highly significant. Most

of the senior executives believe that knowledge is the primary source for competitive advantage and most of the developing working managers are still lacking in providing working conditions, technology support and meeting critical resources in work place. As a result managing knowledge worker effectively is major problem for modern managers now. This has been considered that management of knowledge workers with update technology and reliable infrastructure facility can reduce workforce cost by 30 percent. This can substantially improve worker productivity, effectiveness and satisfaction. There is a strong belief that creative redesign of workplace and workforce can bring flexibility in expanding the organizations by reducing the support cost in a changing business environment. At the same time it is necessary to rethink about the element of workforce and workplace management in an efficient way in order to achieve future business success. This can be possible by coordinating and integrating human resource and information technology management.

OBJECTIVES

The broad objectives are:

01. To understand the need for a change in work force management.
02. To highlight the fundamental forces of change in work force.
03. To answer what will work look and feel like in the future?

METHODOLOGY

This article is based on the following basic questions.

(A) What should be the working conditions of knowledge workers in order to have a productive and innovative organization?

(B) What management practice should be followed in order to create a cost effective and highly flexible working environment?

(C) What should be the economic value of new set of management practice utilizing the talent of workers in the organization?

The questionnaire is utilized in order to get the perception of the employer and employee regarding change and the challenges faced by the organizations while change the workplace as well as the work force. Accordingly the following inferences are drawn.

NEED FOR CHANGE IN WORKFORCE MANAGEMENT

A close interaction with the management people and the knowledge workers it is found that a change in work force management is highly essential in order to achieve the following objectives of the organization.

(A) Short term viability should not be the cost of long term survival: Most of the modern organizations now realized that it is very difficult and painful to downsize, restructuring and refinancing in order to have more demand, revenue and profitability

in the long run. But reducing the workforce and delaying the investment, eliminating training and development programme, shrinking research and development cost may lead to short term viability but it will definitely affect long term survival. There should be a standard to measure fixed assets, facilities, technology and human capital to made a dynamic business model.

(B) Creation of a suitable working environment: Many successful organizations now feel that it is essential to provide suitable working condition in order to attract highly motivated and high performing knowledge work force. So that workforce support cost in form of technology, facility, compensation and benefits can be reduced to a maximum extent.

(C) Work with a difference:- Today's knowledge workers desire to maintain a meaningful difference in their working and lifestyle. They are not working for just jobs and incomes rather to maintain a balance between work and personal growth, work and family, work and high life style etc. Now a days talent in performance is directly and proportionate related to the life style and both are not separate from each other.

(D) Workplace into virtual workspace through technology: Work can be conducted from any where and in any time due to improved technology. As computing and telecommunication technology has changed the traditional workplace

into virtual workspace. Now it is the era of working any time any place has become the reality. The knowledge workers can conduct work in any place like office, airport, local coffee shop and other physical locations. The colleagues can be communicated anywhere in the planet virtually to perform routine work.

Hence it is important for the corporate world to retain and develop talent today so that the benefits available from the talent workers can support the total cost in order to maintain work-style and life style of the talent workers. It may not be so easy in developing economy like India.

On the whole it is necessary to look into the following concepts in order to change the workforce management in future.

01. How to develop high performing workforce in the new economy?
02. What kind of physical and social work environment is necessary for the talent workers?
03. What should be the conditions for productivity, creativity and commitment?
04. How the corporate sector will create suitable work environment to leverage knowledge and talents of their workers in an independent manner?
05. How this can be achieved in a less cost with sustainable flexibility?

FUNDAMENTAL FORCE OF CHANGE IN WORKFORCE

After analyzing and interacting the workforce as well as the management as per the questionnaire it is found that the following six fundamental forces are responsible for changes in work force management. They are:-

(A) The changing nature of work:-

This is one of the drivers of change force. This force highlights what the workers do really and how they create value and the basic source of competitive advantage. Now the nature of work has changed from craft based manual labour to knowledge based design and problem solving method of work. The concept of information revolution has changed the work force management in such a way that the workers depend more on information and technology upgradation in work place. With the help of information technology the knowledge workers now want to develop value in work place and it became easy on the part of managers to follow a suitable work management policy in work place.

(B) Demographics:-This is another fundamental force in work force management. This refers to changing nature of customers, the change in cultural, racial, gender and generational diversity. Now working knowledge has become a major dominate activity in work place which rise to create knowledge workers for the enterprise. These knowledge workers can create different working groups like creative class, middle class,

working class and service class. These creative knowledge workers today are the most valued employees of large organizations. As they are highly educated, mobile and diversified in nature they can work in a wide variety of industries by creating ethos and values in work place. By understanding the value system in work most business establishments make the adaptations necessary to attract and retain creative class employees.

(C) Fundamental changes in the society:

There arises a fundamental change in younger generation of workers of the society in forms of value, expectations and career changes. New generation workers are totally different from old generation work force. They are significantly different in seeking opportunities in work place and living standard as well as the benefits of career progress from their earlier generations. Management of workforce diversity means developing systems structures and interpersonal styles of the organization. Individual and organizational working arrangement through gender, ethnic and location wise can lead to a system which can pull the workers together into smooth working teams that can work effectively. This fundamental change in the society is a driving force for work force management system in the modern organizations.

(D) Change in technology:

The significant change and its impact of computing as well as communication technology has changed the work force management of large organizations

today. This change in technology has a larger impact on interaction, conduct, research and development activity, solving day to day problems and producing new knowledge in work place. The improved information technology in form of web, PDAs, cell phones, voice response systems, video conferencing, database, wireless networks, graphics applications can empower and connect the knowledge workers around the globe. This can result in creating value for customers of all kinds and move continuously from traditional corporate facility to individual home offices which can be imaginable in every place of operation. Technological advancement like internet system enable the knowledge workers now to interact into a global perspective by interacting with in a short span of time. This reality has a profound effect on thinking, belief and approaches in conducting business worldwide. This trend in change technology has been considered as a fundamental force for work force management system.

(E) Environmental issues: This is considered as one of the important fundamental force now for work force management in future. Various environmental issues like commuting, pollution, congestion, building designs and other consequences have a serious impact on present management practices. Today there are two critical environmental challenges relating to energy usage and pollution on the basis of how, when and where the work take place. Now it is not required the workers will move from place to place

to get the work done which is a costly affair. It is the creative workers who can move the work to the workers instead the workers to work. Establishment of high speed internet connection that links workers to each other and to the information they use can enable them to get their work done. Fundamental advance in technology can be a powerful driver of global workforce environmental concern. This can be possible in moving work to the people rather than people to work.

(F) Public policy issues:- There are some public policy issues considered as fundamental force in work force management system. They are:

(1) Provision of health care for workers: It is very difficult to have an affordable individual health care system for the workers at work place. The cost of health care policy through health insurance is a costly affair for large organization in order to convince the employees. As a result the employees refrain themselves from becoming a full time employee rather they choose to become free agents.

(2) Lack of portability of retirement funds: This is another public policy barrier for the expansion of alternative work programme for most of the workers in work place. The expectation of the workers that the employers should contribute maximum towards retirement fund without penalizing them after their retirement so that they can contribute maximum while in work place.

(3) Changing nature of social contact:

This is another public issue which is a challenge for work force management for the business organizations. The social contract with the employee and employer changes from time to time. The employees demand a more flexible work system where as the employer desire a less labour cost with organizational interest oriented work system. The prevailing labour laws and taxation system do not permit both the employee and the employer to be flexible in work place which is a challenge for work force management.

WHAT WILL WORK LIKE AND FEEL LIKE IN THE FUTURE?

This objective of article is based on the following pragmatic questions and the answer to these questions can be the conclusion of work force management in work place for the future generation management. The questions are:

(A) Who will be doing the work?:

To answer this question it is found that the working pattern of working class will change where one third of work force with the age limit from 35 to 70 will be floating from assignments to assignments as part timers and other two thirds will be on regular basis. This will increase the population diversity in work place. The people will combine into teams and stay together for a project and can break into parts and re combine themselves for a new project as per Hollywood model of today. The workers will form temporary teams to complete different projects.

(B) Where and when will work be done?:

To answer this question it is found that workers prefer to work from home in virtual mode and can spend more time than in office. In this style of work there will be no formal workplace and the workers can perform their duty in multiple locations even from coffeehouse, public place, bookstores as per the requirement of the customers. This work will spread out over 14 hour per day instead of 8hours in normal conditions. This system will enable the work to be performed in a wide variety of settings as per tools and techniques available for work force.

(C) How will the work be done?:

The world of work in future will be more collaborative than individualist. The hallmark of the new worker will be shifting the roles, responsibilities and required competencies. The workers will work as per the basketball team rather baseball team. The work will be done on the basis of collaborative competency in nature than individual competency.

(D) What will be the organisational structure?:

In general the basic structure of the organization changes from time to time according to the requirement of organization. Work behaviour changes in proportion to the structure of the organization. Now it has been felt that the organization structure changes from industrial model to community based model with the help of organized work force. This will be the basic structure of the organization in future where organized

work force will be key group. With this structure flexible working condition can be created in order to meet the basic needs of the work force who work in the organization.

CONCLUSION

After analysis of the above concepts the conclusion of this research article may be as follows.

The introduction of new technology enables now to create a knowledge work force who can be a driving force towards globally distributed work force. They can create a work environment that meet the needs and aspirations of the employees as well as the employers with an affordable cost. This work force management can create a value based working system so that the managers of the organization can achieve the organization goal with this unpredictable economy.

There can be the possibility of a radical reformation of knowledge workers livelihood and the management of corporate sectors. This will increase the overall growth rate in the society. The technology and the other facilities can create strategic assets like human resources which can be managed with an integrated fashion. This management pattern can change the functions of business opportunity so that the organizations can easily

meet their competitors in global market due to shift from fixed cost to variable cost management system.

The basic nature of work will change with the utilization of knowledge work force which lead to innovation and competitive advantage in business sectors. The introduction of flexible leadership management process can lead to create business opportunity in an unpredictable economy so that the ever changing project can be utilized as per requirement of situation of the society. The introduction of new knowledgeable work force can create social capital which is highly volatile and movable for psychological change between employer and employee in the business world. Human Resources and Information Technology will be managed as strategic assets in an integrated manner. The basis of work value will transfer from financial to social capital. Innovation, collaboration integrity and ability will be the key elements for workforce in future work force management.

Therefore it can be concluded that the future of work will be simple, innovative, collaborative, integrative, cost effective, competitive and objective achievable one. This can lead to a social business opportunity instead of individual business unit in the society.

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A STUDY ON VIRTUAL LABS– REINVENTING THE FUTURE WORK FORCE DEVELOPMENT IN INDIAN BANKING INDUSTRY FOR FUTURE ORGANISATIONAL SUSTAINABILITY

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ABSTRACT

Futuristic organizational sustainability focus the path of maintaining or withstanding technological advancements, market changes, customer expectations, and employee needs. As innovations and developments occur in a rapid way, in banking sectors, enrichment and enhancement of work force according to the needs of future jobs is the major challenge. Future jobs and learning environment will meet a dramatic change posing difficulties in enriching workforce. Innovative labs are under construction in some banks, to deliver quicker banking solutions that delight the customer. In today's scenario, there is a need for constant skill development, bank can move towards virtual lab for constructing new models and design. According to McKinsey, by 2030, automation will rule the world posing threat for manually operated jobs. To make banking industry into a future sustainable environment, identifying the area for innovation and training workforce accordingly will bring successful solutions in a shorter span of time. This paper tries to analyze what kind of trainings are needed for employees to handle future banking jobs in a sustainable business environment.

Keywords: Virtual lab, Virtual Space, Work force sustainability.

1. Introduction

Most of the training in earlier days, focus on preparing employees in a structural model of classroom environment, simulated models, for a period of 6 months or one year depending on the kind of job. Now world is moving towards an automated environment where the future is uncertain and full of challenges for analyzing complex data with immediate accurate results. There are expectations for immediate results in short span of time, poses threats for humans for continuous training and to update variety of skill sets to face future digital world. World Economic Forum study elucidates us the replacement of 5 million jobs with Artificial Intelligence, Robotics to handle complex big data analysis, same time more than 2 million jobs can open up for highly skilled employees to handle automation. During 1990, banking industry started automation in certain areas of manual process, developing “Anytime”, “Anywhere” banking. Recent innovation like API hackathon platform from SBI bank, AI-based conversational interface, challenge the future banking environment in a sustainable way. To delve into an automated environment, successful innovative, cost-effective projects depends on skilled manpower. As the future needs keep changing, training and developing employees take time, hence virtual lab sessions, virtual methodologies for imparting high-class training would be fruitful to progress training and development areas in a quicker way of enriching and enhancing employees.

For example, fresh recruits can be attracted to be trained in virtual space rather than typical real-time classroom environment. In this covid-19 situation, virtual tour is conducted for trainees to update the onboarding schedule of HR operation. This can be an effective stepping stone of success in future post-covid business operations using virtual space training modules.

1.1 Re-inventing the future work force needs – Training and developing work force

Training and development starts from new entry level employees to existing employees in the organization to improve their skill set according to the needs of the business operations. For fresh entry level positions, training in an organization starts with updating the company process, ethics, values, customer service, their clients etc. These training sessions are conducted in a classroom model set up updating the trainees about the HR policies and procedures. Some trainees feel the training process as a boredom situation when they are in the classroom model. Training plan for employees can be done in an innovative, engaging, fun-filled and introducing technology like virtual reality for imparting value-based, culture-based training. Future business needs will require less time in training employees with high productivity. The methods that can be employed to reinvent the training methods in a shorter span of time can be analyzed in this study.

2. Significance of this study

As there is a significant advancement of automation in every field, need for gaining the knowledge of automation, controlling the automated environment in precise ongoing way, skilled human work force is needed. Human work force has to be trained according to the future automated business needs. Banking industry is moving towards delighting customer in virtual space, off-premises banking with heightened security. Training and developing employees in virtual platform will help the employees not altering their regular work, simultaneously learning new skills to handle the future. Virtual lab training methodologies can be adapted in future that can ease the process of acquiring quicker way skill attainment.

3. Review of Literature

Nessler, M. (2014) investigated the virtual HR categories for recruiting, onboarding and training/education. This study explains about the virtual job fair that can be conducted for recruiting talent pool, best onboarding experience in virtual space, virtual training and education program for 360 degree learning.

Aitken, R. (2009) illuminated training employees in a virtual learning environment, with best cost effective methodology using conference method. E-learning training methods such as conferencing, reduced company costs to a greater extent, heightening the need of convenient

way of learning as well as developing employees.

Shannon Vallor. (2014) anticipated, automation will lead the human force, due to which trained, skilled labors are in demand. Moral skills inducement to work force will ensure workforce sustainability in midst of technology threat. Proper awareness in change process and training lead employee commitment/desire, meeting the future challenges, empowering work force to handle technological advancements.

Jain, S., & Jain, R. (2016) identified training effectiveness in public, private and foreign banks operating in India. This study tells us the training opportunities given for employees has an effect in task improvement and less turnover. Competence level improved through training the employees.

Mahmood, A. (2020) analyzed frequent trainings with shorter duration of periods will avoid boredom situation for the employees.

Charoensap Kelly, P., Broussard, L., Lindsly, M., & Troy, M. (2015). explored the effectiveness of employee training program concentrating soft skills.

Vasundara, T. (2014) recommended e-learning technologies to develop hard skills for employees. This paper highlights the challenges faced to learn soft skills using e-learning techniques.

Tian, J. (2020). Surveyed 92% of team members in a collaborative projects

feels soft skills needed for building efficient team. This research impacts the overseas project managers to build efficient project teams by soft skills development.

Sekar, A. C., & Dr. R. Sundhararaman. (2011). Studied the effectiveness of training by assessing employee attitude towards training, training programs quality, training need analysis and imparting training, exploring the employees to check if their skills are applied on the job after training.

Bhat, V. (2008). Analysed the training needs for creativity and innovation, improvement of resource person, also found training lacks behind the application oriented and practicality on the job.

Dikshit, A., & Jain, T. K. (2017). Examined training and skill development in entry level job or middle level job brings confidence in handling jobs in a positive way. Increase in jobs that uses complex systems in the banking sector paved way for employee training and development. Suggested to include personality development programs, game theory, group discussions, and relationship factors to improve productivity.

Zahid H. Bhat. (2013). Analysed the training factor that can impact employee's performance in job. Regression analysis results showcased the training impact on employee performance and commitment in performing jobs.

4. Variables analyzed after literature study

Enormous amount of researches are done in the field of training process and its impact factors that builds sustainable organizations. Literature studies enlighten the fact that training and developing employees will have a positive impact on employee's attitude, improved performance in skilled jobs, less turn over intention, employee engagement, high motivation and self-esteem levels. Training hard skills and soft skills is also another major impact factor in developing workforce.

5. Research Gap

There are lot of research studies that proves organizational development or business developments based on efficient training methodologies imparted to the employees. Skill-set development is an important training area that leads to organization sustainability. Today's innovative technology path, takes the jobs and people in the mystery world of automation, posing requirements for learning core hard skills and soft skills in short span of time. Virtual labs are simulated lab conditions to do laboratory experiments in virtual space to explore theories, principles, and concepts without stepping into a real-time challenging environment. Models can be developed and analyzed for model fit before entering into the automated environment. New innovative models can be developed by employees in their own virtual space, using Virtual labs for evaluation. To enhance easy, quicker way of

learning and developing work force, for futuristic approach, virtual lab and innovative labs can be implemented in every industry, making a collaborative environment approach. Reinventing quicker training solutions in virtual space can be taken as research gap. Virtual lab technique in banking sectors that can influence learning and assessment of employee’s skill-variety, developing models in virtual lab is also taken as research gap analysis.

6. Research Methodology

Primary data is collected using well-designed questionnaire to know employee perceptions for learning new skills in virtual space and workforce sustainability in virtual space. Exploratory study is done to analyze future training needs. The main objective is to provide workforce an environment for learning – development process, in a fun-filled as well as knowledge based strategy.

6.1 Study Objectives

6.1.1 Employee awareness on Innovative lab centers in Indian Banking Sectors

6.1.2 Types of training that can be given for employees to handle future banking jobs

6.1.3 Virtual Space as a flexible path for collaboration

Hypothesis of the study:

There is no significant association between one dependent variable “Collaboration happens easily in virtual mode in this current pandemic situation” to that of one independent variable “Are you able to deliver workforce needs in virtual mode easily” relating to virtual space collaboration component.

Table- 1-Research Strategy

Research Design	Descriptive research and explorative research
Study	A Study on Virtual Labs– Reinventing the future work force development in Indian banking industry for future organisational sustainability
Study Area	India
Sample Frame	Indian Banking sectors
Sampling Unit	Individuals
Sampling Method	Convenience Sampling Method
Sample Size	140 questionnaires were collected and out of which 120 were usable.
Nature of Data	Both Primary and Secondary

Sources of Primary Data	Well Designed Pre-tested Questionnaire
Sources of Secondary Data	Journals, Magazines, Previous Research Reports & Websites
Tool used for Data collection	Pre tested Questionnaire
Type of Questions	Close ended & Open ended
Statistical tools used	Percentage analysis, Linear Regression
Data Reliability	Data reliability was checked using the Cronbach's alpha test. The Cronback alpha value is 0.868 for 13 items.

6.1.1 Objective 1: Employee awareness on Innovative lab centers in Indian Banking Sectors

I am aware of Innovative lab for banking solutions

Survey questionnaire collected to test the Innovative lab awareness of people working in banks. Percentage analysis shows the awareness level.

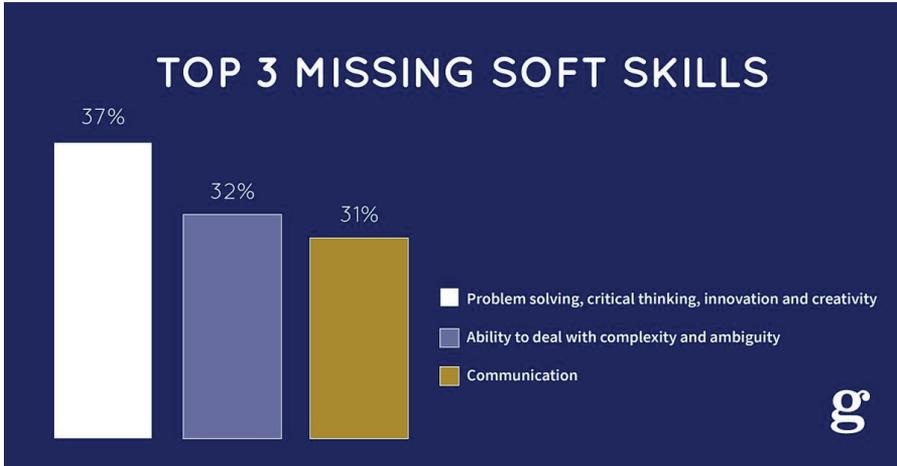
Employee awareness level of Innovative lab for banking solutions is depicted in percentage analysis (29.2%).

Table 2 – Employee Awareness level on Innovative Lab – Percentage Analysis

Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	35	29.2	29.2	29.2
	No	85	70.8	70.8	100.0
	Total	120	100	100	

6.1.2 – Objective 2: Types of training that can be given for employees to handle future banking jobs deal with complexity and ambiguity situations, communication skills gap. Soft skill training can be done in virtual

Fig – 1 – Soft skills need for work force and organizational sustainability



Source:-SHRM:-Better Workplaces. Better World - skills gap 2019

Soft skills training on virtual space: When technical skills are developed during the on-the-job training methods, soft skills need is impacting more for the employees to sustain in the employable market. Fig – 1, above shows the topmost soft skills essentially needed to sustain in this innovative digital environment are problem solving, critical thinking, innovation and creativity, ability to

space for work force sustainability. Creativity Lab on premises: To induce creativity as a training need for employees, several training techniques and methodologies can be implemented. Mind mapping tool, Lateral thinking as a tool to induce creativity can be employed in banking sectors. These creativity labs can be constructed on-premises for employee engagement. CoRT thinking–

Table -3 –Bank Employee perception on soft skills training in virtual space

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	1	.8	.8	.8
Agree	28	23.3	23.3	24.2
Strongly Agree	91	75.8	75.8	100.0
Total	120	100.0	100.0	

Consequence and Sequel, tools can induce creative hat thinkers to explore future.

Analytical Reasoning training in virtual space: Game based labs can be constructed in virtual space to induce analytical ability, making learning fun. These type of methods can engage employees in the context of Ikigai leading to a meaningful direction. Future jobs that are complex and ambiguous, can be easily dealt with analytical reasoning ability.

75% bank employees in India, are interested for soft skills training in virtual space.

6.1.3 Objective – 3 - Virtual Space as a flexible path for collaboration– Work force sustainability in virtual

space- Questions for team managers in banking industry concentrating India

Hypothesis of the study

There is no significant association between one dependent variable “Collaboration happens easily in virtual mode in this current pandemic situation” to that of one independent variable “Are you able to deliver workforce needs in virtual mode easily” relating to virtual space collaboration component.

We can infer a Correlation coefficient, $R=0.881$, projecting high level of correlation between the dependent and independent variables. R^2 value of $0.777(77.7\%)$ variance is well explained by the dependent and independent variable.

Table – 4 –Linear Regression model Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Are you able to deliver work force needs in virtual mode easily	.	Enter

- a. Dependent Variable: Collaborations happens easily in virtual mode in pandemic situation
- b. All requested variables entered.

Table – 5 – Model Summary Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881 ^a	.777	.775	.478

- a. Predictors: (Constant), Delivering work force needs in virtual mode

Linear regression explains the variations of dependent variable (Collaborations happens easily in virtual mode in pandemic situation.) to that of one independent variable (Are you able to deliver work force needs in virtual mode easily?) to identify the nature of relationship.

Value of R^2 is significant as indicated by the p-value(0.000) that proves strong relationship between the dependent variable “Collaboration happens easily in virtual mode in this current pandemic situation” to that of independent variable “Are you able to deliver workforce needs in virtual mode easily”.

Table – 6 – Anova Table ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	93.992	1	93.992	410.784	.000b
Residual	27.000	118	.229		
Total	120.992	119			

a. Dependent Variable: Collaborations happens easily in virtual mode in pandemic situation

b. Predictors: (Constant), Delivering work force needs in virtual mode

Table – 7 – Coefficients table
Coefficients^a

Model (Constant)	Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
	B	Std. Error			
1 Delivering workforce needs in virtual mode	.654	.143		4.581	.000
	.833	.041	.881	20.268	.000

a. Dependent Variable: Collaborations happens easily in virtual model of pandemic situation

Table- 8–Primary data percentage analysis from 120 respondents (5-point scale and nominal scale)

Questions	Particulars	Frequency	Percentage
Bank employee perceptions on virtual learning and innovation			
I am aware of innovative lab for banking solutions	Yes	35	29.2
	No	85	70.8
New ideas and strategies implemented to meet customer needs in virtual environment	Disagree	3	2.5
	Neutral	14	11.7
	Agree	43	35.8
	Strongly Agree	60	50
I am interested to get soft skills training in virtual space	Neutral	1	0.8
	Agree	28	23.3
	Strongly Agree	91	75.8
My company provides me space and access to continuous professional development in e-learning environments	Agree	1	0.8
	Neutral	21	17.5
	Disagree	39	32.5
	Strongly Disagree	59	49.2
Virtual learning methodologies are stressful	Strongly Agree	2	1.6
	Neutral	24	20.0
	Disagree	35	29.17
	Strongly Disagree	58	48.33
I am interested to take challenging assignments and controlling automation	Strongly disagree	1	0.8
	Disagree	16	13.3
	Neutral	53	44.2
	Agree	29	24.2
	Strongly Agree	21	17.5
Work force Sustainability in virtual space			
Moral values and ethics maintained well in virtual space in pandemic period	Strongly disagree	2	1.7
	disagree	14	11.7
	Neutral	59	49.2
	Agree	26	21.7
	Strongly agree	19	15.8

Our team conducts regular check points for customer satisfaction in virtual space	Strongly disagree	4	3.3
	disagree	20	16.7
	Neutral	50	41.7
	Agree	27	22.5
	Strongly agree	19	15.8
Are you able to deliver workforce needs in virtual mode easily	Strongly disagree	6	5.0
	disagree	19	15.8
	Neutral	45	37.5
	Agree	32	26.7
	Strongly agree	18	15.0
Collaboration happens easily in virtual mode in this current pandemic situation	Strongly disagree	3	2.5
	disagree	20	16.7
	Neutral	39	32.5
	Agree	41	34.2
	Strongly agree	17	14.2
Our team handled new recruits onboard training process successfully in virtual space	Strongly disagree	5	4.2
	disagree	8	6.7
	Neutral	24	20.0
	Agree	64	53.3
	Strongly agree	19	15.8
I am comfortable to manage my team members in virtual space	Strongly disagree	13	10.8
	disagree	13	10.8
	Neutral	42	35.0
	Agree	45	37.5
	Strongly agree	7	5.8
Adequate amount of training given to handle automated deposit machines	Strongly disagree	5	4.2
	disagree	17	14.2
	Neutral	23	19.2
	Agree	49	40.8
	Strongly agree	26	21.7

7. Findings and Discussion

- From Table – 2, employee awareness level of Innovative lab for banking solutions is clearly depicted in percentage analysis method. Majority of respondents are not aware of innovative lab solutions that is clearly depicted as high percentage level (70.8%). Awareness of innovative lab and creation of innovative labs will lead the future workforce to deliver solutions for clients in an agile way.
- From Table – 3, around 75% bank employees in India, are interested for soft skills training in virtual space. From Table-5, there is a high level of correlation between dependent and independent variable. Linear regression dependent variable - Collaborations happens easily in virtual mode in pandemic situation. Linear regression Independent variable - Are you able to deliver work force needs in virtual mode easily. We can conclude that Indian banking industries can overcome the challenge of operating business in virtual mode.
- From Table – 8, need for continuous professional development using e-learning method, has highest percentage level (49.2%). E-learning methodologies can be deployed catering employee development needs.
- From Table – 8, majority of (48.33%) respondents says that virtual learning methodologies are not stressful.
- From Table – 8, Majority of (44.2%) respondents are “neutral” for interest in undertaking challenging assignments and controlling automation. Care has to be taken to learn the blind spots that make employees remain stagnant and thoughtful to undertake challenging work environments.
- From Table – 8, “Collaboration happens easily in virtual mode in this current pandemic situation” has highest percentage level “34.2%”.
- From Table – 8, “Onboard training for new recruits in virtual mode” has received highest level satisfaction as “53.3%”.
- From Table – 8, “I am comfortable to manage my team members in virtual space” has highest percentage level of “37.5%”.
- From Table – 8, “Adequate amount of training given to handle automated deposit machines” has highest percentage level of “40.8%”.

8. Conclusion and Future recommendations:

* Current innovative labs in banking sectors posed solutions to customer based needs and provides virtual tour of their banking solutions provided by their banks. Some of the innovative labs in banking sectors have showcased the future business - Citi Financial Company launches innovative labs

in Singapore comprising Client Experiencing Center and Client Collaboration Center, Axis Bank announced “Thought factory” innovative lab in 2016. Many Innovation labs are physical centers, on-premises development center.

* Future Exploration: In future, every bank can provide more space and access for all employees to virtual labs for training, model development and testing models. As innovative labs lags for getting skilled employees, virtual labs can be created for future workforce for continuous learning, developing new models and evaluating the models. After evaluating models in virtual lab, deployment of models can be done in innovative labs for client operations.

* Soft skills training for employees can be given in virtual space and evaluation procedures can be done in Virtual Reality. Virtual Speech product design has an innovative technology of identifying the speech and quickly analyze the needs of presentation skills. These kind of innovative technologies will enhance future workforce in virtual lab in an engaging and in an agile way of developing soft skills.

* Virtual space training used for off-the-job training technique, gives a pathway for employers by reducing space, system and time for employers,

focusing more on real-time on-the-job training needs.

* Major skills that can be developed during the on-the-job training are learning the organizational climate, culture, conflict management, team work, in real-time space, that provides them a chance to learn new skills quickly with collaboration and adaptation.

* Skill variety can be learnt in lesser amount of time if the lecture series of training process is done in virtual space rather than a typical classroom type model.

* Simulated model can be learnt in Virtual lab space.

* Virtual speech software that can convert the speech into text, can be deployed in banks according to company’s use for displaying customer’s Frequently Asked Questions and customer complaints.

* Creative labs, game based labs can be constructed in virtual space for employee engagement taking useful insights from Ikigai component of vocation.

* This study recommends virtual labs in every bank, for flexible, continuous learning environment, making development models in an enthusiastic way of learning.

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POST – PANDEMIC METAMORPHOSIS IN HR CURVATURES

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ABSTRACT

With global Pandemic Covid 19, many production organisations today are facing a new challenge of keeping the business afloat. With the recent government guidelines as well failing demand, many of the small as well as medium production units have temporarily shut down their factories but then there are production units which have seen a significant increase in demand for essential supplies. The front line production workers in the production unit cannot carry their work to the relative safety of their homes. So the critical focus for every such organisation is to keep their workforces specially the front line production workers safe. But for the other sub - divisions the organisations in order to minimise the risk have allowed remote working facilities for their workforces.

With this, attempt had been made to understand the perception of workforce's particularly working in production unit about the factors that will influence the different aspects of work from home. A questionnaire containing different factors affecting the work from home perception of the workforces is designed and distributed. Data is collected from 71 white collar respondents (Male 63 and 8 Female workforces). Analysing the data, it was found that professional isolation, perceived job performance with virtual work; independent working and perceived organisational support are the major factors that contribute to the perceptions of work from home workforces.

Keywords: Post - Pandemic, Work from Home, Production Organisation and Business Inferences.

Introduction

Among the notable metamorphosis which came as inference of the Covid19 Pandemic has been the transition of many office workers across professions to work from home setups. Individuals from some occupational classes who had little background of working from home were switched to such arrangements (teachers, production staffs, sales). While workforces who never had worked from home were pushed to such setups. The transition wasn't that easy. For some it was easier to shift and for another group they witnessed an aggressive changeover.

In a developing economy like India, there are a huge number of people who work in the production Sector (according to data from corporate government sectors). In these sectors earlier remote working was an absurd concept. For companies in the production sector, the big challenge is psychological rather than operational. Command and control isn't just a by word for how India's economy has been confined for decades. In a traditional hierarchical world, how most firms run. The work from home is seeing its own challenge in terms of infrastructure and technology. The work from home is a form of Modern Organisation, questioning the bureaucratic structure of conventional organisations. This further poses a challenge on the influence and power of the managers whose identity and sense of power was defined on their role. Middle Level Manufacturing leaders and the Supervisors play a

very crucial role in the success/failure of the work from home plan.

A point of reference study analysing 20 different companies where work from home initiatives are followed found that manufacturing leaders may act as an obstacle to virtual work spread, and their co-operation is necessary if virtual work initiatives are to succeed. As manufacturing leaders attitude's play such a major role in the transition to virtual work, the relationship between manufacturing leaders and their workforces is very important for the adjustments to virtual work. Considering all these, in a production setup where the traditional pattern of work from home is followed this study makes an attempt to understand the factors that the workforces perceive that will affect their work from home.

Objectives: This paper is based on the following objectives;

1. To identify major factors affecting work from home of professionals working in production sector in the present day context.
2. To study relationship between work from home and factors influencing work from home.

Literature Review

According to The Business Line reports that it is difficult for production sectors to setup WFH practices and industry experts are anticipating job losses which will further lead to economic slowdown. In Comparison with the IT Sector, the availability

of server connectivity and security threats are a major challenge before a production firm to allow its workforces to WFH. In order to deal with these “contingencies” Business Continuity plans are laid down and production sectors are devising new ways and means to being open to the concept of remote working.

According to The Economic Times (Covid-19 Impact: For manufacturers, work from home doesn't work, March 2020) with the pandemic overhead, many Indian companies are encouraging WFH option to their workforces. Keeping in the trend production companies are also encouraging remote working as a part of “Social Responsibility”. The production companies do not want to put their workforce in risk and also wants to avoid unnecessary medical and insurance cost. With workforces WFH the companies will save from administrative costs as well the pressure of daily commute for workforces will reduce.

A study conducted by Leesman (2020) says that 53% of workforces in U.K do not have any remote work experience. The study covered 700000 workforces working in various production and industrial setup. The study stresses out that with large scale remote working the production and industrial engineering sectors must prepare itself for a reduction in productivity and innovation. In future the production sectors across the world should start practising the non traditional work setting to supplement the traditional work setting.

Lane, Mullen and Logan (2020) in their research work state that, with the pandemic many workforces have preferred to remote working. Staying in the safety of their home they have brought the work from the workplace to their homes. But with the work at home some unique challenges have crept up. Challenges in terms of parenting, co-ordinating schedule, separating work hours and personal hours, issues with communication with the supervisors are observed. The authors conclude that these very challenges can be dealt with keeping oneself flexible and confident. More and more communication with teammates and supervisor will also help in solving issues in professional life.

Kramer and Kramer (2020) stated that this pandemic situation will reshape the perceptions of companies as well as workforces about the traditional work practices. It may also eliminate a few traditional workplace setting. Work from home will be the new concept for many workforces across the world. The authors in this changing context have tried to focus on three occupational related domains. The first may be change in terms of value and status of the work which will in future lead to change in demand and supply of meaning of different occupations. Second the work from home concept will lead to better understanding of work/job perspective and individual characteristic associated with it. Third there will be an increased splitting of the job into categories like “Good Job” and “Bad Job” which will further

contribute to inequality. The authors conclude their work by stating that some occupational group would be immensely benefitted and some not but overall it will increase and broaden the income, gender, racial and ethnic inequality.

Research Tactic

Population in this research are 71 workforces in the executive level. Data is collected through the questionnaire which included eleven WFH factors as independent variables measured on a seven -point Likert scale items developed for this study

(the number of items is indicated in brackets): The scale was further defined as 1: Strongly Agree and 7 Strongly Disagree. These factors are further then defined in statements. The collected data is further analysed using factor analysis. The data is analysed through SPSS Version 22. Factor Analysis is used to identify the factors that workforces perceive will affect their work from home. Further a regression test has been runned to understand the relationship between factors extracted and work from home.

Data Analysis and Interpretation

TABLE -1: DESCRIPTIVE STATISTICS

Variable	Sub Category	N	%
Age	18-25	1	1
	26 -35	13	19
	36-45	27	38
	46-54	27	38
	Above 55	3	4
Total		71	100
Gender	Male	63	89
	Female	8	11
Total		71	100
Education Qualification	Diploma/Degree	31	44
	Post Graduate	40	56
Total		71	100
One Way Travelling Distance	0-10	11	15
	11-20	36	52
	20-30	7	10
	30-40	17	24
Total		71	100

Demographic Architecture

The above table shows the demographic distribution of the participants. It is observed that the number of female workforces is less as compared to male workforces. The adequacy of data to run factor analysis is tested by

and is statistically relevant at the 5% confidence level. This means that the number of variables predicted would decrease 11 variables to key factors. The Bartlett's measure of sphericity shows that the factors are significantly classified into groups. factors. The study further has employed principal

TABLE II: PRINCIPAL COMPONENT (FACTOR) ANALYSIS

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.249	22.494	22.494	2.249	22.494	22.494
2	1.316	13.157	35.652	1.316	13.157	35.652
3	1.309	13.090	48.741	1.309	13.090	48.741
4	1.178	11.783	60.524	1.178	11.783	60.524
5	.924	9.263	69.760			
6	.841	8.407	78.167			
7	.697	6.973	85.140			
8	.573	5.731	90.871			
9	.498	4.973	95.844			
10	.256	2.563	98.407			
11	.159	1.593	100.000			

Extraction Method: Principal Component Analysis.

From the above tables, it is observed that out of eleven variables only four factors are extracted.

Kaiser Meyer Oklin (KMO) measure of sampling adequacy. Normally more than 0.5 values for KMO are considered satisfactory for acceptance. In present study by applying Kaiser-Meyer-Olkin measure of sampling adequacy, the value being 0.785 and Bartlett's test of Sphericity the estimated Chi-Square value is 2.154

component analysis or factor analysis to factor analyse 11 factors.

Among the extracted factors Perceived Isolation is the most significant factor that is affecting the workforce's perception of work from home, followed by perceived job performance with virtual work,

TABLE III: COMPONENT MATRIX

	Component			
	1	2	3	4
Independent working	.474	.377	.627	-.155
Cost savings for company and workforces.	-.319	.472	-.308	-.397
Ever changing and abnormal working Schedule	.195	-.036	.065	.777
Clarity of Assessment Standards.	-.691	-.158	-.106	.052
Perceived organisational Support	.438	-.550	.267	-.214
Interpersonal Confidence	-.619	.042	.540	-.064
Professional isolation	.705	.411	-.026	.091
Perceived experience with virtual work	.149	-.021	.547	.273
Perceived job performance with virtual work	.678	-.174	.082	-.312
Role Anxiety and Virtual Job Efficiency.	.066	.648	-.368	.242
Current Education System and virtual work	.253	.040	.052	0.72

Extraction Method: Principal Component Analysis.

a. 4 components extracted

Independent Working and Perceived Organisational Support is the least significant factor. 7 factors were deleted as factor loading values were less than 0.5.

To analyse the relationship between multiple independent and dependent variables, a Linear Regression

Analysis was performed. As a rule, the degree to which two or more predictors (independent or X variables) are related to the dependent (Y) variable was expressed in the correlation coefficient R, which was the square root of R-square. In linear regression, the R-values were assumed between 0 and 1.

