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**Leading growth through Social Innovation:
A study of AgriTech in India**

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ABSTRACT

Increasingly, technology is seen as the go to solution for development in the ever traditional Indian agricultural sector. From product to digital innovation, from processes to people, tech disruption is creating multiple solutions to problems of climate change, low productivity, low profitability, supply-chain inefficiencies and high cost of wastage in agriculture.

Social innovation is deeply rooted in agricultural transformation and rural development. While existing agri players are using smart approaches, innovators and startup entrepreneurs are developing and implementing cutting-edge technology and business models to achieve the transformation. This study brings analysis the Agri Tech offerings and ecosystem in the Indian context. While the current offerings have demonstrated impact-creating tech solutions for sustainable agricultural transformation, value creation for farmer and customer satisfaction from access to quality food.

Scalability, high per user cost, gaps in ecosystem beset the sector yet and at the same time give opportunity to evolve further.

KEYWORDS :

Agri-tech, agriculture, social innovation, digital innovation

INTRODUCTION

With 1.4 billion population, India faces a considerable need and demand for agricultural produce-food, feed and fiber. Indian agribusiness however, continues to remain traditional, unstructured and unorganised.

Agriculture is important in the Indian economy with 42.6% of the Indian workforce engaged in this sector. However, the contribution of the sector remains at 16.5% of India's GDP (Economic Survey, 2019-20). The average monthly income from different sources per agricultural household in July 2018 to June 2019 comes to only ₹10,218¹

Challenges in Indian Agriculture

Agricultural holdings in India remain small and marginal (less than 5 acres). These constitute 86.08% of the total holdings in 2015-16. Large scale automation, direct market connect to bypass exploitative intermediaries and low cost logistics² to reach mandis have not been adequately used in this segment of farmers leading to continually low incomes.

Total foodgrain production of major crops in the country was estimated to be 316.06 million tonnes in 2021-22³. However, yield per hectare of major crops is erratic across states. For major crops, low per hectare yield when compared to other major grain producing countries. Yields on crops like cereals are lower in India by 50% compared to countries such as the US or China⁴.

The Netherlands and Israel, where climate is not conducive to farming through the year, have demonstrated the use of agri tech, both digital and other to improve productivity, profitability in a sustainable way. Newer innovative solutions using technologies have successfully demonstrated that disruption can be created via use of social technology

¹ 'Situation Assessment of Agricultural Households and Land and Holdings of Households in Rural India 2019' released by the National Statistical Office in September 2021

² <https://www.weforum.org/agenda/2021/06/agri-tech-innovation-can-improve-value-capture-and-transform-ecosystem-for-india-s-small-farmers/>

³ <https://pib.gov.in/PressReleasePage.aspx?PRID=1798835>

⁴ Agritech - towards transforming Indian agriculture August 2020.

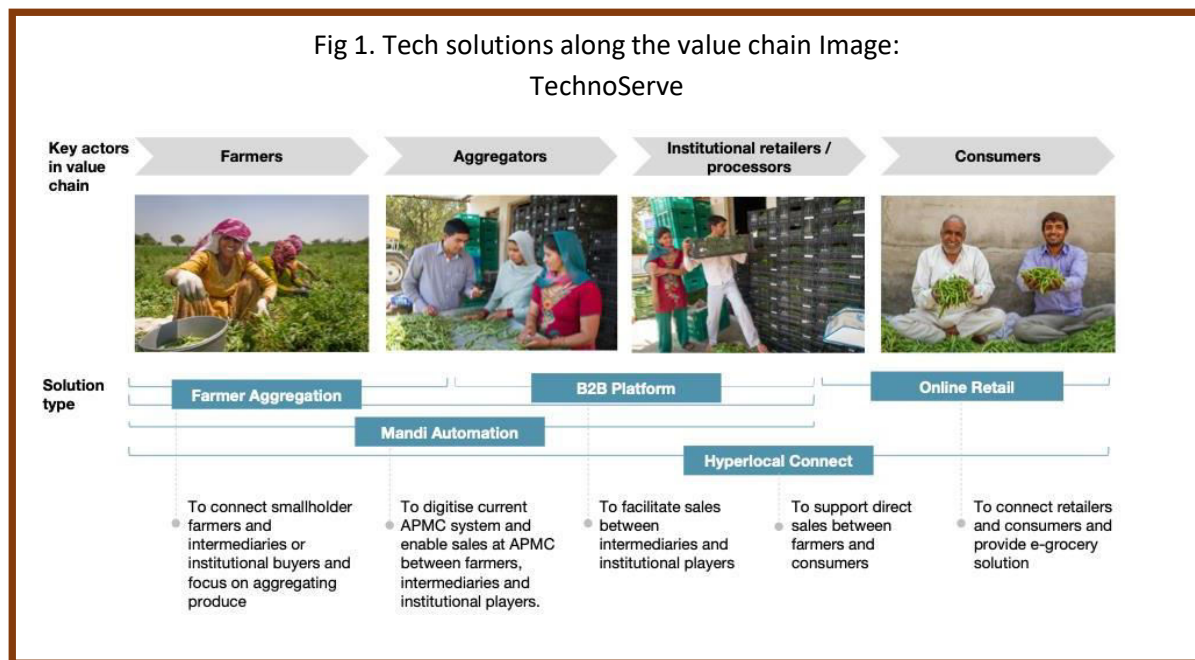
There remains a dependence on monsoons for agriculture and a predominance of wet agriculture. This along with other climatic concerns beset this sector and its productivity and growth. Add supply chain problems to the mix and it is understandable why agricultural productivity and farm incomes stubbornly continue to be low.

Post-harvest losses in Indian agriculture are estimated to be \$13 billion, a high percentage of the production due to supply chain inadequacies. Absence of access to high quality inputs like seeds, machinery, pesticides and fertilizers also affect cost of production, yield and waste.

The government has brought the focus back to agriculture through policy on doubling farmer incomes, Amendments to the Essential Commodities Act, assurance of incomes, eNAM initiative, INR 1000 bn agri infrastructure fund and setting up on agri tech incubators as per 2023 budget.

With the advent of technology, digitalization and mass adoption of smartphones with internet access, Agri-tech has emerged as a use all solution to bridge the supply chain gaps and address productivity and income limitations with innovative solutions. Within this setting, agri-tech has also helped bring nutritious, organic, chemical free food closer to the consumer.

A study by Techno serve shows the spaces where innovation can fill gaps in the current agri value chain. From Pre production, to production to post production stages, tech innovation in agri can emerge as a sustainable, society friendly solution while at the same time creating value for farmers and other stakeholders in the ecosystem. A triple bottom line solution.



SOCIAL INNOVATION AND AGRI-TECH-A LITERATURE REVIEW

Social innovation has multiple schools of thought. One school describes it as the introduction of new products, processes or programmes that create lasting impact and change in long standing social beliefs. The other school focusses on social innovation as a solution in market failure conditions- satisfying needs that market is not offering in a collaborative way (Peters et al, 2018)⁵.

Experts have also developed three main interpretations of social innovation

1. The social mechanisms of innovations,
2. The social responsibility of innovations, and
3. The innovation of society. (BOCK, 2012)⁶

Starting from 1970 when social innovation was a response to economic crises, it has become solution for and by society. The current role of social innovation is the create newer collaborative policy environments, enterprises that offer economics and social good and citizen/community-driven answers to market and government failure- a veritable vocal for local response (Chiffolleau et al, 2018). In the broader rural development and marketing context, social innovation means new ideas that work in meeting social goals. (Kumar 2017).

Social Innovation in the Indian agricultural offers solutions beyond those provided by the markets and government but are also collaborative (Jain, 2022). The outcomes of these innovations offer economic growth but also achieve

social objectives. In the context of agricultural transformation, it offers collaborative, enterprise driven solutions (that brings together multiple stakeholders like governments, producers, consumers and organisations and entrepreneurs).

Ag-Tech combines Technology with agriculture, aquaculture and horticulture with the purpose of increasing yield, profitability and efficiency (Bashir, 2018). Innovation in agri-tech or AgTech can be understood as products, services and applications that improve the agricultural input output process⁷. Agri tech sector can be understood as an ecosystem of providers of services, applications and products along with enablers liker funders, network, events, mentors and educationists that are technology driven with the target to increase productivity, yield and farm incomes.

The width of the sector encompasses digital and other technology innovations:

1. Artificial Intelligence (AI), Block Chain (BC), Machine Learning (ML), Internet of Things(IoT), Artificial Intelligence (AR), Big Data driven and Cloud Computing solutions
2. Automation, Robotics and Mechanisation and other Engineering lead innovations
3. Soil and other Sensors
4. Geographical Information System (GIS) and Global Positioning System (GPS)⁸

In India, Tech disruption is bringing services closer to farmers, farmers closer to markets and reducing losses of information and food along the way. Triple Bottom Line objective is to be achieved: high performance in economic, environmental, and social terms (Joran etal, 2013).

⁵ Article Capturing Social Innovations in Agricultural Transformation from the Field: Outcomes of a Write-Shop

⁶ Bettina B. BOCK* Social innovation and sustainability; how to disentangle the buzzword and its application in the field of agriculture and rural development

⁷ <https://www.talkinghealthtech.com/glossary/agtech>

⁸ <https://www.manage.gov.in/publications/discussion%20papers/MANAGE-Discussion%20Paper-10.pdf>

OBJECTIVE OF THE STUDY:

This study aims: To classify, map and analyze the Agri Tech Ecosystem in India

To classify and map Agritech products, services and enterprises across the agri value chain

METHODOLOGY:

Of the 2 layers of digital tech that enables social and economic value creation, are examined analytically here:

Agri Value Chain offerings Upstream-Inputs and Production Processes

Agri Value Chain offerings Downstream-post harvest and value addition including food processing⁹

An environmental scan of the Agri Tech sector was done to identify and analyse enablers in the ecosystem. Secondary data has been used for this study. The sources of data are journal, articles, industry reports, online resources and books.

AGRI-TECH IN INDIA

India is increasingly become the innovation and testing grounds for Agro-Tech in Asia and Pacific region. Solutions must encompass multiple problems like

- poor quality inputs and volatility of their prices,
- lack of access to regular finance,
- traditional farming techniques not using tech for better decisions,
- absence of testing facilities for soil and produce etc,
- erratic yields,
- lack of market access and information about prices and
- lack of robust supply chain to avoid heavy wastages.

⁹ https://csd.columbia.edu/sites/default/files/content/docs/ICT%20India/Papers/ICT_India_Working_Paper_35.pdf

The agri-tech sector in India saw innovation and startup activity in 2010. Experimentation with solutions offering market reach, financing input, advisory and insurance was led by Cropin, Big Haat, Agrostar, Stellapps and Dehaat. Tech based full stack solutions were later offered by Waycool, Sammunati, Satsure, JaiKisan, FarMart that coincided with faster smartphone adoption in villages. The current wave of Agri Tech innovations have been focussed on integrated platforms that offer end to end services- Pre Production to Post Harvest on one platform. Drone, sensors, aggregation of produce for market reach, AI driven offering by startups and established players like Mahindr Agri Services, Syngenta, Bayer are also emerging. Agri Fintech is another emerging trend with asset financing, working capital offerings and insurance being offered by innovative startups like Unnati, Sammunati, Argya.ag and established banks. beyond helps achieving triple bottom line of good for farmer and good for Data driven decision making from pre production to reaching markets and society while keeping sustainability issues in sight. Products, services and applications being offered by large agri businesses, startups and innovators span the following:

- Better market reach through apps,
- apps to share inputs like farm equipment,
- real time monitoring using IoT,
- better farm management,
- precision farming and
- Fintech
- Food processing and agri biotech innovations

The sector today has upwards of 1500 companies, 17 of which have \$100 mn plus valuation. The sector received \$3 billion funding and helps 15 million farmers across the company with unique digital solutions.

This apart from established stakeholders like Agri business companies, cold chain companies, Financial institutions, startup fests, incubators, entrepreneurship cells in educational campuses, Farmer Producer Organisations make up the width of the agri tech ecosystem in India.

STUDY FINDINGS:

This study scanned available literature internationally and domestically, industry reports, government resources for a standard classification of the applications, products and services in the Agri Tech Sector. However there is a plethora of such material but no standard classification is done.

The Indian Agri Tech Sector has been mapped using the established understanding of the Agri Value Chain that starts from Pre Production stages and traverses to production and post production. 13 major classifications were done to map the Indian Agri Tech offerings and enterprises. 40+ enterprises were placed into the map as per services and products offered.

While there is a good spread of solutions digital and otherwise emerging in the sector, basic engineering solutions like automation, robotics and mechanisation is a gap area that can be explored.

Agri Fintech is an emerging space with many companies offering innovative solutions across, working capital needs, asset financing and insurance. Integrated platforms that offer end to end services and solutions cut across all segments.

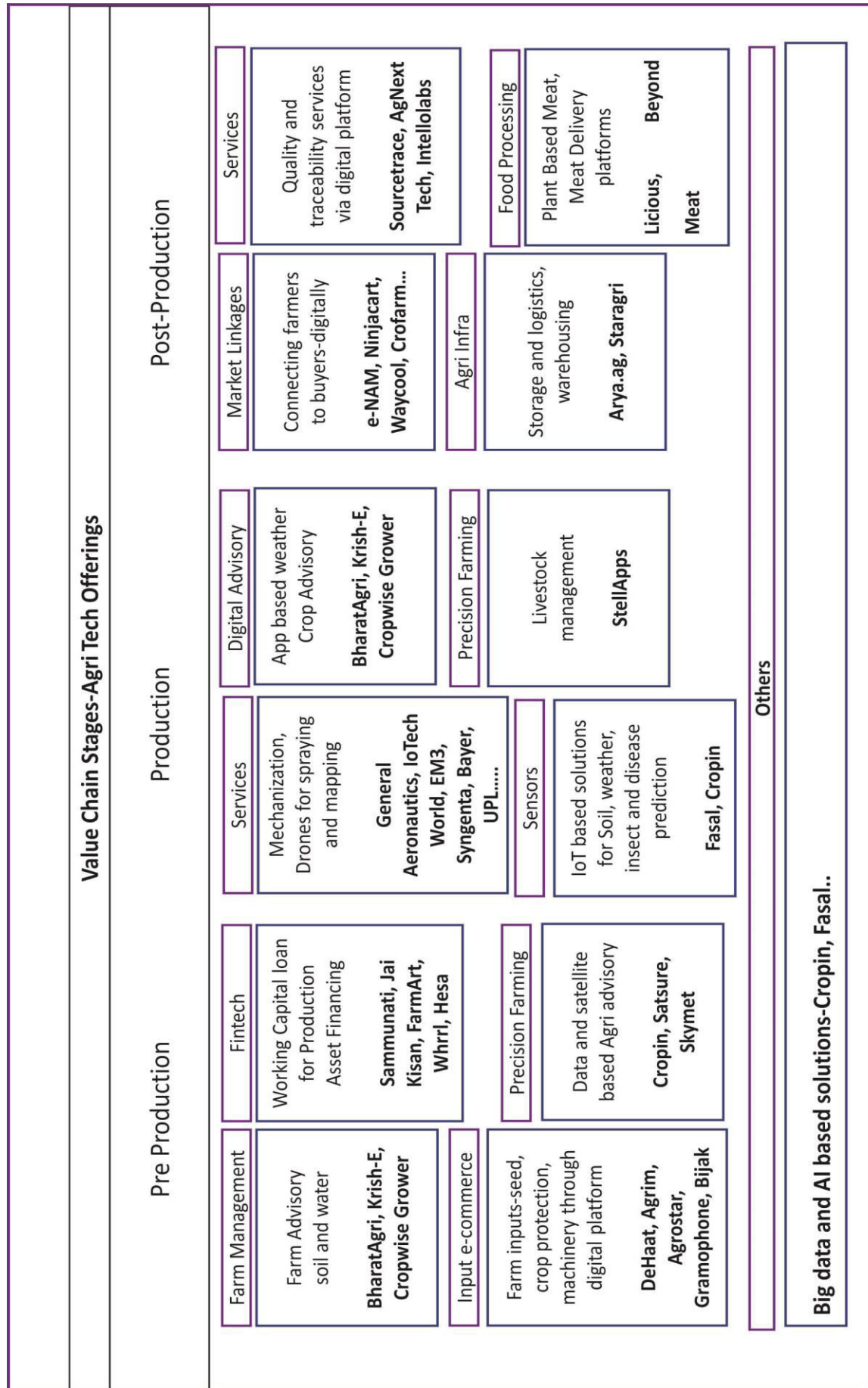


Fig. 2 Map of Agri Tech Solutions

An environmental scan of the Indian Agri Space revealed 4 major stake holders in the enabling ecosystem.

14 segments of enablers were identified across these 4 major groups. 29 key stakeholders were identified and mapped within these 14 segments and 4 stakeholder groupings.

Stakeholder group 1 is Networking enablers. This included events, Startup Media, connectors and competitions. Within this HoneyBee Network, Smart India hackathon, Your Story were some of the stakeholders offering networking support to Agri Tech Enterprises.

Stakeholder group 2 is Funders for the sector that included angel Funding, Private and prorate Vs funders, crowd funding platforms. Some of the notable players are Kalaari Capital, Ankur Capital, Google Venture Fund, NABARD etc.

Stakeholder group 3 included Agri Tech support enablers like incubators, accelerators, policy and government. NITI aayog, IIT Incubators, IRMA I Seed centre came up as major support enablers.

Stakeholder group 4 is education enablers and EDI Ahmedabad along with some other education offerings were mapped here.

It was found that while Funding enablers are plenty, education in Agri Tech innovation needs focus. With the governments focus on Agri Tech Incubation, the support enabler segment will see much needed growth and attention. Mentorship, think tanks and other Networking enablers with further strengthen the sector.

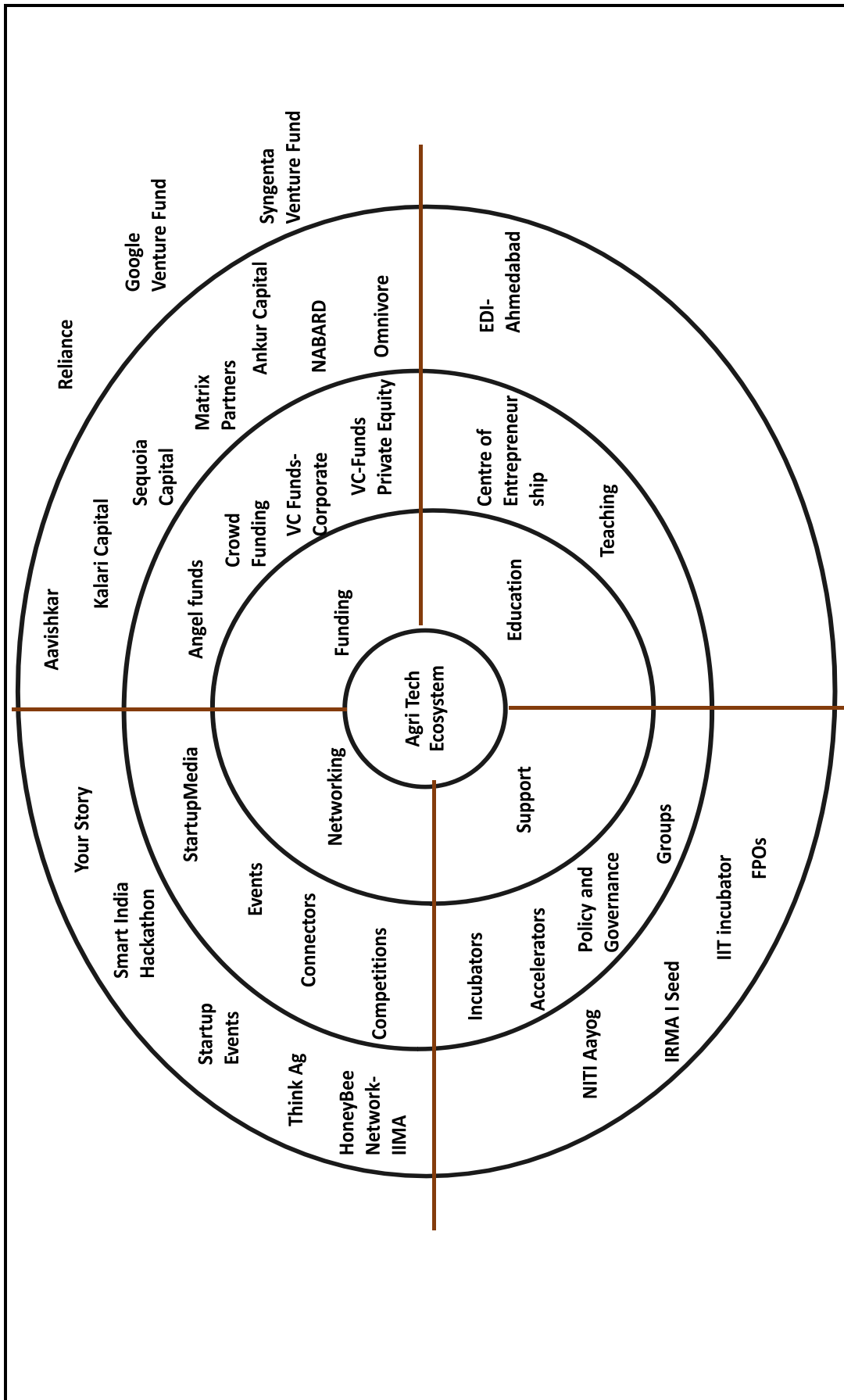


Fig 3: Agri Tech Ecosystem in India

Conclusion:

The agri tech space in India is vast with a multitude of established organisations reinventing and startups experimenting with newer better ways to improve yield, productivity, market reach, nutritional value of food and food wastage along with other in efficiencies.

With 1.4 billion population dependent on food, fiber and fuel from the agri and allied sector, traditional farming techniques will need transitioning into technology driven innovative solutions for better yield, profits for farmers, nutritious food for people and sustainability of environment. There is huge potential in the Indian agri Tech space to grow and respond to this need.

Due to fragmentation of farm land and high scale costs, value of digital solutions per user remains high. There is need to quickly scale current solutions to make them affordable for farmers.

Exploratory spaces with future opportunity in the sector will be Automation, robotics and mechanisation. In developed world, technology is driving productivity due to uptake of these however Indian agricultural sector lags due to high costs and fragmented farm size. The presence of FPOs as an enabling factor to aggregate farms can become the way forward.

There is huge opportunity for employment generation, enterprise building at village level in the agri tech space. With the right policy push, this maybe possible.

It is clear that agri tech though still in early growth stage in India, can build a bigger, better and more sustainable future for agriculture and the nation.

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**A STUDY OF EMPLOYEES ATTITUDE TOWARDS
PERFORMANCE MANAGEMENT SYSTEM**

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ABSTRACT:

Productivity of workers and its resultant efficiency and effectiveness can only be achieved when organisations have their Performance management system in place. Success of performance management system mainly depends on employee's positive attitude towards PMS.

This paper highlights the employee's attitude towards present performance management system. In this paper, authors also describe the changing motivational level through PMS. Rise & Shine Biotech Pvt. Ltd. is the organization under focus, and the study population comprises of the 61 staff of the organization. Sample size of the study is 50 employees structured questionnaire is used as instrument of data collection while frequency distribution and percentages are used in analysing the data. Major findings of the study show, Majority of respondents are satisfied with current performance management system. They believe that current performance management system improves their performance. PMS is having "developmental focus" with appropriate training system.

Key words: Productivity, PMS, Motivation level

INTRODUCTION

Performance management system is different than Performance appraisal, the concept not to be confused with performance appraisal. When we talk about Performance management system, this is a complete system used to manage the employees, teams, departmental units and the whole organization within the limits of organization. On the other hand, Performance appraisal is evaluating the employee's performance mainly to decide about their pay increments. PMS is a complete system involving 4 major processes in it namely Performance Planning, Performance evaluation, feedback and counselling and performance improvement

Performance management system is important due to following points:

A performance management system enables the business to sustain the profitability and performance by linking the employee's pay to competency.

It provides a chance for the development of career growth.

It brings all the employees under the single strategic umbrella. It aligns the employees to business goals.

It also improves and boosts the morale of the employees.

It provides the equal chance to supervisors and employees to express their views and make coordination with each other.

Under PMS there is channelled flow of information and timely review.

Rise n' Shine is a vision by Dr. Bhagyashree Patil who is deeply inspired by her passion for nature and the need for integrating technology in local produce to get world class products. She stated this venture in 2004 with an aim to be a leading name in floriculture and Horticulture Company in Pune. Dr. Patil believes in women empowerment and they have 80% women employees working in their company. Other than being the prominent horticulture company in Pune we have other ventures which include Rise n' Shine exotic plant nursery and

Rise n' shine botanical boutique.

REVIEW OF LITERATURE

Dr.M. Ragupathi (2017) stated that most of the employees highly satisfied with their perception towards performance appraisal system though some of the employees are slightly satisfied. There is no significant difference among the monthly salary of the respondents with regard to perception of employees.

Aguinis (2009) Performance management is described as the continuous process of identification of goals and objectives, aligning individual goals and objectives to the strategic goals of an organization. and provision of meaningful feedback. Performance management can also be described as the process of creating such a work environment in which people are motivated to perform to the best of their abilities

De Waal (2004) studies the impact of stimulating performance driven behavior to obtain better results pointed on “the organizational dilemma” meaning that the organization’s search for rationality and the human beings search for happiness.

Amaratunga and Baldry (2002) describe the changing scenario from performance measurement to performance management and PM systems should recognize high performers and confront poor performers.

Gentle (2001), asserted that if staff are commit to themselves together with management, and should have a shared understanding of success with effective PMS

RESEARCH METHODOLOGY

The study was based on survey method. The aim of the study is to find out the performance and motivation level of employees through PMS. This study is descriptive in nature. Convenience sampling method is used in this research.

OBJECTIVES OF THE STUDY

- i. To know the motivation level of the employees of the Rise N Shin Pvt. Ltd.
- ii. To determine the employee's attitude towards present performance managementsystem.
- iii. To provide suggestions and recommendations for the improvement in the performancelevel of employees of Rise N Shin Pvt. Ltd.

SAMPLE SIZE

The sample size of this study is fifty respondents.

SOURCES OF DATA

In this study primary data was collected through personal interview by using questionnaire. The questionnaire was filled from fifty employees of Rise n' Shin Pvt. Ltd. The secondary data was collected from books, websites, and research reports and documents /records of Rise n' Shin Pvt. Ltd.

TOOLS OF THE STUDY

In this study, authors used percentages and Likert scale for data analysis.

LIMITATION OF THE STUDY

- i. This is subjected and prejudices of the respondents, hence 100% accuracy cannot beassured.
- ii. The research was carried out in a short span of time, where in the research could notwiden the study.
- iii. The period of study was too short. So it was not possible to collect the relevantinformation within the period.

iv. The findings are based on the answers given by the employees, so any error or bias may be affect the validity of findings.

DATA ANALYSIS AND INTERPRETATION

Table 1

Age of the employees of RNSPL

AGE	NO. OF EMPLOYEES	Percentage
Below 20	0	0
21-35	26	52%
36-50	17	34%
51 and above	7	14%
Total	50	100%

Table 1 shows that there is no employee at RNSPL who is below the age of 20. 52% and 34% of the employees are between the age group of 21-35 and 36-50 respectively. And, employees having age 51 and above are very rare i.e. 14% only.

Table 2

Salary Status of the employees

Salary	No. of employees	Percentage
Less than 10,000	0	0

10,000-25,000	27	54%
26,000-50,000	15	30%
More than 50,000	8	16%
Total	50	100 %

Table 2 signifies that no employee is employed with salary less than 10,000. Most of the employees at RNSPL having a salary between 10,000-25,000 i.e. 54% of the employees. Only 30% employees get salary between 26,000-50,000 and very few i.e. 16% of the employees getsalary more than 50,000.

Table 3

PMS increases Employee Motivation

Options	No. of Respondents	Percentage	Mean Value
Strongly agree(5)	10	20%	1
Agree(4)	28	56%	2.24
Average(3)	6	12%	0.36
Disagree(2)	6	12%	0.24
Strongly disagree(1)	0	0	0
Total	50	100	3.84

Table 3 depicts that 76% of the employees agree that PMS increases their motivation as against to only 12% of them disagree to this. Likert scale of M.V. 3.84 also shows that employees agree.

Table 4**Satisfaction level of the employees about their present performance managementsystem**

Options	No. of respondents	Percentage	Mean value
Highly satisfied(5)	22	44%	2.2
Satisfied(4)	23	46%	1.84
Neutral(3)	5	10%	0.3
Dissatisfied(2)	0	0	0
Highly dissatisfied(1)	0	0	0
Total	50	100%	4.34

Table 4 asserted that most of the employees i.e. 90% at RNSPL are either highly satisfied or satisfied with present PMSas against to 10% of the employees neither satisfied nor dissatisfied. No employee in the organization is dissatisfied with present PMS. By Likert scale also it is concluded that employees are satisfied

Table 5**PMS establishes a clear connection between performance and Rewards**

Options	No. of Respondents	Percentage	Mean Value
Strongly agree(5)	15	30%	1.5
Agree(4)	23	46%	1.84
Average(3)	8	16%	0.48
Disagree(2)	4	08%	0.16
Strongly disagree(1)	0	0	0
Total	50	100	3.98

Table 5 depicts that 76 % of the employees agree that PMS establishes a clear connection between Performance and Rewards as against to only 08% of them disagree to this. Likert scale of M.V. 3.98 also shows that employees are agree.

Table 6**PMS and employee performance improvement**

Options	No. of Respondents	Percentage	Mean Value
Strongly agree(5)	10	20%	1
Agree(4)	32	64%	2.56
Average(3)	6	12%	0.36
Disagree(2)	2	4%	0.08
Strongly disagree(1)	0	0	0
Total	50	100	4.00

Table 6 depicts that 84% of the employees agree that PMS improves employee's performance as against to only 04% of them disagree to this. Likert scale of M.V. 4.00 also shows that employees agree that PMS improves employee's performance.

FINDINGS

1. All the respondents told that their organization is running a formal PMS system.
2. 90% of respondents told they are satisfied with current performance managementsystem.
3. 84% of the respondents are believe that current performance management system improves their performance. PMS helps employees to improve their performance
4. 76% of respondents told that PMS increases the motivation among employees
5. 76% of the respondents says that PMS establishes clear connection between performance and reward.

SUGGESTIONS

1. HR professionals should communicate well and involve the employees during the performance management reviews. This will create a climate in which a continuing dialogue between managers & members of their teams takes place to define expectations and share information, mission, values and objectives.
2. Make sure employee goals and objectives are linked to the goals of the organization. Clear objectives improve communication, as well as the organizational structure.
3. PMS specific goal is to help the employee to feel at ease. Choose a neutral environment such as a small conference room for performance review. Sit next to the employee not across the desk. This supports a discussion, not a confrontation.

CONCLUSION

This study relates with, performance management systems implemented by the firm and focus on enabling employees to develop their professional skills in the long term. As a result, this will allow employees to contribute to the long term success of the organization by proposing valuable ideas which will improve the quality of results attained. PMS which the organization is using, will enable it to be fair to all its employees to encourage them to attain good results in their respective workstations.

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A Review on awareness of life micro-insurance among India”

Amruta Kshirsagar

Abstract

Insurance plays a vital part in the lives of citizens in any economy. It not only safeguards the value of their lives, but also adds to the country's socioeconomic progress. It is an intangible product for the working poor with limited discretionary income. Poor people find it difficult to save money for an event they hope will never come since they don't have enough money to buy their fundamental necessities. It is critical to ensure that they have access to the right products and have a positive insurance experience. The majority of rural Indians are unaware of the basic insurance benefits available through micro-insurance policies. Micro insurance can protect you from illness as well as people who work in dangerous environments and are exposed to a lot of risk. Despite the fact that micro-insurance is on the rise, India still has a low insurance penetration rate. The main objective of this paper is to take review on awareness of life micro-insurance and its market in India.

Keywords: Micro Insurance, Income, India

Introduction

Micro-insurance is a sort of microfinance that acts as a risk management tool for low-income families that are more vulnerable to shocks and risks than middle- and high-income families. It largely consists of threat products with cheap premiums and benefits. It is a key enabler of financial inclusion for individuals at the bottom of the economic ladder, with the purpose of safeguarding the poor against negative shocks and their consequences. When faced with financial shocks, poor households may be forced to make difficult decisions, such as restricting food consumption, pulling children from school, or depleting productive assets to cover the expenditures connected with the risk event.

Micro-insurance is a type of insurance that is specifically tailored to fulfil the needs of the impoverished. It can provide compelling benefits to its target market and help people get out of poverty. Micro-insurance, on the other hand, is a type of insurance for the poor that covers a variety of risks at a low cost. Further more, micro-insurance is based on low-cost insurance for the poor, which necessitated a connection between the poor and insurance provider organisations. For a long time, it was considered that the poor could not afford anything (Anita Chowdhury, 2019)¹.

Micro insurance is typically sold as a credit-plus product. In India, there are a variety of government and private insurance policies, but the majority of them do not reach the rural poor, either because of prohibitively high charges or because they are not easily accessible. Micro insurance is a type of insurance that gives coverage to underprivileged people at a low cost. It is geared for low-income people and is intended to assist them protect themselves from threats collectively. Micro insurance provides ground-breaking approaches to combat poverty by carefully managing economic risks to people's livelihoods. In the past, insurance was thought to be a poor person's only option. It was often thought that insurance was out of reach for the poor, and that poverty and insurance were incompatible. Since the poor were exposed to multiple risks, they were considered uninsurable.

The current situation demonstrates that the poor can make small payments to risk insurance and that the dangers to which they are largely exposed are insurable. The Insurance Regulatory and Development Authority's rural and social sector requirements, as well as the micro insurance legislation, are key steps in ensuring financial inclusion and social security for the poor. (Tom, Tiny Rose, 2015)

Need for Micro Insurance

¹ Anita Chowdhury (2019). A Study on a awareness about Micro-Insurance on the low income group in Medinipur District, West Bengal. *International Journal of Advanced Research in Commerce, Management & Social Science (IJARCMSS)*. Volume 02, No. 03, July - September, 2019, pp 171-182

Micro-insurance protects poor households from risks that cannot be managed through traditional saving mechanisms such as credit or savings. Micro-insurance meets the essential insurance needs of the poor, such as life, health, and property, and so gives the low-income sector of society better financial, economic, and psychological security. (Dr. Seema Shokeen, 2017) It protects against a variety of hazards and lessens the impact of disasters and sporadic occurrences like epidemics and war, which are all more dangerous, unpredictable, and cause more human loss than life cycle events, which are normally more predictable.

Current scenario of Micro-insurance in India

According to Dr. Seema Shokeen (2017)², there are currently 13 life insurance companies and 8 non-life insurance companies providing services to the low-income segment of the society, but the premium collected under micro insurance is less than 5% of the total potential segment available to provide micro-insurance services, implying that many people are still unaware of the benefits available to them through micro-insurance or do not trust it enough to invest their money in it. But in spite of this situation it is observed that most of the micro insurance experiments are taking place in India only due to the following reasons:

- The insurance industry in India saw a boom period following the liberalisation of the market in the 1990s.
- Because many organisations, such as Self Help Groups, have a reach of over 10 million people, they can be efficiently used to provide micro-insurance services to the society's low-income individuals.
- All insurance companies are required to undertake a portion of their business in rural areas, covering the social sector of the society, according to IRDA requirements.

Furthermore, the government has recognised the necessity to safeguard the low-income segment of society and is now offering various subsidies and state

² Dr.Seema Shokeen (2017), MICRO INSURANCE IN INDIA, International Journal of Engineering Applied Sciences and Technology, Vol. 2, Issue 3, ISSN No. 2455-2143

insurance firms are implementing various plans for the development of the informal sector of the community. These subsidies may irritate proponents of free markets, but they are helping India's micro-insurance industry develop. (Dr. Seema Shokeen, 2017)

Review of literature

Microinsurance contributes to the macroeconomic improvement of the country by alleviating poverty among low-income households. The ultimate purpose of microinsurance is to allow disadvantaged individuals to manage their risks throughout the insurance policy, reducing vulnerability and so improving their standard of living (Dr. M. Suguna & A. Renuka, 2020). According to (Singh, 2015), micro insurance is a tool for economic development because it reduces poverty and vulnerability while also increasing economic growth. Policy-driven and institutional innovations are encouraging insurance among low-income people, who make up a significant portion of the population and are largely unprotected by social security. (Deliya, Mitul & Patel, Karshanbhai & Parmar, Bhaveshkumar, 2012). (S.Vijayalakshmi, 2014) discusses the benefits of micro insurance and the applications of microcredit approved by Micro Finance Institutions (MFIs). Micro insurance is in high demand, according to the author, and it plays a critical role in reducing poverty. If micro insurance systems are properly implemented, they have the potential to drastically improve the living standards of rural people living in poverty. Customization of products could better meet the needs and requirements of individual clients, hence increasing demand for micro-insurance products. Additionally, the creation of micro-insurance is both a moral and a financial imperative, not just for developing inclusive financial systems but also for ensuring equitable risk reduction. Here is still a lack of understanding and awareness, as well as extension services and the development of the insurance market, all of which have a significant impact on the wider use of insurance products and their uptake, particularly among low-income groups in the study area (Anita Chowdhury, 2019).Micro insurances, like life and general insurance, are not very popular in India due to a lack of public knowledge. As a result, people, particularly those from the poorer sections of society, should be aware of the need of microinsurance (C, Paramasivan, 2015).Illiteracy and a lack of information are key major obstacles for micro insurance. There are numerous

doubts about micro insurance.(Shukla, Timira, 2018).The micro-insurance company's financial performance mirrors the insurance industry's expansion in India during the previous few years. As a result, it can be stated that the number of micro insurance agents, the number of policies issued by micro insurance agents, and the new insurance premiums charged by micro insurance agents are all increasing (P., Jansirani & Muthusamy, and A., 2018).In his paper "Micro Insurance in India — Protecting the Poor," Ratna Kishore (2013) points out that the market for micro-insurance in India is vast and underserved. Micro insurance's potential market size in India is predicted to be between Rs.62, 000 and Rs.84, 000 million. Life insurance potential is expected to be between Rs.15393 and Rs.20141 million. For existing insurers, he has provided a micro insurance business model. He defines micro insurance as a form of social security for the poor, as well as the problems and obstacles that it faces. Micro insurance, according to (Bakhshi, April 2016), is a guarantee against the unknown risks that rural people face. Micro insurance policies are designed for consumers who have a low income, live on the outskirts of town, are uneducated and unfamiliar with insurance services, and are at higher risk than the rest of India's population. (Chandhok, G.A., 2009).

The complexity of the policies, the difficulty in comprehending the fine print of the policy, the gap in the types of policy required and supplied, high operational costs for insurance providers, poor during in support, and the difficulty in settling claims are all factors that contribute to the lack of interest in micro insurance schemes. There are inefficient distribution routes and time-consuming procedures to adhere to (Agarwal, Devika & Agrawal, Ashok,2020).In the insurance industry, the women group is quite important.As a result, major insurance companies should concentrate on developing innovative products and services (Dr. M. Akilanayaki,2018).customer satisfaction with microinsurance goods and services, the data suggest that customer service representatives, service quality, individualised financial planning, product & response, and tangibility all have a major impact (R., Ramamoorthy & Rai, Bharatendra & Forker, Laura & S.A., Senthilkumar., 2015).

