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# **“A Study on Factors Influencing on The Adoption of E-Wallets While Using Digital Currency for Business Resilience and Sustainability in Satara Region”**

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## **ABSTRACT**

In today's era, the country is experiencing rapid technical advancements. This is because of the sustainable and competitive strategies adopted by organizations across the globe. All sectors must shift from their traditional methods of doing business to modern methods due to the growing needs of business enterprises and customers. Customers change their needs occasionally and business enterprises must adapt themselves to these changing needs of customers and modified dynamic environment. Businesses feel it is convenient to use e-wallets rather than the traditional methods of using cash or other bank instruments. Similarly, there is an increase in demand for the use of e-wallets by customers also which is suitable to them and again satisfies the demands of both organized retailers and e-commerce retailers. The use of smartphones, 4G technology, and the internet are some of the main factors that have a major impact on the penetration of e-wallets. Currently, mobile payments account for a very minor portion of India's total digital payments market. By 2025 it is anticipated that phones and tablets would account for 30% of digital payments. The purpose of the current study is to investigate the variables influencing the use of e-wallets. To achieve the goals, a structured questionnaire was used to collect the primary data, and convenience sampling was used. Three components were identified using exploratory factor analysis: perceived benefits and convenience, experience expectation, and perceived danger. The study's conclusions can potentially be used to help merchants develop their marketing plans and encourage more individuals to use e-wallets.

**Keywords:** E-wallets, Digital Payments, Sustainable, Perceived Benefits, Mobiles

## **INTRODUCTION**

India has always relied heavily on cash in its economy; according to estimates, the amount of physical currency in circulation accounts for about 11% of GDP, making it one of the largest rising economies (Hodiwalla F, Aneja, 2016). The Indian economy was predicted to be worth US\$ 2.07 trillion (INR 132.7 trillion) in 2015, up from US\$ 2.04 trillion (INR 124.5 trillion) in 2014. This information is based on the Assochem study from 2016. Currently (2015), 78% of all transactions in the nation are cash transactions, according to the IMAP 2016 study. However, in recent years, India has witnessed a sharp decrease in the

proportion of cash transactions. In 2010 and 2015, 89% and 78%, respectively, of all payments were made with cash.

E-payment, which includes electronic payment for the purchase and sale of products and services via the Internet, is a subset of e-commerce transactions. (Mathur, Deepak (2015) An e-wallet is a prepaid online account that allows users to save money for usage when needed. Physical wallets in your pockets are going to be replaced with e-wallets. In Jocil (2017). In particular, the words "mobile wallet" and "e-wallet" refer to the digital wallet used with a mobile device and the desktop/browser environment, respectively. (Comviva, 2016). Users can quickly and accurately conduct electronic business transactions with a digital wallet. It works quite similarly to a real wallet. (Taghiloo, Mamid, et al., 2010). Customers can utilize mobile payment systems in conjunction with digital wallets to make purchases using their smart

Mathur, Deepak (2015). The ASSOCHAM analysis from 2016 estimates that mobile wallet services would account for 30% of mobile payment volume transactions in FY 2017. Mobile wallet transactions in India increased dramatically from INR 10 billion in FY 2013 to INR 206 billion in FY 2016, a 20-fold increase. The total amount of m-wallet transactions in FY 2016 was 0.6 billion, and at a 163% CAGR, it is predicted to expand to 260 billion by FY 2022.

## **APPROPRIATION AND VISION OF E-WALLETS**

The Indian m-wallet business is expanding rapidly, according to a 2016 ASSOCHAM research, supported by reasons like rising smartphone usage, rising mobile internet penetration throughout the nation, and rising disposable incomes. According to a 2016 BCG Google research, the Indian payment industry is expected to increase tenfold over the next ten years thanks to a supportive legislative environment, a youthful population that is keen to try out new digital technologies, and other factors. In order to give meaning to their surroundings, people organize and interpret their sensory impressions through a process called perception, which Stephen P. Robbins describes as "the process by which an individual selects, organizes, and interprets stimuli into a meaningful and coherent picture of the world." Schiffman defines perception as "the process by which an individual organizes and interprets their sensory impressions to give meaning to their environment."

## **RESEARCH METHODOLOGY**

The goal of the current study is to investigate the variables that influence e-wallet use. A structured questionnaire with the study questions filled in and the respondents' demographic information was created in order to gather data from the respondents. The eighteen statements on the questionnaire were intended to explore the variables that influence e-wallet use. A five-point Likert-type rating scale, ranging from strongly agree to strongly disagree, was used to collect responses. The scale was created by the researchers by going over the literature to find out what factors influence the use of e-wallets. The Cronbach's

alpha reliability coefficient was computed for each of the eighteen statements in order to evaluate internal consistency. The obtained Cronbach's Alpha value of 0.912 indicates that the internal consistency of the answer scale was good to satisfactory.

The sampling size for this study was 100 respondents, and the convenience sampling method was used. Data from 100 respondents in total were collected using an online survey. The gathered data is analyzed using exploratory component analysis, chi-square testing, and descriptive statistics. Chi-square tests were employed to examine the relationship between users' adoption of e-wallets and demographic characteristics.

For testing Chi-Square following null hypothesis were constructed.

HAo = Adoption of the e-wallet is independent of education level

HA1 = Adoption of the e-wallet is dependent on education level

HBo = Adoption of the e-wallet is independent of occupation

HB1 = Adoption of the e-wallet is dependent on occupation

HCo = Frequency of using E-wallet is independent of occupation

HC1 = Frequency of using E-wallet is dependent on occupation

## RESULT AND DISCUSSION

For this investigation, the chi-square test, percentages, frequencies, and exploratory factor analysis were used as statistical techniques.

The principal component analysis approach in exploratory factor analysis was employed to identify the most significant factors from the multitude of variables in the data set that impact e-wallet usage.

The demographic profile of the respondents is displayed in Table 1;

- Of the 100 respondents questioned for this study, 77 were men and 23 were women.
- The age range of the responders was 18 to 63 years old, with an average age of 26.
- The average age of respondents was found to 26 years ranging from 18 years to 63 years.
- While 5 respondents were in the corporate world, the majority of respondents (64), were either members of the service class (29) or students.
- Additionally, it reveals that 29 respondents spent more than Rs. 500 on mobile, 33 respondents spent between Rs. 250 and Rs. 500, and 38 respondents spent less than Rs. 250 on mobile.
- It was discovered that respondents used their phones for 3.44 hours a day on average.
- Eighty-two of the 100 respondents used an e-wallet, while the remaining eighteen did not.

The results of the chi square test, as displayed in Table No. 2, indicate that the use of e-wallets is influenced by educational attainment at the 5% significant level. This suggests that a person's level of education has an impact on the adoption of e-wallets. The test's results are consistent with the ideas that "a person's degree of acceptance of e-banking will increase with

education level (Odumeru, 2012)" and "having more education was linked to a higher likelihood of belonging to the technophile group" (Jeanne M. Hogarth, 2008).

Table No. 3 illustrates that the chi square test was not significant at the 5% significant level, indicating that e-wallet adoption is unrelated to occupation. Therefore, a person's occupation has no bearing on the use of an e-wallet.

Table No. 4 illustrates the results of the chi square test, which were significant at the 5% significant level and indicate a relationship between the frequency of E-wallet use and occupation.

## **RELIABILITY TEST ALPHA**

To look at factors influencing the use of e-wallets, the respondents were asked to rate 18 statements on a 5-point Likert scale. To assess the scale's reliability, Cronbach's Alpha was computed for each of the 18 items, as indicated in Table No. 5. The result was 0.912. To gauge a test's or scale's internal consistency, Lee Cronbach created the reliability test Alpha in 1951. Its numerical value ranges from 0 to 1. (2011) Tavakol et al. Generally speaking, a result of more than 0.7 is favorable and acceptable. Cronbach's Alpha Based on Standardized Items for the current study was 0.912. For additional analysis, the data are trustworthy.

The suitability of the data for factor analysis was evaluated using the Kaiser Meyer-Olkin (KMO statistics) measure of sample adequacy and the Bartlett's test of sphericity. More than 0.6 is considered a valid value for the Kaiser-Meyer-Olkin Measure of Sampling Adequacy test. (Malhotra, 2007)

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value for the current study is 0.888, and the Bartlett's Test of Sphericity revealed significant results. Therefore, factor analysis can be run on the current set of data. (Table No. 6)

## **EXPLORATORY FACTOR ANALYSIS**

To look into factors influencing the use of eWallets, respondents were asked to respond to 18 statements using a 5-point Likert scale, with 1 denoting strongly agree and 5 denoting strongly disagree. When doing the principal component extraction, an eigenvalue larger than one was taken into account. In this investigation, the Varimax with Kaiser Normalization rotation approach was used. The size-sorted Rotated Component Matrix was displayed, with coefficients with values less than 0.4 suppressed. According to Table No. 7 below, the factor analysis produced three components that account for 63.272 percent of the variance overall. Three components were identified by the factor analysis: perceived risk, experience expectation, and benefits and convenience (Table no. 8).

Due to the high loading factors linked with the benefits and convenience statements, which explained 35.648 percent of the total variance, the first factor can be termed as perceived benefits and convenience. The factor loading for the statements ranges from 0.851 to 0.580. "The degree to which a person believes that using a particular system would

enhance his or her performance" is the definition of perceived usefulness. According to Davis (1989), perceived usefulness is "the extent to which the user believes that utilizing a system would improve their job performance." Because the statements linked to the Experience Expectation have large loading factors, the second factor can be referred to as Experience Expectation. The factor loadings for the statements range from 0.765 to 0.694, accounting for 14.067% of the overall variance. Because the statements linked to perceived danger have large loading factors, perceived risk might be referred to as the third factor. With factor loading ranging from 0.876 to 0.778 for the statements, the factor accounts for 13.557% of the total variance. An evaluation of ambiguities or ignorance regarding the distribution of possible outcomes is known as perceived risk. (March of 1978)

The study's results aligned with the Technological Acceptance Model (TAM), which identifies perceived utility (PU) and perceived ease of use (PE) as the two main determinants of a user's attitude toward technology use (ATT) (Devis et al., 1989).

Perceived use, perceived ease of use, perceived risk, and compatibility were the four factors that determined consumer acceptance (Chen, 2008). Perceived usefulness and ease of use are important factors that influence consumer acceptance, and consumers' attitudes toward accepting mobile wallets are strongly influenced by perceived security and trust. Shin (2009).

The adoption of mobile payment solutions is greatly aided by factors such as perceived use, trust, expressiveness, and perceived ease of use (Sanjeev Padashetty, 2013). Three primary elements have contributed to the rising adoption of M-wallets: convenience, usability, and necessity following demonetization. (Wadhera Teena).

The key factors influencing the uptake of mobile banking include perceived utility, perceived ease of use, customer awareness, and perceived risk (Rahmath Safeena, 2012). The lack of internet access in many areas, security concerns, and a lack of technical expertise continue to be important obstacles to the widespread usage of digital wallets in India. (Saini, 2017).

## **COMPOSITION CONSISTENCY**

For the three components that were retrieved by factor analysis, the internal consistencies were examined using Cronbach's Alpha. The Cronbach's Alpha was determined to be 0.931, 0.729, and 0.818 for perceived benefits and convenience, experience expectation, and perceived risk, respectively.

## CONCLUSION AND MANAGERIAL IMPLICATIONS

In the modern era, e-wallets are growing in popularity. The goal of this study is to investigate the variables that influence the use of e-wallets. Three elements were identified through the exploratory factor analysis approach: perceived benefits and convenience, experience expectation, and perceived risk. These factors were found to have an impact on the use of e-wallets. Eighty-one percent of those who responded to the survey used an e-wallet. When creating their marketing plans, the participants in the e-wallet industry should bear these aspects in mind. The market's participants should concentrate on the advantages and practicality of e-wallets; they can base their posture on these factors. The key element is perceived risk, which is why market participants work to mitigate its effects.

As education is a major factor and plays an important role in the uptake of e-wallets, market participants can profit from this when segmenting, targeting, and positioning their services. This can also be helpful when creating promotional campaigns.

## FUTURE RESEARCH

E-wallets are quickly gaining traction in the Indian market. Future studies on customer attitudes toward e-wallets may be conducted. The purpose of the research could be to enhance e-wallet services and identify characteristics that influence users' happiness with e-wallet usage.

## TABLES AND FIGURES

**TABLE: 1 Demographic profile of respondents**

<b>Gender</b>		
	<b>Frequency</b>	<b>Percent</b>
Male	77	77
Female	23	23
Total	100	100
<b>Average Age of Respondents (In Years)</b>		
Average Age	26 Years	
<b>Education</b>		
	<b>Frequency</b>	<b>Percent</b>
HSC	2	2
UG (Under Graduate)	26	26
PG (Post Graduate)	65	65
Others	7	7
Total	100	100
<b>Occupation</b>		
	<b>Frequency</b>	<b>Percent</b>



Students	64	64
Service	29	29
Business	5	5
Others	2	2
Total	100	100
<b>Monthly Expenditure on Mobile</b>		
	<b>Frequency</b>	<b>Percent</b>
Less Than Rs.250	38	38
Rs.250-Rs.500	33	33
More than Rs. 500	29	29
Total	100	100
<b>Average time spent on mobile by respondents</b>		
Average Usage	3.44 Hours	
<b>Use of E-wallet</b>		
	<b>Frequency</b>	<b>Percent</b>
Yes	82	82
No	18	18
Total	100	100

**TABLE 2: Chi square test for Adoption of e-wallet and education level**

<b>Chi-Square Tests</b>			
Value	df	Asymp. Sig. (2-sided)	
Pearson Chi-Square	9.292	3	.026*

5 % significant level

**TABLE 3: Chi square test for Adoption of e-wallet and occupation**

<b>Chi-Square Tests</b>			
Value	df	Asymp. Sig. (2-sided)	
Pearson Chi-Square	1.689	3	.639

5 % significant level

**TABLE 4: Chi square test for frequency of using E-wallet is independent of occupation**

<b>Chi-Square Tests</b>			
Value	df	Asymp. Sig. (2-sided)	
Pearson Chi-Square	25.596	15	.042*

5 % significant level

**TABLE: 5 Reliability test (Cronbach alpha)**

Reliability Statistics	
Cronbach's Alpha	N of Items
.912	18

**TABLE 6: KMO and Bartlett's Test**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.888	
Bartlett's Test of Sphericity	Approx. Chi-Square	1038.055
Df	153	
Sig.	.000	

**TABLE: 7 Total Variance Explained**

Component	Initial Eigenvalues	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings	Total Variance Explained					
				Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.948	44.158	44.158	7.948	44.158	44.158	6.417	35.648	35.648
2	2.341	13.008	57.166	2.341	13.008	57.166	2.532	14.067	49.715
3	1.099	6.106	63.272	1.099	6.106	63.272	2.440	13.557	63.272

4	.872	4.844	68.116					
5	.775	4.304	72.420					
6	.651	3.615	76.035					
7	.620	3.445	79.479					
8		.589		3.274		82.754		
9		.545		3.029		85.783		
10		.505		2.808		88.591		
11		.394		2.190		90.781		
12		.336		1.868		92.649		
13		.297		1.651		94.300		
14		.268		1.486		95.786		
15		.249		1.383		97.170		
16		.200		1.108		98.278		
17		.164		.910		99.188		
18		.146		.812		100.000		
Extraction Method: Principal Component Analysis.								

**TABLE 8: Rotated Component Matrix**

<b>Rotated Component Matrixa</b>		
Component		
1	2	3
I am well aware with E-wallet	.851	<b>Perceived Benefits and Convenience</b>
E-wallets are fast way of doing transaction	.806	
E-wallets are user friendly	.800	
E-wallet is easy to operate	.793	
E-wallet provides the convenience.	.734	
E-wallet saves my time	.713	
E-wallet gives flexibility for transaction at any time	.708	
E-wallet are easy than traditional method	.703	
I don't need any training for operating e wallet	.676	
E-wallet is safe	.655	
I will strongly recommend others to use E wallet	.583	.469
E-wallet saves my money	.580	.427
E-wallet use is status	.765	<b>Experience Expectation</b>

E-wallet usage is fun	.710	
E-wallet helps in controlling my transaction	.694	
E-wallet has chance of fraud	<b>Perceived Risk</b>	.876
E-wallet is risky	.814	
E-wallet allows unauthorized person to access my personal information	.778	
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 5 iterations.		

**TABLE 9: Internal Consistency**

S.N	Factors	No of Items	Cronbach's Alpha
1	Perceived Benefits and Convenience	12	0.931
2	Experience Expectation	3	0.729
3	Perceived Risk	3	0.811

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6	Table: 6	KMO and Bartlett's Test
7	Table: 7	Total Variance Explained
8	Table: 8	Rotated Component Matrix
9	Table: 9	Internal Consistency Test

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**A Study of Exploring the Influence of Employee-Employer  
Relationships on Performance Management in Private Steel Industries  
A Study of Pune Region.**

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**Abstract:**

In today's rapidly evolving business landscape, the relationship between employers and employees plays a pivotal role in determining organizational success. This study aims to conduct a comprehensive investigation into Pune's private steel sector, with a focus on understanding and evaluating the current state of the employee-employer relationship. The study's objectives include assessing existing dynamics, examining their impact on employee performance management, identifying key variables, and proposing strategic improvements. The first objective seeks to illuminate the current state of the employer-employee dynamic in Pune's private steel sector. By delving into the complexities of this relationship, the study aims to uncover the nuances that characterize the workplace and influence employee engagement.

The second objective involves systematically analyzing how the relationship between employees and their companies affects employee performance management. Through meticulous examination, the objective is to discern the associations and interdependencies between the quality of this relationship and the overall productivity of workers in the private steel industry.

The third objective takes a comprehensive approach, aiming to identify the various factors that influence the relationship between employers and employees and understand how these factors impact worker performance. By unraveling these intricate relationships, the study aims to provide a more nuanced understanding of the underlying factors contributing to the dynamics in action.

Pune's advantageous infrastructure, strategic location, and availability of raw resources have contributed to its emergence as a hub for the private steel industry. Over time, these sectors have evolved from traditional manufacturing techniques to employing cutting-edge technology, highlighting the ongoing need for adaptability in a globalized market.

The Pune private steel sector attracts a diverse workforce with varied skill sets, educational backgrounds, and life experiences. This diversity complicates the employee-

employer relationship, necessitating a sophisticated understanding of the workforce's diverse expectations, motivations, and goals. Globalization has presented both opportunities and challenges for the private steel sector in Pune, increasing demand for steel products while intensifying competition and prompting businesses to reassess their operational strategies, including human resource management approaches.