TABLE IV: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.318a	.489	.479	.3523

a. Predictors: (Constant), Factors like (Independent Working, Interpersonal Confidence, Professional Isolation, Current Education System and Virtual Work)

Table V: ANOVA^a

Model		Sum of Squares	Df	Mean Squares	F	Sig.
1	Regression	2.856	4			
	Residual	25.304	66	.714	2.681	.036b
	Total	28.160	70	.266		

a. Dependent Variable: Work from Home

b. Predictors: (Constant), Factors like (Independent Working, Interpersonal Confidence, Professional Isolation, Current Education System and Virtual Work)

TABLE-VI: COEFFICIENTS^A

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	Constant	-.307	.771		-.399	.691
	Factor 1	.014	.124	.013	.110	.913
	Factor 2	-.205	.111	-.199	-1.840	.069
	Factor 3	.054	.087	.067	.619	.537
	Factor 4	.456	.160	.289	2.859	.005

a. Dependent Variable: Work from Home.

It was found from the ANOVA Table that, since the p-value was .03 which was less than .05 indicating that the regression is statistically significant. The relationship between work from home and factors affecting work from home by the workforces is significant. From Table in the correlation coefficient, R was 0.318. Therefore, we can conclude that work from home

is positively influenced by the factors that the workforces perceive while working from home.

The table VII shows Coefficients represented the Beta (β) values and its interaction with all known variables was calculated. Factors like professional isolation, perceived job performance with virtual work, Independent Working and Perceived

Organisational Support were taken as independent variables while the work from home, as dependent variable. The factors extracted exerted a positive correlation with the dependent variable.

Findings and Conclusion

In the wake of Covid19, adopting WFM for a production company is a tough task. Model of work from home has not well evolved for non IT companies. Since these companies do not have adequate IT tools practising it and accepting the WFM will take some time. The findings are clearly in line with the emotions of the workforces. Studies have shown that Professional Isolation has been a physical and behavioural health threat to the workforces who are on remote working. Even on the workforces side there is feeling that on remote working they won't get the social stimulation which helps them in motivation and engagement with the work. So the organisations can plan for interactivities and to combat the isolation feeling, it can also increase the interpersonal trust.

Another cause of this professional isolation can be resource isolation. As in a workplace resources for better functioning are readily available but that may not be the case in work from home set up. In case of perceived job performance with virtual work, the job performance may be defined as the output that the workforce generates and it must be definable and measurable. In remote working a insecurity in terms of output

measurement is felt by the workforces. This has a both positive as well as negative aspect. In terms of positive aspect workforce's remote working will have better productivity than the traditional pattern working as there will be work/life balance and flexibility but on the negative side a decreased communication with the peers and supervisors sometimes raises doubt on individual performance hence leading to decreased job satisfaction?

Work from home can decrease workforce affiliation with the organisation and lessen the confidence in leadership and has the potential to cause frustration from colleagues working in the office. Therefore a good manufacturing leaders-workforce relationships, workforce organisational support, clear communication on consistent performance expectations and effective communication strategies may help the workforces to adjust to remote work and retain identification with their company.

Additionally companies should also offer remote work coaching and training for workforces to improve their ability to organise workdays and retain a self efficacy to successfully adapt to remote work. Since the negative effects of remote work on team functions are concentrated mostly in short term teams, organisations should aim and organise long-term teams and conduct remote collaboration and avoid creating and deploying new teams under remote conditions.

Earlier, it was not a practical option

for those who are in production, hospitality, performing arts and heavy production units. But the production organisation experts are voicing their opinion on solving the issues of remote working. The study concludes that the interplay of characteristics of job as well as humans have a significant research and functional inferences. When individual characteristics trump

job characteristics, shifting from remote working to traditional pattern of working can entail a selection of workforces best suited to work from home. Training those workforces on more efficient methods of remote work and greater monitoring of the quality and productivity of those assigned work from home will always contribute to higher efficiency and productivity.

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A STUDY ON WORK FROM HOME PRACTICES AMONG MANAGERS IN IT INDUSTRY

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ABSTRACT

IT industry has been distinctive for a variety of factors including the career opportunities, good work environment, closely linked into the global services economy and flexibility to work virtually. Most of the Tech giants offer employees an option to work from home at particular periods. In 2018, almost

70% of the world's population works remotely for at least once a week and 53% for at least half a week. If we search for history of working from home (WFH) or remote working we can know that until industrial revolution, people used to work from their homes. Working from home can help employers to save costs, yield better results and employees can have the flexibility to work at their comfort. But there are some disadvantages too, like extended working hours, threat from cyber- attacks, etc. In this context, it is important to study about the perception about working from home among employees. The present study tries to understand the changes in perception about work from home practices among managers in IT industry, before and after working from home. This study uses factor analysis and different statistical test over the primary sources of data i.e. the managers from IT industry. The study concludes that manager perceptions are generally true about work from home practices except for work life balance and security measures.

Keywords: Work from home (WFH), Remote working, Flexibility to work, Extended working hours, Threat from cyber-attacks.

1. INTRODUCTION

The year 2020, will be marked in history for a variety of reasons, like a pandemic, change in work style, worldwide restrictions on air travel, and so. The COVID-19 pandemic created a remote work tipping point: The Work from Home (WFH) practices are now trending among employers. Companies adopted WFH practices, in order to avoid reduced productivity; this helps workers to connect from anywhere they are. Some companies had WFH practices even before the pandemic as a regular option, while others took it up as an emergency option(ILO, 2020). Most companies now have a WFH policy which is nothing but an agreement between the employees and employer who prefer to have WFH privileges. This policy defines the responsibilities, expectations, eligibility and other guidelines. To have a brief overview, this policy ensures that all employees understand what is required of them, while working from home. Few companies like Google, Microsoft, etc. have even arranged for several enhanced teleconferencing tools to make WFH comfortable(Sarma & Medhi, 2021).

Managing employees can be extremely challenging for managers in the outbreak of a pandemic and other uncertain situations. They have to keep the employees engaged and motivated. Remote working is now an absolute necessity and no longer a luxury for the employees. Managers also have to note that the employees

are adhering to the company value and principles while working from home. The working hours have increased thereby increasing the productivity. The employees can benefit by getting better mental and physical health, improved work-life balance and lower spend and overhead(Courtney, 2020).

Business continuity planning was of utmost importance and change in working style was an initial step to it, thus creating an increasing opportunity for working from home(ILO, 2020). Information Technology (IT) is the one industry in which WFH practices can be implemented relatively easily(Singh, 2020). Undoubtedly managers are crucial for every project because they act as the link between the organization and entry, middle level employees and managers are important for business continuity(SHRM, 2021). Our interest in this study is the change in perception of WFH from home practices among managers in IT industry before they were working from home and after they were actually working from home.

In this study we are interested in understanding the difference in perception when we actually experience what was once considered only an 'option for the privileged'. There may be anticipations with regard to the benefits of some choice, until it no longer becomes a choice but a compulsion. This fine comparison and differentiation is our focus. Specifically, we designed this study to find the change in perception about

work from home practices among managers in IT industry, before and after working from home, particularly the gender difference in this change in perception.

The rest of the paper is arranged as follows: a review of closely related literature is detailed in the succeeding section, followed by description about the methodology used to meet the objective. The analysis of the study follows along with the results and discussion. The paper concludes highlighting the limitations and possible avenues for future study.

2. LITERATURE REVIEW

Managers are the people in an organization who are responsible for getting activities, that align with the company's goals, completed through planning, organizing, leading and controlling (Varkkey & Dessler, 2018). They accomplish department objectives, maintains staff, develops personnel opportunities and ensures a proper work environment in an organization. Considering the recent situations, working from home has become a part of modern life and a routine for employees (Vilhelmson & Thlin, 2016). A large number of employees use portable electronic tools like laptop, tablets, etc. to create a virtual office, that offers flexibility in timings and location. (Hill, Miller, Weiner, & Colihan, 2006); (ILO, 2020).

There are mixed responses to working from home. Some studies show work

from home leads to better performance (Vega, Anderson, & Kaplan, 2014); (Allen, Golden, & Shockley, 2015). Berinato & Bloom (2014) state that in comparison with the employees who work from office, the work from home workers were not only happier and less likely to quit but also more productive. While others highlight that work from home leads to social and professional isolation and hampers knowledge sharing (William & Longge, 2005) and also intensifies the labor (Anderson & Kelliher, 2009); (Felstead & Henseke, 2017). When working from home contact with coworkers is significantly reduced for employees, this can lead to fewer interruptions (Bailey & Kurland, 2002). And freedom of discretion in how or the conditions in which they complete the work, as there is no physical monitoring (Kossek & Thompson, 2016). Individuals are responsible for the quality of their own output (Felstead, Jewson, Phizacklea, & Walters, 2006). This could increase their flexibility, job involvement and productivity. But this social and professional isolation leads to lesser informal learning, interpersonal networking, mentoring, etc. Work flexibility is an important factor in any employee. Thomson (2008) assert that flexible working practices can facilitate work life balance, and that they are beneficial for both genders with the shift in family patterns. Gopal, Alberto, Gosain, & Darcy (2011) highlight that the client communication barriers can moderate the impact of coordination with client on quality levels. The occurrences of threats and vulnerabilities result in

damage or an illegal access of critical and confidential data of the employees (Bamiah & Brohi, 2011).

Managers can play a key role in identifying the suitability of work-from-home (Pathak, Bathini, & Kandathil, 2015). Aryee & Debrah (1993) noted that a supervisor who is inflexible very quickly drives employees away.

In most cases managers are the one responsible for coordinating and motivating the behavior of the team members (Clear & Dickson, 2005); (Brios & Pitt, 2020). Managers have to make sure the employees work properly and also connect with the leadership for next projects and strategies.

Managers find it difficult to assess the employee productivity in terms of output and motivate them, when working from home (Kossek & Thompson, 2016). This increases their job pressure and affects their work as well personal life, while working from home. This increases the pressure on them to adopt new monitoring mechanisms (Taskin & Sewell, 2015). This extra pressure can affect their personal and family life. Managers are required to be committed, balanced and in control of work and home and find it tough to keep a space between personal and professional work (Ford & Collinson, 2011). Managers are sometimes forced to work overtime to delay from developer end, or from client commitments. Tomlinson & Durbin (2010) claim that the main reason for absence of work-life balance

is unpredictable finish times and long working hours. This leads to boundary blurring between work and these work to home spillover or interferences have a huge impact on family life (Clawson & Gerstel, 2014). Kraut, Pedigo, Mckenna, & Dunnette, (1989) state that employees, like managers, who are in charge of making decisions and leading are at a particular risk for mental health issues.

There has been a huge increase in double-earner couples since the last decade. In 1980s and 1990s, working from home was provided as a cost effective solution for improving the employee performance among the double-earner couples by enhancing their work-life balance. (Zabel & Avery, 2001). But still women are found to be responsible for household works, childcare etc. One of the main barriers for working women is the long working hours (Doherty, 2004). The prevailing patterns of divisions of work make women responsible for household tasks and childcare (Dehant & Blossfeld, 2015). Women are said to be good managers and are good at multitasking. While men are more likely to fulfill the work demands women are better at combining both work and family life, while working from home (Lott, 2018).

While the literature is abundant detailing the attitude towards and perceptions regarding WFH practices, there is an apparent dearth of studies specifically with respect to managers particularly in IT industry. Managers need to get the work done and also

contribute to their performance too. Hence it becomes a task-people management activity and in a WFH scenario this may be challenging. Hence our study contributes to the literature by way of explaining the perception difference between expected and actual experience of WFH. The methodology of our study follows.

3. METHODOLOGY

The research design we adopted to meet our study objectives were survey based, quantitative analysis. The design is explained below.

3.1 DATA COLLECTION

Data collection was planned from managers of IT organizations. Two basic data collection approaches are possible:

- By data enumeration, where all members of the whole population are measured.
- By sampling, where only a proportion of members of the whole population are measured. We adopted a sampling method from among the available managers.

3.1.1 Data Collection Method

A non-probability method of sampling was carried out. This is because the managers were still grappling the realities of WFH challenges and that we anticipated they may not be able to spare time. Hence a probability

sampling may not enable us substantial response. A convenience sampling method was used for our study. The research method used was survey method using a questionnaire. The items were measured on a five-point Likert scale. Due to the obvious restrictions due to lock-down we resorted to an online mode of data collection. We designed the questionnaire in interactive Google forms and were distributed to the connections available via social media. Our primary data collection resulted in a usable response of 137, and the response rate was only 27%.

3.1.2 Sources of Data:

We developed a questionnaire to suit our objectives. This was validated by experts for content validity and construct validity.

3.1.3 Data Collection Tool:

The survey questionnaire included four sections. Section 1 - Demographic Variables

Section 2 – Perception of people about new work culture

Section 3 – Perception of people about work from home before new normal

Section 4 – Perception of people about work from home after the new normal

3.1.4 Sampling Plan

The sampling unit was identified as managers at various IT organizations. Several managerial positions like Project Manager, Business Development Manager,

Delivery Manager, Director, Relationship manager, Risk- Security and Compliance Manager were considered. We considered a manager as one who has more than 10 years of experience and who actively manage a team.

3.1.5 Tools used for the analysis

Data analysis is the process of inspection, cleaning, transformation, and data modelling keeping in mind discovery of useful information to suggesting conclusions and support the process of decision making. In this study, software packages such as SPSS 16 and Jamovi (version 1.2.22) was used for data analysis.

4. ANALYSIS AND INTERPRETATION

Keeping in mind, the data collection method used and the methodology employed, this section attempts to describe the design and analysis of the data collected through research. The hypotheses and their validation are also worked out. The collected data had been analyzed by using Factor Analysis (Principal Component Analysis), Independent Sample t-test, Paired Sample t-test.

4.1 Descriptive Statistics

The demographic distribution and the responses (%) are detailed in Table 1

Table 1: Descriptive Statistics regarding the distribution of responses

1. Gender	Male-59.9%		Female-39.4%		Others - 0.7%	
2. Managers who are WFH	Yes - 95.6%		No - 2.9%		Essential Services - 1.5%	
Parameter	SA (%)	A (%)	N (%)	D (%)	SD (%)	Result
3. Quality of work	21.2	27.7	40.1	8.8	2.2	Most of the managers are agree that their quality of work has improved while WFH
4. Comfort level	30.6	37.2	13.9	16.1	2.2	Most of the managers are agree that they are comfortable while WFH
5. Internet connectivity	37.2	38	17.5	6.6	0.7	Most of the managers are agree that they are having good internet connection while WFH
6. Workspace at home	29.2	26.3	19.7	19	5.8	Most of the managers are agree that they are having dedicated work space at home

7. Work completion	34.3	31.4	19	12.4	2.9	Most of the managers are agree that they are able to complete works on time while WFH
8. Team coordination	8.8	21.9	24.8	35	9.5	Most of the managers are disagree that their team coordination has affected WFH
9. Isolation and loneliness	13.1	26.3	16.8	30.7	13.1	Most of the managers are disagree that they are feeling isolated and loneliness while WFH

Strongly agree - SA, Agree - A, Neutral - N, Disagree - D, Strongly disagree - SD

The most important benefits and struggles were also sought and the compiled ranking is as shown in Table 2.

Time spent with the family and Flexibility was cited as the major benefits. This is in line with a common

4.2 Data Analysis

The study is primarily aimed at understanding the perception difference managers have regarding various work related factors before and after working from home. A reliability test was carried out to ascertain the reliability of the questionnaire we developed. A split-half test or test-retest reliability could

Table 2: The major benefits and struggles of WFH for managers (ranked order)

Rank	Benefits	Struggle
1	Time with family	Unplugging after work
2	Flexible schedule	Distraction
3	Work from any location	Taking vacation time

understanding. The most important struggle was ‘unplugging after work’. This is important because, unlike working from office there is no clear time limit by when the work ends. The border between the work and personal life appears to diminish.

not be conducted due to challenges owing to data collection process. Hence reliability was measured using Cronbach’s Alpha method.

4.2.1 Cronbach’s Alpha Test

Cronbach’s alpha is an estimate of the

Table 3: Reliability Statistics using Cronbach’s Alpha test

Reliability Statistics		
Cronbach’s Alpha	Cronbach’s Alpha Based on Standardized Items	N of Items
0.754	0.738	26

internal consistency of the scores that can be obtained from the scale. The variables for analysis is subjected to the Cronbach’s Alpha test.

Cronbach’s Alpha value of 0.7 or higher is acceptable(Santos, 1999). In this case, all the variables have a Cronbach’s Alpha more than 0.7 and thus we can conclude that reliability of the data appears to be fair.

4.2.2 Dimension Reduction using Principal Component Analysis

As the number of variables was high and it was apparent that these variables are correlated, a dimension reduction was carried out in the first place. A Principal Component Analysis (PCA) was done to reduce the dimensions. A Bartlett’s test of sphericity confirmed that the data set is factorable.

Table 4: Bartlett’s test of Sphericity

Bartlett’s Test of Sphericity		
χ^2	Df	P
960	78	<.001

A Kaiser-Meyer-Olkin (KMO) test for sampling adequacy test was conducted to evaluate the adequacy of the samples for a PCA. The results as shown indicates that PCA can be performed on the data set.

Table 5: KMO Measure of Sampling Adequacy

KMO Measure of Sampling Adequacy	
	MSA
Overall	0.78
Personal life suffers	0.818
Personal life is difficult	0.805
Put personal life on hold	0.873
Struggle to balance	0.857
Work suffers	0.762
Hard to work	0.761
Personal life energizes my job	0.667
Better mood at work	0.675
Able to connect with clients	0.724
Able to connect with team	0.711
Government policies	0.859
Adherence to company’s security norms	0.679
Able to identify threats	0.745

The scree-plot indicates that there are at least 3 components that can be extracted

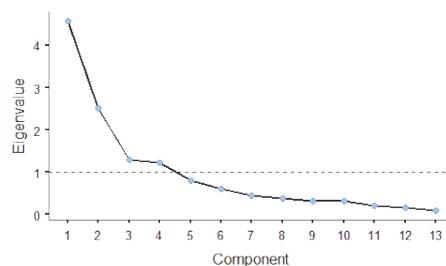


Figure 1: Scree plot

The Eigen value show the presence of four factors that cumulatively explain ~74% of the variance

Table 6: Eigenvalues of the components

Initial Eigenvalues			
Component	Eigenvalue	% of Variance	Cumulative %
1	4.566	35.12	35.1
2	2.514	19.336	54.5
3	1.296	9.969	64.4
4	1.227	9.438	73.9
5	0.807	6.208	80.1
6	0.599	4.608	84.7
7	0.461	3.549	88.2
8	0.392	3.015	91.2
9	0.326	2.511	93.8
10	0.319	2.457	96.2
11	0.218	1.675	97.9
12	0.169	1.299	99.2
13	0.106	0.816	100

Table 7: The PCA based on Eigen values is as shown:

Component Loadings					
	Component				Uniqueness
	1	2	3	4	
Personal life suffers	0.856				0.231
Personal life is difficult	0.918				0.128
Put personal life on hold	0.867				0.225
Struggle to balance	0.884				0.215
Work suffers	0.695			0.4	0.194
Hard to work	0.679			0.43	0.263
Personal life energizes my job			0.862		0.251
Better mood at work			0.848		0.252
Able to connect with clients		0.562	0.463		0.439
Able to connect with team		0.726			0.319
Government policies				0.477	0.296
Adherence to company's security norms				0.870	0.231
Able to identify threats				0.792	0.355

Note. 'varimax' rotation was used

Table 8: The component summary is as shown:

Summary			
Component	SS Loadings	% of Variance	Cumulative %
1	4.17	32.07	32.1
2	2.22	17.08	49.1
3	1.97	15.19	64.3
4	1.24	9.53	73.9

It is evident that the 13 variables can be reduced into four dimensions. Based on factor loadings the following four dimensions were generated:

Table 9 : Variables-Component Mapping

Variables	Components
Personal life suffers	Personal - Professional balance
Personal life is difficult	
Put personal life on hold	
Struggle to balance	
Work suffers	
Hard to work	
Personal life energizes my job	Job Involvement
Better mood at work	
Able to connect with clients	Client and Team Interaction
Able to connect with team	
Adherence to company's security norms	Security measures
Able to identify threats	
Government policies	

One variable “Working hours in par with government policies” did not load against any components and was removed from the analysis.

The original hypothesis is now quadfurcated into these four dimensions to test the perceptions of managers in general as well as the gender differences. The modified hypothesis is stated below.

4.3 Hypothesis Tests

In light of the newly identified components, we proposed the following set of hypotheses.

Personal-Professional Balance

H1a: Managers perceive significant difference in balancing their personal and professional life before and after WFH

H1b: There is a significant difference between male and female managers in balancing their personal and professional life after WFH

Job Involvement

H2a: Manager perceive significant difference in their level of job involvement before and after WFH

H2b: There is a significant difference between male and female managers in their level of job involvement after WFH

Client and Team Interaction

H3a: Manager perceive significant difference in their level of Client and

Team Interaction before and after WFH

H3b: There is a significant difference between male and female managers in their level of Client and Team Interaction after WFH

Security and Vulnerability

H4a: Manager perceive significant difference in their level of security and vulnerability before and after WFH

H4b: There is a significant difference between male and female managers in their level of security and vulnerability after WFH

4.3.1 Analysis on before and after scenario

Component 1: Personal-Professional Balance

The before and after WFH scenarios in Factor 1 (personal – Professional balance) are positively correlated with a correlation ratio of 0.580. In the paired sample test, Significant level $p = 0.026$, which is less than $\alpha =$

0.05, this evidence suggests that there is significant difference in their level of Personal-Professional Balance before and after WFH
Component 2: Job Involvement

The before and after WFH scenarios in Factor 2 (Job Involvement) are positively correlated with a correlation ratio of 0.545. In the paired sample test, Significant level $p = 0.055$, which is greater than $\alpha = 0.05$, this evidence suggests that there is no significant difference in their level of job involvement before and after WFH

Component 3: Client and Team Interaction

The before and after WFH scenarios in Factor 3 (Client and Team Interaction) are positively correlated with a correlation ratio of 0.244. In the paired sample test, Significant level $p = 0.273$, which is greater than $\alpha = 0.05$, this evidence suggests that there is no significant difference in their level of Client and Team Interaction before and after WFH

Component 4: Security measures

The before and after WFH scenarios in Factor 4 (Security measures) are positively correlated with a correlation ratio of 0.641. In the paired sample

test, Significant level $p = 0.026$, which is less than $\alpha = 0.05$, this evidence suggests that there is significant difference in their level of security and vulnerability before and after WFH

4.3.2 Gender Analysis on factors:

The categories of gender were taken as male and female. In the independent samples test, Significant level $p = 0.416$ (Personal - Professional balance), 0.726 (Job Involvement), 0.583 (Client and Team Interaction), 0.191 (Security measures), which is greater than $\alpha = 0.05$, The result shows that the category of gender is not significant for variables for all the components.

Table 10 : Result of Hypothesis tests and inference

Hypothesis	Status	Inference
Personal-Professional Balance		
H1a: Managers perceive significant difference in balancing their personal and professional life before and after WFH	Rejecting Null Hypothesis	There is significant difference in their level of Personal-Professional Balance before and after WFH
H1b: There is a significant difference between male and female managers in balancing their personal and professional life after WFH	Accepting Null Hypothesis	Gender has no effect on perception about Work-life balance, after working from home.
Job Involvement		
H2a: Manager perceive significant difference in their level of job involvement before and after WFH	Accepting Null Hypothesis	There is no significant difference in their level of job involvement before and after WFH
H2b: There is a significant difference between male and female managers in their level of job involvement after WFH	Accepting Null Hypothesis	Gender has no effect on erception about Job Involvement after working from home.

Client and Team Interaction		
H3a: Manager perceive significant difference in their level of Client and Team Interaction before and after WFH	Accepting Null Hypothesis	There is no significant difference in their level of Client and Team Interaction before and after WFH
H3b: There is a significant difference between male and female managers in their level of Client and Team Interaction after WFH	Accepting Null Hypothesis	Gender has no effect on perception about Client-Team Interaction after working from home.
Security and Vulnerability		
H4a: Manager perceive significant difference in their level of security and vulnerability before and after WFH	Rejecting Null Hypothesis	There is significant difference in their level of security and vulnerability before and after WFH
H4b: There is a significant difference between male and female managers in their level of security and vulnerability after WFH	Accepting Null Hypothesis	Gender has no effect on perception about Security measures after working from home.

The major observations from the study are that there is no apparent direct work related or gender related differences perceived by managers before and after implementing the WFH practices. Nevertheless, there is a significant perception difference with respect to their work life balance (personal-professional balance) and regarding the security measures.

5. RESULT AND DISCUSSION

There are various factors that affect the employee perception on work from home practices. In this research, the factors which were considered are Personal-Professional Balance, Job Involvement, Client and Team Interaction and Security measures. These factors were analyzed and results were drawn based on the study.

The analysis shows that the data has a good internal consistency. We found that Managers who agree and disagree that there is an increase in isolation and loneliness while working from home. Also through the paired sample T test, it was seen that managers' perception about Work-life balance and Security measures before and after working from home has changed. The managers struggle to find a balance between their personal and professional life due to unavailability of dedicated workspaces, network issues, distraction, burdening of work. Managers find it difficult to identify the threats and vulnerabilities like malware, spam, phishing, etc. And it was observed that manager's perception about level of Job Involvement and Client-Team

Interaction was unaffected. From the independent sample T test, it was identified that gender has no effect on perception about Work-life balance, Security measures, Job Involvement and Client-Team Interaction after working from home.

The study highlights that the managers have the correct perception with respect to the individual and team productivity and the employee contribution towards the work performance. There is no significant difference observed with respect to the dimensions of and Job Involvement and Client-Team Interaction. Before the WFH, managers correctly perceived that the level of individual and team level involvement in their assigned jobs will remain the same, and the ownership and productivity will be the same as they were in office. In addition, as progressive as IT organizations are found to be, there appears to be no significant differences with respect to the gender perceptions. The same opportunity and risks are available for both the genders. The important distinction is with respect to the difference between anticipated and reality with respect to Personal- Professional balance and Security Measures.

Managers had anticipated better work-life balance, as they are working from home. Apparently this is a short-lived illusion and as the work dragged along, managers found it difficult to draw the line between personal life and professional life. As often their meetings dragged on or when the kids

wanted help with the homework, the managers found it very challenging to satisfy both ends. This was the often cited and significant perception difference. As the managers were using their own home networks, the protection offered by the office with respect to data confidentiality and cyber security was not guaranteed. This was a previously un-identified dimension that needs to be prominently taken care when planning for WFH program.

The study concludes that manager perceptions are generally true about work from home practices except for work life balance and security measures. The major benefits according to managers while working from home are Time with family, Flexible schedule, Work from any location, etc. The major struggles according to managers while Working from Home are Unplugging after work, Distraction, Taking vacation time, etc.

6. CONCLUSION

The survey concludes that manager perceptions are generally correct about work from home practices. The purpose of this study was to identify and analyze the factors that influence the perception of managers about working from home. The study defines change in perception about work from home practices among managers in IT industry, before and after working from home and perception about work from home practices among male and female managers in IT industry after working from home. The total

of 137 responses were collected and the variables have been validated with Cronbach's Alpha. The collected data has been analyzed using principle component analysis that resulted in four components. Mean scores of the responses were compared using t tests. There is an apparent change in perception among managers.

5.1 Implications

The research outcome of this article is an important source of information to the IT organizations involved in work from home policy. The managers are comfortable and able to lead their team while working in the comfort of home. Also there is no gender disparity in perception about working from home among the genders. This study can be considered to have theoretical contribution with respect to taking WFH from a conceptual level to a realistic level. This can also have practical implication if organization uses the inferences from our study to design better and effective WFH policies.

5.2 Limitations

Like every study, the present study has its own limitations. First, the

sample comprised of only managers of the IT industry. Due to the non-responsiveness, the sample size was relatively smaller for a quantitative study. Second, it is based on data collected at one point of time, right after work from home was mandated. Probably a study across other sectors of the industry may bring out a different view hence the generalization of the conclusion drawn for the other sectors of IT industry needs to be qualified and evaluated.

5.3 Scope for Further Research

A similar research study with reference to the effect of expertise, organization size and geography on IT employees gives way to further research. The scope of the present research is restricted only to the IT industry and similar kind of study can be extended to other two industries, which will help in deriving a comparative analysis of the results. The research contains the perceptions about work from home right after work from home was implemented, this opinion could vary after a period of few months or years.

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REINVENTING THE FUTURE OF WORK AND BUSINESS: THE PSYCHOLOGICAL PERSPECTIVE

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ABSTRACT

The post-Covid world is fraught with severe repercussions particularly psychological where human beings have been severely impacted both on the personal and professional fronts. We are staring at a mental health crisis which can be extremely debilitating in the long run and extremely detrimental to the growth of our economy. As we look at a new work culture emerging from a pandemic-stricken ambience we realize that it has undergone multifarious upheavals which as professionals in varied fields we are trying to come to terms with. Still combating the ravages wrought by this disease we are trying to rebuild our economy and also create an open dialogue through which we can negotiate the well-being of the employees in different fields who have continued to work throughout the pandemic. There has been trauma coupled with fear, anxiety, depression and angst which employees have tried to grapple with, cope with and ultimately find a solution to. The key to survival lies in the fact that the employers along with their employees need to develop a culture which will focus on self-care and collective psychological well-being. An attitude towards a holistic wellness and welfare of the workforce might be the solution to the problem.

Today we are looking at a world which is already trying to limp back to the “new normal” status with optimism and alacrity so that they can minimize the visible after effects of this pandemic. But what about those which are invisible? This paper is going to focus on the psychological impacts of this pandemic and the tentative emotions of apprehension and uncertainty which challenge our employees as they prepare to tackle the unseen challenges of a post-Covid world. It will also focus on strategies which can be implemented to ensure that this transition is seamless so that an environment of productivity, empowerment and care is created and enforced.

Introduction

The post-Covid world is fraught with severe repercussions particularly psychological where human beings have been severely impacted both on the personal and professional fronts. We are staring at a mental health crisis, which can be extremely debilitating in the long run and extremely detrimental to the growth of our economy. The pandemic has ravaged our sense of selfhood and created cultural trauma narratives in which entire nations have shared feelings of grief and distress and engaged in acts of trying to come to terms with the 'new normal'. Nations and economies are staring at a bleak future as they have been attenuated and need to accustom themselves to this health crisis of incomparable magnitude. The infection has led to millions of deaths, crippling health care systems and plaguing business owners with no respite in view. The year of Covid-19 will remain forever etched in our memories more so as organizations are trying to develop a culture which will focus on self-care and collective psychological well-being. Still combating the ravages wrought by this disease, employers and business owners are trying to rebuild our economy and also create an open dialogue through which we can negotiate the well-being of the employees in different fields who have continued to work throughout the pandemic. Organizations are being forced to think about the impending reality where a Darwinian universe has been created focussed on the survival of the fittest. To survive and thrive in

this new reality and to re-imagine and renegotiate the varied delivery models coupled with stratagems to measure and maintain productivity in a highly remote ambience is the order of the day. The challenges are multifarious, and the leaders have to make critical choices to create a future-focused workplace where crisis management will adequately prepare the workforce to explore, map and restructure this unparalleled dilemma which is closely associated with navigating the future of work and workplace related scenarios. Today we are looking at a world which is already trying to limp back to the "new normal" status with optimism and alacrity so that they can minimize the visible after effects of this pandemic. But what about those which are invisible?

This paper is going to focus on the psychological impacts of this pandemic and the tentative emotions of apprehension and uncertainty which challenge our employees as they prepare to tackle the unseen challenges of a post-Covid world. It will also focus on strategies which can be implemented to ensure that this transition is seamless so that an environment of productivity, empowerment and care is created and enforced.

Review of Literature

Kurtz, J. Roger (Ed.). *Trauma and Literature*, 2018: This provides an overview of the genesis and growth of literary trauma theory recording the evolution of the concept of trauma

in relation to literary studies. It helps to focus on how psychological trauma generated through various situations can be dealt with in an effective way.

Edkins, Jenny. *Trauma and the Memory of Politics*, 2003: This explores how we remember traumatic events such as wars, famines, genocides and terrorism and question how it affects our mental health and the ways we can deal with them. It focusses on diagnosing the post-traumatic stress and the act of bearing witness.

The McKinsey Company Report, 2020 talks about the strategies which can be implemented by the leaders of a company to ensure that the economic activities of the company are successfully and safely relaunched. The Deloitte Company Report, 2020 focusses on the various aspects of Covid-19 and how it has impacted the functioning of a company during this global pandemic. It also talks about the steps and strategies that a company should take so that the workforce can return to their work environment in a safe and secure manner.

Case studies of Psychological disorders

Abhishek Das, Manager, KPMG, talks about how he had to get his father treated for cancer during the lockdown period. His father resides in Odisha and he had to shift base to his native place from Gurugram and had to continue his 'work from home' too. He opines that as his job profile included interacting with clients on

their home turf he faced a tough time as virtual negotiations did not yield the desired result always as clients demanded physical interactions once the lockdown was relaxed. He faced sleepless nights and stress related disorders which led to binge eating and increased weight gain. It also made him feel worthless and ready to quit his job too. At times he felt he was facing a burnout and wanted to pursue some other vocation in his life. He was desperately searching for alternatives and was surrounded by a feeling of despondency and demotivation. In fact he had applied for a long leave from his company which was not granted on the grounds that he was already in his hometown and they needed him for some major projects which they were into talks with in Odisha. This further reinforced his mental illbeing and contributed to his psychological upheaval.

Dr. Sohini Singh, Assistant Professor, Amity Institute of Biotechnology, also talks about the global pandemic and how it increased her uncertainty about her skill set and forced her to attune herself to the virtual world as part of the 'work from home' mandate. Saddled with two young children and living in a joint family it was quite difficult for her to manage her online classes and other household activities. She worked for long hours with no respite, preparing her lectures and performing household chores. She also had lots of stress as she could not reconcile her professional commitments with her personal requirements. She felt unworthy and hopeless and started

losing her confidence. She couldn't groom herself properly and that made her feel ill-prepared for the online platform. Besides that she felt she was not being a good mother because she was staying at home but not being able to focus on her children. She had labelled herself a failure and was ready to quit as her feeling of adequacy was destroyed by the uncertainty and challenges of her new identity.

Anindya Sanyal, Principal Consultant, Tata Consultancy Services, talks about the responsibility that comes with his position and how he had to shift base from London to India during the raging pandemic owing to ill-health of his father whom he lost subsequently. He had been unable to complete his project in London and so he had to keep on working at it in India. His worklife changed overnight with him trying to match London timings in India. He had to work late hours in the night and that affected his health. Less hours of sleep affected him mentally as he was perpetually in a bad mood and screamed and shouted at the smallest opportunity. His relationship with his family members suffered and almost reached a point of no return. He had to undergo counselling sessions at his therapist to restore some normalcy to the situation. He suffered from stress related disorders and was perpetually unhappy. His bouts of melancholia further pushed him into a traumatic state and he started displaying clinical symptoms of depression. He lost weight as he lost his appetite too and his hobbies took a backseat. He lost interest in all those activities which

relaxed him earlier. He was in fact thinking of quitting his job and taking a long break.

Understanding The Psychological Turmoil of the Employees

Kick-starting the economy has led to a paradigm shift to virtual operations and digital platforms have mushroomed in varied sectors like education, healthcare, retail, and the like. It has generated employment, but it has destroyed millions of jobs too, leaving the public grappling with the question of their survival amidst an aura of insecurity and instability. This challenge of establishing the 'work from home' normal has redefined functional roles and created a global crisis unmatched in scale and impact. The physical repercussions of the pandemic will be dealt with eventually and innovative skill development will become an integral process in the restoration of normalcy in the new emerging reality. However, there has been trauma coupled with fear, anxiety, depression, and angst which employees have tried to grapple with, cope with and ultimately find a solution to. The quality of life has been compromised and a planned and coordinated approach might be the resolution of this trauma inflicted on the psyche of the individuals. They are unable to fathom this trauma as each of this is a singular experience and needs to be resolved uniquely. The violence of this psychological upheaval can lead to severe repercussions ranging from a loss of identity to a seclusion in a world of hurt and pain. It can disturb

or disrupt the very notion of existence and shatter the illusory temporal world of adequacy and well-being. Silencing this state of being unwell can lead to a troubled status of traumatic memory which might compromise and negate the efficiency and capability of the employees in the long run and ultimately affect the productivity of the company. Companies will fundamentally require rethinking their policies to accommodate the changed and affected mindset of their employees. Relegating the application of psychological theories to analyze the changed approach of the employees has been the prerogative of analysts where the masses affected give rise to a collective memory and identity. Jenny Edkins opines that the existence and welfare of an individual's life depends to a large extent on his surroundings-his family, kith and kin, ideals, and political community. She says that "existence relies not only on our personal survival as individual beings but also, in a very profound sense, on the continuance of the social order that gives our existence meaning and dignity: family, friends, political community, beliefs. If that order betrays us in some way, we may survive in the sense of continuing to live as physical beings, but the meaning of our existence is changed" (Trauma and the Memory of Politics, 4) The global pandemic has subverted the norms of existence and the individuals find it very difficult to exorcise the shock and surprise at having the norms of the social order changed and challenged. Providing succor, help, hope and faith to the

employees should be the outlook of any major business area as well as smaller companies too. The world of the employees is fraught with an incredulity and instability coupled with an incapability to normalize situations which are constantly spinning out of their control. Looking and investing in the psychological wellbeing of its employees will prove to be a major response by organizations in times of this crisis. Employers need to exercise hope and caution in the right amounts to ensure adequate motivation and reassurance to the employees. Health and safety stipulations should be in place to effectively tackle the crisis-hit disruptions. Revitalization of the world economy will occur if the global health system recovers quickly along with resilience and if we can capitalize on effectively defined and innovative organizational activities. The associated social, economic, and mental health shocks are varied, and a psychological readiness and alacrity is essential to enable individuals and organizations to build resilience and coping strategies.