Use of Micro Insurance for the Poor

Micro insurance as a concept, as well as micro insurance institutions and instruments, have grown rapidly in popularity over the last decade as a critical component of the financial services package for the poor, who are at the bottom of the economic pyramid and face more risks in their lives than the wealthy. The poor's resources are so restricted that they might be severely impacted financially when unforeseen circumstances occur. Major crises are more likely to affect the poor. Managing such situations entails borrowing from a moneylender, selling or mortgaging assets, or relying on limited resources.

Despite the fact that micro insurance is still in its early stages and there is a lot of room for supply and access to grow, the lack of understanding about demand in the field stems from programmes where there is enough supply and access to micro insurance but it is not adopted, taken up, or purchased. (Tom, Tiny Rose, 2015)³

Finding and Discussion

The following findings are based on secondary sources of information about the awareness of life micro-insurance in India:

- Micro-insurance can provide compelling benefits to its target market and help people get out of poverty.
- Micro-insurance is one of the fastest growing insurance industry, which offering many kinds of products.
- Micro insurances, like life and general insurance, are not very popular in India due to a lack of public knowledge.

Conclusion

Micro-insurance is a low-cost instrument that can be used to give protection to the low-income section of society against numerous risks. Micro-major insurance's goal is to help the informal sector of society flourish by

³ Tom, Tiny Rose, 2015, *Awareness and impact of life micro insurance among women policy holders a study with reference to vellore division, VIT University*, <https://shodhganga.inflibnet.ac.in/handle/10603/37809>

providing them with insurance services at a cheap cost through Micro Finance Institutions. However, micro-insurance is still a new concept in India, and it is facing problems in terms of development because people are unaware of it and there are no established distribution channels. The study, which aims to assess policyholder awareness of life micro insurance, reveals that policyholders are only aware of the product's basic features. There is a need to provide a thorough understanding of the product and its features. The research paper concluded with the review of the awareness of life Micro-insurance in India.

Scope for further Research:

Because of illiteracy and poor income, the majority of women in India are unaware of the principles, products, and benefits of life micro insurance, according to the study. In addition, no study has been conducted that focuses on women who carry Life micro insurance policies. As a result, future research could concentrate on the awareness of life micro insurance among Indian women.

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Covid-19 impact on E-banking services on a Commercial Bank in India: (Period 2019-2021)

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Abstract

Commercial banks came into existence in India in 1806. Commercial banks' main aim is to provide finance to the customer and business. As time passed the commercial bank updated with new changes and accepted the new technology to provide quality services to the customer. This acceptance of the trending technology changed normal banking into digitalized banking. Nowadays covid-19 has changed the banking activity a lot which has both advantages and disadvantages. This study is about the pandemic impact of e-banking services in commercial banks in India.

Objectives

1. To understand covid -19 impact on bank.
2. To understand covid -19 impact on customer preference.
3. To understand the changing behavior of the customer during the pandemic.

Introduction

In late 2019, India came to know about the corona virus, which is passed through China. The 1st corona virus affected women found in Kerala who travel to Kerala by flight. After the corona virus, infected people started to increase in India. Based on that the prime minister of India Mr. Narendra Modi announces 22 March 2020 Public curfew for one day. After that, the prime minister announced a 21-day lockdown on 25th March 2020. The 1.3 million population

of India have supported this movement against the covid -19. After this 21 days lockdown, the corona virus-positive cases till increasing in India. Based on the prime minister of Indian government has increased the lockdown period time-wise to control the corona virus-positive cases in India.

Phase 1: 25th march 2020 – 14th April 2020

Phase 2: 15th April 2020 – 3rd May 2020

Phase 3: 4th May 2020 – 17th May 2020

Phase 4: 18th May 2020 – 31st May 2020

Phase 5: 1st June 2020 – 30th June 2020(Lockdown only for containment zones).

This lockdown phase helps the government of India to decrease corona-positive cases in India. The lockdown badly affects the general shops, merchandising, and covid-19. It also badly affects the jobs of the many youths who work in the private sector. During this pandemic period, the temples, shops (other than glossary and medical shops), schools- colleges, malls, and restaurants remain shut. But from 1st June 2020, the shops allow to open for morning 7 to 12 pm and the restaurants allow to do home delivery services of food.

In these periods everyone at home and the mass population start to do online transactions 10 times more than they earlier did. This affects banking activity so much that this major increase in online banking affects customer behavior towards online banking. Pandemics have both positive and negative effects on online banking services. On the positive side, India moves to digitalization, the world fast because of pandemic and pandemic also affects banking, number of transactions, number of customers, number of amounts, use of the various e-payment options, etc. On the other hand, customers do worry about safety and privacy, senior citizens are afraid to do online transactions because of the lack of knowledge and trust issues on online fraud and online money stolen, etc.

Literature review

Korankye (2014) investigated the effect of electronic banking not only limited to profitability. Study results conclude almost 80 percent of customers are enjoying and happy with the introduction of electronic transaction facilities in banks.

A study by Floh and Treiblmaier (2006) found customer satisfaction and customer trust to be the most important antecedents to customer loyalty. The study examines the quality of service, trust, and overall satisfaction provided by banking and financial institutions from Australia.

Ismail Yildirim (2016) In 1998, online banking services started in Turkey. Online banking services are rapidly increasing. A researcher found the result of the correlation between security concerns and avoiding the use of Internet banking. In the study researcher measures the security of online banking transactions. As well as how e-banking services are developing in Turkey.

Worku, Tifahun A, and Tafa MA (2020). Studies analyze the difference between traditional banking and electronic banking. The study explains the various electronic banking services such as ATM/ POS/ Internet banking, mobile banking, etc. Studies provide various information about various banking services and their usage according to age, gender, and occupation, which majority are using the electronic banking services, etc. A study shows the relationship between electronic banking satisfaction among bank customers and demographic characteristics. Studies, analysis type of bank accounts, frequency of branches account, satisfaction in electronic banking services and e-banking delivery channel and customer responses on electronic banking facility. The study determines the challenges and opportunities of e-banking.

Eyob Ketema and Y.W/Selassie (2021) The impact of M- banking quality service on customer satisfaction during a covid lockdown. Study Analysis of Six dimensions (M- The impact of electronic banking on customer satisfaction in the Ethiopian banking Industry. Study determined customer satisfaction on e-banking SERVQUAL) which related to reliability, empathy, ease of use was found to be positivity, which Influencing bank activities, efficiency, responsiveness, security which Influencing customer satisfaction of the bank.

The study determines the distinguish between indicator ease of use and reliability to adopting mobile banking strategies to provide high-quality services to the customer of a bank. studies included a literature review on mobile banking initiatives taken by the bank, how banks improve the quality of mobile banking services quality scale, the reliability of using mobile banking, the efficiency of mobile banking, privacy and security of the customer.

W Sardjono¹, E Selviyanti², M Mukhlis³ and M Tohir⁴.(2021) Global issues: utilization of e-commerce and increased use of mobile commerce application as a result of the covid-19 pandemic – studies show an increase in the use of electronic commerce usage during the pandemic. During the pandemic, traditional purchasing decreases because of lack of purchasing power in a covid-19 situation, people encourage E-commerce and electronic transaction to take place and make purchasing effortless. Buying and selling online increases tremendously, which positively impacts a bank's electronic transactions on both volume and value. Studies show the effort taken by the bank to promote e-commerce and mobile commerce by making various offers for the customer. Studies include a literature review on the Impact of covid -19 on economic fields of e-commerce and mobile commerce. Studies analyze the positive impact on health-related products, products supporting work from homes, such as computers, mobile phones, and other accessories related to office work, and food products. The study analyzed changing the behavior of the customer towards e-commerce and mobile commerce. Studies also determine changing purchasing preferences of customers from traditional purchasing to electronic purchasing. Studies show the increasing demand for daily necessary products and health-related products which are necessary for customers during this pandemic.

Research Methodology

This paper was created by using primary data and secondary data. Primary data was collected by the survey from customers and secondary data from various research thesis, research papers. Studies using theoretical data to show the impact of covid-19 on E-banking. the literature used in the paper is from the various research papers, articles, journals, and websites. This paper has used the data from the survey on customer preference and their behavior towards online

banking. The study shows the positive and negative impact of covid – 19 on commercial banks in India.

Result and Discussion

In 2015 Digitalization was announced by the Indian government. From 2015 to 2019, the growth of digitalization in all sectors wasn't as expected by the Indian government. But from 2019 bank customers started to use the e-banking facility in large numbers. In 2019, the corona virus affected Indian citizens found in Kerala on the basis of this Indian government announce the lockdown in 4 phases. In this period electronic transactions and electronic commerce increase quite rapidly, which is unexpected Covid -19 affected the Indian economy negatively in an early stage of pandemic. After the vaccination started in India, the Indian economy moved towards a positive ratio because most of the Indian citizens started e-banking services for daily expenses. E-banking plays a key role in this pandemic situation. There's a positive impact of the covid-19 on the e-banking sector such as the number of customer acceptance of e-banking is increasing because of the ease and fast transaction. The major reason for the increase in e-banking is the accessibility of the b banking services by the bank customer. There's a tremendous increase in the number of customers who use e-banking for electronic transactions during this pandemic situation. There's some negative effect of the covid -19 on e-banking services. During the covid, most of the citizens, likely or unlikely, use the e-banking services but the issue rises of security of the fraud of the bank customer and awareness about the fraud done by the third party. Citizens of India are also afraid to share their personal information and bank details on the internet while they do the transaction or doing e-commerce activity .covid -19 affected the banking sector both positively and negatively

Positive impact

1)Acceptability of E-banking

Covid -19 positive impact on the acceptability of e-banking services. During this pandemic period, electronic banking and e-commerce increased rapidly, which is unexpected. People who have never done online banking or e-commerce are starting to learn and accept the e-commerce and e-banking facility which is easy to use and convenient for both senior citizens and youth both. Youth who do the e-commerce purchasing and e-banking on monthly basis now youth do e-banking on a daily and weekly basis. Because of the increase in e-commerce purchasing and e-banking, this affects positively on online banking services, online business.covid-19 was the turning point for the growth of electronic transactions and electronic banking. According to the survey, bank customers are ready to accept the online facility provided by banks because of the convenience and ease of using this electronic technology for buying and selling goods. In the pandemic online demand increase for online purchasing for necessary products, food products, and health-related products. Now in unlock phase in India, online purchasing and online transactions are still positively increasing and this helps to improve the Indian economy.

2) Accessibility of e-banking

In the pandemic accessibility of e-banking facilities increase tremendously. Now a day's anyone and everyone can use E-banking services from anywhere in this world where they have internet connectivity. Because of the ease and fast transaction, more and more bank customers are using the E-banking facilities of their bank. This increase in the electronic transaction increases the profit ratio of the bank and which positively affects the banking financial performance. In a pandemic, people are scared to go out in this situation According to the survey of bank customer uses, the online banking facility because of ease and convenience. Ecommerce and E-banking both are in demand during this pandemic. Accessibility of e-banking is very helpful for every individual because of the e-banking facility, day-to-day life purchase electricity bill, gas bill, bank EMI, and every expense done through an electronic transaction from home. An individual who leaves away from their family for employment purpose or any other purpose can send the money within one day to their relatives by using an e-banking facility from any place in the world.

Negative impact

1) Security

During the pandemic situation, most of the population wish to an electronic transaction by using e-banking services of their respective banks, or other online payment options rather than cash transactions for their expenses. But sometimes this e-banking facility comes into question when there's a question of customer security. In the starting period when banks introduced e-banking services, hardly 20 percent population accepted this change and coped up with e-banking facilities. Bank customers who are above 60 age group are so much concerned about their banking transactions and uploading personal and bank information on the internet. Some of the bank customers face online banking scams and online banking fraud. Most of the time people don't know the banking hidden charges while doing online transactions which directly affects their bank balance. Sometimes banks show the warning or show the hidden charges page on online site but in hurry or because of lack of knowledge people don't read the instruction or charges page and directly click on the ok or I agree on a button.

2) Privacy and Risk :

By using an e-banking facility customers do the online transaction because it is easy and fast but sometimes customers get afraid to do an online transaction because they have to fill in personal information such as name, address, date of birth, city, credit, and debit card details on the web. Customers are afraid that if they put their personal information on the internet then it can be misused or do some illegal activity. E-banking do have privacy terms and conditions but due to lack of knowledge people didn't read the terms and condition and do their transaction which affects their privacy, like they get messages from unknown sources, there, get fraud calls, and sometimes they get threatened calls, etc. Most senior citizens don't trust e-banking because of a lack of confidence, and because of proper knowledge of how to use e-banking services while doing electronic transactions.

Conclusion

The study determined a tremendous increase in the number of customer acceptances for online banking. The study also shows the increase in transaction amounts and positive effects on online banking. The pandemic also changes customer preferences from normal banking to online banking. The study also shows a negative impact on customer safety and insecurity about online transactions, such as online fraud and online money stolen. We hope this paper will help you to understand customer preferences in online banking and online transactions. And change in performance of bank by using E-banking services. Pandemic impact on online banking and customer's behavior towards e-banking.

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“A Critical Review of Employee well-being in relationship with work environment To Flourish the employees in organisation “

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Abstract:

Human capital is the asset of organisation which always contribute the intangible hard work, honesty, loyalty, efficiency which never reflect from the financial statement of organisation. Hence to provide the healthy work environment to employees is prime duty of the organisation. This review tries to focus on the importance and relationship of work environment and employee well-being for the growth of organisation. This research article focuses on factors of work environment that initiate the improvement in work place employee wellbeing that may have positive relationship with the employee performance and organisation performance. The importance of employer and supervisor, Employee relationships, assistance, and trustworthiness, as well as workplace environment, have been reported to enhance employee wellbeing at work. This research is expected to support more conventional methods of boosting employee perspectives and productivity, which can enhance organizational performance, effectiveness and productivity.

Key Words:

Employee well-being, work environment, employees in organisation, organisation productivity, performance.

Introduction:

Individuals and organisations alike are looking for ways to improve their well-being. Individuals who have a greater sense of well-being are more motivated at work and contribute more to productivity to organisation. (Kamerade, D,2017) Identifying solutions to maintain employee well-being in a this world of competition and globalization due to the vast changes in industry and organisational business is critical to success, is critical task. Increasing relevance to a variety of stakeholders, both within and outside of government work-related and extra-work-related contexts Wellbeing is vital not only to individual employees in the workplace, but also to the organisation as a whole, of looking for their own health and performance (Tina H. P. Kowalski ,2017)

Employee well-being (EWB) is said to comprise not only an employee's awareness and acceptance of worker satisfaction, but also their emotional and psychological experiences, as well as their sense of accomplishment at organizational and individual level. (Zheng et al,2015)

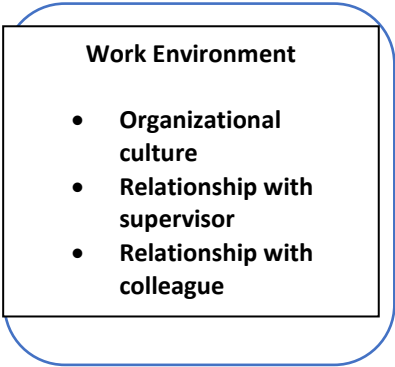
Employee productivity and quality of work are influenced by their working environment, and poor working circumstances and job unhappiness can both result in ineffective worker productivity and decreased job satisfaction. This essay will go through how the office's lighting, noise level, colour scheme, and air quality can impact worker and company productivity. In terms of productivity, well-being, comfort, attentiveness, satisfaction at employment, and morale, the physical components of a workplace environment can have a direct affect the people who work there. Aspects of the workplace that should be taken into consideration(Dr. Anil P Sarode,2014)

Employee morale is impacted both favourably and unfavourably by the workplace., productivity, and engagement. The working environment is hazardous and destructive in most sectors. Workstations with poor construction, insufficient equipment, a lack of circulation, insufficient brightness, excessive noise, insufficient fire safety precautions, and a lack of personal protection are just a few examples. People who work in such an environment are more likely to contract occupational diseases, which has a significant impact on employee productivity. As a result, the working environment has a negative impact on productivity. The quality of an employee's workplace has the biggest impact on their motivation and productivity.(Dr. K. CHANDRASEKAR,2011)

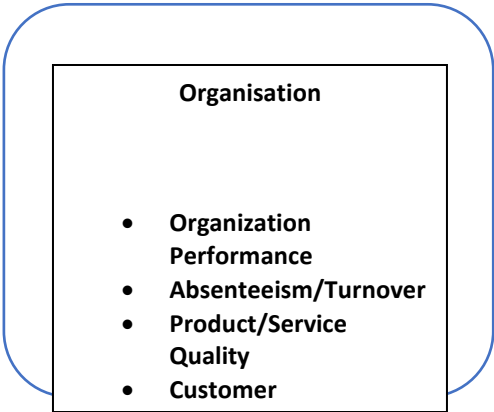
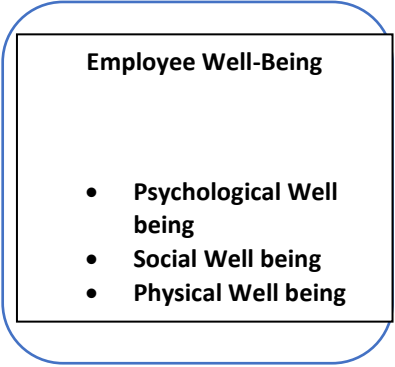
The internal environment of corporate entities is critical issue to their long-term existence. Organizations have been forced to focus on their core competencies due to the current economic climate and competitive environment. Increasing employee productivity. The work environment is the result of a mix of different variables (social support, physical environment, etc.). Working conditions, job characteristics, education, and other factors all play a role. The word "social support" refers to the help that a person receives from coworkers, bosses, and colleagues in order to do a task effectively. It was discovered that it displays the relationships' structure. (Greenhaus and Parasuraman ,1994)

It was suggested by researcher that Job performance, employee retention, workplace accidents, sick days, absenteeism, customer engagement, quality defects, profitability, and health outcomes such as cardiovascular health, obesity, and disease burden are all linked to employee well-being. (Rath & Harter, 2010)

Workplaces feature a variety of properties, components, and variables that might affect workers' physical and psychological well-being. (Briner, 2000). A direct and indirect link between healthy workplace practises and organisational benefits is tries to provided based on the review. In the literature, the following general categories of healthy workplace practises and environment have been identified as Organisational culture, Relationship with supervisor, Relationship with colleague, Working condition.



Interrelated



Definition:

a) **Employee Well-being:** Well-being at work is defined by the Chartered Institute of Personnel and Development as "developing an environment that promotes a state of contentment that enables someone to thrive and realise their greatest potential for themselves as well as their organisation" (CIPD, 2007). The sense of being comfortable, healthy, and content is referred to as "well-being" in the New Oxford Advanced Learner's Dictionary (7th ed., revised 2005), according to this dictionary. The term "employee well-being" relates to a person's comfort and happiness as well as their bodily, psychological, and emotional health. The term "employee well-being" relates to a person's comfort and happiness as well as their bodily, psychological, and emotional health.

b) **Work environment:** Many academics have tried to conceptualize the work environment. In its most basic form, it may be defined as the settings, situations, conditions, and circumstances in which individuals operate or work. Briner, (2000) expands on it as a broad category that includes the physical environment (e.g., heat, equipment), job characteristics (e.g., workload, task complexity), and so on, job-specific qualities (e.g., workload, task complexity), broader organisational characteristics (e.g., culture, history), and even extra-organizational factors (e.g. local labour market conditions, industry sector, work-home relationships).

Objective of the study:

- To study the concept of employee well-being
- To explore the factors of work environment
- To study relation of work environment and employee well-being

Methodology of the study:

Research analysis follow qualitative approach. This is descriptive type of study which is based on the secondary data that has been obtained through review of literature and analysis of journal articles. A reviewed was conducted for about thirty to forty important research papers related to work environment and employee well-being in order to fulfil the objectives of this review.

Work Environment:

Employees feel involved in their work as well as their personal lives in healthy work environments. They experience what engagement scholars describe as an enthusiastic connection to their work and family activities. Work engagement is a key outcome indicator of healthy work environments that may be monitored by corporations. (Schaufeli and et.al,2006)Organizations can target workplace interventions at these three variables: control, Workplace social support of supervisor and co-worker, and workplace environment, in order to enhance how the structure and culture of work influence workplace healthiness. (Kossek et al., 2012)

Organizational culture:

Employees that ensure adequate energy and efficiency in performance in both work and personal life activities are valued in a healthy work climate or organizational culture. (Kossek et al., 2001)Work can have an impact on health not just in terms of the physical environment, but also in terms of the psychosocial environment. Sickness absenteeism, hypertension, depression, burnout, cardiovascular disease, and other diseases have been connected to workplace culture, psychosocial characteristics such as social support, job control, and role conflict (Dormann& Zapf, 1999)

Relationship with supervisor & colleague:

The importance of social support in promoting psychological wellbeing cannot be overstated. Higher Social support is linked to improved cardiovascular, endocrine, and immunological health and functioning of the system (Kiecolt-Glaser, 1996)Given the importance of social support for psychological well-being, it's natural to hypothesize that a supervisor's supportiveness would have a substantial effects on the psychological well-being of their subordinates. Because supervisors have crucially significant effects on employees, assumed that employee views of their boss's actions are linked to their psychological well-being. However, research were unsure whether supervisory behaviour could add beyond what other predictor variables could

describe, to the description of employees' psychological well-being (Brad Gilbreath,2004)

Working condition:

An individual's ability to work safely, competently, and in accordance with operational performance targets is influenced by their work environment. Employees must be trained to deal with work overload efficiently and successfully. Employee performance improves when working conditions are improved. Because employees are retained, the employee's performance may improve, and the retained employees will be doing their best to perform efficiently in their work environment. (M. Imran Malik,2011) Thermal and lighting conditions in workplaces are the key contributors to environmental comfort. (Huang, Zhu, Ouyang, & Cao, 2012). High and low air temperatures increase thermal discomfort, which has a negative impact on employee performance, according to an analysis of factual temperature, subjective response to temperature variations, and perceived productivity (McCartney & Humphreys, 2002).

Employee Well-Being:

By contributing to work environmental comfort, which is a prerequisite of productivity, modern technologies make it possible to attain employees' psychological and physical well-being (Seppanen & Fisk, 2004) In order to assist employees with their personal health at work, employers must create an environment that promotes a feeling of contentment, which helps people to develop and achieve their full potential for the benefit of themselves and their organisation.(Tehrani et al., 2007). Employee workloads, decision-making input, and social support are all examples of psychological and organisational working conditions that can help safeguard and promote employee well-being. Support from one's partner could be a significant component in an employee's well-being. (Peeters and Le Blanc 2001)It looked at how high individual satisfaction and motivation and enjoyment at job and workplace leads to high individual performance, which in turn leads to better organisational performance. (Toon W. Taris,2009)

Organization Performance and Productivity:

Supporting and maintaining employee mental health, it is said, leads to considerable benefits in organisational health, as evidenced by enhanced efficiency and attrition. This is Employee well-being, defined as both positive and negative affect, is intimately related to organisational effectiveness through some kind of complex interplay between the two individual employee and situational factors, according with occupational health paradigm. There are correlations between well-being and both retention rates. (Cotton and Hart's,2003)

In a sample of managers, researchers tried to find out the association Employee engagement, satisfaction, well-being, and absenteeism and retaining and attritions s are all linked.. They hypothesized that employees' overall affect, which they defined as well-being, would regulate the link between job satisfaction and job performance. They expected that employees with low psychological wellbeing would be more likely to leave their firm as a result. (Wright and Bonett , 2007)

Employee well-being is a big concern for firms, according to researchers. By modifying the expenses connected with disease and health care, it has a significant impact on an organization's performance and survival.(Grawitch, Gottschalk, &Munz, 2006)

Conclusion:

Employees are the part of organisations, and without them, there would be no organisation at all. Employees in healthy workplaces are seen as assets as well as drivers for achievement. As a result, every organisation should implement programmes to improve the physical, mental, and emotional health of all employees, as well as the organisation overall work environment. “Ellen Kossek advance the argument that designing the workplace to promote employee well-being must be coupled with a high performing caring culture as this ensures employability for employees.” Organizations that are healthy are

not formed by chance. From the critical reviewing various literature, it is observed that somehow organisation performance and well-being are co-related with each other whether positively or negatively. We need to manage our work environment that can support and flourishes employees' health as carefully The best strategy to increase employee well-being as we manage our organisation is to give them a safe and comfortable working environment.

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“Role of Transformational Leadership Studies in NEP2020”**Mr. Gohit A. Pedhekar**

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Abstract

The higher education institutions will undergo a major paradigm change in the next 20 years. The National Education Policy 2020 (NEP 2020) is formulated to revamp education system and lay down road map for new India. It was approved Indian cabinet on 29th July 2020. This study is based on Transformational Leadership observations and exploratory in nature. Findings are based on a systematic review of existing literature. The authors investigated the relationship between transformational leadership behavior and group performance in some industries of the Pune region. The present study determined the influence of innovation in transformational leadership on education system. The main purpose of this investigation is to measure the parameters of a transformational leadership in today's educational scenario. However, transformational leadership style can be time consuming process before they provide positive results, and they also create potential for abuse among certain members of the work force, it also provides a model to improve employees 'performance in Industry manufacturers by a transformational leadership may create motivation and work environment as a mediator. This study can open the way to improve employee readiness in facing industrial revolution.

Keywords

Academic competency role, Transformational leadership, Work environment.

Introduction

The New Education Policy announced by Government of India (NEP2020) is welcoming news and a positive development amongst negativities surrounding the world in this Covid-19 pandemic. The first NEP was implemented by India in 1968 and next after long gap in 1986 and recent one under leadership of Prime Minister Narendra Modi in 2020. The National Education Policy 2020 (NEP2020) of India was approved on 29 July 2020. It is formulated with the vision to revamp education system and lay down road map for progressive educated country. The committee that prepared policy document of the NEP 2020; was headed by former ISRO chief K Kasturirangan. In its selection manifesto of 2014 parliament elections; the ruling Bhartiya Janta Party (BJP) has promised to bring revolutionary reform in Indian education system (Saha Mushkan, 2020)[1]. They fulfilled their promise to nation with NEP 2020. The academic leaders play a significant role in conceiving, designing, implementing, and evaluating educational innovations to achieve the vision of the institute and departments. The roles of educational leaders will be different in different institutions and at different stages of innovation. At the institute level the roles may be classified as routine or innovative, one time or regular, mundane or enriched, familiar or new, certain or uncertain, static or dynamic, patterned and shifting, and permanent or rotational. Transformational leaders inspire followers to transcend self-interest and perceptions of their own limitations to become more effective in pursuing collective goals (Bass, Avolio, Jung, & Berson, 2003)[2]. They do this by engaging in several types of behaviour. Transformational leaders articulate ambitious collective goals and encourage followers to accept them. They also support followers in working toward the goals, such as by acting as a role model, stimulating them to engage in analysis, showing concern for them as individuals, and encouraging teamwork (Podsakoff, Mackenzie, Moorman & Fetter, 1990)[3]. Numerous studies have found transformational leadership to be positively associated with subordinate performance at the individual and organizational levels of analysis, and research is accumulating on factors that mediate the relationship between

transformational leadership and performance (see reviews by Conger, 1999[4]; Judge & Piccolo, 2004)[5]. Several of these studies were conducted in non-Western societies (Den Hartog et al., 1999[6]; Dvir & Shamir, 2003[7]; Jung, Chow, & Wu, 2003[8]; Lim & Ployhart, 2004[9]; Shin & Zhou, 2003[10]; Walumbwa & Lawler, 2003)[11], which suggests that transformational leadership is effective in a variety of settings. Innovation and leadership are topics of interests among scholars and practitioners that play significant impact towards competitive advantage and organizational performance. Scholars have been highlighting questions whether innovation and leadership foster superior performance and whether past performance is driven by innovation and leadership. Thus, unravelling the link of innovation, leadership and organizational performance has compelled scholars to conduct further research in this area. Several studies have reported the linear relationship between innovation and organizational performance but the results remain inconclusive. Some studies indicated positive relationship, negative and no significant relationship between innovation and organizational performance. Organizations are also vulnerable to various factors. This implies that innovation is not the only factor that influences organizational performance. Internal and external factors are sources of competitive advantage that lead to organizational performance. In recent years, researchers have called attention to the importance of organizational resources such as leadership capabilities for organizational performance. However, the effects of certain leadership style on organizational performance have not well studied. Suggested further research need to be carried to examine the relationship of leadership styles on organizational performance. This is because it is widely accepted that leadership style and its different dimensions can drive organization destinies.

Review of Literature

Education plays a strong role in building nation; education decides the future of the nation, the destiny of its people. The impact is going to be a durable one in terms of growth and development of the state and subject. The role of education and its importance can't be ignored in today's scenario. The expansion and development are seen if we compare the pre independence and post-independence era. After 34 years Indian Govt. is going to change the way India will study, this is the third amendment in the education policy. There are several

changes planned in new National Education Policy 2020 that may actually affect all the stakeholders (Kalyani Pawan, 2020)[12].

The objective of the policy is to prepare country to face challenges of next decades of 21st century and make India a global hub in education with multidisciplinary and liberal education, Aithal, P. S. et al(2020)[13] in their paper highlighted important aspects of new education policy and compared them with the existing conventional education system. NEP 2020 emphasized to promote innovations and expected to have varied implications on the Indian teaching system. It has also laid down framework for its effective implementation. Jha, P.etal(2020)[14] has discussed drawbacks of the New Education Policy, 2020. Relatively few of the studies in a recent meta-analysis of the relationship between transformational leader behaviour and effectiveness (Judge & Piccolo, 2004)[15] examined the impact of transformational leadership on team performance, despite the view of many scholars that “leadership may have its most important consequences for teams and thus a focus on the team level is also important” (Lim & Ployhart, 2004, p. 610)[16]. Studies examining transformational leadership have largely focused on either how the behaviour of low-to-mid-level managers affects the performance or attitude so f individual workers or how the behavior of top managers affects organizational performance.

Research Methodology

UGC, (2021)[17] issued guidelines for induction and mentorship for teachers of higher education in which the objectives of mentoring are stated. One of the objectives is to build academic leaders. MHRD, (2020)[18] a mission on mentoring is envisaged in NEP 2020 to prepare the faculty members to assume key higher positions in the institutions. There is a provision of establishing a national academy for teaching, learning and leadership to build capacity in faculty members to assume academic leadership. Aggarwal K. K, (2020)[19] stressed developing academic leaders with vision and extraordinary skills to lead the higher education ecosystem from the front. Ngoc Bich Khuyen Dinh (2020)[20] concluded that commitment and personal power are core features of academic leadership. The personal and interpretational capacity, leadership capabilities academic capacities and leadership styles are the

characteristics needed for academic leadership. Kin, (2019)[21] identified 12 critical leadership competencies for school principals. These competencies are- leading for learning, integrity and accountability, communication, collaboration, critical thinking, creativity and innovation, decision-making, problem-solving, managing change, entrepreneurship, digital literacy, and emotional intelligence. UGC,(2019)[22] issued guidelines for induction of faculty members in higher education institutions. Faculty members are prepared to become professional teachers and assume academic leadership at level three as defined in this paper. Ten modules are offered to them of approximately 175 hours. MHRD, (2018)[23] launched leadership for academicians' programme (LEAP) to prepare the second tier of leaders to take up the leadership position at the institute level. The general topics of management a recovered in these three weeks of the training programme conducted by premier institutes of the country and world-class universities. AICTE,(2018)[24] declared a comprehensive policy for technical teachers training in which there is provision to develop teachers to take up leadership positions in the institute. Benayoune(2017)[25] defined competency frame work as a set of competencies to achieve the goals of innovation, reforms and change (adapted). The author also stated the benefits of the competency framework for managing the human resource activities in the institution.

Objectives

The objective of present paper is to study the NEP 2020 recently announced by Government of India. The study reviewed the policy document NEP2020 discusses its guidelines and proposals.

- The policy covers elementary education to colleges in both rural and urban India. As providing Education to all the citizens of the country it is necessary to make laws and act regarding this.
- NEP is one the major Policies of the Government which lays foundations of the Education System of the country. There are several NEP launched by the government in different years which govern the education criteria and lays down some guide line regarding the same.
- National goals for education focus on the individual child's development and his/her relationship to society. The aim is to bring out the genius inherent in

every individual and to provide an environment that facilitates personality development.

- Every Individual has the right to education granted by the constitution of India and it is the duty of the state to provide the same, national education policy aims to achieve the goal that every individual can enjoy the right to education.

Limitations

This paper is a maiden attempt to study NEP 2020 and subject to certain limitations as the research is based on the secondary data. The results are highlighted through literature review and recommendations have been made. Study can act as a base for future research based on empirical investigations and the impacts of NEP2020 after its implementation can be found. However, Research can be taken as base for further study on different aspect of NEP 2020.

Limitation and Further Scope of Research

The roles and competency framework developed in this study are based on A holistic exploratory research study may be undertaken to standardise the competencies and framework developed in this study. Another study on competency analysis is recommended which may be further used for designing the training and development activities for the academic leaders.

Conclusion

In reform-oriented educational institutions, academic leaders perform generic and specific roles for implementing there forms in the institute. The nature of the role will be different at different stages of there form. Generic roles will be performed by all academic leaders working at different levels and specific roles will be performed by the designated leaders for the purpose. The concept of visionary leadership, shared leadership, distributive leadership, democratic leadership, charismatic leadership, participative leadership, transformational leadership and soon should be used to conceive, design, implement and evaluate the impact of academic innovations in the light of the NEP 2020. The focus of academic leadership should be learner-centric and

research-oriented.

Significance

The awareness program must be organized by the government, at least for teachers only. More than ten years of serviced teachers are not interested to know about their centup dates due to lethargic behaviour. Nuclear family teachers have no way to interact with other peoples, so they have low awareness; the government must arrange awareness programs to make aware of the National Education Policy (2020) seriously.

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A Study on Social Innovation & Technological Innovation:

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Management studies & Research)

Abstract:

The overall objective of this paper is to investigate the impact on social innovation using online networks or digital disruptions to maximum effect. This paper is to examine the extent to which, how and why, technological disruptions are being used by, and having an impact on, social innovation. There is much evidence in the study which reveals that using technological disruptions, one can bring substantial changes in the character of communication, relationship building, collaboration platforms, information access and data usage, social choices, service models, financing and much more. With the rapid and accelerating growth of technological disruptions, a world-wide new ways and socially innovative ideas are carried out to face the most common and challenging problems of world. The study tried to make understand the different and possible ways to identify and strengthen the existing design thinking of the problems and creating new process to contribute to better quality of life, social impact and social changes.

The study gives a glimpse of the picture that describes the blending of social innovation and technological disruption is the effective and efficient solution in the health and education ecosystem. Therefore the generalisation of social innovation with the use of technological disruptions is helpful in creating content which identifies the unmet social needs. This matches assets to needs and action taken to meet social needs. These are the contributory factor which tells that what does best and what people do best out of it.

“The real challenge is for each of us to determine where we feel we can make the most impact”. By Jay Samit

Social Innovation & Technological Disruptions:

Social Innovation is the process of thinking and developing effective and efficient solutions to Complex social problems like hunger at poverty. It results into new and improved product, process for existing process, or program and all these have a common outcome. All these will improve lives or change the system or status quo for the people impacted by the problem at hand.

We can support this by an example like Recycling Processes of Coffee Grounds so that they don't get waste and can be used after recycling. Many new processes are developed to solve other problems and top into the social innovation of the whole country.

The people can look over the government challenges and submit their own Ideas for solution of these challenges. All these have common in them is that the intersection of different hobbies, Industries, sectors and walks of life. Social Innovation can also be described as creativity. Creativity is the process of finding patterns and connecting things which are unrelated. It is the bringing of the things together which are seemingly different from one another so that their intersection can form one original thing.

The significance of the social innovation is that it doesn't require the person to be genius or have the exceptional education or tons and tons of resources. The magic behind the process to inspire is design thinking which deals with the step by step process to develop social innovation ideas.

The idea of design thinking in the context of social impact provides the platform with the solutions to problems prioritizing the needs of the people who are most impacted by the problem. Social Impact and Social Change is all about creating a better life impacted by the problems at hand despite of thinking that what is to be done or making more money.

Using the design thinking, people can investigate the steps towards socially innovative ideas.

The first step to be socially innovative, it is simply to have the clarity to identify the problem, its scalability and its scope.

Empathize is the next step. It is the gathering of information from the people impacted by the problem identified. It is comprised of surveys, interviews to get the feedback from the people impacted by day to day challenges which defines the situation.

Third is the **Define** which is narrowing down the challenges that is identified.

Ideate is the next step is the brain storming phase. It is a team which works on critical part of the problem which things on all possible solutions.

Prototype is the step after ideate which creates a simple model or pilot test of an actual product, process or program. It is actually the implementation of product, process or program. It is simple prototype.

Test & Assess- In this taking the prototype, an honest feedback is taken from the people who are interviewed previously. It is generously meeting the needs or challenges of the people. What part of the products or process need to be redefined in order to make it even better and the goal in which the feedback is given is continuously to improve and update until it reaches the peak of effectiveness.

Once the great product and program is designed, very effectively and satisfactorily meet the needs of the people that is the time when sustainability and viability comes into social innovation process.

Social Innovation is the combination of mind set and skill sets. With the mind set and skill sets embedding of social innovation takes place where in people participating in most things but with different agenda. Mind set for social innovation is to believe that the one can do the things differently. It is the noble way to face the complex social challenges.

Research says that students should have such mind set of social innovation. Hence social innovation is the essential element of education ecosystem. It has great impact on students which helps students in thinking in what they want to be. Students should believe themselves that they bring changes in them and

humanity in future. If People understand that changes are required, they collaborately come up with different ways.

Social innovation is the interdisciplinary activities which is blend of different activities which come up with something new. Everyone can become a change maker using the mind set of creativity, problem solving, social intelligence, critical thinking, curiosity, agility, resilience and lateral thinking.

With this we can say that Social innovation has many definitions, but it is the pillar where it supports people and organizations to co-create, learn, adapt and scale more effective solutions to entrenched social problems—making our human and natural systems more adaptive and resilient. System thinking is the key to Social Innovation.

We are living in the era of constant discontinuity. Disruptions are hitting the every economy of the industries. It is important to understand to ride proactively over the Waves of Technology disruptions. It is considered to be the Global force which is bringing the changes in the world.

Disruptions means the change in the way we work and how we work and even the change in the design of the workplace. It is essential to have the plans with us so that it should make sure that nobody could become the victims of disruption by leaving behind.

The innovation is increasing exponentially. It is accelerating at faster rate. Disruptions is changing the quality of life. It is bringing the change in the business, how we buy, how we make payment, how we interact with the customers.

Technology has disrupted in the Industrial Revolution Technology disruption has brought maximum change in the banking sector. By 2025, two billion people will experience the bank on smartphones. 80% of the people will never walk in a bank branch.

Second industry is the education industry where in a lot of changes can be seen in context with technology. A MOOC platform open for online courses, Edex a partnership between MIT and Harvard they provide free courses online. For certification it is a paid courses. With this configuration Edex developed an ecosystem of 7 million students in 4 years. MOOC shows the path to customize the person at zero marginal cost. Education industry is the one where the

students have to be innovative, have to be thinkers and they have to think very hard that where they will be in the next 5 years or 10 years.

Third industry where the technological disruptions are playing a very vital role is Healthcare industry. Technology adoptions are seen in healthcare industry since decade but very seriously seen currently. This can be explained with a very simple example is ride band which we wear. This ensures us and changes our way to manage our own health at affordable price. Conventionally we go to doctors to see us but this variable actually helps us to track the constant matrix of our health conditions and also predict it. This enables us to get the doctor assistant in our pocket everyday.