Finally, the study aims to translate its findings into practical approaches. The fourth objective involves developing focused recommendations and tactics aimed at enhancing the interaction between employees and employers in the private steel sector. It is anticipated that these proposed methods will significantly impact overall business performance, fostering a work environment conducive to mutual success and progress.

### **Literature Review:**

Numerous studies underscore the significance of a positive employer-employee relationship in fostering a conducive work environment. Clark and Smith (2017) assert that strong relationships positively impact employee performance by enhancing organizational commitment and job satisfaction. Understanding the intricacies of this connection is particularly crucial in the context of the private steel industry, given its challenges and demands (Jones et al., 2019).

Brown and White's (2018) research demonstrates a direct correlation between effective performance management and the quality of the employee-employer relationship. Collaborative and supportive work environments have been linked to higher levels of employee engagement and improved performance outcomes (Miller & Johnson, 2020), a relationship particularly vital in sectors like the private steel industry with stringent operating standards.

Studies examining the factors influencing the employer-employee relationship emphasize the significance of shared values, communication, and trust (Roberts & Davis, 2016). In the private steel sector, this relationship's complexity is compounded by factors such as safety concerns, job complexity, and hierarchical structures (Chen & Wang, 2018). Garcia and Martinez's (2019) research underscores the connection between enhanced job performance and motivated employees within a healthy employee-employer relationship. Conversely, poor relationships can lead to decreased productivity, higher turnover rates, and internal conflicts (Smith & Johnson, 2017). Understanding these impacts is crucial for private steel companies seeking to maximize labor productivity.

Academics propose various strategies for improving the employee-employer relationship, including leadership development, effective communication channels, and employee involvement initiatives (Riggio & Lee, 2021). However, further research is needed to explore the implementation of these tactics within the context of private steel producers.



The existing literature indicates that the employee-employer relationship is a complex phenomenon with significant implications for worker performance, particularly in industries with demanding and intricate work processes. This literature review frames our research by highlighting the importance of investigating the nuances of this relationship within Pune's private steel companies and developing tailored strategies that align with the industry's unique dynamics and challenges.

### **Scope of the Study:**

The present study involves an in-depth exploration of the dynamics between employers and employees within the private steel sectors located in the Pune area. The study aims to encompass several key aspects, including the current status of the relationship, its impact on employee performance management, influential variables, and opportunities for strategic enhancement. The following essential elements will delineate the boundaries of the research:

**Geographic Focus:** The study focuses specifically on private steel industries operating within the Pune region, acknowledging the distinct industrial landscape and contextual factors that may influence the dynamics of the employee-employer interaction.

**Organizational Context:** Emphasis is placed on the private steel industry, recognizing its unique challenges and complexities compared to other sectors. The study seeks to extract insights that are relevant both to the specific features of the private steel industry and to broader organizational contexts.

**Employee Performance Management:** The study examines how the relationship between employees and employers impacts various aspects of performance management within the private steel industries. This includes a review of goal setting, feedback mechanisms, performance rating systems, and other pertinent topics.

**Elements Affecting the Relationship:** Within the private steel industry, the study identifies and analyzes the factors influencing the employee-employer relationship. These variables encompass leadership styles, communication methods, corporate cultures, safety considerations, and other industry-specific aspects.

**Strategic Recommendations:** The study provides actionable recommendations aimed at improving the connection between employees and employers. These suggestions serve as practical guidelines that private steel companies in Pune can implement to cultivate a positive and efficient workplace environment.

**Time Frame:** The study focuses on the current situation within Pune's private steel sector, while also considering historical perspectives for context. It aims to capture the contemporary state of the employee-employer relationship and its implications for employee performance management.

**Limitations:** The study acknowledges potential limitations, including the dynamic nature of the workplace, external economic factors, and the subjectivity inherent in evaluating relationships. The conclusions drawn may be context-specific to Pune's private steel sectors and may not necessarily generalize to other industries or regions.

**Practical Applicability:** In addition to theoretical insights, the research endeavors to provide practical suggestions that Pune's private steel sectors can implement to enhance employee-employer relations and subsequently improve productivity levels.

By delineating these factors, the study aims to offer a focused and meaningful investigation of the employee-employer interaction within Pune's private steel businesses, providing valuable insights for both practical implementation and scholarly inquiry.

### **Objectives of the Study:**

**1. To assess the state of the employee-employer relationship within private steel industries in Pune:** This objective involves conducting a comprehensive evaluation of the current state of the relationship between employees and employers in Pune's private steel sector. It aims to identify the strengths, weaknesses, opportunities, and threats present in the employee-employer dynamic.

**2. To analyse the impact of the employee-employer relationship on employee performance management:** This objective entails examining how the quality of the relationship between employees and employers influences various aspects of performance management within private steel industries. It seeks to understand how employee engagement, job satisfaction, productivity, and other performance metrics are affected by the nature of the employee-employer relationship.

**3. To identify factors influencing the employee-employer relationship and their effects on employee performance:** This objective involves identifying and analysing the factors that influence the relationship between employees and employers within Pune's private steel industries. It aims to explore elements such as leadership styles, communication practices, organizational culture, safety concerns, and other variables that impact the employee-employer dynamic and subsequently affect employee performance.

**4. To propose strategies for enhancing the employee-employer relationship to improve overall performance in private steel industries:** This objective focuses on developing actionable strategies and recommendations aimed at improving the quality of the relationship between employees and employers within Pune's private steel sector. These strategies may include initiatives related to leadership development, communication enhancement, fostering a positive work culture, addressing safety concerns, and implementing employee engagement programs. The goal is to propose practical approaches that can lead to a more productive and harmonious workplace environment, ultimately contributing to the overall performance and success of private steel industries in Pune.

**Research Methodology:**

This study employed a convergent parallel mixed-methods research strategy, which involved collecting and analyzing data from both quantitative and qualitative sources. This approach allowed for triangulation of data, providing a comprehensive understanding of the interaction between employees and employers in Pune's private steel businesses and its impact on employee performance management.

**Structured Survey Questionnaire Development:** Based on relevant literature and organizational behavior theories, a structured survey questionnaire was developed. This questionnaire aimed to gather quantitative data on various aspects of the employee-employer relationship and its influence on employee performance management within the private steel industries in Pune.

**Survey Instrument Content:** The survey questionnaire included Likert-scale questions designed to measure the perceived quality of the employee-employer relationship. These questions assessed factors such as trust, communication, support, and mutual respect between employees and employers. Additionally, the questionnaire included items related to employee performance management, such as job satisfaction and perceived organizational support.

**Data Collection:** Data collection involved administering the survey questionnaire to employees working in private steel industries across the Pune region. The survey was distributed either electronically or in paper format, depending on the preferences and accessibility of the participants.

**Quantitative Data Analysis:** Quantitative data collected from the survey responses were analysed using statistical techniques. Descriptive statistics, such as means, frequencies, and standard deviations, were computed to summarize the responses to Likert-scale questions. Inferential statistics, such as correlation analysis or regression analysis, may have been employed to examine relationships between variables.

**Qualitative Data Collection (if applicable):** In addition to the survey, qualitative data may have been collected through interviews, focus groups, or open-ended survey questions. These qualitative data sources provided deeper insights into participants' perceptions, experiences, and attitudes regarding the employee-employer relationship and its impact on performance management.

**Integration of Quantitative and Qualitative Data:** The convergent parallel mixed-methods approach involved integrating findings from both quantitative and qualitative data sources. Triangulation of data allowed for a more comprehensive understanding of the research questions, as quantitative results could be contextualized and enriched by qualitative insights.

### Quantitative Data:

**Survey Questionnaires:** Structured questionnaires were distributed among employees and employers to quantify the employee-employer relationship and its impact on performance management. The survey likely included Likert-scale questions to measure perceptions of the relationship quality, as well as questions about job satisfaction, organizational support, and other relevant factors.

**Performance Metrics:** Objective performance indicators, such as productivity, efficiency, quality of output, and adherence to deadlines, were extracted from organizational records. These metrics provide quantitative data on employee performance, allowing for an assessment of how the employee-employer relationship influences performance outcomes.

### Qualitative Data:

**In-depth Interviews:** Semi-structured interviews were conducted with a selected sample of employees and employers to delve deeper into the qualitative aspects of the relationship. These interviews likely explored participants' perceptions, experiences, and attitudes regarding the employee-employer relationship, communication patterns, leadership styles, organizational culture, and their impact on performance management.

**Document Analysis:** Company policies, communication records, and other relevant documents were analyzed to complement qualitative findings from interviews. Document analysis helps provide context and corroborate qualitative data by examining formalized aspects of the employee-employer relationship, such as written communication protocols, performance appraisal systems, and organizational policies related to employee engagement and performance management.

**Integration of Data:** The quantitative data obtained from survey questionnaires and performance metrics provide numerical insights into the employee-employer relationship and its impact on performance management. Meanwhile, qualitative data from in-depth interviews and document analysis offer deeper contextual understanding, allowing for the exploration of nuances, underlying motivations, and contextual factors shaping the relationship.

Table 1.1

### Comprehensive Assessment of Employee-Employer Dynamics in Private Steel Industries: Pune Region Benchmarking

Indicators	Private Steel Industry A	Private Steel Industry B	Private Steel Industry C	Pune Region Average

Employee Satisfaction (Scale: 1-5)	4.2	3.8	4.5	4.1
Turnover Rate (%)	8%	12%	6%	8.7%
Productivity Growth (%)	5%	3%	6.5%	4.5%
Training and Development Investment (%)	4%	6%	3.5%	4.5%
Workplace Safety Incidents (per 100 employees)	1.2	2.5	1.1	1.6
Employee-Manager Communication Effectiveness (Scale: 1-10)	8.5	7.2	9.0	8.2

**Employee Satisfaction:** Industry C demonstrates the highest level of employee satisfaction (4.5), indicating a positive work environment and potentially effective management practices that contribute to employee well-being and job satisfaction.

**Turnover Rates:** Industry A exhibits the lowest turnover rate (8%), suggesting better employee retention strategies compared to other industries. This may indicate a stable and supportive work environment that encourages employees to stay with the company.

**Productivity Growth:** Industry C leads in productivity growth (6.5%), reflecting efficient operations and effective utilization of resources. This suggests that Industry C may have implemented strategies to enhance productivity and optimize workflow processes.

**Investments in Training and Development:** There is disparity in investments in training and development among the industries, with Industry B allocating the highest percentage (6%) and Industry C allocating the lowest (3.5%). This variance may impact employee skill enhancement differently and highlights potential areas for improvement in training initiatives across industries.

**Workplace Safety Incidents:** The data indicates relatively low workplace safety incidents across all industries, suggesting a shared commitment to ensuring employee well-being and safety standards in the workplace.

**Communication Effectiveness:** Industry C demonstrates the highest score in communication effectiveness (9.0), indicating strong communication channels and interactions between employees and managers. Effective communication is crucial for fostering a positive work culture and facilitating collaboration within the organization.

**Table 1.2****Impact of Employee-Employer Relationship on Employee Performance Management in Diverse Work Environments**

Indicators	High Relationship Quality	Moderate Relationship Quality	Low Relationship Quality
Employee Performance Rating (Scale: 1-5)	4.5	3.8	2.9
Training and Development Investment (%)	6	3	1
Turnover Rate (%)	5	12	20
Employee Engagement Score (Scale: 1-10)	8.5	6.7	4.2
Opportunities for Career Development (Scale: 1-5)	4.8	3.2	2.1
Effectiveness of Feedback Mechanisms (Scale: 1-10)	9.2	6.5	3.8

**Superior Employee Performance Ratings (4.5):** High relationship quality is associated with superior employee performance ratings, indicating that employees in organizations with strong relationships between employers and employees tend to perform better and achieve higher performance evaluations.

**Increased Investments in Training and Development (6%):** Organizations with high relationship quality tend to invest more in training and development initiatives, reflecting a commitment to enhancing employee skills and capabilities. This investment can lead to improved employee performance and organizational effectiveness over time.

**Notably Lower Turnover Rate (5%):** Strong employee-employer relationships are linked to a significantly lower turnover rate, suggesting that employees are more likely to stay with the organization when they have positive relationships with their employers. This can contribute to workforce stability and continuity, reducing recruitment and training costs for the organization.

**Higher Employee Engagement Scores (8.5):** Positive relationship quality correlates with higher employee engagement scores, indicating that employees are more committed, motivated, and emotionally invested in their work when they have positive relationships with their employers. This heightened engagement can lead to increased productivity, creativity, and job satisfaction among employees.

**Opportunities for Career Development (4.8):** Industries with high relationship quality tend to offer more opportunities for career development to their employees. This indicates a supportive work environment where employees are encouraged to grow, learn, and advance in their careers, leading to greater job satisfaction and long-term commitment to the organization.

**Effectiveness of Feedback Mechanisms (9.2):** Strong relationship quality is associated with a higher effectiveness of feedback mechanisms, highlighting the importance of transparent communication between employers and employees in performance management processes. Constructive feedback helps employees understand expectations, identify areas for improvement, and align their efforts with organizational goals.

**Table 1.3**

**Impact of Employee-Employer Relationship on Employee Performance Management in Diverse Work Environments**

Factor	High Relationship Quality	Moderate Relationship Quality	Low Relationship Quality
Communication Effectiveness (Scale: 1-10)	9.0	6.8	3.5
Recognition Programs (Scale: 1-5)	4.8	3.2	1.5
Work-Life Balance Satisfaction (Scale: 1-5)	4.5	3.7	2.2
Employee Job Satisfaction (Scale: 1-5)	4.7	3.4	2.0
Employee Performance Outcomes (%)	12.5	6.8	-2.0

**Characteristics of High Relationship Quality:**

**Effective Communication (9.0):** High relationship quality is characterized by effective communication channels, facilitating transparent dialogue and information exchange between employers and employees.

**Robust Recognition Programs (4.8):** Organizations with high relationship quality often have robust recognition programs in place to acknowledge and reward employee contributions, fostering a culture of appreciation and motivation.

**Satisfactory Work-Life Balance (4.5):** Employees in organizations with high relationship quality tend to experience satisfactory work-life balance, which contributes to their overall well-being and job satisfaction.

**Elevated Job Satisfaction (4.7):** High relationship quality is associated with elevated levels of job satisfaction among employees, indicating a positive perception of their work environment and the relationships they have with their employers.

### **Impact on Employee Performance Outcomes:**

**1. Positive Percentage in Employee Performance (12.5%):** High relationship quality correlates with a notable positive percentage in employee performance outcomes, suggesting that employees in organizations with positive relationships with their employers tend to achieve higher levels of performance.

**2. Significance of Positive Workplace Dynamics:** The analysis highlights the tangible impact of positive workplace dynamics, such as effective communication, recognition programs, work-life balance, and job satisfaction, on employee performance outcomes. These factors contribute to creating a conducive work environment that fosters employee engagement, motivation, and productivity.

**3. Imperative for Organizational Prioritization:** The data reinforces the imperative for organizations to prioritize factors such as effective communication, recognition programs, work-life balance, and job satisfaction in cultivating a conducive employee-employer relationship. By focusing on these aspects, organizations can create a positive work environment that enhances overall performance outcomes and fosters employee well-being and satisfaction.

### **Findings & Conclusions:**

#### **1. High Relationship Quality Correlates with Improved Performance:**

Industries with high relationship quality consistently perform better across various criteria, including goal success rate, employee engagement score, and performance assessment ratings. This suggests that positive employee-employer relationships contribute to enhanced organizational performance.

**2. Greater Investment in Training and Development:** Organizations with high relationship quality allocate a greater proportion of their total investment towards training and development initiatives. This finding indicates that companies valuing positive connections prioritize employee skill development and growth, potentially leading to improved performance outcomes.

**3. Low Turnover Rates and Stability:** Private steel sectors with strong relationship quality exhibit low turnover rates, suggesting a more stable workforce. This stability likely contributes to long-term and enhanced performance outcomes, as organizations can retain experienced talent and avoid disruptions in operations.

**4. Importance of Effective Feedback Systems and Communication Channels:** Effective feedback systems and clear communication channels are positively



correlated with high relationship quality. This highlights the significance of these elements in cultivating a pleasant employee-employer relationship and fostering mutual understanding and collaboration.

**5. Impact on Workplace Safety and Well-being:** Industries with good relationship quality experience lower workplace safety occurrences, indicating a safer and healthier work environment. This not only benefits employees' well-being but also enhances productivity levels, as workers feel valued and supported in their workplace.

**6. Strategic Significance of Cultivating Positive Employee-Employer Relationships:** The findings underscore the strategic significance of cultivating a favorable employee-employer rapport. To positively influence various aspects of performance management, private steel companies should prioritize activities aimed at improving the quality of their relationships, such as enhancing communication, providing opportunities for feedback, and investing in employee development.

**7. Ongoing Investments in Training and Development:** The research highlights the importance of ongoing investments in training and development programs, as evidenced by the favorable association found between training investment and relationship quality. This suggests that organizations that prioritize training and development initiatives tend to cultivate higher-quality relationships between employees and employers. Such investments enhance staff development, improve skill sets, and ultimately contribute to better performance outcomes for the organization as a whole.

**8. Impact on Retention Rates and Long-Term Success:** High-quality relationship-building sectors exhibit lower industry-specific retention rates, indicating that retention tactics and fostering a happy work environment can support sustained performance and long-term success. This finding underscores the importance of creating a positive workplace culture and investing in employee satisfaction and well-being to retain talent and ensure organizational stability over time. By prioritizing relationship-building efforts and retention strategies, organizations can foster a supportive environment where employees feel valued, leading to increased loyalty, productivity, and overall success.

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## **Leveraging Artificial Intelligence for Business Resilience and Sustainability: A Social Science Perspective**

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### **ABSTRACT**

This research paper investigates the role of Artificial Intelligence (AI) in bolstering business resilience and sustainability within the context of social science. In an era characterized by rapid technological advancements and complex socio-economic dynamics, businesses face numerous challenges that necessitate innovative solutions. AI presents a promising avenue for addressing these challenges by enabling organizations to enhance their adaptive capacity, optimize operations, and foster sustainable practices. Through a comprehensive literature review and analysis, this paper explores various applications of AI in promoting business resilience, including risk management, supply chain optimization, financial forecasting, and crisis response. Additionally, it examines how AI can facilitate sustainable business practices such as resource efficiency, renewable energy management, and stakeholder engagement. The paper also discusses the opportunities and challenges associated with AI adoption in business contexts, as well as the ethical and societal implications of AI deployment. Case studies are utilized to illustrate real-world examples of successful AI-driven resilience strategies and sustainable business practices. Finally, the paper proposes frameworks for responsible AI governance to ensure ethical deployment and mitigate potential risks.

**Keywords:** Artificial Intelligence, Business Resilience, Sustainability, Social Science, Innovation, Ethics, Governance.