Measures to Restore the Psychological cataclysm

The following measures can be undertaken to ensure that employees have a psychological boost up and their mental health issues are dealt with in an appropriate manner.

i. We need to collectively bounce back and the courage, willingness, and the desire to achieve normalcy, rebuild our confidence should help

us to accommodate the trauma that has unnerved us in the face of the raging global pandemic. So, plans should be designed keeping in mind the psychosomatic wellbeing of the employees. The pause button had been pressed. To restart a solid framework for action needs to be defined which would require a proactive intervention of the leaders who should be capable of taking risks in this highly volatile environment. The focus should be on designing a framework which will accommodate the well-being of the employees on all fronts and pay attention to minute details which perturb them. Taking an example from the education sector it can be said that online classes was the need of the hour. Teachers and students underwent this transition in a fluid manner. But as educators are returning to campus life and students would be following suit too the management needs to understand and identify the insecurities, they are handling. They have already made a smooth transition to the virtual world and the classrooms have been redefined. The enthusiasm and zest of a physical classroom had been reduced to cold and clinical world of an online class. The raw and palpable emotion of a student-teacher interaction had been reduced to a staccato rhythm and the monotonous delivery of an artificial voice over a virtual platform. The world is still under the aegis of this disease and for a teacher the fear of contamination as well as conducting a physical and a virtual class simultaneously can be a challenge. Besides, they are used to several online platforms and

collaborative tools. Totally doing away with them like the days before the pandemic might make them feel handicapped. So, their fears should be allayed, and time and space should be allowed to them so that they can make this transition gracefully. Designing of course- works, assessment schedules and delivery patterns had undergone a sea change. To restore it to its original status might not be possible so some hand holding might be required at various stages for both the students as well as the teachers.

ii. Employees are in a kind of limbo. They are uncertain about their future and their return to work holds several challenges. Besides the time spent at 'working from home' has raised questions about their productivity and their requirement. Processes have been automated and this has led to indiscriminate slashing of workforce. A general air of demotivation and depression pervades the mindset of the employees. Online seminars and informal get-togethers can help assuage the fear of the employees to a great extent. It can also lead to appraisal of their performances from peer groups which can be followed by appreciation of their contribution even in these troubled times. An example from the corporate sector where we are talking about higher management whose evaluation is based on his ability to generate revenue will be an appropriate example to substantiate this statement. The employee whose productivity has been restricted because he has not been able to make a sales pitch or procure a bid had to

rely on the virtual world to increase his contact base or to negotiate such contracts. It had confined his economic credibility to the company and had also restricted his skillset to mere conversations and negotiations on online platforms. It had destroyed the vibrancy of a monetary negotiation as well as the adrenaline rush that accompanies a kill. It had challenged his charisma which was an intrinsic component of his personality which allowed him to create a niche for himself. It had changed his equation with the processes and methods he had believed in. the pandemic had made him resort to online devices and approaches which took ages to master and even longer to bear fruit. It had made the employee doubt his ability and the employer his performance. A return to the previous setup will be tedious keeping in mind several restrictions which are still imposed on the mass as quarantine and restrictive measures.

iii. Frequency of motivational speeches and incentives like 'Employee of the Month' or 'Star Performer' could be introduced to lift the employees from their state of despondency and reluctance and cheer them up so that they are eager to achieve that status and consequently contribute more for the welfare of the organization. The general mood that prevails in an organization is not one of alacrity and spontaneity. To err is fine, to fail is not fatal but to lose the courage to continue would be detrimental to their success should be the motto for their survival. Organizations should

help employees achieve meaningful milestones as this will help to establish how confident and committed the employees are. Interaction between employees of different branches or separate departments of the organization should be ensured to allow free flow of information which will further enhance the morale of the employees. Businesses should allow their employees to maintain a sense of purpose and possibility. Competitions can be held amongst employees where they can be asked to come up with new ideas as to how they can motivate their peer groups. These ideas can be implemented, and the best idea can be rewarded too. This will renew confidence of the employees and assure them about their productivity and the concern of the employers about their welfare and well-being.

iv. To ensure the mental comfort of the employees the businesses should allow them to embrace the future of work culture. The workforce has learnt to complete tasks remotely using digital communication and collaboration tools. The decline in the requirement of repetitive and manual tasks and a surge in the need for analytical and technical support requires a substantial investment in upgrading the skills of the existing workforce. Along with that it is essential that the employers understand the required mindset shift that is necessary to accommodate this adjustment. The workforce is navigating uncertainties and they are wary of the implications that this pandemic has subjected them too. Trust in the intention of

the employers needs to be embedded in them to enable a healthy mind-frame to negotiate the challenges that they are facing in this inhospitable environment.

Getting back to work after remaining cooped up for the entire period of the pandemic has raised questions about experiencing this confinement as an ordeal which has wrought havoc with the mental health of the employees. This has generated concerns which can lead to shattering of a coherent sense of self. This experience of a psychological setback can disallow the mind to assimilate and integrate the experience into a coherent structure. It is thus necessary to reinstate a logic or meaning and a distinct route for all. The organization should also be able to ascertain and map well-being at the workplace and perceive signals of fragility. A fellow feeling combined with a transparency and empathy that developed during the period of lockdown should be sustained to perpetuate the camaraderie. Predominating the psyche of the individuals is the pain that is associated with their loss of a normal way of life and their inability to correct that loss and restore normalcy to the situation. Employees in all sectors have made gallant and valiant exertions to acclimatize themselves and handle the escalating novel demands against constricted and restrictive targets. Orchestrating this colossal and stupendous adjustment to remote labor for employees has been taxing and cumbersome to some extent. Categorizing the reasons for the

psychological upheavals of the employees would lead us to confront our roles in the production and experience of the mental unrest. In fact, coming to terms with a 'new normal' redefining the characteristics of a professional life leads to the violation of the existing and familiar frames of reference. It generates innate tensions and some unanswered issues contest and upset the employees' ability to comprehend and explicate this inner turmoil in the modern world. A severe psychological setback or upheaval can be the result of a global pandemic and it can lead to an altered identity. Jenny Edkins says "...We become who we are by finding our place within the social order and family structures into which we are born" (Trauma and the Memory of Politics 11) Research shows that catastrophic and colossal events like a war, tsunami, earthquake, genocides can have a dire implication on a community. Reconstructing, evaluating, and recreating the palimpsest of human sorrow and woe have never focused on the fractured and sporadic psychological impact that is linked to theories of subjectivity and identity formation. The interaction of the individual with his communal culture is intrinsic to the formation of his identity and the manifestation of the identity crisis after an intense trauma suffered. The fragmentation of consciousness can destabilize the happiness in one's life as this is linked to a set of social indicators amongst which a man's professional life is very significant. Alteration of the stability and the known ambience of the professional world can lead to the

individual craving for the restoration of that sense of security in his life.

Conclusion: It is the duty of every organization, business setup and their leaders to design and devise methods which will restore normalcy in the lives of their employees, motivate and encourage them, give them a morale boost up and help them to increase their productivity. People generally abhor talking about their mental health as they feel that they are going to be ostracized in society and they would be demeaned and labelled as losers. But it should be kept in mind that an employee can benefit his employer only if his comprehensive outlook towards life is positive and it

is reinforced with a sense of adequacy in his abilities. The employee needs to keep himself optimistic and fire himself with a zeal and a keen sense of achievement. He should exude a sense of calmness and alertness coupled with a sense of responsibility towards his organization. He should understand that, however minimal his contribution might be towards the development and progress of his organization, yet it cannot be ignored because each employee has a well-defined role and in an important cog in the wheels of his company. The cohesiveness and unified effort of all the employees will lead the organization forward which will ultimately lead to the advancement of the economy.

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EMPLOYEE AND WORK ENGAGEMENT: AN ANSWER TO THE PROBLEMS OF THE HANDLOOM INDUSTRY IN INDIA

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ABSTRACT

Handloom has been a vintage industry. Its roots can be dated back to the early stages of human civilization. Over time the handloom sector has endured various challenges and setbacks. Some of the major challenges faced have been due to the advancement of technological know-how and mechanizing of the production process. Lack of modernization, migration of workers to other fields have been some of the other problems faced by this industry. All these problems have left a huge impact on the workforce or employees engaged in this industry and hence the problems have become graver. On the other hand, employee engagement and work engagement, in particular, have been recognized to influence the work performance of the employees as well as the overall performance of the organization. With this paper, we will try and understand how work engagement and employee engagement can aid the handloom industry to tackle its problems.

Keywords: Employee Engagement, Work engagement, Organizational Performance, Handloom Industry, Textile Industry

1. INTRODUCTION

The handloom sector is one of the oldest sectors of production in India and is recognized as one of the finest all over the world. Handloom includes weaving of clothes without the use of electricity. When the yarn is hand-spun then it is identified as khadi and when the mill is used then it is identified as handloom fabric. It has been a source of employment for many in the rural parts of the country. It seems that the skills and the craftsmanship are often transferred from generation to generation in a family. According to Reservation of Articles for Production Act, 1985, the definition of handloom is expressed as “any loom other than power loom”. Weavers are notably shifting to other sources of income from the traditional and hereditary source moreover the employment providers in this sector are themselves facing financial crunches hence traditional handloom has been facing a dire situation (Bag, 2020). It is noted that at present the handloom sector is going through a difficult phase. Some of the problems faced by the handloom industry involve the human factor and to overcome these factors the role of different Human Resource approaches can be used. Employee engagement and work engagement can succor the handloom industry in different ways and can lead to a productive workforce, increased production, improved product quality, innovative product, retention of the manpower.

1.1. HANDLOOM IN INDIA

The history of handloom in India can be dated back to Mohenjodaro and the Indus valley civilization. India has not only been producing but has also been exporting these products to other countries for a long time. Different parts of the country have notably contributed to its production differently. Through India's handloom productions one can easily see the diversity and richness in its culture, since the style of production and the product design and product features depict vast differences. Some of the major regions recognized for their handloom production in India are Arunachal Pradesh, Madhya Pradesh, West Bengal, Bihar, Assam, Meghalaya, Nagaland, Odisha, etc. After agriculture, it is considered as the second-largest economic activity of the country which directly and indirectly employs a large number of individuals and families. Weaving in India has been a traditional and hereditary-based occupation where they are still using traditional methods of production and the traditional designs owing to the lack of exposure and knowledge about the technological changes (Soundarapandan, 2002).

Handloom also contributes to the economy of the country by engaging in the export of finished products. Indian handloom products see a huge demand in the world market where these products are highly sorted after due to their unique designs.

As per the Ministry of Textile, Annual report, 2019-2020 Handloom sector employs around 35.23 lac both directly and indirectly. It contributes around 15% of the total production of cloths of the country. Out of the total hand-woven fabric production of the world, India claims 95%. During the year 2018-19 handloom export amounted to Rs.2392.39 crore and in 2019-20 it was Rs. 1405.41 crore.

(Bortamuly et al., 2014) By generating employment and income the Indian Handloom industry plays an important role in the Gross Domestic Production of the country.

1.2. PROBLEMS FACED BY THE HANDLOOM SECTOR

Referring to the Annual report 2002-03 of the Ministry of Textile of India, the major obstacles for the handloom sector includes obsolete technologies, unorganized production system, low productivity, inadequate working capital, conventional product range, weak marketing link, overall stagnation of production and sales and, above all, the competition from the mill sector. Since the handloom sector is eminently reliant on innovation and the skill of the worker, how he uses the different elements to present something unique, hence innovation is a predominant requisite for the sector. Along with product innovation, production process innovation is also a requirement for the upliftment of the industry. (Amaravathi & Bhavana Raj, 2019) lists the following problems faced by the handloom industry like

competition faced from powerloom and mill sector; the supply of raw material, credit, ineffectiveness, new designs, work environment, lack of training, absence of research, diminishing quality, scarcity of manpower, and the difficulty of being an unorganized sector.

The Handloom sector has been confronting huge competition from the power loom industry which has created an enormous setback for the produces of the handloom sector in terms of market share and the percentage of contribution in total textile production. Being the most vintage cottage industry in the country these industries must be preserved. By way of preserving these industries, the country can also preserve and foster its cultural heritage and the skills that go with it. Moreover, these industries are collectively responsible for employing a large workforce hence the livelihood of many households depends on it.

1.3. ROLE OF EMPLOYEE AND WORK ENGAGEMENT

The construct of Employee Engagement has gained a lot of interest in recent times. Employee engagement was first discussed in 1990 by (Kahn, 1990) according to whom “In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. As per Scarlett Surveys, “Employee Engagement is a measurable degree of an employee’s positive or negative emotional attachment to his job, colleagues

and organization which profoundly influences his willingness to learn and perform at work.” Employee Engagement circles around Emotional and Intellectual commitment and unprompted efforts displayed at work. (Saks, 2006).

An employee can be identified as an engaged employee when they are emotionally invested in their organization and identify with the organization’s views and philosophies. Such employees are known to be more productive and dedicated to their work and the organization. Engaged employees not only perform their duties well but also are a source of motivation for other employees, as they encourage others to be vigorous for their work. Engaged employees are noted to be more dedicated to the associated organization and their job roles. Hence, organizations have started making use of the positive impacts that employee engagement has on the functioning of the organizations as employee engagement is a very efficient way of Performance Management. An organization can drastically improve its performance by promoting engagement in its employees. (Sorenson, 2013) Employee engagement is an important predictor of how an organization will perform even at a time of economic slowdown. Employee engagement can become the new best practice of Human Resource Management however, it is not necessary that engagement will have the same effect on the employees (Truss et al., 2013). Personal Engagement was found to be

most touched by three psychological conditions, viz. meaningfulness, safety, and availability (Kahn, 1990) (Simpson, 2009). Employee engagement, in general, has always been measured by the hodgepodge of four distinct categories which are job satisfaction, psychological empowerment, job involvement, and organizational commitment (Macey & Schneider, 2008).

Gallup (2002) categorized the employees working in an organization into three categories which are Engaged Employees, Not Engaged Employees & Actively Disengaged Employees where Engaged employees are identified as being highly committed to their work and the organization, Not engaged employees are the ones who perform their work without any passion and Actively Disengaged employees include those who are purely unhappy at their work. In order to enhance the performance of the organization, it is essential to obtain a good result from the employees, for this engagement of the employees emerges to be one of the essential constituents.

Different studies have identified different antecedents and consequences of employee engagement. Employee engagement is often associated with the refinement of different problems associated with the manpower of the organization such as absenteeism, employee turnover, employee performance, loyalty, etc. To boost the sense of engagement in employees, the organizations need to

employ different engagement boosting activities (antecedents) which can be monetary and non-monetary such as rewards and compensation, Recognition, Organizations policies and practices, Job characteristics, appraisal, perceived organizational support, communication, involvement in decision making, etc. On the other hand, the consequences may include organizational performance, employee performance, employee retention, innovation, loyalty, etc.

Work engagement refers to the measurement of work-related well-being with a prominence to the emotional experiences and it is more psychological than behavioral (Bakker et al., 2011a; Parker and Griffin, 2011) (Bujacz et al., 2016). Work engagement is when the employees are involved in their job, committed to their job, and enthusiastic and passionate about their work (Macey & Schneider, 2008) (Attridge, 2009). Work engagement is a positive state of contentment, concerning the work of an individual which is illustrated by vigor, dedication & absorption (Schaufeli et al., 2006). Work engagement and flexible human resource management practices both are responsible for shaping the Job performance of the employees (Sekhar et al., 2018).

The employees face many difficulties at the workplace where different elements can trigger stress which can even affect the performance of the engaged employees (Kane-Frieder et al., 2014). (Schaufeli et al., 2006) Work

engagement can work as a remedy for burnout. (Rich et al. 2010) (Kim et al., 2013) Work engagement acts as a mediating force between the value compatibility of the employee and the organization, perceived support from the organization, and self-evaluation and the job performance.

2. REVIEW OF LITERATURE

(Tanusree, 2015) Handloom workers are migrating from the trade to other jobs. Apart from this change in technology, comparatively low wages, price rise has left the handloom sector and the handloom weavers associated with it. The Handloom sector is highly labor intrinsic hence to satisfy the workers the wages should be adequate but in reality, the workers in this sector are observed to be underpaid. Since the study was centered in Varanasi the author found the wage system substandard due to which the workers have migrated.

(Wing & Nagar, 2017) The Handloom sector falls into the cottage industries and is highly labor intrinsic and the production methods used in this sector are highly labor-oriented.

(Arshi & Rao, 2019) the study establishes a positive relationship between employee engagement and innovation. This notion that employee engagement and innovation have a causal relationship has also been supported by many other studies. Such employees are identified to be more equipped to handle pressure and when required are ready to ditch

the individual role and collaborate with others. Engaged employees can also give their inputs to improve the organization and promote innovation.

(J., 2014) suggests focusing on providing a proper working environment, healthy relationships among the employees as it shows a substantial impact on engagement and the performance of the employees. The study submitted the following determinants of employee engagement viz. workplace wellbeing, work environment, compensation, leadership, team spirit, organizations policies, and training & development. Engagement substantially affects the performance of the individual and hence the organization.

(Laguna et al., 2017) identified the reciprocal relationship between self-efficiency and work engagement. (Markos & Sridevi, 2010) Employee engagement is positively associated with good organizational performance. Engaged employees showcase great enthusiasm and are ready to go beyond their job role to contribute to the organization's success. When maximum job satisfaction and maximum job contribution are allied, organizations can move towards engagement. Employee engagement is noted to have a positive impact on the organization's outcomes such as productivity, profitability, employee retention, and loyalty from the customer. The study highlighted few strategies for engaging employees viz. start it on day one, start it from the top, enhance engagement through two-way communication, give

satisfactory room for development and advancement, ensure that employee has everything they need for the job, provide appropriate training, strong feedback system, Incentive system, build a distinctive corporate culture, and focusing on top-performing employees.

(Truss et al., 2013) Explores how the attitude construct of engaged employees can affect the organization's performance. Many perceptions exist w.r.t. being engaged and doing engaged indicates that engagement has gone through fixing, shrinking, starching, and blending which has helped in further developing the construct of engagement.

(Bhagavatula et al., 2010) The entrepreneurs in the handloom sector are generally known as the master weavers who are responsible for raising finances, providing raw material, facilitating the production based on the demand in the market, and is additionally responsible for furnishing the design based on which other employed weavers prepare the textile and are accordingly paid for. The production is done either at home or in a small workshop. It was noted that normally around fifty weavers were working under the master weaver. The handloom industry like other craft-based industries needs to properly balance creativity and the consumers' requirements.

(Bujacz et al., 2016) The study was primarily based on the workers engaged in the creative field. Self-

employed individuals show a higher level of work engagement as compared to employed as they have more autonomy at work and freedom to experiment with their creativity and when they have more learning opportunities. Job control is one of the factors which lifts work engagement in high skilled workers, where job control involves having control of their tasks. As a general practice less educated and highly skilled workers enjoy a high level of job control but it is highly subjective to the sector and the form of employment.

3. HOW EMPLOYEE ENGAGEMENT MAY BE USED IN HANDLOOM SECTOR

Various industries and sectors have benefitted from the different approaches and techniques of enhancing engagement in employees. Despite the fact that the handloom sector is unorganized and containing mostly cottage industries, it can still make use of the construct. Even though employee engagement has many drivers but considering the different aspects of the handloom sector following antecedents of employee engagement can be utilized to improve the engagement and hence the overall performance:

Strong and supportive leadership – Any organization that wants to support its employees in their personal growth will try to foster strong and supportive leadership. This will not only motivate the workers in performing their job roles but allow them to explore and

implement new elements in their job performance. When employees believe that they are supported by their leaders, they display Innovative Work Behaviour (Amabile, 1996; De Jong & Den Hartog, 2007; Zhang & Zhou, 2014) (Javed et al., 2018). The free flow of communication is the essence of supportive leadership. When the workers feel they are heard and when different pieces of information are communicated properly, they tend to feel inclined in contributing to the organization's success and think of themselves as an integral part of the team and the organization they are associated with. Hence the workers tend to be more vigilant and dedicated towards their work.

When the workers feel that kind of psychological connection with the system they tend to become more engaged and hence boost the production in different ways. Innovation flourishes only when the organization nourishes the employees with care and encouragement (Tierney & Farmer, 2002) (Kwon & Kim, 2020). Therefore the organizations need to have a strong and supportive leadership

Training and Development – With the change in time different products, procedures and techniques are devised that either increases the quality of work or make the procedure easy. Hence, training of the workers involved in these activities becomes essential to ensure better production and to sustain in the market. This training

can either be given to the worker by more experienced workers in the organization or through off-the-job training. Training act as a catalyst for the development and personal growth of an individual as well. Hence, this will lead to the creation of a positive image of the organization that the worker is associated with, which can ultimately lead to engagement of the worker towards the organization as well as their job role.

(Farouk, 2014) (Zondo, 2020) identified training and development as the main strategies that can be put to used to raise the level of employee engagement moreover it can also enhance leadership and work design in the organization.

Autonomy at work – Employees are presumed to perform exceptionally when they have control of the different aspects of their job role. Autonomy gives a leg up to innovation. When the workers have control of how they want to perform and what they want to produce they will have an opportunity to access their creativity and produce novel products and hence induce innovation into the system. When the workers have a free hand, they comprehend the sense of responsibility bestowed upon them which helps in setting up a connection between the employee and the organization and they become more involved and satisfied at work. This also leads towards work engagement and employee engagement. The produces of the handloom sector involve a lot of artistries which

requires creativity and innovation which can be boosted by providing the workers' independence in their role performance. The correlation amid employee engagement, performance, and perceived autonomy at work together moderate the relationship between engagement and creativity (Pattnaik & Sahoo, 2020).

Adequate wages and incentives – A well-paid employee is more content at his job and performs his job roles diligently. In the handloom sector, it can lead to retention of the works as the major volume of migration that is seen in the workers is predominantly due to inadequate wages. Adequate wages will not only improve the retention rate of the workers but surge the sense of engagement in them. Compensation forms an indispensable component of employee engagement which inspires the employee to give his best performance by having full attention to his work and personal development (J., 2014).

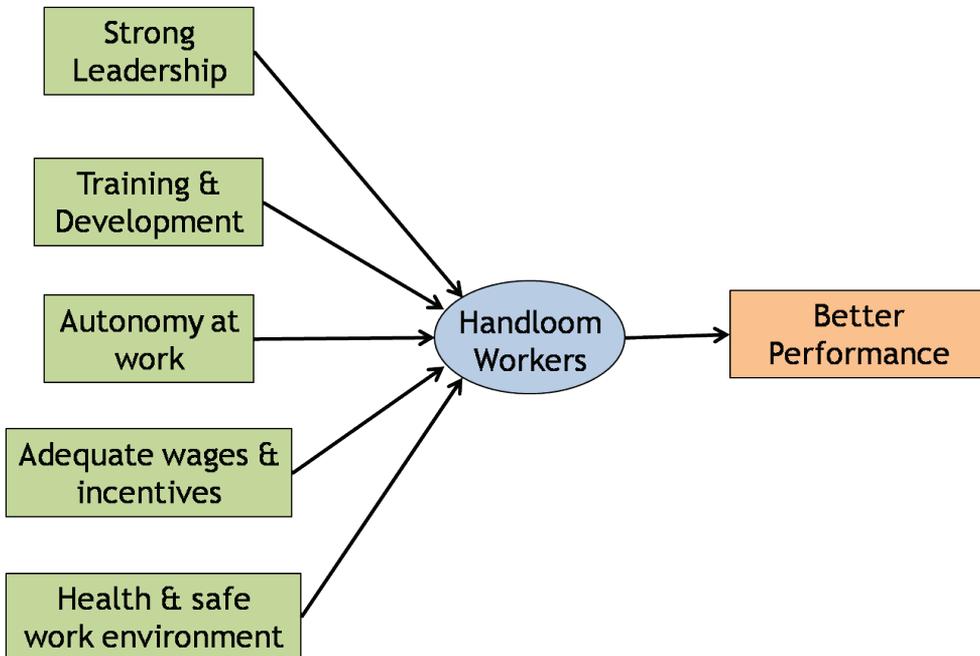
Healthy and safe working environment - The presence of both physical and emotionally safe environments together can be labeled as a desirable work environment (J., 2014). These may include proper equipment, adequate lighting, hygiene facilities, proper ventilation, safety measures, proper workstations or spaces, a friendly environment, etc. These factors are essential for job satisfaction and smooth functioning and production. The absence of these factors or scarcity of any of these can

cause dissatisfaction in the workers, which will reflect on their performance. Whereas the availability of the same will provoke the workers towards an elevated rate of engagement. (Holbeche and Springett, 2003)(J., 2014) insists on the perception that employees consider their workplace and their work performance as a major predictor of their engagement.

4. CONCLUSION

Since the Handloom sector falls into the unorganized sector and further comes under the category of cottage industries hence the role of HR and the approaches and HR practices are somewhat an alien concept to it. When it comes to handloom the young generation is observed to be less keen

on taking the trade forward perhaps due to their perception that it will not yield as per their expectation. Many are observed to leave to pursuing the trade as they do not find it profitable and satisfying. Hence here the approaches and tools of increasing employee engagement and work engagement can assist in increasing productivity and the quality of products by stimulating innovation in the workers. Work engagement will lead them to be more involved in their job and their job role. Engagement will lead to more dedication and loyalty towards the craft. Since the handloom sector does not comprise of big industries but the small cottage industry which involves few employees or workers only, hence no elaborate engagement activity can be acted upon, but these industries



can use engagement activities such as training of workers, autonomy in work, strong and supportive leadership, adequate wages and incentives, healthy and safe work environment all these factors will coax the workers towards a satisfied and engaged state. Unlike the workers involved in the power loom sector, the handloom sector requires skilled workers hence to anticipate a tremendous performance will require the workforce to engage towards their work and the industrial unit. The workers should be given room to develop their skills and learn new techniques to facilitate the growth and development of their skills. All these efforts will ultimately lead to the upliftment of the workers/craftsmen engaged in the handloom sector as well as the handloom sector itself.

6. LIMITATION OF THE STUDY

To the best of the knowledge of the authors, not many studies are conducted upon the role of employee and work engagement in the textile industry and let alone in the handloom sector. However, an attempt is made to link the antecedents and the outcomes of employee engagement to the expected performance of the handloom sector. Through different studies conducted on Employee Engagement and Work engagement, many antecedents and consequences are identified, however, for the present study only, these are considered. Moreover, the suggested tools and techniques in the present study to increasing employee engagement and the overall performance can vary situationally and subjectively.

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SOCIAL MEDIA ADDICTION AMONG INDIAN YOUNG ADULTS DURING COVID-19

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ABSTRACT

Purpose: The study aims at understanding the prevalence and the paramount significance of the abuse of social media and its' addiction during the present COVID-19. It also aims at understanding how accustomed or habituated people are, in terms of social media use.

Methodology: A survey was conducted on 204 young adults in India using the shortened version of Social media Addiction Survey (Sahin, 2018). Reliability and Validity Tests were conducted along with One Sample t-test to understand the effect that each item had on the use of social media among the participants.

Findings: Internal consistency coefficient (Cronbach's alpha coefficient) is 0.896, and inter-item validity is significant at 0.01 level, i.e. at a 99% confidence interval. The majority of the participants are eager to use social media and be informed about the content shared by their respective groups. Most participants also tend to spend more time on social media when they are alone.

Study Implications: The paper suggests that the shortened version of the Social Media Addiction Scale is applicable for different populations irrespective of their age group and cultural backgrounds. However, further research indicated in the domain and field of social media in terms of addiction among more young adults is recommended.

Keywords: social media addiction questionnaire, young adults, COVID-19, the prevalence of social media use, social media addiction

Social Media Addiction Among Indian Young Adults During Covid-19

The internet has expanded to become a daily part of people's lives. For most individuals, it is a representation of informative tool and an opportunity to connect with others, socially. It also involves self-education, economic betterment, and freedom from shyness and paralysing inhibitions (Aboujaoude, 2011). The internet also enhances an individual's quality of life and their well-being, subjectively, for others, it leads to a state that represents the standard definition of mental disorders, according to DSM,

“A clinically evident behavioural or psychological ailment associated with present distress or with a significantly increased risk of suffering death, pain, disability or an important loss of freedom” (American Psychiatric Association, 2000)

Social Network Sites that involve Twitter, Instagram, Facebook, and more, enable individuals to impact the decisions of others through a connected network. The physical reality and the virtual reality of the internet are not as different from each other since they are not unrelated anymore. Just as events in the real world influence the activities on the internet, the vice-versa also takes place most of the time (Louni & Subbalakshmi, 2014). As Shobhaa De (2020) rightly said,

“Untouched by the footsteps of migrant workers in the hot sun, we rant

on social media. Moreover, as always, what helps us to retain our sanity in moments like this are words. Our own words and words from loved ones but even more than that, words from gifted writers who spin stories out of universal experiences, from thoughts and ideas half-formed in our minds.”

Activity incentives originate from the inner emotional desire to participate in enjoyable activities in order to enhance a sense of belongingness. On the other hand, the origination of social incentives is from interactions with others that deem and perceive as rewarding. Several new sensory incentives involve the investigation for neoteric and factual information, and positive reinforcement which involves monetary funds and rewards are mere expectancies to achieve a familiar sort of commercial acquisitions. Particular to organisations as well as the use of technology is the concept of self-reactive incentives which involve the attempt to regulate dysmorphic moods such as depression and boredom (Eastin & al., 2006). Most research has focussed on three primary models of addiction. Addictions of different media involve a specific type of addiction in terms of behaviour in which chemical substance is absent (Marks, 1990; 2006).

Social Media Outbreak During COVID-19

The antecedent phases of the COVID-19 outbreak involved little factual information. Social Media content

creators churned out half-baked theories and blatant falsehoods. As has been observed in the past outbreaks, absence of reliable information coupled with an increasing death ratio resulted in panic, confusion and the suspension of critical thinking and fact-checking abilities. The panic eventually reached a point where the WHO released a 'massive infodemic' of COVID-19 misinformation. They leveraged similar tools causing the infodemic to quell it. However, it also created simple infographics and content and shared accurate information on their social media handles. Simultaneously, social networking platforms or sites like Instagram, Twitter, Facebook, WhatsApp, YouTube, and TikTok took upon themselves to clean up their sites. They used fact-checking agencies and AI-based tools to screen incorrect content and provide factual information (Parikh, Desai, & Parikh, 2020).

Significance of the Study

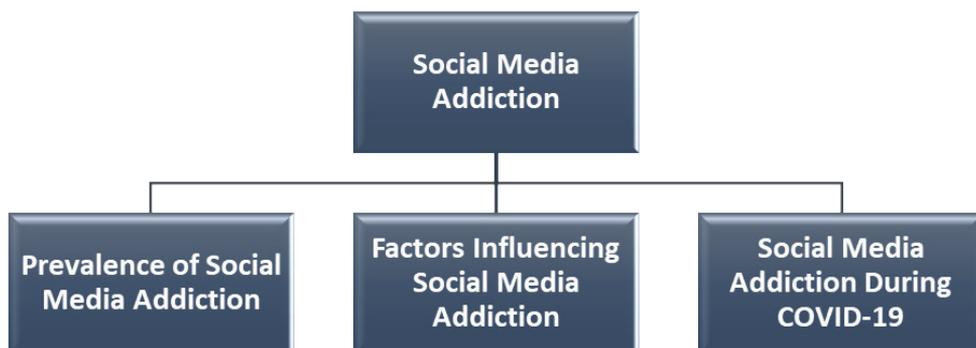
The study aims at understanding the prevalence and the paramount significance of social media abuse and addiction during the time of lockdown in the COVID-19 outbreak. Since most individuals are either working or studying from home, it is evident that each of them struggles with time management as well as multi-tasking. Most people are prone to reaching burnout solely because they worked extra hours and eventually began to undergo disorganised and disordered routines in their lifestyles. This study aims at understanding how accustomed or habituated people are, in terms of social media use.

Literature Review

Previous research studies have been conducted on media communication and indicated that most communication

Figure 1

Showing the categorisation of themes classified in the Review of Literature



technologies tend to provide an invisible shield which protects timid or shy individuals when they interact or participate in social situations (Yan, 2015). There are several research studies conducted in the field of addiction concerning social media. However, during the pandemic, i.e. COVID-19, individuals, all across the world, face difficulty and perplexities in optimal functioning daily. The classification of literature reviews depicted in the following themes:

Social Media has been a domain of study for the past several years, and the research has been quite dense. However, with the dense research studies in this domain, this paper must shed light on the prevalence of the matter. Therefore, referring to the map above, the division of themes of the related works of literature are based on the factors which primarily influence social media addiction among young adults.

Prevalence of Addiction Concerning Social Media

Several research studies highlight the prevalence of social media, and its addiction has proven significant. In order to shed light on the same matter, the following studies are reviewed based on its prevalence.

A recent research study by Leung et al. (2020, pp. 1059-1069) aimed to investigate whether specific scales were appropriate for use among individuals in Hong Kong and Taiwan. The scales included Smartphone

Application-Based Addiction Scale (SABAS), Internet Gaming Disorder Scale-Short Form (IGDS-SF9), and the Bergen Social Media Addiction Scale (BSMAS), used among individuals in Taiwan and Hong Kong. The quantitative study involved different subsamples from Taiwan (n=336) and Hong Kong (n=306). It was indicative that the original unidimensional structures of SABAS, BSMAS, and IGDS-SF9 confirmed the factorial analysis through the same in both subcultures. The unidimensional structures of the BSMAS and IGDS-SF9 did not vary across the two Chinese cultural areas, i.e., Taiwan and Hong Kong, according to the results. The SABAS also established invariance of measurement after some model modifications.

Similarly, Turel et al. conducted a study in the year, (2018, pp. 84-88) which examined the distortion in time and the individual's participation in non-social media use tasks. The tasks involved cues concerning social media that consider the high risk of addiction in terms of social media. The study also aimed to understand the versatility of the at-risk v/s low/no-risk classification of the said distortion. The study concluded that the at-risk group portrayed compelling higher or ascending estimation of time bias and the low/no-risk group portrayed convincing lower or descending estimation of time bias. The bias characterised conclusive positive correlation with the scores of addition concerning the use of Facebook. It was also influential, during its combination

with estimates of self-reported use of Facebook, which increased in extent, in classifying people to the two categories.

Social Networks and social networking sites have been trending ever since the introduction of New Media in the community. Monacis et al. conducted a study in the year (2017, pp. 178-186) along the same lines of social media and social networking sites to shed light on the prevalence of its use. The study aimed at testing the Italian version's psychometric properties of the Bergen Social Media Addiction Scale (BSMAS). It also provides empirical data of 769 participants for the relationship between the styles of attachment and social networking sites addiction. The invariant measurement hence, entrenched and settled at configuring, exacting invariances, and metrics athwart age groups, and at configuring the levels of metric values across gender groups. Several indicators supported internal consistency. The theoretical associations between addiction to Social Networking Sites and styles of attachment was also generally supported. (Hawi & Samaha, 2016, pp. 576-586) also investigated the association between Social Media Addiction, Self-Esteem, and Life Satisfaction. The study attempted to provide and dispense to the information and peoples' understanding that was boosting and strengthening this phenomenon. The study examined the accord and conjunction between self-esteem, social media addiction, and the said satisfaction with

University students' lives. The results indicated that a singular determinant model of SMAQ had remarkable psychometric features and characteristics and altitudinous internal consistency. Also, the use of social media in terms of addictive behaviours adversely related to self-esteem, and the latter had a definitive and conclusive concordance with life satisfaction

Social Media scales have also proven to be an evident source of research material which The validation of the Social Media Disorder Scale by Eijnden et al. in the year (2016, pp. 478-487). It consists of symptomatic cessations to differentiate between discombobulated and high-appealing comfortable 2198 social media users. The results portrayed that almost all items of the short social media disorder scale demonstrated heightened awareness and exactitude. A few platforms involving social media users elicited a heightened danger than the rest. The discombobulated patterns of eating users altered and contrasted from comfort food users, specifically in the number of posts that they disseminated on social media platforms such as Instagram, WhatsApp and Facebook.

Factors Affecting Social Media Addiction

Since the world debate on nature v/s nurture is ongoing since forever, the factors influencing each aspect of an individual's life depends on these two significant factors. However, comprehending the factors that play

an evident role in an individual's ability to be addicted or abuse social media depends entirely on the pattern part of the debate. The following are studies which focus on the various factors that have affected social media addiction in different contexts and cultures. Since the number of research studies involves similar themes, the researchers have analysed the studies based on critical themes.

In 2019, Lian et al.(pp. 22-29), (Zhou & Leung, pp. 1-17) and, (Mamun & Griffiths, pp. 628-633) studied the effects of social media on human life and its consequences on human health in terms of recognised social network sites (SNS)-game addiction and gratifications, aloofness, convenient disinterest, self-respect, and constant use of games on social networking sites. The studies independently conducted involved 342 and 300 participants, respectively. The results indicated the following predictors of social media effects on human life:

- i. Issues like fixation of online life and web-based life and the effect of online life on Indian youth and attempted to focus on how to defeat this dependence.
- ii. Desolation and convenient disinterest significantly anticipated the extent of the use of games on social networking websites and the heightened possibility of addiction
- iii. Male Social Networking Sites game addicts involved leisure activities, being aloof, disinterested

and excited by successfully conquering artificial or fake money and achievement as a sense of accomplishment

- iv. Self-esteem insignificantly predicted addictive behaviours towards the use of Facebook.
- v. The prevalence of Facebook Addiction was 39.7%
- vi. Being single and having less or no involvement in activities that pertained to physical fitness predicted the dangers of the rise in addictive behaviours towards using Facebook. It also disturbance in sleep, exposure to Facebook, and symptoms of depression.

In 2018, (Nayak, pp. 164-173) and (Durak, pp. 1-15) aimed to determine the effects of addiction, performance and adolescents' smartphone usage on their socio-demographic details. The studies aimed to examine the variables related to nomophobia. The studies individually conducted involved 429 high school students and 786 students, respectively. The results of their quantitative research studies included:

- i. Females tend to use smartphones more often than males.
- ii. The severity of the performance in male students portrayed as a result of the study
- iii. Excluding developmental changes and attitudes, female students were hardly affected by the effects of Smartphone addiction, unlike the male students who neglected

work, felt anxious and lost control of themselves.

- iv. The adolescents' nomophobia levels were average
- v. Noncommunication, a sub-determinant on the scale of nomophobia, was at the highest level.
- vi. Addictive behaviours towards the use of social media also most significantly correlated with adolescents' nomophobia behaviour levels.
- vii. Locus of control portrayed the least conclusive and definite association with nomophobia behaviour levels.

However, in 2017, studies from various researchers focused on assessing various social media platforms as predictors of differentiated behaviours of young adults and high school students. Shettar et al. (pp. 325-329) assessed the patterns of one social media network, i.e. Facebook and the participants' use of Facebook on loneliness. The study involved students from the Yenepoya University, i.e. 100 post-graduate students, and the results indicated that an additional one-fourth (26%) portrayed addictive behaviours towards the use of Facebook, and 33% determined a probability of showing addictive behaviours towards using Facebook. The existence of positive correlations associating the intensity of addictive behaviours towards Facebook and the extent of experiences of desolation and aloofness also portrayed.

Similarly, in 2017, (Ahmed & Sathish, pp. 21-42), Nagaddya et al. (pp. 187-193), (Longstreet & Brooks, pp. 73-77) and, Shensa et al. (pp. 150-157) also studied the influence of social media and social media games on differentiated behaviours. The studies conducted on adolescents and young adults involved 286, 280, and 207 students, respectively. The results that apart from the Combined Technology Acceptance Model and Theory of Planned Behaviour constructs Perceived Enjoyment, Flow and Social Network Intensity has a significant impact on Behavioral Intention and Use Behaviour towards Social Network Game. 68.9% of adolescents think messages, images, broadcasts with content deemed as pornographic or sexually shared/posted on online platforms in terms of social networking, varied in their sexual behaviour. Variables that mainly elucidated the amount of disclosure of the content on the social network platforms on the sexual behaviour of adolescents, that involved gender (male), use of social networking sites during holidays and using social sites for leisure activities. Life satisfaction has essentially vital impacts on generalised internet addiction and specific addictive behaviours towards social media. For individuals who are addicted, the existence of deep-rooted issues results in demoting and deteriorating their level of satisfaction and propulsive continuation of elevated addictive behaviours towards technologies involving the internet. PSMU was associated with an elevation in the

symptoms of clinical depression. The portrayal of an increase in the recurrence of the use of social media was also permanently related to a heightened syndrome of clinical depressive. PSMU mainly determined the association between SMU and depressive symptom.

Blackwell et al. conducted a research study in (2017, pp. 69-72) examining whether factors such as Neuroticism, Attachment Styles, Fear of Missing Out (FOMO), and Extraversion predicted the use of social media and addictive behaviours towards the same amidst young adults. FOMO has always been a topic of opaque research in several domains of studies. However, this particular study paved the way for readers and future researchers to understand the said factors as predictors of social media addiction and related misbehaviours. The results of the study concluded that younger age, neuroticism, and fear of missing out predicted the excessive use of social media amidst the said participants. Fear of missing out (FOMO) also anticipated addictive behaviours towards social media. Prevention and anxiety in terms of attachment also indicate the addictive behaviours towards the use of social media among participants.