The development in the technology compels us to think that we have to manage our business very differently. This inculcates the quality of leadership in us. The leadership of tomorrow will be different with the yesterday's leadership.

In every step of professional life it is to understand that whatever we have learnt over the years will not work in future. Unlearn many things and learn new things. The anticipating of future can be easily done digitally.

In today's ecosystem everyone should think on exponential opportunity versus incremental outcome. People struggle for 4%, 6% growth but technology disruption is an opportunity where the person can grow up to 30%, 40%, 50% and 100% a year. Hence it is essential to change our mind set.

In this ecosystem of leap frogging mind set is required in which the innovation policies help the developing country faster and deploy and meet the expected demands which promote the sustainable development. People have to do radically different that will cause to leap forward in the game.

This gives a way to think to bring start ups in our business. We need to think and open our eyes that start up to bring in our business is fixing the problem of our business. The start up to bring in the business because it is easy to fix the challenges in initial stage of the business rather than changing it after becoming the giant business. This is called as Organisational Inertia.

Hence digital disruptions are bringing hope to start up and deploy them and exploding in the market. Sometimes it is seen that smaller companies are doing sincerely well with the help of digital disruption. It might happen that one

day people do not recognise our product. This is the place where the digital disruption comes into role. Probably the giant companies having the large capital but still they did not exist in the market after 10 years. Therefore digital disruptions amplifying the potential of people that is what we know and what we are connected to.

Conclusion

Social Innovation processes and Technological Disruptions practices on further analysis shows clearly that in many cases digital technology, on the one hand, and people on the other hand, seem mainly to focus on tasks which they are best suited.

Digital technology disruptions seems to do best in Standardising and customizing the people with many spill over and multiplier effects , rule-driven tasks - Data and analytics heavy tasks –so that the solution can reach globally with high speed and effectively and efficiently.

The unique collaboration, partnerships, relationship-building, cooperation of Digital technology and Social Innovation reduces the transaction costs and increasing process efficiency.

Bonding of technology disruptions and social innovations foster people seems to do best. The best can be in terms of Care, teaching, counselling, advising, advocacy, managing and undertaking tasks - Decision- and policy-making tasks - Creating, innovating, brainstorming, understanding, empathising, socialising.

Significant improvements to prosperity, wellbeing and quality of life, and especially boosting the uniqueness and qualities of localities and places. It gives an unbelievable solutions for handling the problems of poverty, unemployment, means of achieving results, learner empowerment and all types of disadvantage and marginalisation, including loneliness and alienation, and improving personal lifestyles and self confidence.

Digital technology disruptions is the vital and multi factorial process to provide valued changes as well as what sort of social innovation outcomes are

being achieved in different situations in the operations, strategy and policy making of governance.

In other words, the embedding of technology disruptions enable the existing types of social innovation to function better with improved outcomes which deliver new impacts and opportunities to all level of public to withdraw the sustainability in the system.

**" A Study on the impact of IT enabled Services on
Organisational Culture of the Hotel Industry in Pune City ".**

Lione Dmello

ABSTRACT

The name Muhiyabad was lost soon after Aurangzeb's death. Anglicized to Poona in 1857 by the English during British rule, the city's name was changed to Pune in 1978. Pune has emerged as the smartest city of India over the span of last 10 years and how. Emerging IT sectors, planned housing societies, and pleasant weather, Pune has everything that makes it the best city to live and work in. It doesn't come as a surprise that Pune is awarded as the 2nd best city to live in India. Pune is one of the basic urban communities in the province of Maharashtra, ordinarily known as the Oxford of the East because of countless first class universities situated here. Pune is situated the main city in India in the straightforwardness of living positioning index. Queen of Deccan, Oxford of the East, and the social capital of Maharashtra - Pune is a city which envelops history, legacy and social importance profoundly connected with the Maratha realm. Currently an assembling force to be reckoned with, an advanced education community and IT center, Pune is on the road to success to turning into a top notch savvy city. The makeover of Pune into a significant city in the political and monetary texture of the State and the nation has been very fast, yet later. Pune is considered as a real part of developing business habitats and nine arising urban communities all over the planet with the reference "Hosts IT and car organizations" and offers a dramatic development rate. Its individuals, climate, culture, nightlife, end of the week escapes at closeness and wide decision of food joints make Pune a magnificent objective for the "IT" age. Pune is the Best City to Live in India. Settled in the Sahyadri Hills, Pune is a developing modern and metropolitan center in the western Indian territory of Maharashtra.

KEYWORDS: "IT" generation. Hotel, Industry , Service.

INTRODUCTION

Since the most recent couple of many years, administrations have turned into a vital and dominant part of the Indian economy. While the administrations area has developed, service providers have become cutthroat and administration quality has turned into a focal point of their consideration. The way to accomplishing practical benefit lies in delivering excellent assistance that outcomes in fulfilled clients. Estimating and further developing help quality has become an significant undertaking for some associations. Administration quality has been described as a type of mentality, related however not identical to fulfillment, which stems from a correlation of client assumptions with the suppliers' performance. Parasuraman, Zeithaml and Berry fostered an instrument called SERVQUAL to quantify administration quality in help associations. The instrument was hence refined by them. It is a 22-thing scale, which measures the hole between the shoppers' assumption and their perception in regards to support quality. The underlying review distinguished 10 aspects for surveying the nature of service given by the specialist organizations.

The inn business of Pune has been advancing since long. The circumstance was totally different in the prior days when Pune had only a couple of five star lodgings and a couple of spending plan lodgings. The customer base in those days was limited to significant business moguls who used the administrations of these lodgings to engage their corporate visitors. In any case, today the city is overwhelmed with lodgings and practically all significant Hotel brands have their presence in the city and their customer base is very assorted in nature. With the development from the city's "moderate and culture fortified" picture to a more "complex and industrialized" picture of today, a lot of businesses prospered in the city.

OBJECTIVES OF THE STUDY

1. To investigate the explanations behind high wearing down rate in the Hotels of Pune city.
2. To recognize the key factors that impacts the wearing down rate in lodgings and to examine the level of their impact.
3. To concentrate fair and square effect seen on different regions in the

lodgings because of high steady loss rate.

4. To dissect different measures taken by the lodgings to control the weakening rate and to actually look at their viability.
5. To review the development of four and five star lodgings and inn the board organizations in and around Pune city.
6. The review is confined to the 4 Star and 5 star inns around Pune city as it were.

LITERATURE REVIEW

To concentrate on the development of four and five star lodgings and inn the executives establishments in and around Pune city: Pune is a city filling in loads and limits in foundation and any remaining offices. The development gets with it an increment populace. Pune being the instructive center draws in loads of understudies from others states in India and from abroad. Likewise Pune has many vehicle ventures and data innovation enterprises consequently drawing in a major labor force to move to the city. To meet the food and remain prerequisites of this consistently 320 developing interest for Pune city there is a more noteworthy requirement for good lodgings and friendliness area. Until years and years back, Pune had just a single five star lodging, The Blue Diamond that had a place with the Kirloskars. In 1999, the Taj gathering of lodgings assumed control over that property. The worldwide brands began entering Pune with Le Meridien in 2000. It is as yet continuing forward and presently has a place with the Starwood brand portfolio. Till 2006, there were essentially three lodgings, Hotel Sun N Sand with 139 rooms, Le Meridien with 177 rooms and Taj Blue Diamond with 108 rooms making the all out supply of five star inns in Pune. With the advancement of CBDs (Commercial Business Districts) like - Yerwada, Magarpatta, Kalyani Nagar, Koregaon Park and Ranjangaon, Kharadi, Chakan and Talegaon (MIDC) from 2006 onwards, lodging networks began entering the market. This brought about development of International and other Domestic Hotel Brands near each CBD from 2008 onwards. The new players that entered the market were Hilton, Hyatt, Hyatt Regency, Ibis, Westin, J.W. Marriott, Oakwood, Courtyard by Marriott, Radisson Blu, Novotel, Lemon Tree, Formula 1 and so on. Marriott Convention Center opened in Pune in 2008.

It was subsequently overhauled and rebranded as a lavish lodging "J.W. Marriott". Two different lodgings under the Marriott lodgings were added „Courtyard by Marriott“ one each in Hinjewadi and close to Jehangir Hospital. Rooms stock has grown multiple times for example the 2006 level from 539 chain associated rooms to almost 5,500 rooms (in elite player classifications). Out of the 5500 rooms that have opened beginning around 2006, 4,400 rooms have opened over the most recent 4 years alone. From 2009 till 2014, the 4 and 5 Star Segment in Pune developed inhabitation by 15.4% and RevPAR (Revenue per accessible room) by 18%. A further 8% development in rooms is normal in Pune by 2018 taking it to 5400 rooms in the exceptional portion (4 and 5 star fragments) according to the Crisil information. Pune presently has a complete impending stock of in excess of 800 rooms with enormous names like Conrad inn (Hilton bunch), Ritz-Carlton lodging (Marriott bunch) ready to enter Pune. Subsequently it tends to be reasoned that Pune has seen the development in four star and five star lodgings and keeps on doing as such.

THE HOTEL INDUSTRY OF PUNE

The business of Pune has been advancing since long. The opposition in the business is furious and each brand is doing their absolute best by giving "Administration second to none" to their visitors to expand their piece of the pie and this is where the friendliness area separates itself from others. Lodging industry is a piece of Service industry and is described by the immaterial idea of its item for example "Administration". Not at all like the unmistakable items delivered by different enterprises, the nature of "Administration" can't be normalized through machines since there is a Human component that is engaged with creating and consuming of administration. In this way, in the lodging business the human component is of most extreme significance. The business targets channelizing their HR towards achievement of their goals and the significant test looked by the business today, is the raising steady loss pace of its workers. This study is pointed toward breaking down the realities relating to the issue of expanding weakening rate in the lodgings of Pune city. With an end goal to do as such, a study as a survey and meetings was directed from the example containing representatives of lodgings in Pune to grasp their perspectives regarding the matter. The reactions got were addressed graphically and

investigated utilizing essential rate and chi square devices. The discoveries of his exploration proposes that: Long working hours and low compensations are the main considerations that influence the steady loss rate in lodgings which enormously affects consumer loyalty and notoriety of the inn. The Although the inn business is worried about the rising weakening rate in the business and have planned different arrangements to check something similar, they are not viewed as adequately powerful in managing the issue.

This cleared a path for the development of an undeniable inn industry in Pune. The opposition in the business is furious and each brand is doing their absolute best by giving "Administration second to none" to their visitors to expand their piece of the pie and this is where the inn area separates itself from others. Inn industry is a piece of Service industry and is described by the elusive idea of its item for example "Administration". Not at all like the substantial items created by different businesses, the nature of "Administration" can't be normalized through machines since there is a Human element that is engaged with delivering and consuming of administration. Accordingly, in the lodging business the human component is of most extreme significance. The business targets channelizing their HR towards accomplishment of their goals and the significant test looked by the business today, is the raising wearing down pace of its workers.

THESE DIMENSIONS WERE AS FOLLOWS:

1. Dependability: Consistency of execution, doing it right the initial time.
2. Responsiveness: Willingness or availability of workers to give the service.
3. Ability: Possession of the necessary abilities and information to perform the task
4. Access: Approachability and eye to eye connection.
5. Civility: Politeness, regard, thought and kind disposition of contact personnel.
6. Correspondence: Keeping clients informed in a language they can understand.
7. Validity: Trustworthiness, authenticity, genuineness, and keeping up with the customers' wellbeing on a fundamental level.

8. Security: Freedom from hazard, risk or uncertainty.
9. Grasping/knowing the client: Making a work to know the customers' necessities.
10. Tangibles: Physical proof of administration, for example, the presence of the personnel.

IMPORTANCE OF THE STUDY

Dissimilar to the substantial items created by different ventures, the nature of "Administration" can't be normalized through machines since there is a Human element that is engaged with delivering and consuming of administration. Consequently, in the cordiality business the human component is of most extreme significance. The business targets channelizing their HR towards accomplishment of their goals and the significant test looked by the business today, is the raising wearing down pace of its representatives. This concentrate consequently targets examining the realities relating to this issue. Located only two hours from Mumbai, Pune had up to this point lived in the shadow of India's monetary capital, but it presently has seen a transformation from a town of the resigned to a genuine smaller municipality of Mumbai. It's the second greatest city in Maharashtra with around 512 sq km region under the Pune Metropolitan Region (PMR). This new age change has gotten significant force from the neighborliness area. The city today gloats of a tremendous populace of the young people, quite possibly of the greatest in Indium. Practically 64% of the 7.4 million populace is under 30 years old with a larger part piece of people in the 25-34 age gatherings.

The Indian inn industry, which is a critical partner in the travel industry area, saw the impact of worldwide lull, however for Pune, because of its IT and Auto area, inn industry stayed in great health. A ongoing study by a main lodging booking site gave Pune the best position as the city offering most reasonable convenience in the country. Pune offered the best worth convenience to voyagers in 2021. In the financial year 2019, lodging inhabitation rate in the south-western city of Pune added up to around 70%, an increment from the earlier year. In contrast with the previous years, the city kept the most elevated inhabitation in monetary year 2019. This is supposed to bring about better assimilation of existing stock, consequently bringing about superior inhabitation on the lookout. It is, consequently, with exclusive standards that I go on in the

place of the Director of IIHM at Pune. In this limit, I anticipate continue growing the significant brand of IIHM in the western locale of the country.

I likewise anticipate continue to work actually with my associates and accomplices to make IIHM one of the world's driving organizations of friendliness. Before very long, IIHM will keep on expanding on its assets and benefits. Foundations, similar to life forms, should develop and adjust. Ceaseless transformation is fundamental for each effective Institution.

FACTORS AFFECTING ATTRITION RATE IN HOTEL INDUSTRY

Weakening is an out happened to the propensity of the representatives to leave the association. In this way in a circumstance when an ever increasing number of workers are stopping the association, the whittling down rate is on an ascent. To control this wearing down, it is basically essential to comprehend the underlying driver of he same or the elements that influence steady loss. When these elements are recognized and dissected, the associations can plan strategies to counter the effect of these variables coming about into diminished whittling down. This is the continuous period of the city's inn industry. The business is requiring a cognizant work to settle its development. Albeit the prior work saw the passage of significant lodging nobles in the city's market, they are as yet attempting to balance out in the opposition. The greater part of these brands have conceded their development designs and are accommodating their endeavors in holding their foundations on the lookout. The IT blast has taken a secondary lounge and in this manner the business is concentrating on the midmarket portion. The rising weakening rate in the business has constrained the Industry to approach worker driven strategies. The Human Resource Department in Hotels is effectively engaged with creating imaginative business practices to hold the workers. In addition, with the section of worldwide brands, the representatives are presented to the global norms of work and subsequently the whole business is redoing their business strategies to overcome any barrier. Be that as it may, the representatives have stood firm of "Stand by and Watch". Despite the fact that, due to the cognizant endeavors of the business to check the whittling down rate, the turnover has decreased however there is quite far to go.

SUGGESTIONS & RECOMMENDATIONS

In view of the reactions got by the representatives of the lodging business in Pune on the issues connected with expanding whittling down rate in inns, the accompanying ideas and suggestions can be made:

1. Lodgings ought to foster a component to gauge the steady loss in their inn to go to opportune lengths to control something similar.
2. The business ought to be more proactive in managing the issue of weakening and ought to approach reasonable strategies to control the wearing down rate. These arrangements ought to be actually executed to accomplish the ideal outcomes.
3. It has been seen that the main variables influencing steady loss are "Low pay rates" and "Long working hours". The business ought to focus on these areas and go to lengths to decrease representative disappointment of the above viewpoints.
4. Inns ought to foster a more worker driven approach while planning their business strategies with a point towards comprehensive improvement of the representatives.
5. Cooperation of representatives ought to be energized in planning and executing the workarrangements.
6. Since the representatives invest the vast majority of their energy at work, they ought to be furnished with an agreeable and tranquil workplace.
7. Lodgings ought to be more delicate about the workers leaving their association and in this manner ought to go to lengths to comprehend the reasons and the main driver behind their choice. This should be possible by directing designs and private post employment surveys of the withdrawing representatives. This wouldn't just bring about the worker adjusting his perspective, yet additionally pass a message among the current representatives that the inn is worried about them and is quick to decrease representative disappointment.
8. Inn industry can step up and offer intermittent preparation for staff of the lodging the board foundations which will assist with keeping themselves refreshed with the necessities of the inn business.
9. Lodgings can make the bundle more appealing to understudies to join business. Better compensation construction, advantages and different advantages can be added.

10. inns should attempt to oblige organization demands for visits, visitor addresses, demos, outside examinations and recommend choices

GROWTH OF HOTEL MANAGEMENT INSTITUTES AROUND PUNE:

The National Council of Hotel Management (NCHM) under the Ministry of Tourism set up IHMs in the metros (subtleties in Chapter 3). IHM, Mumbai or Dadar Catering as it was normally known was the main foundation close to Pune. In 1969, Pune got its most memorable lodging the board foundation as FCI (Food Craft Institute) which was obliged in the acquired grounds of the College of Engineering's inn space. Later with state government and World Bank help, the FCI got its new premises with complete framework. The FCI was later rechristened as MSIHMCT. (Maharashtra State Institute of Hotel Management and Catering Technology, Pune). It offered Diploma in lodging the executives and catering innovation other than other short authentication courses. In 2003, an independent wing of a similar organization was begun as the long term degree school (presently offering bosses and examination focus as well). Then a few confidential schools fired coming up. In 1992, Bharati Vidyapeeth began its inn the executives school first under the UOP and afterward under its considered college. AISSMS set up its lodging the board establishment in 1997. Sinhgad and D.Y. Patil too entered lodging the board training. The blast in the last part of the 1990s and mid 2000s saw some little lodging the executives organizations expanding in Pune as well. They shut down because of absence of framework, understudies and believability. Another lodging the board establishment under Tilak Maharashtra Vidyapeeth (Deemed University) came up in 2007. Different organizations that surfaced in the mid 2000s and are as yet functional are M.A. Rangoonwala, Arihant, NIBR, Telang, Suryadatta and Ambrosia. Other than the previously mentioned organizations, Nasik and Ahmednagar also concocted foundations offering lodging the executives under Pune Univeristy.

HOTEL INDUSTRY AROUND PUNE:

Pune has forever been an extraordinary spot for food darlings. Puneites are known for their taste buds and are affectionately alluded to as khavaiyas!. They

are extremely specific about the taste and nature of food. Since numerous many years, Puneites have belittled the best that is offered and accessible in the city. In any event, while eating out was not the standard or was not done regularly, 'amruta-tulyas' jumped up. These were coffee bars where the milk tea was dependably on the burner. A few backups were served in some of them. Irani bistros, Sweet homes and 'Vishranti-gruhas' for resting some time opened and were well known. There were famous eateries, bread shops and stores like Cafe Good Luck, Vaishali's, Dorabjees (1920s), Café Naaz, or Chitales and Karachi sweet store. These have endured over the extreme long haul and keep on being the top picks of numerous ages. The road food of Pune also is notable. From the consistently well known Indian burger for example the wada pav to missal, presently there are a few increases as impacts from different states proceed. Kacchi Dabeli, sandwiches, juices, idli-wadas, chaat things all shake for space. Pune is the eighth biggest creating metro city in India which is alluded to as a social and instructive capital of India. Pune is an instructive center going from elementary schools to numerous colleges and with the biggest number of higher instructive grounds and is alluded to as Oxford of the East. Pune is a trailblazer in ladies' schooling with first school for ladies began way back in 1870 by Mahatma Jyotiba Phule. There are numerous schools associated under the various colleges present in Pune and these universities offer various courses to the understudies.

Additionally writing with respect to entry level position, instructing and preparing teaching methods and so on have been examined. The analyst saw that the accompanying focuses were not found in the writing assessed:

- ❖ The construction of inn the board training and inn industry in India
- ❖ Factors significant for employability in lodging industry
- ❖ Hole among hypothesis and reasonable in inn the board training
- ❖ Expertise and skills holes saw during grounds arrangements
- ❖ Educating and preparing teaching methods in inn the board training.
- ❖ Over the course of the past ten years the number of inhabitants in Pune has expanded and simultaneously the inn business has likewise developed stores and limits with numerous four and five star lodgings coming up in and around Pune city. Additionally there has been an expansion in the quantity of lodging the

executives foundations. Based on the over the specialist chose to concentrate on the hole between the lodging the executives training and the inn business necessity around Pune city.

A pilot concentrate on execution was a lot of essential to test a wide range of truly changing circumstances to really take a look at the reactions. The pilot concentrate on framed the stage for this examination. It was directed on 3 lodgings, 10 employees, 20 understudies and 3 foundations. The example for the pilot study was gathered from inns and establishments around Pune city.

RESULTS & DISCUSSIONS

EVOLUTION OF HOTEL ATTRITION RATE IN PUNE

To examine the issue of Employee Attrition in the inn business of Pune, it is vital to comprehend the advancement of this industry in the city in the beyond twenty years and the overarching outside climate then that impacted steady loss. This was the stage when the business saw extremely less contest and the city had not many lodging choices accessible to the visitor. The significant customers was the corporate area which was developing at a consistent speed in the city. The city was changing its face from a customary focus on a more contemporary one. The corporate area from Mumbai and other significant urban communities was viewing at Pune as a significant business objective. This might have been expected the topographical benefit that the city had like positive and unsurprising climatic circumstances and openness. In this manner soon Pune turned into a favored objective for corporate gatherings and conferences. The greatest test around then was to satisfy the corporate convenience prerequisite which was expanding step by step. There was a grave need of extra lodgings and more inn choices to fulfill this necessity. This was a change stage for the business and for the city at an enormous. In such an outside climate, despite the fact that the choices were less, not many of the inn representatives used to get drawn to the prospering business in other significant urban areas particularly Mumbai because of variables like better profession development and better compensation. Subsequently the issue of steady loss was predominant and the business was powerless about the equivalent. This was when Pune got its way of life as an Industrial city. Vehicle, Manufacturing and other limited scope ventures were at their pinnacle.

The city likewise saw a blast in the "Data Technology" area with a ton of IT organizations, BPOs and Call focuses rushed in changing over the city into a significant IT center point. This transformation came about into a ton worldwide business delegates visiting the city on a successive premise. Besides, the finish of this stage in 2008, the city had facilitated "Region Games" which was a renowned occasion and drawn in athletes and game darlings from one side of the planet to the other. The lodging area was getting adjusted to the changing necessities of the market and steadily the inn area was getting a facelift. Private company lodgings wandered into extension and huge inn properties established their groundwork stones in the city. Significant lodging brands both Indian and worldwide proposed to enter the market. Be that as it may, the worldwide financial condition was on a decay and the corporate area was amidst monetary rescission. Accordingly this present circumstance, Hotel noblemen wandered into spending plan lodgings and overhauled condos that offered good convenience at a sensible cost. With new properties expanding in the city, there was enormous interest in prepared labor. Besides, with the section of BPOs and Call Centers, the inn workers got an elective profession choice. The center administration of the inn business was an ideal catch of such organizations since they were very much prepared in dealing with worldwide customers.

CONCLUSION:

Pune is considered as a real part of developing business habitats and nine arising urban communities all over the planet with the reference "Hosts IT and car organizations" and offers a dramatic development rate. Its individuals, climate, culture, nightlife, end of the week escapes at closeness and wide decision of food joints make Pune a magnificent objective for the "IT" age. The Indian inn industry, which is a critical partner in the travel industry area, saw the impact of worldwide lull, however for Pune, because of its IT and Auto area, inn industry stayed in great health. A ongoing study by a main lodging booking site gave Pune the best position as the city offering most reasonable convenience in the country. Pune offered the best worth convenience to voyagers in 2021. In the financial year 2019, lodging inhabitation rate in the south-western city of Pune added up to around 70%, an increment from the earlier year. To examine the issue of Employee Attrition in the inn business of Pune, it is vital to comprehend

the advancement of this industry in the city in the beyond twenty years and the overarching outside climate then that impacted steady loss This was the stage when the business saw extremely less contest and the city had not many lodging choices accessible to the visitor.

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A Study of Employee Retention Practices in Manufacturing Industry with specific reference to select Pharmaceutical Industries in Maharashtra – Literature Review

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Abstract:

Employee retention is the most difficult challenge for the HR. This study focuses on the pharma sector as it is at the fore due to the covid-19 pandemic. A systematic literature review was done to study employee retention practices in manufacturing industry with specific reference to select pharmaceutical industries in Maharashtra. The SLR was done under five themes: factors that affects retention of employees – general and pharmaceutical companies; organizational initiatives to deal with employee retention – general and pharmaceutical companies; impact of demographic factors on employee retention policies – general and pharmaceutical companies; problems in implementing employee retention initiatives – general and pharmaceutical companies; and, prospects / opportunities in implementing employee retention initiatives – general and pharmaceutical companies. Based on the common themes emerging from the SLR, findings and conclusion were presented.

Keywords

Employee retention, pharma, job satisfaction, compensation, generation Y

Introduction:

Generation Y or Millennials are a different breed. Organizations find it very challenging to satisfy and retain them. Employee retention, thus becomes very critical to any organization which otherwise causes disruption in the processes, loss of learning and adds training and hiring costs. It is therefore an imperative to devise employee retention strategies. They are relevant for every industry and also for the pharma sector. It is interesting to study the pharma

sector as it is at the fore due to the covid-19 pandemic. Against this backdrop, a systematic literature review is done focused on five themes:

- a) To review literature on factors that affects retention of employees – general and pharmaceutical companies
- b) To review literature on organizational initiatives to deal with employee retention – general and pharmaceutical companies
- c) To review literature on impact of demographic factors on employee retention policies – general and pharmaceutical companies
- d) To review literature on problems in implementing employee retention initiatives – general and pharmaceutical companies
- e) To review literature on prospects / opportunities in implementing employee retention initiatives – general and pharmaceutical companies

Literature Review:

This section is divided into five buckets as mentioned above.

Factors that affect retention of employees – general and pharmaceutical companies

Frye et al. (2020), have posited that, people from Generation Y are entering into the hospitality job market, but less is known about their aim to continue in the hospitality profession. The aim of the study was to assess what features have impact on a Generation Y employee's aim to continue with a hospitality company with regards to internal marketing strategies. Qualtrics, an online survey service company, was deployed to distribute and gather a self-administered survey form. Using structural equation modelling, a hypothetically projected model was verified. The outcomes of the study specified that “work environment” significantly affect Generation Y employees' job fulfilment, followed by “empowerment,” “pay,” and “associations with managers,” which in turn, impacts “employee commitment” and “aim to continue in hospitality sector.” The inferences of the study are discussed.

According to Park and Park (2019), the study examined issues affecting the achievement and retention of employment among people with intellectual disabilities (ID). These features were assessed according to job type and were categorized into general characteristics, family-related features, psychological aspects, and capabilities. Data from 398 individuals with ID were analysed implementing chi-square tests, independent t-tests, and regression studies using the 2nd wave of the 1st year Panel Survey of Employment for the Disabled in

Korea. It is discovered that vital differences in gender, education level, receipt of basic living security help, conveyance use, family income level, and family support among employed and unemployed participants. Moreover, the employed vs. unemployed ID group had substantially higher scores for all variables allied to psychological aspects and capabilities. Aspects affecting employment among individuals with ID comprised age, education level, receipt of basic living security support, family support, and professional ability. Elder age, higher education level, absence of basic living security support, better family support, and higher professional ability were related with a higher probability of present employment. Conveyance use and parents' education were related with a high chance of non-manufacturing-type jobs. Being married, absence of fundamental living security support, better householder income level, family support, and manufacturing sector work were related with augmented job retention. Thus, altering the benefit system and evolving family support systems may encourage employment achievement and retention among people with ID. Efforts are also required to increase the job types accessible to people with ID.

Kurdi and Alshurideh (2020), have argued that, it may be asked why highly-qualified and expert employees are permitted to leave their organizations. The study focuses to determine the chief aspects impacting employee retention and how employee retention have impact on organizational performance in the commercial banking segment in Jordan. The employee retention drivers that are deliberated in the study comprise monetary security, psychological safety, relationship, and self-actualization aspects. The experts use a survey form as a study tool to gather the primary data from employees implementing the simple random sampling method. To test the study model and the projected theories, SEM-SPLS is used to assess the gathered data. The outcomes disclose that monetary, psychological, relationship, and self-actualization aspects impacted employee retention. The study also deliberates the hypothetical and practical inferences.

Haldorai et al. (2019), have opined that, the study focuses to assess the revenue targets of hotel employees in the short, medium, and long-term implementing the pull-push-mooring context. A broad review resulted in 5 pull, 8 push, and 1 mooring determinants. A total of 308 5-star hotel employees participated in this study endeavour. In the Kuala Lumpur area, distributing a survey form the experts gathered data from 5-star hotel employees. To analytically test the projected hypotheses, the experts implemented PLS-SEM. Among the 8 push factors recognized, 5 factors were supported overall, and 3 factors were supported in short-, medium, and long-term revenue aim. Amid the

identified 5 pull factors, 2 factors were reinforced in short-, medium-, and long-term turnover intention. Only in the medium-term, the restraint impact was noteworthy. The deliberations and inferences comprise how the outcomes are beneficial to hospitality HR managers and professionals for enhancing employee retention. The experts also discuss the limitations and directions for upcoming studies.

According to Singh (2019), employees are the most significant, treasured and productive asset of a company or firm and retaining them is one of the hardest challenges for the directors. As the replacement cost of chief employees comprises enormous revenue, there is a requirement to develop a complete integrative retention policy to resolve such type of issues. The aim of the study is to critically assess the several works accomplished in the field of employee retention and highlight factors accountable for employee exit and retention initiatives trailed to retain them. As the study is vivid in nature, various secondary sources are discovered to create the fragmented knowledge and offer the study review in a brief format. As the volatile and continuously changing technology, firm competition, and globalization has carried human resources at the front in organizational tasks, not a single organization desires to lose their capable employees. The study review will offer traditional retention methods followed as well as modern practices used to retain the employees. Moreover, more importance will be put on the factors such as leadership style of directors, capability to exercise control with regards to decision-making and problem-solving, wish for career development and skills progress, supple working and ever - growing ambition on retention of prime employees.

Organizational initiatives to deal with employee retention – general and pharmaceutical companies

Sawaneh and Kamara (2019), have posited that, numerous organizations in developing nations ignored the most important elements determining employee retention as a tactic in attaining organizational outputs, making them to become victims of industry competition locally and globally. The study was led to examine the factors that weaken employee retention in tertiary educational institutions in Sierra Leone. Good employee retention policies are vital to the growth of organizational accomplishment, as many organization views retaining talented and skilful employee as the fundamental foundation for decreasing cost, and attaining organizational plan. Retaining the most skilled employees will be the most engaged employees that recognize the keystone of the organization's

policies and operations. They are the chief pillars of organization and to some amount, are ready to expense themselves for the accomplishment of the organization. They worked diligently to achieve organizational objectives. Therefore, much focus must be offered to them, more specifically considering the factors that will inspire them to do their jobs outstandingly. They should be treated justly and must be assessed on the metrics that define employee retention tactics for organizational accomplishment. This is because the organization requires good employees for its daily operations, and good employees make organization successful. Maximum organizations safeguard that they retain the best employees by all means. Losing talented employee is disastrous in terms of cost and others, making the cost to replace such employee multiplying their salaries about 300%. Remarking that the organization must have expended considerable amount of money on them, such as training, mentorship, scholarship, and other inspirational schemes.

According to Choy and Kamoche (2020), in Hong Kong travel organizations, examining and equating the congruent and incongruent insights of executives and frontline staff towards employee retention is the chief goal of the study. An integrated model was established using data from 32 interviews with 16 manager–employee pairs. Outcomes characterized stabilizing and destabilizing factors of job alteration into 4 parts: job nature, organizational, personal and sector factors. Chief factors manipulating employee revenue comprise anti-social working hours, high customer contact, office location, salary, working environment, supervisor and co-worker relations, and career outlook. The study concludes by reviewing the hypothetical and practical inferences for travel trade sector management with respect to articulating staff retention policies and closing the perceptual gaps to decrease frontline staff revenue intention.

Gupta (2019), has argued that, the aim of the study is to determine the causal relationship among talent management scopes such as Human Capital Index and perceived organizational support (POS) and the effect thence on the revenue aims of Generation-Y employees. The study discovers that the decision of staff to resign links substantially to the talent management techniques in Indian hospitality organizations. Pearson's correlations presented a practically substantial optimistic relationship among the organization's talent management practices and POS. It is also inferred that professed supervisory support does not arbitrate the relationship between talent management practices and aim to resign. The outcomes of the study also verify that employees' view of the organization's actions has direct impacts on their view of support from their

managers. The study also discovered a practically important adverse relationship among POS and the employee's goal to resign, where high levels of POS are linked with a weakened aim to resign from the organization.

Narayanan et al. (2019), have opined that, the gap value generated by expert employees and their involvement in companies in the hypercompetitive and multifaceted global economy has transformed talent management a tactical priority for organizations. Talent management has been encouraged as a significant tactic to hold talented employees, but academic studies discovering their association are limited. The current study reviews the association among talent management and employee retention constructing on the Social Exchange Theory (SET) and Resource-Based View (RBV) theory. Also, a theoretical model elucidating the role of talent perception congruence and organizational impartiality in the association among talent management and employee retention is increased by integrating the Congruence Theory and Perceived Organizational Justice Theory in talent management framework. The study may help in setting the direction for forthcoming studies in the area of talent management and assist managers to comprehend the vital roles of organizational justice and talent perception congruence in defining the talent management results.

According to Laing (2019), the non-profit segment is experiencing the business issue of low employee retention rates. Low employee retention rate offers several business challenges, which comprises the incapability to provide community members much required social service programs as well as offering a competitive reimbursement package to their employees. The aim of this vivid phenomenological study was to discover the evidence-based best practice tactics in employee retention used in the non-profit segment. The study comprised a theoretical context concentrating on Herzberg's Motivation - Hygiene Theory. The theoretical context used in the study comprised segmentation of different employee retention tactics in non-profit organizations. Data were gathered from semi-structured face-to-face and Skype interviews with 13 leaders in the non-profit segment. The sample comprised 8 female and 5 male participants working in the non-profit segment in Central and South Florida. NVivo 12 software program was used to assist the expert understand the study outcomes. The outcomes from coding analysis discovered tactics in motivation, employment status, mentoring, communication, human resource practices, job satisfaction and job security, reward management, and organizational leadership. In few mentoring programs the mentors spend time talking with the participants about the way they took in attaining their career targets. Job satisfaction comprises job security, work-life balance, and a supple work schedule. Conclusions may be

used to withstand community-based programs in the non-profit segment. An upsurge in the employee retention rate may have an optimistic effect on social change in the community.

Impact of demographic factors on employee retention policies – general and pharmaceutical companies

Silva et al. (2019), have posited that, one of the major challenges experienced by companies is the retention of employees. Studies led in the area specify that the high-income rate, particularly categorized by voluntary release, is inspired by non-alignment of employees' benefits with company aims. The expert engrossed on recognizing which aspects associated to the employees and which aspects associated to the companies are cause to retain employees and decrease the rate of income. To answer this question, a survey was led with a sample of 264 people, amid employees and employers, assessed by factor analysis. The outcomes disclosed that age, gender, and marital status are not significant for the employees' perpetuity and that the promotion of training, chances for development, salaries, and fair advantages are more appreciated, as well as the employee's interest in rising professionally.

Ali (2019), has argued that, in current politically antagonistic times where the job of the federal government and career federal employees is constantly challenged, it is vital to understand the way the political world have impact on career choices amid federal employees. The study offers a theoretical context that integrates the political environment into notions of income intent amid public sector employees based on research examining open systems and the administrative presidency. The context is later understood via interviews with federal employees, previous appointees, and activists to comprehend the effects of the wide political environment on individuals.

According to Kim et al. (2020), the study focuses to discover the successive impacts of employee insights of higher-order quality-of-work-life (HQWL), corporate social responsibility (CSR), intention to stay (IS) and organizational identification (OI). The outcomes verified that proper and charitable CSR dimensions had noteworthy direct impacts on OI and indirect impacts on HQWL through OI. OI had optimistic impacts on HQWL in direct way and IS in direct and indirect ways through HQWL. Both proper and charitable CSR dimensions indirectly impacted IS through OI and HQWL, whereas financial CSR had a noteworthy indirect impact on IS through HQWL.

Nasir et al. (2019), have opined that, the retaining and draining talent have been the most confusing tale for the organizations. The corporate field continued the battlefield among these two optimistic and adverse challenges. In this context, numerous tactics are developed by providing profitable benefits to the talent to stick around with the organization. The aim of the study was to assess the role of Gender in retention, with particular reference to the private hospitals in Karachi, Pakistan. The study later envisioned to discover if private hospitals tend more to retain male or female employees. Employee's retention policies are planned to upsurge the employment agreement and lessen the plenty of expenses related to recruiting and training the employees. After applying managerial behaviour notions organization can enhance retention charges and decrease the allied expenditures of high income. A vivid, causal study was led out implementing purposive sampling to conduct an interview with 50 employees by offering a structured survey form. Data were assessed through SPSS implementing Regression model to recognize chief factors manipulating employee retention. The two leading hospitals were at the more attention of the study. The study discovered the health care organizations had a specifically subjective approach while assigning salaries among male, female employees. Hence, it suggests to all organizations whether services or industrial, that the enhanced job setting by no injustice lead to rises the efficacy of the employees as well as of a business.

According to Chordiya (2019), the federal government uses diversity management and comprehensive organizational techniques as principal tactics to attain higher retention of diverse employees. One of the most significant diversity management initiatives to improve employees' work – life balance and attain higher retention is child care programs. Though, present studies recommends that because of gender rules, child care tasks and child care programs have diverse inferences for mothers-in-workforce as equated to fathers-in-workforce. Thus, the study emphasizes on a gender-based assessment of the impact of fulfilment with child care programs on the retention of male and female federal employees by deploying federal agency-level longitudinal panel analysis. Moreover, assessed information is the moderating impact of organizational inclusion on the association between satisfaction with child care programs and employee retention. Outcomes recommend that structural requirements such as appealing child care programs are not enough in improving retention of both male and female employees. To increase retention of female employees than male employees is less probable even with fulfilment of child care programs. Though, as equated with male employees, female employees are

more probable to be retained when adequate child care programs are merged with comprehensive organizational techniques. The study discusses inferences of these outcomes for public tactical human resources management, diversity management and comprehensive techniques, and gender equity.

Problems in implementing employee retention initiatives – general and pharmaceutical companies

Hoi (2020), has posited that, every owner always wants to discover exceptional human resources, in order to bring the best impact to his organization and business. Though, after a long period of work, the good employees switch their job, looking for other potential workplace has become the worry of several owners. To overcome the "loss" condition, the manager must comprehend the art of retaining the essential good employees. The study goals to recognize factors that substantially affect employee retention in Japanese businesses in Vietnam. Via documents and survey data and existing studies, the study authorizes several factors that can keep employees comprising job satisfaction, profits, finance, job characteristics, social well-being, work environment and promotion prospects.