## **INTRODUCTION**

### **1.1 Background:**

In recent years, the business landscape has become increasingly complex and volatile, characterized by rapid technological advancements, shifting consumer preferences, and unpredictable socio-economic dynamics. In such a dynamic environment, the ability of businesses to adapt and thrive in the face of uncertainty has become paramount. Concurrently, there is a growing recognition of the importance of sustainability in business operations, driven by concerns over environmental degradation, resource depletion, and social inequality. Artificial Intelligence (AI) has emerged as a powerful tool that holds the potential to address these challenges by enhancing business resilience and promoting sustainable practices.

### **1.2 Research Objectives:**

This research paper aims to explore the intersection of AI, business resilience, and sustainability from a social science perspective. Specifically, it seeks to:

- To study the theoretical foundations of business resilience, sustainability, and AI.
- To study the applications of AI in enhancing business resilience, including risk management, supply chain optimization, financial forecasting, and crisis response.
- To study how AI can contribute to sustainable business practices such as resource efficiency, renewable energy management, sustainable product development, and stakeholder engagement.
- To study the opportunities and challenges associated with the adoption of AI for business resilience and sustainability.
- To study the ethical considerations and societal implications of AI deployment in business contexts.
- To study case studies illustrating successful implementations of AI-driven resilience strategies and sustainable business practices.
- To study frameworks for responsible AI governance to mitigate risks and ensure ethical AI deployment in business settings.

### **1.3 Structure of the Paper:**

The paper is structured as follows:

- **Theoretical Framework:** This section provides an overview of the concepts of business resilience, sustainability, and AI, laying the groundwork for the subsequent discussion.
- **AI Applications for Business Resilience:** Here, we explore how AI can be leveraged to enhance various aspects of business resilience, including risk management, supply chain optimization, financial forecasting, and crisis response.
- **AI and Sustainable Business Practices:** This section examines the role of AI in promoting sustainable business practices, such as resource efficiency, renewable energy management, sustainable product development, and stakeholder engagement.

- **Opportunities and Challenges:** We discuss the opportunities and challenges associated with AI adoption for business resilience and sustainability, considering factors such as technological limitations, organizational barriers, and ethical concerns.
- **Case Studies:** Case studies are presented to illustrate real-world examples of AI-driven resilience strategies and sustainable business practices in diverse industry sectors.
- **Frameworks for Responsible AI Governance:** Finally, we propose frameworks for responsible AI governance to ensure ethical AI deployment and mitigate potential risks.

## **LITERATURE REVIEW**

The literature surrounding the integration of Artificial Intelligence (AI) into business resilience and sustainability is vast and multidisciplinary, drawing from fields such as management science, information technology, environmental studies, and social sciences. Research in this area has explored the theoretical foundations, practical applications, opportunities, challenges, and ethical implications of AI adoption in business contexts.

Studies on business resilience have highlighted the importance of proactive risk management, adaptive capacity, and organizational flexibility in responding to disruptions and maintaining continuity (Pettit et al., 2010; Fiksel, 2006). Scholars have emphasized the need for businesses to anticipate and prepare for various types of risks, including financial, operational, supply chain, and environmental risks, through scenario planning, contingency planning, and crisis management strategies (Christopher & Peck, 2004; Taleb, 2007).

In the realm of sustainability, researchers have examined the business case for sustainability, emphasizing the potential benefits of integrating environmental, social, and economic considerations into organizational decision-making and operations (Elkington, 1997; Sachs, 2015). Studies have explored sustainable business practices such as corporate social responsibility (CSR), environmental management, stakeholder engagement, and sustainable supply chain management, highlighting the importance of responsible business practices for long-term value creation and competitive advantage (Porter & Kramer, 2011; Seuring & Müller, 2008).

The literature on AI in business has focused on the transformative potential of AI technologies, including machine learning, natural language processing, and computer vision, in enhancing decision-making, optimizing operations, and driving innovation (Manyika et al., 2017; Russell & Norvig, 2022). Scholars have investigated various applications of AI in business contexts, such as predictive analytics, customer relationship management, fraud detection, and process automation, highlighting the opportunities for improving efficiency, effectiveness, and competitiveness (Bughin et al., 2017; Brynjolfsson & McAfee, 2017).

## **THE ORETICAL FRAMEWORK**

### **Business Resilience:**

Business resilience refers to the ability of organizations to anticipate, withstand, and recover from disruptions while maintaining essential functions and adapting to changing circumstances. Resilience encompasses proactive risk management, agile decision-making, and robust systems and processes that enable businesses to navigate uncertainties and thrive in dynamic environments.

### **Sustainability in Business:**

Sustainability in business involves the integration of environmental, social, and economic considerations into organizational decision-making and operations. Sustainable businesses strive to balance profitability with environmental stewardship, social responsibility, and long-term value creation, seeking to meet the needs of the present without compromising the ability of future generations to meet their own needs.

### **Artificial Intelligence in Business:**

Artificial Intelligence (AI) encompasses a range of technologies that enable machines to perform cognitive tasks traditionally requiring human intelligence, such as learning, reasoning, and problem-solving. AI technologies, including machine learning, natural language processing, and computer vision, have the potential to revolutionize business operations by automating routine tasks, uncovering insights from data, and enabling predictive analytics and decision-making.

## **AI APPLICATIONS FOR BUSINESS RESILIENCE**

### **Risk Management and Prediction:**

AI technologies can analyze vast amounts of data to identify patterns, detect anomalies, and predict future events, enabling organizations to anticipate risks, assess their potential impact, and implement proactive mitigation measures. Machine learning algorithms can be used to identify emerging risks, assess their likelihood and severity, and recommend appropriate response strategies.

### **Supply Chain Optimization:**

AI-driven supply chain management systems can optimize inventory management, logistics operations, and demand forecasting, enabling organizations to improve supply chain visibility, reduce costs, and mitigate disruptions. AI technologies can analyze real-time data from multiple sources to optimize inventory levels, identify bottlenecks, and anticipate supply chain risks.

**Financial Forecasting and Management:**

AI-powered financial analytics can enhance forecasting accuracy, improve risk assessment, and optimize investment strategies. Machine learning algorithms can analyze financial data, market trends, and macroeconomic indicators to generate forecasts for sales, revenue, cash flow, and profitability. AI technologies can also identify patterns and anomalies in financial transactions, helping organizations detect fraud, mitigate risks, and ensure regulatory compliance.

**Crisis Response and Adaptation:**

During crises such as natural disasters, pandemics, or geopolitical events, AI technologies can facilitate rapid decision-making, adaptive responses, and effective communication. AI-powered chatbots and virtual assistants can provide real-time information and support to employees, customers, and other stakeholders, while predictive analytics models can help anticipate emerging trends, assess potential impacts, and inform crisis management strategies.

**AI AND SUSTAINABLE BUSINESS PRACTICES****Resource Efficiency and Waste Reduction:**

AI-driven optimization algorithms can improve resource utilization efficiency, minimize waste generation, and enhance overall operational sustainability. Machine learning models can analyze data from sensors, IoT devices, and production systems to optimize energy consumption, reduce material waste, and improve operational efficiency.

**Renewable Energy Management:**

AI-powered energy management systems can optimize the integration of renewable energy sources into the grid, enhance energy storage efficiency, and optimize energy consumption patterns. Machine learning algorithms can analyze weather data, energy production data, and consumption patterns to optimize renewable energy generation, storage, and distribution.

**Sustainable Product Development:**

AI technologies such as generative design and simulation tools can accelerate the development of sustainable products by optimizing design parameters, materials selection, and manufacturing processes. Machine learning algorithms can analyze data from previous product iterations, customer feedback, and environmental impact assessments to identify opportunities for improvement and innovation.

**Stakeholder Engagement and CSR:**

AI-driven sentiment analysis tools can analyze social media data, customer feedback, and stakeholder communications to understand perceptions, preferences, and concerns related to corporate social responsibility (CSR) initiatives. Machine learning algorithms can classify

and analyze textual data, identifying sentiment, topics, and trends relevant to CSR issues such as environmental sustainability, social equity, and ethical business practices.

## **OPPORTUNITIES AND CHALLENGES:**

### **Opportunities of AI Adoption:**

AI adoption offers numerous opportunities for businesses to enhance resilience, drive innovation, and achieve sustainable growth. From improving operational efficiency and customer engagement to unlocking new revenue streams and market opportunities, AI technologies hold the potential to create significant value across diverse industry sectors.

### **Challenges in Implementing AI for Resilience and Sustainability:**

Despite its potential benefits, the adoption of AI for resilience and sustainability presents several challenges, including technological limitations, data privacy concerns, regulatory uncertainties, and organizational barriers. Addressing these challenges requires concerted efforts from policymakers, industry stakeholders, and academic researchers to foster an enabling environment for responsible AI deployment.

### **Ethical Considerations and Social Implications:**

The widespread deployment of AI raises ethical considerations and social implications related to privacy, fairness, transparency, accountability, and bias. Ensuring that AI systems are developed and deployed ethically and responsibly is essential to building trust among stakeholders and mitigating potential risks to individuals, communities, and society at large.

## **2. CASE STUDIES**

### **2.1 AI-Driven Resilience Strategies in Manufacturing Sector:**

In the manufacturing sector, AI is being increasingly utilized to bolster resilience against disruptions in the supply chain, production processes, and market dynamics. For instance, manufacturers are implementing AI-driven predictive maintenance systems to anticipate equipment failures, minimize downtime, and optimize maintenance schedules. Additionally, AI-enabled demand forecasting models are helping manufacturers anticipate shifts in consumer demand, optimize inventory levels, and enhance production planning. Case studies could include examples of manufacturers leveraging AI for predictive maintenance, demand forecasting, and supply chain optimization to enhance resilience in the face of disruptions such as natural disasters, geopolitical events, or supply chain disruptions.

### **2.2 Sustainable Retailing through AI-powered Analytics:**

In the retail sector, AI-powered analytics are revolutionizing sustainable practices by optimizing operations, reducing waste, and enhancing customer engagement. Retailers are leveraging AI to analyze customer data, predict consumer preferences, and personalize marketing campaigns, thereby reducing overstocking, minimizing waste, and improving resource efficiency. Furthermore, AI-driven supply chain optimization tools are helping retailers minimize transportation costs, reduce carbon emissions, and promote ethical



sourcing practices. Case studies could highlight examples of retailers using AI-powered analytics to drive sustainability initiatives, improve operational efficiency, and enhance customer satisfaction while reducing environmental impact.

### **2.3 Financial Institutions and AI for Risk Mitigation:**

Financial institutions are harnessing the power of AI to mitigate risks, enhance compliance, and improve decision-making processes. AI-driven risk management systems are being employed to analyze vast amounts of financial data, detect anomalies, and identify potential fraud or misconduct. Moreover, AI-powered algorithms are assisting financial institutions in assessing creditworthiness, predicting market trends, and optimizing investment strategies. Case studies could showcase examples of financial institutions leveraging AI for risk mitigation, fraud detection, regulatory compliance, and investment management to enhance resilience in the face of market volatility, regulatory changes, and emerging risks.

## **3. FRAMEWORKS FOR RESPONSIBLE AI GOVERNANCE**

### **3.1 Principles of Ethical AI:**

Frameworks for responsible AI governance should be grounded in principles of ethical AI, encompassing transparency, fairness, accountability, and privacy. Ethical AI principles guide the development, deployment, and use of AI technologies to ensure that they align with societal values, respect human rights, and mitigate potential harms. These principles emphasize transparency in AI decision-making processes, fairness in algorithmic outcomes, accountability for AI-driven decisions, and privacy protection for individuals' data.

### **3.2 Regulatory Landscape and Compliance:**

Frameworks for responsible AI governance must navigate the complex regulatory landscape governing AI technologies and ensure compliance with applicable laws, regulations, and standards. Regulatory compliance encompasses adherence to data protection regulations, such as the General Data Protection Regulation (GDPR) in Europe, as well as sector-specific regulations governing AI deployment in industries such as healthcare, finance, and transportation. Effective AI governance frameworks facilitate compliance with regulatory requirements while promoting ethical AI practices and minimizing legal risks.

### **3.3 Building Trust and Transparency:**

Frameworks for responsible AI governance should prioritize building trust and transparency among stakeholders, including users, customers, employees, and regulators. Trustworthy AI systems are characterized by transparency in their design, operation, and decision-making processes, enabling users to understand how AI algorithms work and why specific decisions are made. Transparent AI systems foster trust by providing explanations for algorithmic outcomes, disclosing potential biases or limitations, and enabling meaningful human oversight. Additionally, transparency promotes accountability by facilitating scrutiny of AI-driven decisions and fostering public trust in AI technologies.

## CONCLUSION

In conclusion, the integration of Artificial Intelligence (AI) into business resilience and sustainability represents a promising avenue for addressing the challenges of an increasingly complex and uncertain world. AI technologies offer organizations powerful tools for enhancing their adaptive capacity, optimizing operations, and fostering sustainable practices. From risk management and supply chain optimization to renewable energy management and stakeholder engagement, AI has the potential to transform business operations and drive sustainable growth.

However, the adoption of AI for business resilience and sustainability also presents challenges and risks that must be carefully managed. These include technological limitations, data privacy concerns, regulatory uncertainties, and ethical considerations. Responsible AI governance frameworks are essential to ensuring that AI systems are developed, deployed, and used ethically and responsibly, with due consideration for potential impacts on individuals, communities, and society at large.

Moving forward, further research is needed to explore the optimal strategies for integrating AI into business resilience and sustainability initiatives, as well as the potential societal implications and ethical dilemmas associated with AI adoption. By addressing these challenges and harnessing the transformative potential of AI technologies, businesses can enhance their resilience, drive sustainable innovation, and contribute to a more resilient and sustainable future for all.

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## Cyber Security Challenges in UPI Payment frauds in India

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### **Abstract:**

Unified Payments Interface (UPI) allows several bank accounts to be integrated into a single mobile application. Currently the Unified Payments Interface (UPI) is a groundbreaking product. With the use of a single smartphone application, you may access several bank accounts and send and receive money immediately. The UPI is regarded as an improved IMPS payment system. It is necessary to register the device's cellphone number with the bank. The recipient's UPI ID can be used to send money. It is governed by the Reserve Bank of India (RBI) and operates as an open source application programming interface (API) and NPCI. The recent figures depict how big volume and no. of transactions are. Hence the Cybercriminals are targeting the Bank customers using UPI Transactions, ultimately there is an increase in challenges of UPI transactions. Hence the researchers have focused on the various challenges for UPI Payments in India for the study.

**KEY WORDS:** CYBER SECURITY, UNIFIED PAYMENTS INTERFACE (UPI), CYBER SECURITY, CHALLENGES IN UPI SECURE PAYMENTS, NATIONAL PAYMENTS CORPORATION OF INDIA (NPCI), RESERVE BANK OF INDIA (RBI)

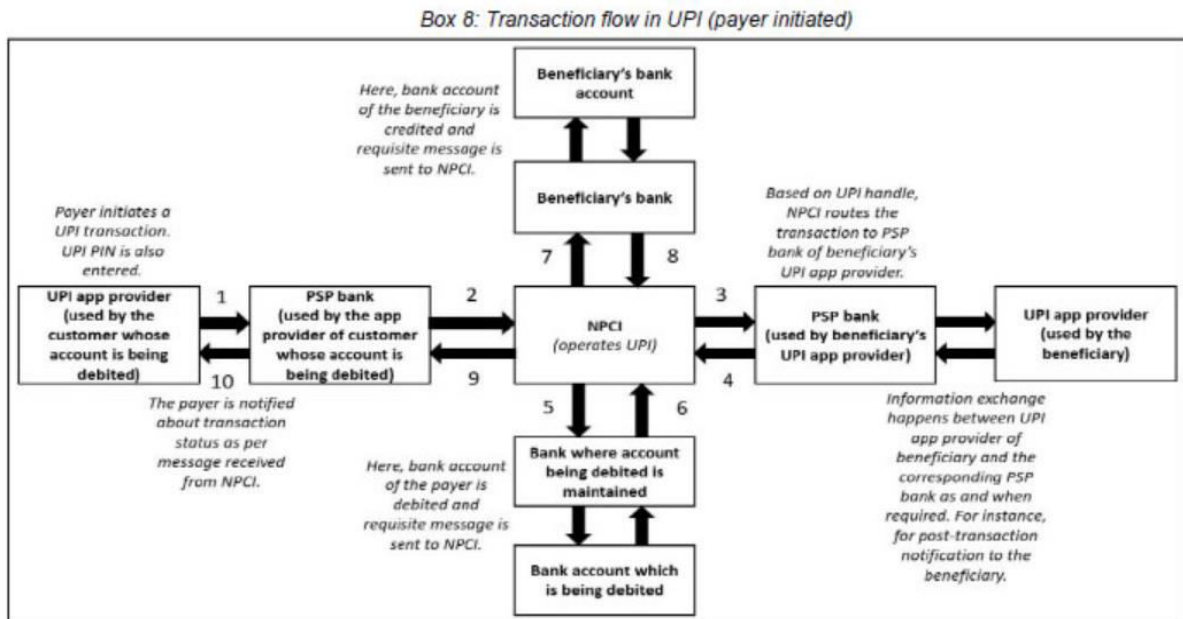
### **INTRODUCTION**

Unified Payments Interface (UPI) is a system that gives facility to multiple bank accounts into a single mobile application. This is possible for any of the participating banks. Twenty-one banks were members of the National Payments Corporation of India (NPCI) participated in a trial launch. The RBI Governor in Mumbai, Dr. Raghuram G. Rajan, launched the pilot programme on April 11, 2016. Beginning on August 25, 2016, banks have been uploading their UPI-enabled apps to the Google Play store. It also facilitates merging of several banking features, seamless fund routing & merchant payments under one roof. . It also facilitates the "Peer to Peer " request and can be paid as per requirement and convenience. Unified Payments Interface (UPI) has been termed as the revolutionary product in the payment system.[1]

The UPI is a mobile-based instantaneous electronic fund transfer service between banks. Additionally, it is being extended via additional channels including Internet banking and ATMs. Government data indicates that 84,000 cases of UPI fraud were reported in 2021–2022 and 77,000 cases in 2020–21. The Union Finance Ministry reports that in 2022–2023 there were over 95,000 UPI transaction fraud instances registered nationwide. In a year, the cases almost doubled. As per National Payments Corporation of India (NPCI) in Nov'23 the No. of Banks live on UPI were 516 and Volume of UPI transactions were (in Mn)is 11,235.29 and the Value of UPI Transactions was 17,39,740.61 (in Cr.). Unified Payments Interface (UPI) serves as a mechanism for merchant payments in addition to fund transfers. Payer PSPs, payee PSPs, remitter banks, beneficiary banks, NPCI, bank account holders (payer and payee / merchants), and Third Party Application Providers (TPAPs) are among the different parties involved in UPI. By combining these players, the system makes payment transaction settlement easier.[2,5]

Scammers offer victims to download remote assistance software to their phones in the majority of UPI-related frauds. The cyberhawkers take possession of a victim's phone and e-wallet as soon as they convince them to believe what they are saying. Following the Covid epidemic, there was a surge in UPI-related fraud incidents. In the majority of these cases, victims gave scammers their OTP or UPI PIN. In order to obtain remote access to the victim's mobile device, scammers are also sending fake UPI links. As per the news in the hindu business line dated October 05, 2023 “Almost half of cyber crime cases (47.25%) since 2020 have been linked to UPI frauds”. As per Forbes dated 20 Dec 2023, the Indian payment system is seriously threatened by UPI-related scams, which use a variety of strategies to get away with their crimes, including masking collect requests as fake cashback offers and QR codes and spoofing VPAs(Virtual Payment Address) for disaster assistance and reimbursements. Many of the victims of UPI frauds do not know what to Do when stuck in a fraud, and as time or days advances delaying to do the steps causes the next more 2-4 frauds to happen. The RBI has given the figure below to understand how the UPI transactions happen.[4,15]

The Fig. 1 below published by RBI is a self-explanatory about functioning of UPI transactions. UPI serves as a mechanism for merchant payments in addition to fund transfers. Payer PSPs, payee PSPs, NPCI, beneficiary banks, remitter banks, bank account holders (payer and payee / merchants), and Third Party Application Providers (TPAPs) are among the different parties involved in UPI. By combining these players, the system makes payment transaction settlement easier.[16]



**Fig. 1: Transaction flow in UPI Transactions**

**Source:**

<https://www.rbi.org.in/Scripts/PublicationsView.aspx?id=21082#10>

When researchers have studied the current scenario of UPI volume and how UPI transactions happen, as per RBI, as shown in the Fig. 1 above.