In 2016, Shah et al. (pp. 24-26), Nath et al. (pp. 1-10), (Kircaburun, pp. 64-72) studied the conflict arising from adolescent and parent relationships, evaluate Internet addiction gains an accurate understanding of the pervasiveness, precautionary factors,

and harmful effects that frequently relate to the disorder. The studies also aimed at determining the unambiguous and indefinite impact of regular use of internet sources, addictive behaviours of social media and self-esteem to levels of depression among evaluated adolescents involved the experimentation of a model. The study included high school students and young adults involving 188 medical students and 1130 adolescents, respectively. The studies conferred and concluded that cultural societies as similar to India, scurrying towards urbanisation and development which includes segregation between parents and adolescents over the use of the said sites as well as concerning monetary systems to independence and escort, as promoted by similar activities. The canvass also accentuates that the value-based systems and lifestyle play an essential role in finding solutions to similar conflicts. 46.8% of medical students resulted in an increased risk of Internet addiction due to expanded years of exposure to online platforms. Men were further prone to progress into an online relationship. Disproportionate use of the internet also resulted in inadequate and deficient administration in college and feeling dismal, worried, and clinically depressed. Social media addiction and self-esteem predict 20% of regular use of the internet. Clinical depression also remains correlated with self-respect and regular use of internet unambiguously. Similarly, addictive behaviours toward social media were affecting depression ambiguously.

Social Media Use and Addiction during COVID 19

The present COVID Crisis has played an essential role in disheveling the lifestyles of individuals regardless of culture and age. However, there has been a vast population that has found it easier to get accustomed to the new normal and the new lifestyle, whereas, the other half of individuals are still finding it hard to transition amidst the trying times. There have been several research studies which focussed on the effect of social media and media influences on individuals during the present COVID-19 situation. Most of them are solely due to understanding the effects of social distancing and determining the tampering effects of the same. The studies selected for this literature review consists of latest research studies conducted in the year 2020.

Allcott et al. (2020, pp. 629-676) focussed and aimed to study the acceleration and progression of social media that influenced anticipation about the possible communal benefits and concerns about sabotaging such as clinical depression, addictive behaviours, and political dissipation. In a randomised examination, the researchers found that making the participants' Facebook account inactive for a month before the 2018 U.S. midterm election influenced and resulted in a significant reduction in online activities, while an evident increase in offline activities involving viewing television privately and mingling with family and friends.

There was a reduction in news knowledge which is factual as well as a political stance-elevated perceptible contentment. There is a continual abatement in post-test results of using Facebook among respondents.

In China, Li et al. in the year (2020) conducted a quantitative and qualitative evaluation of social media posts that originated from Wuhan, Chinese from the online journal podium, Weibo during the initial stages of the pandemic, i.e. COVID-19. The collection of 115,299 WeChat posts during the period involved a mean of 2956 posts daily, implying a lowest of 0 and highest 13,587. The statistical analysis found a decisive and beneficial inter relationship between the statistic of Weibo posts and the aggregate count of disclosed cases from the city. It was roughly ten additional cases of COVID-19 per 40 online posts concerning social media. This size of the aftermath was also more compelling and essential than the measurement and monitoring for the remainder of China that Hubei Province in Wuhan. They believed when contemplating the estimated number of posts of Weibo to the occurrence of the amplitude of cases in Hubei. The interpretative analysis of 11,893 posts concurrently the first 21 days of the study period with COVID-19-related posts uncovered four forerunner classifications. It eliminated We Chat discussions about the dominant and outstanding originator of the endemic, altering hygienic and sanitation traits of the outbreak, the reaction of the

public to outbreak control and the responsible feedback measures. The results also provided acumen into the beginning and initiation of the outbreak. The basis of evaluation involved the statistical and interpretative analysis of data of Chinese social media in Wuhan City.

Since the catastrophe is dependent on the large-scale change of individual behaviour and several situations that are significant cognitive weights and stresses on individuals, acumen from the communal and developmental sciences assisted in aligning human behaviour based on recommendations of epidemiologists and public health experts. (Bavel, et al., 2020, pp. 460-471) focusses on pieces of evidence originating from a broad range of investigative topics that coincide with universality. It involves studies on deviating and directing threats, sociocultural influences an individual's behaviour, scientific communication, appropriately moral decision-making and leadership. The paper introduced three primary and essential factors that barricaded the path of precaution. The factors involved:

- i. Individuals being careless of the dangers they run.
- ii. It was also opposed to human characteristics for individuals to confine themselves and restrict their physical movements in timid isolation as a method of guarding others
- iii. People unintentionally manoeuvred

as an enduring danger to themselves and others.

The study provided visions that originated from the last century of work on the relevant topics in communal and developmental sciences that assists the officials of public health to anticipate the impingement and massive effect of the current pandemic.

(Roy, et al., 2020, pp. 1-15) conducted a research study during the current pandemic, that aimed to assess the amount of knowledge, behaviour, experiential anxiety, and personal needs of healthcare in terms of mental well-being amidst the adult Indian population. The conduction of the study involved the administration of a semi-structured questionnaire through an online survey study. A total of 662 responses were received. The study also concluded that The results indicated that an intermediate or piddling level of knowledge about the pandemic and sufficient knowledge about the behaviour towards COVID-19 portrayed the willingness of people to follow the guidelines of the government concerning quarantined lockdown and social distancing. The levels of anxiety levels were high. 80 % of the respondents were worried about the understanding of the pandemic. 72% of the participants emphasised on the absolute necessity to adopt the use of gloves and sanitisers. Difficulties in sleep patterns and paranoia about individuals amassing COVID-19 infection and the discombobulation relevant to social

media reported in 37.8 %, 12.5 %, and 36.4 % respondents, respectively.

There is an enormous aggregate of people vitiated by the COVID-19, which is expeditiously progressing worldwide, common apprehension and anguish among the general public inflated in several regions. Fear and worry have also risen in the eyes of society. Similarly, (Lin, 2020, pp. 1-21) conducted a study to shed light along the same lines. The findings indicated that the accurate reports or news and knowledge published on various online platforms, including social media, the angst and disfigurement tended to deteriorate. The Facebook event, "I am ok, you get the medical mask first" conveyed information of a pharmaceutical preventive, therapeutic mask, unnecessary for each individual. However, the superlative and ultimate effect of using the same masks results in abandoning them to those who genuinely need them. Depoux et al. in the year (2020, pp. 1-12) emphasised on the fact that information travels faster over online platforms, mainly social media and stampede and dismay spread among individuals was more rapid than the virus itself. The study aimed to highlight the impact of reporting in the media and the sentiments of the general public. The influence claimed regarding the decision making processes and the discontinuation of particular services in the public and private sectors, involved airline services which are usually unreasonable and asymmetric to the appropriate needs of public health. The constructed principle

resulted in images highlighted the physical aspect of the critical situation during COVID-19. It implied visual images of isolation and lockdown. The principle was associated with the community in terms of people and places, that bracketed and allied with the visual symbolism involving Chinese eating outlets, Chinese excursionists, and other encumbrances from Asia. It was preeminent in extensive and widespread disbelief and upheaval of racist discrimination.

(Kadam & Atre, 2020, pp. 50-62) also aimed to portray a record and narrative explanation of responses through social media and the general society to the pandemic that affected its medical jurisdiction regulations in India. India has over 350 million individuals who use social media regularly and a considerably large percentage or degree of who are unaware of fact-checking sources. The impact of social media effectively used to control Ebola. The acceptance of the Ebola vaccine and other vaccines recommended measures. These measures involved circumstantial and credible information system of sharing and an integrative and incorporating team of experts in gathering dossier and accurately interpreting from a series of online platforms concerning social media. The social media platforms helped to apprehend and appreciate peoples' perspectives and feelings and disclose initial signals of falsity and obfuscation.

Similarly, Gao et al. (2020, pp. 1-20) aimed to construe the popularity

and dissemination of two significant mental disorders, that involved anxiety and depression in association with the Chinese population. The study examines the same relationships with the exposure to online platforms concerning social media through quick assessments during COVID-19 outbreak. The study concluded that the significantly elevated prevalence of mental health problems was definitely and categorically associated with frequent exposure time concerning social media during the outbreak of COVID-19 pandemic. The significance of anxiety, depression and the combination of the two found to be 22.6%, 48.3%, and 19.4% respectively, during COVID-19 pandemic in Wuhan, China. It also conferred that more than 80% of the respondents also self-reported being frequently exposed to social media.

Above all, the misinformation from social media and its effects on the population overall was quite significant. Therefore, to throw light on the same, Pennycook et al. in the year (2020), investigated why people believe and spread accurate content on the news about the pandemic, COVID-19. The study tested an intervention which intended to enhance the factuality of the content that people communicate on social media. Transversely, two studies involving more than 1,600 participants, the researchers imperatively found evidence and assistance for the interpretation and notion that individuals disseminate inaccurate and unreal news about COVID-19

in section or sectors because individuals unsuccessfully think sufficiently about the possibility of reliable content. There were two studies conducted. It conferred that participants were discriminating between certain and unreal news, primarily when individuals determine what they would publish or circulate content on social media, relevant to when individuals are questioned directly regarding the certainty of information. Participants who were engaged in more analytical thinking and had more excellent scientific knowledge also discerned in their beliefs. It found an uncomplicated indication and expression at the origination of the study. It meant questioning participants to assimilate the veracity and truthfulness of a non-COVID-19-related headline. It also implied more than doubled the level of true discernment in participants' sharing intentions.

Need for the Study

The primary need for this study is to understand the prevalence of attitudes of individuals in India towards social media addiction and to use social media, which has elevated due to the lockdown. The Literature reviews can be concluded and conferred with the fact that most studies focus on how individuals tend to use social media during the lockdown and pandemic, in order to understand and stay aware and updated with information, in some cases, misinformation. The paper also aims at validating and determining the reliability of the shortened version of

the Social Media Addiction Survey, used in this study.

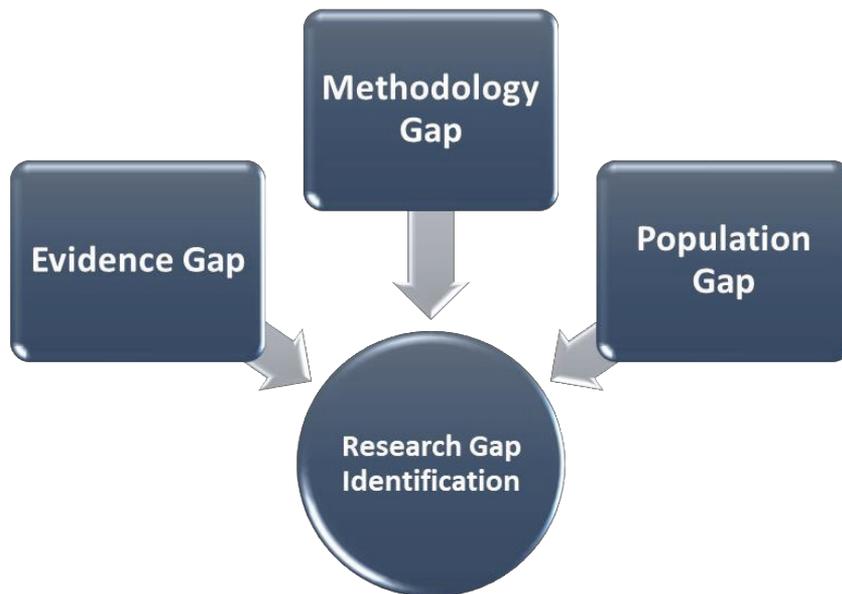
Research Gap Identification

- i. Evidence Gap, which implies that the findings from prior studies have also mentioned a significant influence in the use of social media among populations, perhaps, the results are contradictory when examined from a different perspective and more abstract perception.
- ii. Methodological Gap implies the necessity of a repertoire of methodologies in research studies to generate novel observations and acumen to avoid inaccurate results. Especially during the trying times

of the pandemic, which has influenced a massive population of individuals, the methodological gap in this research involves the lack of research studies determining social media addiction on Indian young adults. There are not enough research studies which determines the validation and reliability of the Social Media Addiction, Short Form Version.

- iii. Population Gap implies that the research concerning the inadequately represented population that remains under-researched in the evidence base or prior research. The recent literature has proved a population gap among the Indian Youth.

Figure 2
Research Gap Identification



Methods and Materials

Research Question

i. What is the prevalence and significance of the abuse of social media and its' addiction during the present COVID-19?

Participants

The participants chosen for this study were young adults of mixed gender between the ages of 18 to 30. The gender ratio included 44.3% (n=90) male respondents and 55.7% (n=113) respondents. The age groups divided into three groups namely, 18-22, 23-26 and 27-30; the percentage ratio included 25.6% (n=52) participants differed between ages 18-22; 41.4% (n=84) participants differed between ages 23-26 and 33% (n=67) participants differed between ages 27-30. All the participants' educational qualifications were from PUC or +2 to PhD. It found that 14.8% (n=30) participants belonged to a Joint Family, while the rest 85.2% (n=173) participants belonged to nuclear family background. All the participants were either familiar with or utilised a variety of online platforms for social media, i.e. Instagram, Facebook, SnapChat, Twitter, YouTube, and WhatsApp.

Tools and Measures

The data was collected online from a Google Form carefully curated by the researchers. The data collection process involved the following three forms:

Informed Consent Form

The informed consent form is a brief

introduction of the purpose of the study, along with the Terms and Conditions. Since all the participants were adults, the consent form also included the Confidentiality terms for ethical considerations.

Demographic Details Sheet

The demographic details form consisted of general contact information of all the participants such as Name, Age, Gender, Educational Qualifications, Occupation, E-mail, Phone Number, Marital Status, Type of Family, and the Social Media Platforms they are part. The social media platforms included in this sheet were YouTube, WhatsApp, Facebook, Twitter, Instagram and Snapchat. According to a survey by (Clement, 2020), an approximate of 2 billion internet users use social networks. This number has been increasing since mobile apps, and social networks through mobile phones are gaining traction.

Social Media Addiction Questionnaire

The Social Media Addiction Questionnaire originates from the Social Media Addiction Scale (Sahin, 2018). The questionnaire was used on the participants to understand their attitudes and behaviours towards using Social Media. The Social Media Addiction-Student Form is a 5-point Likert scale consisting of 29 items. These items involve four factors or determinants, i.e., practical problem, virtual tolerance, practical information and virtual communication. The analysis implemented statistically

indicated that the reliability and validity of the scale evaluate the addictions concerning social media of school students in high school, secondary school and in university. Internal consistency coefficient (Cronbach's alpha coefficient) of the original scale was 0.93 for the entire scale and the respective values differing and extending from .81 to .86 for each of the determinants. The test-retest coefficient was 0.94.

However, for this study, the questionnaire was modified to fit the clinical settings of the Indian participants. The primary goal of the questionnaire is to determine or estimate and evaluate the levels of addiction among Indian young adults. The five-point Likert Scale in the 20-item questionnaire required participants to rank certain statements ranging from "Strongly Disagree" to "Strongly Agree". Participants rate the frequency of each experience on the five-point Likert Scale with the following:

The five-point Likert Scale did not provide scores as referred to "1" implying "Strongly Disagree"; "2" implying "Disagree"; "3" implying "Neither Agree nor Disagree"; "4" implying "Agree"; and "5" implying "Strongly Agree". The reminder to the participants made that there were no right or wrong answers for their choice. The scale is aimed at understanding the attitudes and behaviours of participants towards social media use. It is conducted explicitly during the COVID-19 lockdown.

Procedure

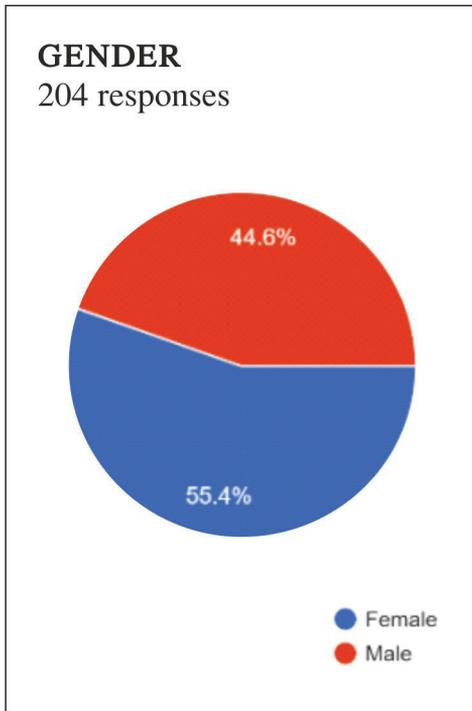
This study is a quantitative study which involves a survey method that was provided to participants of ages between the years 18 to 30 of age through an online platform using Google Form. The participants expected to read the consent form and acknowledge that they have understood the same. The participants filled in the demographic details sheet, which consisted of their primary and general information, post which the participants were required to answer the questionnaire. After submitting the form, a note from the researchers declaring that their responses will remain confidential and used for research purposes. The data was analysed using SPSS 21. The conduction of the reliability test, as well as the validity test, portrays the credibility of the questionnaire. Since the questionnaire is a short form of the original survey, the simple one-sample t-test conducted intends an understanding of the significance of each item concerning the 204 participants' responses.

Results

The study aims to understand the prevalence of attitudes of individuals in India towards social media addiction. Also, the participants' using social media has elevated with time spent, due to the lockdown using the modified version of Social Media Addiction Questionnaire by (Sahin, 2018). The study conducted on 204 young adults between the ages of 18

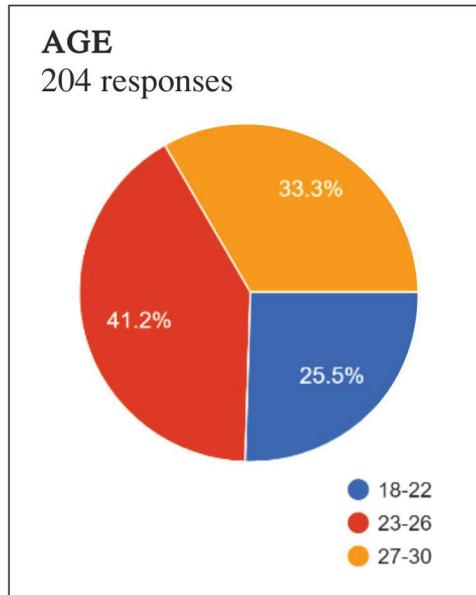
to 30 through an online survey method of data collection using Google Form. The demographics of the participants have been portrayed in the following pie charts, respectively:

Figure 3
The ratio of Gender of the 204 Participants



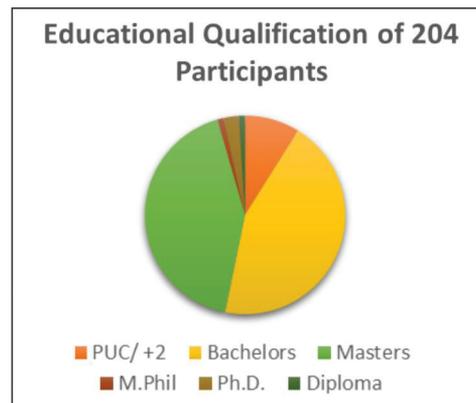
The age of the participants categorised into three groups, i.e. 18-22; 23-26 and 27-30, to have a clearer and systematised method of collecting data. The Age Ratio of the participants was as follows:

Figure 4
The ratio of Age of the 204 Participants



The educational qualification of the participants ranged from PUC/ +2 to PhD scholars. The ratio of the participants in this aspect is as follows:

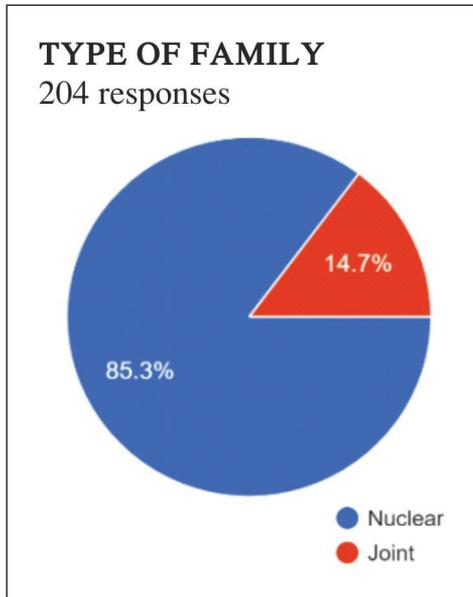
Figure 5
Showing the ratio of educational qualifications of the participants



The ratio of Type of Family of the 204 Participants

Figure 6

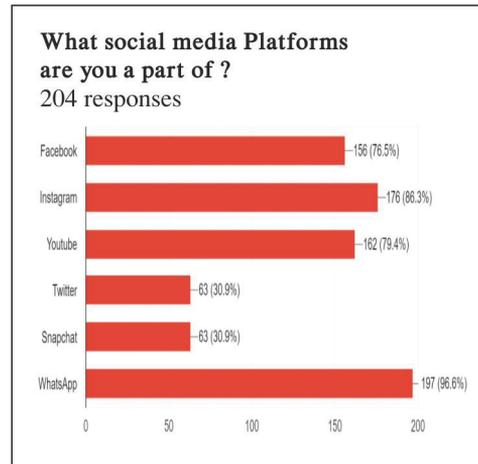
The ratio of Type of Family of the 204 Participants



The participants chose the number of Social Media Platforms that they use. The social media platform options provided to the respondents were Facebook, Instagram, YouTube, Twitter, Snapchat and WhatsApp. The graph of the ratio is as follows:

Figure 7

Showing the Social Media Platforms that the 204 participants are a part of



The researchers also conducted the Reliability and Validity Test. Inter-item validity was significant at 0.01 level, i.e. at a 99% confidence interval. The reliability of a test refers to how accurately and sufficiently a test measures what it should. Internal consistency coefficient, according to the Cronbach's alpha coefficient was 0.896, as shown in the table below.

Table 2
The Reliability Statistics through the Cronbach's Alpha and the Number of Items in the Questionnaire

Cronbach's Alpha	Number of Items
0.896	20

Source: Primary Source

To comprehend the attitudes of the participants towards Social Media and their addiction in using it during the lockdown, the researchers conducted one-sample t-test.

Table 3

One-Sample t-test with Test Value 3 and the significance of each item with the responses of the participants

Test Value=3				
Item of the Questionnaire	t	df	Sig (2 tailed)	Main difference
SMA1	5.471	202	.000**	.4089
SMA2	-1.444	202	.150	-.1281
SMA3	.995	202	.321	.0985
SMA4	-4.146	202	.000**	-.3941
SMA5	-10.543	202	.000**	-.8621
SMA6	-6.064	202	.000**	-.4778
SMA7	-19.459	202	.000**	-1.3448
SMA8	-8.645	202	.000**	-.7044
SMA9	-4.805	202	.000**	-.4187
SMA10	-3.906	202	.000**	-.3005
SMA11	7.731	202	.000**	.6355
SMA12	-2.653	202	.009*	-.2069
SMA13	-10.639	202	.000**	-.7980
SMA14	-14.547	202	.000**	-.9901
SMA15	-2.608	202	.010**	-.1970
SMA16	.385	202	.701	.0345
SMA17	11.528	202	.000**	.8424
SMA18	2.303	202	.022**	.1872
SMA19	-7.181	202	.000**	-.5862
SMA20	-5.389	202	.000**	-.4581

** 99% Confidence Interval (p < 0.01)

* 95% Confidence Interval (p < 0.05) Source: Primary Source

The table above portrayed every one of the twenty items in the questionnaire and compared with the level of significance level at a 99% confidence interval and 95% confidence intervals of the participants' responses. The table also represents the test value, i.e. 3, and the standard deviation to the participant's responses. As portrayed, the items "I look for internet connectivity everywhere so as to go on social media"; "Going on social media is the first thing I do when I wake up in the morning"; and "I notice that my productivity has diminished due to my social media use" are not significant to the test value of the participants' responses as the p values are 0.150, 0.321 and 0.701 respectively. This value indicates the other items in the questionnaire are significant to the participants' responses during the COVID-19 pandemic and lockdown.

As it is evident, the standard error of mean is inversely proportional to the t-value and therefore, the smaller the p-value. Similarly, in Table 4.0.2., the following items have proven to be significantly valid with most of the participants' responses concerning their t scores:

- i. The participants prefer friendships and interpersonal relationships in real life, as opposed to online or virtual relationships on social media, i.e. $t(202) = -19.459$, $p=0.000$
- ii. The participants do not feel unhappy when they are absent from social media over some time, i.e.

$t(202) = -14.547$, $p=0.000$

- iii. The participants remain uncompelled to depreciate or lessen the time they spend online, especially concerning social media platforms, i.e. $t(202) = -10.639$, $p=0.000$

- iv. A life beyond using social media remains meaningful for the participants, i.e. $t(202) = -10.543$, $p=0.000$

- v. They do not express themselves better with the people they contact through social media, i.e. $t(202) = -8.645$, $p=0.000$

- vi. They do not pass over their work sometimes to spend additional time on social media platforms, i.e. $t(202) = -7.181$, $p=0.000$

- vii. They refuse or withhold using social media when there are around people, i.e. $t(202) = -6.064$, $p=0.000$

- viii. They are not always active on social media to be well informed about what their kin and kith share, i.e. $t(202) = -5.389$, $p=0.000$

- ix. They do not necessarily want to be seen and heard on Social Media, i.e. $t(202) = -4.805$, $p=0.000$

- x. They do not necessarily perceive social media as an escape from their world, i.e. $t(202) = -4.146$, $p=0.000$

- xi. Some of them usually prefer communicating with people through social media, i.e. $t(202) = -3.906$, $p=0.000$

- xii. Social media activities do not

necessarily lay hold on their everyday lives, i.e. $t(202) = -2.653$, $p = 0.009$ xiii. Being on social media does not necessarily excite most of the participants, i.e. $t(202) = -2.608$, $p = 0.010$

xiv. The majority of the participants' tend to browse or scroll on social media platforms as they want to

beenlightened and versed about the content that their online groups share, i.e. $t(202) = 2.303$, $p = 0.022$ xv. Most participants are also ardent to visit social media websites and platforms daily, i.e. $t(202) = 5.471$, $p = 0.000$

xvi. Most participants spend more time browsing or surfing on social media platforms when they are unattended or isolated than around people, i.e. $t(202) = 7.731$, $p = 0.000$

xvii. A majority of the participants use social media to keep informed about generally what happens around them, i.e. $t(202) = 11.528$, $p = 0.000$

The researchers decided to conduct a t-test for each item in the said questionnaire to comprehend and understand the amount of effect or influence that each item has on the mean of the participants' responses and attitudes towards their social media usage.

Conclusion

This study conducted on mixed-gendered adults was between the ages of 18 to 30 years that includes

some of the participants being single, married or engaged. Their educational qualifications range from PUC/ +2 to PhD.

Inter-item validity was significant at 0.01 level, i.e. at a 99% confidence interval. The reliability of a test refers to whether a test legitimately measures what it should measure. The internal consistency coefficient, according to Cronbach's alpha coefficient, was 0.896. It can infer from the above results that the majority of the participants are eager to use social media, browse on social media platforms to be informed about the content shared by their social media groups. They also tend to remain exposed to the internet for a more extended period of time, especially on social media platforms when they are aloof, rather than when they are around people.

Implications and Suggestions

i. The shortened version or the short form of the Social Media Addiction Scale (SMAS) in this study suggested using for different populations irrespective of age group and cultural backgrounds.

ii. There is further research suggested in social media addiction domain or field among young adults and adults.

Limitations of the Study

i. Due to the time constraint of the data collection, the sample limited to 204 mixed gendered adults, between the ages of 18-30. However, if

the study permitted extra time, several more participants could be added to enhance the reliability and validity of the questionnaire used in the survey.

ii. The mixed gendered adults inconsistently disseminated among the participants. Due to this, there

was bias concerning women participants being more than men. If there was uniformity in the gender ratio, gender could have been one of the moderating variables used in the study.

iii. The educational qualifications as taken part of the demographic

details of the participants, irregularly defined into several groups (6 groups) ranging from PUC/ +2 to PhD. However, if the participants were uniformly segregated based on their educational qualifications, the accuracy of educational qualifications being a moderating variable in the study would have been appropriate. iv. Most participants also suggested the researchers could have increased the age limit from 30years to 40 years to make the study more inclusive of more members and have a broader perspective on both, adults and young adults concerning the use of social media.

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THE ROLE OF SOCIAL MEDIA IN DIGITAL MARKETING PLATFORM TO DRAW SHOPPERS' ATTENTION IN BANGLADESH: AN EMPIRICAL STUDY

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ABSTRACT

Digital marketing is a system of reaching to the prospective shoppers or consumers with products or services by using digital devices and channels. The rising trend of both mobile phone usages and internet over the last one decade in Bangladesh has been creating a bigger avenue for the marketers to promote their products on the various social platforms at a cheaper rate compare to traditional media which indeed is very expensive.

This study depicts that ~22% people of Bangladesh which is, in fact, in upward trend now use the social media such as Facebook, You Tube, Twitter, Instagram and so on for their entertainment and thus, companies see it is an opportunity to go more on digital platform with their products and services. The digital marketing enables the marketers to collect information on shoppers buying behavior, their brand loyalty related insight and their preferences for making shoppers' needs base business decision at an ease.

This paper will help to understand the significance of digital marketing to draw shoppers' attention towards a company's products or services.

Keywords: digital-marketing, channel, platform, SEO.

INTRODUCTION:

Digital marketing is a system of reaching to the prospective shoppers or consumers with products or services by using digital devices and channels. The key intent of digital marketing is to reach consumers by using various online platforms at a cheaper rate than traditional marketing approach. Digital marketing in Bangladesh is at the nascent stage, however, it has recently been expanding at a very faster rate as the number of mobile and internet users in Bangladesh has significantly been increasing over the last decade. As of January 2020, the percentage of social media users in Bangladesh is 22%. The people of Bangladesh mostly use Facebook, You Tube, Twitter and other socialmedia platforms for their entrainment. For digital marketing, a marketer can use Facebook, LinkedIn, Blogging With Custom Contents, Twitter, Website design improvement with Content Strategy, Email Marketing, SMS Marketing, Search Engine Optimization (SEO) and so on at a cheaper rate .A marketer can also use influencer on the social media for promoting their products and services. Being knowing the rising trend of those social media users in Bangladesh, many marketers start promoting their products on those platforms at a cheaper rate than traditional media. The digital marketing tactic gives the marketer better output in terms of generating more impression on their ads at a cheaper rate and enable the marketers to reach with various promotional offers to the prospective shoppers in

order to increase sales revenue. As the trend started, so the ecommerce sites have also been improving in the last one year in Bangladesh amid ongoing pandemic. So, there is a good prospect for drawing shoppers' attention through digital marketing at a cheaper rate in Bangladesh and it has the possibility of quantum boom in the next couple of years.

RIVIEW OF LITERATURE

Brief findings:

1. Social media users are increasing @ 9% in Bangladesh
2. Presently the social media uses in Bangladesh is increasing even more than 9%
3. Many companies now use digital platform to promote their products and services at a cheaper rate
4. Digital marketing helps the company to get shopper insight and relevant data at a cheaper cost
5. Various offers and readily available information on the products and services on the digital platform easily draw shoppers' attention and influence on shoppers buying decision
6. Lack of coordination among the internet and digital marketing services providers makes the digital platform a bit expensive
7. Lack of cyber security of a company's ad, product and service is the biggest challenge
8. Less accessibility to social media of the gross -root level people
9. Internet data is still expensive in Bangladesh and smart phone too

OBJECTIVES OF THE STUDY

- To identify the role and importance of digital marketing
- To know how it does play a role of drawing shoppers' attention
- To identify the current challenges of digital marketing and provide recommendation for solution

RESEARCH METHODOLOGY

This article is descriptive in nature. So, both the primary and secondary sources have been used to write this article. Primary data is collected from observation and agency in Bangladesh. Secondary data collected from various journals, websites, published articles and government reports.

FINDINGS & ANALYSIS

As of January 2020, 66.44 million people use internet in Bangladesh which depicts an annual increment of internet users is @ 9.5% in between January 2019 and January 2020. In absolute term, the overall increment number is 5.8 million users during the aforesaid period. Internet incursion stood 41% as of January 2020 while social media user is 36 million with the annual rise @ 9.1 %. In absolute term, the overall increment number is 3 million users.

On the other hand, mobile phone connection is 163 million which is about 99% of the total population of the country. In a year, between Jan 2020 and Jan 2019 mobile phone connection is increased by 4.5% which is 7 million in absolute term.

As of January 2020, the social media users in Bangladesh is 22%. It is expected that the number has significantly jumped in between January 2020 and till date amid ongoing pandemic.

As the trend of internet and social media users have been increasing over 9% in the last couple of years and it is highly expected it will more during 2020, therefore, there is an ample opportunity to rise the business on ecommerce platforms and the online portal has become a big avenue for digital marketing .

Digital marketing is cheaper and easier to reach a good number of targeted based audience at a faster pace over traditional media. For a small and start -up company it is a good option to use social media platform to market their products or services. This is one hand economical and in other hand, it is faster to draw shopper's attention towards a company's product or services.

DIGITAL VS TRADITIONAL MARKETING

1. Digital marketing is less expensive compare to traditional marketing
2. Digital marketing is a timeless marketing system through which a company may reach shoppers at a faster rate than traditional marketing
3. For startup or small company digital marketing system is less burdensome compare to traditional marketing
4. Digital marketing can be an

instrumental to place an ad based on target group through programmatic buying or real-time buying which in case of traditional marketing is quite difficult

ADVANTAGES OF DIGITAL MARKETING

1. Online marketing is cheaper than traditional marketing (i.e. TVC ,

Print etc)

2. Wider -reach is at an instance beyond national boundary -so branding becomes easier now
3. An online campaign is visible all time during the campaign period
4. Shopper can shop through online portal 24 hours in a day



Figure – A, shows mobile phone, internet and social media users in Bangladesh



Figure – B, shows annul digital growth in Bangladesh

5. It is two-way directed communication as it takes the audience to the company websites for the interface
6. Enable a company to circulate more information on products and services at a cheaper cost
6. Lack of accessibility to internet support along with smart phone to the bottom of the pyramid (BOP) segment

DISADVANTAGES OF DIGITAL MARKETING

1. No face to face orientation with the potential shoppers or consumers
2. Limited access to the gross level of shoppers or consumers because of less accessibility to the internet
3. Various ads on the online portal distract the attention of the audience
4. Sometimes digital message gets overlooked because of heavy traffic on the digital platform
5. Less secure an ad on online portal

CURRENT CHALLENGES OF DIGITAL MARKETING IN BANGLADESH

1. Poor-infrastructure is one of the major barriers in Digital marketing
2. Most of the players in the digital platform operate silo-manner
3. Shoppers are not confined to only one platform and devices ; they use multiple platform
4. Mass level people are unable to get an access to online because of expensive internet service
5. Lack of education on the usage of internet especially to the grass-root level people (i.e. farmers, craftsmen etc.)

RECOMENDATION

1. Mobile or internet usage device must be made available at the competitive rate so that even farmers, craftsmen can get an access easily and sell out their products on the digital portal
2. Internet data must be ascertained cheaper so that general people can get access easily
3. A basic education on the usage of digital or social media should be initiated at the various levels in the society
4. The speed or the network coverage must be enhanced to save time and money
5. A company should not operate in silo-manner; coordinated and collaborative approach must be enacted among the services providers for risk minimization and competitive advantages
6. Government must monitor the rate and their service level regularly in order to enable the grass-root level people to use social media platform at an ease

CONCLUSION

The above study reveals that digital marketing plays an important role in shoppers buying decision process, to draw shoppers' attention at a faster pace and of course, it is a cheaper

instrument for the marketers to reach the shoppers with their companies' products and services. The usage of mobile phone along with internet has significantly been improving in Bangladesh over the last one decade. Considering rising trend of internet and mobile users in Bangladesh, many companies have now been using digital platform to display or ad their products at a cheaper rate than traditional media. In Bangladesh, nowadays many of the marketers use Facebook, YouTube, Instagram and other forms of digital platform to promote their products. One key advantage of digital based marketing is that marketers can promote their products based on the target audience which is, in fact, in traditional marketing is difficult . To

get the advantage of digital marketing, marketers must formulate the right strategy based on products or services by mapping the target audience .The programmatic buying is also getting more popularity because of target audience base product ad placement. Therefore, it can be deduced that the prospect of digital marketing in Bangladesh is now very high and lucrative. To uphold the current tempo of digital media, both the mobile operator and the govt of Bangladesh must come forward together to make the mobile phone and internet use more cheaper so that the advantages of the digital platform is ensured to all the strata of people of the country in the upcoming days in a wider-space .

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**IMPACT OF CONSORTIUM IN SOCIAL MEDIA
ON BUSINESSES OF WOMEN ENTREPRENEURS
DURING COVID 19 LOCKDOWN:
A COMPARATIVE STUDY
IN STATE OF WEST BENGAL**

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ABSTRACT

By the end of March 2020, offline businesses came to a standstill due to Covid 19 outbreak in India. Social media on the other hand, has helped in developing the concept of online businesses among its users. It has been observed that women entrepreneurs are playing a vital role in global economy. In this paper, we wish to investigate what women entrepreneurs responding about their concerned business performances during lockdown, with particular reference to users of Facebook business platform. We have performed a comparative analysis among those women entrepreneurs who are using their personal timeline on Facebook for their businesses and those women entrepreneurs who are using consortium on Facebook. Our analysis has shown that consortium has offered more options for the women entrepreneur than their personal networking during lockdown. Moreover, we have observed that business outcome level in the consortium has been moderate.

Keywords: Women Entrepreneur, Facebook, Consortium, Business Performance

1. Introduction

Digital culture has become a part of our daily life. After the onset of the Covid 19 pandemic situation, the whole nation has realized the importance of digital online platforms. To maintain social distancing, digital online platforms have become the mainstream for different sectors such as education, consultations with the doctors, entrepreneurship, and many others. In this paper, we have tried to understand the importance of social media platforms to women entrepreneurship during the lockdown period. Social media platforms offer a great opportunity to its users to share their opinions, ideas, create a strong network for business and exchange of ideas, as well as other similar approaches in virtual communities. A woman user can use social media for her business as an individual using her own page or timeline or by joining business consortiums (business pages). We have tried to find out which mode is more convenient and satisfactory for a women entrepreneur. Facebook is a popular social media site where many women entrepreneurs are doing their businesses. Consortiums or business groups of different firms are available and members can join these groups to communicate with their customers. According to a statistical analysis, in India, there were 320 million Facebook users in the year 2020.⁸

1.2. Objectives of the Study

The sole purpose of this study is to

understand the role of social media during the lockdown period. We wish to understand how the social media platform benefited women entrepreneurs to continue their businesses after Covid19 outbreak. We intend to have a comparative analysis between personal network and consortium. The objectives of our present study are as follows-

1. To identify the role of social media (with particular emphasis on Facebook) on women entrepreneurs during lockdown.
2. To evaluate the impact of personal network and business consortiums in social media.
3. To understand how we can cope up with an adverse business situation.

2. Literature Review

In this section, we discuss the basic concepts which are necessary to understand the importance of women entrepreneurship and the impact of social media on business management, business communication and techniques.