Hassan et al. (2019), have argued that, though several investigations carried out on employee turnover in more than decades, yet investigations and reviews disclose that the issue of turnover endures unresolved and growing within Generation Y employee. Excessive turnover results into huge loss to any company in the world. This comprehensive study is comprised from the start of turnover study up to till date. Moreover, by this approach, experts discovered the requirements of hypothesizing the cohesive employee retention tactics, issues and gaps of failures. It is seen that at current times, the young employees from Generation Y (Millennial) are not satisfied with their job and have a propensity of leaving the job with and without valid reasons. Maximum employees from Generation Y directly or indirectly chosen intended resignation for self-employment or better opportunities. It is also seen that there are cruxes of frustration about Generation Y from employees and employers' viewpoints. Considering the downgraded images, few communities even trying to transform their retention methods while just, these types of in general efforts cannot be a solution against these potential and upcoming major shareholders for forthcoming workplaces. The study is also a qualitative investigation that hypothesize the noteworthy events of the previous and current century allied to the turnover of employees. More precisely, the study highlights on diverse

generational allies and current observations which combine simultaneously with simultaneous investigations on Generation Y via a unified method. Maximum study on turnover was carried out on western framework and outlooks, while turnover issues exist all over the world. Another noteworthy factor was the rate of turnover is substantial in private segment than public segments; while the private segment got substantial stakes for the development of any country. Each organization got serious wishes to get the best productivity and lesser turnover to evade brain drain, to save excessive turnover costs, and to retain experienced employees. It has become significant for any company to preserve continuous productivity and productivity via retention. It is seen that employees who are contented with their job have better retention, friendship with associated staff members, and yield a higher quality of work. Previously focus was given only towards the accomplishment of intrinsic and extrinsic motivational factors as a part of job fulfilment of employee. While through this study it is discovered that in addition to inspirational approaches there are requirements to formulate retention friendly tactics which comprise servant leadership, management initiative, soft HRM, work life balance, moral environment. To accomplish target group practical necessities, these feasible necessities are the important tools for Generation Y retention, which needs to be integrated as strategic solutions. This direction for practical users and experts became vital to fight against the international storms of Generation Y revenue to fight obvious and hidden losses due to frequent turnover.

According to Taha and Esenyel (2019), the study draws on exit, voice, and loyalty philosophy, a notion that has been deployed to assess the behaviour of clients after buying and to develop corresponding marketing defence systems that pursue to retain clients. The internal complaint system (ICS) is measured as the most prominent of these tactics. Studies allied to understanding the effect of the ICS on employees are restricted and chiefly engrossed on how the ICS affects organizational targets and clients. The study is concerned with understanding the effect of the ICS on the capability of the organization to retain its employees on the one hand and the number of employees' wish to leave the organization on the other hand by evaluating organizational justice as an arbitrator. The populace of the study comprises employees engaged at the time of study in 5-star hotels in Northern Cyprus. Partial least squares regression was implemented to assess the study data. Outcomes verified that there is a statistically noteworthy association among ICS on both employee retention and employees' aim to leave through the arbitrating variable of organizational

justice. Offering a highly effective ICS is thus suggested for organizations to attain retention similar goals for clients and employees.

Srivastav et al. (2019), have opined that, the Human Resource function plays a vital role in the growth of any organization and therefore the top executives naturally assume more from the Human Resource Department. If there is one sector that has arose comparatively unharmed in the monetary downturn, it is call-centre sector. As companies get more cost aware, India is becoming more attractive as an outsourcing destination. The nation provides several benefits such as brilliant technical support, low-cost work force, skilled employees, etc. India's time zone position has made the nation a famous choice for outsourcing BPO actions. There is immense potential in the local market for a BPO; an enormous number of Indian and Multinational companies are entering the local BPO segment, the local segment is pitching up for companies. Business process outsourcing (BPO) is an extensive term mentioning to outsourcing in all sectors. A BPO distinguishes itself by either putting in new technology or implementing existing technology in an innovative way to enhance a procedure. Employee Retention is one of the severe measures that must be considered into for the long-lasting strength and accomplishment of the organisation. Making employees feel their presence matters to the company is a vital approach of retaining them. Some of the fundamental elements an organisation has to focus on when retaining its employees are: Managing the organisation's culture and values, developing effective career opportunities, providing work-life benefits, providing high quality recognition and long-term rewards for the jobs done by the employees. As per FedEx's HR policy is retaining. The organisation took lot of efforts to lessen its employee's turnover while growing its retention rates.

According to Biason (2019), job fulfilment and employee retention, as an academic thought, has produced extensive focus from the sectors of management, social psychology, and practical operations in current times. The study reviews more than ten years of data on the backgrounds and results of job fulfilment and employee retention. Hence, the study tries to explore the association between job fulfilment and employee retention. For this, the study employs a descriptive research design. The outcomes of the study recommend that due to lack of job satisfaction, there was an adverse impact on employee retention.

Prospects / opportunities in implementing employee retention initiatives – general and pharmaceutical companies

Steil et al. (2020), have posited that, the study aims at recognizing the association between alleged learning opportunities, behavioural purposes to willingly stay or leave technology organizations and employee retention within the organizations. Learning opportunities alleged by directors and experts offered substantial optimistic correlations with the aim to stay and substantial adverse correlations with the purpose to leave the organization. No relation was recognized between professed learning opportunities and manager holding. Among experts, the correlation between alleged learning opportunities and retention was close to zero.

Pekersen and Tugay (2020), have argued that, the goal of the study is to define the association between the reasons for employees employed in catering and kitchen departments leaving their jobs and their job fulfilment. In accord with this aim, data were gathered by implementing convenience sampling methodology with 244 employees comprising food and beverage and kitchen departments in the 3, 4, and 5 - star hotels operating in Eskişehir. As per the data gained, it is determined that the maximum hotel employees consider the fact that the salaries paid in the enterprises are not pleasing and that there is not a substantial association between the reasons for hotel employees' terminating of employment and their occupational fulfilment levels. It can be specified that employees have an amazing role in growing the rate of profit, which is the chief aim of the hotel enterprises, to run the business effortlessly, and to safeguard customer fulfilment and loyalty. Hence, it is a significant problem to focus on achieving the professional satisfaction levels of the employees and defining the probable factors that may lead to terminating employment. The conclusions determined that satisfactory job fulfilment has huge optimistic impact on employee retention.

According to Yousuf & Siddiqui (2019), the aim of the study is to elucidate the determinants that aid in retaining employees in IT and banking sector. These determinants comprise performance appraisals, training and enhancement and workplace atmosphere. It is significant to learn how varied organizations use these variables as instruments to keep their employees fulfilled and retained. In order to carry out the study, a total of 120 survey forms were distributed among the particular officials in several IT companies and banks. SPSS software was deployed to assess the obtained data to discover the association between employee retention and these three factors. The study elucidates that few

variables such as performance appraisal, training and growth and work atmosphere chiefly impact the employee retention. Outcomes exhibited that performance appraisal has a substantially extra effect on the retention rate of the employees employed in IT segment while in banking segment training and enhancement has more impact on retention rate. And through leading a questionnaire, employees working in these segments, it is confirmed that banking and IT sector are also concentrating on employee retention management. The academic inference of the study is that experts should present the distinct course of employee retention or retention management for the students of HR chiefly as this area is receiving focus of not only experts, but also of corporate world experts. And the practical inference of the study comprises the significance of employee retention in the local and international competitive market. The experts must understand the value of retention determinants so that they can compete nationally and globally by efficiently applying them in retention tactics. Organizations must work out for their employees as employees are the organization's preceding clients and fulfilled employees can gratify the organization's clients.

Giri et al. (2019), have opined that, in India, various construction companies are growing daily so the demand for the competent employees is also growing, but there is tremendous dissatisfaction seen among the employees of construction companies in India which leads to growing rate of employee attrition. Employees of construction sector can be satisfied by inspiring them with financial and non-financial inspirations. In this study, factors distressing employee retention in the construction sector were recognized and evaluated. The views of 287 employees were gathered by deploying structured survey form distributed to Architects, Civil Engineers, Builders, Surveyors, Clerks and others from chosen construction companies in India. Fundamental facilities, working environment, scope & opportunities and employee fulfilment were seen as the chief factors impacting employee retention. To assess the effect of those factors on the employee retentions, Structural Equation Modeling (SEM) via AMOS Software has been implemented. The study determines that all recognized factors have noteworthy association with the employee retention.

According to Yeswa & Ombui (2019), the outcomes of the study discovered that Reward Systems, career growth, employee engagement, and training optimistically and significantly impact the retention of employees in Kenyan hotel sector. The study suggests that the hotel sector should emphasis on improving reward systems since the practice has an optimistic significance effect on retention of employee in the hotel sector. The management of the

hotels can attain this by rewarding employees with reasonable remunerations and wages, rewarding employees with performance bonuses, paying employees for overtime and holidays, rewarding employees with prolonged leave, rewarding employees with fair reimbursement, offering enough recreational amenities, paying remunerations that match the work and matching the hotel's remunerations with other hotels' reimbursements. The study also suggests that the hotel sector must focus on promoting employee engagements since the practice has an optimistic implication effect on retention of employee in the hotel sector. The management of the hotels can attain this by practicing employee involvement and contribution, including employees in the procedure of making decisions, offering employees with mentoring and counselling sessions, having incentive schemes for workforces and providing clear job expectation for all employees. The study later suggests that the hotel sector must improve employee training since the practice has an optimistic significance effect on retention of employee in the hotel sector. The management of the hotels can attain this by offering regular training programmes, providing staff training chances, offering on and off the job training programmes, offering regular seminars for training and leading satisfactory training requirements assessment. The study lastly suggests that the hotel sector should focus at endorsing career management since the practice has an optimistic noteworthy impact on retention of employee in the hotel sector. The management of the hotels can attain this by offering adequate skills enhancement opportunities to employees, offering equal opportunities for development to employees, offering career development opportunities to all employees, inspiring personal initiative for career development and providing all the employees career development opportunities.

Findings and Conclusion:

The factors that impact employee retention are work environment, empowerment, pay and relationship with managers. Likewise monetary security, psychological safety, relationship, and self-actualization aspects also impact employee retention. Moreover, leadership style and career and skills development also contribute towards employee retention.

Given that employee retention is of prime importance to the organization, several initiatives are needed to retain the staff. Employees need to be treated justly and judged against metrics relevant to the organization. A comprehensive talent management program is need of the hour. Organizations ought to offer

competitive compensation packages and focus their initiatives, such as work life balance, on achieving job satisfaction.

In terms of demographic factors which impact employee retention are age and gender. In the beginning of their career, employees are more likely to change jobs as they are not very sure about what they exactly want. Additionally, work life balance is an important factor for female employees. Women are more likely to be retained if the organizations have supportive environment such as child care programs.

The key problem in employee retention is inadequate budget. It is not very practical to please everyone. Moreover, millennials have unrealistic expectations. Another impediment in employee retention is a lack of strategy for talent management. Top leadership along with HR need to craft a long-term career path for employees.

As there are several factors impacting employee retention, there are several opportunities for the HR to craft suitable retention strategies. The important opportunity is to develop talent development plan for employees. Moreover, regular feedback mechanism needs to be in place so that there are no surprises during the annual appraisals.

All in all, employee retention is not a very easy task and HR needs a thorough strategy to deal with it.

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Six Sigma : A paradigm shift in the field of Agriculture**Nitin Paranjape**Researcher, Sinhgad Institute of Management,
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Abstract

The Indian economy is an emerging fastest growing major economy in the world. Agriculture is an important sector in the Indian economy as more than half of its population relies on agriculture as a principal source of income. The agriculture business has special importance to India for multiple reasons such as their contribution to the economy, the number of people they employ, strategic reasons of food security, providing raw material to other industries, and generating demand for other industries. Indian agriculture farmers especially small and marginal farmers which contribute about 86 percent of total landholding are facing many issues such as lack of modern technology, cost and quality of raw material, low yield, lack of scale of economies, inadequate infrastructure. Through the literature review, it was observed that a lot of success has been achieved with the application of six sigma in the manufacturing as well as service industry however very few studies have been done regarding the application of six sigma methodology in agriculture sector. Six sigma can identify the significant factors responsible for the growth of the agriculture sector by applying a suitable six sigma methodology. The primary objective of this research is to assess the feasibility of applying DMAIC methodology of six sigma to identify significant factors affecting the growth of the agriculture sector and optimization of agricultural process.

Keywords: Agriculture, DMAIC, Indian economy, Six sigma.

1. Introduction:

1.1 Contribution of agriculture in Indian economy

The Indian economy comprises three major sectors namely Service, Industry, and Agriculture. The agriculture sector contributes handsomely around 20 percent of the country's Gross Value Added (GVA) at the current price.

The following bar chart indicates the sector-wise percentage of the GVA for the year 2020-21

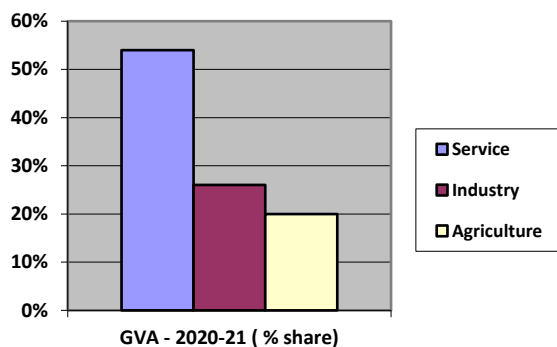


Figure 1 Percentagewise GVA of Indian economy sector

While there was a substantial contraction of growth in the first half of 2020-21 due to unprecedented Covid-19 pandemic, it was observed that for the service sector and industry sector there was a sharp drop in growth of about 20.5 percent and 19.4 percent respectively however both have been recovered in the second half of 2020-21 with a positive growth of 1.1 percent and 0.5 percent. The resilience of Agriculture in India was evident from the fact that its growth was steady at 3.4 percent in both halves of 2020-21[1].

Based on the Agriculture census 2015-16 report, the total operational holdings in the country was 146.45 million of which the small and marginal holdings taken together were the highest contributor (86.08 percent) of the total holdings. The fragmentation of landholding details with their contribution as per Agriculture census 2015-16 is given below: [2].

Table 1 : Percent contribution of land holding

Land Holding	Area	Percent contribution
Small and Marginal	0.00-2.00 ha	86.08
Medium	2.00-10.00 ha	13.35
Large	10.00 ha and above	0.57

1.2 Agriculture challenges

Indian agriculture farmers especially small and marginal farmers which contribute about 86 percent of total landholding are facing many issues, some of the major issues are listed below:[3] [4] [5]

1. Lack of modern technology.
2. Inadequate storage facility.
3. Cost and quality of raw material.
4. Lack of initiatives related to process excellence.
5. Shortage of resources.
6. Agricultural marketing.
7. Scarcity of capital.
8. Inadequate transport.
9. Lack of scale of economies.
10. Inadequate infrastructure.
11. Lack of professional management.
12. Follow the traditional approach.
13. Limited access to reliable and timely market information.
14. Low Yield.
15. Large intermediation between the farmers and the consumers.

1.3 Reported success factors of six sigma: a review of literature

Not many people are aware that in the 1920s, one of the most well-known six sigma techniques Design of Experiments (DOE) was first used in agriculture. In the late 1940s and early 1950s, Design of Experiments was also used other than agriculture area. [8].

There are numerous studies published for the successful application of six sigma in manufacturing as well as service industries.

Motorola reported 150 times reduction in in-process defect levels (1992), General Electric saved around \$2 billion (1999), Allied signal (Honeywell) laminates plant in South Carolina reduced concept-to-shipment cycle time from 18 months to 8 months [9].

Six Sigma methodology applied at Coca-Cola factory for reduction and optimization of water quantity [10].

At Wipro by applying six sigma methodologies, they have increased the productivity by 20 to 30 percent, and 93 percent of projects completed on time and also achieved lower field defect rates which were 67 percent lower than the industry average [11].

An empirical study on the fortune 100 firms in Saudi Arabia for implementing six sigma reveals that all the firms reported financial gains [12].

By using the six sigma methodology, the automobile piston ring manufacturing industry would be able to reduce the rejection percentage rate of piston rings from 38.1 percent to 13.2 percent [13].

It is interesting to note that by applying the six sigma project recommendation at one of India's technical institutes, the passing rate of the students were increased as well as the sigma level of the technical institute increased from 2.28 to 4.17[14].

The six sigma DMAIC methodology was even applied in the Indian statistical institute library at Bangalore where the aim was to improve library services and after the implementation sigma level improved from 2.02 to 3.9 [15].

There is a dearth of literature on the use of Six Sigma methodology in the agriculture industry. Only a few studies have been made in India and abroad such as the application of lean six sigma to the Indian farming sector where they concluded that the application of tools such as Lean Six Sigma includes standardizing processes and utilizing resources optimally can reduce the cost of production [16].

One of the conference papers mentioned the application of six sigma management in agricultural product logistics, they applied the six Sigma method

to improve flowing ability, establish a remarkable management system and obtain enormous profit [17].

EC agriculture review article mentioned SWOT (Strengths, weaknesses, Opportunities, and Threats) analysis of the agro-based industry in India, they emphasize on lack of infrastructure facility, low quality of raw material, lack of professional management, traditional approach and lack of modern technology as a weaknesses [18].

One of the Romanian capital companies has applied the six sigma approach in agriculture farms to increase the number of wheat grains harvested since production was only 3 MT per hectare and after the implementation of six sigma, it has been increased to 4.72 MT per hectare [19].

From a global perspective, the survey conducted by DynCorp (Quality digest 2006) Six sigma were rated highest with 52.6 percent among all the quality management systems/process for the company who were implementing six sigma.

1.4 Rationale and Significance of the study

A lot of success has been achieved with the application of six sigma in the Manufacturing as well as service industry however very few studies have been seen for the application of six sigma methodology to create growth of agriculture industry hence the primary objective of this research is to assess the feasibility of applying six sigma methodologies particularly DMAIC methodology to identify significant factors affecting the growth of the agriculture sector and optimization of agricultural process.

2. What is Six Sigma?

2.1 Introduction

Sigma (σ) is the 18th letter of the Greek alphabet and sigma is the universal symbol for standard deviation. The term “six sigma” refers to a customer-focused problem-solving approach leading to sustainable business practices. Six Sigma is one of the most powerful management tool used to achieve process excellence. If a process is defined as within “six sigma” means that the process produces fewer than 3.4 defects per million opportunities (DPMO) [6].

Table 2 : DPMO for different sigma level

Sigma level	Defects per million opportunities (DPMO)
1 σ	691,000
2 σ	309,000
3 σ	67,000
4 σ	6,200
5 σ	230
6 σ	3.4

2.2 Evolution of Six Sigma

It started in the 1980s, most American companies including Motorola were struggling to compete with Japanese companies. Customers of Motorola were not satisfied with product defects and support to the customer. At that time Motorola measure defects as a ratio of thousand opportunities. CEO Bob Galvin of Motorola issued a challenge to the team to reduce product failure levels by tenfold in five years.

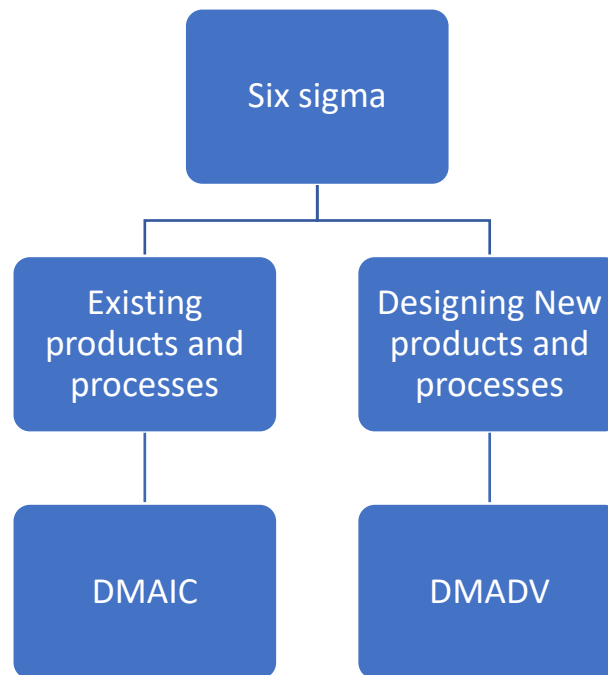
The team realized that measuring defects as a ratio of thousand opportunities will not result in true statistical process control hence, they kept the target for measuring defects against million opportunities.

Motorola has developed a methodology that would reduce the number of product defects. They followed a four-phase six sigma methodology (measure, analyse, improve and control)

After implementing six sigma methodologies, quality levels at Motorola have been substantially improved to six sigma level from four sigma level and achieved more than \$16 billion saving. Motorola decided to make the methodology public for every company that wanted to adopt it in their processes. Since then, thousands of companies around the world have been implementing Six Sigma as a way of doing business most notably General Electric, Allied Signal (now Honeywell)

2.3 Six Sigma methodologies

The application of the six sigma methodology mainly depends upon the focus for improvement and the two most widely used methodologies are DMAIC and DMADV.



2.3.1 DMAIC:

This six sigma methodology applies mainly for existing products and processes where the cause of the problem/issue is unknown. There are five phases in this methodology which are listed below with a brief description.

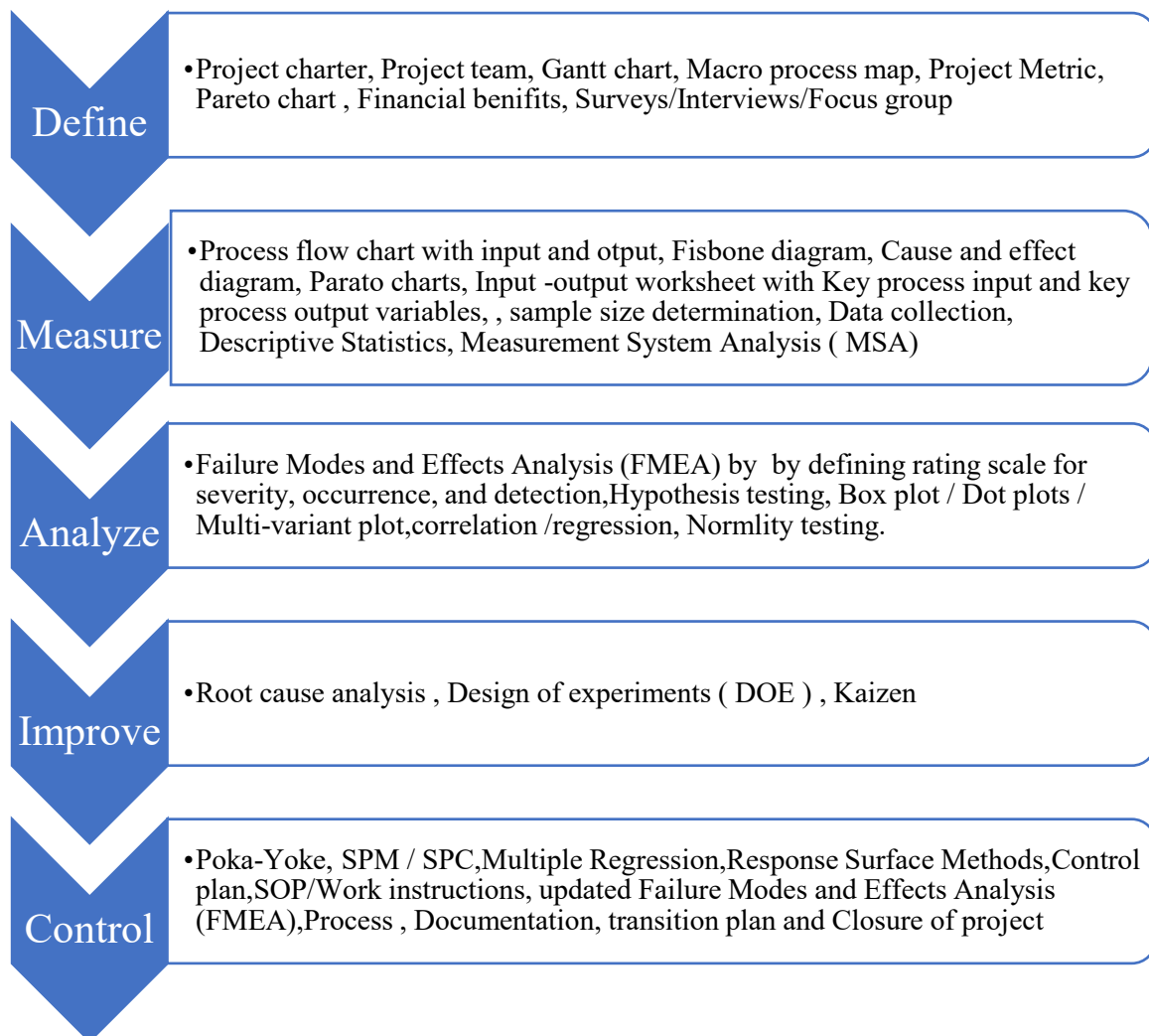
- Define: Problem statement or defining potential opportunity for improvement.
- Measure: Measure process performance.
- Analyse: Root cause analysis of poor performance by analysing the process.
- Improve: Improve the process by attacking root causes.
- Control: Control the improve process to hold the gains.

2.3.2 DMADV:

This six sigma methodology applies mainly for designing new products and processes. There are five phases in this methodology which are listed below with a brief description.

- Define: Define a problem or new requirement from the customer.
- Measure: Measure and determine customer needs and expectations.
- Analyse: Analyse the process to meet customer expectations.
- Design: Design the process/product which meets customer expectations.
- Verify: Verify the performance of design in comparison with customer expectations.

Some of the graphical and statistical tools which are commonly used in six sigma projects as per DMAIC methodology are listed below:



2.4 Myths about Six Sigma

There are several myths about Six Sigma. Some of them are listed below:[7].

- Six sigma is all about statistics.
- TQM and six sigma are the same.
- Six sigma is applicable only for the manufacturing industries.
- Six sigma is not cost-effective.
- Six sigma works in only large organizations.

2.5 Benefits of Six Sigma:

Six Sigma is a business-driven, data-driven systematic structured approach for:

1. Reduction of defects.
2. Customer delight.
3. Process improvement in existing products/processes.
4. Designing new products and processes.
5. Narrowing process variability.
6. Cost reduction.
7. Higher Profits.

3. Research Methodology:

Since there are various factors responsible for restricting growth of the agriculture sector, The DMAIC methodology would be more appropriate than DMADV and can be applied for the implementation of six sigma in the agriculture sector which includes the following phases:

3.1 Define phase:

The objective of the define phase is to understand the agriculture problem and define the scope using the various project scoping tools. In this phase, the agriculture problem should be defined, the measurable features are identified, and a well-defined objective statement is articulated.

The multistage purposive sampling procedure should be adopted for the selection of city, taluka, landholding in India. Primary data can be collected from the farmers of small and margin holding categories since it contributes

around 86 percent of total landholdings. A structured questionnaire based on the Six Sigma methodology can be used for data collection. Also, secondary data can be collected through government reports, research papers, quality magazines.

Macro mapping can be done with the existing agriculture process. Pareto analysis can be done to determine the contribution of each stage responsible for the growth of the agriculture sector. The project metric will be finalized along with financial benefits.

3.2 Measure phase:

This phase involves the understanding and creation of process maps of agriculture with different degrees of complexity. The details from these process maps are to be used for the creation of the cause-and-effect Matrix. Various tools like the Fishbone diagrams, measurement system analysis (MSA) can be used in this phase. Capability and Gage R&R studies to be performed to measure the consistency of measurement systems.

A Process flow diagram (PFD) should be used which is a detailed map of every step in the agriculture process. It identifies all the process steps including the decision points in the process. The PFD should also highlight the stages which are value-added and non-value added, and stages where data is collected for further analysis.

After a Process Flow Diagram is in place, the data of detailed input and output parameters should be gathered in the Input-Output worksheet. A well-designed capability study helps to identify the causes of the incapability and the opportunities for improvement. It also helps to calculate short-term and long-term Z-scores. It is a comprehensive database of information and the most critical to the next phases. This further serves as an input to all tools required in the Analyse phase.

3.3 Analyse phase:

The objective of this phase is to statistically describe all the inputs which are identified in the Measure Phase. Failure mode effect analysis (FMEA) should be performed in this phase. The Failure Modes and Effects Analysis (FMEA) improves the reliability of the process, identifies problems before they occur, and most importantly, serves as a record of improvement and knowledge. The main purpose of the FMEA is to drive improvement. The

RPN number (obtained as a product of the severity, occurrence, and detection) helps to identify the priority areas which need to be focused on.

Graphical tests like Box Plot, Interaction Plots, Main Effect Plots can be used for few significant inputs from FMEA. Hypothesis tests are to be conducted to prove the significance of the inputs statistically.

Regression techniques can be applied which identify the relationship between continuous variable inputs and continuous variable outputs. Correlation can be used to measure the strength of linear association between two variables.

3.4 Improve phase:

The focus of this phase is $Y = f(x)$, that is, to determine the equation that predicts the outputs from the settings of the inputs. This equation helps to optimize the process and identify the significant inputs responsible for agriculture growth, which should be statistically controlled. Brainstorming session to be conducted on the possible root cause which was identified in analyse phase and ranking to be done concerning the growth of agriculture sector. To optimize the process and validate the significant inputs, a design of experiments (DOE) can be conducted. Based on the output of the DOE Analysis, the main effects and interaction effects among the different factors can be studied.

3.5 Control phase:

The purpose of the control phase is to systematize the improvements, to make them part of the culture, and to make them permanent. The focus of this phase is to control and monitor the effectiveness of actions taken in the Improve phase.

After the FMEA is carried out in the Analyse Phase, the steps having high RPN's have been worked upon in the Improve Phase. Some quick actions must be taken on some steps. Because of this, updating FMEA is essential to capture the changes being made. The updated FMEA should have the completed actions and recalculation of the RPN nos.

A Control Plan is the document that incorporates all the control actions, including control methods used within the scope of the project. It is a summary of all the control activities for the process. It helps to ensure that the breakthrough improvements will remain effective and in control.

Poka-Yoke is a Japanese word for mistake-proofing, wherever possible, and if practical, Mistake – proofing should be the preferred choice of control method.

4. Pilot study:

In the pilot study, the six sigma DMAIC methodology can be implemented in the specific area of agriculture / selected farm and measure the outcome.

After the pilot study, the detailed plan should be developed and then implemented in small and medium holding farms for the growth of the agricultural sector.

5. Performance measurement:

Performance measurement will be done against the initial project matrix with the help of audits, interviews, Questionnaires.

6. Scope and Limitation of the study:

Given the diversity of the small and marginal, medium, and large holding size of land, the samples selected will not be representative of all the agricultural land in India. However, the research findings could be used to work on identified significant factors responsible for restriction of growth and raise the awareness and significance of the six sigma methodology for the agriculture sector.

7. Conclusion:

Six sigma is the most powerful management tool used for process excellence by many manufacturing and service industries today. It is proposed that following the DMAIC steps outlined in this paper, it shall result in identifying significant factors responsible for restriction of agriculture growth and work on these factors to optimise the agriculture process to enhance the growth which will help the farmers especially from the small and medium land holding agriculture sector which contributes around 86 percent in total

landholding agriculture sector to contribute handsomely to the country's Gross Value Added (GVA)).

It was evident that DMAIC methodology can be used in agriculture sector and should make substantial contribution for the growth of agriculture. A powerful six sigma methodology such as DMAIC can optimize the entire agriculture process which will be A paradigm shift in the field of Agriculture.

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**A STUDY ON THE PROGRESS OF PRADHAN MANTRI
JAN-DHAN YOJANA (PMJDY)**

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ABSTRACT

On 28th August 2014, Prime Minister Mr. Narendra Modi launched Pradhan Mantri Jan-Dhan Yojana (PMJDY) under the National Strategy for Financial Inclusion. Even though India's high population is challenging, it is one of the largest financial inclusion initiatives in the world. It envisions universal access to banking facilities with at least one bank account for every household in the country. The prime objective of PMJDY scheme is to provide access to basic financial services to the economically weaker sections of the society who are deprived of these services.

This paper is therefore an effort to analyse the present status of financial inclusion in India; also to study the progress made under PMJDY scheme since inception. The study is based on secondary sources collected from official website of PMJDY. The study concludes by recognizing the effective implementation and remarkable efforts made by Government of India in sync with Reserve Bank of India along with banking sector of the country. PMJDY scheme has given a commendable results by making banking services accessible to every household of the country.

Keywords:

PMJDY, Financial Inclusion, BSBD account, Financial Exclusion.

LITERATURE REVIEW

Jyoti Kumari Sharma (2020) suggested that the citizens of India should be financially literate, as it will help them to make better financial choices and create the best platform with saving and investment habits heading towards progressive economic growth and sustainable economic development of India. GOI should also provide formal credit avenues, with access to financial services at an affordable cost, to plug in the gaps and leakages in public financial subsidies and welfare programs.

Demirguc-Kunt, Klappe, Ansar, and Hess (2018) According to World Bank's Global Findex Data 2017, 31 percent of the adults in the world population remain unbanked and nearly half live in just seven developing economies including India.

Sriram(2017),as per the Inclusive Finance India Report 2017, 64 percent of the adults in the country have a bank account with formal banking institutions and 36 percent are still out of the formal banking ambit.

Goyal & Khera (2016) studied the status of the PMJDY in India. The study indicated that rural sector contributed more in terms of opening of accounts under PMJDY when compared to the urban sector in all the banking sectors namely, public sector banks, regional rural banks and private banks. The study also states that around 60 percent of the accounts opened with deposits in PMJDY while the remaining 40 percent accounts under PMJDY were opened with zero balance. SBI played a major and prominent role in opening the accounts under PMJDY.

Demirguc-Kunt, Asli, Klapper, Leora, Dorothe, and Peter (2015), "Committee on Comprehensive Financial Services for Small Businesses and Low-Income Households", envisioned of offering a Universal Bank Account (UEBA) to each Indian resident, above the age of 18 years, by January 1, 2016.

Global Findex Survey, World Bank (2014), reported that 53 per cent of adults in the country have a formal account and 43 percent of the accounts opened are dormant.

Ministry of Finance, GOI (2012) mentioned in its report that the figures of the financial exclusion were very glaring; out of 24.67 crore households in the country, only 58.70 per cent households had access to banking services, and of

the 16.78 crore rural households only 54.46 per cent households were availing banking services.

INTRODUCTION

The term “financial inclusion” has gained global acceptance as mere access to financial services as well as deeper processes (World Bank 2012). Financial inclusion is referred as providing access to range of financial services in an appropriate manner and at an affordable cost to low income and economically excluded group of population. The term financial inclusion is perceived as, “the process of ensuring access to appropriate financial products and services needed by all members of the society in general and vulnerable groups in particular, at an affordable cost in a fair and transparent manner by mainstream institutional players” (Mundra, 2016).Rangarajan Committee, Government of India (2008) defines financial inclusion as the process of ensuring access to financial services and timely and adequate credit where needed by vulnerable groups such as weaker sections and low income groups at an affordable cost. Financial inclusion is now a global agenda and has evolved as a priority for policymakers and regulators for financial sector development. In Asia, many countries are employing financial inclusion as an important part of their strategies to achieve inclusive growth (ADB, 2014).

FINANCIAL INCLUSION AND INDIA

Poverty and exclusion continue to remain as the socio-economic and political issue in India since Independence. Since the early national plans, successive governments have formulated strategies in improving access to finance and reduce poverty. India has been proactive in pursuing a strategy of equitable development through the efforts of Government of India and Reserve Bank of India to broaden financial inclusion. Much prior to ‘Financial Inclusion’ emerged as a buzzword in the banking sector, India as a country has shown tremendous foresight in formulating policies for them. India started its journey of financial inclusion in India started with the establishment of Credit Cooperatives, following the enactment of Cooperative Societies Act in 1904. India has adopted multi-dimensional approaches for achievement and promotion of financial inclusion ranging from nationalisation of commercial banks to SHG-Bank Linkage scheme etc. As the regulator of banks, Reserve Bank of India has

played a crucial role in development of banking in India and has taken several initiatives to promote development and social banking. The Lead Bank Scheme was introduced by RBI in 1969 to build a structure, so that the fruits of banking will reach out to the poor. Nationalisation of commercial banks in 1969 was a major development in this regard. It accelerated the expansion of the banking system to hitherto unbanked areas. In 1975, Regional Rural Banks was established with the same objective followed by Priority Sector Lending guidelines in 1980 and Service Area Approach in 1989. All these approaches of the policy aimed to help the poor, and never seen as business potential among the rural masses but considers it as a mere social obligation. It was more centred on branch expansion and meeting the credit requirements of specific sectors and less emphasis on the inclusion of individuals and households.

Reserve Bank directed all Scheduled commercial banks to provide a basic banking “No-frills” account with nil or very low minimum balances which will make it accessible to vast sections of the population. In December 2005, banks were advised to introduce General Purpose Credit Card (GCC) at their rural and semi-urban branches. GCC is offered as a multipurpose easy credit facility to the poor workers in the unorganized sector based on the assessment of income without any emphasis on security and end use purpose. In January 2006, Reserve Bank of India allowed banks to use the services of NGOs, Self Help Groups and Micro-Finance Institutions as intermediaries for banking outreach in the form of BC/BF model. The BC model allowed banks to do “cash in & cash out” transactions at a location much closer to the rural population, thus addresses the last mile problem.

PRADHAN MANTRI JAN-DHAN YOJANA (PMJDY)

Pradhan Mantri Jan Dhan Yojana (PMJDY) was launched in the country on 28th August 2014, as a National Strategy for Financial Inclusion encompassing an integrated approach to bring about comprehensive financial inclusion of all the households in the country. The plan envisaged universal access to banking facilities with at least one basic banking account for every household, access to credit, insurance and pension facility. PMJDY has made it to Guinness World Records being certified as “Most bank accounts opened in a week as part of the Financial Inclusion Campaign is 1,80,96,130 and which has been achieved by the Department of Financial Services, Government of India.”

Pradhan Mantri Jan Dhan Yojana offers a platform for universal access to banking facilities with at least one basic banking account for every adult (earlier

every household), financial literacy, and access to micro credit, insurance and pension facility. It covers urban as well rural areas, also an indigenous Debit Card (RuPay card) is issued to the person opening bank account under this scheme. Account can be opened in any bank branch or Business Correspondent (Bank Mitra) outlet with one rupee (now zero balance).

PMJDY engulfs the objective of financial inclusion for all by providing basic bank accounts along with a RuPay Debit Card with inbuilt accident insurance. The main features of PMJDY includes Rs. 10,000 (earlier Rs. 5,000) overdraft facility for Aadhar-linked accounts and a RuPay debit card with inbuilt Rs. 2 lakhs(earlier 1 lakh) accident insurance cover. In addition, for all accounts which are opened between 15th August 2014 and 26th January 2015, are eligible for a Life Insurance cover of Rs. 30,000.

OBJECTIVES OF THE STUDY

- To study the current status and year-on-year progress of Pradhan Mantri Jan Dhan Yojana (PMJDY) in India.
- To analyse the reach of bank accounts opened under PMJDY scheme.
- To identify the gaps (if any) towards effective implementation of PMJDY scheme and provide suggestions.

RESEARCH METHODOLOGY

The nature of the study is descriptive. Secondary data has been used to fulfil the objectives of the study. The secondary data pertaining to number of bank accounts opened, amount deposited in the accounts, RuPay Debit Card issued have been collected and compiled from the official website of PMJDY (pmjdy.gov.in). The data was further filtered for the purpose analysis. The reports have been generated for financial year ending 31st March of each year mentioned.