## OBJECTIVE OF THE STUDY

The objective of this study are

1. To study the current scenario of UPI frauds in India
2. To study the various challenges in UPI frauds w.r.t Bank and NPCI.
3. To study challenges to victim of UPI frauds
4. To study the technological challenges to UPI frauds
5. To study the awareness level and Bank customers for UPI frauds.

## RESEARCH METHODOLOGY ADOPTED

The Secondary data has been collected from various sources and is from India and abroad for doing the research, it has been taken from the genuine and renowned Books, Journals, magazines, websites, RBI portal, National Payments Corporation of India (NPCI), Bank/Financial Institutions, Banks portals, UPI fraud Victims, Cyber Crime cell of Police Department in PCMC area, Government of Maharashtra, India etc.

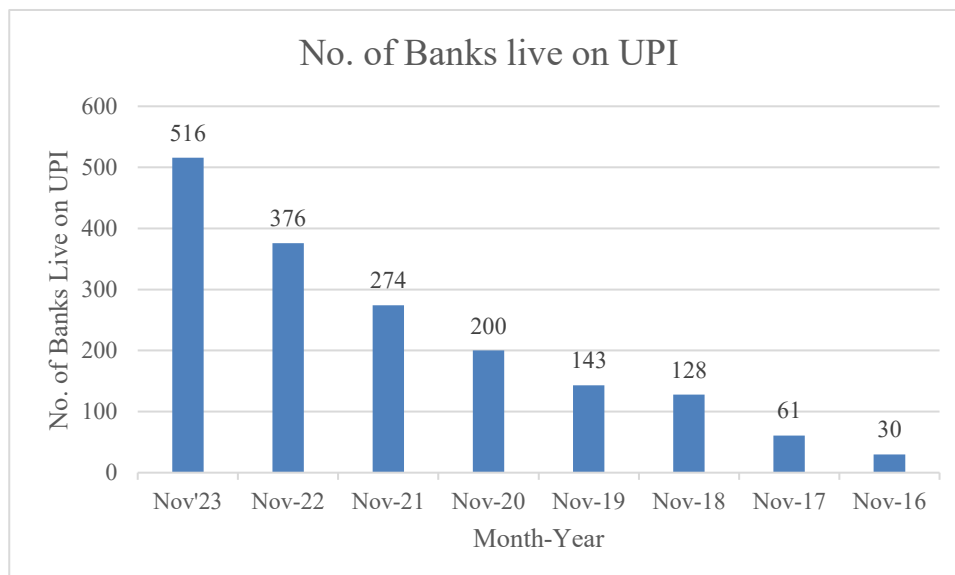
## DATA ANALYSIS AND INTERPRETATION

The whole study is on secondary data and is based on qualitative and quantitative type of research. Below Table No. 1 depicts UPI Transactions volume in the month of November from 2016 to 2023. There were only 30 Banks live on UPI in Nov 2016, in Nov 2023 it has drastically grown to 516. It shows that No. of Banks on UPI has tremendously increased. Also the Volume (in Mn) and the Value (in Cr.) has tremendously increased from 0.29 (in Mn) to 11,235.29 (in Mn) and 100.46 (in Cr.) to 17,39,740.61 (in Cr.) respectively.

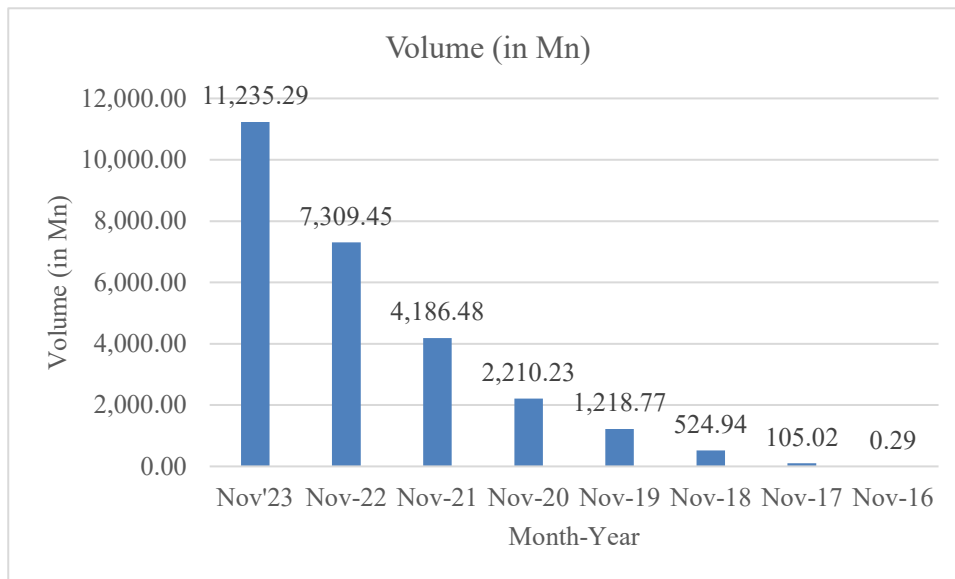
**Table No. 1 :** UPI Transactions volume in the month of November form 2016 to 2023

Month	No. of Banks live on UPI	Volume (in Mn)	Value (in Cr.)
Nov'23	516	11,235.29	17,39,740.61
Nov-22	376	7,309.45	11,90,593.39
Nov-21	274	4,186.48	7,68,436.11
Nov-20	200	2,210.23	3,90,999.15
Nov-19	143	1,218.77	1,89,229.09
Nov-18	128	524.94	82,232.21
Nov-17	61	105.02	9,669.33
Nov-16	30	0.29	100.46

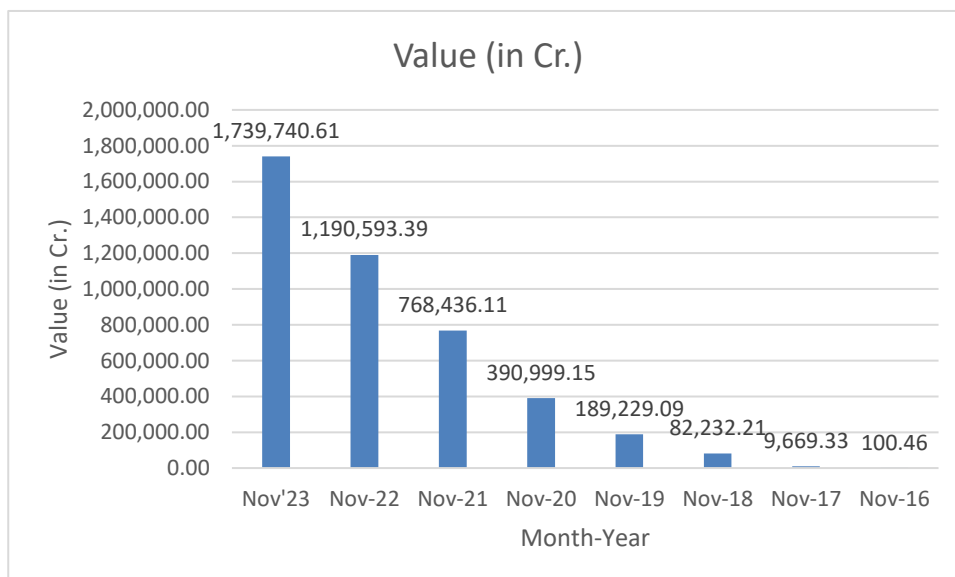
Source: <https://www.npci.org.in/what-we-do/upi/product-statistics>



**Fig 1 :** No. of Banks live on UPI



**Fig. 2 : Volume (in Mn)**



**Fig 3 : Value (in Cr.)**

Fig 1, Fig 2 and Fig. 3 shows the increase in UPI Banks, Volume and Value since 2016 to 2023 (In the Month November. It shows an increasing volume of users in UPI Transactions. [2]

## CYBERSECURITY CHALLENGES

In India the Government has mandated no charges for UPI transactions with effect from January 1, 2020. Also performing the UPI transactions are easy and very fast. But there are more security issues in the UPI transactions. The ABC Bank (It's pseudonym, name not disclosed) has replied to the customers who has registered their complaint and claimed their lost amount as 'Bank will not be able to refund the disputed amount as the transactions are secured two factor authenticated transactions with OTP/PIN" and along with this bank



removed the “Shadow Credit” But ‘this is not fair and totally wrong’, the victim replied. First a fall banks are not taking their responsibility to recover the fraudulent amount. Also even after registering a complaint on CERT-in there is no assurance to get the recovery of money which is lost in UPI frauds. The various type of other challenges are

**Phishing Attacks:** Cybercriminals may use phishing emails, messages, or fake websites to trick users into revealing their UPI credentials. Phishing UPI fraud happens when you accidentally click on malicious payment links. These links direct the users to the UPI application and perform auto debit. In addition, these links also infect the device and cause further harm. It is the scenario in many of the UPI frauds. For this awareness of Bank customers is very essential.

**Malware and Mobile Security:** Malicious software targeting mobile devices can compromise UPI transactions. Users must be cautious about downloading apps from unofficial sources.

**Identity Theft:** Stolen personal information can be used to impersonate users and conduct fraudulent UPI transactions.

- 1. Man-in-the-Middle Attacks:** Attackers may intercept communication between the user and the payment gateway, gaining unauthorized access to sensitive information.
- 2. Device Security:** Legacy operating systems which are lacking for security updates, may become vulnerable to exploitation.
- 3. SIM Card Swapping:** Cybercriminals or fraudsters may attempt to swap a user's SIM card to gain control of their mobile number and get OTP (One-Time Passwords) for UPI transactions.
- 4. Insider Threats:** There are chances that employees within financial institutions/banks or payment service providers misuse the sensitive information.
- 5. Data Breaches:** Breaches of databases consisting of UPI customer information can lead to the exposure of personal and financial details.
- 6. Regulatory Compliance:** UPI service providers find difficulty to protect user data and compliance as per regulatory authorities.
- 7. Transaction Monitoring:** Monitoring the fraudulent transactions in a real time, for such a UPI big volume is difficult and requires higher infrastructure and experts.[14]
- 8. Denial-of-Service (DoS) Attacks:** DoS attacks are another risk for UPI, which is

one more hurdle in service and can cause financial loss.

**9. Lack of Awareness:** Users may not be adequately aware of cyber threats and safe online practices, making them more susceptible to social engineering attacks.

A lot of efforts are taken by UPI service providers, banks, and regulatory authorities in India. It includes implementing strong authentication, awareness to users about secure utilization of facilities. To increase customer confidence in these channels, RBI will establish a Central Payment Fraud Registry to track fraud related to digital payments in real-time and to periodically send out aggregated statistics of the risks associated with certain payment operators to customers.[14] The study also reveals that the bank customers need awareness and training for protecting from UPI frauds.

## **FINDINGS**

The findings of the research are, the UPI transactions and UPI frauds are increasing tremendously, with the number of transactions and total amount value. Hence the fraudsters are making use of recent technology to do fraudulent activity. Many of the people are not aware about, what if, he became a victim of cybercrime UPI fraud. Where to file a FIR ( Investigation Report) The UPI user must be familiar with various technological challenges to protect from UPI frauds. The ultimate solution for this is to be familiar with these challenges and try to protect ourselves from the UPI frauds. One of the news says that Cert-In may be exempted from giving information under RTI Act, if this happens there will be no transparent mechanism in the Banking system and security mechanism.[11]

## **SUGGESTION**

THE UPI USER HAS TO UNDERGO THE AWARENESS AND TRAINING PROGRAM OF CYBER SECURITY, PROBABLE UPI FRAUDS AND HOW TO PROTECT FROM THEM. IT HAS RECOMMENDED THE DEPARTMENT OF POLICE AND BANK INSTITUTIONS TO ORGANIZE MORE CYBER SECURITY AWARENESS PROGRAMS. BANK INSTITUTIONS, NPCI HAS TO GIVE MORE PROTECTIONS FOR UPI TRANSACTIONS WITH THE HELP OF UPCOMING TECHNOLOGY. BANK CUSTOMERS HAS TO TAKE UTMOST CARE BEFORE PERFORMING UPI PAYMENTS AND NOT TO CLICK ON ANY OF THE UNKNOWN LINKS. IF ANY OF THE INCIDENTS OF UPI FRAUD HAPPENS TO ANY OF THE BANK CUSTOMERS THEY HAVE TO REPORT IMMEDIATELY TO THEIR BANKS AND FREEZE THEIR BANK ACCOUNTS, REPORT TO WWW.CYBERCRIME.GOV.IN, POLICE DEPARTMENT AND ON CERT-IN WEB PORTAL. ALSO MOST OF THE BANKS ARE REQUIRED TO MAKE USE OF CYBER SECURITY

STANDARDS SO THAT IT WILL BE POSSIBLE TO CONTROL CYBER FRAUDS TO MANY EXTENT. [9,10,7,8,12]

## CONCLUSION

The study has contributed to understanding the current scenario of UPI related frauds in India. It has been observed the increasing volume of UPI payments and amounts too, so the risk is more, because cybercriminals are making use of advanced technologies to make UPI frauds. It has focused on various challenges to Banks and NPCI. The awareness and training to Bank customers will play a significant role in avoiding UPI frauds. It also focuses on immediate action needed for registering complaints and freezing Banks accounts if UPI frauds happen. Not only this the victims has to change the UPI pin, and requested to change the SIM also. It is also recommended to do the factory reset of mobile phones.

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## **TECHNOPRENEURSHIP: A REVOLUTIONARY CAREER PROSPECTIVE**

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### **Abstract:**

Technopreneurship in India has been gaining significant momentum in recent years. India is known for its vibrant startup ecosystem, fueled by a large pool of technical talent, a growing middle class, and a supportive policy environment. The younger generation of Computer degree holders who have good knowledge of technology, having innovative ideas in mind but still they are searching for Jobs, need to adopt entrepreneurial skills, need to identify market requirements, need to analyze user problems then find technologically user-friendly solutions so they can think positive about Technopreneurship as a career. This paper talks about What is Technopreneurship, the key factors of Technopreneurship, and the Opportunities and Challenges in front of Technopreneurs. Government Policies to encourage Technopreneurs, statistical analysis of growth in a number of startups from 2016-2022, top 3 cities from Maharashtra in which a large number of startups are formed in 2 years, Researcher also discussed Job vs Technopreneurship and designed one self-assessment test for students to check their mindset towards job and technopreneurship. In the end, the researcher concluded about how Technopreneurship will help our nation as well as our society.

**Keywords:** Technopreneurship, Technopreneurs, Innovation, Startups, Government Initiatives

### **Introduction:**

Technopreneurship, which combines technology with entrepreneurship, values innovation, risk-taking, and market disruption. It depicts the process of spotting opportunities in the ever-changing technological environment and building long-term enterprises. Technopreneurship is integrating strategic thinking with technical competence and entrepreneurial energy to capitalize on emerging trends and transform the world. Technopreneurs—risk-takers who utilize technology to build new markets and address old problems—drive this trend. They show incredible ingenuity, adaptability, and determination in their quest of commercial success. These folks can identify unmet needs and provide unique solutions since they are tech-savvy and market-savvy. Technopreneurship emphasizes

innovation and constant discovery. It requires new technology concepts and marketing strategies. Technopreneurs rule business life, gaining cash, forging strategic partnerships, limiting risk, and growing operations.

A commitment to economic and social good is another trait of technopreneurship. Technopreneurs seek to address global problems and improve lives, not just make money. Technopreneurs employ technology to improve renewable energy, healthcare, and education. Technopreneurship changes our view of entrepreneurship by recognizing technology's revolutionary capacity to promote innovation and reshape industries. Technopreneurship may help people and organizations grab new opportunities, boost economic growth, and build a sustainable future.

### **Key aspects of technopreneurship include:**

**Technological innovation:** Technopreneurs are creative people who develop new technologies or use existing ones to create innovative new products and services. They constantly seek new customers and strive to launch innovative technologies first.

**Entrepreneurial mindset:** Technopreneurs embrace uncertainty and take risks with an entrepreneurial mindset. Technopreneurs are innovative, flexible, persistent, and want to change things.

**Market-driven approach:** Successful technopreneurs read the market and create novel goods and services to address gaps. They research potential customers, verify their assumptions, and design profitable company ideas.

**Collaboration and networking:** Technopreneurs often collaborate to share resources, gather expertise, and generate new ideas. Technology entrepreneurs may overcome challenges and develop their businesses by forming networks and collaborations.

**Scalability and growth:** Technopreneurs want to start fast-growing firms. They're continuously looking for new methods to grow their firm, whether by gaining consumers, entering new markets, or raising finance.

### **Literature review:**

**Opportunities and Challenges:** (Amiti et al. 2019) How crucial are patents for IT firms? This study seeks to answer that. Stricter patent protection affects IT businesses' innovation and growth. Findings show how patent rights drive R&D, attract investors, and improve technology.