2.1. Women Entrepreneur

Examining the role of information sharing and innovations, a study conducted with quantitative approach, resulted with the increase in the performance of women entrepreneurs by sharing information and knowledge.

⁸<https://www.statista.com/statistics/268136/top-15-countries-based-on-number-of-facebook->

her business through it. By using an interpretative phenomenological approach based on mixed methods (Denzin and Lincoln, 1999), (Smith et al., 2009) tried to understand how poor families made a sense of developing their economy by using buy and sell groups in Facebook. Their observation reveals a significant level of deprivation among their group members including social and cultural terms. It has been found that Facebook provides a channel for earning an additional revenue and it can be done without investment cost. (Delacroix, E., Parguel, B., & Benoit-Moreau, F. 2019). In developed countries, subsistence entrepreneurs' rebirth on the structural, cognitive and relational forms of social capital that are grounded in peer-to-peer platforms, digital features offer an interesting contribution and implication for public policy makers engaged in the regulation of the sharing economy. Digital subsistence entrepreneurs' activities is more useful in survival of entrepreneurship rather than transformative entrepreneurship. They satisfy more than purely financial needs, also provides opportunity and time for family. It has rational and symbolic benefits like meeting new people and raising self-esteem etc. (Delacroix, E., Parguel, B., & Benoit-Moreau, F. (2019).

2.3. Consortium

In recent years, blockchain consortia has emerged and is becoming popular among enterprises that leverage the potential of blockchain technology.

Consortium represents a new type of inter-organisational collaboration to develop business collaboration and solve problems. The blockchain consortia can be divided into two categories. The first one is business oriented that aims to solve business problems and build a better collaboration within its members, and the second one is considered as technology oriented that aims to serve an infrastructure which is universal in nature and can be used by the different kind of businesses (Zavolokina, L., Ziolkowski, R., Bauer, I., & Schwabe, G. 2020). A blockchain consortium support the quality of management. Due to the adoption of digital technology, information exchange has become more frequent than before. In terms of quality management, consortium provides the authenticity of information and ensures the security and transparency of the content. Trust collaboration in consortium helps in developing quality of management (Zhong, B., Wu, H., Ding, L., Luo, H., Luo, Y., & Pan, X. 2020).

In social media, a consortium is considered as a group of entrepreneurs who share about their business products and techniques. Entrepreneurs can share their problems and ask for solutions from the group members. As far as the concept of consortium is concerned, in Facebook, business groups play the role of a blockchain consortium.

In business groups, the members not only share the information about their products and services, they also ask

for solutions about certain problems. Business group provides different information about the trend and market as well (Holsapple, C., Hsiao, S. H., & Pakath, R. 2014)

2.4. Business Performance

Business performance is a way of monitoring the business to achieve the goal set by an entrepreneur. Business performance technique differs from firm to firm. To reach pre-selected goals, entrepreneurs practice different management tools.

Over the past three decades, examinations on competitive advantage and the differences of the performance between different firms have concluded that strategic management were dominated by the structure-conduct-performance (SCP) paradigm⁹. Motivation and encouragement also play a vital role in business performance. Thus, the profit is the ultimate measurement of performance.¹⁰

Social media has a huge impact on business performances. It is a common place of communication with wider scope of networking and content sharing. Many companies and other organisations are seeking this platform for marketing and business opportunities. Social media has a great impact on all wings of business performances including corporate-social performance, finance and business operations (Paniagua, J., & Sapena, J. 2014).

3. Methodology

The study is descriptive in nature and based on primary data. This research was conducted on Facebook. Keeping in mind about the lockdown period after outbreak of Covid19, and its effect on women entrepreneurs, women individual entrepreneur from West Bengal, India, who use their personal timeline for business, and the women entrepreneurs in Facebook consortiums were selected to understand the useful platform between personal timeline and consortium (business groups) for business during Covid19 Lockdown. To understand the better mode for business among personal timeline and consortiums, entrepreneurs (women) were selected followed by a snowball sampling technique. A close end multiple choice answer patterned questionnaire was distributed by Google Form format to 84 such entrepreneurs. Responses were distributed and collected online to maintain social distancing. 42 women entrepreneurs who use their personal timeline for business and 42 entrepreneurs from different business consortiums submitted their responses through Google Form. However, the figure was rounded to 100 for the purpose of easy calculation. The questionnaire includes questions which can bring out the answers for the afore-mentioned objectives.

4. Data Analysis

⁹Morgan, N. A. (2012). Marketing and business performance. *Journal of the academy of marketing science*,

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¹⁰Neely, A. (2002). Business performance measurement. Cambridge university press, 40, 42.

The first question was a short answer type without multiple choice options. The respondents said about their own field of business. The women entrepreneurs who use their personal timeline are doing business mostly on reselling, fashion jewellery, Cosmetics, as makeup artists and some are doing businesses on Food items and a few are using their personal timeline for some other business.

Women entrepreneurs in Consortium are mostly doing business of saree and garments. Most of them are reselling products and handmade jewellery, food items, perfume, makeup, gift items, are other some of the major firms they are involved.

Among timeline entrepreneurs, 64.3% are using Facebook for more than one year and 35.7% respondents are using Facebook for less than one year. While in consortium, 59.5% are using Facebook for more than one year and 40.5% are using this social platform for less than one year. In both the cases, the number of entrepreneurs

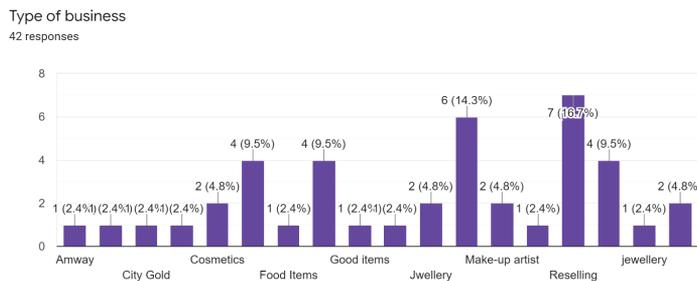


Figure 1.1: this bar chart shows the type of businesses run by women entrepreneurs using their personal timeline.

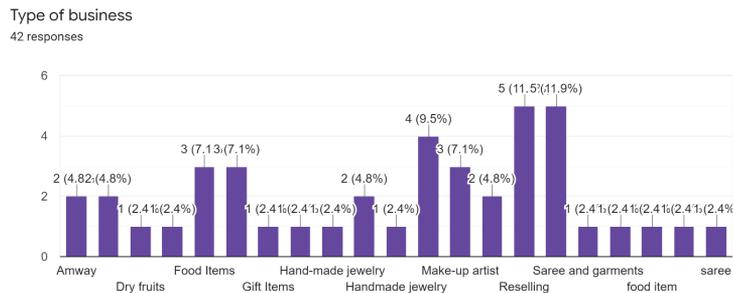


Figure 1.2: this bar chart shows the type of businesses run by women entrepreneurs using their consortium.

who are using Facebook for less than one year are the entrepreneurs who have started business during the Covid19 lockdown period.

Facebook played an essential platform for timeline entrepreneurs during lockdown. 52.4% users said Facebook is a useful medium for business. 16.7% respondents suggested Facebook was little useful and 16.7% said it was a

54.8% women entrepreneurs from consortium suggested that Facebook was a very useful platform and 35.7% entrepreneurs suggested that it was useful during lockdown while 7.1% said it was little useful and 2.4% suggested Facebook as not at all useful medium for the lockdown period.

Though 31% entrepreneurs are little satisfied with their businesses on Facebook, women entrepreneurs from timeline were mostly little satisfied (64.3%) with this social platform during lockdown and 4.8% entrepreneurs were not at all satisfied.

Consortium users are mostly satisfied with Facebook platform (52.4%) and a few are very satisfied (2.4%) but 45.2% women entrepreneurs were little satisfied with their business during lockdown.

Most of the women entrepreneurs think that personal timeline is little helpful (61.9%) for business strategy making. Though some of them think that personal timeline is helpful (26.2%) but 11.9% of them think that Facebook is not at all helpful for making business strategies.

According to the women entrepreneurs of consortium, Facebook is helpful (52.4%) for making business strategy. 21.4% entrepreneurs suggest Facebook is very helpful for business strategy making and similarly 21.4% of them think it is little helpful. 4.8% among them said it is not at all helpful for business strategy.

Personal timeline sometimes encourages women entrepreneurs (40.5%). 33.3% entrepreneurs think it to be rarely encouraging, 14.3% think it frequently encourages and 11.9% think it does not encourage entrepreneurs at all. Consortium frequently (59.5%) encourage women entrepreneurs. In some consortiums, women entrepreneurs are encouraged sometimes (28.6%) and in some consortiums they are rarely encouraged (11.9%).

To solve any business problems timeline through networking offers little help (54.8%) to the entrepreneurs. Though some individual's timeline is helpful (11.9%) but 33.3% thinks personal timeline is not at all helpful to solve business problems.

5. Discussion

Saree, ladies' garments, handmade Jewellery, handicraft products and reselling are the most common firms that women entrepreneurs are associated with. Most of the entrepreneurs who use their personal timeline are using Facebook for businesses for more than one year and after lockdown many have started

doing business through their personal timeline networking. Personal timeline is considered as a useful platform for business during lockdown but women entrepreneurs were mostly not much satisfied with their business during lockdown period. Personal timeline offers little scope for making business strategies and sometimes encourage women entrepreneurs. Personal timeline offers little scope for solving business problems and most of the women entrepreneurs now want to use consortium platforms in the near future.

Most of the consortium users are using this platform for more than one year and after lockdown many have joined. Consortium was very useful during the lockdown and most of the women entrepreneurs are satisfied with their business. Consortium is helpful for making business strategies and it encourages women entrepreneurs frequently. To solve business problems, consortium is little helpful to the entrepreneurs. Members of a consortium want to join more consortium in the near future.

6. Results

After Covid19 lockdown the number of women entrepreneurs increased

in both the platforms. Women entrepreneurs in consortium has increased 5% more than the number of women entrepreneurs increased in personal timeline mode. The usefulness of Facebook was more in consortium mode in comparison with personal timeline. The satisfaction of women entrepreneurs was more in consortium than that of the women entrepreneurs in personal timeline. Some women entrepreneurs are not at all satisfied with personal timeline while such responses were not found in the consortium mode. Consortium mode is helpful in making business strategies while personal timeline offers less scope of making business strategies to the women entrepreneurs. Consortium encourages women entrepreneurs frequently which is a vital role to continue a business. Women entrepreneurs from both the modes are willing to join consortium in near future that indicates consortium has more opportunities for women entrepreneurs. Some of the factors are not well defined as a cause of this satisfaction and need more investigation to understand what can a consortium do to solve business problems faced by a women entrepreneur.

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SOCIAL ENTERPRISE AND ENTREPRENEURSHIP: LESSON LEARNT FROM PANDEMIC CRISIS

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1.0 INTRODUCTION

World Bank initially coined the concept of ease of doing business by eradicating the problems related to start up business but due to complexities of different countries business policies, permission systems, anti-dumping duties, it is not easy to start the business, particularly women entrepreneurship may be illiteracy, feeding monopolies & zombies in developed, developing countries. This is primary hurdle faced by every illiterate woman in host countries before pandemic, promoting socialism for the rich, capitalism for the rest of world. It is easy to understand for every human beings, we are in the middle of pandemic that has crushed employment, micro business, but amazingly stock market are soaring which is not right, as current Indian trend shows that Showed, elephant are flying, As a citizen, I Always worried watching elephants fly, perhaps seems to face drastic consequences in Indian business scenario. The reason is our skilled human resources is around 48.7 Crores, but out of this population 93% share in manufacturing sector belongs to unorganized sector.

It is interestingly pointed out during pandemic scenario, Indian Government is not having data's of unorganized sectors who migrated & How many laborers returned to their work from home state, or secured employment from parent contractor, or organization. The government also showed ignorance may be due to contractors, employers are not giving information to Ministry of labor, cause of corruption, exploitation, rather forced them remain as bonded labors. The reasons cited by state, central government that so far policies not framed for unorganized skilled women woven craftsmen, weavers, embroiders, toy makers etc.

The history of trading showed that doing business in India was difficult from Europe before discovery of sea routes during 15th century. Under current economical water transport, Indian government liberalized flexible policies for boosting exports, encountering dragonmodel, encouragement to individual women entrepreneurs belongs to unorganized sector through ease of doing business with close coordination of respective State Government as a ray of hope of

generating more employment after Post Covid-19 pandemic counter measures in central India region

1.1 NEED FOR IMPLEMENTING EASE OF DOING BUSINESS

In order to revive Indian Economy & boost Indian Exports, Post Covid-19, by exploring & honing the skills of unorganized sectors from vocal to global emergence through e-Markets. The Indian Government can implement some of the provisions in FDI & FII as compare to top global countries which gives better facilities for foreign investors. Simultaneously central & state governments too exploring traditional skills which eradicates during British colonial rule .under current existing trends, Karnataka became first in India to identify skills or talent.

What Indian Craftsmen need is skill diversification, Market linkages & women youth engagement, by forming first toy clusters in India. Recently Chief Minister Shivraj Singh Chauhan called in Rewa , Madhya Pradesh, the second largest state in India ,does not having lacking of skills or talent under self-reliant M.P., by forwarding rural authentic crafts , toys after conducting field survey of traditional toy manufacturing units .Realizing the potential for new segment for traditional zardozi work in Bhopal, skilled unorganized women youth sparsely distributed n the state along with consultancy support from IIM Indore & MPAVN for a period of 3 years along with other high potential

engineering clusters, Health care .Heavy Engineering , food processing, water treatment plants etc. leads to innovative start up for unemployed youth from 224 Engineering Colleges, 114 Polytechnic, 415 ITI'S , 135 Skill Development centers (SDC) along with Vocational Development centers make perfect place for startup hubs like Detroit in USA. So in order to encounter Chinese toy competition Indian government succeeded in creating congenial atmosphere for preserving art, culture of skilled Wo(man)unorganized crafts Wo(man) ecosystem EXIM Policy 2020-2025 to nurture & promote start up culture within the Madhya Pradesh state.

1.2 OBJECTIVE OF COMPLIANCE OF EASE OF DOING BUSINESS

- To strengthen the unorganized women startup culture by providing E-markets with close coordination from FIEO, World Bank, IMF Etc.
- To nurture unemployed technical high educate youths by motivating them through innovates ideas and
- EOI under public private partnership mode. (PPP).
- To promote enhance export of toys, handicrafts and apparels opportunity of unskilled women unorganized through incubation centers along the other clusters.
- To enhance employment & revival of Indian economy through making in India program.
- To align India and development of Socio- Economic environmental by trading across borders along

with current incubation centers in the demographic regions.

1.3 FUNDING SUPPORT OPTIONS: SEED FUNDING SCHEME FOR START UP`S

The Government has approved `The start up India Seed fund (SISF`s) for new registered start up`s with a grant of INR 945 Crores .This is a basic need for illiterate women to start up`s a venture with special focus to seed funding through state and central government policies, The funds will be disbursed through selected incubators across India from base year 2021 till 2025 initially. The National seed fund was first announced in union budget 2020-21.

1.4 STARTUP-HAND HOLDING WITH RESPECTIVE DEMOGRAPHIC STATE GOVERNMENT

(a) The eligible start up should not have received more than 10 Lakhs of monetary support under central or start Government Scheme.

(b) The eligible share holding Indian promoters in the startup should be minimum 51% at the time of application submission for the incubator under the scheme.

(c) The incubator must also have a full time Chief Executive Officer (CEO)

1.5 NODAL AGENCIES

For all registered MSME`S falls

under the respective state, concerned District Industries Centre (DIC) act as nodal agency to promote organizational ecosystem along with registered unorganized women crafted entrepreneurs.

2.0 VISION FOR EASE OF DOING BUSINESS

- To establish, India as preferred destination for FDI& FII by providing an conducive ecosystem
- To support MSME`S Entrepreneurial culture in the South Asia Pacific Region Mission
- To align all Indian states with the `Self-Reliant India, Flagship Initiative of the Government of India
- To develop a sustainable ecosystem of innovation, Research & Development, Manufacturing in the Central India region.
- To eradicate and minimizing corruption for granting permission through single window Scheme within 30 days for new start up.

3.0 (A) STRATEGIES FOR INNOVATIVE INCUBATION NETWORK

- The Individual state Government would foster on constructing Incubation centers with in Engineering Colleges, Management Institutes & Professional Colleges fall across selected state to provide innovative ideas along with plug and innovative road map facilities to young entrepreneurs, budding

- students.
- These incubation centers transform into innovative network to build a collaborative platform among Host institutes/Incubators which can be used to learn the best practices in order to understand the requirements of startup`s/ entrepreneurs.
- The Network shall also provide a platform to identify National /International mentors from institutes or corporate industries.
- The incubation network shall play a play a vital role in providing handholding to startup`s in funding support assistance in legal compliance & regulatory support from respective state Government.

3.0 (B) VENTURE CAPITALIST NETWORK / CALIPHS INVESTORS

- The identification & selection of an caliphs investors /Venture capitalist plays a crucial role in the journey of any new start up.
- It bridges the gap between start up and their initial stage required capital support .
- It helps in building sustainable eco-system within demographic region.

3.1 POLICIES FOR EASE OF DOING BUSINESS (AVAILABILITY OF INCUBATION FACILITY)

- Ease in approvals & Registrations-A single window clearance.
- Single window service should be

establish in order to give clearance to recognized 41,061 start up`s as on December 2020, along with flexible labor laws & reforms like E-land records, in a demographic region.

3.2 INCENTIVES TO START UP'S & EXISTING ENTREPRENEURS

According to MSME Act 2020, for availing incentives the incubators fall under state demographic region ,eligible to register under MSME-UAN ,irrespective of rural, urban, semi urban landscape etc.

3.2.1 INTEREST SUBSIDY

Eligible new start up`s shall be provided with extended tax holiday for a period of 3 years on the rate of interest paid on loans obtained from Nationalized banks /financial institutions subjected to the maximum limit of INR 25 lakhs per year linked to turn over per year .

3.2.2 LEASE RENTAL SUBSIDY

Reimbursement of 25% lease rental subsidy to start up`s units established in the state operating from incubators shall be eligible for a period of 3 years subject to a ceiling of 5 lakhs per year from the date of rent payment to incubator.

3.2.3 PATENT/QUALITY PROMOTION SUBSIDY

Reimbursement for patent & quality certification per unit up to a limit of INR

5 lakhs for Domestic and INR 25 lakhs for International Quality Certification after securing Certification from country's Certification Boards.

3.2.4 START UP MARKETING ASSISTANCE

Under membership of Engineering and Exports Promotion council (EEPC), Federation of exports organization (FIEO), eligible start up's for participation in national & International Trade fairs & conferences anywhere in the globe.

4.0 EASE OF DOING POLICY APPLICABILITY

The state incubation & start up policy shall be applicable to mentioned below thrust areas as per 2021-2022 new policies.

- E-Commerce Marketing, Digital Marketing
- Textile, Space Technology, Information Technology & Other Allied Areas
- Healthcare, Pharmaceuticals, Agriculture-Processing, Food Processing
- Green Energy, Water Treatment, Wastage Recycling
- Education, Social, & Rural Entrepreneurship
- Any Other Innovative Ideas Process Approved By State Level Steering Committee

5.0 CONCLUSION

Under post COVID-19 Scenario , the Government of India has been providing a counter guarantee to the lenders bank , in order to encourage start up's . The Government of India has lot of policies for upcoming investors in the Indian market .but care should be taken while integrating new clusters like toy, pottery industries , as they are falling under the unorganized sectors comprising 4000 very micro scale industries . So Ministry of Commerce & industry should impose strict quality control procedures in order to encounter imports which is mainly from China, Hong Kong, Malaysia etc. Our Prime minister had said that India has lot of talent & ability to become a health hub, educationhub, toy, manufacturing hub etc for the entire world the major barrier in compliance of implementation of policies is corruption but appears to be good for foreign investors like Amazon, Tesla etc . In nut shell , in order to encounter corruption, on-line approval should encourage with special reference to unorganized crafted, hand madejardozi , manual crafted woven fabrics art, women illiterate entrepreneurs .This is because self reliant entrepreneurs liberalization policies is new to India. From our past experiences of 72 years, past government policies are not good for foreign investors. The Indian business eco- systems has not fully developed. The micro industries does

not fully conceptualize the technical venture , which is a burning problem for our country economy as compare to countries like New Zealand,

Singapore, Norway Denmark etc as per latest report issued by world bank on ease of doing business in the world

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ANALYZING THE PROBLEMS FACED BY FASHION RETAIL STORES DUE TO COVID-19 OUTBREAK

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ABSTRACT

COVID-19 pandemic has changed the operations of many industries. The retail sectors are facing lots of challenges which arise due to the pandemic. Customers visiting the stores have declined, purchase power has decreased and demand of the products also decreased which in turn have led to lower in sale of the clothes and fashion products. The objective of this research is identify the challenges faced the fashion retail store due to pandemic. For this a structured literature review is performed to identify the challenges that the fashion retail store are currently facing

or was facing during the lockdown. The challenges identified are mainly communication problems, safety and security, poor infrastructure, lack of medical facilities. A questionnaire is developed for a survey based research across the various fashion retail outlets. For the data analysis exploratory factor analysis and structural equation modeling is performed. The model developed showed a good fit and the entire proposed hypothesis is being accepted.

Keywords: COVID-19; Fashion Retail Outlets; Structural Equation Modeling; Challenges; Survey

1. Introduction

The pandemic which happens because of COVID-19 (COV19) had radically changed the operational execution of various industrial sectors which incorporates manufacturer, retailers, and purchasers. The fashion industry and apparel face numerous difficulties in stock, supply chain (SC), conveying, and keeping their office in a protected environment. Despite the fact that apparel is considered as unnecessary merchandise they face numerous huge difficulties and drop in demands (Armani et al. 2020). The profoundly dangerous COV19 infection was announced as a worldwide pandemic by the World Health Organization on 11 March 2020. In spite of the fact that its precise inceptions are obscure (Araz et al., 2020). COV19 mortality has been more normal in more established grown-ups and those with previous ailments. The tasks of numerous associations have been seriously disturbed as the flare-up spread far and wide, affecting both market interest (Ivanov 2020). The uncommon idea of the pandemic has

implied that organizations had no plans or arrangements to deal with this situation in the markets (Zhou et al. 2020a). The fashion industry has been liable to key dangers that have regularly been acknowledged, for example, late conveyances, long lead time for delivery among returns and reverse logistics to clients, stock-out, and conveyances in the single arrangements. Because of the COV19 flare-up, amidst the pandemic with the nations differing in the techniques and the ability in containing the infection, social distancing among the populations and lock-down by the governments (Zhou et al. 2020b). The apparel industries mainly manufacture their products in the developing countries of South Asia to cut the cost of labor and production (Teodoro and Rodriguez 2020). But the countries like China from where maximum raw materials are being sourced in the developing countries (Aung and Paul 2020). When China implemented lockdown, the global SC suffered a lot as there were fewer inventories of the raw materials. All the international borders as well as sea ports were

closed down. So the garments industry was not able to produce nor were they able to sell the produced products. Clothes are worn according to seasons in India so the sector suffered heavy losses during the lockdown. And after the lockdown got over customers were afraid in visiting the retail stores and also the purchasing power of the customers decreased due to job losses and salary cut in various sectors.

The objective of this paper is to identify the problems that are being faced by the fashion retail stores across India. For these four challenges has been identified from the literature to carry out this research work.

2. Literature Review

2.1. COVID-19 impact on Fashion Retail stores

The year 2020 saw many disruptions due to COVID-19 and global SC faced a lot of problem in coping up with the circumstances. Fortune 100 companies in the world reported disruptions in SC due to COVID-19 (Teodoro and Rodriguez 2020). A simulation based research had been executed in the global SC to find out the impact on the performance of SC during COVID-19 outbreak (Ivanov, 2020). COVID-19 has likewise been believed to cause synchronous aggravations in the market, where changing shopper requests and ensuing request abrogations protractedly affect the SC (Teodoro and Rodriguez 2020). It had been found that customer spending in Denmark saw a total decline of 27% in the seventh week following the

lockdown. Low-lead time technique conveyed inside the quick SC is, to a limited extent, subordinate to suspicions about purchaser interest. As the declining financial conditions in the interest for trivial merchandise, numerous organizations have been closing down (Andersen et al., 2020).

This is on the grounds that store terminations have prompted a stockpile, additionally, the summer assortment is still to be come out over a more drawn period and the creation of the fall-winter assortment has not yet to be begun (McMaster et al., 2020). Contingent on every one of these components, numerous brands began following some new procedures. Many fashion retail stores are taking to relieve misfortunes due to revising rents, support of stores, and using the extra stock. To conquer these misfortunes, the organizations like Raymond viably deals with the liquidity with an expanded spotlight on installment the acknowledgment of the market (Shen and Chen 2019). Expanded item deals, Raymond dispatched its web-based fitting activity; the organization wants to scale this up (Li et al., 2020).

The international brand like Nike drove a solid computerized promoting effort as the reaction to the negative interest hit to its store and furthermore to draw in their client across the globe, with the goal that their advanced trade stays open and furthermore in development mode, get upheld by their bosses and their conveyance communities (Ivanov,

D. 2020). Despite the fact that the brands are showcasing their business on computerized stages, they face numerous difficulties in dealing with the actual store as wellbeing is exceptionally organized by the client. Some style brand like Jockey has said no trails or exchanges (Subashini et al., 2020).

2.2. Research Framework and Hypothesis Development

The challenges faced by the fashion retail stores due to COV19 outbreak:

2.2.1 Communication Problems (COM): Because of miscommunication of lockdown, the truck carrying conveying products stalls out in someplace that influenced the basic necessities of buyers. In India, it was accounted for that because of an absence of data trade, police and neighborhood specialists are compelling retailers for closing down the stores. It had been referenced that during the pestilence, compelling correspondence about everything likes indications, reason for diseases, lockdown periods, the inventory of basic products, and so forth, is basic for controlling the flare-up (Lau et al., 2020).

H1: COM influences COV19C in fashion retail store

2.2.2 Safety and security (SS): A larger part of these basic representatives will keep on working their work in clinical offices, retail locations, water administrations, and different working environments all to guarantee that

the remainder of society will hold a specific feeling of a solid life during this episode (Kumar et al., 2020).

As retail staffs are at the bleeding edge, which will puts them at steady danger for diseases. Security and wellbeing of laborers and associations (Lau et al., 2020). It is the duty of the public authority to give them security as they are battling for countries.

H2: SS influences COV19C in fashion retail store

2.2.3. Poor Infrastructure (PI): Retail locations are for the most part intended for sound and stable working condition with restricted assets. After the presentation of the idea in the just of time (JIT), not many retail locations kept additional stock. The absence of adaptable stockpiling limit is making more issues, the same number of wholesalers is attempting to upsurge the inventory, however because of limit imperatives, and the inventory is as yet restricted (Vader et al., 2020). A truck bringing an acquirement of merchandise goes through a fixed course and can't change in the middle of according to necessity.

H3: PI influences COV19C in fashion retail store

2.2.4. Lack of medical facilities (MF): During a pandemic, the accessibility of clinical offices at the retail location is a major concern (Chopra and Sodhi, 2004). As COV19 is spreading through human contact, it is important to give essential clinical offices like sanitizers for laborers at work (Ivanov and Dolgui, 2020). According to a

report distributed by it was informed to expand the assembling concerning covers and other clinical extras by 40% to satisfy the worldwide need.

H4: MF influences COV19C in fashion retail store

3. Research Methodology

3.1. Sampling

Responses were collected through a structured questionnaire from the retail managers, operation manager, departmental manager and the store manager of the various fashion retail stores. The sample was selected from each strata through the technique of Stratified Random Sampling method as it allows population harmony from the sub population (Hair et al. 2010). The questionnaires were sent to 496 respondents, but only 319 respondents returned usable questionnaires, valid for analysis. To avoid common method, bias the research team has taken few fundamental precautions during the pre-data collection stage. A note was mentioned on the beginning of the questionnaire that indicated the survey is intended for academic research and confidentiality of data will be maintained. The data is collected the research team applied Harman's single factor test. Exploratory factor analysis was performed, and the results show that first factor explains maximum variance (24.348%) which is below recommended value of 50% (Podsakoff et al., 2003).

3.2. Demographics of the respondents

Leedy and Ormrod (2014) stated that a cross-sectional plan includes testing

and looking at individuals from a few diverse segment gatherings. This methodology empowers the specialist to gather the basic information simultaneously.

The table Ibelow shows the demographics of the respondents. A questionnaire method was used. Respondent's characteristics for gender 57% were male respondents followed by 43% female respondents. Respondents current position were 29% were store manager followed by 27% operation manager followed by 23% retail manager followed by 21% store manager.

Table I: Demographics of the Respondents

SN	Characteristics	Percentage
I	Gender	
A	Male	57
B	Female	43
II	Respondents current Position	
A	Retail manager	23
B	Operation manager	27
C	Departmental manager	21
D	Store manager	29

4. Data Analysis

4.1. Reliability and Validity

4.1.1. Cronbach's Alpha

The reliability test was performed for each factor based on cronbach's alpha (α) value introduces cronbach's alpha for the constructs. The values of all indicators or dimensional scales

should be above the recommended value of 0.70 (Nunnally and Bernstein, 1994). Utilization of 7 points Likert scale was done in preparing the structured questionnaire. Hence, all the values are within the threshold as shown in the table II.

4.2. Exploratory Factor Analysis

The first step of the EFA was to evaluate the appropriateness of the sample size. SPSS 20.0 was utilized for EFA. The correlations between its items had been inspected utilizing the Bartlett's test of sphericity (Hair et al. 2010). Principal axis factoring was performed to identify meaningful bias and express the same qualities. KMO value for the current research is 0.745. The minimum level set for this statistic is 0.60 (Hair, et. al., 2010). The significance value is 0.000, which is less than 0.05, i.e., the probability value level acceptable. The extraction method used was principal axis factoring. Only the eigenvalues which have values greater than one were extracted as it explains maximum variance. For the components, the percentage of total variance explained by component 1 (28.617%), component 2 (20.038%), components 3 (13.687), and component 4 (11.395%). The cumulative percentage of total variance explained by all three components is 73.737%.

The Rotated Component Matrix is important for interpreting the results of the analysis. Rotation helps in grouping the items, and each group contains more than two items at-least, which simplifies the structure.

Hence, this is the aim of the goal of rotation. In this research, we have achieved this aim. There are 12 total variables which were grouped under four different components as shown in the table II

Table II: Cronbach's alpha, Composite reliability, Rotated Component Matrix

Latent Variable	Indicators	Cronbach's alpha (α)	Composite reliability (CR)	Rotated Component Matrix
COM	COM1	0.726	0.856	.831
	COM2			.860
	COM3			.703
SS	SS1	0.744	0.856	.795
	SS2			.820
	SS3			.830
PI	PI1	0.885	0.928	.882
	PI2			.922
	PI3			.898
MF	MF1	0.849	0.904	.826
	MF2			.949
	MF3			.833

4.3. Construct Validity (CV)

A significant logical idea to assess the validity of a measure to develop a CV. CV is the degree to which a test quantifies the idea or develop that it is expected to quantify. CV is generally tried by estimating the relationship in appraisals got from a few scales.

There is no cut-off that characterizes CV (DeVellis 2003).

4.3.1. Convergent validity

It is measured with the help of average variance extracted (AVE). As per Fornell and Larcker (1981), AVE >0.5 for the convergent validity. Table III represents AVE values for the constructs. All the values are greater than 0.5 which satisfies convergent validity for all the constructs.

4.3.2 Divergent or Discriminant validity

To evaluate this validity, Fornell and Larcker (1981) suggested that AVE of the construct should be more than the square of the correlation between that construct and the other constructs. Table III represents the values for construct correlation and AVE. The variance extracted and squared correlation for PI and MF is 0.783 and 0.176; PI and SS is 0.737 and 0.001; PI and COM is 0.724 and 0.0002; MF and SS is 0.710 and 0.004; MF and COM is 0.696 and 0.00002; SS and COM is 0.650 and 0.036, hence, the value of variance extracted is more than squared correlation value. As a result,

divergent or discriminant validity is satisfied.

4.4. Structural Equation Modeling

To test the hypothesis, SEM was used (Byrne, 2010). AMOS 22.0 was utilized for this research because of its powerful graphic representations and user-friendly interfaces. The results of the model are shown here. Figure I represent the final model and the latent variables and their indicators and dependent variable. There are three latent variables. The latent variables along with its indicators are: PI: Poor Infrastructure has three indicators PI1, PI2, and PI3; MF: Lack of medical facilities has three indicators MF1, MF2, and MF3; SS: Safety and security has three indicators SS1, SS2, and SS3; COM: Communication Problems has three indicators COM1, COM2, and COM3. One dependent variable is COV19C: COVID19 Challenges in Fashion Retail Store which has four indicators COV19C1, COV19C2, COV19C3, and COV19C4.

The value of chi-square is 185.579, and the degree of freedom is 94. The estimations of absolute fit indices are:

Table III. Construct correlation and AVE

	AVE	Variance Extracted Between Factors			
		PI	MF	SS	COM
PI	0.901	1			
MF	0.869	0.783	1		
SS	0.815	0.737	0.710	1	
COM	0.798	0.724	0.696	0.65	1

CMIN/Df 1.974, CMIN represents the chi-square value, and Df represents the degree of freedom, and the value is less than 3, which is the accepted threshold value. The root mean square approximation (RMSEA) is 0.055; comparative fit index (CFI) is 0.956; Tucker-Lewis coefficient (TLI) is 0.944; goodness of fit index (GFI) is 0.933; adjusted goodness of fit indices (AGFI) is 0.903; normed fit index (NFI) is 0.915, and incremental fit index (IFI) is 0.956 are having values in the threshold level and is acceptable (Byrne 2010).

5. Discussion

The objective of this research is to identifying the challenges that were being faced by the fashion retail outlets due COV19 outbreak. As we all know the pandemic had changed the structure of many industries and many

industries got closed also. Fashion retail outlets were closed during the lockdown and after the lockdown when it got opened the purchase of the customer got decreased. The demand of the customers changed a lot due to this pandemic. The Cronbach's alpha and composite reliability values for the four latent variables were above 0.7, which is the recommended level (Nunnally 1978; Hair et. al. 2010). The KMO value of the construct is 0.745, which is also above the recommended level of 0.6 (Hair et. al. 2010), which allows the data for factor analysis. The total variance explained was 73.737%, and in the rotated component matrix, the variables were grouped under four groups. Only the loadings which are above $|.40|$ are considered in this research because those are considered to be typically high and hence are more significant (Hair et. al. 2010).

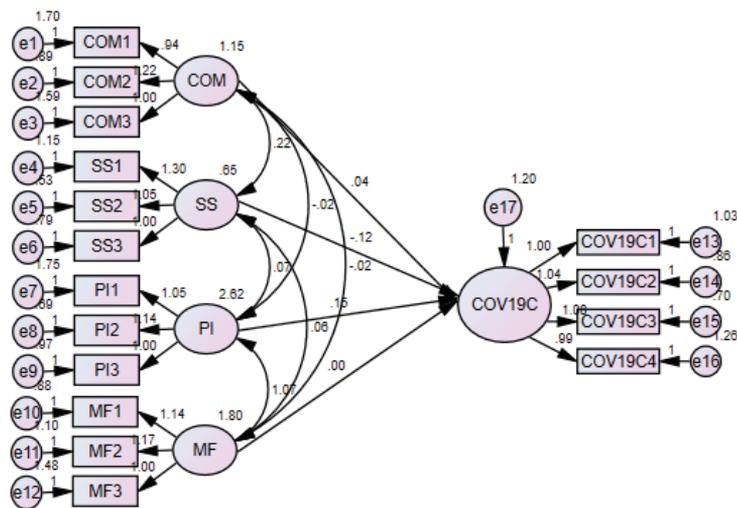


Figure I: Final measurement model

For further analysis in this research four components were utilized having 12 indicators. The component PI stands for poor infrastructure which means the facilities of the fashion retail stores available like toilets, proper sanitization facilities, and medical room. Many stores do not have proper ventilation or proper medical rooms available. Due to COVID-19 government made certain rules and regulations for the stores that need to be strictly followed by the outlets. Proper facilities like sanitizer need to use and temperature needs to be monitored and checked before entering the outlet. It comprises of three sub-components PI1, PI2, and PI3 with values of 0.882, 0.922, and 0.898 which shows that it has very high loadings ($>|.40|$). MF stands for lack of medical facilities. The government made it compulsory for the outlets or the mall to have a medical room for usage in the case of emergency situation and an ambulance needs to be parked near the mall so that if any emergency arises than the patient can be taken to the hospitals. Phone numbers of the emergency services needs to paste in the outlets for any kind of help. It comprises of three sub-components MF1, MF2, and MF3 with values of 0.826, 0.949, and 0.833 which shows that it has very high loadings ($>|.40|$). SS stands for safety and security. Fashion outlets owners needs to look after the safety of their employees and needs to develop a plan accordingly. For example COVID-19 insurance needs to done by the employees. The shops need to be shut down and sanitize if any cases of COVID-19 is found in the outlets

(Lau et al., 2020). Proper hygiene, cleaning, and sanitization needs to be done on daily basis. It comprises of three sub-components SS1, SS2, and SS3 with values of 0.795, 0.820, and 0.830 which shows that it has very high loadings ($>|.40|$). COM stands for communication problems. Communication and information exchange needs to be proper between the fashion outlets and government organizations. It comprises of three sub-components COM1, COM2, and COM3 with values of 0.831, 0.860, and 0.703 which shows that it has very high loadings ($>|.40|$).

Based on EFA, the SEM was performed in AMOS 22.0. The value of chi-square is 185.579, and the degree of freedom is 94. The estimations of absolute fit indices are: CMIN/Df 1.974, CMIN represents the chi-square value, and Df represents the degree of freedom, and the value is less than 3, which is the accepted threshold value. The root mean square approximation (RMSEA) is 0.055; comparative fit index (CFI) is 0.956; Tucker-Lewis coefficient (TLI) is 0.944; goodness of fit index (GFI) is 0.933; adjusted goodness of fit indices (AGFI) is 0.903; normed fit index (NFI) is 0.915, and incremental fit index (IFI) is 0.956 are having values in the threshold level and is acceptable (Byrne 2010).

Hence, the hypothesis H1, H2, H3, and H4, could not be rejected. In this research the components are explained and valid with the help of SEM approach which is most appropriate method to prove the validity and this

technique has not been used till date in any prior research which make it a unique research.

6. Conclusion

COVID-19 pandemic had changed the style of operation many retail stores. Many retail store got closed due lack of customers. They are faced with lack demand among the customers as the purchase power of the customers declined. The research was conducted to find the challenges being faced by the fashion supply chain in running the fashion retail outlets. For this a structured literature review was performed to identify the challenges. After identifying the challenges the questionnaire was developed with the help of the academician and the

industry personals. A survey based research was carried out in different fashion retail outlets of India. The target populations were mainly the retail manager, department managers, store managers and floor managers. After collecting the data for the analysis EFA and SEM was being performed. A model was developed which showed a good fit and all the proposed hypothesis were accepted.

The future research can be conducted in different sectors using these challenges and a new model can be developed. The solution needs to be found out for the problems mentioned. Further research can be extended to different countries and a comparative study can be developed.