DATA ANALYSIS & INTERPRETATION

Cumulative Trend			
Financial Year (till 31-March)	Number of Beneficiaries at Rural/Semi- urban Centre Bank Branches	Number of Beneficiaries at Urban Metro Centre Bank Branches	Number of Total Beneficiaries
	(in Crore)	(in Crore)	(in Crore)
2015	8.68	5.86	14.54
2016	13.17	8.26	21.43
2017	16.87	11.30	28.17
2018	18.52	12.92	31.44
2019	20.90	14.37	35.27
2020	22.63	15.70	38.33
2021	27.85	14.35	42.20

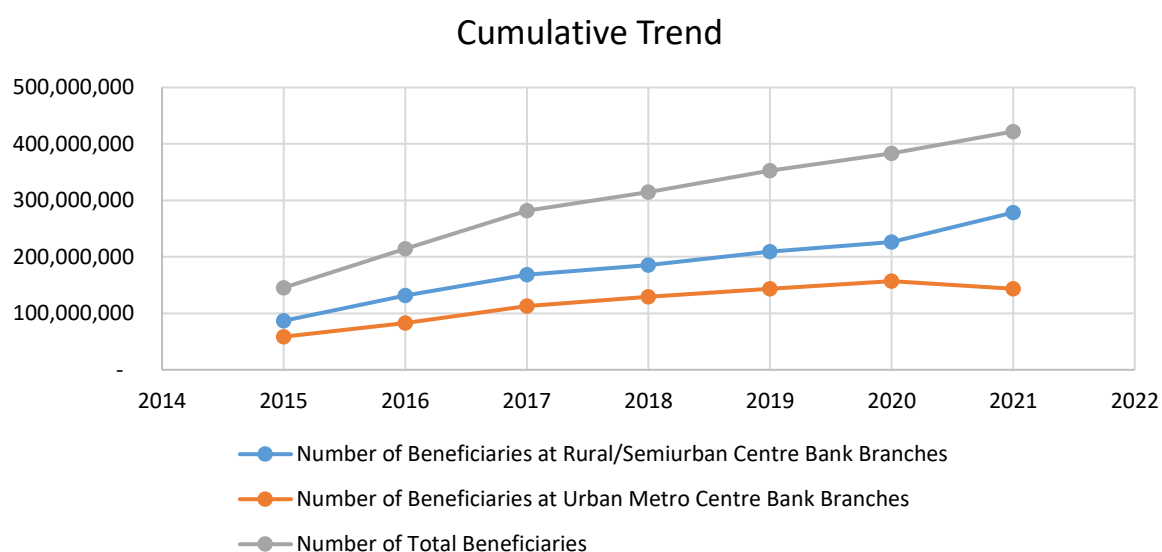


Table 1.1: Total number of accounts opened under PMJDY.

Chart 1.1: Total number of accounts opened under PMJDY.

Growth Trend			
Financial Year (till 31-March)	Number of Beneficiaries at Rural/Semi-urban Centre Bank Branches	Number of Beneficiaries at Urban Metro Centre Bank Branches	Number of Total Beneficiaries
	(in Crore)	(in Crore)	(in Crore)
2015	8.68	5.86	14.54
2016	4.49	2.40	6.89
2017	3.70	3.04	6.74
2018	1.65	1.62	3.28
2019	2.38	1.44	3.82
2020	1.73	1.33	3.06
2021	5.22	-1.35	3.87

Table 1.2: Number additional of accounts opened every year under PMJDY Scheme

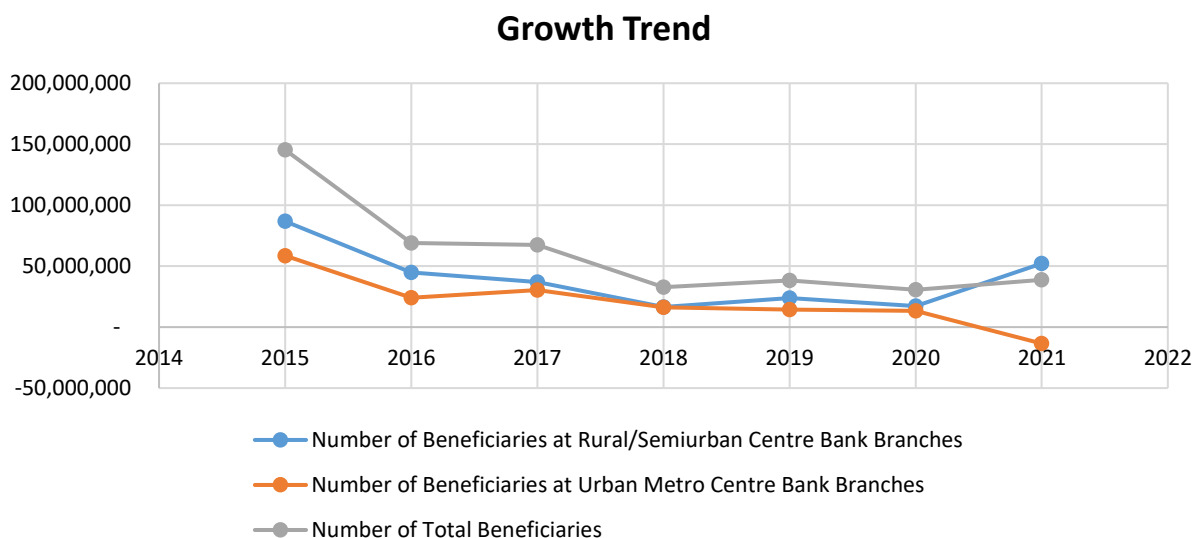


Chart 1.2: Number additional of accounts opened every year under PMJDY Scheme

The above Table 1.1&Chart 1.1, clearly demonstrates that number of accounts opened under PMJDY have continuously gone up from 14.54 crore in 2015 to 42.20 crore in 2021. Even though there is an over all rise but pace or the growth rate is declining which can be observed from Table 1.2 &Chart 1.2. In 2015-16 & 2016-17, around 7 crore additional accounts were opened each year but from 2017-18 onwards only 3to4 crore accounts were opened annually.

Cumulative Trend	
Financial Year (till 31-March)	Deposits in Accounts (Rs. In Crore)
2015	14,641
2016	35,672
2017	62,972
2018	78,494
2019	96,107
2020	1,18,434
2021	1,45,551

Table 2.1: Total amount deposited in bank accounts opened under PMJDY.

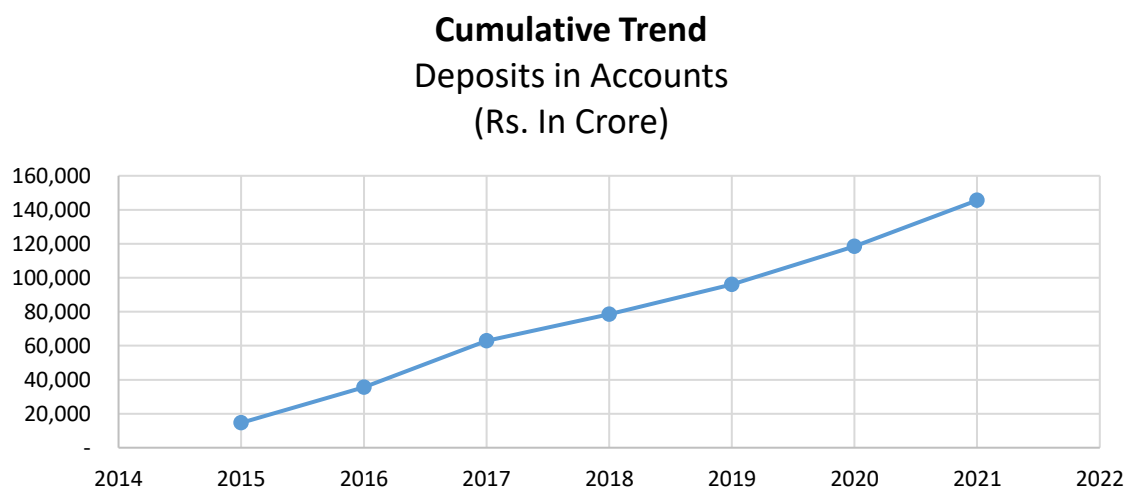


Chart 2.1: Total amount deposited in bank accounts opened under PMJDY.

Growth Trend	
Financial (till 31-March)	Year Deposits in Accounts (Rs. In Crore)
2015	14,641
2016	21,031
2017	27,300
2018	15,522
2019	17,613
2020	22,327
2021	27,116

Table 2.2: Additional amount deposited in bank accounts every year under PMJDY.

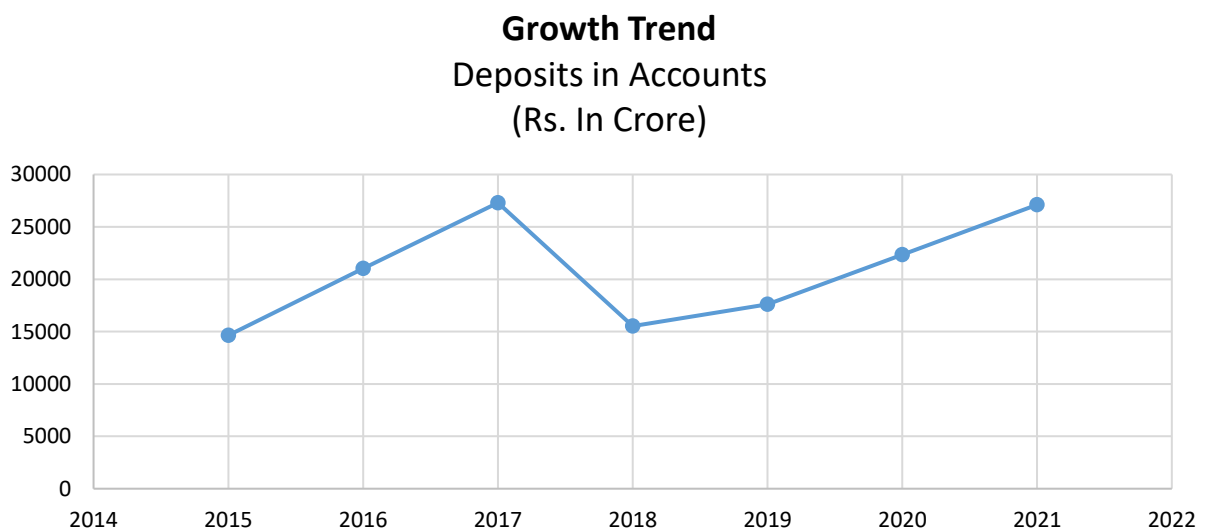


Chart 2.2: Additional amount deposited in bank accounts every year under PMJDY.

The above Table 2.1 & Chart 2.1, indicates that total amount deposited has simultaneously increased along with the increase in the banks accounts opened. Even the average amount deposit per account has grown from Rs. 1,007 in 2014-15 to Rs. 2,469 in 2017-18 and Rs. 3449 in 2020-21.

Table 2.2 & Chart 2.2 shows a very interesting trend, in the year 2016-17, there is surge of Rs. 27, 300 crore and if we further investigate, we find internet flooded with the news articles claiming that PMJDY accounts were used for depositing huge amount of monies during demonetization period. After that, in 2017-18 there is a remarkable fall followed by stable growth in additional amount deposited in these accounts.

Cumulative Trend	
Financial Year (till 31-March)	Number of RuPay Debit Cards Issued to Beneficiaries (In Crore)
2015	12.99
2016	17.75
2017	21.99
2018	23.65
2019	27.91
2020	29.30
2021	30.90

Table 3.1: Total number of RuPay cards issued under PMJDY.

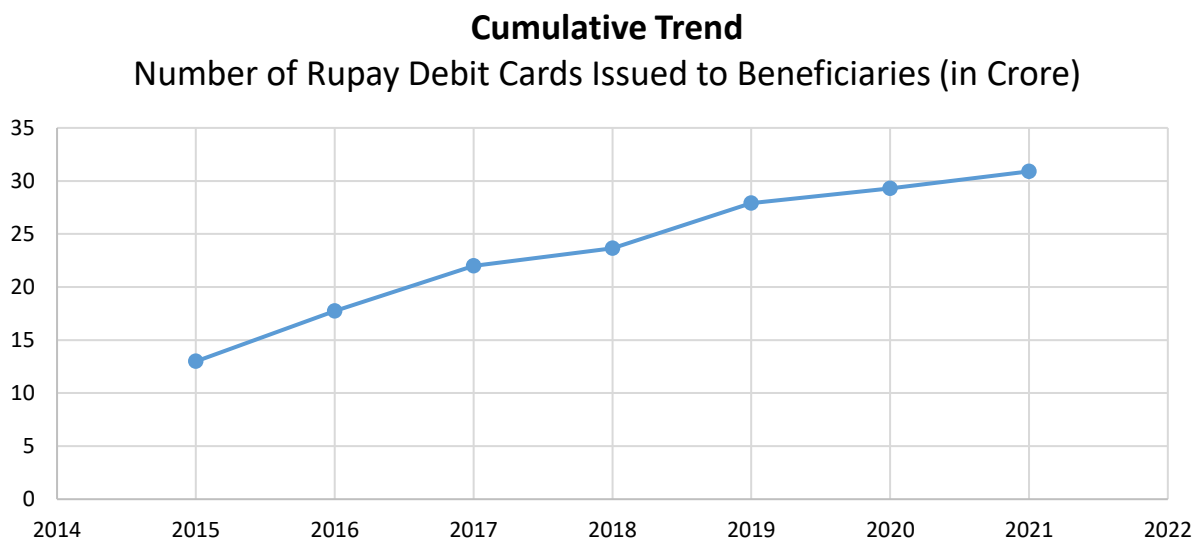


Chart 3.1: Total number of RuPay cards issued under PMJDY.

Growth Trend	
Financial Year (till 31-March)	Number of RuPay Debit Cards issued to beneficiaries (In Crore)
2015	12.99
2016	4.76
2017	4.24
2018	1.66
2019	4.26
2020	1.39
2021	1.60

Table 3.2: Additional number of RuPay cards issued under PMJDY.

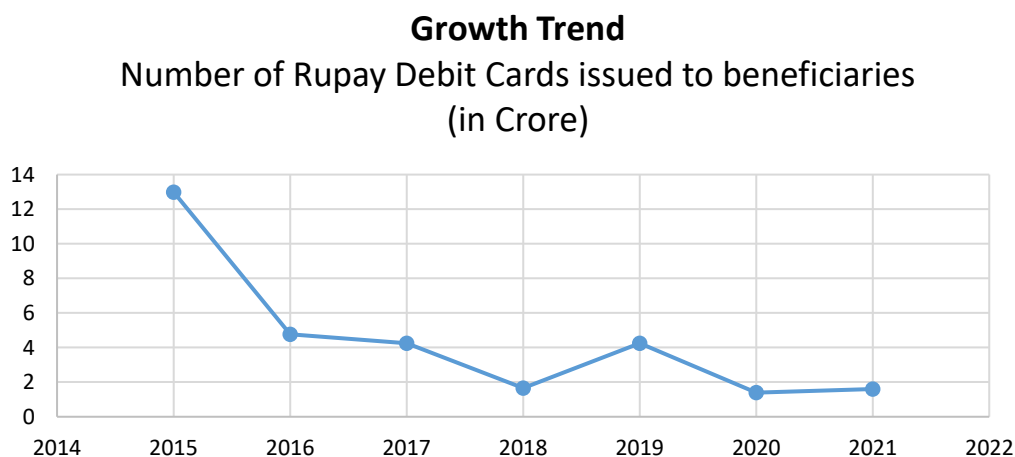


Chart 3.2: Additional number of RuPay cards issued under PMJDY.

From the above Tables & Charts (3.1 & 3.2), we can analyse that, despite of overall growth in issuance of RuPay Debits Cards to the PMJDY account holders, the growth trend is declining and wavy. Also the total cards issue till 31st March 2021 are around 30.90 crore when compared to the total accounts opened (42.20 crore), there is a gap of around 11.30 crore.

LIMITATION OF THE STUDY

- The study is limited to the bank accounts opened, amount deposited and RuPay card issued under PMJDY whereas other features like insurance, pension etc. are not covered.
- The study is based on the secondary data available on official website of PMJDY and assumed to be reliable.

CONCLUSION

PMJDY scheme was launched to eradicate the problem of financial untouchability and eliminate financial exclusion of low income and economically weaker sections of society. It also aimed at providing social security to these groups by the way of providing life & health insurance, pension and access to micro credit (overdraft facility). Through this scheme Government of India and Reserve Bank of India have brought larger proportion of population within the mainstream of financial services thereby moving towards removing financial disparity.

The study concludes that, commendable efforts have been made by Government of India, Reserve Bank of India and Indian banking sector for effective implementation of this scheme. As per the state-wise household report available on PMJDY's official website, the target of providing BSBD (basic savings bank deposit) accounts to every household is almost 100% (i.e. 99.97%) achieved. This scheme is still on-going and now the target is to provide BSBD (basic savings bank deposit) account to every adult of the country. Government could have achieved 100% target much earlier if this scheme would have been promoted through private sectors & regional rural banks in a similar way, as it was done through public sector banks where State Bank of India played a leading role. Also, the Government should take a note that around 20% of these PMJDY accounts are in dormant state and inoperative (as per Hindu Business Line dated 06-02-2020), so strategy should be framed to tackle the same.

Overall implementation of providing BSBD accounts to every household of the country was successful thus brought the financial excluded population to the ambit of financial services which will in-turn boost the economy. It will also play a vital role in achieving the dream of "Cashless Economy" with the help of digital technology, as affordable access to bank accounts serves as its foundation.

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 - c. PM Narendra Modi's inaugural speech on Pradhan Mantri Jan-Dhan Yojana: (<https://www.youtube.com/watch?v=qhBA2ESvgOs>)

ANNEXURE

Data available on Pradhan Mantri Jan-Dhan Yojana's Official Website: <https://pmjdy.gov.in>

Financial Year (till 31-March)	Bank Name / Type	Number of Beneficiaries at rural/semiurban centre bank branches	Number of Beneficiaries at urban metro centre bank branches	Number of Total Beneficiaries	Deposits in Accounts(In lac)	Number of Rupay Debit Cards issued to beneficiaries
2015	Public Sector Banks	6,17,55,429	5,22,49,580	11,40,05,009	11,45,416	10,66,96,406
	Regional Rural Banks	2,14,56,966	38,64,198	2,53,21,164	2,31,892	1,77,03,280
	Private Sector Banks	35,59,942	24,81,925	60,41,867	86,756	55,17,324
	Total	8,67,72,337	5,85,95,703	14,53,68,040	14,64,065	12,99,17,010
2016	Public Sector Banks	9,42,92,464	7,41,65,273	16,84,57,737	28,13,917	14,31,55,970
	Regional Rural Banks	3,25,71,057	53,57,511	3,79,28,568	6,17,812	2,69,35,193
	Private Sector Banks	48,43,513	30,45,656	78,89,169	1,35,472	74,38,509
	Total	13,17,07,034	8,25,68,440	21,42,75,474	35,67,201	17,75,29,672
2017	Public Sector Banks	12,33,74,140	10,27,73,484	22,61,47,624	49,26,550	17,60,35,133
	Regional Rural Banks	3,97,97,310	65,85,945	4,63,83,255	11,60,891	3,54,42,883
	Private Sector Banks	54,92,034	36,55,358	91,47,392	2,09,802	84,60,741
	Total	16,86,63,484	11,30,14,787	28,16,78,271	62,97,243	21,99,38,757
2018	Public Sector Banks	13,66,90,128	11,74,92,446	25,41,82,574	63,02,187	19,06,15,766
	Regional Rural Banks	4,25,08,133	78,44,862	5,03,52,995	13,29,632	3,67,22,513
	Private Sector Banks	59,97,845	39,05,715	99,03,560	2,17,579	91,96,730
	Total	18,51,96,106	12,92,43,023	31,44,39,129	78,49,399	23,65,35,009
2019	Public Sector Banks	15,18,84,115	12,84,77,431	28,03,61,546	76,69,683	22,89,59,558
	Regional Rural Banks	5,02,53,578	96,40,111	5,98,93,689	16,59,074	3,85,90,690
	Private Sector Banks	68,58,752	55,48,243	1,24,06,995	2,81,978	1,15,58,715
	Total	20,89,96,445	14,36,65,785	35,26,62,230	96,10,735	27,91,08,963
2020	Public Sector Banks	16,46,46,671	14,05,41,209	30,51,87,880	93,91,997	24,56,62,494
	Regional Rural Banks	5,46,76,889	1,08,50,037	6,55,26,926	21,33,180	3,58,54,758
	Private Sector Banks	69,80,142	55,85,013	1,25,65,155	3,18,264	1,15,23,472
	Total	22,63,03,702	15,69,76,259	38,32,79,961	1,18,43,441	29,30,40,724
2021	Public Sector Banks	20,54,05,148	12,84,93,082	33,38,98,230	1,13,14,570	26,34,33,086
	Regional Rural Banks	6,61,67,545	94,05,353	7,55,72,898	28,12,202	3,43,77,256
	Private Sector Banks	69,17,739	56,16,777	1,25,34,516	4,28,281	1,12,02,850
	Total	27,84,90,432	14,35,15,212	42,20,05,644	1,45,55,053	30,90,13,192
	Total	22,63,03,702	15,69,76,259	38,32,79,961	1,18,43,441	29,30,40,724
2021	Public Sector Banks	20,54,05,148	12,84,93,082	33,38,98,230	1,13,14,570	26,34,33,086
	Regional Rural Banks	6,61,67,545	94,05,353	7,55,72,898	28,12,202	3,43,77,256
	Private Sector Banks	69,17,739	56,16,777	1,25,34,516	4,28,281	1,12,02,850
	Total	27,84,90,432	14,35,15,212	42,20,05,644	1,45,55,053	30,90,13,192

A Study on HR Audit organization Systems in UTKPL Pune.**Dr. Anjum Sayyad**

Asst. Professor PIMSE Pune

MR. Nisar Shaikh.Research Scholar Neville Wadia institute of Management
Studies and Research. Pune.

ABSTRACT:

The aim of the study is to measure the maturity level of subsystems in the organization which is a kind of HRD AUDIT. Maturity level of the subsystems indicates the efficiency and effectiveness of the HR sub systems. HRD scorecard is the instrument used to measure the maturity level of each of the '15' sub systems existing UTKPL. Each subsystem is assessed at a '10' point rating scale. UTKPL as one of the leading private sector company has been conducting AUDIT activities From the analysis it is observed that of all the '15' sub systems job rotation/transfers and career planning systems are found to be at moderate maturity level and welfare management, health management, Industrial Relations systems are at high maturity level. There are no sub systems existing the organization which are either at high maturity level or at low maturity level. It is concluded that UTKPL has efficient welfare measures, health management, and corporate social responsibility systems existing in the organization. The organization is advised to strategically focus on job rotations and career planning systems as they are at low maturity level compared. Though the HR systems existing in UTKPL are at an average maturity level, in future the organization should focus on the systems to improve them to high maturity level.

KEYWORD: HR Audit, UTKPL, Pune.**INTRODCUTION:**

Human resource management is a function in organizations designed to maximize employee performance in service of their employer's strategic

objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding, retention, industrial relation, welfare measures, health management, corporate social responsibility etc. HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws. Scope of HRM without a doubt is vast. HRD audit is the process through which all these divisions are evaluated for their efficiency. HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

HUMAN RESOURCE AUDIT:

It is mechanism to review the current HR policies, practices and systems to ensure that they fulfill the rules and regulations. The audit also helps in identifying the areas of improvement in the HR function. Nowadays, the audit is done regularly in the organizations.

The HR audit covers various functions of HR like Recruitment, Performance evaluation, Compensation & Benefits, Termination Process and exit interviews etc.

TYPES OF AUDITORS:

There are Two Types of Auditors

A) Internal Auditor: S are employees of a company hired to assess and evaluate its system of internal control. To maintain independence, they present their reports directly to the board of directors or to top management & they provide functional operation to the concern. Internal auditors are employed by the organization they audit; their familiarity with the organization provides more insight into potential fraud and wrongdoing.

B) External Auditor: S are independent staff assigned by an auditing firm to assess and evaluate financial statements of their clients or to perform other agreed-upon evaluations. Most external auditors are employed by accounting firms for annual engagements. They are called upon from outside the company.

HR AUDIT ATTEMPTS:

- 1) To review the entire system of procuring, developing, allocating and utilizing the human resources in an organization.
- 2) To evaluate the extent of implementation of the human resource policies and practices of an organization.
- 3) To measure the HR department's record of compliance with the statutory provisions regarding hiring, compensation, safety and health, dispute settlement, etc.
- 4) To have an improved control over and check on all internal operations of the organization.
- 5) To evaluate the performance of the staff looking after HRM function.

REVIEW OF LITERATURE:

Literature survey is the documentation of a comprehensive review of the published and unpublished work from secondary data in the areas of specific interest to the researcher. The library is a rich storage base for secondary data and researchers used to spend several weeks and sometimes months going through books, journals, newspapers, magazines, conference proceedings, government publications to find information on their research topic.

Dr. F. R. Alexander Pravin Durai, I. Adaikalasamy are Expressed Human Resource effectiveness tools such as HR audit is concerned with the examination and evaluation of the policies, procedures and practices with reference to the human resource of the organization. It is a periodic review to measure the efficiency and effectiveness of Human Resource Management. Although there is no legal obligation to conduct HR Audit, it is considered important for improving the performance of human resource, controlling the cost of labor and meeting the challenges of the trade union. It is clear that study in the HR Audit sector is very limited. So it is necessary to find out the organizations that have HR Audit practices and to study on HR Audit practices

perception of employees. The researcher identified the award winning company of Mando Automotive India Limited. The study was done based on questionnaire with a sample of 452 Operating Engineers (OE) respondents and 200 Staff respondents. Findings reveal that the perfect and rational HR Audit practices perception of employees in Mando Automotive India Limited.

Shri, Shammy communicated a research paper which illustrates HR function has emerged as a key factor in organizational performance and business success. HR audit helps in taking stock and refining HR policies, procedures and practices aimed at organizational effectiveness. The study indicates that HR audit increases the efficiency of Human Resource function, gives opportunity to align the HR practices with the organizational strategy, identify improvement areas, and fine-tune the HR current practices in sync with organizational strategies.

METHODOLOGY:

The methodology followed for conducting HRD audit-requires the use of a number of methods for HRD audit. The methods are used in combination and a good audit requires the use of all the methods. Methodologies that can be generally adopted in HR Audit process are:

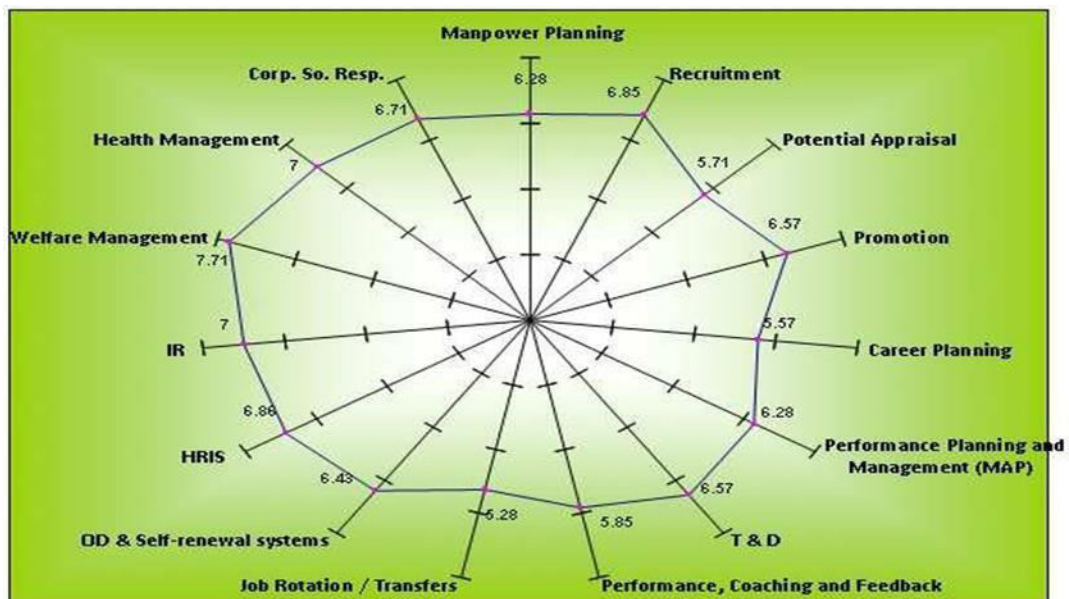
- A) Interviews
 - 1) Individual and group
 - 2) Top Management
 - 3) Line Managers
 - 4) HRD Staff
 - 5) Workmen and others
 - 6) Questionnaires
 - 7) Scorecard
- B) Observation
- C) Analysis of records and secondary data

The respondents have been approached with the help of a structured HRD score card and the data has been analysed with the help of simple statistical tools like percentage, average etc. The sample size consists of 150 executives of UTKPL of these 70% are Operations executives, 10% are Quality executives, 10% are Staff and the remaining 10% are social & welfare executives.

OBJECTIVE OF THE STUDY:

- 1) To Study the maturity of HR systems and its effectiveness in UTKPL
- 2) To Know HR strategies and systems flowing from the corporate level
- 3) To Study the HR Audit in organization system and improve their efficiency and effectiveness.

DATA ANALYSIS & INTERPRETATION:



Radar Graph of HR Systems

The above radar graph depicts the efficiency of the subsystems present in UTKPL. The analysis is done with the help of the HRD score card, which is given to 150 employees of which 85% responded. The following are the subsystems whose efficiency has been measured:

- Manpower planning
- Recruitment
- Potential appraisal
- Promotion
- Career planning
- Performance planning and management (MAP)
- Training and Development
- Performance coaching and feedback
- Job rotation/Transfers

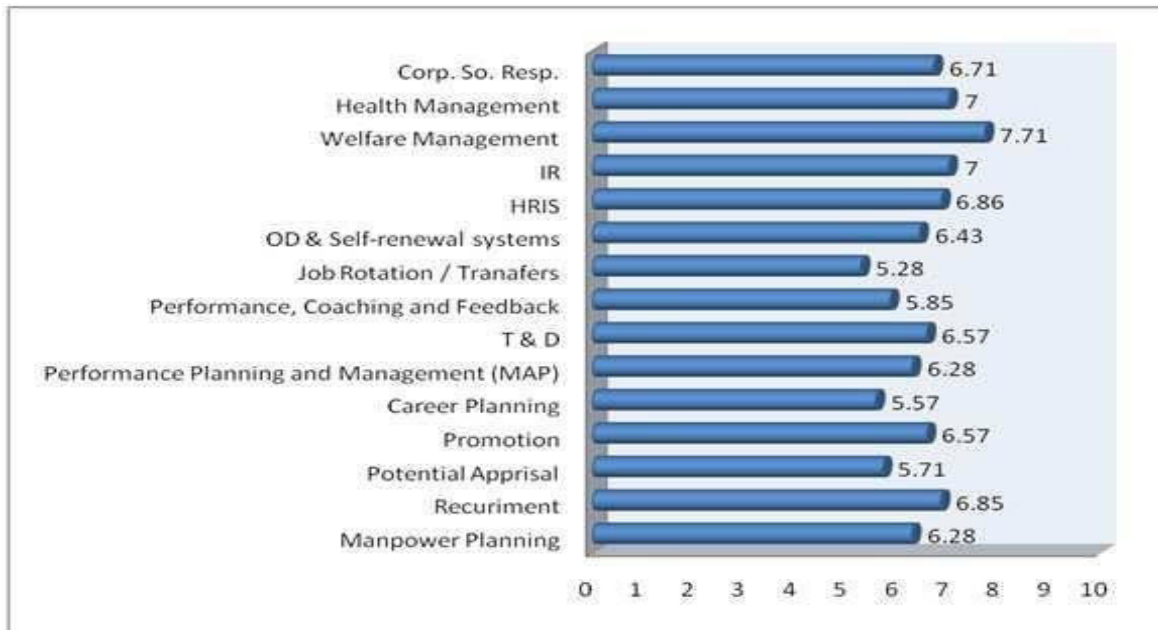
- OD & self-renewal systems
- HRIS
- Industrial Relations
- Welfare management
- Health management
- Corporate social responsibility.

of all the subsystems, it is inferred from the above radar graph that, job rotations are very low in UTKPL and also career planning is less. Health management, Welfare management, Industrial relations are highly efficient.

HR Sub systems Efficiency in UTKPL

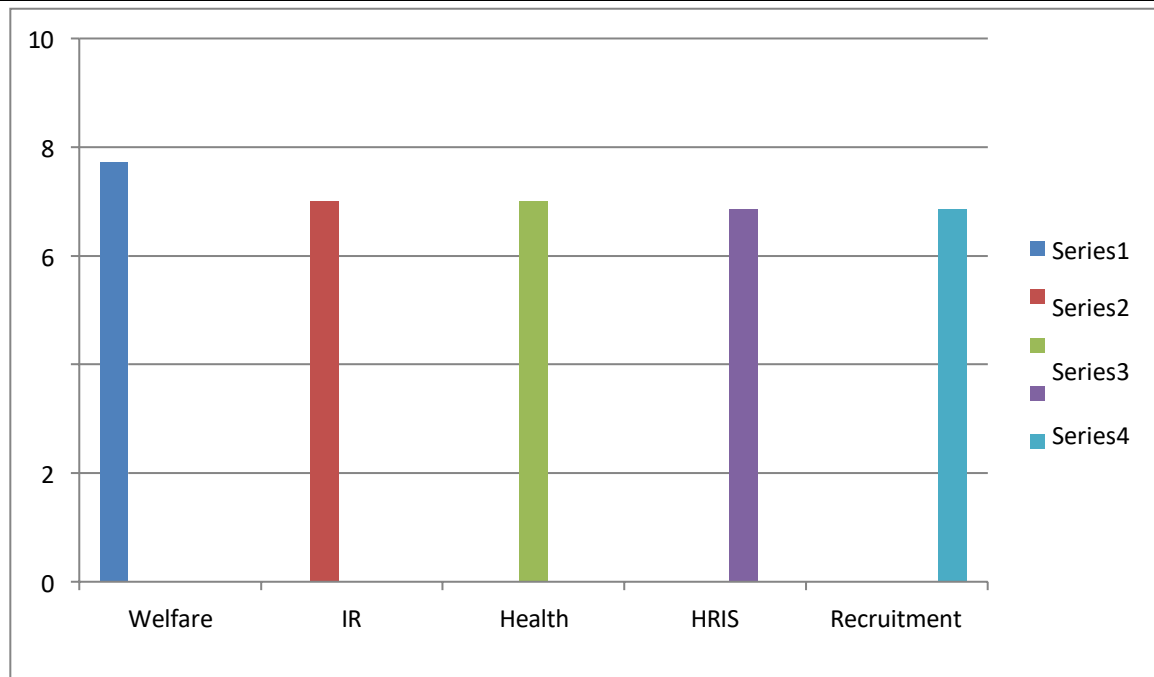
HR Sub systems	Average
Manpower Planning	6.28
Recruitment	6.85
Potential Appraisal	5.71
Promotion	6.57
Career Planning	5.57
Performance Planning and Management(MAP)	6.28
Training & Development	6.57
Performance, Coaching and Feedback	5.85
Job Rotation/Transfers	5.28
OD & Self-renewal systems	6.43
HRIS	6.86
Industrial Relations	7.00
Welfare Management	7.71
Health Management	7.00
Corp. So. Resp.	6.71

Bar graph of HR Efficiency on range (0-10) scale



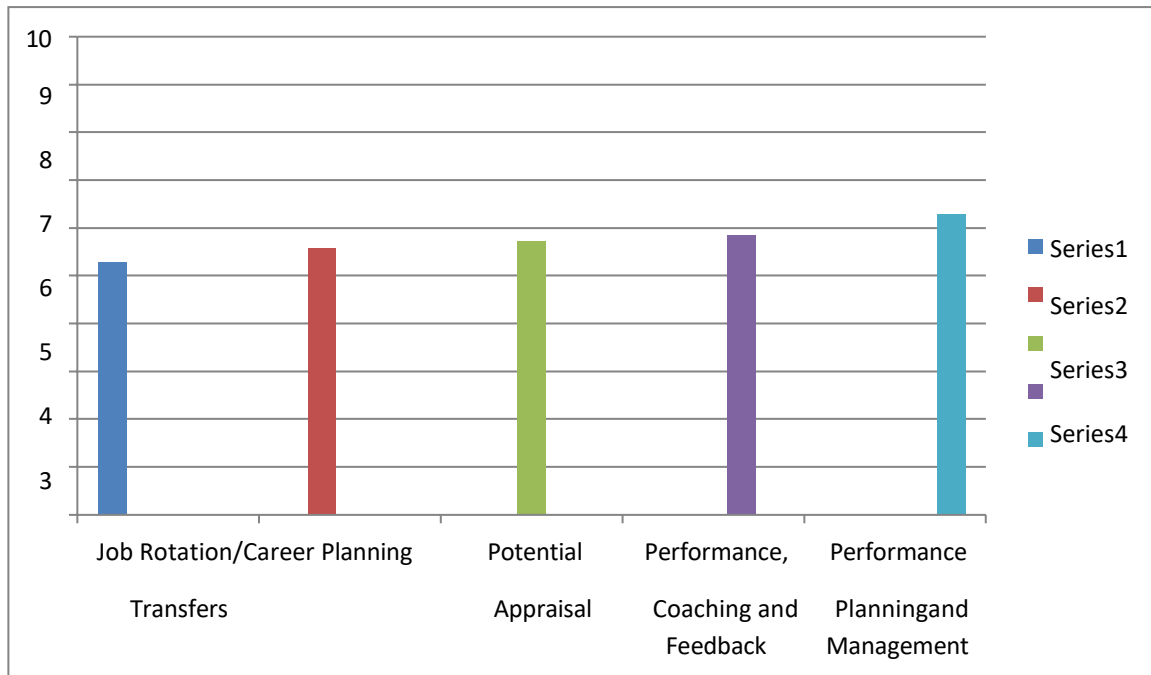
Top 5 HR Subsystem:

HR Subsystems	Average
Welfare Management	7.71
IR	7
Health Management	7
HRIS	6.86
Recruitment	6.85



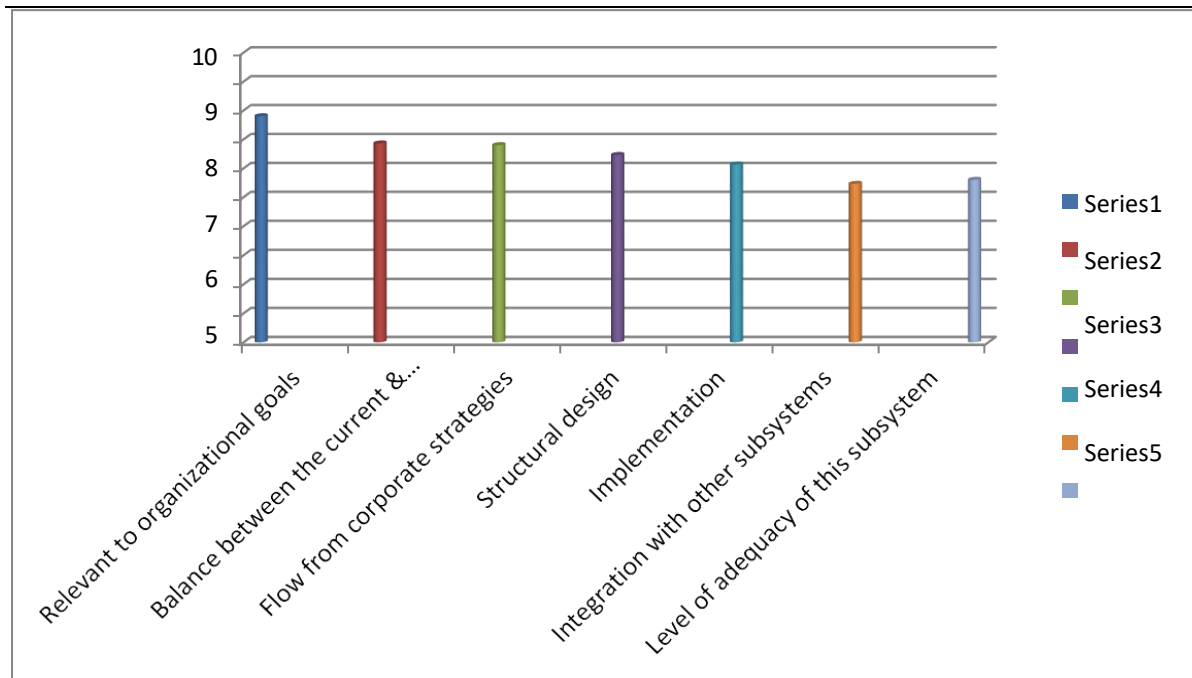
Bottom 5 HR Subsystem:

HR Subsystems	Average
Job Rotation/Transfers	5.28
Career Planning	5.57
Potential Appraisal	5.71
Performance, Coaching and Feedback	5.85
Performance Planning and Management (MAP)	6.28



HR Effectiveness in UTKPL:

HR Effectiveness	Average
Relevant to organizational goals	7.8
Balance between the current & future needs	6.86
Flow from corporate strategies	6.8
Structural design	6.46
Implementation	6.13
Integration with other subsystems	5.46
Level of adequacy of this subsystem	5.6



The above graph represents the effectiveness of HR subsystems in UTKPL with the help of the following seven parameters:

How relevant is it to organizational goals?