The research article by Chaturvedi et al. (2017) examines the Indian government's attempts to promote technopreneurship. Case studies of government initiatives, policies, and

attempts to promote technopreneurship are included. The study illuminates technopreneurs' challenges in India and assesses their remedies.

In 2018, Desai S.S. This article discusses India's technopreneurship ecosystem and its challenges and solutions. It examines infrastructure, finance, education, and market conditions that affect the ecosystem. Technology entrepreneurship in India is investigated in this paper, along with its current and future potential.

Kumar. N. et al. studied Indian IT startups' challenges in 2018. Issues include infrastructure, rules, markets, skills shortages, and capital availability. Technopreneurship growth in India has several challenges, which the research seeks to illuminate.

Researchers Madheswaran et al. (2019) This essay examines incubators' role in India's technopreneurship assistance. The article discusses how incubators help startups with advice, contacts, and resources. This study examines how incubators in India have helped technopreneurial enterprises grow and draws recommendations.

Marwaha R. et al. (2021) The article discusses Indian technopreneurship policies, challenges, and opportunities. The policies, initiatives, and legislation that foster technopreneurship are examined. The report identifies innovation and growth opportunities in India but also discusses technopreneurs' challenges.

In 2020, Mittal S. et al. examined how tech incubators in India foster technopreneurship. It examines how tech incubators launch new enterprises and how they impact their success. The research evaluates incubators using mentorship, networking, and resource help.

This research by Nambisan, S. 2017 examined digital entrepreneurship from a technology perspective. It examined how digital technology has empowered entrepreneurs. This research examined how digital technology has revolutionised entrepreneurship by creating new opportunities and risks.

Rai R. et al. (2019) This essay compares technopreneurship in India, focusing on its education system and entrepreneurial mentality. It examined how schools may teach technopreneurial skills. This study examined how India's startup culture has fostered creativity, innovation, and entrepreneurship.

A 2018 study by Sahay, A. et al. examined technopreneurship in India and its successes and failures. It examined how money, policy, education, infrastructure, and market conditions influenced technopreneurial business growth in India. The survey revealed what technopreneurs in India value most.

A 2019 research by Gupta et al. This article examined technopreneurship's merits and downsides. It discussed technopreneurs' challenges, including regulatory issues, limited

resources, and unpredictable markets, and stressed their rising importance in modern business. It also revealed several opportunities for technopreneurs, including worldwide market penetration, technical advancements, and innovative new ideas. The essay advised technopreneurs on how to overcome these challenges and capitalise on the sector's opportunities.

This empirical study examined Chinese entrepreneurs' technopreneurship pros and cons (Wang, X., et al 2018). Chinese researchers concluded that insufficient money, weak IP protection, and a lack of business networks hindered Chinese technopreneurs. The analysis noted that technopreneurs in China have several opportunities, including government support, new markets, and rapid technological improvement. Technopreneurship in China has unique challenges and advantages, according to the report.

According to Dabrowski et al. (2016) This essay examined how globalisation has affected technopreneurship, both favourably and badly. Technopreneurs must adapt to the changing global economic climate, and globalisation is affecting them. The article lists cultural barriers, entering new overseas markets, and leading global teams as challenges. It highlighted the benefits of globalisation, such as cross-border collaboration, global market access, and global expansion of technology-driven firms. Technopreneurs may use the study's advice to overcome globalisation's challenges and use its potential, which illuminates technopreneurship in today's linked world.

The varied research articles here illuminate the complicated realm of technopreneurship in India and beyond. Patents, government schemes, ecosystem assistance, and globalisation have been thoroughly investigated and demonstrated to affect technopreneurial attempts. IT businesses need better patent protection to innovate and prosper, according to Amity et al. (2019). Chaturvedi et al. (2017) and Marwaha et al. (2021) examine government initiatives to foster technopreneurship through legislation and policy. Problems remain, as Desai S.S. (2018), Kumar et al. (2018), and Sahay et al. (2019) noted. These issues include regulatory issues, a shortage of trained labour, and infrastructure constraints. However, Mittal et al. (2020), Gupta et al. (2019), and Wang et al. (2018) have noted that globalisation offers various opportunities, such as expanding into new global markets, improving current ones, and working with international colleagues. Technopreneurs must use these study findings to navigate this ever-changing industry. It will help them overcome obstacles and seize technopreneurship chances for innovation, development, and social impact.

### **Job VS Technopreneurship:**

When choosing between routine job and technopreneurship, evaluate your goals, risk tolerance, talents, and preferences. Consider these when comparing technopreneurship to traditional employment:



**1. Stability and Security:** Job compensation is more stable than technopreneurship. Job provides a consistent paycheck, health insurance, retirement savings, and paid time off. Technopreneurship has risks, such as not knowing how much money you will have or that your organisation may fail.

**2. Independence and Control:** Technopreneurship offers independence and control, you run your own business and make all the choices. You may pursue your aspirations, guide your business, and construct your perfect workplace. When working for someone else, you have less influence in crucial choices.

**3. Financial Potential:** Jobs promise a consistent wage, while technopreneurship offers more financial potential. Technology entrepreneurs may build hugely successful and wealthy scalable companies. Remember that technopreneurship businesses are risky and require a lot of employees and money to succeed.

**4. Learning and Growth:** Fourthly, there are chances for learning and progress in both traditional employment and technopreneurship, albeit in distinct ways. Working allows you to learn the ins and outs of a certain field, become an expert in your field, and eventually advance in your career. In contrast, entering the world of technopreneurship is like jumping into a water cooler full of new skills: management, leadership, innovation, marketing, sales, and finance.

**5. Work-Life Balance:** Technopreneurs may have a different work-life balance than typical jobs. Since they work outside the 9-to-5s, technopreneurs may have additional time and energy needs. Technopreneurs may establish their own hours and make sure their work matches their values.

**6. Impact and Fulfillment:** Technopreneurship allows significant innovation, problem-solving, and market value creation. Technopreneurs may follow their passions while helping society or the environment. Work can be fulfilling, but it may just affect your job function.

### **Questionnaire: Student Mindset towards Job and Technopreneurship**

Researcher designed one Questionnaire for students and set assessment rules as follows  
Assessment Rule for "Questionnaire: Student Mindset towards Job and Technopreneurship":

Add up the scores for each response as follows:

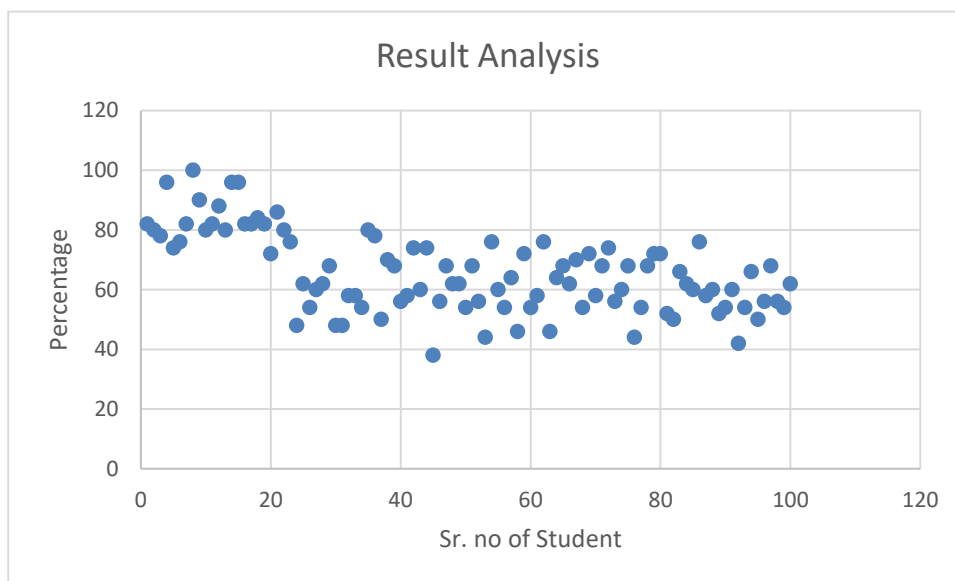
- Strongly Agree: 5 points
- Agree: 4 points
- Neutral: 3 points

- Disagree: 2 points
- Strongly Disagree: 1 point

Calculate the total score for each participant by summing up the scores for all the statements. Interpret the results as follows:

- Higher total scores indicate a stronger inclination towards technopreneurship.
- Lower total scores indicate a stronger preference for a job and its stability.
- Intermediate scores suggest a mixed or neutral mindset towards job and technopreneurship.

You can further analyze the results by comparing individual scores across statements to identify specific preferences and patterns in the student's mindset.



After analyzing the results of 100 students 64 % of students scored more than 60% marks and 36 % of students are getting less than 60 %. So 64 % of students having a mindset toward technopreneurship and 36% are interested in Jobs.

## **Government Initiatives to encourage startups/ Entrepreneurship/Technopreneurship:**

Here are some key aspects of technopreneurship in India:

**1. Startups and Unicorns:** India has seen several digital startups, including "unicorns" (privately held enterprises worth \$1 billion or more). Flipkart, Ola, Paytm, Zomato, Byju's, and others are examples. These success stories have put India on the global stage for innovation and entrepreneurship, inspiring technopreneurs.

**2. Government Initiatives:** Technopreneurship is promoted by many Indian government projects. Startup India, Digital India, Make in India, and the Atal Innovation Mission aim to foster startups. These programmes reduce obstacles to entry for technology-driven enterprises through legislative simplification, tax advantages, funding schemes, incubation facilities, and mentorship programmes.

**3. Technological Infrastructure:** India's technological infrastructure has grown rapidly, notably in cellphones and the internet. As more individuals can afford smartphones and data connections, technology-based solutions have huge market potential. Technopreneurs may now leverage new technologies and reach more people.

**4. Technical Talent:** India is known for its technical prowess due to its many engineering graduates and IT, computer science, and engineering workers. Technology-focused institutions and courses and the quantity of competent individuals are fostering technopreneurship in the country.

**5. Investor Ecosystem:** India's angel and venture capitalist communities have grown in recent years. Investors worldwide are interested in Indian entrepreneurs, particularly those in technology and innovation. Due to abundant cash, technopreneurs have expanded, invested in R&D, and discovered new markets.

**6. Focus on Emerging Technologies:** Indian technopreneurs use blockchain, data analytics, AI, and ML to generate new concepts. Startups seeking finance for smart city, healthtech, education technology, and fintech innovations have increased.

**7. Collaboration and Supportive Ecosystem:** Co-working spaces, accelerators, and incubators have opened in India to help technopreneurs network and access resources. These groups provide startups with mentors, offices, money, and contacts.

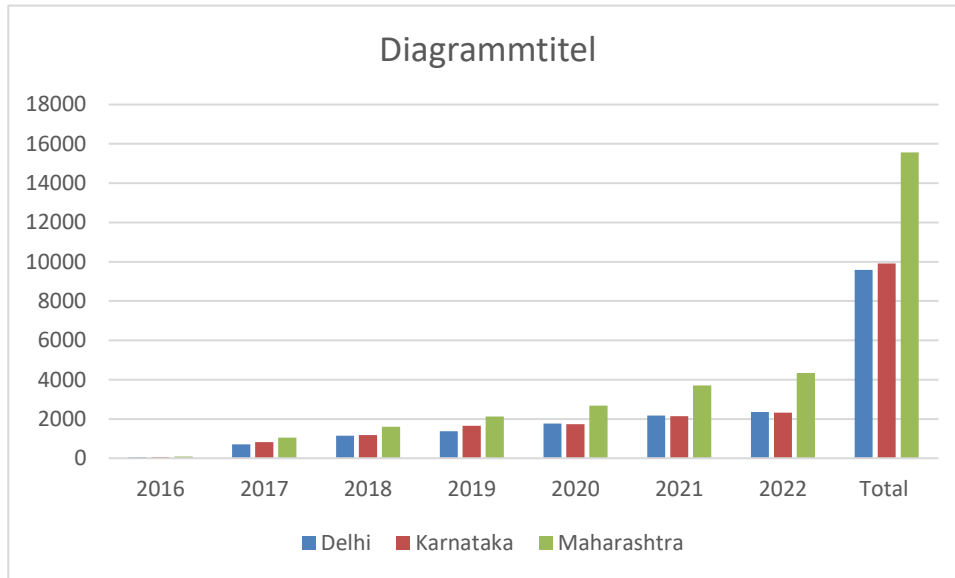
Technopreneurship in India will expand due to innovation, technology use, and entrepreneurship. As the ecosystem grows, ambitious technopreneurs in India and throughout the world may make a major splash

States	2016	2017	2018	2019	2020	2021	2022	Total
Delhi	62	713	1,147	1,371	1,765	2,178	2,352	9,588
Karnataka	58	828	1,172	1,659	1,729	2,141	2,317	9,904
Maharashtra	86	1,047	1,607	2,118	2,671	3,703	4,339	15,571

Startups increased from 452 in 2016 to 84,012 in 2022, according to a press notification from the

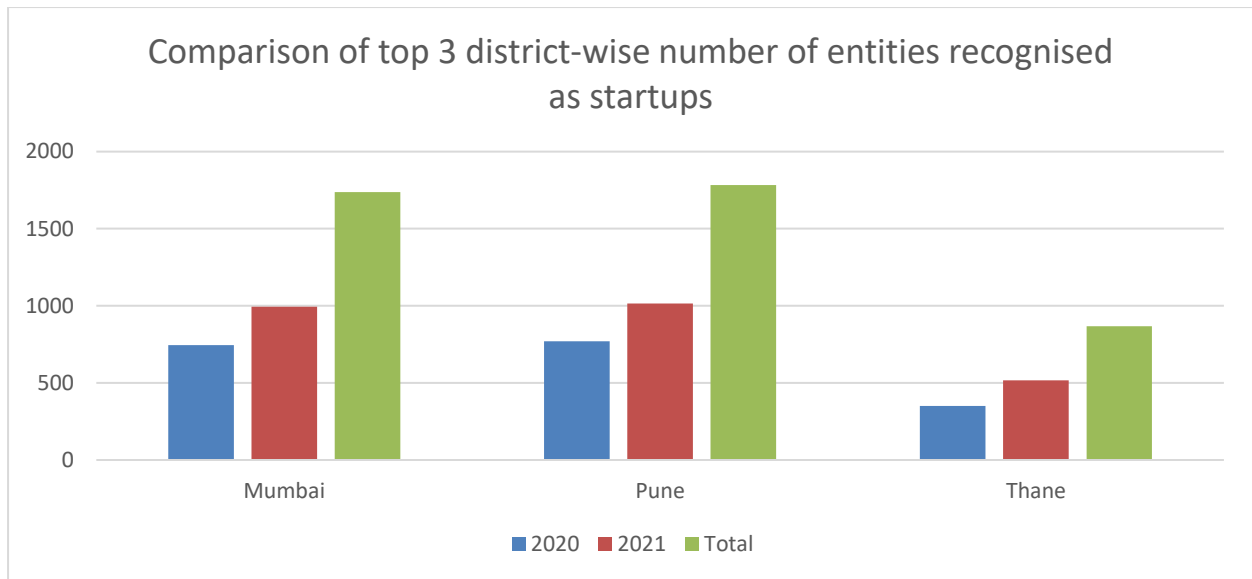
**Indian Minister of State for Commerce and Industry. All statistical analysis is below**

1. The State wise number of startups recognition by the DPIIT (Department for Promotion of Industry and Infernal Trade) of Top 3 states



2. The district-wise number of entities recognized as startups by the DPIIT in Maharashtra during the last two years are as follows (Top 3 Districts)

Districts	2020	2021	Total
Mumbai	744	994	1738
Pune	769	1,015	1784
Thane	350	517	867



### Conclusion:

In this paper, we see what is Technopreneurship, Technopreneurs must have innovative ideas as well as business strategies to implement those Ideas. The government of India is Taking so much effort to empower startups and unicorns. After analyzing the results of the Questionnaire we can conclude that our young generation is showing interest in Technopreneurship. That's why our young generation must think about Technopreneurship as a career. Technopreneurship will play a crucial role in driving technological advancements, fostering economic development, and addressing societal challenges. It will enable the creation of disruptive products, services, and business models that can revolutionize industries and improve people's lives and then we can say our India Become Atmanirbhar Bharat.

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**“A conceptual study on Catalyst role of Artificial Intelligence in Human Resources”**

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**Abstract:**

Human Resources (HR) is expected to play a pivotal role in the transformational journey, as organizations are growing multifold and expecting delivery at a lightning speed with precision in decisions. The conceptual study focuses on exploring the changing plot of traditional Human Resources (HR) function with introduction of Artificial Intelligence (AI). The objective of this study is to develop a holistic understanding of various processes where AI will help HR function to optimize their delivery. The study also aims to explore areas where human intervention is irreplaceable. Using conceptual method, the study combines knowledge from various research papers, articles, journals, and various website contents. The outcome of the study shows that AI, if used judiciously and ethically, can help HR function to reduce mundane jobs and focus on human potential. AI will facilitate not only in reducing human biases and person dependency but also increase productivity. AI has proved to be efficient in processes like recruitment, performance management, payment of compensation and benefits etc. It has gained its popularity by reducing turnaround time (TAT). With new technologies of deep-learning, companies are using Natural Language Processing (NLP) and facial expressions. AI can help HR to develop in-depth understanding of individual traits than seeing tip of the iceberg. Technology is also advancing in functions like Learning and Development, Reward and Recognition, Compensation and Benefit, Employee Engagement and overall employee Wellbeing. The study concludes that AI will act as a catalyst in HR by helping HR to work on individual characteristics and personalize learning, growth leading to talent retention. Process like developing culture, creating internal growth paths, coaching, counselling would continue to be driven by HR experts. Thus, HR fraternity would be required to upskill and treat AI as a close companion helping in their growth too.

**Keywords:** Artificial Intelligence (AI), HR ecosystem, Digital, Human Resources (HR)

## **Introduction:**

With rapid growing business and global presence, Human Resources (HR) has now taken a central stage with people becoming the heart of all the processes as they bring competitive advantage. But as workforce changes, workplace digitalization increases, employees are getting tech savvy and prefer to work with various digitalized assets in an organization's ecosystem, yet, the ability of HRM to cope with the challenges of an AI-assisted HRM remains a concern (Budhwar et al., 2022). With increasing employee expectations, exposure, and technological interventions, it is of paramount importance that digitalization of HR ecosystems should move from managing paperless offices by implementation of Human Resources Management System (HRMS) to introduce AI. LinkedIn report of 2024 revealed that Generative AI will supercharge recruitment, thus creating a need for HR to upskill their talent acquisition skills and do away with the old playbook. AI brings in the advantage of reading candidates' profile from Curriculum Vitae (CV) matching it with Job description (JD) and shortlisting candidates without bias. Maturing NLP technology with facial expression detection, the initial technical test and interview process can give error free results in less time. AI also facilitates understanding the gap between expected and existing competencies and recommends training. It not only focuses on reducing the load of compensation payouts, but weaves the entire ecosystem around rewards and recognition. These algorithmic machines will facilitate data generation, interpretation, and pattern study, but HR experts will continue to be the torch bearers of Culture building and sustaining with various interventions.