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A STUDY ON IMPACT OF SOCIAL MEDIA INFLUENCERS' ENDORSEMENTS ON THE BUYING BEHAVIOUR OF GEN Z, FOR LIFESTYLE AND ELECTRONICS PRODUCT CATEGORY WITH SPECIAL REFERENCE TO PUNE CITY

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ABSTRACT

Today most businesses are consumer centric in their approach and prefer digital marketing and social media marketing. Advertising on social media is done in a very subtle manner, almost at a subconscious level and influencers are a good example of that. This type of advertising has along lasting impact on the public. If done right, it is interactive, engaging and forms a connection rather than only appealing to the rational side of the consumer. Pune city has one of the largest youth populations in India with 2nd highest density of universities, being an IT hub, and other factors. Lifestyle and electronic industries play a massive role in the buying behaviour of this youth. Lifestyle is good at creating visuals with the help of influencers for food, fitness, organic, products, etc. and is the latest trend. Electronics appeal to the tech-oriented youth and are commonly advertised by almost all influencers on various platforms.

This research paper aims to connect all these factors together with the help of primary and secondary data. The objective is to analyze the link between the average consumer's trust in influencers and the resulting consumer behaviour of the youth of Pune in the age group of 15-25. Primary data will be collected through a structured questionnaire. The observations will be studied and presented in the form of findings.

Keywords: Social media, Youth, Consumer behaviour, Lifestyle, Electronics, Influencers.

Introduction

Social media has changed the advertising game forever and in a big way. The growth of social media users is rapid- in 2020.3.6 billion people were using social media worldwide in 2020. Of these, India contributes a significant number. With 25- 30 million users increasing per year, there are approximately 400 million social media users in India as of January 2021. These figures can be viewed in different ways, but make one thing clear- there is tremendous potential for social media marketing in India. The youth of today is very well versed with technology, have less of an attention span and don't want to be force fed advertisements. Companies want a win-win situation for them and the consumer. Today most businesses are also consumer centric in their approach, and most advertising has been changed from 'in your face' advertisements to more discreet ones. Influencers are range of third parties who have capacity to shape the minds of consumers but never take the responsibility of the decision. Their expertise, knowledge, popularity are few of the antecedents of their success. They are always considered as expertise in their Niche and they have their special social medial following. They are organic as well as sponsored. People believe in influencers more than traditional advertise from company. Influencers create their own content and they always provide guidance to followers about the usage of product

The research aims to study the role of influencers in the consumer behaviour of gen z in an urban setting like Pune city. It will evaluate the depth of the connection between influencers and the general audience and has the objective of analyzing the conversion rate possible through this marketing method.

We selected Pune city for study. Pune has undergone massive changes, from being known as the Pensioner's city, to becoming one of the fastest growing cities in India. It has also ranked as one of the most livable cities in India. All of this plays a major role in the demographics of the city. It has one of the largest youth populations in the country.

Lifestyle and electronic industries play a massive role in the buying behaviour of the youth. These are the two industries most youth spend their money on. Lifestyle is good at creating visuals with the help of influencers for food, fitness, organic products, etc. Electronics are commonly advertised by almost all influencers on various platforms

Literature review

The research consists of the concepts of consumer buying Behaviour and influence of social media influencers. In literature review the researcher will try to focus and analyse both aspects. Consumer buying Behaviour speaks about the study of Behaviour of consumer regarding what they buy, how they buy, when and where

they buy- hence both quantitative and qualitative decisions behind a purchase. This study is extremely important for understanding respective consumer base and selling the product/ service to them. It is the foundation of any marketing strategy. Consumer buying Behaviour is a process which involves steps like need recognition, information search, and evaluation of alternatives, selection, pre purchase planning, purchase, and post purchase Behaviour. Factors such as personal, social, cultural, and psychological have the capacity to influence the process at any stage of the aforementioned process.

Duangruthai Voramontri in his research mentioned that Social media can intervene in buying decisions at the phases of the information search, alternative evaluation, and purchase decision from the classic model. His research focuses on the extent up to decisions are altered by the use of social media. Investigation interprets that social media habits impact satisfaction of consumer in the information search and evaluation of alternatives phase, with satisfaction getting better as the consumer moves along the course towards the final purchase decision and post-purchase evaluation.

Social media can be divided into major types like social networking sites, social news, media sharing, blogs, and micro blogging. Social Media marketing is a term that can be described as the utilization of social media platforms as marketing tools. Over the years, social media has

grown to an interconnected grid with content being transferrable across multiple platforms. With this there has been a growth in the types of utility and ease in marketing too.

According to studies by McKinsey & Company in India, the power of digital influencers can be truly significant. According to their results, 80% of consumers will consider a new brand based on the recommendation of a key influencer. There are crores of products that are being advertised daily, with just as many influencers behind each product. They work continuously to build a relationship with their followers with multiple levels of engagement in mind: trust – building, awareness on their respective category, and advertising.

Hide A and et al has mentioned that a fit between the engagement dimensions of a platform and its embedded advertising is more likely to translate into advertising that caters to consumers' needs when experiencing a certain platform, at least if an ad is not ignored or avoided. For example, Instagram creates a creative visual outlet for users; hence the advertising must be visually appealing and engaging for it to create an impression. On the other hand, Twitter is meant to be more of an informative platform.

Janusz Wielki (2020) in their research on Gen Z mentions that In terms of the factor determining the effectiveness of digital influencers' actions, the most important aspect turned out to be trust in a particular person as an authority,

the credibility of the message communicated and the link between the message and a specific person. McKinsey mentioned in their research that Gen Z value on-line communities because they allow people of different economic circumstances to connect and mobilize around causes and interests. This can be interpreted as even with Gen Z being diverse in terms of ethnicity, gender, and purchasing power, they are unified in the sense of following an influencer based on reliability and the quality of connection formed. Influencer marketing can hence be applied to a wide demographic.

Lifestyle industry is rapidly growing in India, with a growing awareness of making better choices towards improving the quality of life. The electronics industry is one of the fastest growing across the world, set to reach US\$ 7.3 trillion by 2025. The Indian market is expected to be second only to China's [Manik Abbott, 2020].

Research Methodology

The research is a descriptive research as it analyses the existing facts. In this research, consumer Behaviour is a dependent variable and impact of social media influencers is the independent variable.

Influences is measured in forms of intent to buy, buying decisions, frequency of buying, trust towards influencers and.

The research conducted is quantitative and descriptive. Both primary and secondary data has been used by the researcher. Secondary data has been collected from magazines, white books of marketing, websites and other research papers. Primary data has been collected through a structured questionnaire, the sampling is done from youth aged 14-25 from Pune city. Sample size of the data is 156. Convenience sampling method is used for collecting samples.

The collected data is edited and coded in MS-Excel. Differential statistic is used for understanding the data. Data analysis is done to prove the hypothesis with the help of Chi-Square test as a test of independence. Observations are presented as findings.

Objectives

1. To understand the impact of Social Media Influencers and their endorsements on the consumer's intention to buy.
2. To understand the level of trust gen Z of different gender has on social media influencers.
3. To study which category of social media influencers have the maximum audience.

Analysis

Overall data is collected from 157 samples was coded and edited in MS Excel. The data was tabulated in to frequency tables. Descriptive statistics is used to understand the different dimensions of the data. Inferential

statistics like Chi2 Test is performed for testing hypothesis.

The total sample size is of 157 out of which 69 were males while 88 are females. The sample size consists of youth between the age of 15-25 which is again categorized in to three age groups. Close to 90% the respondents are between the age of 18-25. The majority of respondents are students. Among the sample size of 157, only two respondents said that they don't use social media. It itself talks about the immense reach that social media

has into the lives of youth at current time.

The data shows the popularity that Youtube, WhatsApp and Instagram have in youth. This also supports the fact that most of the social media influencers are often active over Instagram and Youtube as it provides them better reach.

Nearly 3/4th of respondents follow celebrities or social media influencers on social media. From data it is clear that average number of influencers followed is 5, Nearly 20 % samples follow more than 10 influencers.

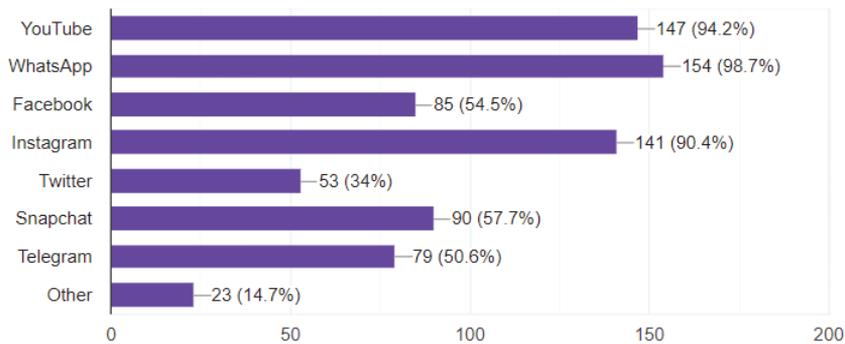


Diagram 1: Most used social media platforms.

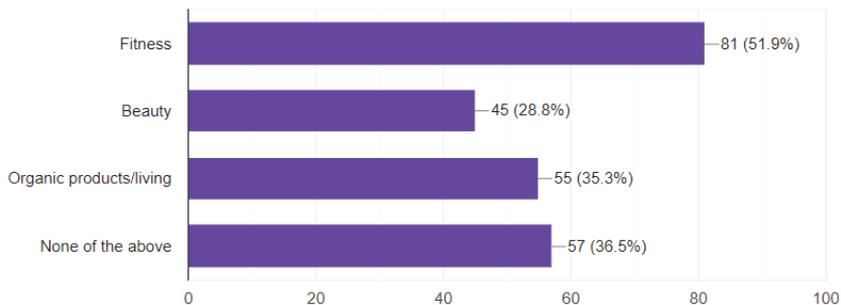


Diagram 2: Most followed category of social media influencers.

The data collected from the survey suggests that most of the youth follows fitness related social media influencers. With the growing awareness about organic products and organic living, the influencers in these segments also enjoy a large follower base. Close to 50% people also agree to checking out technology related social media influencers as and when the need arises.

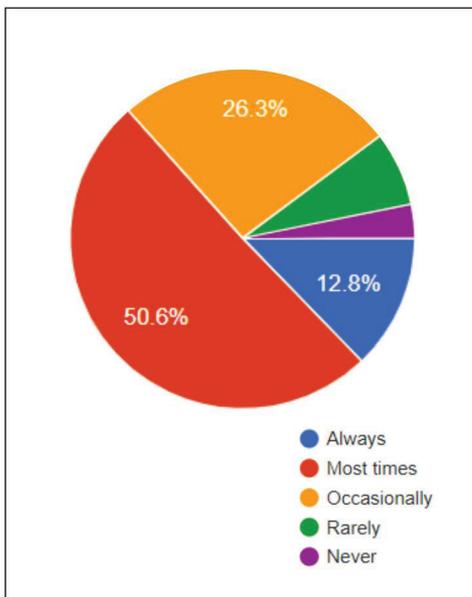


Diagram 3: Occurrence of advertisements or endorsements by social media influencers

Majority of the respondents agreed that they come across product advertisements by influencers in their use of social media. It shows the amount of advertisements and endorsements that are currently done and the penetration of social media advertisement along with mainstream

media. Small and new emerging brands have been concentrating on social media influencers' brand to gain new customers. But while the occurrence of advertises and endorsements is more, people actually considering or buying the products still stays very low. The following diagram shows the percentage of people who actually check out the product or the service.

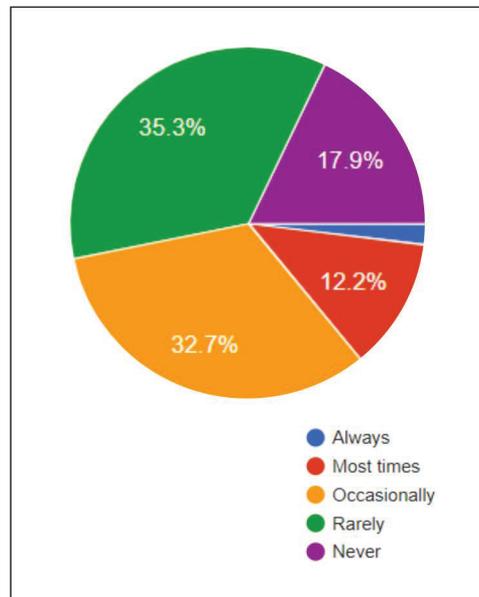


Diagram 4: Percentage of respondents who actually check out the product/service promoted by the social media influencer

The diagram suggests that less than half of the total respondents do actually check the product or service out. The percentage of people who actually buy the products or service is even lesser which stands at less than 40% of the total sample size. Only

11% respondent buy the products most of the times.

While measuring the trust over the influencers promoting the product, majority of sample was selective and would trust the product only if it was promoted by an influencer of the same field. Almost 3/4th of the sample size accepted the fact that they would verify the prices, reviews and some other aspects before buying any product recommended or promoted by social media influencers.

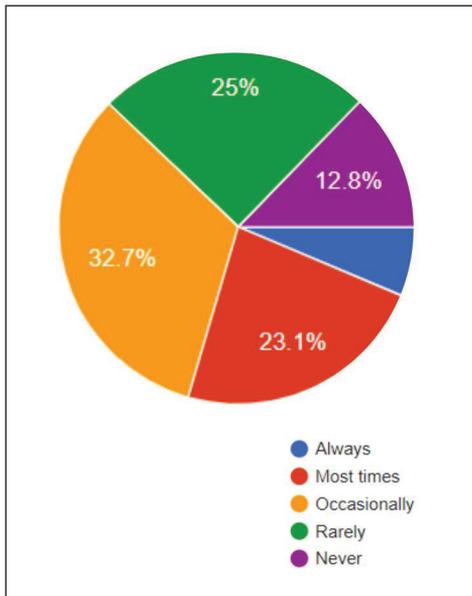


Diagram 5: Consideration of a brand which is promoted by a social media influencer but is relatively new or smaller.

While considering the newer or smaller brands, majority of the sample size believed that they would consider

buying the product even if it was from a newer brand or a smaller company. It can support the fact of mesmerising growth of some newer brands like Boat, Mamaearth, Groww or Mivi who have made a mark in their respective industries only by using social media influencers' for marketing.

Along with promotions and endorsements, there are many social media reviewers in a particular field who review and give their opinions about the products or the services that are in the market. Such social media reviewers get to enjoy more trust than the ones promoting the products for sponsorship purposes. With close to eighty percent people trusting reviews more than endorsements or promotions.

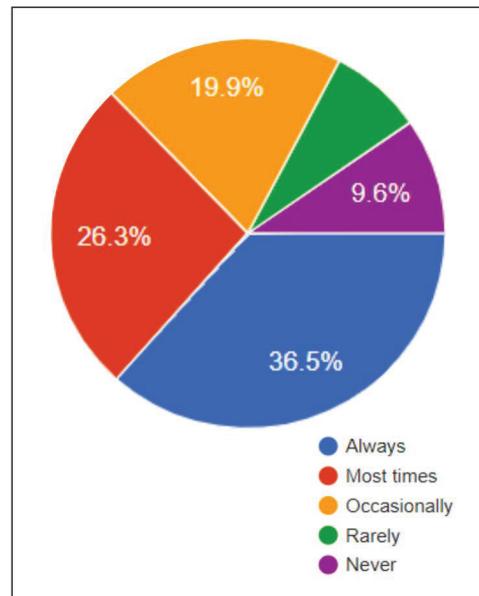


Diagram 6: Trust over reviews which are not sponsored.

Hypothesis

1. Impact of Social Media Influencer on consumer's intent to purchase is dependent on gender.
2. Impact of Social Media Influencer on consumer buying behaviour is dependent on gender.

Hypothesis testing

To test the hypothesis, Chi2 test of independence is used. Expected observation is calculated from the actual observation.

For calculation of chi value,

Chi Value = $\sum(\text{Actual Observation} - \text{Expected Observation})^2$

Testing of Hypothesis 1:

H_0 = Impact of Social Media Influencer on consumer's intent to purchase is independent on gender.

H_1 = Impact of Social Media Influencer on consumer's intent to purchase is dependent on gender.

Actual Observations

	Males	Females	Total	Percentage
Always	7	15	22	14.02
Neutral	22	29	51	32.48
Never	40	44	84	53.50
Total	69	88	157	100

Expected observations

	Males	Females
Always	9.668789809	12.33121019
Neutral	22.41401274	28.58598726
Never	36.91719745	47.08280255

X2 Statistics (P Value) = 0.409

As the significance value is greater than 0.05 we accept the null hypothesis and reject the alternate hypothesis. It indicates that impact of influencers on consumer's intent to purchase is independent of gender. Null hypothesis does hold good which means two attributes are not associated and the association is just because of a chance.

Testing of Hypothesis 2

H_0 = Impact of Social Media Influencer on consumer buying behaviour is independent on gender.

H_1 = Impact of Social Media Influencer on consumer buying behavior is dependent on gender.

Actual observations

	Males	Females	Total	Percentage
Always	9	8	17	10.83
Neutral	15	11	26	16.56
Never	45	69	114	72.61
Total	69	88	157	100

Expected Observation

	Males	Females
Always	7.47133758	9.52866242
Neutral	11.42675159	14.57324841
Never	50.10191083	63.89808917

X2 Statistics (P Value) = 0.17565909
 As the significance value is greater than 0.05 we accept the null hypothesis and reject the alternate hypothesis. It indicates that impact

of influencers on consumer buying behaviour is independent of gender. Null hypothesis does hold good which means two attributes are not associated and the association is just because of a chance.

Findings

The penetration of usage of social media influencers and their brand image for promotion of products and services is deep and almost all types of influencers tend to promote some brand or another in their interaction with audience, which may be in form of a video or a post or anything of that kind. Though the appearance of social media marketing is growing, the actual amount of people considering or buying the promoted products stays low. The sample tends to trust reviews conducted by reviewers which are not sponsored over the endorsements and promotions of social media influencers.

Limitations and future Scope

Study was conducted on samples from Pune only so cannot be generalized. Most of the respondents are students. Buying capacity may also work as a mediator in this process which

cannot be studied in this research. As impact of social media and influencer strategies is increasing the study can be extended in terms of few more product categories. Also the study of relationship between antecedents of influencer and the impact can be studied in detail.

Conclusion

Social media is becoming most influencing tools for the marketing strategies for companies. Data shows that influencer marketing gives better reach than traditional marketing tools. Most of the Gen Z customers follow social media and they also follow the different influencers. Both the hypothesis verified says that influencers are impactful in male as well as female to shape their minds to buy the products. Influencer's endorsement makes positive attitude towards brand which will lead towards purchase intention of consumer. Knowledge, popularity and fan following are few of the indicators which decides the impact of Influencer. Research concludes that for reaching to Gen Z influencers can be utilized effectively. This is the cost effective opportunity for the marketers for effective results.

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EFFECT OF WORK FROM HOME ON WORKPLACE ROMANCE: A SOCIO-ECONOMIC PERSPECTIVE

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ABSTRACT

There has been a lot of research work on Covid, but hardly any on impact of work from home (WfH) on workplace romance (WR). WR in organizations has been a controversial and debatable topic since early days. From the literature it was visible that researchers tried to analyze the impact of WR on organizational settings. In India the relationship is considered to be a forbidden taboo, especially in academic sector, where teachers are compared to the divine trinity – Brahma, Vishnu and Maheswar. But, with growing westernization and mushrooming of professional institutions with long working hours, the forbidden relationship was booming. Our study was carried out to examine the antecedents and consequences of workplace romance on various socio-economic variables, in Odisha before, during and post WfH scenario. A set of standard questionnaire on antecedents and consequences of WR was circulated. Data was collected from 230 samples consisting of 103 female and 127 male respondents from academic sector of Odisha. Descriptive statistics were used for analysis of the data. The results of the study revealed that individuals got involved in workplace romance because of job insecurity (mostly in private institutes). Long working hour and outdoor activities promoted it. In the second phase that is during work from home same respondents were asked to predict whether work from home increases or decreases workplace romance. To which their reply was that it may reduce the workplace response. In the third and final phase i.e. post work from home the academicians (samples) were asked

about the existing situation of Workplace romance. It was found out that employees continued to be engaged in workplace romance after work from home, as workplace romance was not only because of long working hours but also for their own life preferences. There was no positive relationship between workplace romance and efficiency/productivity, as many institutes were not able to capitalize on the relationship.

Keywords- Work from home, Workplace Romance, Socioeconomic Variables

Introduction

The concept of “work from home” became officially mandated and strictly enforced rule because of covid-19 pandemic. Earlier it was quite popular in IT sector but other sector including teaching was forced to adopt this culture because of this emerging situation. For majority of employees this concept was new and they were working from home for the first time. The concept of workplace romance is very common among millennial employees and long working hours facilitating it more. There was no such visible research in 2020 about work from home and its impact on workplace romance. The present paper tried to offer a holistic view of work place romance from before, during and post work from home scenario.

Since the 1970’s, researchers have been looking into the organizational implications of workplace romances. As time spent in the workplace has increased over the years, the prevalence of workplace romances has increased as well (Gauthier,

Frank, & Furstenburg, 2005; Horan & Chory, 2013). Horan and Chory (2011) define a workplace romance as a “non-platonic relationship between two members of an organization in which sexual attraction is present, affection is communicated, and both members recognize the relationship to be something more than just professional and platonic” (pp. 565). A number of studies have looked into how these workplace romances are perceived by their coworkers based on a number of factors which can result in a variety of interpersonal and performance related outcomes (Alder & Quist, 2014; Barratt & Nordstrom, 2011; Jones, 1999; Wilson, 2015). Prior research on workplace romance has often focused on the perceptions and outcomes of same-race, heterosexual relationships; however, literature is sparse concerning the implications of workplace romance including stigmatized identities within the relationship. The workplace was recently referred to as a “natural dating service” (Jones, 1999) due to its inherent encouragement for employees to pursue romantic relationships with coworkers

(Anderson & Hunsaker, 1985). This finding has been attributed to many causes including, but not limited to, (1) employees spending a majority of their available time working for their perspective organizations, both on and off the site and (2) employees find that they share similar interests and values with their organizational peers (Anderson & Hunsaker, 1985; Byrne, 1971). In addition to these findings, research on attraction in the workplace has shown that working in close proximity with others, harboring mutual attitudes about each other with another individual, and finding it easy to interact with another individual are all predictors of attraction (Byrne & Neuman, 1992; Salvaggio, Streich, Hopper, & Pierce, 2011). Another study proposes that the increasing prevalence of workplace romances can be attributed to the influx of women in the workplace (Ford & McLaughlin, 1987; Powell, 2001; Swartz, Warfield & Wood, 1987). Seeing as the number of Black and homosexual employees is rising as well (Deitch et al., 2003; Phillips, Ingram, Smith, & Mindes, 2003), this too could have implications for an increased number of stigmatized relationships in the workplace.

Taken together, research in this field is relevant to organizational well-being. As a whole, uninvolved coworkers and supervisors generally perceive workplace romance negatively in the context of the organization (Brown & Allgeier, 1996). Managers oftentimes resent these relationships out of fear for what negative outcomes they

might incur upon uninvolved coworkers as well as the organization as a whole (Alder & Quist, 2014). Concurrent with these findings, an estimated forty percent of managers hold negative perceptions towards employee dating (Brown & Allgeier, 1995); furthermore, a survey done by the Society for Human Resource Management in 2002 presented that an astounding eighty one percent of HR professionals as well as seventy six percent of executives describe workplace romance as “dangerous” (SHRM, 2002). Despite this resounding disapproval from management, another survey by the Society for Human Resource Management done in 1998 showed that the frequency of workplace romance has done nothing but increase or remain constant in years past among organizations in the United States (SHRM, 1998). Collectively, the increasing number of workplace romance and the inherent disdain towards those workplace romances from OPs raises important questions as to how stigmatized relationships fit into this finding. Workplace discrimination is still reported (Bergart, 2004; Deitch et al., 2003; Link & Phelan, 2001) and, as such, involvement in a workplace romance could pose to be potentially dangerous for stigmatized individuals. Because of this, we see the implicit need for more research examining workplace romances.

Literature Review

Large number of employees globally was bound to work remotely due

to outburst of the Corona virus (COVID-19) pandemic (Shareena, P., & Shahid, M. 2020). People were urged to stay at home and to reduce social contacts to the minimum which lead to economic meltdown. At this point the concept of work from home got more popularity. People working from their home or from other location of their choice other than the working area which is provided by the employer is known as working from home (Shareena, P., & Shahid, M. 2020). In recent years working from home is having lots of use as it facilitates employee retention (Baruch Y, 2001 & Bussing A, 1998). Educational sector was also adopted it in order to continue academic activities and for which online classes were emerged. Work place romance is a sensitive topic and whether work from home facilitates it or not was completely ignored by the researcher community.

Workplace romance can be defined as “some form of intimate relationship between two employees who have both expressed their romantic feelings in the form of dating or other intimate association” (Foley and Powell, 1999; Mainiero, 1989; Quinn, 1977). Workplace romances have been a point of discussion from different disciplinary perspectives like business (Greenberg, 1998; Mainiero, 1986; Powell, 1986, 2001; Quinn, 1977), psychology (Brown & Allgeier, 1995; Dillard & Broetzmann, 1989), and legal studies (Hoffman, Clinebell, & Kilpatrick, 1997; Wilson, Filosa, & Fennel, 2003). It is a mutually

preferred relationship among two people at work place with a few components of sexuality and physical closeness (Powell and Foley, 1998). Employee relations and productivity at work may be affected by sexual and romantic relationships (Mainiero, 1989). On the other hand research suggests that work place romance can enhance employee performance and improves organizational culture and more specifically climate of the organization (Quinn, 1977). It also boost excitement, develops communication, fuel creativity and escort to high job satisfaction (Pierce et al., 1996). Interestingly “a new sexual revolution” has started with workplace romance Mainiero (1989). Now days the workplace is progressively becoming a sexual environment (Riach and Wilson, 2007; Morgan and Davidson, 2008). The reason behind this is not only the entry of more and more women workers (Hoffman et al., 1997; Neugarten and Shafritz, 1980) but also their involvement in managerial roles (Devine and Markiewicz, 1990; Fagenson, 1993; Jones, 1999; Powell, 2001). Spending long working hours together results into frequent interaction and also increases dependence on each other (Anderson and Fisher, 1991; Hoffman et al., 1997). There are possibilities of romantic or sexual encounters because of frequent interaction between male and female employees (Dillard, 1987; Paul and Townshend, 1998). It is impossible to eradicate workplace romance completely from the organizations (Civil, 1998; Lee, 1996) and it will

stay in the workplace (Gomes et al., 2006). Understanding work place romance is very essential because then only policies can be made as it is a very sensitive issue (Kakabadse and Kakabadse, 2004). Supervision and monitoring on interpersonal relations at work may help managers to face these sensitive encounters (Bowes-Sperry and Powell, 1999; Kakabadse and Kakabadse, 2004).

Social-sexual behavior at work can be known through the study of workplace romance (Brown and Allgeier, 1995) which is not frequently studied earlier (Kakabadse and Kakabadse, 2004; Riach and Wilson, 2007). Workplace romance involves high levels of mutual intimacy and sexual attraction (Mainiero, 1993; Wittemann, 1993). Despite of frequent occurrence of workplace romance it is not considered functionally appropriate (Riach and Wilson, 2007) and it is not the sign of professionalism. So to be professional one has to keep sex and work separate (Schultz, 2003). Love is an irrational emotion which should be avoided otherwise that will hamper the foundation of rationality (Schultz, 2003). Though sexual attraction cannot be controlled the guidance of workplace etiquette can suppress office romances (Morgan and Davidson, 2008). Not only workplace romance needs to be controlled but disciplinary actions must be taken against those who allowed it (Schultz, 2003). This view is not going to be changed in the recent years in spite of increase in workplace romance (Mainiero, 1989). Researches about workplace romances

are sparse because of the sensitive nature of the topic and therefore researchers are forced to rely on third party observations (Mainiero, 1986). Although there is limited empirical research on the topic the extant research indicates negative perception of work place romance by the employees in organizations (Brown & Allgeier, 1996; Powell, 1986). This is not good news for those who have either involved or having a desire to involve in workplace romance (Bordwin, 1994; Greenberg, 1998; Shellenbager, 2004). The reason behind this negative perception is highlighted by Quinn (1977) who identified 3 factors “love (a sincere desire for companionship or genuine love), ego (excitement, adventure, and sexual experience), and job (money, advancement, and job security)”. On the contrary Dillard and Broetzmann (1989) highlighted that people involved in workplace romances show positive attitude whereas relationship due to job motives leads to high absenteeism. Employees perceive workplace romance which originates from job motives has a negative effect on organization’s culture, social climate and employee’s work performance (Dillard et al. 1994). Brown and Allgeier (1996) found that superior-subordinate romances are negatively perceived in comparison to romances between colleagues or of equal status. Money, advancement and job security are the reasons behind subordinates dating superiors. Additionally Jones (1999) reported that workplace romance is more negatively perceived when the supervisor is woman and the subordinate is man.

Objective and Method

WR has been a controversial topic of discussion in many countries including India. The topic becomes even more sensitive in education sector. There are hardly any attempt made to analyse the antecedents and consequences of WR in this sector. The availability of literature becomes even more skewed with research area becoming more tightly knighted to 'various racial and cultural amalgamations that lives through its heritage'. There has been very few inter disciplinary studies on WR undertaken in Odisha, and none in education sector. Thus, the current paper attempts to fill the gap in existing work, by selecting one of the forbidden and taboo areas of study that is analyzing the WR between faculty members in Odisha.

The study was undertaken in three different time period. Initial phase of the study was undertaken before pandemic in the months of April and May, 2019, with the sole purpose of studying the antecedents and consequences of WR from a socio-economic perspective. The Covid pandemic was like a silver line in the dark cloud for our research study. During lockdown the faculty members were asked to work from home (WfH). The lockdown was implemented towards the end of March 2020. This gave the opportunity to study the change in perspective during the 'new normal' life style. Thus the second phase of the data was collected after three months of lockdown, by the time faculty members were advised

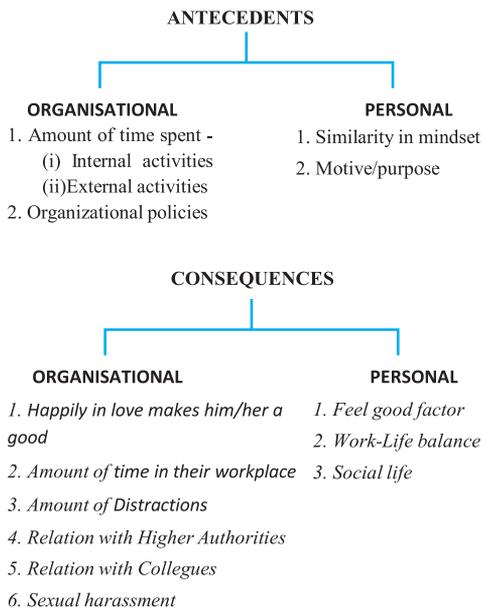
to WfH. There was another paradigm shift when the world was trying to revert back from new normal to normal. Third phase of data collection was after the institutes were partially opened. By partially opened we mean faculty members were asked to take online class from their workplace. By December 2020, the system of WfH had diluted. This facilitated us to go for our third phase of data collection, focusing on impact of WfH on WR.

Narrowing of study area was essential keeping the scarcity of resources, but without compromising with the quality of the outcome, at the same time following a scientific approach based on distribution of data. As per AICTE portal there were 81 institutes providing 'PG' courses on 'management' studies in the state of Odisha in the year 2019. Out of 81 institutes 61 were in Khorda district. Thus we selected Khorda as our geographical area of research.

Early literature showed three prominently used method of data collection on WR. They were questionnaire method, interview method and case study approach. Mostly researchers in foreign countries had used interview method and case study approach to study WR. WR being sensitive subject some amount of confidentiality was essential, so we adopted questionnaire method. International studies were mostly qualitative in nature. We wanted to experiment with the concept of applying simple quantitative tools like average, Chi square to the study

of WR thereby filling the research gap with respect to methodology.

Selection of educational institutes was made based on lottery method. Using 95 percent confidence interval, 5 percent margin of error, 50 percent population proportion and 61 as population size, sample size turned out to be 53. There were total 945 teaching faculties employed in 81 colleges with an average of 11 employees per college. Assuming 583 (11*53) as the total number of employees in the selected colleges, sample size obtained is 232. Snow ball sampling technique was applied to distribute 500 questionnaires. Out of 500 distributed questionnaires, 261 were received. Out of which 31 questionnaires was unusable. So the study is based on 230 samples consisting of 103 female and 127 male respondents. Considering the fact (as per AICTE portal there are total 275 (29%) female faculties and 670 (71%) male faculties) that the sector is clearly male dominated, we tried to make the research gender neutral (to some extent) by analysing 45 percent female and 55 percent male respondents. After a systematic literature survey a list of frequently used antecedents and consequence of WR was prepared, befitting to our research area. The list of antecedents and consequence was subsequently optimised by using expert opinion (Delphi Method). The questionnaire was circulated among 50 respondents and their responses were recorded. The pilot survey passed both reliability and validity test.



Findings

The respondent’s reaction to WR was influenced by many factors for example the couple as an individual, the respondent’s own perception towards WR, and the work environment. The empirical findings were compared against existing literatures to find the theoretical and practical implications.

Antecedents of WR

Present- day employees are more engaged in WR because of the work context which creates the opportunity for interpersonal attraction in terms of time, proximity and similarity (Cowan, & Horan.2014). In addition, employees are in favor of those organizations that did not have a WR policy or had a lenient policy than one

with a restrictive WR policy (Pierce, Karl, & Brey, 2012).

There are various motives behind WR like when both the partners have a sincere love motive or an ego motive and when a lower-rank employee has a job related motive and a higher-rank employee has an ego motive which is known as utilitarian romance (Dillard et al., 1994; Powell & Foley, 1998).

Antecedents of WR - Pre WfH results

Quinn in 1977 pointed out three conditions which may lead to WR. Firstly the individuals must be sitting close to one another; secondly the task given to them need both of them to work together and thirdly sporadically meeting one another. The first and second conditions were satisfied in case of faculty members of same discipline. And the third was seen in case of faculties of inter disciplinary subject. In most of the educational institutes workstations are arranged for teachers of common discipline in one departmental room. Usually a group of faculties share a common room. They spend most of their time together, after their classes, post exam duty, during summer and breaks in between the semesters. This frequent interactions leads to attraction (Quinn and Judge, 1978). Our findings corroborate with Quinn's analogy, whereby majority of respondents felt that spending more time and helping each other in crucial time generated WR. Female faculties strongly believed (14 percent) that physical closeness led to WR.

“The smaller the physical and functional distance between two people, the more likely they are to be attracted to each other” (Segal, 1974). In academics, faculty members often engaged in various research works and other tutor mentoring activities. These external activities were allotted in groups. Less functional distance among individuals gave rise to WR (Dixit, 1985). Since the faculties had to spend a lot of time together, this increased their chances of getting attracted to each other (Byrne and Neuman, 1992). Our study showed similar result. Respondents (80 percent) supported that performing external activities together frequently over a long period of time generated WR. Male faculties (44 percent) believed that working together outside the premises led to WR. Our results substantiate the early research (Warfield, 1987) in WR and showed that amount of time spent with each other acted as an antecedent of WR.

The institutional values and beliefs with respect to WR played a vital role on how it was viewed by others (Mainiero, 1989; Quinn and Judge, 1978). In India unlike in foreign countries, teachers are portrayed as Gods - ‘Guru Brahma, Guru Vishnu, Guru Devo Maheshwara, Guru Sakshat Param Brahma, Tasmai Shri Gurave Namah’. WR thus considered as a taboo. So, till now no institutes in India more specifically in Odisha have any formal written guidelines as to encourage (or discourage) WR. This lack of clear cut guideline on WR gives rise to chaos and confusion. Though

majority of respondents (51 percent) believed that lack of organizational policies to suppress WR (Ease of opportunity) instigated it, and only 27 percent of them responded neutrally. Sixteen percent of respondent thought that institution guidelines had no role as antecedent of WR as it was a personal choice.

While choosing a romantic partner generally a male gives more emphasis on the physical attractiveness of the female (Byrne, Ervin and Lamberth, 1970). The most significant features were height (Sheppard and Strathman, 1989) and weight (Smith, Waldorf and Trembath, 1990). Our results showed a different result. The difference in opinion might be because of difference in time period. Over the decades there has been change in human perceptions towards WR. Both male and female respondents together (68 percent) believed that it was the similarity in mindset rather than physical attraction that individuals got attracted to each other romantically. The result supported the findings of Hogg and Cooper (2003) which stated that “higher perceptions of similarity are associated with increased levels of relationship quality”.

Thirty seven percent of the respondents thought that WR provided them with job security, support and favourism from their superior or colleague and at the same time shared job stress and pressure. Twenty five percent of the respondents thought that the individuals involved in WR had the potentiality to carry it to the next

level (marriage). This line of thought explained why similarity in mindset rather than physical attraction was given priority while choosing a partner.

Individuals “get turned on by competence, by being in a team that wins, by being better together than separate. That’s often erotic and compelling” (Loftus, 1995). Twenty percent respondent felt that WR generated a thrill among individuals who got carried away or swayed in it. Sixteen percent felt that the reason one got involved in WR was neither because of love, job or ego. They commented that it was a passing phase and/or infatuation. According to them it was a temporary phenomenon and with time it was suppose to fade away.

Antecedents of WR - During WfH results

WR during WfH is physically not possible during social distancing. The WfH explored and boosted the usage of digital platform. The relationships between couples during social distancing depended more or less on virtual mode. Literature has already pointed out that long distance relationships are vulnerable. Keeping this in mind the second phase of the study was conducted. The samples (44%) supported our idea that WfH will reduce WR or in other words weaken the relationship. But remaining samples (56%) disagreed to it, they believed in the power of love. Samples (74%) also believed that lack of performing external activities due

to lockdown will reduce WR. They argued that since the phase was a temporary phenomenon it will fade out with vaccination and the couples can be together again. So there was no need to break up.

The complete shutdown actually created an event window to analyse the impact of extra time spent in office by the couples and productivity or efficiency. Very few (35%) respondents found that during the new normal situation the couples were not able to spend as much time with one another as was during normalcy. Since the couples preferred to stay secluded during social gatherings from the beginning, the respondents had very little chance of being associated with them at personal level. Thus a vast section of the respondents (24%) chose to stay neutral as they had no information about the couples. And the scarcity of information was more acute during WfH, as one of the respondent pointed out once the couples were out of sight they were out of mind for others.

Antecedents of WR - Post WfH results

To quote from Daniel Kahneman's book titled 'Thinking fast and slow' chapter seventeen, "If an event had actually occurred, people exaggerated the probability that they had assigned to it earlier. If the possible event had not come to pass, the participants erroneously recalled that they had always considered it unlikely. Further experiments showed that people were

driven to overstate the accuracy not only of their original predictions but also of those made by others." We selected covid created pandemic to be one such event window for our study. The third phase of the study was conducted when faculty members were asked to rejoin their institutions post pandemic. When the predicted sample opinions collected during the second phase was tallied with the third phase of the study we found some amazing results.

Samples (66%) agreed that after the WfH the couples were seen together and enjoying each other's company even more. Some even cited the proverb 'familiarity breed contempt' and treated this social distancing as a boon rather than a bane to the relation. The change in people's prediction and reality was ground breaking. In the similar line of thought respondents (79%) were surprised to found that external proximity was of less impact on WR. Respondents (65%) noted that most of the WR couples bounced back with more vigor and enthusiasm after rejoining. As it is said saber fruit is sweet. The short absence made the relationship between couples more strong.