How well does it balance the current and future HR needs? How much does it flow from corporate strategies?

How well is it designed structurally? How well is it being implemented?

How well is it integrated with other sub-systems? What is the level of adequacy of this sub- system?

It is inferred from the above graph that the integration between the subsystems is very less and the subsystems are not that adequate.

FINDING OF THE STUDY:

- As UTKPL is a big PSU any kind of new policies to be implemented, needs longtime.
- The organization has a very good 'welfare & health management' to its employees.
- As a PSU it maintains its corporate social responsibility.
- The employee persist head equacy of the 15 subsystems is not to their expectations.
- Also the subsystems relevance to the organizations is not to their

expectations

- The company has a very lengthy recruitment process.
- The MAP programme is important for organization improvement but its in the bottom five of the study.

SUGGESTIONS:

- Organization should focus strategically on job rotations, career planning, Performance management system observed in the study and their implementation.
- The organization should focus on improving the HR systems maturity to high maturity level.
- The organization should have the audit for the improvement of different systems in the organizations and have a understanding whether are they with the organization's mission and objectives.
- The organization should realize that job rotations help the employees in learning new things which leads to effective performance of the employees.

CONCLUSION:

HR Audit is very much helpful to face the challenges and to increase the potentiality of the HR personnel in the organization. The auditors always prepare and submit an audit report to authority of the organization, which may be clean or qualified. The clean report indicates the appreciative of the department's function, but the latter one represents the gaps in performance and therefore contains remarks and remedial measures. The audit itself is a diagnostic tool, not a prescriptive instrument. It will help to identify what organization is missing or need to improve. Organizations with a high competent HR staff will be able to derive much greater benefit from the audit process, resulting in a higher impact on the effectiveness of the HR functions. In the present study the HR systems are though on an average scale, the management should still work on some areas for future. The organization should mainly focus on job rotations and career planning, because compared to other systems these two are at low maturity level.

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SUMMARY OF THE ACT APPLICABLE TO INDIAN IT INDUSTRY

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Co-Author- Dr. Ashutosh Misal

Summery-

In This research paper I have tried to explain the critical labor laws practices or Compliance part performed in any information Technology industry in India. I have written this paper based on my own experiences working in the IT industry as HR Compliance Executive.

Those students wish to pursue their career in labour law or HR compliance department so that this research paper helps full to them to understand the basics of the IT industry and critical

Laws for this sector. I have explained the most important 10 laws required for any IT Industry in detail. I have used primary data collection methods for data collection based on my observation at working in this sector. It research paper is used fully for the study in India only.

Key Word- Information Technology Industry, Labor laws, Compliance, Labor laws act etc.

Objectives of Research Papers-

- To understand & summarized all Labor Act applicable for IT Industry.
- Study each act in detail and why we need to summarized it differently.
- Study what all internal and external policies affect the IT industry.

Below is a summary of acts that applies to the IT industry in India

The Indian employment of standing order act, 1946

This act was passed in the British era 1946 after a big struggle between Indian workers or labour, and British industrialists.

This act applies to all types of industry whether they are government, semi-government or private.

The measure purpose behind this act is that there shall be equal opportunity and working conditions for all employees.

This act is known as the central act but in some conditions, there is one exception granted to the industries which can be granted by the state government if they feel necessary.

In short, this act deal with day-to-day executive/ operational activity happening in the organization example, recruitment, any new changes in the organization, notification of new rules and regulations, new changes and decision given by the management come under this act.

The payment of wages act, 1936.

This act was implemented by the state government, in India, every state has their rules and regulation for the act.

Purpose this act is act states that there shall be no discriminable regarding the payment of wages based on caste, colour, creed, sex etc.

Both men and women must be paid equally for equal work.

The main purpose of the act is to avoid illegal deduction and no payment or late payment of wages due to any cause.

This act makes sure that there is no violation i.e late payment, unauthorize deduction or any unauthorized other manipulation of labor rights regarding wages.

The Minimum Wages Act-1948

These acts some rules regulation varies by state-to-state government, this act makes sure that a minimum amount of payment is given to the worker, who is working for the company.

This act tries to minimize the risk of exploitation of the employees in any establishment.

According to this act minimum wages which must be given to the employees are specified and changed by the central government from time to time.

In Maharashtra there is also on state level act applicable. That Act is known as “Maharashtra Workmen's Minimum House Rent Allowance Act, 1983”. This act help to provide the minimum amount of house rent allowance to the all permanent employee. Their standard rate is rs 20 or rs 5 cent of total wages. This act is applicable for all industry including IT sector.

The Payment of Bonus Act-1965

The Act Applies to all Factories and every other establishment and IT industry as well. which employs twenty or more workmen. This Act provides for a minimum bonus i.e., 8.33 to maximum 20 percent number of monthly wages. There is standard salary limited fixed for eligibility purposes i.e., Rs. 3,500 per month and the monthly payment is subjected to the condition that the bonus due to workmen drawing wages or salary not surpassed to Rs.10000 per month. would be computed as if their salary / wages is Rs. 3,500 per month. The Central Government has proper power in respect of the industries or establishments for which it is appropriate Government comes under the industrial Disputes Act, 1947.

The Payment of gratuity act-1972

This law governs the gratuity which is to be paid to every employee and worker who has worked for a period of not less than 5 years.

According to this act employee, only one in his career is eligible to avail these benefits, only after they have left the job by way of either resignation or retirement or superannuation or have died or become disabled, which renders them unable to continue. otherwise in the circumstance of death, permanent or temporary disability in such condition it's vital rule that the person should have completed at least or more than 5 years in the same establishment.

The Maternity Benefit Act -1961

In this “The maternity benefit act1961” was handed the assembly with the sole motive to make sure that to enhance female employees are not forced to continue their work even when they should not as they are pregnant or are expecting a baby.

Under this act, government make sure that the women are given appropriate holidays of 6 months as maternity leave and sees there no industry, or any establishment is trying to discriminate based on the person's gender.

The Sexual Harassment of Female/Women (Prohibition, Prevention and Redressed) Act-2013

This act has been formulated after the respective supreme court in the benchmarking judgement in the case of Vishaka vs state of Rajasthan gave directions to the executive regarding the necessity to legislate an act that could deal with the problem of sexual harassment which women face while working under any institution.

The Bombay Shop and Establishment Act, 1948

This act is known as the soul act for the Information Technology industry and other service industries. This law deals to consolidate of conditions of law relating to the regulation of nature of work and employment in all shop, commercial firms, Restaurants, Amusement Park, eating houses, all types of Hotels, commercial establishment & all types Services businesses This act is a state-level act so their policies guidelines vary one state to another state.

Organization for economic co-operations and development (OECD)

Some of the international organizations like WHO and OECD has made the policies for the multinational entity

For example- during Covid-19 all MNC's follows guidelines published by World Health Organization.

The whistleblower protection Act-2014

This act is also applicable for all types of industry and IT industry as well. The whistleblower protection act, 2014 come into force to help to disclose the unethical practices in the respective organizational competent authority.

In short, this act deals with bribery or deliberately misuse of power, position or anyone and criminal offences by a public servant was opened under this act.

Industrial Dispute act 1947

In this act almost factory, the manufacturing company lies but one of the most prominent parts to apply to other industry as well as IT industry.

Why this act applies to the IT industry? Because of both Adjudication authority and different kinds of dispute settlement, missionaries explained under this act is same applicable to IT industry too.

So there is some procedure to appeal labour court and industrial court for IT industry and rest.

So this act is equally important & applicable to IT Industry.

Apprentice Act -1961 amendment 2014

Apprentice act 1961 amendment of 2014 –all non-technical educated also come under this act after this amendment

IT company start hiring the apprentice in the industry. But organization need to register on for Apprentice Program they first and follow all guideline regarding timing trending tenure, workplace safety, leaves policy and stipend according to the apprentice act 2014. This is known as central act.

MHRD ministry has provided online portal to registration for organization and apprentice as well. And latest amendment and current update is also available on that.

Conclusion-

As per the title of this research paper, I have summarized all applicable acts for the Information Technology Industry.

There are almost all acts applied to this sector but as this industry nature of work is provide various kind of IT services so we can say **The Bombay Shop and Establishment Act, 1948 is main act on which this industry function. hence the Bombay shop and establishment act 1948 is the sole act of the IT Industry.**

There is no discrimination of justice dispute settlement, dispute handling, discrimination of pay, leaves found while studying this act

All the above acts with including their subsection apply to the IT industry too.



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**Data compliance architecture using data virtualization
for managing local and global data needs**

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Abstract

In today's globalized world businesses cross boundaries and do business in various countries and regions. These businesses work in various sectors and industries. With strict data compliance and data privacy laws, businesses need to adhere to local laws and store sensitive data in certain countries and local laws. To sustain and compete in a competitive environment businesses make use of the data they generate. The data consumption depends on the residence of the head office or the residence of top higher management. In doing so businesses required data compliance and privacy protection data management framework.

The aim of this paper is to study how a data virtualization platform can help businesses to adhere data compliance and data privacy for maintaining the balance between local and global data needs and further help to build data compliance architecture using data virtualization.

Keywords

Data compliance, data localization, compliance framework, data virtualization

Objective

Study data compliance challenges faced by business
Study data compliance framework
Analyze the role of data virtualization in mitigating compliance requirements
Generalized data compliance architectures

Introduction

In a globalized environment, organizations and businesses work in many countries and regions. These businesses work in various sectors such as finance, healthcare, pharma, banking, food safety, information technology, insurance, environment, intellectual property, security exchange, telecommunication, etc. Each business generates a vast amount of data based on size and sector. The data includes business data, personal identification information, medical information, product data, service data, and other sensitive information.

Data compliance is the process of adhering to various regulatory standards, laws, governance, and legislations to maintain integrity, and availability of data in terms of data source, data processing, data collection, and data reporting of regulated data such as personal and sensitive data. Data privacy is the concept of how an individual's personal information is collected, processed, stored, and shared. Data compliance comes into practice to help ensure the protection of regulated and/ or sensitive data from unauthorized access and use. Data compliance also tracks what kind of data and how much data is being stored and how this stored data is being utilized and managed throughout its data lifecycle.

Need for data compliance:

Here are some of the reasons to adhere to data compliance:

- Data security (Data misuse)
- Customer trust
- Rapid data growth
- Competitive advantage (Keen competition between businesses)
- Use of data for market analysis, sentiment analysis
- Cyber security threats
- Mobile data such as social media content
- Data privacy
- Access to data by law enforcement agencies
- National security

Challenges posed by data compliance to businesses:

Data compliance poses many challenges to businesses, as following:

- Financial cost (Penalties)
- Legal risk
- Operational disruption
- Reputation damage
- Technical challenges
- Regulatory challenges
- Complexity
- Lack of resources
- Technology constraints
- Data silos (Volume, Velocity, Variety)
- Human errors
- Protection of the vulnerable
- Conflict of laws

Around the globe, there are 71% of countries with data compliance legislation, 9% of countries with draft legislation, 15% of countries have no legislation. These countries follow several data compliance standards. Compliances such as GDPR, HIPAA, PIPEDA, CCPA, PCI DSS, FACTA, ISO/IEC, COPPA, POPIA, NIST, SOX, PDBP, DCIA, PIPL, FedRAMP, etc. businesses need to comply with these standards at any cost, so they can pursue their business depending on their operation and location in which this business operates.

Compliance

Data compliance is the process of achieving the minimum required data protection made mandatory by compliance authorities in law. To be compliant means the business has to take and implement measures, processes, procedures, workflows, frameworks, and operations layouts designed to ensure the obligations made by authority are fulfilled.

Data Localization Vs Data Globalization:

Data localization means generating, collecting, processing, storing, sharing,

and reporting sensitive compliant data within regulators' confined boundaries on the other hand data globalization from a data usage point means using data for various gains such as competitive advantage, sentiment analysis, advance healthcare, better product, and service development.

Globally new data compliance regulations are promoting data localization. There are numerous reasons to do so as stated in the section need for data compliance but for businesses, it poses challenges in numerous ways including growth, cross-border business, data analysis, and data movement for various gains such as encouraging economic competitiveness, new product and service development, product and service review analysis, various business focus analysis such as sales, marketing and manpower (human resource) analysis.

Following measures businesses can take to handle data compliance and overcome challenges:

- Access and identity control
- Set up data compliance architect (including Protection against malware and cyber attacks)
- Build data flow pipelines (Including Data loss prevention, Control over data sharing)
- Set up alerting and notification system (Monitoring, Incident response, and reporting)
- Acquire data compliance management system (Compliance Review)
- Develop a business continuity plan (Disaster recovery)
- Acquire an auditing system (Internal Audit)
- Train & improve people for data security & privacy
- Regulatory compliance training for compliance obligations
- Make sure data protection measures are up to date
- Maintain records of data protection measures and audit procedures
- Appoint data security and compliance standards personnel (Compliance officer)
- Adopt a common control framework
- Establish and maintain your policies and procedures
- Continual improvement

Cross-regulatory compliance strategy:

Cross regulatory compliance strategy determines in what ways data privacy

regulations overlap in order to synergize compliance efforts. The most common requirements include the protection of sensitive data and data protection impact assessments, sensitive data retention process, procedures and policies, and data breach alert and notifications. To achieve data compliance one has to achieve the minimum standard outlined by the authorized body in data protection compliance law.

Compliance framework

A compliance framework is an important data management system for businesses to manage their compliance obligations and ensure that they are operating within legal and regulatory requirements. There are many reasons why businesses need a compliance framework, including:

- **Legal requirements:** Many businesses are subject to legal and regulatory requirements that require them to comply with specific rules and regulations.
- **Risk management:** Compliance frameworks are designed to help businesses manage risk by identifying potential areas of non-compliance and implementing controls to mitigate those risks.
- **Efficiency:** A compliance framework can help businesses to streamline their compliance activities by providing a structured approach to compliance management.
- **Competitive advantage:** A compliance framework can also provide businesses with a competitive advantage by demonstrating their commitment to compliance, risk management, and responsible business practices.
- **Continuous improvement:** A compliance framework provides a structured approach to compliance management that enables businesses to monitor their compliance performance, identify areas for improvement, and implement corrective actions.

Data compliance framework:

A data compliance framework is a set of policies, procedures, and practices designed to ensure that a business complies with legal, regulatory, and industry requirements related to data protection and privacy.

Benefits of implementing a data compliance framework include:

- **Reduced risk of legal and regulatory penalties**
- **Increased customer trust and loyalty**

- Improved data security
- Enhanced reputation and brand value
- Increased operational efficiency
- Reduced human errors
- Mitigate penalties
- Build a Positive Reputation among Employees, Customers, and the Public
- Achieve Higher Employee Productivity and Higher Employee Retention

Data virtualization (Logical data warehouse)

Data virtualization enables businesses to improve analytics effectiveness and reduce analytics infra and manpower costs by building virtual data abstraction layers from diverse data sources. Data virtualization enables businesses to integrate, access, and fetch data from multiple sources without moving data from source to an integrated target data store. Data virtualization is a data management platform, it provides consolidated and integrated data to consumers and downstream applications such as APIs and analytical tools without data movement which is required in traditional data consolidation and integration approaches. In nutshell, data virtualization is a platform that allows businesses to access and integrate data from multiple sources without physically moving, duplicating, or replicating the data.

Role of data virtualization in data compliance:

Data virtualization provides a unified and integrated view of data, which can help businesses to improve their data compliance practices in the ways mentioned below:

- **Data governance:** Data virtualization can help businesses to improve their data governance by providing a centralized integrated view of data that is consistent, accurate, and up-to-date. This can help businesses to better manage data quality, access controls, and data lineage, which are important aspects of data compliance.
- **Data security:** Data virtualization can also help businesses to enhance their data security by providing a layer of abstraction between data sources and end users. This can help to reduce the risk of data breaches and unauthorized access to sensitive data, which are important compliance requirements.
- **Streamlined compliance reporting:** Data virtualization can help businesses

to streamline compliance reporting by providing a centralized view of data that is consistent across different systems and applications. This can help to reduce the time and effort required to prepare compliance reports and ensure that the reports are accurate and up-to-date.

- **Improved data privacy:** Data virtualization can also help businesses to improve data privacy by providing a mechanism for controlling access to sensitive data. By providing a centralized view of data, businesses can more easily identify and manage data that is subject to privacy regulations.
- **Data masking:** Data virtualization can also be used to mask sensitive data by replacing it with a non-sensitive value. This can help businesses to comply with data privacy regulations by ensuring that sensitive data is not exposed to unauthorized users.
- **Data lineage:** Data virtualization provides a complete view of data lineage, allowing businesses to track data usage and ensure that data is being used in compliance with legal and regulatory requirements. This can help businesses to demonstrate compliance with data privacy regulations.
- **Data quality:** Data virtualization can also help businesses to ensure that data is accurate and consistent, which is an important requirement for compliance with regulations. By providing a real-time view of data from multiple sources, data virtualization can help businesses to identify data quality issues and take corrective action.
- **Compliance reporting:** Data virtualization provides a centralized view of data from multiple sources, making it easier for businesses to generate compliance reports and demonstrate compliance with legal and regulatory requirements. This can help to reduce the administrative burden of compliance reporting and ensure that businesses are meeting their compliance obligations.
- **Data protection:** Data virtualization can facilitate data protection by allowing businesses to apply data masking, an onymization, or encryption techniques at the virtualization layer. This can help to ensure that sensitive data is protected, even when it is being used in multiple applications or shared with external partners.
- **Reduce compliance costs:** Data virtualization can help to reduce compliance costs by providing a more efficient and cost-effective alternative to traditional data integration approaches that require data to be physically moved or replicated. This can help businesses to manage their compliance obligations more efficiently and can reduce the cost of compliance.

-
- **Data localization:** Data virtualization can help to build sensitive data localization within the physical boundaries of regulatory jurisdiction. Which deeply helps businesses to localize critical, personal, and sensitive data.
 - **Summarize data:** Data virtualization can help to build data summaries with help of virtual integration of localized summaries to total summaries of the most critical key performance indicators of businesses. With data virtualization there is no need for data movement for creating summaries from multi-region, multi-country spanned data silos.
 - **Data to insights turn around time:** Data virtualization greatly reduces the time required to generate insights from dispersed data silos.
 - **Virtual data model reusability:** The data models prepared in a data virtualization platform can be reused or repurposed for different case scenarios.
 - **Change management:** Data virtualization reduces the time required to implement changes which is a vital part of data compliance as there is no need for data movement.
 - **Data pipelines:** The pipelines built within the data virtualization platform help compliance personnel with all the changes made to data with help of data lineage capability. It helps to backtrack issues if they arise due to not following data compliance processes.

Generalized Architecture Solutions

In order to transform raw data into meaningful insights, businesses need to integrate data from multiple sources, the source data sets are actionable, trustful, and raw in nature. To gain insight from raw data businesses need to infuse business logic which enhances the value of data. Doing so traditional practices are not with time to handle various data-related aspects, such as data compliance and data privacy.

To manage compliance-related concerns, businesses need to adopt more advanced techniques such as data virtualization techniques, which is an industry-proven practice followed by various businesses.

Data virtualization tackle challenges posed by data compliance by differentiating between local data sets and global data sets. This further helps businesses to draw and segregate data based on compliance factors and make use of data silos for building insights.

Data Analytics	Data Mining	Predictive Analytics	Dashboard	BI
Reports	APIs			



Access Layer

Security Layer

Integration Layer

Data Virtualization Platform

Virtual Metadata

Query Engine

Connection Layer



Data Source 1	Data Source 2	Data Source 3	Flatfiles	Mainframe
Cloud Storage				

Image 1: Data Virtualization Block Architecture

The block architecture generalized for more robust adaptation includes 3 major components, data sources, data virtualization platform, and data consumption platforms respectively. The sources are of various kinds and need to integrate data despite their physical presence due to compliance norms.

In the data virtualization layer, data from various data silos and systems are integrated, abstracted, and secured with various techniques. This gives businesses a wholesome view of the entire data landscape. In this data is not moved physically, using virtual master and worker nodes they are integrated as per the use case. Worker nodes reside in a specific geography and act as data center and abstraction layer, and based on compliance norm feeds data to the

master node.

The master node on other hand does the integration and security management. The setting of the master node and worker node is not standard, as per requirement can be set.

The consumption layer uses the underlying platform for development and data insight consumption for business needs.

The data compliance data virtualization platform architecture provides the landscape and layout of standard components that need to consider for a more robust and compliant platform. There are various building blocks of the compliance platform are as follows:

- Region/country-specific data centers
- Enterprise-wide data virtualization platform
- Compliance reporting service
- User authorization
- Data & User policy engine
- Infrastructure gateways & firewalls
- User authentication

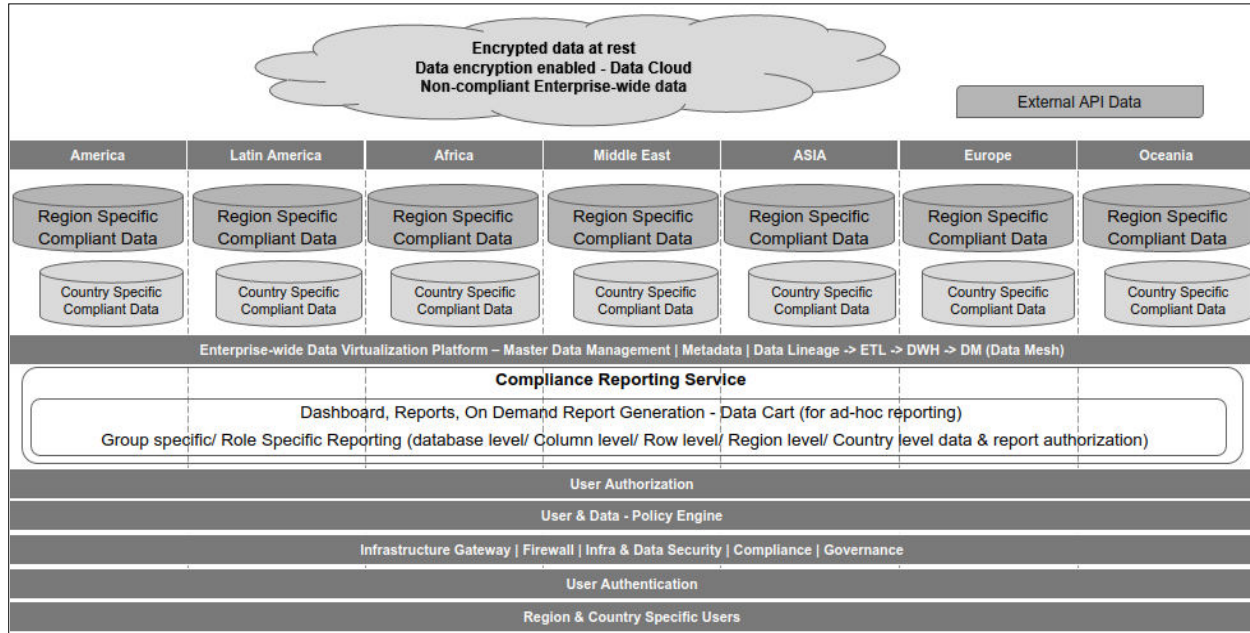


Figure 2: Data Compliance – Data Virtualization Platform Architecture

Tools and technologies involved in Data Virtualization Platform

On-premise databases: Oracle, SQL Server, Big Data, PostgreSQL, IBM DB2...

Un-structured/ No SQL databases: MongoDB, Cassandra, DynamoDB, HBase...

On-premise ETL tools: Informatica, IBM Datastage, Talend, Oracle integrator, Pentaho...

Cloud databases: Snowflake, Azure bds, GCP dbs, AWS dbs, DataStack...

Gateways & Firewalls technologies

CICD pipelines: Jenkin, Git, Maveen...

BI tools: Power BI, Tableau, Qlik, Tibco Spotfire...

Data virtualization platforms

Actifio	Actifio Virtual Data Pipeline
AtScale	Intelligent Data Virtualization
Adata	CData Driver Technologies
Datameer	Datameer Spotlight
Data Virtuality	Data Virtuality Platform
Denodo	Denodo Platform
IBM	IBM Cloud Pak for Data
Informatica	Informatica PowerCenter
Oracle	Oracle Data Service Integrator
RedHat	Red Hat JBoss Data Virtualization
SAP	SAP HANA
SAS	SAS Federation Server
Stone Bond	Stone Bond Enterprise Enabler
Tibco	TIBCO Data Virtualization
Delphix	Delphix DevOps Data Platform
Vmware	VMware vCloud Director
AWS	AWS Glue

Conclusion

Data compliance - data virtualization framework can provide significant benefits to businesses, including managing their compliance obligations, managing risk, improving efficiency, gaining competitive advantage, and continuously improving their compliance practice process, reducing the risk of legal and regulatory penalties, increasing customer trust and loyalty, improved data security, enhanced reputation, and brand value, and increased operational efficiency. By implementing a data compliance framework using data virtualization technologies, businesses can ensure that they are operating within

legal and regulatory requirements confined by the regulatory authority, and are well positioned to achieve their business objective by utilizing local and global data sets. Data virtualization can play a vital role in data compliance by providing a flexible, robust, and scalable approach to managing and protecting sensitive data. By leveraging data virtualization technology, businesses can enhance data security, data masking, data lineage, data quality, and compliance reporting.

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Abbreviations

DCIA	Digital Charter Implementation Act
PDBD	Personal Data Protection Bill
PPA	Privacy Protection Authority
PPI	Protection of Personal Information
LGPD	Lei Geral de Protecao de Dados
PIPL	Personal Information Protection Law
EDPB	European Data Protection Board
GDPR	General Data Protection Regulation
CCPA	California Consumer Privacy Act
POPIA	Protection of Personal Information Act
PIPEDA	Personal Information Protection and Electronic Documents Act
NIST	National Institute of Standards and Technology
HIPAA	Health Insurance Portability and Accountability Act
CCPA	California Consumer Privacy Act
PCI DSS	Payment Card Industry Data Security Standard
SOX	Sarbanes-Oxley Act
FedRAMP	Federal Risk and Authorization Management Program
SHIELD	Stop Hacks and Improve Electronic Data Security
CMMC	Cybersecurity Maturity Model Certification

Future Trends in Agriculture, Farming Technology

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Research Guide: Dr. Sanjay kumar Gaikwad

Abstract

This paper provides a detailed analysis of the trends and characteristics of future agriculture farming technology. A number of global trends are influencing food security, poverty, and the overall sustainability of food and agricultural systems farms and agricultural operations will have to be run very differently, primarily due to advancements in technology. Future agriculture will use sophisticated technologies such as robots, temperature and moisture sensors, aerial images, and GPS technology these advanced devices and precision agriculture and robotic system (AI) will allow farms to be more profitable, efficient, safe and environmentally friendly .

Keywords:

Trends in Agriculture, Advancements Technology, Increase Productivity.

Introduction to future trends in Agriculture:

Technology plays a huge part in agriculture. Some agriculture technologies like drones, telematics, crop sensors, and precision farming are helping farmers increase productivity on their land. Then, it seems like these land technologies are already a staple on many farms. We can expect to see better, faster, and more affordable versions of these trends in the future. Its contribution in the GDP has reduced to less than about 20% and in agricultural production contribution of other sectors increased at a faster rate. This has made us self-sufficient and taken us from being a food after independence to a net exporter of agriculture products.

The agriculture sector has transformed over the past 50 years. Seed, irrigation, and fertilizers also have improved by helping farmers increase yields. Artificial intelligence, analytics, connected sensors, and other types of emerging ways

could further increase yields, improve the efficiency of water, and resilience that is crop cultivation and animal husbandry.

Agriculture categories:

- Some productive resources include seed, energy, fertilizer, machines, and many more.
- Some agricultural commodities include processed and raw commodities of fiber and food.
- Important services like insurance, storage, credit, transportation, and more.

Future trends in agriculture are important for the planners and all other stakeholders. The government and other farming organizations are trying to find out the key challenges of agriculture. Some key challenges in agriculture are small holdings of farmers, primary and secondary processing, infrastructure, supporting the efficient use of resources and marketing, supply chain, reducing intermediaries in the market. Then, there is a need for work on cost-effective methods with environmental protection and on conserving our natural resources. The average consumer now wants to know where and how their food is grown, and this demand is shaping the way large and small farmer's plant, raise, and tracks their products. Technology will mainly play a massive role in allowing farmers to manage their farms. Also, it will help consumers learn more about the food they eat.

A guide to future trends in agriculture, modern technology in agriculture

Advantageous weather and soil conditions, high food demand, various fiscal incentives given by the government for inputs, production infrastructure, availability of cheap credit facilities, and marketing and export promotion are attracting individuals, big companies, startups, and entrepreneurial ventures to do a lot of investments on innovations, inventions, research, and development. Increasing average income, increasing population and globalization effects in agriculture will increase demand for quantity, quality, and nutritious food.

The importance of agriculture:

Agriculture provides employment opportunities for many people. To meet the growing demand, the agricultural sector's productivity must increase, as one of the premises of sustainable intensification. More agricultural output can be required under a scenario of increasing food waste, inequalities in income, and exacerbated climate change. Though, improvements in agricultural efficiency

are not enough to maintain a sufficient increase in crop yields, as they are impeded by climate change, degradation of natural resources, and the associated loss of biodiversity.

Climate-smart agriculture and resource- conserving practices can further favor productivity increases, but they are hampered by climate change, natural resource degradation, and biodiversity loss. Though, the outbreaks of transboundary pests and diseases affecting animals and plants are increasing with globalization. Some increased anti-microbial resistance, partly due to antibiotic use in livestock production poses a threat to human health.

The agriculture sector is the most environmentally friendly method. It is a consistent source of life for humanity, and also one of the honest sources of income. All the food substances those are essential like agriculture produces vegetables, proteins, and oils. It is very important to human beings as it forms the basis for food security. Agriculture helps human beings grow the most ideal food crops under environmental factors.

Factors of agriculture:

- Most people's main livelihood source is farming and 70% of people rely directly on agriculture.
- Agriculture contributes to economic development. Then, the national income level and people's standard of living are improved. The fast growth rate in the agriculture sector offers increased motivation for development. It aids to make a good atmosphere for the overall economic development of a country. Economic growth relies on the agricultural growth rate.
- Agriculture development may also increase savings. The rich farmers we see today started saving mainly after the green revolution. This surplus quantity can be invested further trends in the agriculture sector to develop the sector.
- The agricultural product's growth contributes to a marketable surplus. People rely on food production through agriculture practices that they meet from the nation's marketable surplus. After that, production increases and this leads to the expansion of marketable surplus. Also, this can be exported to other nations.
- The agricultural growth of developing countries has helped relieve them from a shortage of capital. Previously, developing countries were more reliant on foreign capital, which came with strings attached to them. The agricultural sector needs a lot less capital for development.

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- The shortage of agricultural products can impact the agro-based industry significantly and cause a consequent increase in their product price levels. Also, it can impede the growth of the nation's economy in developing countries, which largely depend on agricultural products to boost their economies. For an infrastructure that's creating high demands for industrial products, the agricultural product demands the development of the commercial sector.

Importance of technology in agribusiness:

- Technology in the agriculture sector affects many inputs such as fertilizers, pesticides, and seed technology, etc. Genetic engineering techniques and biotechnology have resulted in pest resistance and increased crop yields.
- Newly developed technologies are focus on robotics, precision agriculture, artificial intelligence, and more. Some technological advancement that has innovated the agriculture sector;
- Improved productivity from the mechanization of agriculture. Combine harvesters are finding greater use to make the agriculture processes faster and reduce manual labor. Farming is mainly characterized by small landholdings, and the need is to partner with others to take benefit of modern machines.
- Climate or weather prediction through artificial intelligence. A major advance in the agriculture sector is the use of artificial intelligence (AI). Modern equipment and tools based on AI enable data gathering and assist in precision farming and then informed decision-making.
- Artificial intelligence finds slow acceptance in a country. AI-based methods can bring precision to the large-scale system and lead to an exponential rise in productivity.
- Resilient crops developed by using biotechnology. Agriculture refers to a wide resource of methodologies that mainly include traditional breeding methods, genetic engineering, and the development of microorganisms for agriculture. Generally, genetic engineering uses the understanding of DNA to identify and work with genes to increase crop resistance to pests, and the growth of high-yielding varieties also makes improvements to livestock.
- Some controversial methods have led to resistance to biotechnology adoption; and there is no doubt that the future of agriculture is heavily dependent on safe biotechnology, given the changing climate and increase in population.

- Improving farm yields and supply chain management by using Big Data. The collection and compilation of data and processing to make it useful for decision- making/problem-solving are expanding the way big data functions.
- This is resulting in a greater collection that has to be meaningfully interpreted and managed. Data can be from external sources such as social media, supplier networks, markets, or from sensor or machine data from the fields. Agriculture transformation from using big data is taking place that affects supply chain management and crop yield.

Role of modern technology in Agriculture:

Agriculture is mainly dependent on nature, but climate and global warming issues make farming unpredictable and also affect yield. Some modern methods and innovative approaches are increase productivity and raise profitability. Although significant food grain production improvement, there are many challenges to tackle as the government aims to increase agricultural production as a share of GDP.

Technology has the main role in agriculture practices. Innovation is leading an evolution in some practices thereby that reduce losses and increase efficiency. Then, this is positively impacting farmers. The use of digital tools is driving continuous improvement in the agriculture sector, and resulting in improving crop yields and helping increase income.

The increasing role of the corporate sector in agriculture is important by applying new methods and accessing new markets. There is a wide variation in agricultural growth across different states at least during the last 5 to 7years or so. At one end of the spectrum, there are states like Gujarat that are showing strong growth of 8 to 10% per annum in agriculture, while at the other end are states like Uttar Pradesh, West Bengal, etc., that are growing barely at 1 to 2.5% per annum.

Important future trends in Agriculture:

Below are a few agriculture technology trends that are helping modern farmers make better, faster, and smarter decisions and shaping the future of farming.

Vertical farming is defined as a type of farm where crops are grown on vertically stacked structures, and it can be a staple for the future of the agriculture sector. With the population expected to boom, the ability for vertical

farms to take up less room than a traditional farm can make them more popular. They used a tiny amount of water compared to the great outdoors. There are plenty of clues in the farms that can help us predict the future of the agriculture sector.

Increased Use of Aerial Imaging - More growers will turn to aerial imaging to better manage their crops. Drone technology and satellite imaging allow farmers to see crop variations. Farmers will be able to manage their crops more accurately, allowing for increased profits by using aerial imaging.

Regenerative Agriculture –

Due to concerns about climate change effects and weather volatility, consumers are pushing organizations and individuals to adopt regenerative agriculture systems. Then, this refers to practices that increase soil carbon sequestration like reduced tillage and the use of cover crops. While professionals debate whether the regenerative agriculture sector will be a solution for climate change mitigation, growers agree these systems increase soil health and fertility.

Accurate Yield Predictions –

Some agriculture systems will allow farmers to quickly predict yields before crops are harvested. Growers will be able to find buyers for all of their harvest, eliminating food waste and increasing profits. Also, the yield monitoring method will help inform the year's variety selection and yield.

Modern Greenhouses –

It has been transforming from small-scale facilities to large-scale facilities. With the tremendous recent developments in technology, the agriculture industry is witnessing a blossoming like no time before. Modern greenhouse systems are emerging increasingly in large-scale industries. As the market has grown dramatically, it has experienced clear trends in recent years. Modern greenhouses are increasing day by day.

Diversification of Agriculture –

Agriculture is not only meeting the food grains demand but also other needs of growth. Agricultural has been diversified to produce commercial crops and horticultural crops and floricultural products like flowers, and orchids, etc., dairy and other animal husbandry products. Also, the demand for these products has been increasing. Liberalization of the economy has created ample scope for the agricultural sector's growth in terms of increased production and trade.

Data Integration–

Data management software will allow growers to leverage this data to inform their decision-making. Also, this data can be used in real-time to make adjustments such as altering planting depth based on available moisture.

Increasing Trend in Horticultural Output -

The diversity of climate conditions and soil characteristics enables the growth of a large variety of horticultural crops which includes fruits, vegetables, spices, cashew-nut, coconut, cocoa, root, and tuber crops, areca- nut, medicinal and aromatic plants, etc. With the increase in the production of fruits, vegetables, and other types of horticultural products, the value of exports of these products is also increasing.

Livestock Farming Technology –

Livestock farming technology involves the business of poultry farms, dairy farms, cattle ranches, or other livestock-related agribusinesses. This method can come in the form of nutritional technologies, genetics, digital technology, and more. Sensor and data technologies have many advantages for the current livestock industry. It can improve the productivity of livestock by carefully detecting sick animals and intelligently recognizing room for improvement. Computer vision mainly allows us to have all sorts of unbiased data that will get summarized into meaningful, actionable insights.

Augmenting Hybridization –

The use of hybrid seeds enables better adaptation in unfavorable soil and climatic conditions like saline soils and rain-fed ecosystems.

Precision Agriculture –

Temporal variability of the field leading to the field areas with common characteristics and these are called management zones. Management zones can also be used to apply the appropriate inputs to achieve the best management to increase profitability and reduce environmental impact. The precision agriculture method has been extremely popular in the past few years.

Farm Automation –

Farm automation is also associated with "smart farming". It makes farms more efficient in the crop or livestock production cycle. Robotics working

companies are increasingly developing some techniques like drones, autonomous tractors, robotic harvesters, automatic watering, and seeding robots.

Vertical farming-

Vertical farming means where plants, animals, and other life forms are cultivated for food, fuel, fiber, or other products. The advantages are numerous in vertical farming. Vertical farming can be located inside repurposed warehouses, greenhouses, or other buildings that would not be suitable for large-scale farming. It offers many benefits like crops can be grown on a smaller area of land; water can be recycled and used over and over again. Vertical plants grow on minerals and do not need soil. Many agriculture products can be harvested more than once per year.