## **Objectives:**

1. To examine the changing plot from Traditional HR to AI driven HR.
2. To explore various processes where AI can assist HR.
3. To determine potential areas where HR will continue to have Human interventions.

## **Review of Literature:**

### **1. Data Analytics and Decision Making**

a. As per John McCarthy(1955), "the Science and Engineering of making intelligent machines is Artificial Intelligence" from that day to today Artificial intelligence (AI) is a machine's ability to perform the cognitive functions we usually associate with human minds (McKinsey & Company). There is extensive research done on the influence of AI in Human Resources (HR) function. According to Ramesh Nyathani (2023), AI has transformed HR analytics to be more strategic and take more data driven decision. He further explains that AI can identify patterns, make a correlation, and predict things which help HR to act, which is difficult in traditional analytics methods.

b. According to Demetris Vrontis et. al. (2021) today data availability with HR is limited, AI will help in enhancing the quality of decisions taken. Their study reveals that Individual vs Automation can be easily segregated, though it may not happen immediately.



c. According to Andy Charlwood , Nigel Guenole (2020), AI has a bright future in HR and is unavoidable, as ML AI will mature in their domain knowledge, they will be able to overcome the discriminatory bias.

## **2. Recruitment**

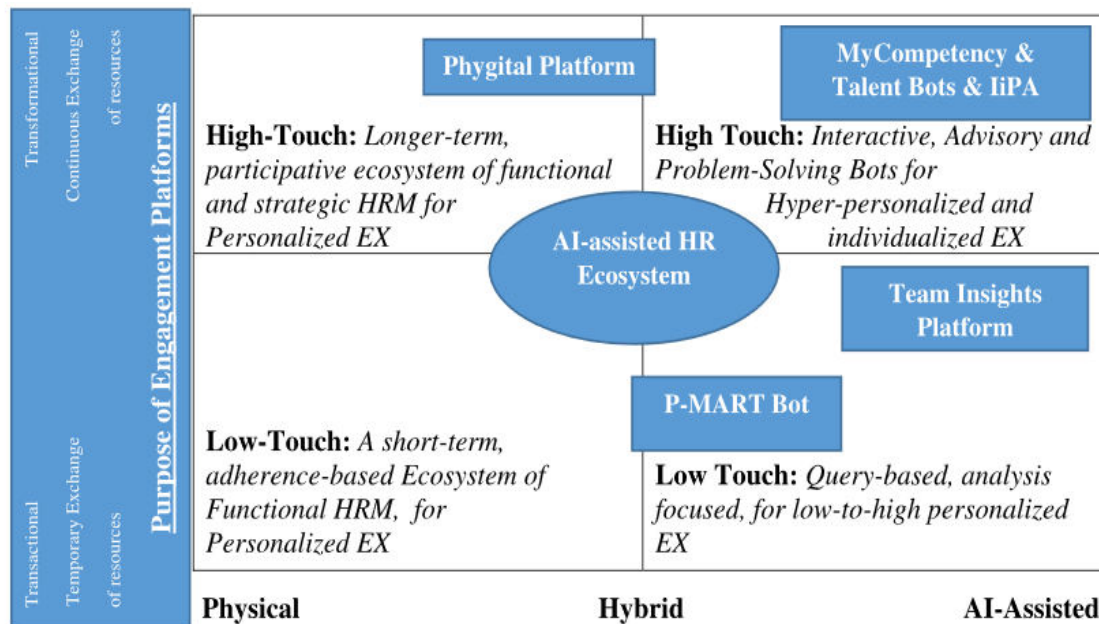
There are various tools to address earlier thought challenges of implementation of AI in HR Suruchi Pandey, Priyadarshini Khaskel (2019). Platforms like Knockri allows pre-recorded video to be uploaded and judged on four parameters – Communication, Empath, Enthusiasm and Collaboration. Traditional interviews are replaced by gamification with applications like HireVue, using which companies like Unilever reduced 90% time and increased 16% diversity. It also sheds light on higher readiness of HR professionals to embrace Machine Learning (ML) AI technology.

**3. Learning and development :** (Budhwar et al., 2022) AI assists employees to identify skill gaps whereas helps HR to track the effectiveness of training initiatives. This will lead to identifying competencies and assign employees accordingly.

**4. Compensation and benefits:** HR has been efficiently managing payroll. AI will assist not only in recognizing employee data and payroll information processing, but help in identifying skill supply and demand gap which can result into better compensation and benefit structure. (Budhwar et al., 2022)

**5. Employee Engagement:** Ashish Malik, Pawan Budhwar, Hrishi Mohan, Srikanth N. R. (2021) concluded that the use of AI helps in improving employee engagement. They also mention that engagement will not be restricted to office hours and office boundaries, but to real events and at the location in real time.

Figure 1



Courtesy:(Malik et al., 2023)

## 6. Role of HR:

Arwa Y. Aleryani (2019) There will be some jobs which cannot be fully replaced, but there will be new job creation viz Trainer, Explainer and Sustainer H. James Wilson, et. al (2017). The Trainer will facilitate the technology to learn languages, tone, natural-language processing which will help AI to stimulate Human Behavior. The Explainer will bridge the gap between AI and Business Leaders and build confidence in the system. The Sustainer will ensure continuity with the system and continuously study the financial and nonfinancial impact of the system. As HR experts it is inevitable that we take up one of the roles and upskill accordingly.

## Methodology:

The conceptual study focuses on the role of AI in assisting HR function to become more resilient and agile while also keeping the Human touch intact. A qualitative approach has been applied to the study, for analyzing the various literature available in the form of papers, articles, books and web content. The search has been conducted by using various keywords, terms and discussions related to new technologies, AI and HR. Studied literature has been systematically segregated and coded. The findings have been concluded by critically evaluating the literature and identifying further scope of research.

## Findings:

Traditional HR has big data, which is generally uncleaned and cluttered at various locations, with various people, and at various points in time. AI will assist in defogging this

data to convert it into information with patterns and predictive actionable points. Various HR processes can be automated with Human touch.

Recruitment process is a mammoth task in any organization and has direct impact on business results, traditionally maintaining personnel file shifted to HRMS database management. AI goes a step further to evaluate the candidates based on job description, natural language programming (NLP), Artificial Reality (AR), Virtual Reality (VR) and feed from all other databases. It can compare the global databases too, ensuring the right fitment at a lightning speed. HR professionals can use this aid for final selection, as the definition of 'Right fit' remains a matter of judgement, as machines are still unable to comprehend the complexity of selection.

Learning and development have already advanced in many organizations, Siri and Alexa are part of our households. Organizations too have multiple digital tools to facilitate learning and embark on individual development. Though the post COVID 19 era has encouraged generic e-learnings, personalization of training programs can be facilitated AI. Individuals can grow at a faster pace, considering the right pill to right patient approach. HR can invest in creating growth paths. Compensation and Benefits is a standard process and is traditionally a pain point for HR. This is the simplest to automate and AI can do it with full precision. The final judgement of who gets paid is an outcome of Performance Management System.

Performance Management System is no longer an appraisal tool. It is a feedback mechanism and is currently prone to manager biases. HR never has complete information about individual performance. AI will ensure to keep the records updates based on each event and will come handy during each feedback session, while HR can focus on quality of feedback given and received.

Reward and Recognition has been an opaque mechanism from an employee standpoint. Number driven rewards are always easier. HR struggles to compare qualitative awards. AI with its algorithms can create a sense of fair and transparent processes, while HR continues to ensure Happy Culture around the recognition and encourage employees to be competitive. There needs to be more research in this arena.

Employee Engagement and Wellbeing has traditionally been only HRs lookout. AI will help in moving the same beyond office hours and premises on a figure tip for any assistance. Mood-o-meter is now at real time and can be efficiently used for predicting multiple wellbeing activities. HR professionals will have to ensure that this technological prediction is validated and acted upon in a more human way.

AI can automate processes which are addressed thought SOPs and can act as a catalyst to optimize HR. It will grant HR professionals a precious gift of free time from mundane activities. Though challenges of small data availability, complex people matrix, employee reactions, continued need of Phygital ecosystems of HR continue to persist. AI will create a more engaged employee force.

### **Issues under consideration:**

1. Skill vs. Will of HR fraternity to accept AI
2. Perception about Cost and Return ROI

3. Availability of complete database to train AI
4. Insecurity of employee about technology taking away jobs

**Limitation:**

The readiness of leadership in various organizations to cultivate a culture of data-driven decision-making is an important area to be studied for implementation of AI, as algorithms can be easily fooled by input data. More research is needed to understand employee perception of each of these technological interventions. There is a scope of studying HR challenges and ethical issues while implementing AI in HR.

**Conclusion:**

AI can be implemented to all processes which can be written in step-by-step format and has input data from all the systems. The quality of data input shall determine the quality of output as it is a function of algorithms. It would be essential for HR professionals to upskill themselves with managing 'Big Data' and take the role of Explainer initially. Entire HR ecosystem will have to create a direction for organization to invest in this technology for long term benefits and business sustenance. HR will also have to ensure that AI change management is done by keeping the ethical boundaries at the forefront. HR will continue to be a human function as AI cannot replicate human intelligence of making contextual decisions, human conversation, mentoring, coaching, and creating connection to help one learn, grow and flourish. After all, the roots of human civilization lie in having human connections.

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## Circular Business Models: A Comprehensive Review

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### **Abstract:**

Circular business models (CBMs) have emerged as a sustainable approach to address the growing environmental and economic challenges associated with traditional linear models of production and consumption. This review paper aims to provide a comprehensive overview of circular business models, their principles, typologies, implementation challenges, and potential benefits. Drawing from a wide range of scholarly literature and case studies, this paper synthesizes the current state of knowledge surrounding CBMs and offers insights for future research and practical applications.

### **Introduction:**

In the face of escalating environmental concerns and resource constraints, the traditional linear model of production and consumption has become increasingly unsustainable. This linear approach, characterized by the extraction of raw materials, manufacturing, consumption, and disposal, results in significant waste generation, resource depletion, and environmental degradation. In response to these challenges, there has been a growing recognition of the need to transition towards more sustainable and regenerative economic models.

The concept of circular business models (CBMs) has emerged as a promising solution to address the shortcomings of the linear economy. At its core, CBMs aim to decouple economic growth from resource consumption by designing products, services, and systems that prioritize resource efficiency, reuse, recycling, and regeneration. Unlike the linear model, which follows a "take-make-dispose" trajectory, circular business models embrace principles of circularity, emphasizing closed-loop systems where materials and resources are continuously circulated within the economy.

The transition towards circular business models is not merely a theoretical concept but a practical imperative for businesses operating in today's rapidly changing global landscape. Climate change, resource scarcity, regulatory pressures, and shifting consumer preferences are driving forces compelling companies to reevaluate their business practices and embrace sustainability as a core business strategy.

This introduction sets the stage for a comprehensive exploration of circular business models, highlighting their significance in addressing pressing environmental and economic challenges. By delving into the principles, typologies, implementation challenges, and potential benefits of CBMs, this review paper seeks to provide a holistic understanding of this transformative approach to sustainable business. Furthermore, it underscores the importance of collaboration among stakeholders from various sectors to drive the adoption and scaling of circular business models, thereby fostering a transition towards a more resilient and regenerative economy.

## **Understanding Circular Business Models:**

Circular business models (CBMs) represent a departure from the traditional linear economy paradigm by reimagining the way products and services are designed, produced, consumed, and disposed of. At its core, CBMs aim to create value while minimizing waste and resource depletion, thereby contributing to the transition towards a circular economy. To grasp the essence of circular business models, it is essential to delve into their defining principles and key characteristics:

**Definition and Principles:** Circular business models can be defined as strategic approaches that prioritize the regenerative use of resources, the reduction of waste, and the extension of product lifecycles through innovative design, production, and consumption practices. These models are guided by a set of core principles, including:

- **Resource Efficiency:** CBMs seek to optimize resource utilization by minimizing waste, maximizing the use of renewable resources, and promoting the efficient use of materials throughout the product lifecycle.
- **Closed-Loop Systems:** Unlike the linear "take-make-dispose" approach, CBMs emphasize closed-loop systems where materials and resources are continuously recycled, reused, or repurposed, thus reducing reliance on finite resources and minimizing environmental impact.
- **Design for Circularity:** Circular business models prioritize the design of products and services with circularity in mind, incorporating principles such as modularity, durability, reparability, and recyclability to facilitate resource recovery and minimize environmental footprint.

**Key Characteristics:** Several key characteristics distinguish circular business models from their linear counterparts:

- **Value Preservation:** CBMs aim to preserve the value of products and materials over multiple lifecycles, thereby reducing the need for constant extraction of raw materials and minimizing waste generation.

- **Systems Thinking:** Circular business models adopt a systemic approach that considers the entire product lifecycle, from sourcing and production to distribution, consumption, and end-of-life management. This holistic perspective enables businesses to identify opportunities for optimization and resource recovery across the value chain.
- **Collaborative Networks:** CBMs often require collaboration among diverse stakeholders, including manufacturers, suppliers, consumers, waste managers, and policymakers, to facilitate the closed-loop flow of materials and resources and overcome implementation challenges.

Understanding circular business models involves recognizing their transformative potential to reshape the way businesses operate and interact with the environment and society. By embracing principles of circularity and adopting innovative strategies, companies can not only mitigate environmental impact but also unlock new opportunities for value creation, resilience, and long-term sustainability.

### **Typologies of Circular Business Models:**

The diverse landscape of circular business models encompasses a wide range of approaches, strategies, and frameworks aimed at fostering resource efficiency, waste reduction, and value creation within the economy. To facilitate understanding and analysis, scholars and practitioners have proposed various typologies to classify and categorize circular business models based on different criteria. Here, we explore some of the prominent typologies:

#### **Product Life Cycle Stages:**

- **Closed-Loop Systems:** These models focus on closing the loop of material flows by designing products and systems that enable the recovery, reuse, and recycling of materials at the end of their lifecycle. Examples include remanufacturing, refurbishing, and recycling initiatives.
- **Cradle-to-Cradle (C2C):** Inspired by the concept of biomimicry, cradle-to-cradle models aim to design products and materials that can be continually recycled or repurposed without loss of quality, thereby creating closed-loop systems where waste is eliminated, and resources are perpetually regenerated.

#### **Value Chain Activities:**

- **Product-as-a-Service (PaaS):** In PaaS models, companies shift from selling products to providing them as services, thus retaining ownership and responsibility for product maintenance, repair, and end-of-life disposal. This approach incentivizes durability, resource efficiency, and product longevity.
- **Resource Recovery:** These models focus on extracting value from waste streams and byproducts through processes such as recycling, upcycling, and biomass conversion. By



recovering and repurposing materials that would otherwise be discarded, businesses can create new revenue streams and minimize environmental impact.

### **Business Model Archetypes:**

- **Circular Supply Chains:** These models emphasize the redesign of supply chain networks to facilitate the circular flow of materials, components, and products. By optimizing logistics, reverse logistics, and material recovery processes, companies can reduce transportation costs, minimize waste, and enhance resource efficiency.
- **Sharing Platforms:** Sharing economy platforms enable the utilization of underutilized assets and resources through peer-to-peer sharing, collaborative consumption, and access-based models. By promoting resource sharing and access over ownership, these models contribute to resource conservation and waste reduction.

### **Sector-Specific Models:**

- **Textile Circularity:** Circular business models in the textile industry focus on strategies such as textile-to-textile recycling, extended producer responsibility, and product leasing to minimize textile waste and promote the reuse and recycling of fibers and materials.
- **Food Waste Valorization:** In the food industry, circular business models aim to reduce food waste, optimize supply chain efficiency, and valorize organic waste streams through processes such as composting, anaerobic digestion, and bioconversion into value-added products.

These typologies offer a framework for understanding the diverse manifestations of circular business models across different industries and contexts. By categorizing and classifying CBMs based on their underlying principles and strategies, stakeholders can identify relevant approaches and opportunities for implementation within their organizations, thereby contributing to the transition towards a more sustainable and circular economy.

### **Implementation Challenges:**

While circular business models (CBMs) hold great promise for advancing sustainability and resource efficiency, their successful implementation is not without challenges. Companies seeking to adopt circular practices may encounter a range of barriers and obstacles that impede progress and require strategic mitigation. Understanding these implementation challenges is crucial for developing effective strategies and overcoming barriers to circularity. Some of the key challenges include:

#### **Regulatory Constraints:**

- **Lack of Regulatory Frameworks:** In many jurisdictions, existing regulations and policies may not adequately support or incentivize circular practices. Companies may face legal barriers, permitting requirements, or conflicting regulations that hinder the adoption of circular business models.

- **Extended Producer Responsibility (EPR):** While EPR schemes aim to shift responsibility for end-of-life product management to manufacturers, challenges related to compliance, enforcement, and funding mechanisms can hinder the effective implementation of EPR and circular strategies.

### **Technological and Infrastructural Limitations:**

- **Infrastructure Gaps:** Insufficient infrastructure for waste collection, sorting, and recycling can pose significant challenges for companies seeking to implement circular business models. Inadequate facilities, outdated technologies, and limited access to recycling and recovery infrastructure can impede efforts to close material loops and promote resource recovery.
- **Technological Barriers:** Lack of access to or investment in advanced technologies for materials recovery, recycling, and remanufacturing can hinder the feasibility and scalability of circular business models. Companies may face challenges related to technology readiness, cost-effectiveness, and compatibility with existing systems.

### **Organizational and Cultural Factors:**

- **Resistance to Change:** Shifting from traditional linear business models to circular ones requires organizational buy-in and cultural change. Resistance to change, inertia, and vested interests within organizations may pose significant barriers to the adoption and implementation of circular practices.
- **Skills and Capacity Building:** Building internal capacity and expertise in circular design, resource management, and sustainable practices may be challenging for companies lacking the necessary skills, knowledge, and training programs. Investing in workforce development and talent acquisition can help address skills gaps and facilitate the transition to circularity.

### **Financial Considerations:**

- **High Initial Costs:** Implementing circular business models often requires significant upfront investments in technology, infrastructure, and process redesign. Companies may face challenges securing financing, obtaining favorable returns on investment, and balancing short-term costs with long-term sustainability benefits.
- **Economic Incentives:** Limited economic incentives and market mechanisms to internalize environmental costs and promote circularity may hinder the business case for adopting circular practices. Companies may struggle to capture the full value of circularity or compete with linear alternatives in the absence of supportive policy frameworks or market signals.