Consequences of WR

In the opinion of employees after entering WR coworkers exhibited stronger performance and punctuality (Dillard, Hale, & Segrin, 1994; Quinn, 1977). To counteract negative coworker perceptions some WR

partners work harder and become more involved in their work which leads to increased job performance (Pierce & Aguinis, 2003; Riach & Wilson, 2007). As per the research, on creative tasks romantic partners give better performance (Forster, Epstude, & Ozelsel, 2009; Griskevicius, Cialdini, & Kenrick, 2006). The major outcome of WR is enhanced teamwork, increased morale and more satisfied employees (Barsade & O'Neill, 2014; Pierce, Byrne, & Aguinis, 1996; Riach & Wilson, 2007). Most workplace romances are sincere, love-motivated, long-term companionate or passionate relationships as opposed to short lived flings or job motivated utilitarian relationships which are quite contrary to generalized opinion on WR (Dillard, Hale, & Segrin, 1994). Workplace romances are not illegal but it may lead to sexual harassment as well (Clarke, 2006; Schultz, 2003).

Consequences of WR - Pre WfH results

Our results gave a mixed response on relationship between WR and efficiency/productivity. Very few respondent (32%) thought that WR had positive impact on efficiency/productivity, while others were either neutral (15%) or differed (53%). To get a clear picture we had sub divided the efficiency measuring criteria into many parts. WR motivated couples to perform better in his/her task, as it developed more passion among couples about their work (Dillard & Broetzmann, 1989) because of which they were willing to spend

more time in workplace (Mainiero, 1989). The respondents (71%) saw that individuals involved in WR spent more time in their workplace but at the same time they did not believed that the extra time was spent productively. Study (51%) pointed out that the couples were less focused in their work. The couples were mostly seen busy in their small talks. Even during meetings and other discussions they remained aloof and distracted. The respondents (29%) who supported the point commented that the couples 'did what was asked of them' without delay. Few respondents (20%) were quick to point out that time spent beyond office hour was not a proper measuring tool for productivity. So they opted for neutral.

Using impression management theory, it could be said that as WR was not viewed positively by other colleagues, so the couples went out of the way to impress the management (Dillard, 1987; Dillard and Broetzmann, 1989). Respondents (58%) followed a similar line of reasoning and viewed that in order to impress management the couples stayed beyond working hours in the institutes and spent more time cozying up with higher authorities. This created discomfort and insecurity among other faculties, who reacted negatively towards the couple. And this negative behavior is reciprocated. Result showed that the individuals who were involved in WR did not make their utmost effort to impress their co-workers.

Consensual sexual intimacy among

couples was extensively found in many countries (Powell & Mainiero, 1990; Mainiero, 1993; Pierce, Byrne & Aguinis, 1996). Sexual harassment began when females fell victim to undue sexual demand from their male partners or superiors. The fear of losing job, position, increment or favors usually forced them to compromise (Quinn & Judge, 1978; Anderson & Fisher, 1991). Large portions (47 %) of the respondent believed this to be the cause. But others felt that once the couples broke up, they blamed each other of taking advantage.

WR had tremendous role in building or breaking the personal life of the couple as individual. At a personal level the individual felt happy due to hormonal changes. When an individual is in love, the brain releases dopamine, which increases serotonin levels and generates oxytocin. Respondents (61 %) thus noticed change in behavior of the couples before and during relationship.

Social gatherings are occasions which help in networking and acts as grapevine. Respondent (41%) felt individuals involved in WR prefer a secluded life in work. Their avoidance of social gatherings was reasonable given that the society saw their relationship as 'unhealthy and contagious'. At the same time greater part of the respondent (59 %) thought that individuals involved in WR maintained a balance between professional and personal life. Most of the couples resorted to petty lies to cover up their affairs.

Respondents (25%) also remained neutral, mostly male respondent, the reason being 'unaware of family of female partners in the couple'.

Consequences of WR - During WfH results

At personal level the respondents agreed that (81%) that WfH helped the couples to maintain a balance between work and family. There was not much discrepancy of opinions in this aspect. But at professional level differences was observed. The responses revealed many new perspectives. The average time taken to complete a task was more in compared to pre Covid time due to change in nature of service delivery. Thus during WfH the work load was uniformly distributed between faculty members. In the chaotic situation the management gave no special preference to couples involved in WR. It was reported by respondents (75%) that the time taken to complete the task was same for couples and others.

Consequences of WR - Post WfH results

The response to balance between work and family after rejoining was equitably distributed. Respondents (43%) felt the positivity of WR spread to family life after WfH. But there were other respondents (29%) who saw frequent quarrels and fight between couples and their respective families over phones. Some respondents (28%) considered that chaos and uncertainty was disrupting the balance rather than WfH. At professional level the

response prominently showed the impact of WR on productivity. During WfH there was a lot of work that was pending. When institutes reopened those tasks needed to be completed along with ongoing ones. The workload increased drastically for each faculty members. Most respondents (82%) felt exhausted and drained out in keeping with the timeline. The respondents (65%) saw couples spending time in institutes even after working hours like before. It was expected that like before their efficiency will be at par with others. But the result showed that in majority (66%) of the cases the couples failed to complete the allotted tasks in time. This result supported the previous opinion of our respondents who pointed out that the extra time spent beyond office hour was purely for personal pleasure not professional gain. The respondents also stated that doubling of work pressure actually exposed their hypocrisy to the management.

Conclusion

Findings of our paper were in contrast to other such past works as mentioned in our literature review. From our study it was clearly visible that employees continued to be involved in WR whether they were working from home or physically working in organizations. WfH made the relation more strong. Our work concluded that

physical proximity might give birth to WR but definitely will not end it. A short duration of distancing does not adversely affect the WR. Before WfH the management of institutes was positively biased towards the couples and their productivity. But when put under pressure after WfH the couples performed miserably. Management of academic institutes should implement sensible guidelines for managing WR. While the organisational benefits of WR as observed in corporate sectors cannot be ignored, but at the same time its futility in academic sector should not be ignored. Management should take ownership and accountability for the challenging task of managing risks and rewards of WR. Management need to be credible activist rather than only remaining operational executor (Grossman, 2007).

India is a land of tradition and culture. WR among teachers is a social evil. Teachers are expected to be moral custodian of students. Thus, getting romantically involved in workplace is considered unethical. Thus we cannot blame academic sectors who had gone overboard in regulating WR (Clarke, 2006; Rabin- Margalioth, 2006; Schaefer & Tudor, 2001; Schultz, 2003). We strongly persuade practitioners to adopt a broad and strategic approach to manage WR in organizations.

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EFFECT OF CSR EXPENDITURE ON PROFITABILITY OF A COMPANY: COMPARATIVE ANALYSIS BETWEEN SAIL AND TATA STEEL LTD. THROUGH REGRESSION ANALYSIS

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ABSTRACT

Corporate social responsibility and ethics are the issues that have gained impetus in today's vibrant business environment. Available literature depicts enough evidences to establishing effects of the amount spent on CSR activities with the profitability and the long-term survival of a firm are enormous. The present study examines the relationship between the amount spent on CSR activity and the profitability of an organization in long-run, especially post 2013 when CSR spending has been made a mandatory component of 1956 companies act by amending the previous 1956 companies act. The study uses secondary data (collected from official website of the company concerned and other related government websites available since 2017 till 2019) and applies regression analysis and ANOVA to investigate the effect of prescribed spending on CSR activity on the profitability of steel companies (SAIL & TATA Steel) operating in India. After making an analysis we found that there is a positive impact of CSR expenditure on the profitability of the company.

Keywords: SAIL, TATA STEEL, CSR, Profit Margin, Regression Analysis

Introduction

Corporate social responsibility and ethics are the issues that have gained impetus in today's vibrant business environment. Exercising business in this era is free to operate and accumulating profit has become a far reach challenging task. The effects of the amount of expenditure on CSR activities with the profitability and the long-term survival of a firm are enormous (Fairbrass, O'Riordan and Mirza, 2005). Entrepreneurs have started realizing that businesses are part of a society having duties like other 'citizens' (Carroll, 1989). In this day and age, many business firms have in progress realizing the significance of CSR as a tool for dominating the competitive conditions existing in the national as well as international market, for customer retention, and sustainable growth (Skapinker, 2008). Businesses have also started focusing on customer-centric excellence in terms of high quality products and services at the same time providing value for money, treating employees moderately and partners as important resources, agility, innovation in products and services, social responsibility, and to build up environmental friendly techniques of production, design, recycle industrial waste- products and conserve natural resources of the country, forest conservation by planting more and more trees and customer solutions for sustainable development in the country (Jones, 1980).

Research Methodology

In this research I have used secondary data collected from official sites of the concerned companies that is SAIL and TATA STELL. The data collected are confined to five years only, .i.e from 2014 to 2019 from the annual reports of the concerned companies. The data are net income, profit/loss and CSR expenditure of the two different companies mentioned above from the year 2014 to 2019.

As per the analysis is concerned I have used correlation and simple regression analysis to find out the result and thus conclude accordingly. Apart from this I also have used descriptive statistics to explain the data together some rudimentary information about two different companies taken for analysis in this small research.

Statistical Tools & Techniques Applied

The statistical tool is based upon regression analysis, ANOVA, tend analysis etc.

Objectives of the study

The following are the objectives of the present study

1. To gather information regarding the csr growth in India and globe.
2. To investigate whether there is any relation between csr expenditure and growth of profit of a company.

Research Hypotheses

H0-There is no impact on CSR expenditure on the growth of profit of

industry or firm. H1-There is impact on CSR expenditure on the growth of profit of industry or firm. Data Analysis:

TABLE NO: 1. TOTAL INCOME, CSR EXPENDITURE AND PROFIT AND LOSS OF SAIL.

Year	Total Income	CSR expenditure	Profit/Loss
2014-2015	46731.56	35.04	2092.68
2015-2016	44469.84	76.16	-4021.44
2016-2017	50302.71	29.05	-2833.24
2017-2018	59446.81	25.7	-481.71
2018-2019	67500.13	31.18	2178.82

TABLE NO:2 CSR EXPENDITURE AND PROFIT AND LOSS

Year	CSR expenditure	Profit/Loss
2014-2015	35.04	2092.68
2015-2016	76.16	-4021.44
2016-2017	29.05	-2833.24
2017-2018	25.7	-481.71
2018-2019	31.18	2178.82

GRAPH NO 1: CSR EXPENDITURE AND PROFIT AND LOSS OF SAIL COMPANY

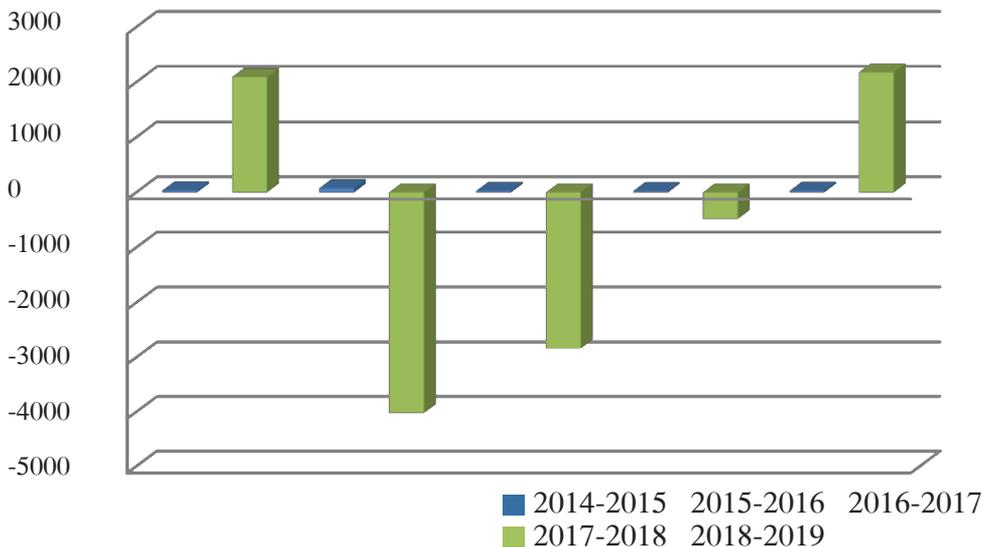


TABLE NO:3 REGRESSION STATISTICS OF CSR EXPENDITURE AND PROFIT AND LOSS

Multiple R	0.592689938								
R Square	0.351281362								
Adjusted R Square	0.135041817								
Standard Error	19.35652234								
Observations	5								
ANOVA									
	df	SS	MS	F	Significance F				
Regression	1	608.6598491	608.6598	1.62450102	0.02922228	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Residual	3	1124.024871	374.675			8.38517189	65.0931012	8.3851719	65.093
Total	4	1732.68472							
	Coefficients	Standard Error	t Stat	P-value					
Intercept	36.73913654	8.909487208	4.123597	0.02585646					
Profit/Loss	-0.004383295	0.003439068	-1.27456	0.02922228		-0.0153279	0.00656135	-0.0153279	0.0065

TABLE NO. 4 .TOTAL INCOME,CSR EXPENDITURE AND PROFIT AND LOSS OF TATA STEEL.

Year	Total Income	CSR Expenditure	Profit/Loss
2014-2015	42367.78	168.26	6439.12
2015-2016	42101.04	204	4900.95
2016-2017	53675.42	115.8	3444.55
2017-2018	61283.03	85.62	4169.55
2018-2019	73016	82.4	10533.19

TABLE NO: 5 CSR EXPENDITURE AND PROFIT AND LOSS OF TATA STEEL

Year	CSR Expenditure	Profit/Loss
2014-2015	168.26	6439.12
2015-2016	204.00	4900.95
2016-2017	115.8	3444.55
2017-2018	85.62	4169.55
2018-2019	82.4	10533.19

GRAPH NO.2 CSR EXPENDITURE AND PROFIT AND LOSS OF TATA STEEL COMPAN

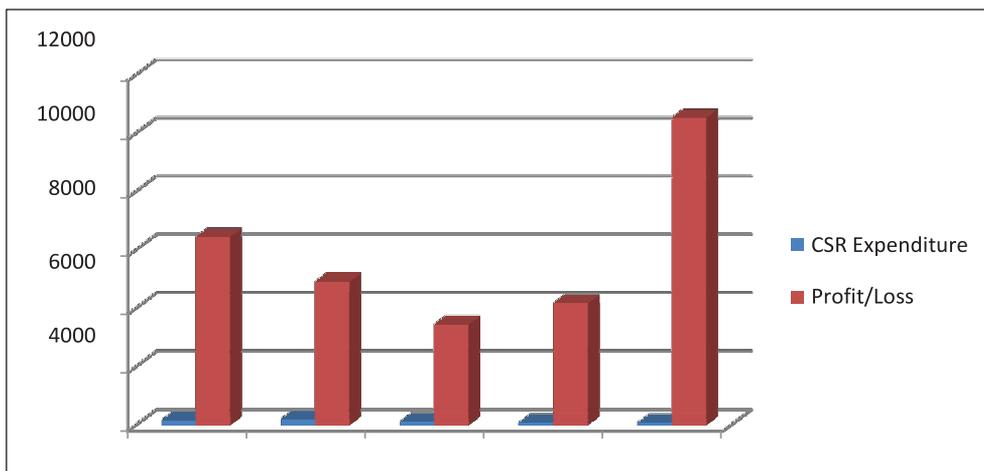


TABLE NO: 6 REGRESSION ANALYSIS OF CSR EXPENDITURE AND PROFIT AND LOSS

Multiple R	0.269782																		
R Square	0.072782																		
Adjusted R Square	-0.23629																		
Standard Error	59.2788																		
Observations	5																		
ANOVA																			
	df	SS	MS	F	Significance F														
Regression	1	827.4914401	827.4914401	0.235486	0.06607166														
Residual	3	10541.92728	3513.97576																
Total	4	11369.41872																	
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%											
CSR Expenditure	161.3099	67.44363576	2.391773496	0.096587	-53.32584895	375.94565	-53.32584895	375.94565											
Profit/Loss	-0.0051	0.010515507	-0.48526881	0.06607166	-0.038567884	0.02836219	-0.038567884	0.02836219											

Findings & Conclusion

For analyzing data I have used both SPSS and MS EXCEL. Simple regression model stands $y = f(x)$ where, x is independent and y is the dependent variable and the model stands as $y = a + bx$.

For my analysis profit/loss = f (CSR expenditure) in other word profit/loss depends on CSR expenditure and I also assume and hypothesize that there is a positive relation between these two variables, that means when there is an increase or decrease in CSR expenditure which is again a dependent variable with regard to total income of the company will increase or decrease in total profit of the company.

For making this above analysis the output in the form of ANOVA Table-1 "R squared" that tell us how fit the regression is. In my case it is 0.351 that means 30%. I am able to explain the variability of 'y' from 'x' or profit/loss to CSR expenditure. Standard error stands as 19.356 in my data set for the both companies respectively. So this is the regression statistics of my data set taken.

Next analysis is about ANOVA as in regression analysis ANOVA takes an important place. Regression(R) or degree of freedom

(df) is '1' in my case. $R(df) = (n-k-1)$
 $5-1-1=3$, total is $(n-1)$ $5-1=4$ and $k(df)=1$

Where: n = total number of observation=5 and k = degree of freedom (df)=1

Apart from this we can see the significant F value from the output table which is 0.029 which is calculated from SS, MS and then from F

F statistics/F value provides us the information that how significant our analysis is and as a standard practice in social science it should be below 0.06 therefore in my analysis I can say more that 95% correctly. It is evident that there is a positive relationship between CSR expenditure and profit/loss of the company.

Next the p value which is 0.02 that concludes that 98% correct about the assumption/hypothesis taken. My intercept is 98% correct in first case and 91% correct by considering 0.05 or 5% error margin (95% confidence level).

Concluding Remarks:

From above analysis we can finally conclude that for both companies analyzed there is a positive and significant influence of the CSR expenditure and the amount of profit under the years taken in the present analysis.

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HEALTH TOURISM - A CASE STUDY OF NARAYANA HEALTH, BANGALORE

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ABSTRACT

Health tourism is a term that has risen from the rapid growth of industry where people from all around the world are travelling to other countries to obtain good medical care. Due to Covid-19 Pandemic, industry showed reduction in the amount of people travelled to India for medical purposes, but the domestic medical industry in India is trying best to have its share from the emerging global market. Narayana Health, Bangalore has given importance to attract international patients through various marketing methods and its low cost strategies.

The present research paper aimed to find out opportunities and challenges of health tourism in Bangalore and factors that attract international patients to Narayana Health. Researchers also studied international marketing strategies followed by Narayana Health. The researcher conducted exploratory research with quantitative and qualitative variables. Using convenient sampling researcher collected primary data from 50 international Patients. Collected data was analysed descriptively using SPSS. Thematic content analysis with some grounded theory was used to analyse qualitative data. NVivo12 Pro software was used for the qualitative data analysis. Results indicate Narayana Health hospital in Bangalore is attracting many international patients using unique marketing strategy and cost effective practices.

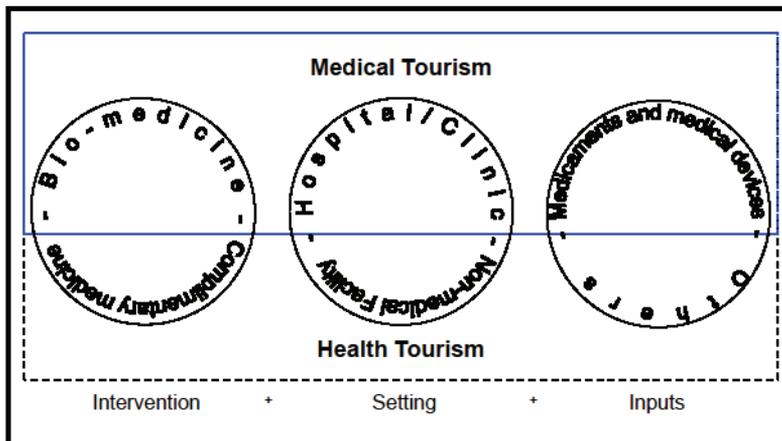
Keywords: Health Tourism, Medical Tourism, Healthcare, International patients, Narayana
Hrudayalaya (JEL Classification Code: I19, I10, I15, Z31, Z33)

Introduction

Health Tourism is one of the old concepts in the world. Health tourism is believed to have started in Peninsula in the Southern part of Greece. According to Greek mythology, this place considered to be the God of medicine as its soil and water have minerals. They started the concept of 'health by water' which later transformed into 'Spa'. Europeans popularised health by water concept and they travelled to many places to get water treatment. They developed and popularised the modern pleasure resort concept, in these resorts spas and mineral water were used to cure skin infection, poor digestion. The introduction of railway increased the

The popularity of Ayurveda and ayurvedic treatment made India a favourite destination for people around the world. India, who popularised Yoga to the world, also attracted health travellers and spiritual seekers. Traditional medical therapies like Ayurveda, aromatherapy, music therapy, meditation and yoga are very popular among the medical tourists. However, recently travellers primarily from U.S, Great Britain, Australia, Middle East and Africa are choosing India for advanced medical treatments like bone marrow transplant, cardiac bypass, eye surgery, hip replacement etc. Qualified and experienced medical professionals, cost effective treatment

Graph 1-Health and Medical Tourism



Source: Carrera and Lunt (2010)

flow of medical tourist to travel coastal and seaside resorts. These resorts also provided opportunity for relaxation and health restoration.

and after care makes India as favourite destination for many foreign health tourists. Differentiating medical tourism and health tourism Carrera

and Bridges (2006, p.447), define health tourism as the organised travel outside one's local environment for the maintenance, enhancement or restoration of an individual's well-being in mind and body. This definition encompasses medical tourism which is delimited to organised travel outside one's natural health care jurisdiction for the enhancement or restoration of the individual's health through medical intervention.

Following figure suggest, medical tourism is distinguished from health tourism by virtue of the differences with regard to the types of intervention, setting and inputs (Lunt, N et al., 2011, p. 7)

Types of Health Tourism in India

1. Wellness Tourism: Spas, Stress relief resorts, rejuvenation centres, Yoga centres etc;
2. Alternate System of Medicines: Ayurvedic, Siddha, homeopathy, Unani and Naturopathy treatments
3. Cosmetic treatments & Surgery: Dental, Skin treatments, hair treatment, plastic surgeries etc;
4. Lifesaving Healthcare: Cardio surgery, Eye treatment, transplants, surgeries and IVF etc; While a large number of the private hospitals in India are willing to provide medical treatment to patients irrespective of nationality, only a few are in the forefront of promoting the health-hospitality mix. Some of the corporate hospitals in India

that lead the medical tourism revolution are:

- Apollo Hospitals
- Fortis Healthcare
- Columbia Asia Hospitals
- Cytecure Hospitals
- Narayana Hrudayalaya Hospitals
- Manipal Hospitals
- Christian Medical College
- Leelawati Hospital
- Tata Memorial Cancer Hospital
- Escorts Heart Institute & Research Centre

Apart from the private players, public sector hospitals like All India Institute of Medical Sciences (AIIMS) has been receiving patients from over 16 countries including European nations and there is a steady increase in the number of patients, mainly for complex surgical procedures. The AIIMS has also initiated a dedicated International Healthcare Service team, which will take care of the patient right from arrival till their departure coordinating all aspects of medical treatment.

In India the health tourism is developing in three different ways:

- Outbound Health Tourism, were people are travelling to other countries from India avail medical services. With this method there is an outflow of Income to other countries.
- Inbound health tourism, were foreign nationals are travelling to India to avail medical and wellness services. Better quality service

and cost effectiveness increases contribution of inbound health tourism to Indian Economy.

- Intra bound health tourism, were Patients traveling within the country to receive medical care outside their geographic area, typically to a centre of excellence in another state of region.

Contribution of Medical Tourism in the Indian Economy

Hospitals in India are achieving international standard and getting accredited by international institutions and thus are offering world-class treatment at that cost which is comparatively 40-50% less than other countries. Taking this as an opportunity, the government of India is supporting the providers with changed rules and regulations and promoting health tourism in India.

Medical tourism in India is flourishing and gaining a status of industry and contributing a lot towards the revenue generation and removing the problem of unemployment from the society. Today many states of India like Kerala, Arunachal Pradesh, West Bengal, Uttarakhand, Tamil Nadu, Uttar Pradesh, Dadar & Nagar Haveli has got a status of an industry. State governments are making provisions to include tourism in Schedule-I, of the Industries Development Act 1951 to grant it the status of an industry and to promote.

Factors Favouring Health Tourism in India

Following are the major pull factors favouring Health Tourism in India:

- Medical facilities approved and accredited by international agencies
- Qualified and experienced medical practitioners
- Low comparative cost of treatment in India than other developed countries
- Competitive and world class facilities provided by Private Players in India
- Development of travel and tourism facilities in the country
- Supportive policies by Centre and State governments promoting foreign health tourism
- Popularity of wellness clinics and alternative medicines attracting Foreign tourists
- India is one of the largest pharmaceutical industries in the world

Health Tourism in Karnataka

Karnataka is one of the fastest growing states in India, especially in the field of technology. Many of India's high technological firms are located in its major cities like Mysore and Bangalore. Along with IT, Karnataka also have many of India's best medical providers and is attracting travellers for medical and health tourism. Even though, recent Covid-19 pandemic had reduced the inflow of travellers from outside the country, Karnataka is showing growth in Healthcare sector.

Table 1- Comparison of Cost of Treatment between USA and India

Medical Procedure	USA	India
Heart Bypass	\$ 123,000	\$7,900
Angioplasty	\$28,200	\$5,700
Heart Valve Replacement	\$170,000	\$9,500
Hip Replacement	\$40,364	\$7,200
Hip Resurfacing	\$28,000	\$9,700
Knee Replacement	\$35,000	\$6,600
Spinal Fusion	\$110,000	\$10,300
Dental Implant	\$2,500	\$900
Lap Band	\$14,000	\$7300
Gastric sleeve	\$16,500	\$6,000
Gastric Bypass	\$25,000	\$7,000

Source: <https://www.medicaltourism.com/compare-prices>

Narayana Health

Narayana Health is a group of hospitals, earlier known as Narayana Hrudayalaya, was established by renowned cardiac Surgeon DR. Devi Shetty. It was started in Bangalore in the year 2000 and since the hospital strives to provide world class treatment and facilities at affordable price. NH always functions on the theory of Economies of scale, that is, large scale activity and reduced cost. This policy of giving world class treatment and facilities at affordable price is attracting patients from different parts of the world and other States of India. The NH has received

accreditation with JCI and NABH from 2011 January.

Services Provided by NH for International Patients:

- International Division
- Concierge Services and accommodation facilities
- Language Interpretation Services
- Medical opinion
- Visa Process
- International Cuisine
- Entertainment/International television
- Medical/legal assistance
- Travel and Tour facilities
- Post Treatment care
- Post travel Medical care

LITERATURE REVIEW

Health and Medical Tourism

Research article titled Medical Tourism: treatment, markets and health system implications: A scoping review (Lunt, N et al., 2011) analysed the difference of medical and health tourism. The paper also explains the reason for the change in preferred destination by foreign travelers from developed countries to developing countries. Due to globalization, travelling to developing countries is become cheaper and wider internet connectivity provided information about treatment and facilities provided by these developing countries at more affordable cost.

Piazolo, M., & Zanca, N. A. (2011) Medical tourism: A case study for the USA and India, Germany and Hungary, says that by adapting the international trade of different kinds of medical services, it has shown some of the theoretical background of hospitality and it also explained by using the Traditional Ricardian theory and other theory as well, for the rise in worldwide medical tourism.

Crooks, V. A., Turner, L., Snyder, J., Johnston, R., & Kingsbury, P. (2011), in their study Promoting medical tourism to India: Messages, images, and the marketing of international patient travel, focused on innovative marketing as a tool for successful medical and health tourism. They strongly suggested the need for informing potential patients

about procedure options, treatment facilities, tourism opportunities, and travel arrangement of the destination countries through marketing methods. The study focused on thematic content analysis of the promotional print material distributed at the first medical tourism trade show in Canada in 2009.

Cyranski, C. (2017) in doctoral dissertation, Purifying purges and rejuvenating massages: Ayurvedic health tourism in South India, did theoretical and empirical analysis of international health tourism and transnational practice. The paper also discusses the problems of inappropriate Ayurvedic treatments against traditional methods to attract health tourists

Quality of Medical Treatment

A Critical Comparative Study on the National Accreditation Standards for Hospitals of India, Australia, Denmark and South Africa by Shaikh, Z. M. (2020) explained the importance of accreditation to improve structure, process and outcome to maintain the quality of healthcare industry. Paper also focused on standardising medical care which improves outcomes, safety and quality of care for patients.

The audit process and medical organisation. Quality in Health Care by Packwood, T., Kerrison, S., & Buxton, M. (1992) emphasised continuous, cyclical and systematic medical audit to create trust among patients on medical providers. In order to improve quality of health care,

accountability by doctors, nurses, staff and management is very crucial. Periodical Medical Audit will also help patients to decide on hospitals and destination for treatment.

Medical tourism in India: issues, opportunities and designing strategies for growth and development by Sankar, P. (2019) focused on opportunities, threats and promotional activities of growing medical tourism sector. Paper also throws light on key drivers and key challenges of medical tourism in India.

Swain, D., & Sahu, S. (2008, May), in their study, Opportunities and challenges of health tourism in India, compared treatment cost and facilities provided by India and other countries like USA, UK, Thailand and Singapore. They also explored the growth of medical tourism as an industry.

Impact of Epidemics and Pandemic on Health Tourism

Hospitality and tourism industry amid COVID-19 pandemic: Perspectives on challenges and learnings from India, a study conducted by Kaushal, V., & Srivastava, S. (2020) analysed the impact of Covid-19 on hospitality and tourism sector. With the help of thematic content analysis, they analysed the practices followed by major players in tourism and hospitality industry. They also compared SARS outbreak with Covid-19 outbreak.

Knowledge management orientation

and operational performance relationship in medical tourism overview of the model performance in the COVID-19 pandemic and post-pandemic era, by Ghasemi, M., Nejad, M. G., & Aghaei, I. (2020) studied considerable impact of Covid-19 on health tourism.

Objectives

1. To understand Health Tourism opportunities and challenges in Bangalore.
2. To analyse the factors which attracting the international patients.
3. To know about international marketing of Health tourism at Narayana Health.

METHODOLOGY

Participants

A cross-sectional survey using in-depth interview was applied as a part of qualitative analysis. Convenience sampling method was used to select 50 in-bound and out-bound patient travelled for medical treatment to NH, Bangalore. 10 international wing staffs were interviewed to find out international marketing strategies of Narayana Health. Researcher gave an overview about the research to the respondents. A face-to-face in-depth interview by the researchers was conducted with the respondents consent.

The respondents belonged to different states of India and foreign nationals, who choose Narayana Health for different medical treatments. To obtain

genuine information, respondents were informed that the result will be used only for research and academic purpose. Duration of each interview was around 45-60 minutes. The tool used was a structured format of questions, asked in a more or less similar order by adjusting to each respondents answer. All interviews were recorded and key points noted. Justification on choosing Narayana Health Hospital

Best practices of Narayana Health hospital and the wide variety of medical procedures provided by them makes NH as the favourite destination for health tourists. NH connects to Patients from 78 countries, which makes the researcher to get information from large network.

Scope of study

The scope of the study is limited to find out the health tourism opportunities and challenges, factors which attract the international patients to NH, Bangalore. The paper reveals the international marketing strategies of the Narayana Health Hospital in Bangalore.

Analysis

Primary Data collected through interview was descriptively analysed using SPSS software. Thematic content analysis with some grounded theory was used for further analysis. Researcher used similar version of three-step coding and analysis approach, which consisted of open coding, axial coding and selective

coding (Strauss & Corbin, 2008). Each response was heard twice and field notes were used to identify core concepts. Codes were assigned for the selected concepts and sub themes were developed by detailed coding. NVivo12 Pro software was used for this analysis.

Fifty participants were identified and recorded their responses. All of them travelled for medical treatment in Narayana Health, Bangalore.

Descriptive Analysis

The table shows the Age group of people who has gone for medical treatment. 42% of the total participants belong to 41 to 50 age category. 70% of males and 30% of female patients were considered for analysis.

By the study we can understand that 78% of the international patients visited for the medical treatment only and 20% of patients visited for medical treatment and sightseeing also.

By the study we can understand that 38% of respondents' undergone Heart transplant as NH is famous for heart related treatments and 18% visited for Kidney transplant.

Thematic Content Analysis Results 50 participants were identified and recorded their responses. All the respondents were patients who received treatment from Narayana Health. Out of them, 39 were foreign nationals and 11 from other states of India. 10 international wing

staffs were interviewed to find out international marketing strategies of Narayana Health.

Factors attracting International Patients

From the in-depth interview, researcher identified 4 major factors which attracting the international patients to NH. They are:

- Cost Effectiveness
- Qualified and Experienced medical practitioners
- Better Healthcare
- Technological improvement

Respondents were identified with all or some of the above mentioned reasons for choosing NH for treatment. The following table elaborates themes emerged by the narratives of the respondents.

Table - 12 Thematic Frame work of the results

Themes	Sub-themes
1. Cost Effectiveness	<p>Affordable Price : International patients are attracted generally to India and specifically to NH due to fewer prices for various treatments.</p> <p>Comparative cost of treatment and Tourism: Respondents traveled to Bangalore considering comparative cost of treatment than other countries. Bangalore is also a tourist destination. People travel business and sight- seeing.</p>
2. Qualified and Experienced medical practitioners	<p>Cardio and Heart surgeons at NH: Cardio and Heart surgeons at NH: Respondents agreed Narayana Health is famous for Cardiac and heart surgery. Its world famous award winning Surgeon Dr. Devi Shetty is the best example for their success.</p>
3. Better Healthcare	<p>Healthcare: The meaning of the word healthcare has evolved and changed its aspects. It is not just treatment, it is pre and post treatment care, facilities, insurance, experience, communication with patients and by standers, friendly behavior ect; includes in Healthcare. Respondents have selected NH due to all these factors, not just doctors and treatment.</p>
4. Technological improvement	<p>Technology: Respondents' are attracted with the modern technology provided by NH in all aspects of healthcare at affordable price.</p>

Source: Primary Data collected by interview

International marketing at Narayana Health

From the in-depth interview of the NH staff and international patients researchers identified 5 international marketing strategies provided by NH and which had influenced international patients.

1. Country specific web sites
2. Variety of complex medical procedures and facilities
3. Corporate and NGO connect
4. Accreditation

The following table elaborates themes emerged by the narratives of the respondents.

Table - 13 Thematic Frame work of the results

Themes	Sub-themes/interview feedback
1. Country specific web sites	NH International wing have specific international web sites for Bangladesh, Nigeria, Tanzania, Kenya and Ethiopia. This helps to connect to the patients from those countries more efficiently. A separate help desk is provided for patients from Bangladesh, which helps them to communicate and understand the procedures more clearly in their local language. NH connects to 78 countries through one network.
2. Variety of complex medical procedures and facilities	<p>Doctors at NH provide variety of services and complex medical procedures under different specialties. NH also provides comprehensive support and services. Concierge service, language interpretation, visa invitation, medical opinion, international cuisine, prayer room, international television, travel and tour assistance, legal assistance, post treatment medical care even at home countries ect. are some of the facilities provided by NH.</p> <p>Covid-19 Care: In view of Covid pandemic situation, NH took at most care to treat their patients across the globe. Even though, there was reduction in the number of International patients visited NH during Covid-19 Pandemic, 64,000 International patients from 78 different nationalities were treated at NH hospital network in 2020. This shows the trust and the international marketing strategies used by NH.</p>

3. Corporate and NGO connect	NH is working with world famous corporates and NGO's like Nigerian National petroleum corporation, MEAK foundation Kenya, Chain of Hopes UK, ACDIPE Uganda, Tareek Al Zuhoor Charity, Morning Star Foundation ect;
4. Accreditation	NH gives importance of accreditation to provide world class healthcare. They have 23 hospitals, 7 Heart centres and 19 primary care facilities. Out of which 13 hospitals are NABH (National accreditation board for hospitals & Healthcare providers) accredited and Joint commission International (JCI) accredited 2 of NH hospital. Narayana Institute of cardiac science, Bangalore from where most of the data collected, is JCI accredited hospital.

Source: Primary Data collected by interview

Findings

- Affordable and quality healthcare makes Narayana Health as one of the favourite destination for international patients.
- 52% of the respondent has responded moderate affordability of cost of treatment, but the facility of concession provided by the hospital helps the patients to afford the medical treatment cost.
- International patients consider different types of healthcare, like Ayurvedic, Siddha, homeopathy, Unani and Naturopathy treatments
- Wellness centres, Spa, Yoga therapy ect; are attracting International patients to India
- 40% of international patients agreed that they faced problems because of the rules and regulation by the government in visa processing, transportation etc.
- Approximately 38% of patients undergone heart transplant and other cardio related surgeries at NH Bangalore as it is famous for cardiac related treatments. Many patients consider NH Bangalore because of Famous Surgeon Dr. Devi Shetty
- Covid-19 Pandemic affected travel plans of many patients from different countries. NH provided expert opinion for them on treatment and aftercare at their respective countries. Country specific website is useful for the patients especially from developing countries.
- Comparative cost of treatment and tourism opportunities in Bangalore is attracting many patients to Narayana Health.
- Care providers at Narayana Health have redefined the meaning of healthcare to a holistic approach of care, but many patients felt that care providers are overburdened with the number of patients.

Conclusion and Recommendations

India is an emerging health tourism destination and the revenue generated from health tourism is creating an impact on social and economic growth of the country. The improvement in this sector creates employment opportunity for many, increases foreign exchange earnings and thus contributes to our GDP. Medical providers in India is targeting on this growth. With well- equipped hospitals, qualified care givers and experienced doctors Indian Health industry is targeting the international patients. The role of government is very important in accelerating this growth.

The research suggests following recommendations which can help the Healthcare industry to grab opportunities and march towards success:

Progressive measures and initiatives by central and state government to improve health tourism. Government can form an exclusive department for Inbound Medical Tourism under ministry of tourism.

- Even though India is one of the favourite destinations for health tourism, majority of patients are coming from developing countries as many providers are lacking international accreditation. All hospital providing treatment for foreign

tourist should take necessary step for getting international accreditation.

- Well-coordinated health tourism and allied sectors is appreciated for greater improvement in this industry.
- MOU and collaboration between health tourism providers with airlines, hotels, wellness centres will improve the growth of health and medical tourism.
- Indian hospitals can tie up with international healthcare providers.
- Better advertisement and innovative promotional activities will attract inbound medical and health tourism
- Better technologies like robotics and Innovative care products will increase the popularity of
- Indian hospitals like in Singapore and Malaysia.
- Central and state governments can have Public Private Participatory projects with private hospitals in creating awareness and implementation of cost competitive quality medical treatment in India.
- Developing technology and methods to tackle situations like Covid-19 is an important task for care givers and hospitals

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IMPACT OF COVID 19 ON SECTORAL INDICES OF NSE: AN EVENT STUDY

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ABSTRACT

Covid19 have been making drastic changes in the entire world even in all the spheres of life. All the nook and corners of economy is affected by this novel corona virus and Indian economy has been in phase of recovery. In this study the impact of Covid 19 on sectoral indices of NSE along with the benchmark index Nifty 50 is analyzed in relation to the major events happened in India. A short term event windows of all events are created and based on the closing price of indices Matched Pair's t- test is used to analyze the data. Pearson's correlation is also used to know the short term movement of market. It's identified that Nifty 50 always showed a tendency to minimize the decline and all the sectoral indices followed the same except Nifty pharma and Nifty IT. The increasing number of Covid 19 positive cases and fatality rate showed an impact of decline in the market.