Agricultural Exports –

Another important Future trend of agriculture under liberalization is the increasing volume of agricultural exports and its increasing prospects in near Future under the World Trade Organization regime. India is placed in respect of agricultural exports as the agricultural sector is subjected to low import content, low cost of labor, favorable climatic conditions, and low unit cost of inputs. Agricultural exports are playing an important role in expanding the agricultural sector activities along with generating an increasing number of employment opportunities and also in diversifying agricultural operations.

Drone Farming –

Drones are used in farming to provide more frequent, cost-effective remote monitoring of crops and livestock. The use of drones in the agriculture sector is an effective approach to sustainable agricultural management that allows farmers to help streamline their operations to gain effect...

Artificial Intelligence –

AI is an emerging Technology in the agriculture field. These types of sensors can detect and target weeds and then decide which herbicide to apply within the region. Some examples of AI in the agriculture sector are driverless tractors, smart irrigation, and fertilizing systems, smart spraying, and AI-based robots for harvesting are farmers can get the work done without having to hire more people.

Some of the future trends in agriculture that are prominent in the post-liberalization period include the rising productivity, diversification of the sector,

development of horticulture, application of modern methods, a growing volume of exports, and development of the food processing industry.

Floriculture and its increasing effect on the Indian economy

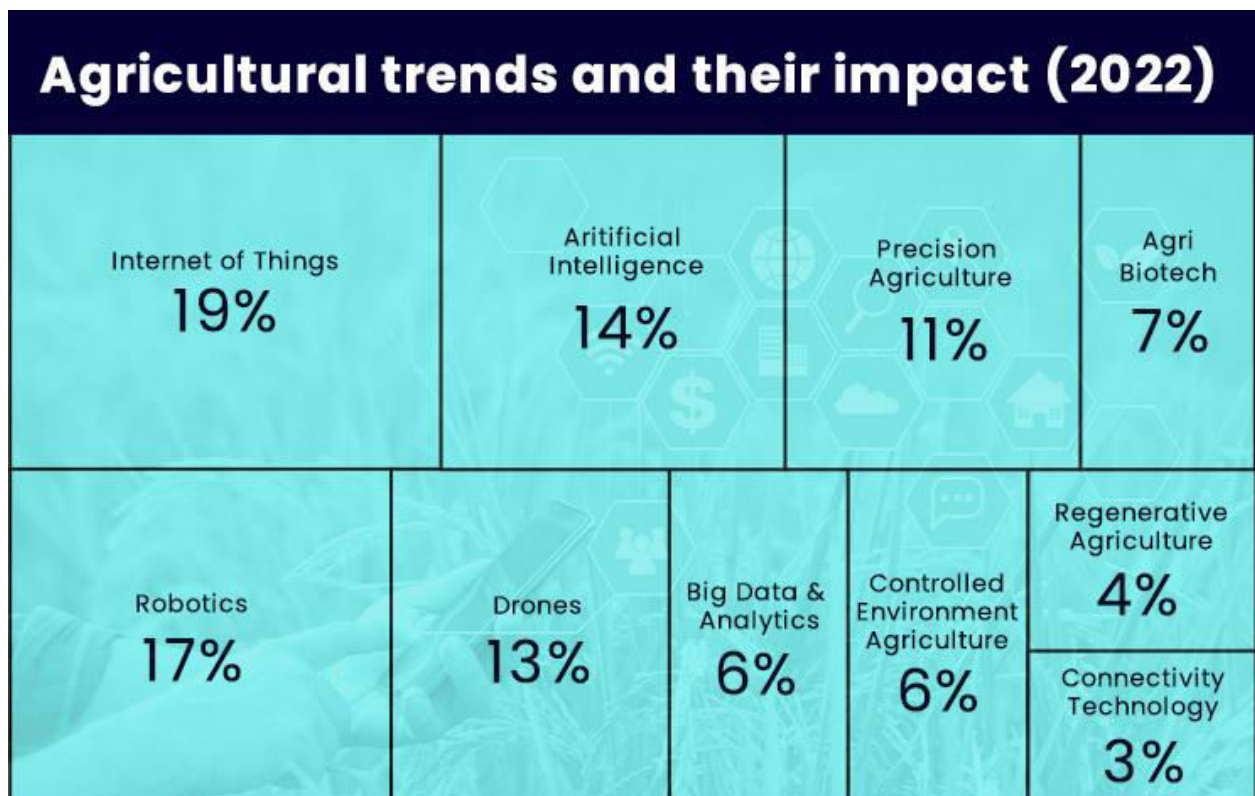
Floriculture is one of the latest trends in agriculture in India, with a contribution of INR 266 Billion. As the technology relating to agriculture is improving day by day, flower production, a.k.a. floriculture, is improving day by day. As per reports, in floriculture around 31000 hectares of land in southern states of India involved.

The recent innovations in the agricultural field in India

There are many recent innovations that might drive you crazy (if you're a farmer, of course). However, we have sorted some latest trends in agricultural technology in India. These technologies are changing the reality of agriculture in real time. Furthermore, these have the potential to change the future of agriculture.

In the below statistics, you get to know about the impact of the top 10 Agritech trends and innovations in 2022.

Agricultural trends and their impact (2022)



Period of study

As far as period of study is concerned the researcher has considered last 5 years i.e. 2019 to 2023 as this period can be considered.

Data Analysis and Interpretation

According to research, the global agriculture market is expected to grow 8% annually and reach \$12 trillion in 2023. Due to this growth, the biggest challenges of the industry, like the world's growing population, increasing urbanization, stressed usage of natural resources, and global climate changes, need to be handled. And one of the ways to meet the demand for food is the widespread use of data-driven technologies.

Data is collected from the most common sources of farm data are satellite and drone imagery, IoT sensors in fields and agricultural vehicles such as tractors, seed drills, harvesters, fertilizers, etc. Let's take a quick look at the most common data sources used in agricultural analytics.

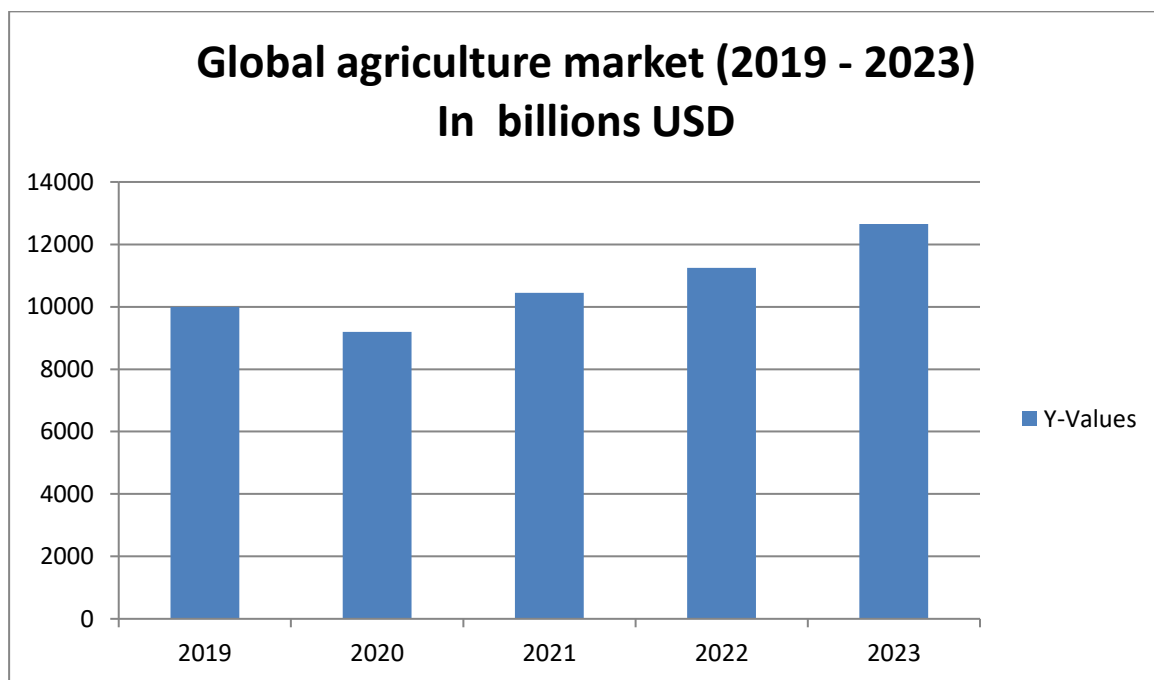
The way machine learning and data analytics re-imagine agriculture

Data alone does not mean anything and will not help farmers in any way. It needs to be analyzed to make decisions here and now.

To handle that challenge, farmers use AI-powered agritech solutions to process raw data analyze it and extract value to increase business efficiency. Thus, computers enable the processing of satellite images and detect various events, such as boundaries of the field or the clusterization of weeds. This information can be used in a complex for more accurate fields seeding, fertilization, as well as the fight against harmful plants that slow down the development of the crop.

Satellite imagery data is also a good source for different calculating tools. For example, the data can be used to create thematic field maps on which agronomists can clearly identify soil types, surface levels, and seeding history. This information allows farmers to decide which crops are best to plant, implement biodiversity and crop rotation policies, assess the use of crops and fertilizers, etc. With this information, farmers can affect the efficiency of growing crops, keep the soil from depletion and improve business performance. Also, satellite imagery allows the calculation of various agro-indices, such as NDVI, NDWI, NBR, etc.

Using these solutions today, farmers create the foundation for future technologies. Thus, high-precision GIS (geographic information system) data will allow the use of autonomous tractors, seeders, fertilizers, and watering machines in fields, which will be controlled by various sensors, such as GPS, LiDAR, and cameras. This will avoid problems such as double seeding or skipping, for more efficient use of natural resources. For example, the Japanese company YANMAR showed the Robot Tractor, which is equipped with various sensors for orientation in the terrain, fully autonomous, and could be controlled from a mobile device.



Interpretation

In the last five years, data has significantly strengthened the position of precision farming, providing vital knowledge of where, how, and when to seed fields. Data analysis has become an indispensable source of knowledge about the current state of the fields, as well as allowing management of crops and predicting yield based on historical information. This is why it is now more important than ever to collect and maximize the value of agricultural data.

Objective

The main objective of this present study is to evaluate the trends in agriculture, farming technology and to compare the same with recent past and the upcoming present situation.

Research Methodology

Type of Study

The basic orientation of this based on secondary data hence this can be considered as exploratory research. In practice secondary data is used to prepare a base for descriptive studies i.e. to prepare the frame, deciding on components, formulating survey and number of other allied components.

Sources of data

This is the first and foremost requirement of a secondary data based study that the sources of a secondary data based study that the sources of data are authentic and approved by competent authorities. In this present study the researcher has taken consulted the following sources of secondary data:

- Websites
- Reports from world Trade Organization
- www.indiantradeportal.in
- www.tradingeconomics.com
- Agriculture portal of Indian government
- Research journals
- Published sources
- Indian and Foreign magazines on international trade
- www.datadriveninvestor.com

Findings and suggestions

- Ensure food security and reduce dependency on imports
- Become a net exporter not only of products but also investment portfolio and new solution.
- Increase productivity and support the shift towards an innovation and knowledge based economy.

Conclusion

As stated in the above given matter the future trends in agriculture farming technology is based on the components of adequate global trends are influencing food security, poverty, and the overall sustainability of food and agricultural system. On other hand major role is also played by farms and agricultural operations will have to be run very differently, primarily due to

advancements in technology such as sensors, devices, machines, and information technology.

Being the developing economy the focus of the future trends in agriculture farming technology is to improve or to develop agricultural system and adopt new technologies such as robots, temperature and moisture sensors, aerial images, and GPS technology. These advanced devices and precision agriculture and robotic system (AI) will allow farms to be more profitable, efficient, safe environmental economic. This has also changed the agro-cycles as a result the sufficiency of the increased for a number of items like different agricultural products.

Agricultural data analysis is already here. With it, farmers are already optimizing business processes, reducing costs and increasing profits by taking advantage of the value of agricultural data. Unfortunately, for most farmers, modern technologies are still not available for various reasons.

Our mission is to make precision farming technologies available to more growers. Machine learning and data analysis can help achieve this goal and fulfill the most important one: to help farmers produce more affordable products to provide the growing population of our planet with quality food.

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CAREER OPPORTUNITIES IN PRINTING TECHNOLOGY

Sagar Bandgar

ABSTRACT:

The main objective of the study is to find out various career opportunities in printing industry and find out employable opportunities in printing technology. Now days printing industry is shifting towards digital printing operations. As day by day mechanical operations and mechanical function process are shifting to ditalization process however this topic will help to find out various opportunities in overall printing industry and printing processes

The printing industry is continuously changing as technology changes. However digital printing and digitalization remain very popular, the printing technologies are media industry that requires well-trained technically sound employees in different type of jobs. Knowing which jobs are available in the printing technology industry can help usto obtain what careers might be best for you. In this research paper, we present a list of careers you can explore to see if a job in printing technology might interest you.

There is a different type of roles available in the printing industry throughout the entire production process. Firms sometimes have particular specialisms, such as stationery, labels, packaging materials or printing on metal. Prints magazines, books, catalogues, brochures and journals from base whether you are a young person just making choices about your future career or are considering moving into the printing industry from another sector, there are many of employment opportunities to consider. In general, people enter the printing.

INTRODUCTION:

The history of printing was started as early as 3000 BCE, when the proto-Islamite and Sumerian civilizations was using cylinder seals to certify documents written in clay tablets. Other early forms include block seals, hammered coinage, pottery imprints, and cloth printing. The method of printing patterns on cloth such as silk, woodblock printing for texts on paper originated in China by the 7th century during the Tang dynasty, leading to the spread of book production and woodblock printing in other parts of

Asia such as Korea and Japan. The Chinese Buddhist Diamond Sutra, printed by woodblock on 11 May 868, is the earliest known printed book with a precise publishing date. Movable type was invented by Chinese artisan Bi Sheng in the 11th century during the Song dynasty, but it received limited use compared to woodblock printing. The technology spread outside China, as the oldest printed book using metal movable type was the Jikji, printed in Korea in 1377 during the Goryeo era.

Woodblock printing was also used in Europe until the mid-15th century. Late medieval German inventor Johannes Gutenberg created the first printing press based on previously known mechanical presses and a process for mass-producing metal type. By the end of the 15th century his invention and wide scale circulation of the Gutenberg Bible became responsible for a burgeoning economical book publishing industry across Renaissance Europe and eventually among the colonial publishers and printers that emerged in the British-American colonies. This industry enabled the communication of ideas and sharing of knowledge on an unprecedented scale, leading to the global spread of the printing press during the early modern period. The development of text printing, new and lower-cost methods of image reproduction was developed, including lithography, screen printing and photocopying. Scale, leading to the global spread of the printing press during the early modern period. The developments of text printing, new and lower-cost methods of image reproduction were developed, including lithography, screen printing and photocopying.

The first major role of the printed book was to spread literacy and then general knowledge among the new economic powers of society. In the beginning it was scorned by the princes. It is significant that the contents of the first books were often devoted to literary and scientific works as well as to religious texts, though printing was used to ensure the broad dissemination of religious material, first Catholic and, shortly, Protestant.

There is a material explanation for the fact that printing developed in Europe in the 15th century rather than in the Far East, even though the principle on which it is based had been known in the Orient long before. European writing was based on an alphabet composed of a limited number of abstract symbols. This simplifies the problems involved in developing techniques for the use of movable type manufactured in series. Chinese handwriting, with its vast number of ideograms requiring some 80,000 symbols, lends itself only poorly to the requirements of a typography. Partly for this reason, the unquestionably

advanced Oriental civilization, of which the richness of their writing was evidence, underwent a slowing down of its evolution in comparison with the formerly more backward Western civilizations.

Printing participated in and gave impetus to the growth and accumulation of knowledge. In each succeeding era there were more people who were able to assimilate the knowledge handed to them and to augment it with their own contribution. From Diderot's encyclopedia to the present profusion of publications printed throughout the world, there has been a constant acceleration of change, a process highlighted by the Industrial Revolution at the beginning of the 19th century and the scientific and technical revolution of the 20th.

At the same time, printing has facilitated the spread of ideas that have helped to shape alterations in social relations made possible by industrial development and economic transformations. By means of books, pamphlets, and the press, information of all kinds has reached all levels of society in most countries.

In view of the contemporary competition over some of its traditional functions, it has been suggested by some observers that printing is destined to disappear. On the other hand, this point of view has been condemned as unrealistic by those who argue that information in printed form offers particular advantages different from those of other audio or visual media. Radio scripts and television pictures report facts immediately but only fleetingly, while printed texts and documents, though they require a longer time to be produced, are permanently available and so permit reflection. Though films, microfilms, punch cards, punch tapes, tape recordings, holograms, and other devices preserve a large volume of information in small space, the information on them is available to human senses only through apparatus such as enlargers, readers, and amplifiers. Print, on the other hand, is directly accessible, a fact that may explain why the most common accessory to electronic calculators is a mechanism to print out the results of their operations in plain language. Far from being fated to disappear, printing seems more likely to experience an evolution marked by its increasingly close association with these various other means by which information is placed at the disposal of humankind.

1.1 PRINTING PRESS WORK:

1.2 Printing presses push paper against inked movable type materials to transfer text and images from the type onto the paper. Medieval presses used a

handle to turn a wooden screw that moved the platen on which the paper was mounted; the platen squeezed the paper against the type, which was locked in place in a frame, or form. Metal presses, developed late in the 18th century, used steam to drive a cylinder press. Flatbed presses, emerging early in the 19th century, used flat beds to hold the type and either a reciprocating platen or a cylinder to hold paper.

1.3 IMPORTANCE OF PRINTING:

1.4 Printing has been discovered many centuries ago. Printing technology has healthy scope in today's media-driven world. Print media one of the strongest and powerful mass communication media, is a large scale industrial process, and is an essential part of publishing and transaction printing.

Printing means presentation. Presentation can be of our ideas, views, thoughts, news & events, expressions and skill in the form of printed text or graphic format. Altogether, Printing is referred as expressing creativity using technical skills. It deals with text and graphics to make a final print by transferring ink on paper or board or other materials. The printed material book, magazine or newspapers are daily necessity of the society. Print media influences every sphere of our life.

2 LITERATURE REVIEW:

2.1 The Printed media is important and almost exist anywhere in the world. It is highly interactive. The impact of printed media brought about a technological revolution. The Internet web, personal computer usage, and digital media creates career opportunities in printing industry Printing industry has created new world in the fields of journalism, entertainment, education, publishing, commerce, and politics. It brought about new challenges concerning career and opportunities. Printing industry has such wide-ranging influence in printing technology.

2.1 FIELDS OF PRINTING TECHNOLOGY:

Printing is an art, printing is a science in simple way we can define it as printing is a process in which inks get transferred from one surface to another. Following fields are involved in printing industry they are as follows

Offset printing.

Screen printing.

Gravure Printing.

Flexography Printing.

Digital Printing.

2.2 SCOPE & OPPORTUNITIES:

Printing and publishing are one of the largest industries with a growth in demand for professionals skilled in advanced methods of printing technology. Printing technology experts are in demand by printing press for newspapers, journals or magazines. Printing industry is a platform which offers excellent career opportunities and advancement, to the professionals deserving and hard working. Career opportunities are technical, marketing and managerial positions.

CAREERS ARE AVAILABLE IN THE AREA OF PRINTING TECHNOLOGY

1. Publishing houses under central and State Govt.
2. Printing Presses under Central and State govt.
3. Commercial printing presses doing Offset, Flexography, Gravure and Screen printing
4. Publishing houses in private sector
5. Pre-press solution for printing Industry
6. Designing and digital printing
7. Security printing
8. Software solution for print industry
9. Electronic publishing
10. Color management solution
11. Packaging
12. Print finishing and converting
13. Machine manufacturing /service
14. Marketing/management executive
15. Research and development
16. Total quality control
17. New Product Development
18. Digitization
19. Process Optimization
20. Consultation Services

OPPORTUNITIES ARE AVAILABLE IN THE AREA OF PRINTING INDUSTRY

- 1 Production Executive

-
- 2 Senior Executive Productions
 - 3 Assistant Managers Printing
 - 4 Printing Manager
 - 5 Post press Manager
 - 6 Production Managers
 - 7 GM Production/Operations
 - 8 AGM Production/ Operations
 - 9 Vice president Operations
 - 10 Assistant vice president Operations
 - 11 Production Directors
 - 12 QAManagers
 - 13 QC Managers
 - 14 Process Engineer
 - 15 Shift Supervisors
 - 16 Lead operators
 - 17 1st operators
 - 18 2nd operators
 - 19 3rd operators
 - 20 Ink technicians

3 METHODS & MATRIAL:

The researcher has used the survey method and expertise interview to know the employable opportunities of printing technology

3.1: TOOLS FOR DATA COLLECTION: The data was collected by internet web, research papers, encyclopedia, Wikipedia etc. and interviews with printing industry experts. The observations and conclusions have been found on the survey base results and expertise views on the related topic.

3.2 EXPERT INTERVIEW:

The experts in printing industry were targeted and interviewed in this research we are going to understand various inputs of printing process and employable career opportunities

4 DISCUSSIONS

- . The Printing processes.
- . The fields of printing.

- . Employable opportunities.
- . Career opportunities.
- . Knowledge and skills opportunities.

5 CONCLUSIONS

There are many sections in printing industry

There are many career fields in printing technology field

There is maximum hirer key post available in printing industry

Technically sound and field related educated person can get easily job opportunities.

Technology and technical skills makes aware to employees about the printing technology and Career opportunities.

6. ACKNOWLEDGEMENT:

The Research has placed an important part to explore the printing industry, to learn in detail part of career fields. I would sincerely like to thank all the Teachers who helped me throughout the research. Without them, it would not have been successful

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Leadership and emotional Intelligence: A correlative study**SHARMILA B YEWALE**Assistant Professor Indira College of Commerce and Science, Pune (MS)
INDIA**DR.MEETA MANSARAM MESHARAM**NBN Sinhgad School of Management Studies,Pune,India

Abstract

Leadership is a reforming process, which influences a large group of organizations. Leadership is a social role where leaders exert influence on and direct the employees to achieve the goals of any organization. This paper studies the correlation of leadership with emotional Quotient and how it helps in organizational productivity.

Leadership is described as the bosom of every organization, and it is a procedure of leading followers/team. To get better outcomes from the employees and to achieve the organizational goals, the leader should be able to understand the vibration of the employees and his or her own. This research study analyzed the role of emotional intelligence in leadership effectiveness. The main objective of the study was to find out the relationship between emotional intelligence and the leadership effectiveness

Key words:

Emotional Intelligence, Leadership, Self-awareness, Self-management

INTRODUCTION

Leadership is the soul of every organization. It is a procedure of leading followers. It gives the right way to the organization and convinces employees to work smarter and prepare themselves to sacrifice personal interest to a large extent for the sake of the organizational wellbeing. To get better end results from the employees and to achieve the organizational goals, the leader should be

able to understand the vibration of the employees and his or her own as well. Generally, people in the organizations expect that others should empathize, understand their own feelings and respect them. Therefore, the leader should be very cautious in dealing with employees' emotions. Leaders can have a good impact on their position by encouraging an atmosphere of open transmission, trust, and increased consideration by developing an extensive awareness of their own emotions as well as those of others. Emotional intelligence is gaining distinction as a crucial quality for leaders to possess as firms recognize the significance of these essential talents that enable a higher level of communication within teams, with customers and suppliers, and with all stakeholders.

Emotional intelligence is defined as the ability to comprehend and manage your own emotions, as well as to identify and influence the emotions of those around you. The term was first coined in 1990 by researchers John Mayer and Peter Salovey but was later popularized by psychologist Daniel Goleman.

More than a decade ago, Goleman spotlighted the importance of emotional intelligence in leadership, telling the Harvard Business Review, "The most effective leaders are all alike in one critical way: They all have a high degree of what has come to be known as emotional intelligence. It's not that IQ and technical skills are unrelated. They do matter, but they are the entry-level requirements for managerial positions."

Objectives:

1. To study the co-relation between Leadership and Emotional Intelligence.
2. To study the leadership's role in organizational growth
3. To study how people in leadership roles predominately show emotional intelligence and leadership traits

Scope of the study:

This study is of help to understand the Different approaches of the leadership towards the employees. Mentioned dimension. And as a result of this it helps;

Influence the behavior: Leadership is the aptness of an individual to influence the behavior of other employees in the organization to achieve a common purpose or objective.

Inter-personal: The relationship between the leader and the followers decides how efficiently and successfully the targets of the organization would be met.

Attainment of organizational goals: The purpose of leadership is to bring the people and their efforts together to achieve common goals.

Continuous process: A leader must show direction to his employees continuously every time and monitor them in order to make sure that their efforts are going in the same direction and that they are not deviating from their goals.

Dependent on the situation: It is circumstances bound as it all depends upon handling the present situation. Thus, there is no single best style of leadership.

Literature Review:

The purpose of the present article is to investigate the relationship between leadership styles and organizational outcomes (considering effectiveness, job satisfaction, and extra effort). Based on the study, leaders need to adopt a more transformational leadership approach and avoid passive-avoidance attributes in order to increase positive organizational outcomes as well as company success and recognition. The scope of the research is limited to corporate sales hubs from 7 different companies and employees from 31 different nationalities. (Valldeneu et al., 2021)

The results showed: (1) There is leadership that is influenced by motivation (2) existence of organizational culture on work motivation, (3) there is an influence of leadership style on Productivity, (4) there is no influence of corporate culture on Productivity, (5) there is an effect of work motivation on Productivity. This study also concluded that corporate culture could affect Productivity through work motivation. Thus, work motivation is an excellent intervening variable for organizational culture variables in influencing Productivity. (T Suyantiningsih , 2021)

Has made the case through his many writings that the key to a leader's effectiveness and success in an organization is his/her emotional intelligence. Goleman (1995; 1998a; 1998b; 2000)

Research Method:**Research Technique:**

Data is collected with the help of the observation & Questionnaire method.

Data Collection:

For this study primary data is collected with the help of Questionnaire method by person-to-person interaction with Team Leaders as well as Company employees with structured questionnaire, and secondary data is collected with the help of various Journals, Magazines.

Sample Size:

The existing employees of different designation working at IT sectors in PCMC (Hinjewadi) Area. The sample size is selected for the study of 30 respondents. The techniques of sampling units in this study are random sampling.

Data Analysis Technique:

Data is scrutinized, tabulated, and analyzed by five-point rating scale i.e., excellent to poor With the help of excel.

Data Analysis:

40% respondents are satisfied with the interaction with team members, majority of the employees (60%) said that to a little extent they are satisfied with the interaction with employees.

About task allocation 25% of people said no whereas 75% said yes that they are always communicating about their delegated task.

35% said “No” that leadership skills can be improved. 65% of respondents said that they have good Leadership skills with emotional intelligence.

Findings:

While interaction with employees from different departments it has been found that employees are more expressive towards team leaders.

Emotional Intelligence play the key role in overall development, Knowledge of employees & their expectations.

Leaders have the capability to understand their employees' needs, can empathies more effectively and therefore interact and manage their relationships in a positive matter.

Suggestions:

Emotional Intelligence system should be viewed as an instrument for development. Hence, company should be more focus on the performance appraisal of their employees. Company should be more focus to create the awareness of the performance appraisal system. Company should also be improved-& evaluated the performance appraisal system in every year. Management must be aware and have knowledge of employee's job and performance. Proper feedback should also be given to the employees

CONCLUSION:

The results outlined above suggest that EI and its various factors are significantly correlated with leadership effectiveness and that more successful employees have higher levels of EI and further leadership abilities. In general, team leaders seem to appreciate employees' abilities to control their impulses and anger, to withstand adverse events and stressful situations.

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Annexure: Leadership with reference to Emotional Intelligence Questionnaire**1. How well do you interact with others?**

1. Excellent
2. Average
3. Poor

2. How likely are you to support others in achieving their goals?

1. Very likely
2. Somewhat likely
3. Neither likely nor unlikely

3. On a scale of 1–5, how would you rate your people management skills?

1. Excellent
2. Very Good
3. Good
4. Average
5. Poor

4. On a scale of 1–5, how well do you collaborate with others?

1. Excellent
2. Very Good
3. Good
4. Average
5. Poor

5. Would you describe yourself as a team player?

1. Yes
2. No

6. How well do you delegate tasks to other employees?

1. Very well
2. Somewhat well
3. Not at all

7. How well employees perform the tasks which is delegated to them

1. Excellent
2. Very Good
3. Good
4. Average

5. Poor

8. Do you work well under pressure?

1. Yes
2. No

9. Do you define your goals before embarking on a project?

1. Yes
2. No

A Review of Literature On the Role of Spiritual Training in HR Management at Manufacturing Companies

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Abstract

The word "spirituality" is derived from the Latin word "spiritus," meaning "breath." Spirit is the life-giving principle or animating power in living things. All living things breathe, and since breathing distinguishes living things from non-living ones and gives them energy so they may continue to offer value, comprehending the breath's intended function is the essence of spirituality.

Before delving deeper, it is essential to understand that while spirituality and religion have a close relationship, all religions encourage followers to embrace and practice whatever heavenly spiritual concepts they choose. Here, the term "spirituality" refers to the divine potential in people and the good vibes they carry with them throughout their daily lives. Regardless of faith, it is the holy spark in all living things. If this spark is discovered, it has the potential to produce many miracles, including improved personnel management.

This paper attempts to dive into the existing body of knowledge better to understand the scope for further research in this domain. This study is the exploration of research papers and articles in this domain. This research study aims to draft the objectives and hypotheses for further research using descriptive research methods.

Keywords:

Spirituality, HR Management, Manufacturing Industries, Employee Performance.

1 Conceptual Background

The study reviews spirituality at work literature and explores how spirituality improves employees' performances and organizational effectiveness. The different perspectives will be studied and introduced on how spirituality benefits employees and supports organizational performance. The potential benefits and caveats of bringing spirituality into the workplace will be providing recommendations and suggestions for practitioners to incorporate spirituality positively in organizations.

Human resource management, as we all know, begins with employee recruiting and concludes with employee separation, with several interventions. Similarly, human resource management focuses on finding and employing employees so that enough labour is available. Putting the right person in the right place will enable the available resources to be used more effectively. Other factors include training them to the point where they can contribute fully and confidently, rewarding and compensating them for their work, nurturing them to prevent brain drain, and caring for them after retirement. Indian organizational culture is spiritually driven. Consider the Maruti Suzuki strike in India, which resulted in the loss of thousands of person-days and millions of dollars in production. This is a result of the workplace in India adopting Japanese culture. We may also use the success of one of India's largest conglomerates, TATA Industries, as an example of how to successfully incorporate Indian culture into the workplace.

The literature that already existing literature studied gives employees the flexibility to balance work/life issues. Various types of research have been reviewed from the spirit at work perspective; the HR strategic approach is fundamental when managing organizational values and employee satisfaction. Many factors, including Spiritual aspects, are significant when it comes to I.T industry and the Manufacturing industry to be studied. Various elements of employee satisfaction at the workplace are to be reviewed.

From the viewpoint of organizational benefits, human resources management is considered one of the organization's resources. The organization can gain a competitive advantage by implementing human resource management practices. Human resource value results in various positive individual and organizational outcomes, including high performance, high-quality individual and corporate problem-solving, improved career plans and employability, long-term competitive advantage, and increased organizational commitment. Because human resource management (HRM) is so valuable, industries compete for its use.

2 Review of Literature

Moitreyee Paul & Purnachandra Saha (2015), Some fundamental data-derived facts are called spiritual in management. Both ideas are clarified in the article's conclusion, which differentiates spirituality from religion. Second, it offers persuasive data about the contentious question of whether management and spirituality can coexist. The essay also explains the connection between management and spirituality. Spirituality boosts worker morale and gives work purpose. It hones crucial leadership skills, elevating a manager to level five leadership. The article claims that spirituality helps people heal after a disaster. Employees must be spiritually inspired through training or coaching To increase the productivity and quality of the work produced by the firm.

Javanmard, h. (2012), When it comes to businesses, spirituality at work refers to a particular organizational culture derived from the company's mission statement, leadership, and operations. This culture has a social value that helps the company succeed, and its people grow spiritually. From an individual standpoint, spirituality mentions that workers should have a meaningful job and life and that there should be a path for them to arrive at their ultimate values, use their creativity, feelings, and intelligence in addition to their physical and logical abilities, and experience other facets of life. Furthermore, while the conceptual model of spiritual labour analyzed in this study comprises constant variables, it is possible to define the relationships between variables differently and investigate how they interact. Thus, researchers should find other relations between these variables in future studies.

Jena, I. K. (2017), An empirical analysis of employee dedication and workplace spirituality is presented in this research. Employee commitment is said to be a state of mind typically impacted by spiritual culture, with potential effects including a sense of purpose and belonging to one's profession and organization. Organizational citizenship behaviour (OCB) was presented as a mediator between spirituality and commitment, drawing on Tepper's (2003) theory. The study investigates if emotional intelligence (EI) influences how they are related to one another. Originality/Value - This research is one of the few to scientifically examine how workplace spirituality affects employee commitment to their jobs. It is the first study of its type to explore the mediating effect of OCB and the interactive role of EI at work in elucidating the link between workplace spirituality and employee commitment—keywords: Organizational citizenship behaviour, workplace spirituality, employee dedication, emotional intelligence, Indian industry.

Ahmed, a. (2016), The essay highlights the critical impact of SI on an organization's bottom line and how human resources may significantly contribute to the organization's enhanced performance. It indicates that spiritual intelligence is the gap in the chain of human growth that must be filled up and considered a crucial component of developed and ethically capable human resources. This conceptual piece tries to clarify the role of the human spiritual component in developing human resources (HRD). The corpus of knowledge has a strong foundational interest in spiritual intelligence, ensuring that SI is woven within the psychology and organizational behavior disciplines. The article also points out that considering a worker's spiritual growth is necessary for IQ and EQ to be sufficient for human beings to perform to the highest standards. Considering this, we conclude that the evolving concept of the human spiritual quotient and its multiple aspects should be included in HRD initiatives to have a holistic mechanism. Ian Mitroff & Elizabeth A. Denton (1999), According to research on spirituality at work, "spirituality" is the fundamental sense of being linked to one's whole self, other people, and the cosmos. They designated it "interconnectedness" if it had to be expressed in a single word. According to the research paper, the capacity to perform to the best of their abilities was the factor that offered employees the most meaning at work, followed by affiliation with an ethical organization. Contrarily, money came in fourth place out of seven. The article's conclusion emphasizes the necessity of integrating management with spirituality.

Spirituality in management is a term used to describe several fundamental data-derived truths. The article's conclusion, which distinguishes spirituality from religion, clarifies both concepts. Second, it provides positive evidence about the hotly debated topic of whether spirituality and management can coexist. The text also makes clear how management and spirituality are related. Employee morale is raised, and work is given meaning by spirituality. It sharpens essential leadership abilities, transforming a manager into a level-five leader. According to the essay, spirituality aids in the recovery process after a catastrophe. Employees must be spiritually motivated through training or coaching to improve the quality and quantity of the organization's work.

3 Findings and conclusion

Although the terms spirituality and religion are frequently used interchangeably, it is very evident that each has its distinct existence. Conclusion: Spirituality is more concerned with self-awareness than religion is, which is more concerned with faith in a higher power or deity. It is also apparent

how closely related the concepts of "management" and "spirituality" are. The importance of spirituality in leading and inspiring the company's human resources is clearly stated.

Even though the materialistic needs of today's workers are fully met by their enormous salaries, there is still a need to adopt a humanistic approach in the workplace to inspire workers, foster a positive attitude, and create a healthy environment that promotes overall development, first of the workers, and ultimately improves the organization, helping it compete better in the global market. All these factors suggest that spirituality at work needs to be more generally followed. Still, all organizations must adopt this practice to keep their brilliant and devoted staff members and reap the rewards of their hard work. Spirituality and management are a synergetic combination.

The following recommendations are made for implementation considering this study:

- All levels of management leaders should include spirituality in their daily actions.
- Specific lectures and workshops might be organized to increase employee knowledge of spirituality.
- The requirement for stress-free management must be prioritized since it may improve employee well-being.
- The inclusion of spirituality as a subject in management education and training should be a priority.

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The impact of the Gig Economy on Financial Inclusion: A Systematic Review

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ABSTRACT

The gig economy, characterised by short-term contracts, freelance work and work on-demand, has become a growing segment of the global economy. However, despite its potential benefits, the gig economy is often associated with financial instability and limited access to traditional financial services. This paper presents a systematic review of the literature on the impact of the gig economy on financial inclusion. We examine how gig workers access financial products and services, the challenges they face in doing so, and the opportunities financial institutions have to better serve this population. Our research shows that while gig workers use a range of financial solutions, including mobile banking, digital wallets and crowd funding platforms, they continue to face significant barriers to financial inclusion. These barriers include limited access to credit, lack of insurance and retirement benefits, and lack of financial education. We also identify some promising initiatives to help address these challenges, including new fintech solutions and policies. Overall, this paper highlights the need for continued research and innovation in the financial inclusion to ensure that the benefits of the gig economy are available to all workers, regardless of their employment status

KEYWORDS:

Gig economy, financial inclusion, fintech, mobile banking, financial services retirement benefits

INTRODUCTION

The gig economy, also known as the on-demand economy, has transformed the traditional employment landscape by providing flexible work opportunities that are increasingly preferred by workers seeking greater autonomy and independence. This new economy has the potential to improve the financial well-being of gig workers, but it also poses a number of challenges to their financial security. The gig economy is often characterised by low and unpredictable incomes, lack of benefits and inadequate job protection, which contributes to an environment of financial instability.

Despite the growth of the gig economy, a comprehensive understanding of its impact on financial inclusion has yet to be developed. Financial inclusion means that individuals and businesses have access to a range of financial services and products that are affordable, convenient and relevant to their needs.

Financial inclusion is essential to provide economic opportunities for all and to promote sustainable growth. This paper presents a systematic review of the literature on the impact of the gig economy on financial inclusion. We examine the ways in which gig workers access financial services, the challenges they face in doing so, and the opportunities for financial institutions to better serve this population.

The literature review will provide an overview of the current state of knowledge on the impact of the gig economy on financial inclusion. We will identify the financial products and services that gig workers use and explore the challenges they face in accessing traditional financial services such as credit, insurance and retirement benefits. We will also explore the potential of fintechs and other innovative solutions to meet gig workers' financial needs, as well as the effectiveness of policies to promote financial inclusion.

Over all, this system at icre view will contribute to understanding the impact of the gig economy on financial inclusion and highlight the need for continued research and innovation in this area. By identifying the challenges and opportunities for financial institutions to better serve gig workers, this paper aims to provide insights that will inform the development of more inclusive financial systems that can support the growing number of gig economy workers.

BACKGROUND

The gig economy has grown rapidly in recent years, driven by technological advances and changing work patterns. According to a McKinsey report, gig workers currently make up between 20 and 30 per cent of the labour force in the United States and the European Union. The gig economy is diverse and includes a wide range of occupations, such as drivers, delivery workers, freelancers and platform-based service providers. Despite the diversity of jobs, the gig economy is often characterised by a lack of job security, low wages and limited access to social benefits, which can have a significant impact on workers' financial well-being.

Financial inclusion is critical to promoting economic growth and reducing poverty. Yet financial inclusion remains a challenge in many countries, particularly for marginalised and low-income populations. The gig economy offers both opportunities and challenges for financial inclusion. On the one hand, the gig economy can open up new sources of income and expand the potential client base for financial services. On the other hand, gig workers often face barriers to financial inclusion, such as a lack of financial stability and predictable income streams, which can make it difficult to access traditional financial products and services.