### **Supply Chain Complexity:**

- **Fragmented Supply Chains:** Complex and fragmented supply chains can pose challenges for implementing circular business models, particularly in industries with multiple stakeholders, diverse value chains, and globalized production networks. Coordinating actors, aligning incentives, and ensuring traceability and transparency across the supply chain can be challenging.
- **Reverse Logistics:** Establishing efficient reverse logistics systems for product take-back, refurbishment, and recycling requires overcoming logistical challenges, coordinating multiple stakeholders, and managing reverse flows of materials and products effectively.

Addressing these implementation challenges requires a holistic and multidisciplinary approach, involving collaboration among stakeholders from government, industry, academia, and civil society. By identifying and addressing barriers to circularity, companies can unlock the potential of circular business models to drive sustainable innovation, resource efficiency, and economic resilience in the transition towards a circular economy.

### **Benefits of Circular Business Models:**

Circular business models (CBMs) offer a wide array of benefits across environmental, economic, and social dimensions. By prioritizing resource efficiency, waste reduction, and value creation, CBMs contribute to sustainable development goals and promote a more resilient and regenerative economy. Some of the key benefits include:

#### **Environmental Benefits:**

- **Resource Conservation:** CBMs minimize resource extraction by promoting the reuse, recycling, and repurposing of materials, thus reducing pressure on finite resources and ecosystems.
- **Waste Reduction:** By closing material loops and minimizing waste generation, CBMs help mitigate environmental pollution, landfills, and marine litter, contributing to a cleaner and healthier environment.
- **Carbon Emissions Reduction:** Circular practices, such as energy-efficient production, materials recycling, and sustainable logistics, can help lower greenhouse gas emissions and mitigate climate change impacts.

#### **Economic Advantages:**

- **Cost Savings:** CBMs enable companies to optimize resource use, reduce material inputs, and lower production costs through strategies such as remanufacturing, refurbishment, and materials recovery.
- **Revenue Generation:** Circular business models create new revenue streams from secondary markets, product-as-a-service offerings, and value-added services, enhancing profitability and market competitiveness.

- **Brand Reputation:** Adopting circular practices can enhance brand reputation and customer loyalty by demonstrating a commitment to sustainability, innovation, and responsible business practices.

### **Social Implications:**

- **Job Creation:** Circular business models have the potential to create new employment opportunities across various sectors, including recycling, remanufacturing, repair, and sustainable logistics, thus contributing to inclusive economic growth.
- **Community Engagement:** CBMs foster collaboration and engagement with local communities, suppliers, and consumers, promoting transparency, trust, and shared value creation.
- **Equitable Resource Distribution:** By promoting resource efficiency and waste reduction, CBMs contribute to more equitable distribution of resources, reducing disparities in access to essential goods and services.

### **Long-Term Resilience:**

- **Resource Security:** CBMs enhance resilience to supply chain disruptions and resource scarcity by diversifying sources of materials, reducing dependence on virgin resources, and building circularity into production and consumption systems.
- **Business Continuity:** Circular business models promote closed-loop systems and circular supply chains, which are less vulnerable to external shocks, market fluctuations, and regulatory changes, thus ensuring long-term business continuity and stability.

### **Innovation and Collaboration:**

- **Stimulating Innovation:** CBMs drive innovation in product design, materials science, manufacturing processes, and business models, fostering creativity, entrepreneurship, and technological advancements.
- **Collaborative Networks:** Circular business models encourage collaboration among diverse stakeholders, including businesses, governments, NGOs, and research institutions, to co-create solutions, share knowledge, and address common challenges collectively.

Overall, the adoption of circular business models offers a pathway to achieving sustainable development objectives, balancing economic prosperity with environmental stewardship and social equity. By rethinking the way products are designed, produced, and consumed, companies can unlock new opportunities for value creation, resilience, and positive societal impact in the transition towards a circular economy.

## Case Studies:

Examining real-world examples of successful implementation of circular business models (CBMs) provides valuable insights into their practical application, challenges faced, and lessons learned. Below are some illustrative case studies showcasing diverse industries and approaches to circularity:

### Interface - Modular Carpet Design:

- **Company Background:** Interface, a global flooring manufacturer, embarked on a mission to become a fully sustainable enterprise. One of its key initiatives involved redesigning its carpet tiles to be modular and easily replaceable.
- **Circular Strategy:** Interface pioneered the concept of "closed-loop" carpeting, where worn-out carpet tiles are reclaimed, separated into component materials, and recycled into new products. This approach reduces waste, extends product lifespan, and minimizes environmental impact.
- **Results:** By embracing modular design and circular principles, Interface achieved significant reductions in material usage, waste generation, and carbon emissions. The company's commitment to sustainability also enhanced its brand reputation and market competitiveness.

### Philips - Lighting-as-a-Service (LaaS):

- **Company Background:** Philips Lighting transitioned from selling light bulbs to offering lighting solutions as a service. Under its LaaS model, customers pay for lighting functionality rather than owning the fixtures outright.
- **Circular Strategy:** Philips retains ownership of the lighting equipment, ensuring that products are designed for durability, energy efficiency, and ease of maintenance. At the end of the contract period, Philips takes back the equipment for refurbishment, remanufacturing, or recycling.
- **Results:** The LaaS model enables Philips to optimize resource use, reduce e-waste, and provide customers with cost-effective, energy-efficient lighting solutions. By decoupling product ownership from service delivery, Philips fosters a circular relationship with customers and promotes long-term sustainability.

### Patagonia - Worn Wear Program:

- **Company Background:** Patagonia, an outdoor apparel company, launched its Worn Wear program to promote product longevity, repairability, and reuse. The program encourages customers to repair, trade-in, or recycle their used clothing and gear.

- **Circular Strategy:** Patagonia offers repair services, repair guides, and DIY repair kits to extend the lifespan of its products. The company also operates a trade-in program where customers can exchange their old Patagonia gear for store credit.
- **Results:** The Worn Wear program reinforces Patagonia's commitment to sustainability, fostering a culture of reuse and responsible consumption among its customers. By promoting repair and reuse, Patagonia reduces waste, conserves resources, and strengthens brand loyalty.

### **Renault - Battery Recycling and Second Life Program:**

- **Company Background:** Renault, a leading automotive manufacturer, launched a battery recycling and second life program to address end-of-life issues associated with electric vehicle (EV) batteries.
- **Circular Strategy:** Renault collaborates with partners to collect, refurbish, and repurpose EV batteries for secondary applications, such as energy storage for stationary applications or powering off-grid systems. At the end of their useful life, batteries are recycled to recover valuable materials.
- **Results:** The battery recycling and second life program enables Renault to maximize the value of EV batteries, minimize waste, and reduce the environmental footprint of electric vehicles. By closing the loop on battery materials, Renault contributes to a more sustainable and circular automotive industry.

These case studies demonstrate the diverse approaches and benefits associated with circular business models across different industries. By showcasing successful examples of circularity in action, companies can inspire others to embrace sustainable practices, drive innovation, and accelerate the transition towards a circular economy.

### **Future Directions and Research Opportunities:**

As circular business models (CBMs) continue to gain traction as a strategic approach to sustainable development, several key areas warrant further investigation and exploration. Future research endeavors and emerging trends in the field of circularity offer opportunities to deepen our understanding, enhance implementation strategies, and unlock new avenues for innovation. Some of the future directions and research opportunities include:

#### **Circular Design and Innovation:**

- **Design for Circularity:** Future research could focus on advancing design methodologies and tools for integrating circular principles into product design and development processes. This includes exploring strategies for modular design, material selection, and end-of-life considerations to optimize product lifecycles and facilitate resource recovery.

- **Innovative Materials:** Research into sustainable and bio-based materials, as well as advances in materials science and engineering, can expand the toolkit for circular design and enable the development of more eco-friendly and durable products.

### **Digitalization and Circular Economy 4.0:**

- **Digital Technologies:** Investigating the role of digital technologies, such as blockchain, IoT, AI, and big data analytics, in enabling circularity and enhancing resource efficiency across value chains. Research could explore how digital platforms and smart systems can facilitate traceability, transparency, and collaboration among stakeholders.

- **Circular Business Models in Industry 4.0:** Examining the intersection of circular economy principles with Industry 4.0 technologies and practices, such as additive manufacturing, digital twins, and predictive maintenance, to create more agile, responsive, and resource-efficient production systems.

### **Business Model Innovation and Scalability:**

- **Scaling Circular Solutions:** Research could focus on strategies for overcoming barriers to scaling circular business models, including regulatory hurdles, market constraints, and technological limitations. This includes exploring business model innovation, ecosystem partnerships, and financing mechanisms to support the transition towards circularity.

- **Circular Supply Chains:** Investigating the role of supply chain management practices, circular procurement strategies, and collaborative networks in promoting circularity across global value chains. Research could explore how companies can optimize reverse logistics, close material loops, and enhance supply chain resilience in a circular economy.

### **Policy and Governance for Circular Transition:**

- **Regulatory Frameworks:** Examining the effectiveness of policy instruments, such as extended producer responsibility (EPR), eco-design standards, and tax incentives, in fostering circularity and incentivizing sustainable business practices. Research could evaluate the impact of regulatory frameworks on industry adoption of CBMs and identify best practices for policy design and implementation.

- **Multi-level Governance:** Exploring the role of multi-level governance structures, including local, national, and international initiatives, in promoting circular economy transitions. Research could investigate mechanisms for collaboration, knowledge sharing, and policy coherence among diverse stakeholders to facilitate systemic change.

### **Socio-economic and Environmental Impacts:**

- **Circularity Metrics:** Developing robust indicators and metrics to measure the socio-economic and environmental impacts of circular business models. Research could explore methodologies for assessing resource efficiency, circularity performance, and societal benefits across different sectors and regions.

- **Circularity and Inequality:** Investigating the potential implications of circular economy transitions for social equity, inclusion, and distributional effects. Research could examine how CBMs can address socio-economic disparities, create opportunities for marginalized communities, and contribute to more equitable and inclusive development pathways.

### **Consumer Behavior and Circular Consumption:**

- **Behavioral Insights:** Understanding consumer attitudes, perceptions, and behaviors towards circular products and services. Research could explore psychological factors, social norms, and communication strategies that influence consumer adoption of circular practices and preferences for sustainable products.
- **Circular Consumption Patterns:** Examining patterns of circular consumption, sharing economy behaviors, and peer-to-peer exchange platforms across different demographic groups and cultural contexts. Research could identify drivers and barriers to circular consumption and explore strategies for promoting sustainable lifestyles and consumption habits.

In summary, future research on circular business models should encompass multidisciplinary approaches, collaborative efforts, and a systems perspective to address complex sustainability challenges and unlock the full potential of circularity for economic prosperity, environmental stewardship, and social well-being. By advancing knowledge and innovation in these areas, scholars, practitioners, and policymakers can contribute to a more sustainable and resilient future for generations to come.

### **Conclusion:**

In conclusion, the adoption of circular business models (CBMs) represents a transformative pathway towards achieving sustainable development goals and fostering a more resilient, regenerative economy. Through a holistic examination of circularity principles, typologies, implementation challenges, and potential benefits, it is evident that CBMs hold tremendous promise for addressing pressing environmental, economic, and social challenges facing society today.

By prioritizing resource efficiency, waste reduction, and value creation, CBMs offer a strategic approach to decouple economic growth from resource consumption, mitigate environmental impact, and promote long-term sustainability. The transition towards circularity requires concerted efforts from businesses, governments, academia, and civil society to overcome barriers and unlock opportunities for innovation and collaboration. While significant progress has been made in advancing circularity initiatives, much work remains to be done. Future research and practical endeavors should focus on advancing circular design and innovation, leveraging digital technologies for circular economy 4.0, scaling circular solutions, strengthening policy and governance frameworks, and assessing socio-economic and environmental impacts. Additionally, understanding consumer behavior



and promoting circular consumption patterns are critical for fostering widespread adoption of circular practices and mainstreaming circularity in everyday life.

In this context, collaboration, knowledge sharing, and multi-stakeholder engagement are essential for accelerating the transition towards a circular economy. By embracing circular business models, companies can not only reduce their environmental footprint and enhance resource efficiency but also unlock new opportunities for value creation, innovation, and competitive advantage in a rapidly changing global landscape.

In closing, the journey towards circularity requires bold leadership, visionary thinking, and collective action to reimagine business models, transform supply chains, and build a more sustainable and inclusive future for all. As we navigate the complexities of the 21st century, embracing circularity as a guiding principle offers a pathway towards prosperity, resilience, and well-being for generations to come.

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## **A study of Sustainable Banking Practices: Green Finance Initiatives in India.**

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### **Abstract**

Globally, the idea of sustainable banking has acquired a lot of popularity as financial organizations realize how important it is to solve environmental issues while maintaining long-term economic stability. This study examines the state of sustainable banking practices, concentrating on green financing programs in India. This article investigates the incentives pushing Indian banks toward sustainable practices, the steps they have taken, and the difficulties they encounter when putting green finance methods into effect. This study intends to provide insights into the progress, prospects, and challenges in developing sustainable banking in India by a thorough assessment of the literature, case studies, and analysis of current trends.

**Keywords:** Sustainable banking, green finance, India, Environmental sustainability, financial institutions

### **Introduction**

Since financial organizations understand their role in addressing environmental issues while maintaining long-term economic stability, the notion of sustainable banking has gained substantial support worldwide. With an emphasis on green finance activities in India, this research paper examines the state of sustainable banking practices. This article investigates the incentives pushing Indian banks toward sustainable practices, the steps they have taken, and the difficulties they encounter when putting green finance methods into effect. This study intends to provide insights into the progress, prospects, and challenges in developing sustainable banking in India by a thorough assessment of the literature, case studies, and analysis of current trends.

The last ten years have seen an important rise in the globally conversation on sustainability, due to rising consciousness of social discrimination, resource depletion, and climate change. Sustainable banking is becoming a mainstream need as financial institutions become more aware of their role as important players in tackling these issues. The integration of environmental, social, and governance (ESG) factors into banking operations has become

essential in this paradigm shift for risk reduction, reputation improvement, and taking grasp of growth and innovation possibilities.

India is going through a similar shift to sustainable banking practices, with its large and varied banking landscape made up of cooperative, private, and public sector banks. Indian banks are adopting green finance efforts as essential parts of their business strategy due to a combination of factors such as market demands, legal obligations, financial prudence, and environmental imperatives. From the creation of green banking services and products to the funding of sustainable infrastructure and renewable energy projects, these initiatives include a wide range of activities.

With a focus on green finance activities in India, this research paper aims to explore the topic of sustainable banking practices in further detail. Through an analysis of the incentives pushing Indian banks toward sustainability, the projects they have worked on, the difficulties they face, and the chances they hope to seize, this research attempts to offer insightful information about how sustainable finance is developing in the Indian banking industry.

## **Objectives**

1. To understand the concept of Sustainable Banking.
2. To identify the various green initiatives taken by Indian Banks.
3. To explore the role of regulatory frameworks and policy interventions in promoting sustainable banking practices in India.
4. To study the case studies of leading Indian banks to understand their experiences, best practices, and lessons learned in implementing green finance initiatives.

## **Research Methodology**

The research is descriptive in nature, drawing on secondary data acquired from numerous publications, journals, websites, books, government websites etc.

## **Literature Review**

(Ullah, 2020) “This research looks at green banking practices, projects, and future possibilities in Bangladesh and India to see how green finance may support the Sustainable Development Goals (SDGs), especially SDG 13's climate action and SDG 7's affordable and clean energy. The research does a comparative analysis between the green banking practices and initiatives of the State Bank of India (SBI) and the Bangladesh Bank (BB) using secondary data. Green finance is essential for promoting responsible banking and investment practices, channeling resources toward environmentally friendly projects, and tackling environmental issues and climate change mitigation.”

Ranjan, Abhishek & Ghosh, Saurabh & Nath, Siddharth. (2021). “The author examined the scope and challenges of green finance in India. Public policy is beginning to prioritize green financing. This article provides an overview of the global and Indian advancements in

green financing. The degree of public awareness (Google Trends) and the funding possibilities (bank credit and bond issuances) for green initiatives are evaluated using a range of data sources. According to our research, although financing options and public awareness have improved in India, a reduction in asymmetric information through improved information management systems and improved stakeholder coordination may be necessary to create the conditions for longer-term, more sustainable and environmentally friendly economic growth.”

Jha, Babita & Bakhshi, Priti. (2019). “According to the author, green finance generates environmental benefits and is essential to attaining equitable, resilient, and cleaner economic growth. It facilitates the flow of funds toward sustainable development initiatives from the governmental, corporate, and nonprofit sectors. UN Environment has been striving to coordinate national financial systems in order to direct money flows toward achieving the 2030 Sustainable Development Goals, realizing the importance of green finance. In order to foster sustainable economic growth, India must also adopt a national green finance plan. By 2040, financing for green infrastructure would need to reach over \$4.5 trillion. The involvement of banks and other entities from the public and private sectors will be essential to green financing.”

Sangiseti, Manoj & Venkata, Ms. (2022). “The author claims that the country's ecological imbalances are the result of more extreme circumstances brought about by the new global economy. The necessity for a more sustainable ecological balance has been acknowledged by the evolving society as a means of ensuring a better environment for future generations. The goal of green banking is to reduce carbon footprints in its operations by promoting digital transactions and using environmentally friendly methods in the provision of banking services. Therefore, the banks' adoption of green banking practices to support the green economy is primarily driven by the growing concern over the environment.”

## **Data Analysis and Interpretation**

### **1. Concept of Sustainable Banking –**

Sustainable banking, also known as Green banking or Ethical banking, it refers to the combination of Environmental, Social and Governance (ESG) criteria in banking operations, decision-making processes, and products/services.

The main aim of sustainable banking is to promote economic development by responding to environmental and social challenges that promote long-term financial stability and social well-being.

Here is a breakdown of the main components and concepts associated with sustainable banking:

**Environmental Sustainability:** Sustainable banking recognizes the link between banking and environmental impact. This includes promoting practices that minimize the negative

environmental footprint, such as reducing greenhouse gas emissions, conserving natural resources, and supporting renewable energy projects. Banks can implement green financial initiatives, such as lending to environmentally friendly companies, investing in sustainable infrastructure projects or issuing green bonds to finance environmental projects.

**Social responsibility:** In addition to environmental aspects, sustainable banking emphasizes social responsibility. For this, it is necessary to promote social inclusion, diversity and equality in banking and lending activities. Banks can prioritize projects that have a positive social impact, such as affordable housing, education, health and microfinance for underserved communities. In addition, they can implement fair labor practices, support human rights and participate in charitable activities to promote social welfare.