Keywords: Covid 19, NSE Sectoral indices, Major events

1. Main text

As Sir John Templeton said “The four most dangerous words in investing are: ‘this time it’s different.’”. The minuscule chance of changing the nature of stock prices is evident from the stock market all the time. Even in

the current situation we have been facing such a different time. Novel Corona Virus is the ruling authority today. Every facets of world has influenced by its mutation. Covid 19 has its importance on all the spheres of life. World economy has faced a crucial time and there isn't any

exception for Indian economy. While looking through the stock market movements it's clearly visible that the potentials of long term investors paved a path for the fast recovery from a huge decline. Indian market also faced a crucial time. This is the most affected economic crisis in India after 2014. Many newbie investors are experiencing a first time market crash in their investment journey. As far as concerned with a long term investors every single dip in market is seems to be as an opportunity. This 'futuristic approach' is the only thing that helps the stock market to recover. In India the first Covid 19 case was reported at Kerala on 30th January 2020. A panic was seen there in stock market but it recovered immediately. The major sign of decline was begun on the last week of February and until the imposition of nationwide lock down stock market crashed deeply. The Indian stock market shown a recovery after complete lock down and a gradual improvement has happened in the market. In India NSE Nifty and BSE Sensex are the benchmark indices. These indices are exhibiting the picture of the entire market movements. As concerned with an investor it is very essential to check these benchmark indices for their investment decision. This study is focused on the benchmark index Nifty 50 along with their sectoral indices. The sectoral indices are the indicators of the sector movements in the economy. It's true that some of the sectors have enjoyed the benefits of growth during this time. As the work from home and online platform

for everything is implemented IT sector is highly benefited. Of course everyone is living with a hope of a vaccine and everyone is trusted upon the pharmaceutical sector. India is providing various vaccines for 50% of the global demand. And the entire world is looking into the world's largest pharmaceutical industrial park "Hyderabad pharma city" for the vaccine to defeat Covid 19. In this scenario this study is an attempt to analyze the impact of Covid 19 on sectoral indices of NSE along with the benchmark index Nifty 50. The major events happened during this period was identified and a short term market impact is analyzed through this study. It is essential to analyze the movements of various sectors in economy in such a pandemic situation. As this is a new phenomenon it should be explored in detail for further analysis of the stock market.

2. Review of Literature

Dr. Mario Arturo Ruiz Estrada, Evangelos Koutronas, Minsso LEE (2020) investigated the impact of Covid 19 on the performance of 10 stock markets including S&P 500, TWSE, Shanghai stock exchange, Nikkei 225, DAX, Hang Seng, UK-FTSE, KRX, SGX and Malaysia FTSE. Author's simulator model is used to analyze the data and the concept of stagpression is introduced. By 'stagpression' authors mean that a new economic phenomenon that narrates the unchartered financial market or economy. They concluded that 150 lock down period is disastrous

to every economy and 9-12 month recovery phase is needed to catch the fundamentals of the economy. Dinh Hoang Bach Phan and Paresh Kumar Narayan (2020) carried out a study to analyze the country responses and reaction of stock market to Covid 19. They understudied responses of government to Covid 19 for the world's top 25 most affected countries. They conducted a descriptive analysis using table and graphs by including information's of messages on Covid and number of death and countries and returns respectively. They understood from the study that the governments were reacting slowly to pandemic and the understudied stock markets are expecting a correction. HaiYue Liu, Aqsa Manzoor, CangYu Wang, Lei Zhang and Zaira Manzoor (2020) analyzed the affected countries stock markets response in relation to the Covid 19 outbreak. Japan, Korea, Singapore, USA, Germany, Italy and UK are the understudied countries and event study method is used to analyze the secondary data. The researchers analyzed the short term impact of the corona virus outbreak on 21 leading stock market indices. They identified that the stock markets fell quickly and Asian countries were experienced more negative abnormal returns. They also found that the Covid confirmed cases have significant adverse effect on stock market indices.

Mohammad Noor ALAM, Md. Shabbir ALAM, Kavita CHAVALI (2020) conducted an event study in India to know the extent of the influence of the lock down and they also aimed at

analyzing the market reaction during pre and post lock down period. The event study market model by Fama et al (1969) is followed in this study for that 31 companies listed in BSE are randomly selected. They concluded that the investors are anticipated the lock down and they reacted positively. In pre lock down period investors were panicked and after the confirmation of lock down the market performance of stocks were positive. Hamid Sakaki (2019) studied impact of demand and supply shocks of oil on the US stock market. It also studied the impact of oil price volatility on stock returns. Kilian's (2009) VAR decomposition and unit root test are used to analyze the data of monthly returns of ten S&P 500 sectoral indices from January 1990 to January 2015. It is identified from the study that positive shocks to US production of oil and economic activity have a significant positive influence on the stock returns. It is also identified that the oil price volatility has a significant negative impact on all industries. S.Akhila, Mrs. K. Neeraja (2018) conducted a comparative analysis in India by sectoral indices with NSE index. 5 years quarterly data is obtained from NSE and money control website and the data were analyzed by using SD, beta and correlation. They found that automobile, media and banking sectors are providing high returns with high risk. They also identified that pharma and FMCG sectors are less risky. Bambang Sutrisno (2017) analyzed macro economic variables and sectoral indices in the scenario of Indonesian stock exchange. Ordinary

least square research model of Shafana (2014) were applied to analyze the monthly time series data from January 2005 to December 2014. The researcher identified that the inflation rate, interest rate and exchange rate simultaneously have a significant effect on sectoral indices of Indonesia. And they also found that the inflation rate partially has no significant effect on all sector but the exchange rate partially has a significant negative impact on all industries. Aravind M. (2017) analyzed the co-movements of twelve NSE sectoral indices and Nifty on a daily basis from January 2012 to December 2016. Unit root test and granger causality test is conducted on the Daily time series data of NSE sectoral indices from 1st January 2012 to 31st December 2016. They identified that a significant unidirectional relation can be identified with automobile sector to Fin Services, media, pharmaceutical and private banking sectors. They also put forwarded that relation is bidirectional with private banks and Nifty. Media sector is affected by the fluctuation from all sectors.

Dr. P. Bhanu Sireesha (2016) conducted a study to know the impact of union budget on sectoral indices of NSE. Secondary data of daily closing price of 12 sectoral indices of NSE and India budget were obtained and Wilcoxon Matched Pairs Test was conducted. Event windows of 10, 20 and 30 days were set up to identify the short term, medium term and long term impact. It is found that the budget announcement had highest impact on

the long term. Out of the 12 indices selected for the study 4 indices, energy, metal, IT and PSU, had the maximum significant influence from the union budget. Vanita Tripathi, Arnav Kumar (2014) conducted a study on sectoral efficiency of the Indian stock market and the impact of global financial crisis. Based on 10 years data of 11 sectoral indices of NSE unit root tests and variance ratio tests are conducted. They found that the overall market was weak form efficient in pre crisis and post crisis periods. They suggested that what is true at macro level may not hold true at micro level. They found that FMCG sector is found as the most defensive sector and arbitrage opportunities are seemed in bank, metal and PSU bank sectors after this financial crisis. Prof. Pramod Kumar (2012) analyzed the impact of quarterly results on Sensex by the constituents of BSE sectoral indices. Top 5 sectoral indices viz; BSE Bankex, BSE IT, BSE FMCG, BSE auto and BSE Teck were understudied with the statistical tools coefficient of correlation, coefficient of determination and standard deviation. They understood from the study that the quarterly results have impact on the movement of Sensex and at the time of announcement of results the market can vary as per their daily returns. They also pointed out that these types of announcements can affect the market in short run only.

From the related studies it's identified that various studies are conducted in relation to Covid 19 and its impact but there isn't any available studies

concerning impact of Covid on sectoral indices, particularly NSE sectoral indices. As the first reported positive case of Covid 19 had influenced the entire economy it's essential to check its impact on various sectors. As Indian stock market has been an emerging one it should be helpful to have a sectoral wise overview in this type of pandemic situation.

3. Statement of the Problem

The world economy has faced many pandemic situations. Whatever happens to the humanity definitely reflects on the financial markets. Investors aren't in exception with regard to the effect of these pandemics but an investor has to tackle this. In such pandemic situation the entire economy will crash. In respect to this stock market also face a correction. As the economy differs its impact due to these pandemics is also different. In this Covid 19 pandemic situation Nifty 50, the benchmark index of NSE, corrected around 40%. And its strong fundamentals helped it to a faster recovery. But it is doubted that the investor's portfolio also recovered similar to this. It is also needed to check that whether all the sectors are recovered as Nifty 50 done. So it is necessary to study the impact of Covid 19, specifically in various sectors, on investors' point of view. Then only the investors are capable of developing strategies to meet this situation and revising their portfolio. Though we are considering Nifty 50 as the representation of the Indian economy, it is in dilemma when we have a

deep look into it. Because various adjustments have been done in Nifty 50, sometimes it didn't represent the economy as well. So it is important to analyze the recovery of various sectors than Nifty 50. So as an investor it is essential to know the sectoral impact of this crucial situation in relation to the major events happened during the period. It's also needed to check the recovery phase of each sector thereby it will be useful for the investors to have an idea about the general market movements in this Covid 19 pandemic situation.

4. Research Methodology

To identify the nature and extent of the impact of Covid 19 on sectoral indices of NSE, daily closing prices of all the 13 sectors along with the benchmark index of Nifty 50 were collected from the official website of NSE. Covid 19 related major events in India are obtained from various articles published in Indian Express and Business Standard and it's presented in Table 1. Daily closing prices of each sectoral index were collected for a period of 10 trading days before and 10 trading days after the each event day. This analysis is done on the basis of the assumption that the short term impact of each event can be measured within a maximum of 10 trading days. This analysis is entirely focused on the immediate effect of events in relation to Covid 19 in India. The sectoral indices understudied are presented in the Table 2. Matched pairs t-test is used to analyze whether their mean is differ or not and based

on that interpretations are made. Each event day is created by taking the date of major events happened in relation to Covid 19 in India. The closing prices of the index before and after the event day are taken and paired, i.e. the first pair represents the closing price on one day before and one day after the event day, second pair represents the closing price on two days before and two days after the event day, and likewise up to 10th day. Matched

pairs t-test value (P (T<=t) two-tail) is obtained for each index separately for each identified events and Pearson's correlation is also identified.

5. Results and Discussion

The statistical results show the significant differences of paired samples of stock index values for 13 sectoral indices of Nifty and the benchmark index of Nifty 50. Impact on Covid 19 on sectoral indices

Table 1 Covid 19 Related Major Events in India

SN	Date	Event
1	January 30	India's first novel corona virus patient was reported
2	March 12	India reports first fatality due to Covid-19
3	March 25	A nationwide lockdown was imposed till April 14
4	March 27	RBI allows moratorium on loan repayment
5	April 29	1,000 confirmed deaths recorded
6	May 12	PM announces Rs 20 lakh crore Atmanirbhar package,
7	May 15	India Records 100 COVID-19 Deaths in 24 Hours.
8	May 19	Total Covid-19 cases in India cross 1 lakh
9	May 31	India records 5,000 deaths
10	June 1	India is now the 7th-most-infected country
11	June 8	Unlock 1.0
12	June 12	India overtakes UK to become 4th worst corona virus-hit country
13	June 27	Total cases cross 5 lakh
14	July 1	India enters Unlock 2.0
15	July 6	India overtakes Russia to become third worst corona virus-hit country,
16	July 15	Phase-1 clinical trials of India's first indigenous Covid-19 vaccine, Covaxin
17	August 29	Centre issues Unlock 4.0 guidelines
18	August 31	India's Gross Domestic Product (GDP) growth contracts 23.9 per cent in the April-June quarter
19	September 7	India overtakes Brazil to emerge as the country with the second largest

of NSE along with the benchmark index Nifty 50 for the major events occurred understudied using a short term event window of 10 days. On 30th January when India's first Novel Corona Virus patient was reported, short term impact on Nifty 50 was significant. But the changes were not significant in the case of Nifty Bank, Nifty Fin Services, Nifty IT And Nifty Private Bank. All other sectoral indices showed significant changes and showed the same effect on Nifty 50. Nifty 50 showed a positive correlation in that short period of time and some of the indices stood with the benchmark index but Nifty Auto, Nifty Consumer Durables, Nifty IT, Nifty Media, Nifty Pharma, Nifty PSU Bank and Nifty Realty showed a negative correlation. On 12th March when India reported the first fatality due to Covid-19, impact on Nifty 50 and its sectoral indices are highly significant. All the sectoral indices showed a decline. Nifty 50 showed a negative correlation and all the sectoral indices except Nifty Pharma was negatively correlated. Definitely everyone is realized the negative consequences may arise and the hidden fear was clearly shown in their investment decision. Pharma sector was unaffected by all market events and it moved in the growth direction as it chartered. On 25th March when nationwide lockdown was imposed till April 14, short term impact on Nifty 50 was not significant. Nifty Fin Services, Nifty IT And Nifty Oil & Gas also had no significant impact during the time. All other sectoral indices showed significant changes and their

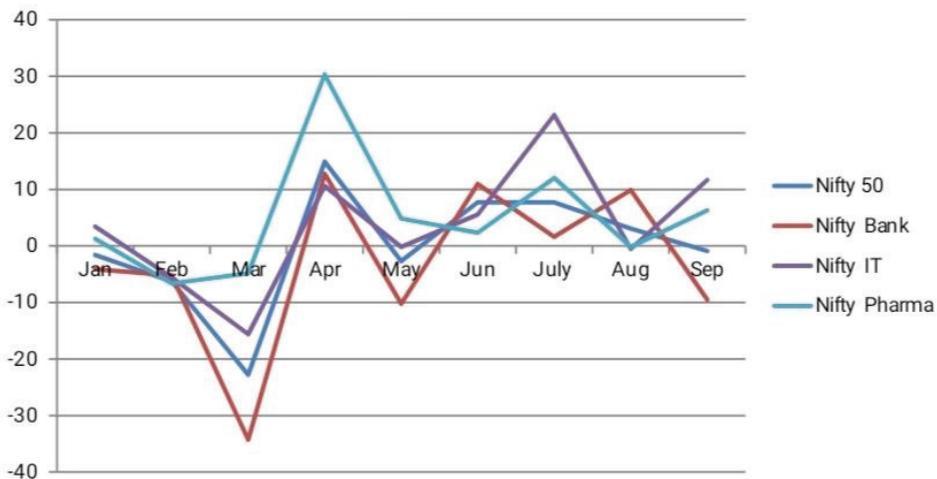
closing price mean values changed significantly. Generally the market showed a sign of recovery in regard to this event and the indices didn't fall further beyond this point. Nifty 50 showed a positive correlation and Nifty Bank, Nifty Fin Service, Nifty PSU Bank, Nifty Pvt. Bank and Nifty Realty showed a negative correlation. All other indices are moved in the same direction of Nifty 50.

On 27th March when RBI allowed moratorium on loan repayment, the impact on Nifty 50 was not significant. Nifty Bank, Nifty Consumer Durables, Nifty Fin Services, Nifty IT And Nifty Private Bank is also showed no significant changes. All other indices showed significant changes during the short period of time. Nifty 50 and all other indices are showed a positive correlation. The matter related to moratorium was already accepted by the market and the financial sectors moved accordingly. On 29th April when 1,000 confirmed deaths recorded, the short term changes on Nifty 50 were not significant. Nifty Bank, Nifty Fin Services, Nifty Media, Nifty Metal, Nifty Pharma and Nifty Private Bank are also showed no significant changes. All the remaining sectoral indices showed significant changes. Nifty 50 showed a positive correlation together with all other indices except Nifty FMCG, Nifty Media, Nifty Metal, Nifty PSU Bank and Nifty Realty. Though the situation is getting worse, the expectations of investors lead the market.

On 12th May when Prime Minister

announced Rs. 20 lakhs crores Atmanirbhar package, Nifty 50 showed a highly significant impact. All other sectoral indices were in same position of Nifty 50 except Nifty FMCG, Nifty IT, Nifty Media, Nifty Metal and Nifty Pharma. That was a light in the darkness for many sectors and Indian companies are supposed to flourish as per this package especially in agriculture and public sector industries. Nifty 50 showed a negative correlation and majority of the sectoral indices followed this. But Nifty auto, Nifty FMCG, Nifty IT, Nifty Media, Nifty Oil & Gas and Nifty Pharma showed a positive correlation. On 15th May when India Recorded 100 COVID-19 Deaths in 24 Hours, the short term impact on Nifty 50 was not significant. The impact of the event was not significant among Nifty Auto, Nifty Consumer Durables, Nifty IT, Nifty Media and Nifty Metal. All other sectoral indices showed a

significant impact on the event. Nifty 50 showed a positive correlation along with all other indices except Nifty Auto and Nifty Media. On 19th May when the total Covid-19 cases in India crossed 1 lakh, the changes on Nifty 50 were not significant. But the event made significant impact on Nifty Auto, Nifty Consumer Durables, Nifty FMCG, Nifty IT, Nifty Metal and Nifty Pharma. All other remaining sectoral indices showed the same effect as Nifty 50. Nifty 50 showed a positive correlation along with all other indices except Nifty auto, Nifty FMCG, Nifty IT, Nifty Media, Nifty Metal and Nifty Realty. On 31st May when India recorded 5,000 deaths, Nifty 50 showed a significant impact. All the sectoral indices had significant impact in relation to this event. Nifty 50 showed a negative correlation along with all other indices except Nifty Consumer Durables and Nifty FMCG.



On 1st June when India became the 7th-most-infected country, it made a significant change on Nifty 50 and all the sectoral indices. Nifty 50 was in positive correlation along with Nifty Auto, Nifty Consumer Durables, Nifty FMCG and Nifty IT. All the remaining indices showed a negative correlation. This is might happened due to the ambiguity in the mind of masses. On 8th June when the first unlock was done, the impact on Nifty 50 was not significant. The immediate changes on Nifty Consumer Durables, Nifty FMCG and Nifty Fin Services are also not significant. But all other sectoral indices showed a significant impact. Nifty 50 showed a negative correlation and all other indices are moved as same as Nifty 50 except Nifty Consumer Durables, Nifty FMCG, Nifty IT and Nifty Pharma. On 12th June when India overtook UK to become 4th worst corona virus-hit country, it doesn't made any significant impact on Nifty 50. It only showed significant impact on Nifty Auto, Nifty Media, Nifty Oil & Gas, Nifty PSU Bank and Nifty Realty. Among all the remaining sectoral indices its impact was not significant. Nifty 50 showed a negative correlation and all other sectoral indices were followed the same. But Nifty consumer durables showed zero correlation in the 10 days short period of time. On 27th June when the total cases crossed 5 lakh, Nifty 50 showed a significant impact. All other sectoral indices had significant impact except Nifty Media, Nifty Metal, Nifty PSU Bank and Nifty Realty. Nifty 50 showed a negative correlation together with all other

indices except Nifty Oil & Gas and Nifty Pharma.

On 1st July when India entered Unlock 2.0, the short term impact on Nifty 50 was significant. All sectoral indices had significant changes except Nifty Media and Nifty Pharma. Nifty 50 showed a positive correlation. Nifty FMCG, Nifty IT and Nifty Pharma showed negative correlation but all other sectoral indices stood with Nifty 50. On 6th July when India overtook Russia to become third worst corona virus- hit country, the impact on Nifty 50 was significant. But Nifty Media, Nifty Oil & Gas, Nifty Pharma, Nifty PSU Bank and Nifty Realty showed no significant impact in relation to this event. Nifty 50 showed a positive correlation and Nifty Auto, Nifty Bank, Nifty Consumer Durables, Nifty Fig. 1. Monthly percentagewise returns of Nifty 50, Nifty Bank, Nifty IT and Nifty Pharma

Fin Service, Nifty Metal, Nifty Oil & Gas, Nifty Pharma and Nifty Pvt. Bank showed the same relationship. On 15th July when Phase-1 clinical trials of India's first indigenous Covid-19 vaccine, Covaxin, was initiated the changes on Nifty 50 was significant. All the sectoral indices showed significant impact except Nifty Bank and Nifty Private Bank. Nifty 50 showed a negative correlation along with Nifty Auto, Nifty IT, Nifty Metal and Nifty Oil & Gas. All other indices showed a positive correlation.

On 29th August when Centre issues Unlock 4.0 guidelines, the changes on Nifty 50 was not significant. But Nifty

FMCG, Nifty Metal, Nifty Pharma and Nifty Private Bank showed significant impact. Nifty 50 showed a positive correlation along with other indices except Nifty Auto, Nifty Consumer Durables, Nifty FMCG, Nifty Media, Nifty Oil & Gas and Nifty Pharma. On 31st August when India's Gross Domestic Product (GDP) growth contracts 23.9 per cent in the April-June quarter, the short term impact on Nifty 50 was not significant. Only the sectoral indices Nifty FMCG, Nifty Media, Nifty Metal, Nifty Pharma and Nifty Realty showed significant impact in response to this event. Nifty 50 showed a positive correlation along with all other indices except Nifty Consumer Durables, Nifty FMCG, Nifty Media, Nifty Oil & Gas and Nifty Pharma. On 7th September when India overtook Brazil to emerge as the country with the second largest number of people infected, the impact on Nifty 50 was not significant. Nifty Auto, Nifty Media, Nifty Oil & Gas, Nifty Pharma and Nifty Realty are also showed no significant impact. All the remaining sectoral indices showed significant changes. Nifty 50 showed a positive correlation. Nifty Auto, Nifty Bank, Nifty Consumer Durables, Nifty Fin Services, Nifty Media, Nifty Oil & Gas, Nifty Pharma, Nifty PSU Bank, Nifty Pvt. Bank and Nifty Realty stood with Nifty 50. All the remaining indices showed a negative correlation in the 10 days short span of time.

6. Conclusion

Covid 19 pandemic is affected the Indian security market as similar as

world economy. The immediate effect was crucial, for time being Indian stock market recovered. While analyzing the stock market movements on the basis of the major events occurred during the period it is identified that Nifty 50 showed positive correlation in majority times in respect to the major events spotted. Nifty 50 showed a panic condition when the first fatality case was reported and also at the situation when the first unlock was announced. Nifty 50 always showed a tendency to move upward and to minimize the decline level. So it is moved through a defined trend line. Nifty Bank is moved along with Nifty 50 in same direction from January to middle of the September. From that point Nifty bank showed a decline irrespective of the slow growth of Nifty 50. Till that when Nifty 50 showed an advance Nifty bank advanced more than Nifty 50. And when Nifty 50 declined Nifty bank declined more than that of Nifty 50. Nifty Auto also moved along with Nifty 50. When it advanced, Nifty auto also advanced with higher rate. It was the same case when it declined.

Nifty IT's movement is much differ from that of Nifty 50. After January 30 Nifty IT advanced more than that of Nifty 50. And it should be noted that Nifty IT not much declined when Nifty 50 declined. And Nifty IT is recovered earlier than Nifty 50. It's remarkable that from the month of August Nifty IT advanced in higher rate than Nifty 50 (around 5 times). Nifty PSU bank is moved along with Nifty 50 in the same direction but the magnitude of change

is different. Nifty PSU bank is declined earlier than Nifty 50 in March 18 itself and it didn't show an advance till the last day of the understudied period. Nifty 50 showed a recovery phase and it's slowly getting advanced. But Nifty PSU bank not yet showed a sign of advancement. Nifty fin service moved with Nifty 50 in the same direction but the change was higher than that of Nifty 50. From the last week of August Nifty 50 showed a sign of advancement and trying to be advanced but Nifty fin service didn't showed a sign of advancement and it is still declining.

Nifty pharma moved along with Nifty 50 till the last of March and it is shown a high advancement after that. But Nifty 50 showed a weakness and it is declined up to the last day of the understudied period and it showed a tendency to recover. Nifty pharma is recorded around 50% up move. The movement of Nifty FMCG is similar as Nifty 50. But the change was lower than that of movement of Nifty 50. Nifty metal moved as same as Nifty 50. But the change was a little bit higher than Nifty 50. The movement of Nifty realty is same as Nifty 50 but the rate of change is much higher than Nifty 50. Nifty media is moved as same as Nifty 50. Nifty 50 showed strength of advancement in the last day of the understudied period but Nifty media is not there in a position to show any sign of advancement. Nifty Pvt Bank moved along with Nifty 50. But it didn't shown a sign of recovery when Nifty 50 shown.

It can be concluded as when the number of positive cases of Covid 19 has increased the sectoral indices along with their benchmark index shown a trend reversal for a short term period. NSE sectoral indices are highly negatively affected by the situations where the number of fatality cases increased. The first fatality reported March 12 and 5000 deaths recorded May 31 are the days where the market severely crashed. When Prime Minister announced Rs 20 lakh crore Atmanirbhar package, the declining market showed strength to recover but the increased Covid 19 positive cases and fatality rate immediately after that pull down the market to crash again. When the first unlock was imposed the market showed a short term decline but when the second unlock was imposed the market showed an advance. The market always showed a tendency to minimize its decline and tendency to advance. Nifty IT and Nifty pharma moved against the general trend of the benchmark index. Nifty Auto, Nifty FMCG, Nifty Metal and Nifty energy moved as similar as Nifty 50. Nifty Bank, Nifty Fin services, Nifty PSU Bank, Nifty Pvt Bank, Nifty Oil & Gas and Nifty Realty didn't moved along with Nifty 50. Though Nifty 50 is in a phase of recovery majority of the sectors are not in a position to recover. So it is to be admitted that Nifty 50 didn't represent the economy always

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NEW ROLE OF HUMAN RESOURCE DEVELOPMENT IN COVID-19 CRISIS

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ABSTRACT

Crisis management has not been taken seriously by human resource development (HRD) even after crisis impact on both individuals and organization has been already well-identified in different researches. The role of HRD during the crisis was reborn due to the sudden impact of Covid-19 worldwide. The role of HRD during Covid-19 pandemic is in peak especially for the engaging workforce for remote work, social distancing at a workstation, employee well-being, employee engagement & retention, compensation & financial benefits, promotion, dependability on virtual world and technology etc. This paper is trying to identify the role of HRD in the context of Covid-19 crisis. The objective of this research is to identify the new role of HRD during the crisis and improve crisis management. Due to limitation of time, research data is considered from secondary sources like different websites publications, journals, research papers etc. Covid-19 is just a recent crisis and thus there is limited research on its impact and many scopes for future research with individual organizations for their HRD crisis management policy considering primary data.

Keywords: Crisis management, remote work, employee well-being, employee engagement & retention, dependability on the virtual world and technology

Introduction

According to Andrianopoulos, crisis management may be subdivided into three major steps namely: pre- crisis, crisis, and post-crisis (Fahed-Sreih, 2018). A crisis is defined as any partial or total disruption of a business' key operations as a result of damage of property or equipment, harm to people, destroyed relationships, environmental destruction or stakeholder negative perception and influence among other factors (Vardarlier, 2016). HRD has to perform beyond the common roles to a complex role that directly influences the performance of the organization. Current Covid-19 played the role of the "Question paper" where HRD of all organization as a "Student" appeared in the exam. The result is as expected, some organization able to pass (i.e. survive successfully with Covid-19), some organization got compartmental (i.e. partially survive with many restrictions but tried to survive in post-Covid) and some organization failed (i.e. could not able to survive). The organization having best crisis management (CM) plan is like the student well prepared for an exam, an organization having CM plan but not implemented/tested is like a student having all study material but didn't study properly and the last category does not have CM plan i.e. student neither having textbook nor studied for the exam.

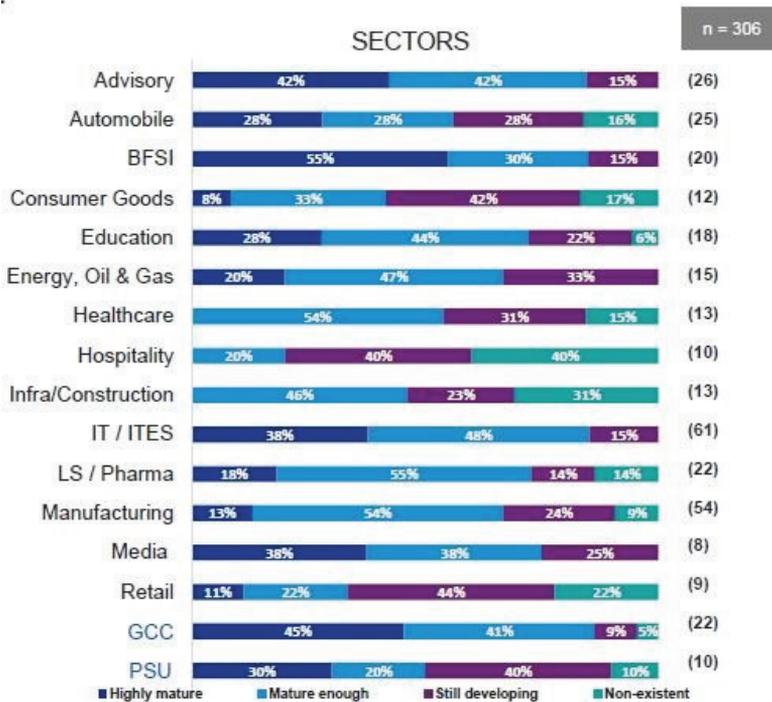
Objective

Crisis management is among the areas of management in which the

HR is expected to participate in, with a view of ensuring that employee's needs, during and after a crisis, is considered during the development of crisis management plans (Mann, 2014). During Covid-19 crisis, HR role was most vital with specific knowledge and skills to ensure all kind of organizational needs are met accordingly. This paper is tried to identify the new role of HRD during Covid-19 crisis and improve crisis management.

Methodology

Covid-19 created threads mainly in workforce safety, financial loss & reputation loss to the organization (The Ultimate COVID-19 Crisis Management Checklist for Employers, 2020). Many researchers are already working on Covid-19 impact and published many articles, blogs, analysis etc. Most of the serious researches still in progress and will take time to summarize the impact as Covid-19 still not ended and expected the second wave by many scientists. So, this paper is purely an empirical and descriptive form of study. Therefore, the study is used two data sources i.e. secondary data & tertiary data. Secondary sources included a literature review from publications i.e. books, journals, articles, and abstracts. Tertiary sources included indexes, bibliographies and internet sites. Paper is based on basic secondary data research findings and suggestions to identify the new role of HRD in the context of Covid-19 crisis.



New responsibility for HR – Literature review

As coronavirus is affecting workplaces around the world, HRD needs to adopt a new strategy to safeguard the organization and its workforce as well as minimum damages from coronavirus. Covid-19 is new to the world and spread so fast that most organization had no or very little response time to handle the crisis. The Coronavirus is disrupting the workplace and HR forced to adopt new ways of working, ensuring employee's safety, remote communicating, interact with the virtual world etc.

A. Support for work from home

Majority of employees are forced to work from home due to lockdown imposition. HRD must have to provide extended support to those remotely working employees to ascertain business continuity and employee welfare. As per KPMG covid-19 India HR survey report in May 2020, the maturity of employees in work from home is highlighted below:

To increase the number of highly mature & mature enough percentage, some practices adopted by organisations are:

- i) Technical support: Provision of

hotlines for the technical support related works(KPMG, 2020). Most of the employees used online social platforms like google meet, Microsoft team, Zoom meeting, WhatsApp etc. for meeting, conference, training, education etc. related works. The required Enterprise Resource Planning (ERP) software, laptops also provided in many organizations key persons so that works can be continued for the survival of the organization and their employees.

ii) Communication: Remote workers are required to communicate for managing their household priorities, Dos and Don'ts during Covid-19, manage their time & money effectively etc.(KPMG, 2020)

iii) Flexible working:It is difficult for those employees who are fully dependent on childcarecentres and household support or medical caretaker. HRD managed for a flexible working period by alternating shifts, change in schedule, allowing day-offs etc. for the welfare of the employee(KPMG, 2020).

B. Support at the workplace

Although majority organisations have enforced a remote work for the safety and well-being of their employees except for those organizations who are falls under essential & critical service segments. In the covid-19 scenario, the medical department and district administration including police forces played a vital role as front line workers. But behind the scene, some major

segments provided essential supports to these frontline workers and the nation by working 24X7 with reduced workforce e.g. power/electricity, FCI/ food supply, oil and gas, banking, media, water supply, waste disposal departments / municipality workers and so on.

These organisations are taking necessary measures for the on-site workers including:

i) Distribution of Covid-19 kit (Mask, sanitiser, oximeter, infrared thermometer etc.)

ii) Engagement of manpower in a shift to minimize employee gathering at a time.

iii) Continue engagement of same shift for many days to minimize contact with outsiders. iv) Covid-19 screening at the entry of the workplace.

v) Sanitization of the workplace after every shift including transport vehicles.

vi) Rearranging of sitting locations to maintain social distancing. vii) Counselling for Covid-19 does and don'ts.

viii) Provide immunity booster supplements.

ix) Provide immediate medical facility as per Covid-19 protocol.

C. Employee well-being

Psychological well-being: During covid-19 crisis,HR-focused especially on psychological counselling to both work from home & workplace

employees including their family members for online Doctor's counselling, medication & yoga classes for minimizing stress and anxiety level. HR also assisted online platform for Dos & Don'ts in Covid-19 so that employees are mentally prepared, strong enough to fight with the crisis with confidence and morale-boosting.

Physical well-being: As per medical science, physical activity is a must for every human to get fit and active. It not only works physically but also helps reduce stress, increase mental strength, reduces different probable medical illness. During Covid-19, HR used online platform and focused on appointing different fitness, nutrition expert & yoga experts and providing guidance on health and fitness.

Financial assistance: Many organization distributed free sanitization kit, mask, medical kit (Covid-19 kit), and immunity booster supplements to their employees at free of cost to reduce financial stress on their employees. Some organization provided lump-sum financial assistance against Covid-19. Some organization provided a full salary to employees even employees are neither engaged in "Work at home" nor "Working at the workplace" due to countywide lockdown.

Medical assistance: Although Covid-19 treatment is fully free in India including isolation & quarantine. But many organizations provided medical treatment to their employees/dependant members in private hospitals

at free of cost or reimbursement of medical expenses so that he/she can get required medical care immediately. Moreover, HR in some organization took initiatives for free distribution of medical equipment like oximeter, thermometer, oxygen cylinder & kit as an emergency crisis management policy to their employees. The state police department also opened toll free number for providing medicine to older or alone peoples at their doorstep.

D. Employee engagement & retention: As per KPMG (May 2020) survey data, more than 75% of the organisations have redefined their employee engagement and organisation communication strategies to ensure high engagement of their workforce in COVID-19. It is natural that due to disconnection from the office environment, the employees get bored easily and not providing quality time during work from home. So, HR has taken care of those employees over telephone & video calling and provided them required assistance and feel them that they are the vital part of the organization and HR as well as organization is with them always during such crisis. HR also assured their employees about job security, financial security, organization financial position and future action plan for retention of the workforce.

E. Compensation & financial benefits: Due to covid-19, many organizations couldn't able to survive financially and closed down. Majority of the organization has differed

incentives, cutting down perks, dearness allowances etc. causing financial burden on their employees. It is also reported that some organization didn't pay the salaries to the employees during the period of a covid-19 lockdown or partially paid.

F Promotion: Due to covid-19 crisis, most of the organization has delayed promotion than schedule. This action has promoted demotivation among employees. Majority of the organization has not clearly mentioned the probable promotion schedule and about the promotion benefits that will be provided to their deprived employees.

G. Dependability on the virtual world and technology: Due to various restrictions of Covid-19, HR has adopted the virtual world i.e. internet platform as a prime weapon for communication, training, counselling and working purpose. Although HR has adopted teleconferencing, hotline communication also as effective communication media but the most dominant platform was the internet and social media like Zoom meeting, Microsoft team, google duo, google meet, WhatsApp etc. The transition of HR and organizational employees from conventional office culture to the virtual world (Except majority IT sector) was not easy. HR put tremendous effort into a swift transition of working culture so that organisation productivity and financial profit can sustain during the crisis also.

Findings and recommendations

4 steps to smart HR crisis management (crisis-management-in-the-workplace-and-the-role-of-the-hr-team):

Step 1 – Develop a crisis preparedness plan which includes

- Emergency Response Plan consists of the main three alternatives i.e. evacuation, sheltering and lockdown.
- Crisis Communications Plan with a plan to efficiently communicate with employees, customers, the media and stakeholders.
- Business Continuity Plan, listing strategies to overcome the disruption of business.
- IT Plan, including the recovery of computer hardware, connectivity and data.

Step 2 – Establish a Crisis Management Team with the assignment of the respective role like

- The recommended roles within the crisis management team are:
- Team leader: Coordinates the activities which will be carried out during the crisis.
- HR manager: Works to resolve the human issues created by the crisis.
- Security director: Serves as primary information officer.
- Finance director: Is in charge of funds during the crisis.
- Lawyer: Provides legal counsel.
- Media director: Conveys well-vetted information to the media.

Step 3 – Focus on information and training include

- A special area on a company intranet.
- A special section of the HR help centre.
- Telephone hotline for employees.
- Daily bulletin board postings, or email updates.
- A password-protected Internet site with a discussion section strictly for managers.

Step 4 – Plan for the recovery phase

It is the most crucial time for HRD to get the answer “Now what?”. The stress that is associated with undergoing a traumatizing experience in lockdown has to be dealt with promptly and efficiently by HRD. The organization eventually has to rise from the ashes is another function of HR. So, proper planning for recovery must be applied.

There are various aspects of planning that the HR can adopt to take care of the employee and organization in a crisis. Here, HR must carry out a Crisis impact assessment and learn practical lessons in handling crisis. Through HR participation in planning and training, the performance of organizations can be enhanced, thus promoting the bottom-line and ability to deal with the future crisis (Athamneh, 2018).

Limitations: All the data provided in this paper is studied from different websites publications, journals, research papers etc. available online.

The whole study is limited to very preliminary analysis and from secondary data only in the context of the covid-19 situation in India.

Future scope: Depending on the nature of any given crisis, organizations will need to move quickly to adjust and adapt to maintain continuity (changing-role-human-resource-management-through-crisis- response-recovery). Covid-19 is just a recent crisis and thus there is limited research on its impact and many scopes for future research with individual organizations for their HRD crisis management policy considering primary data.

Conclusion: HR required developing and implementing effective and robust crisis management policy to support employees and the organization and ready them for the process of recovery. Must use of virtual world comprising of artificial intelligence and technologically based solutions to work with the flexible performance management system and, upgrading overall employee working culture. From the different literature review, online study, google search etc., it is explored that Covid-19 has spread so fast that no organization is prepared to handle this crisis. As it is a new form of crisis, organizational crisis management policy did not anticipate it earlier. It is also not confirmed from any source that whether India has exercised any mock drill to handle Covid-19 type crisis earlier or not. As a post-covid-19 scenario, HR already realized the importance of their technology up-gradation, use of cloud

platform, minimization of pen-paper work, digitalization of documents, training to all category employees on the use of information technology, use of artificial intelligence and at last proper crisis management planning with new working style “Happy

work from home” instead of simple “Work from home”. There will be much research required in this field and hope each organization will be fully prepared in future to confidently handle such a crisis.

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