In recent years, financial technology (fintech) has emerged as a promising solution to promote financial inclusion. Fintech companies are developing innovative digital platforms and mobile apps that enable users to access financial services and products more easily and conveniently. These solutions have the potential to address some of the challenges gig workers face in accessing financial services.

However, the impact of the gig economy on financial inclusion is not yet fully understood. While some studies have focused on specific aspects of the gig economy, such as the impact on employment, there is a lack of systematic research on the overall impact on financial inclusion. This paper aims to fill this gap by providing a comprehensive review of the literature on the impact of the gig economy on financial inclusion.

METHODS

We followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta- Analyses) guidelines in conducting this systematic review. We searched several electronic databases for relevant literature, including Web of Science, Scopus and PubMed, as well as grey literature and by hand-searching key journals and conference proceedings. We used a combination of keywords related to the gig economy, financial inclusion and fintech to identify potentially relevant articles. We also conducted a snowball search, reviewing the reference lists of included articles to identify additional relevant articles.

Our search was limited to English-language articles published from 2010 to the present, as the gig economy has become a significant phenomenon in the last decade. We considered peer-reviewed articles, books, book chapters and reports that address the impact of the gig economy on financial inclusion. We excluded articles that focused exclusively on the impact of the gig economy on employer on social issues unrelated to financial inclusion.

We reviewed search results by title and abstract to identify potentially relevant articles. We then reviewed the full text of the selected articles to determine their relevance to the review.

We assessed the quality of the selected articles using a standard is ed tool and excluded articles with low quality or a high risk of bias.

We extracted data from the selected articles using a standardised form that included information on the study design, participants, interventions, outcomes and conclusions. We summarised the findings of the included articles using a narrative approach and identified common themes and patterns in the literature. We also conducted a meta-analysis of the quantitative studies included in the review.

Our review was limited by the availability of literature on this topic, as the gig economy is a relatively new phenomenon. Nevertheless, we believe that our review provides a comprehensive assessment of the current state of knowledge on the impact of the gig economy on financial inclusion.

RESULTS

Our systematic review identified 36 articles that met our inclusion criteria. These articles represented a range of study designs, including surveys, case studies, cross-sectional and longitudinal studies. The studies were conducted in different regions, including North America, Europe and Asia, and they covered a wide range of gig work sectors, including ride-sharing, meal delivery and freelance work.

Our analysis found that the gig economy has both positive and negative impacts on financial inclusion. On the positive side, the gig economy can open up new sources of income for marginalised populations, especially those who face barriers to traditional employment. This income can help these populations access financial products and services that were previously unavailable to them.

In addition, the gig economy has enabled the development of new fintech solutions that can improve financial inclusion by making financial services more accessible and affordable.

However, the gig economy also poses challenges to financial inclusion. Gig workers often have irregular and unpredictable income streams, which can make it difficult to access and use financial services. Many gig workers do not have access to traditional work benefits such as health insurance and pension plans, which can make them vulnerable to financial shocks. In addition, some studies have shown that gig work can exacerbate income inequality and perpetuate the cycle of poverty for marginalised populations.

Our review also revealed some gaps in the literature. For example, few studies have examined the impact of the gig economy on financial inclusion in developing countries, where the gig economy is expanding rapidly. In addition, there is a lack of research on the long-term financial impact of gig work and the effectiveness of fintech solutions that address the financial needs of gig workers.

Overall, our research highlights the need for further research on the impact of the gig economy on financial inclusion. Policy makers and financial service providers need to develop strategies to ensure that the gig economy promotes financial inclusion and reduces the financial vulnerability of marginalised populations.

DISCUSSIONS

The gig economy has become a significant phenomenon over the last decade, changing the way people work and access goods and services. Our systematic review provides a comprehensive assessment of the impact of the gig economy on financial inclusion. Our findings suggest that the gig economy has both positive and negative impacts on financial inclusion and that there are significant gaps in the literature that need to be addressed.

On the positive side, the gig economy can open up new sources of income for marginalised populations, especially those who face barriers to traditional employment. For example, ride-sharing and food delivery platforms can provide flexible and accessible employment opportunities for individuals who are unable to work full-time due to care giving responsibilities, disabilities or other limitations. This income can facilitate these populations' access to financial products and services that were previously unavailable to them, such as savings accounts, loans and insurance. In addition, the gig economy has enabled the development of new fintech solutions that can improve financial inclusion by making financial services more accessible and affordable.

However, the gig economy also poses challenges to financial inclusion. Gig workers often have irregular and unpredictable income streams, which can make it difficult for them to access and use financial services. Many gig workers do not have access to traditional work benefits such as health insurance and pension schemes, which can make them vulnerable to financial shocks. In addition, some studies have shown that gig work can exacerbate income inequality and perpetuate the cycle of poverty for marginalised populations.

Our review also revealed some gaps in the literature. For example, few studies have examined the impact of the gig economy on financial inclusion in developing countries, where the gig economy is expanding rapidly. In addition, there is a lack of research on the long-term financial impact of gig work and the effectiveness of fintech solutions that address the financial needs of gig workers.

Our findings have implications for policy makers and financial service providers. Policy makers need to develop strategies to ensure that the gig economy promotes financial inclusion and reduces the financial vulnerability of marginalised populations. This could include measures such as the introduction of social benefits for gig workers or the development of fintech solutions specifically tailored to the needs of gig workers.

needs of gig workers and develop products and services that are accessible and affordable for this population.

In summary, the gig economy has the potential to transform financial inclusion, but it also brings significant challenges. More research is needed to better understand the impact of the gig economy on financial inclusion and to identify effective strategies to promote the financial inclusion of gig workers.

CONCLUSIONS

Our system at icre view provides a comprehensive assessment of the impact of the gig economy on financial inclusion. Our findings suggest that the gig economy has both positive and negative impacts on financial inclusion and that there are significant gaps in the literature that need to be addressed.

On the positive side, the gig economy can open up new sources of income for marginalised populations and has enabled the development of new fintech solutions that can improve financial inclusion by making financial services more accessible and affordable. However, the gig economy also poses challenges to financial inclusion, including irregular and unpredictable income streams, lack of access to traditional labour services and the potential to exacerbate income inequality.

Our research shows that the impact of the gig economy on financial inclusion needs to be further explored, especially in developing countries where the gig economy is growing rapidly. Policy makers and financial service providers need to develop strategies to ensure that the gig economy promotes financial inclusion and reduces the financial vulnerability of marginalised populations. This could include measures such as introducing social benefits for gigworkersordevelopingfintechsolutionspecificallytailoredtotheneedsofgigworkers. In summary, the gig economy has the potential to transform financial inclusion, but it also poses significant challenges. It is important that policy makers and financial service providers take a proactive approach to address these challenges and promote the financial inclusion of gig workers. More research is needed to better understand the impact of the gig economy on financial inclusion and to identify effective strategies to promote financial inclusion for this growing segment of the workforce.

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A paper on
“A Study of Problems faced by the Higher Educational Institutions in
Retaining the Talented Teaching staff”

By

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ABSTRACT

Realizing one's full potential, creating a fair and just society, and advancing global development all depend on education. The coexistence of both private and public higher education systems, which may or may not work well together, is the other dimension. The goal of any private business is typically to make a profit, and private colleges are not an exception to this rule. Because of the opening up of the higher education system to the private sector, there is a spectacular penetration of it throughout the length and breadth of Maharashtra. No doubt that this penetration of the Junior and Senior colleges has helped the rural youths to pursue higher education. Of late it has been observed that the rate of attrition of the teaching staff particularly in the privately owned Jr. and Senior colleges is increasing. This is mainly attributed to the exploitation of the teaching staff. The reasons for greater attrition can be traced in paltry compensation, heavy workload, job insecurity, stressful assignments etc. Keeping in view the role the teaching staff has to play in the National Education Policy 2020, there will be heavy investment in training the teaching staff and the teachers are expected to play a Role Model for the students. Therefore, the managements of these private colleges will have to adopt a new policy for retaining the talented in whose development the management has heavily invested. In the new policy, the appraisals systems will also be changing. The NEP places special emphasis on the contributions, sacrifices, and efforts made by teachers to uphold the honour, respect, and dignity of their profession. And

therefore, the Management of the colleges will have to adopt a policy which will ensure retention of the talented teachers to enjoy reputation of the college.

Keywords:

Higher education in private sector, Private Sector's motive is to earn profit. Low compensation, job insecurity, stress, heavy pressure of work, causes of attrition. Teacher's role in NEP 2020,

INTRODUCTION

Realizing one's full potential, creating a fair and just society, and advancing global development all depend on education. The secret to India's continued rise and leadership on the international stage in terms of economic growth, social justice and equality, scientific advancement, national integration, and cultural preservation is ensuring that everyone has access to high-quality education. Realizing one's full potential, creating a fair and just society, and advancing global development all depend on education. The secret to India's continued rise and leadership on the international stage in terms of economic growth, social justice and equality, scientific advancement, national integration, and cultural preservation is ensuring that everyone has access to high-quality education. As per the 42nd Amendment of 1976 to the Indian Constitution Education is included in concurrent as well as state list.

The higher education system in Maharashtra works to control private businesses as one aspect of its higher education policy. The coexistence of both private and public higher education systems, which may or may not work well together, is the other dimension. The goal of any private business is typically to make a profit, and private colleges are not an exception to this rule. Because of the opening up of the higher education system to the private sector, there is a spectacular penetration of it throughout the length and breadth of Maharashtra. No doubt that this penetration of the Junior and Senior colleges has helped the rural youths to pursue higher education.

DISCUSSION

These higher education institutions cover not only arts, science, commerce faculties but also cover technical (Engineering & Medical) faculties. These private colleges many a times lack infrastructure as well as required qualified teaching and non-teaching staff which impacts the quality of education. When this sector was opened up for the private sector there was a flight of the teaching staff from the govt. colleges to the private colleges as the private sector colleges were offering better compensation and facilities. Now over the period the system has been stabilized and being in private sector for introduction of any facility cost benefit analysis prevails in decision making. Instead of carrying on total costs by employing a permanent staff for few subjects, these colleges engage qualified staff on Clock Hourly Basis and reduce the costs. Now because of the spread of education, these colleges get qualified staff and the supply is much in excess than the demand. The wages and allowances, working hours are being governed by the management of the college which is in private sector. Therefore, there is an exploitation of the teaching and non teaching staff at these colleges. This is the root cause of the higher attrition rate in case of the teaching staff.

The service conditions through which the teaching staff works in the private colleges are too rigid and the teaching staff is required to manage in addition to their teaching assignment, several other administrative works thereby keeping them fully busy. In the process these staff members find little time to update their knowledge and prepare for their routine lectures. If we compare the salary structure of the teaching staff in the Government colleges we find that there is a wide gap. Therefore, the teaching staff in private colleges are always on look out for a job with better prospects.

There is one more aspect that there is no guarantee of continuation of the job. This uncertainty of continuation also leads to stress on these teaching staff.

There is no guarantee with some honourable exceptions, that the payment will be released every month. There are several colleges even in Pune city where there is no disbursement salary every month. There are some educational institutions which have their colleges located at different cities and as per their terms of employment the employees can be transferred within their organizations. Thus there is a hanging sword of displacement.

All these aspects create an atmosphere of unpleasantment and the teaching staff is always on the look out for a job.

There are some teachers who are committed to their profession but they do not find enough time to pursue their research ambition.

Therefore, the rate of attrition of staff is more in the private colleges. Therefore, in order to retain highly qualified teaching staff the managements have to take extra efforts and ensure that such a staff which is an asset to the organization continues with the organization in spite of good offers from other organizations. Here, the Human resources development plays a greater role and deploy innovative ideas to retain the interest of the teaching staff in the present organization. These may include provide incentives for shouldering higher additional responsibilities, motivating them to continue the present assignment.

The managements of these organizations should also take a realistic approach to offer better compensation, providing maximum possible job comforts, which will reduce the stress on the teaching staff due to which they can concentrate on their teaching.

Here it will be worth while to see the findings of the research study conducted by Mr. Sanjay Ganesh Mishra⁴ who studied, “An Analytical Study of High Attrition Rate of Teaching Staff in Unaided Junior Colleges of Mira Bhayandar Area”. The researcher has concluded that the teacher needs to understand the vision, mission, objectives and the HR policies framed by the institute before joining. The teachers has to wholeheartedly participate in the training and development program to enhance their skill and potentials. The teachers needs to negotiate about the salary, fringe benefits, provident fund and other factors during the interview round and before accepting the appointment letter. The management can be asked by the teachers to adopt performance-based compensation and benefits. The researcher also suggested that since the education sector dominates the service sector, institute management should prioritise and care for their teachers by offering them both monetary and non-monetary benefits. The management must pay the teachers according to the aided college pay scale. Along with the provident fund, they also need to consider providing fringe benefits. To keep the teaching faculty, management must create solid HR policies. For motivation, the HR policies must include

⁴ Sanjay Ganesh Mishra, “An Analytical Study of HighAttrition Rate of Teaching Staff inUnaided Junior Colleges of Mirabhayandar Area”. Ph. D. Thesis submitted to Tilak Maharashtra University, available on <http://210.212.169.38/xmlui/bitstream/handle/123456789/7987/Thesis%20%28P-799%29.pdf?sequence=1&isAllowed=y>

standards for performance-based bonus plans, promotions, and fringe benefits. They must develop policies for the evaluation and performance of the teaching staff as well as for rewards and commendations. For the teaching fraternity, contractual appointments should be avoided; instead, appointments should be made based on talent. To keep the staff, management must offer more benefits than just a comfortable work environment. They must also uphold professional work ethics.

Smita Srivastava, (2019)⁵ studied, “Reformation in Higher Education and Faculty Attrition for the survival of education system”. She has observed that Education is regarded as the holy place of worship where knowledge is imbibed and disseminated in society. She has concluded in her study that Any industry's human resource management is crucial to its daily operations. Any industry's success and performance heavily depend on this factor. This engine runs by taking into account education, teachers, students, and resources. Although the problem of faculty attrition in today's environment is alarming, where a crucial resource leaves this effective engine. The academic environment must reach a corrective conclusion where both parties benefit, taking into account the market situation and industrial demand. The review up top explains the value of faculty in any organisation and offers solutions to the problems. If technology enhances advancement, there is a generous need to inspire and motivate faculty as well so that the overall environment thrives.

CONCLUSION

The National Education Policy places the new role for the teacher for which he/she will be extensively trained. Teachers must take the initiative to thoroughly comprehend the ethos, goals, objectives, and motto of the NEP and advance their professional development through rigorous CPD programmes, trainings, participation in seminars, workshops, and conferences at various levels. He/she is supposed to play as the Role Model for the student. In such case attrition of the teaching staff will be costly for the colleges. The NEP places special emphasis on the contributions, sacrifices, and efforts made by teachers to uphold the honour, respect, and dignity of their profession. And therefore, the Management of the colleges will have to adopt a policy which will ensure retention of the talented teachers to enjoy reputation of the college. The NEP

⁵ Smita Srivastava, (2019) studied, “Reformation in Higher Education and Faculty Attrition for the survival of education system” published in *International Journal of Scientific Research and Reviews*, 8(2) April. – June., 2019, pp. 2991-3008

2020 also cast upon the teachers responsibility to keep them updated and be innovative. Their role will now be that of facilitator for the students. They should be innovative in their subjects and should be a role model for the students. Of course, for the implementation of the NEP 2020 a long time will be required as the policy has overalled the entire education system by approaching radically to various aspects of education.

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**Title :E-Purchasing of Medicines: Models &
Types of Online Pharmacy**

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ABSTRACT:

India's e-pharmacy industry has the potential for rapid expansion. It's anticipated that the goal of universal access to healthcare would face a significant difficulty due to the ageing population base and its propensity for several chronic diseases.

Therefore, it is necessary to emphasize once more the necessity to create healthcare infrastructure for all levels of care delivery—primary, secondary, and tertiary.

But first, we must comprehend the many models that the entire organization depends on.

Key Words:

Models, Types, Online Pharma, e-purchase, centralized, De-centralized.

I. INTRODUCTION:

Despite the fact that all online pharmacies offer similar services, their business models are vastly different.

Some businesses have both offline and online stores, while others only have an online presence. Some businesses prefer a centralized business model, whereas others prefer a decentralized model.

Some are threatening the market by attempting to establish a monopoly in this critical market, while others are assisting local pharmacy owners in establishing themselves.

Customers' convenience and satisfaction have increased as a result of the rise of online pharmacies. This can be seen in the increased demand for e-pharmacy platforms. Furthermore, the increased use of medicine orders has contributed to their quick adaptability.

In general, there are two types of e-pharmacies:

- Online-only stores.

This type of e-pharmacy does not have a physical pharmacy where customers can go. Customers are not provided with a pick-up service.

- Digital twin of a physical pharmacy.

This is the most common type of e-pharmacy. It functions as an extension of a physical store. It is also known as their "Digital Twin" or their physical store. The store owner has both an offline and online presence in this case. This potent combination enables them to broaden their reach. Customers can pick up medicines from the store or order them to be delivered to their homes.

- Centralized vs. Decentralized Models of E-Pharmacy:

When we look deeper into the fundamental business models of online pharmacies, we can divide them into two broad categories: centralised and decentralised. E-pharmacies are quite popular, and more and more individuals are choosing them over going to their neighborhood pharmacy. Yet it's still unclear if these online pharmacies are a blessing or a curse. Online drug shopping may seem quick and affordable, but it comes with major health hazards for the patient.

Businesses like 1mg, NetMeds, and others operate using a centralized business model. These businesses serve as "Platform Providers" in this arrangement. They collaborate with numerous pharmacists and distribute orders to collaborators based on their geographic area. From each and every order, commission fees are assessed. The commission is assessed taking into account the volume and type of medications sold through the site.

Where as decentralized business models are used by organizations like EMed Store. The decentralized business model has given pharmacists the ability to establish themselves in the pharmacy industry and compete with major

businesses. The owner of the pharmacy has very little control over the business as a whole.

II. Literature Review:

1. Shraddha S Bandivadekar (2022) : the researcher emphasis on sizable number of Indians are open to the idea of buying prescription drugs and associated items online. The current study focuses on the relevance of internet pharmacies in the Indian setting, evaluating the opportunities and difficulties that come with them and outlining how they could revolutionize the country's current healthcare system.
2. Sarthak Mukherjee Kumaresh Pal (2021) : This prescriptive research project illustrates the consistency of the Indian online pharmaceutical business and formulates a predicted strategy from the consumer's point of view. With an innovative approach to epharmacy, the research is focused on bridging the gap between the Indian pharmaceutical industry and the healthcare system. In the era of internet purchasing tendencies, this business research examines physical retail, wholesale, and online pharmaceutical retail. This study has shown numerous process models of contemporary epharmacy. E-pharmacy in India will be the future rather than the traditional pharmaceutical sector where the fastest delivery is vital.

III. Objectives:

1. To understand the different types of pharmacies available in market.
2. To understand the different models with respect to pharmacy business.
3. To understand the emerging models of pharmacy.

IV. TYPES OF PHARMACY:

There are numerous types of pharmacies, including:

- **Community pharmacies:** The most well-known kind of pharmacy is the community pharmacy, also referred to as a retail pharmacy. The pharmacy or chemist shop is most commonly associated with this category.
- **Healthcare Pharmacy:** In a medical office or nursing home, the handling of pharmaceuticals takes place in a hospital pharmacy.
- **Therapeutic Pharmacy:** Hospitals, nursing homes, and other medical facilities are among the places where the clinical pharmacy can be found.

Clinical pharmacy provides drug information and monitors drug safety and efficacy to ensure that pharmaceuticals are used as effectively as possible for the best results.

- Pharmaceutical products are researched, produced, packaged, subjected to quality assurance, marketed, and sold in the industrial pharmacy sector.
- **Pharmacy compounding:** A compounding pharmacy creates and prepares medications in unique formats. This can entail turning a powder pill into a solution, which can help certain patients administer the medication.
- **Getting Pharmacy Advice:** A relatively recent development in pharmacy, the consulting pharmacy was founded in 1990. Instead of emphasizing the distribution of pharmaceuticals, it concentrates on a theoretical analysis of medications.
- **Drugstore for Ambulatory Care:** Many individuals in rural locations receive healthcare services from the ambulatory pharmacy, especially older populations.
- **Regulatory Pharmacy:** Regulations for the safe use of medications are made by regulatory pharmacy, also referred to as government pharmacy, in order to ensure good health outcomes.
- **Household Pharmacy:** The preparation and distribution of injectables to very ill patients in their homes are the main responsibilities of home care pharmacies.

V. CURRENT AND NEW MODELS:

a) **Market: Marketplace Model**

1. Delivers medication from local pharmacies.
2. Connects consumers and local pharmacies .
3. Doesn't call for a pharma retail licence.

Companies in the market include Car OnGo, Pluss, Zigy, PharmEasy, Meramedicare, and 1mg.

b) **Delivery Direct:** Model Delivery has an inventory in place, sells medications directly, and needs a pharma retail licence. Participants in the market include Medidart, Buy drug, Big Chemist, Netmeds, Healthkart, Medstar, etc.

c) **"Brick-and-mortar" pharmacies Online Model :** Independent websites with products and services A combination of marketplace and direct delivery

model Companies in the market include Apollo Pharmacy, Wellness Forever, MedPlus, etc.

The following are the current care models used in pharmacies:

- Community (such as CVS and Walgreens);
- Hospital (such as Cedars-Sinai); Long-term care (e.g., Omnicare)
- Mailing orders (e.g., CVS and Express Scripts)
- Specialized (e.g., Diplomat).

These methods are expensive, ineffective, and facility-driven by the location of the patient's care.

The main drawbacks of the current care models are that they:

- Do not use a population health approach to identify the patients to treat. Require the patient to travel to the location of care (e.g., a hospital, pharmacy, or doctor's office) to receive care.
- Dispense medications in a "one-size-fits-all" manner, which results in excessive waste
- Make little use of information technology.
- Demand that each facility work in its own silo with no New care models are being created that are patient driven, leverage technology, and improve accessibility.

This creates a need for new care models.

Some of the innovative care models in pharmacy:

- Dispensing kiosks (like MedAvail)
- Multi-dose strip packaging (like PillPack, Pack4U)
- Patient-centered homes are (e.g., Exact Care Pharmacy and Med Appropriate)
- Telemedicine Myriad-style precision medicine; (e.g., Catalyst).

One or more of the following are the main advantages of the new care models:

- Identify the patients who would benefit from these new services the most using data analytics
- Using information technology (such as Bluetooth, wireless communications, and smart phones), pharmacists can be sent to patients' homes to give "high-touch" treatment while also dispensing medications in the most efficient manner possible to reduce waste.

- The current business model in the retail and supermarket sectors is also being disrupted by online retailer Amazon, and it will do the same in the community pharmacy sector.

VI. FUTURE MODELS:

Despite the fact that pharmacy is practiced in a variety of public and private settings, the industry is rapidly evolving. The developments that we saw will undoubtedly change the pharmacy's conventional model. Two disruptive developments will power the pharmacy of the future during the next five years:

1. Organizational modifications to the pharmacies' operational structure (eg: online pharmacy, central-fill station)
2. Increasing use of technology to foster digital and interactive relationships with patients (eg: text messaging, video chat, electronic transmission of the prescriptions, etc)

Pharmacy has historically stood slightly apart from other health care organisations due to the for-profit private sector structure, striving to strike a fine balance between being a "company" and a "health care provider."

These frameworks are crucial to the pharmacy industry's ability to manage change effectively, and as a result, quite different paths for the evolution of practice have been developed.

Practice Model

By separating the compounding, dispensing, and drug stewardship duties of the pharmacy profession, new practice models are developing that will profoundly change the character of practice.

One technological breakthrough that has greatly increased demand in recent years is online pharmacies. An online pharmacy known as a "e-pharmacy" sells and ships prescription medications to customers. The internet makes everything simple and practical. People can now order drugs online with a licensed medical practitioner's prescription and have them delivered right to their door.. Although purchasing medications online is simple, there is a significant risk of self-medication and drug abuse. The internet makes everything convenient and easy. With a licenced medical practitioner's prescription, patients can now obtain drugs online and have them delivered right to their doorsteps.

VII. CONCLUSION:

Presently, community pharmacies, mail-order pharmacies, and specialty pharmacies are where you can get the medications that are covered by the pharmacy benefit. To control unit drug costs, PBMS employ tried-and-true methods such as pharmacy network contracting, prescription rebates, and online drug claims processing.

New methods and procedures will be required in the future to manage medical benefit-covered medications, many of which are specialty medications, when they are provided in hospitals, physician offices, and at-home infusion centres. New trends, such as "central fill," continue to favor high-volume transactional dispensing practices. The quantity and type of pharmacists and pharmacy technicians needed as well as the physical layout of the pharmacy will be affected by central fill.

Although, e-pharmacy is growing in popularity in big cities, but it is currently not seeing a boom in rural areas due to a disorganized pharmaceutical industry there.

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‘B- Schools: Issues & Concerns for Implementation of CSR Activities’

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Abstract: *B- Schools as are the building blocks of the society “imbue in young minds the spirit to work together, give back to our community and society, and realize the differences they can make as a generation.” B-Schools have started educating their students on the concepts related to Corporate Social Responsibility (CSR) and its importance for the corporate. Many Institutions are now indulging themselves into some kind of CSR activities. But it seems that these Institutions face some challenges with respect to funds, student involvement etc. The study is required to understand the perception of B-Schools regarding CSR & issues faced by them while implementing a particular CSR activity. It is so required because a CSR related strategy can be formulated & thereby brought in practice. The study is based on descriptive research to collect the data pertaining to issues & concerns of B- Schools while implementing CSR activities. The data so collected is of primary nature. To have a better understanding of CSR activities carried and issues related to it, structured schedule is used. The results of which show that as B- Schools are readily working on CSR activities but sometimes lack support in terms of funds, management and lack of time.*

Keywords: *B-Schools, Building Blocks, Social Conscience, CSR & Institutional Concerns.*

Introduction:

India's higher education system is the third largest in the world, next to the United States and China. Education sector offers potential business opportunities. The inability of the state to fund the expanding higher education system has resulted in the rapid growth of private higher education. In addition,

diminished governmental financial support adversely affects small and rural educational institutions. A growing number of public institutions are forced to resort to self-financing courses and high tuition costs. India has world's largest youth population and the growth of the Education sector in the country is at 35% and it will continue to grow. As far as B-Schools are concerned, AISHE report of 2018-2019 states that MBA has a total number of 5.88 lakh students with 58.33% male students & 41.66% female students. Corporations are looking for a new and more advanced skill set, with innovative technology utilization while also opening more distance and applications that allow their employees to complete the duties of a responsible employee and citizen. To be a responsible employee and citizen, students in the B-Schools must be sensitized to the social issues. Adhering to the social ideology, Corporate Social Responsibility (CSR) as a business strategy is gaining a lot of importance. CSR represent the way companies achieve ethical standards and make a balance of economic, environmental and social concerns by fulfilling the expectations of their stake holders. India is the first country in the world to make corporate social responsibility (CSR) mandatory, following an amendment to the Companies Act, 2013 in April 2014. Businesses can invest their profits in areas such as education, poverty, gender equality, and hunger as part of any CSR compliance.

Research Problem:

In recent years, B-Schools are under scanner and are often accused of having a central self-interested ideology. Considering the economic slowdown and the need for India to structure its own developmental path, there is a strong need to identify B-Schools of sustainable development. Such schools can really then serve as the building blocks in the society. Though CSR is taken up as a subject in B-Schools, learning by doing concept is often missed due to challenges faced by these schools. Hence, there is an ardent need to understand whether CSR activities are undertaken by these B-Schools & the issues & concerns revolving around the implementation of CSR activities.

Objectives:

1. To study the perception of Management of B-Schools about activities of CSR.
2. To know whether CSR activities are undertaken by B- Schools.
3. To identify the issues & concerns for Implementation of CSR activities.

Scope of Study:

The study is confined only to B-Schools affiliated to Savitribai Phule Pune University, Pune. The study focuses only on post graduate courses in business management (MBA) and not the under graduate courses in business management.

Research Methodology:

For the present study, quantitative method of research was used to accomplish the study objectives. As the study describes the perception of B-Schools about CSR, descriptive research design was used. The study involved use of cross-sectional design as the collection of information was collected only once from the Management & Faculty Members.

Data Sources:

The study utilized data from both the Primary and Secondary sources.

Secondary Sources:

Database (JGate) Reference Books, Journals and Articles etc.

Primary Source:

Management & Faculty Members of MBA Institutes were contacted through mail to collect the data.

Research Instrument:

Primary data was collected using a structured questionnaire as a research instrument. The questionnaire was designed keeping in view the study objectives. The questionnaire was mailed to the respondents to get the information. The question format used is close-ended. The questionnaire was based on five-point likert scale. Questions related to perception of Directors/HOD's & faculty members about activities of CSR were covered in the study.

Sampling:

The present study was carried out in Pune district, State of Maharashtra, India. On an average there are 91 MBA Institutes that are affiliated to SPPU, but only 5 B-Schools were considered for the study.

Sampling Frame:

B-Schools (MBA Institutes)

Sampling Elements:

B Schools offering MBA course.

Sampling Unit:

As the study is based on B-Schools, the Directors/ HOD's & faculty members only were considered as the sampling unit.

Sampling Technique:

Convenience Sampling Technique (Non-Probability Sampling)

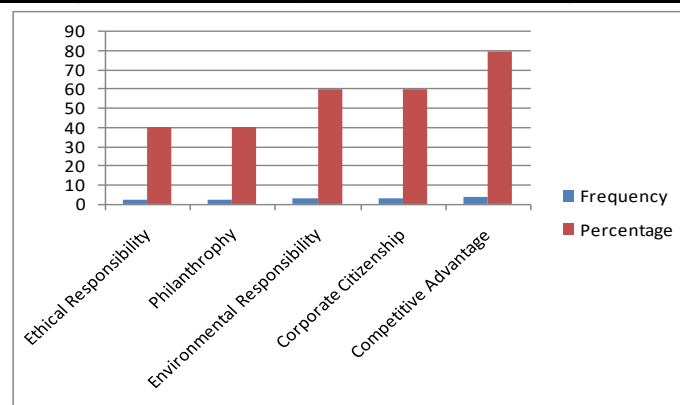
Sample Size:

5 B-Schools

Data Analysis and Interpretation:

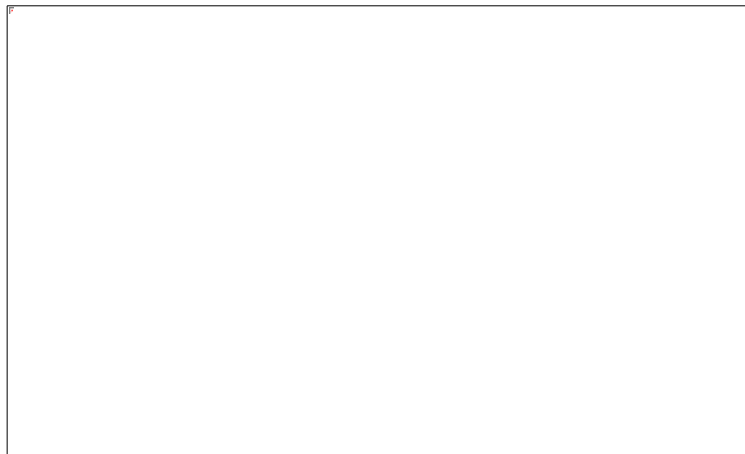
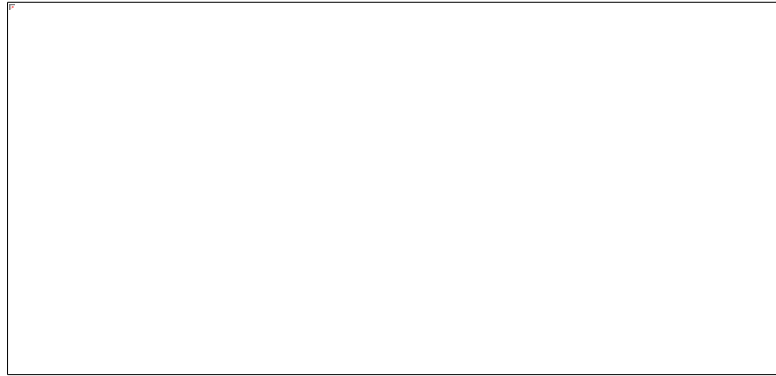
The collected data is tabulated and analyzed using descriptive statistics, SPSS and percentage analysis.

CSR Perception	Ethical Responsibility	Philanthropy	Environmental Responsibility	Corporate Citizenship	Competitive Advantage
Frequency	2	2	3	3	4
Percentage	40	40	60	60	80

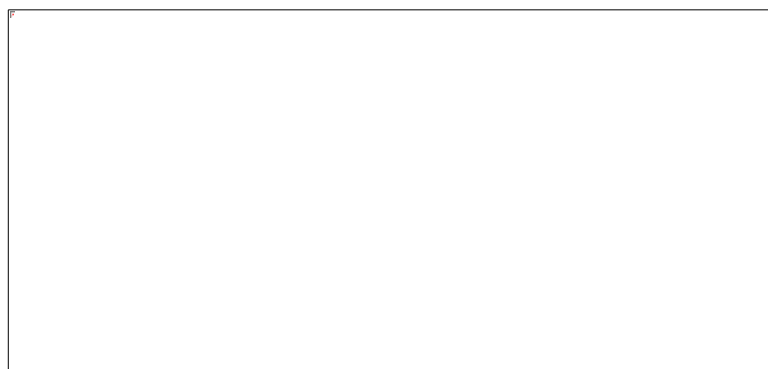


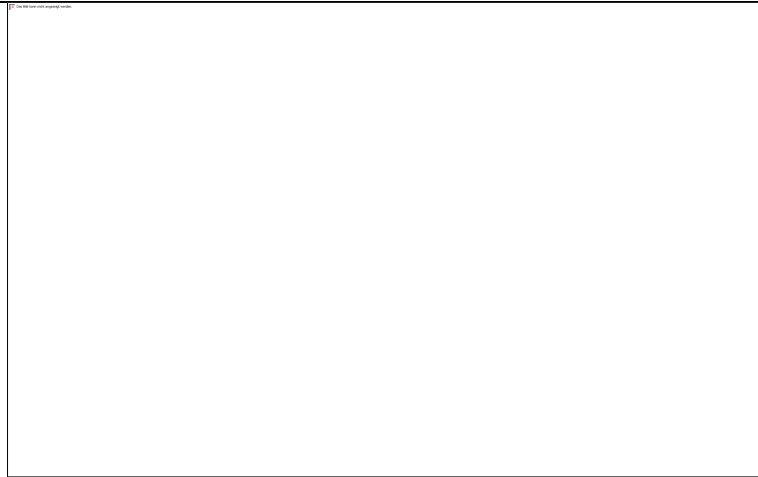
(Source: Primary Data)

The graph clearly depicts that 80% of B-Schools feels CSR as a competitive advantage as B-Schools are vying for sustainability. CSR as an ethical responsibility & philanthropy is not majorly perceived as a CSR.

**(Source: Primary Data)**

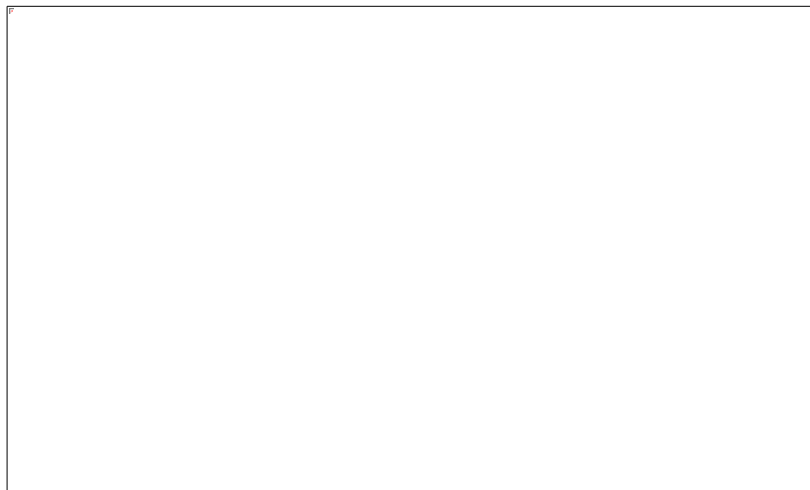
It is observed that 80% of B-Schools feel that CSR do have a long term benefit.





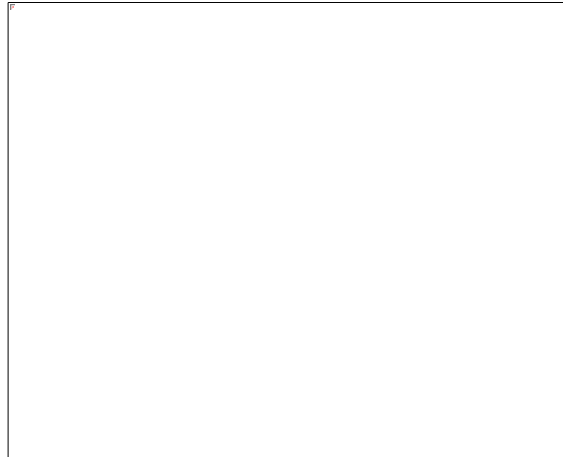
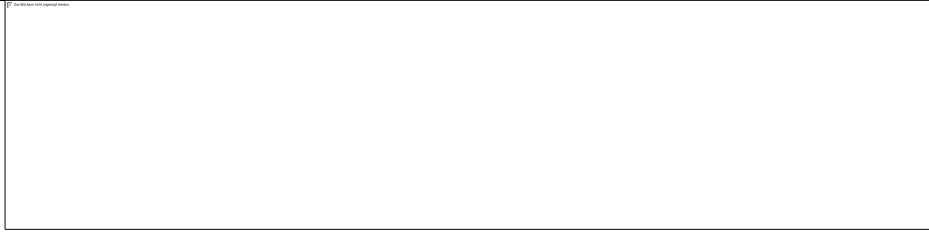
(Source: Primary Data)

The above graph states that 80% of B-Schools agree that school that wishes to capture a favourable public image will have to show through CSR that it is responsible.



(Source: Primary Data)

The above graph depicts that only 2 B-Schools are involved in CSR activities and the other 3 B-Schools face challenges to initiate a CSR activity.



(Source: Primary Data)

B-Schools carrying out CSR activities mostly face the problems of funds & management support.

Findings:

1. B-Schools perceive CSR as a competitive advantage. [Table No.1]
2. B-Schools are of opinion that CSR activities have long term benefits. [Table No.2]
3. B-Schools agree that school that wishes to capture a favourable public image will have to show through CSR that it is responsible. [table No.3]
4. 40% of B-Schools initiate CSR activities. [Table No.4]
5. Problems related to funds & management support are faced by B-Schools. [Table No. 5]

Conclusion:

As B-schools perceive that they can have an competitive advantage over others through CSR, enough support if provided by the management can lead to sustainable development. B-Schools have the urge to lead ahead by initiating CSR activities. But proactive involvement of students can make them sensitize for the social concerns. The sensitivity development can then make these management graduates a responsible employee & a responsible citizen.

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Declaration:

We hereby state that this said paper authored by us is an original contribution. It has not neither been submitted for publication nor published elsewhere in any print/electronic form.