**Governance practices:** Sustainable banking also emphasizes strong governance practices that promote transparency, accountability and ethical behavior. This entails ensuring compliance with relevant regulations, disclosing ESG performance indicators and fostering a culture of honesty and responsible decision-making within the organization. Banks can form sustainability committees or appoint responsible persons to oversee ESG-related initiatives and strategies.

## **2. Green Initiatives taken by Indian Banks-**

**Green Loans:** Several banks in India offer green loans or eco-friendly financing options to support renewable energy projects, energy-efficient technologies, and environmentally sustainable businesses. These loans typically have favorable terms and conditions, such as lower interest rates or longer repayment periods, to incentivize investment in green projects.

**Green Bonds:** Indian banks have been active in issuing green bonds to raise funds for financing environmentally sustainable projects. Green bonds are debt instruments where the proceeds are earmarked for projects with positive environmental impacts, such as renewable energy generation, energy efficiency improvements, sustainable transportation, or green buildings.

**Renewable Energy Financing:** Many Indian banks provide financing for renewable energy projects, including solar, wind, hydro, and biomass projects. They offer project finance, term loans, and working capital loans to developers and investors involved in renewable energy generation, thereby supporting India's transition to a low-carbon economy and reducing reliance on fossil fuels.

**Energy Efficiency Financing:** Banks in India offer financing for energy-efficient technologies and initiatives aimed at reducing energy consumption and greenhouse gas emissions. This includes financing for energy-efficient appliances, green buildings, energy management systems, and energy efficiency retrofits in industries, commercial buildings, and residential properties.

**Sustainable Infrastructure Financing:** Indian banks participate in financing sustainable infrastructure projects, such as public transportation systems, waste management facilities, water conservation projects, and green urban infrastructure.

**Green Banking Products and Services:** Some Indian banks offer green banking products and services designed to encourage sustainable banking practices among customers. These may include paperless banking options, electronic statements, eco-friendly debit and credit cards, and rewards programs for environmentally responsible behaviour.

## **Regulatory Framework and policy interventions in promoting sustainable banking practices in India-**

**Mandatory ESG Reporting:** Regulatory authorities in India, such as the Securities and Exchange Board of India (SEBI) and the Reserve Bank of India (RBI), require listed companies and financial institutions to disclose ESG-related information in their annual reports and filings. This mandate encourages banks to assess and report on their ESG performance, fostering transparency and accountability in sustainable banking practices.

**Guidelines on Green Finance:** The RBI and other regulatory bodies issue guidelines and frameworks to promote green finance initiatives in India. These guidelines provide clarity on green lending, green bond issuance, renewable energy financing, and other sustainable banking activities. By outlining eligibility criteria, disclosure requirements, and risk management standards, regulators facilitate the adoption of green finance practices by banks.

**Incentives and Subsidies:** Government agencies and regulatory bodies offer incentives, subsidies, and tax benefits to banks and financial institutions that invest in sustainable development projects or adopt green finance initiatives. These incentives may include preferential interest rates, concessional loans, tax exemptions, or grants for renewable energy projects, energy efficiency measures, or environmental conservation initiatives.

**Prudential Norms for Environmental Risks:** Regulatory authorities incorporate environmental risk assessment into prudential norms and risk management frameworks for banks. Banks are required to assess and mitigate environmental risks associated with their lending and investment activities, ensuring that they consider environmental factors in credit risk assessment and portfolio management processes.

**Corporate Governance Guidelines:** Regulatory bodies issue corporate governance guidelines that emphasize the importance of ESG factors in board oversight, risk management, and strategic decision-making. Banks are encouraged to establish dedicated sustainability committees, appoint sustainability officers, and integrate ESG considerations into corporate governance practices to promote sustainable banking practices.

## **A case of State Bank of India (SBI) based on Green Financing- Overview:**

The State Bank of India (SBI) is the largest commercial bank in India and a pioneer in promoting sustainable banking practices and green finance initiatives. With a vast network of branches and a significant market presence, SBI has recognized the importance of integrating

environmental considerations into its lending and investment activities to support India's transition to a low-carbon economy and promote sustainable development.

### **Experiences:**

**Green Bonds Issuance:** SBI has been actively involved in issuing green bonds to raise funds for financing renewable energy projects and sustainable infrastructure. The bank has successfully issued multiple green bonds in domestic and international markets, demonstrating its commitment to mobilizing capital for environmentally sustainable initiatives.

**Renewable Energy Financing:** SBI has played a key role in financing renewable energy projects across India, including solar, wind, hydro, and biomass projects. The bank offers project finance, term loans, and working capital loans to developers and investors involved in renewable energy generation, contributing to India's renewable energy targets, and reducing carbon emissions.

**Sustainable Infrastructure Investment:** SBI has made significant investments in sustainable infrastructure projects, such as green buildings, energy-efficient transportation systems, and waste management facilities. By financing sustainable infrastructure development, SBI supports the government's efforts to build resilient and environmentally friendly urban infrastructure.

### **Best Practices:**

**Strategic Partnerships:** SBI has forged strategic partnerships with government agencies, international financial institutions, and private sector stakeholders to leverage expertise, resources, and networks for promoting green finance initiatives. These partnerships enable SBI to access funding, share best practices, and collaborate on innovative sustainable development projects.

**ESG Integration:** SBI has integrated environmental, social, and governance (ESG) considerations into its risk management processes, lending practices, and investment decisions. The bank conducts environmental risk assessments and due diligence to identify and mitigate risks associated with its financing activities, ensuring responsible banking practices.

**Stakeholder Engagement:** SBI engages with various stakeholders, including customers, investors, regulators, and civil society organizations, to raise awareness about green finance initiatives and solicit feedback on its sustainability efforts.

### **Lessons Learned:**

**Regulatory Compliance:** SBI has learned the importance of staying abreast of regulatory requirements and compliance standards related to green finance. The bank ensures compliance with relevant regulations, guidelines, and reporting obligations to avoid regulatory risks and maintain its reputation as a responsible financial institution.



Innovation and Adaptation: SBI recognizes the need for continuous innovation and adaptation to meet evolving market trends, technological advancements, and sustainability challenges. The bank continuously explores new green finance products, services, and business models to address emerging environmental priorities and capture market opportunities.

## **Findings and Conclusion**

Sustainable banking represents a holistic approach to banking that goes beyond financial performance metrics to consider broader environmental, social, and governance considerations. By integrating sustainability principles into their core business strategies and operations, banks can contribute to the transition towards a more resilient, inclusive, and environmentally sustainable economy.

The green initiatives demonstrate Indian banks' commitment to addressing environmental challenges, promoting sustainable development, and aligning their business operations with broader sustainability goals.

The regulatory frameworks and policy interventions create an enabling environment for promoting sustainable banking practices in India by establishing standards, providing incentives, and fostering collaboration among stakeholders. By aligning regulatory requirements with sustainability objectives, regulators encourage banks to adopt responsible banking practices that contribute to environmental protection, social welfare, and long-term financial stability. The case study of the State Bank of India (SBI) highlights its experiences, best practices, and lessons learned in implementing green finance initiatives. By leveraging strategic partnerships, integrating ESG considerations, and engaging stakeholders, SBI demonstrates its commitment to promoting sustainable banking practices and contributing to India's environmental and social objectives.

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## **Unlocking Trust: Investigating the Impact of Perceived Mental Benefit and Hedonic Motivation on Consumer Trust in E-commerce Apps**

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### **Abstract**

This study delves into the effects of perceived mental benefit and hedonic motivation on consumer trust in e-commerce applications. Utilizing a quantitative research approach, data were collected from 107 respondents using a structured questionnaire. Results reveal significant positive correlations between perceived mental benefit, hedonic motivation, and consumer trust. Perceived Purchasing Enjoyment and Perceived Self-efficacy emerged as significant predictors of online trust. Findings underscore the importance of enhancing consumer enjoyment and self-efficacy to foster trust in e-commerce platforms. These insights provide valuable guidance for e-commerce companies seeking to build stronger trust relationships with their customers and enhance their competitiveness in the digital marketplace.

**Keywords :** Perceived mental benefit, purchase enjoyment, social engagement, discreet shopping, self-efficacy, hedonic motivation, online trust

### **Introduction**

The emergence of e-commerce has revolutionized the way consumers shop, presenting new opportunities and challenges for businesses operating in the digital realm. The building of confidence among consumers is critical to the success of e-commerce platforms, since it influences purchase decisions and fosters long-term connections between customers and brands. In light of its significance, this research investigates the correlation between perceived mental benefit, hedonic motivation, and consumer trust in e-commerce apps. To guide this investigation, the following research objectives are posed:

1. To investigate the link between observed mental benefit and customer trust in e-commerce apps.
2. To investigate the association between hedonic motivation and consumer trust in apps for e-commerce.

3. To determine the combined effect of perceived mental benefit and hedonic motivation on consumer trust in applications for e-commerce.
4. To provide insights and recommendations for e-commerce companies to enhance consumer trust through understanding the roles of perceived mental benefit and hedonic motivation.

## **Hypothesis**

H1: Perceived mental benefit positively influences consumers' trust in e-commerce apps.

H2: Hedonic motivation positively influences consumers' trust in e-commerce apps.

## **Review of Literature**

Sheth (1981) highlights that people shop for various reasons, often driven by functional needs related to the product, timing, or convenience. Likewise, in the realm of online shopping, consumers pursue perceived functional advantages, including the convenience of accessing information and navigating purchasing options (Bhatnagar & Ghose, 2004). Additionally, shopping behaviors are demonstrated to be perceived as practical, valuable, advantageous, and sensible (Batra & Ahtola, 1991), shopping should be intentional and conducted with efficiency (Babin et al., 1994).

However, beyond these functional needs, individuals also have non-functional needs associated with fulfilling emotional or mental desires when shopping. Childers et al. (2001) discovered that online shopping offers consumers an immersive experience, convenience, and substitutability, leading to a sense of enjoyment and fulfillment.

## **Perceived Mental Benefit**

Forsythe et al. (2006) researched the perception of enjoyment in online shopping, defining it as the sense of amusement and exhilaration derived from exploring novel experiences. Beatty & Ferrell (1998) found that consumers derive enjoyment from shopping when they perceive it as a liberating and enjoyable process, characterized by fun and pleasure. Perceived enjoyment is an individual's idea that employing a new system or technology would provide them pleasure. Furthermore, if someone believes that the benefits of utilizing the internet for online shopping exceed the work involved, they are more inclined to use it (Cheema et al., 2013). Perceived purchasing enjoyment is important in the study of consumer behavior when shopping online because it influences customer attitudes and actions in e-commerce (Koufaris, 2002).

Chen et al. (2017) discovered that individual's social engagement with consumer forums and communities, such as reading comments and reviews in a shopping app, has a substantial influence on their emotional responses and behaviors. Butler et al. (2007) investigated the contribution of receiving feedback from others in the shopping process, highlighting its perceived benefit among online customers. Riaz et al. (2021) confirmed that both emotional and informational support have a major role in determining the intentions of consumers when making purchases.

Gupta et al. (2013) describe discreet shopping as a practice where consumers make purchases privately, without others being aware of what they are buying. They emphasize that privacy and discrete buying are important benefits of shopping on the internet for customers, giving them a sense of privacy and confidentiality in their purchasing activities. Chen et al. (2017) emphasize that discreet online shopping provides various benefits, including convenience for those with busy schedules and efficient solutions for those looking to buy sensitive items without visiting physical locations.

Perceived self-efficacy, as initially stated by Bandura (1982), is a person's confidence in their capacity to do a specific task. In the framework of online shopping, Chau and Hu (2001) suggest that individuals need to feel capable of effectively managing and controlling technology while making purchases online. This sense of self-efficacy motivates consumers to act more efficiently and take additional steps, even if they may appear risky, according to Hernandez et al. (2009). In essence, perceived self-efficacy in e-commerce involves individuals feeling confident in their ability to navigate technology and complete transactions successfully, empowering them to engage in online shopping with assurance and effectiveness.

### **Hedonic Shopping Motivation**

Hedonic shopping motivations are defined by behaviors that evoke feelings of pleasure, comfort, happiness, and relaxation while shopping (Batra & Ahtola, 1991). Babin et al. (1994) note that consumers frequently engage in shopping not only to fulfill tasks but also to appreciate the overall experience. This indicates that the enjoyment derived from the shopping process itself holds significance for consumers. Overby and Lee (2006) further elaborate on this by stating that the dimensions of hedonic value have been extensively studied in the context of in-store shopping and are increasingly acknowledged as crucial factors in online shopping experiences as well.

### **Online Trust**

Consumer trust is a topic of considerable interest, examined from various perspectives encompassing technology, culture, conduct, and the field of psychology. Pavlou (2003) defines trust as a person's confidence that the other party in a social exchange will operate correctly. Nguyen and Khoa (2019) define trust as the willingness to tolerate risks and rely on the other person's conduct. In the context of online commerce, trust refers to consumers' subjective conviction that an online vendor will fulfill their responsibilities in exchanges, as articulated by Kim et al. (2008).

Trust in the internet platform is essential since it fosters faith in buyers and promotes effective partnerships between vendors and buyers in the virtual marketplace. Essentially, trust is a foundation of internet business, allowing transactions and cultivating mutually beneficial connections among stakeholders. Understanding and building trust is critical for organizations to succeed in the age of the internet and create confidence with their customers.

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## Methodology

This study used quantitative methods to investigate the link between perceived mental benefit, hedonic motivation, and customer trust in applications for e-commerce. The questionnaire, based on prior research by Nguyen & Khoa (2019), included six constructs: perceived mental benefit and hedonic motivation as predictor variables, and online trust as the outcome variable. Four factors under perceived mental benefit were assessed: Purchasing Enjoyment, Social Engagement, Discreet Shopping, and Self-efficacy. Hedonic Motivation was evaluated through feelings of joy, happiness, enjoyment, and relief from worries related to online shopping. Online Trust was measured by perceptions of app truthfulness, commitment, promise-keeping, and dependability. The questionnaire, with a significant Cronbach's alpha score of .945, showing great consistency within, was sent to 107 respondents by easy sampling to ensure various participant insights. Data analysis involved correlation and regression analyses using IBM SPSS.

## Data Analysis

### Hypothesis Testing

#### **H1: Perceived mental benefit positively influences consumers' trust in e-commerce apps.**

The correlation analysis revealed significant positive correlations between the predictor variable, perceived mental benefit, and the outcome variable, online trust. The correlation coefficient ( $r$ ) between Perceived Purchasing Enjoyment (PPE) and Online Trust (OT) was found to be 0.596 ( $p < 0.001$ ), indicating a moderately strong positive relationship. Similarly, Perceived Social Engagement (PSE) exhibited a positive correlation with Online Trust ( $r = 0.548$ ,  $p < 0.001$ ), as did Perceived Discrete Shopping (PDS) ( $r = 0.539$ ,  $p < 0.001$ ) and Perceived Self-Efficacy (PS) ( $r = 0.674$ ,  $p < 0.001$ ), both indicating moderately strong positive relationships.

Furthermore, the findings of the regression study revealed that the independent variable, Perceived Purchasing Enjoyment (PPE), significantly predicted Online Trust (OT) ( $p = 0.045$ ). However, the  $p$ -values for the regression analyses between Perceived Social Engagement (PSE) and Online Trust (OT) ( $p = 0.616$ ), Perceived Discrete Shopping (PDS) and Online Trust (OT) ( $p = 0.339$ ), were not statistically significant. In contrast, Perceived Self-Efficacy (PS) exhibited a statistically significant predictive relationship with Online Trust (OT) ( $p = 0.001$ ). Overall, these findings suggest that Perceived Purchasing Enjoyment (PPE) and Perceived Self-Efficacy (PS) are important predictors of Online Trust (OT), while Perceived Social Engagement (PSE) and Perceived Discrete Shopping (PDS) may have less predictive power in explaining variations in Online Trust (OT). Thus, it is reasonable to accept H1: Perceived mental benefit positively influences consumers' trust in e-commerce apps. These findings suggest that perceptions of enjoyment, social engagement, discretion, and self-efficacy in the online shopping process are associated with higher levels of trust in e-commerce platforms.

## H2: Hedonic motivation positively influences consumers' trust in e-commerce apps.

Based on the strong positive correlation ( $r = 0.659$ ,  $p < 0.001$ ) between the predictor variable hedonic motivation (HM) and buyer's trust in e-commerce apps (OT), as well as the statistically significant regression coefficient ( $p = 0.044$ ) for the relationship between HM and OT, it is reasonable to accept H2: Hedonic motivation positively influences consumers' trust in e-commerce apps. These findings suggest that the hedonic aspects of online shopping, such as pleasure, comfort, and enjoyment, contribute to higher levels of trust among consumers in e-commerce platforms.

**Table 3 Correlation Matrix**  
Correlations

	PPE	PSE	PDS	PS	HM	OT
PPE	1					
PSE	.639**	1				
PDS	.455**	.537**	1			
PS	.578**	.688**	.633**	1		
HM	.712**	.697**	.629**	.686**	1	
OT	.596**	.548**	.539**	.674**	.659**	1

**Table 4 Regression Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.741 <sup>a</sup>	0.549	0.527	0.60455

### ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.989	5	8.998	24.619	.000 <sup>b</sup>
	Residual	36.913	101	0.365		
	Total	81.902	106			

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.652	0.240		2.713	0.008
	PPE	0.166	0.082	0.203	2.034	0.045
	PSE	-0.047	0.094	-0.053	-0.504	0.616
	PDS	0.082	0.085	0.089	0.961	0.339
	PS	0.334	0.095	0.372	3.506	0.001
	HM	0.234	0.115	0.241	2.039	0.044

**Findings and Discussion**

The research findings revealed significant correlations between the constructs Perceived Purchasing Enjoyment (PPE), Perceived Social Engagement (PSE), Perceived Discreet Shopping (PDS), and Perceived Self-efficacy (PS) with Online Trust (OT). Perceived Purchasing Enjoyment, encompassing dimensions of happiness, stress relief, satisfaction, and excitement, demonstrated a positive correlation with Online Trust. Similarly, Perceived Social Engagement, which focused on making connections, sharing information, fostering friendships, and seeking others' opinions, also exhibited a significant relationship with Online Trust. Perceived Discreet Shopping, involving concerns about privacy, seeking information, shopping privately, and hesitancy when purchasing sensitive products, demonstrated a noteworthy correlation with Online Trust. Additionally, Perceived Self-efficacy, related to the ability to manage online shopping, engagement opportunities, and involvement in product creation, showed a significant correlation with Online Trust. Further analysis indicated that Perceived Purchasing Enjoyment (PPE) and Perceived Self-efficacy (PS) had the most significant impact on Online Trust (OT). This suggests that individuals who perceive greater enjoyment in the shopping process and possess higher levels of self-efficacy in managing online transactions are more likely to trust e-commerce platforms.

Additionally, Hedonic Motivation (HM), assessed through feelings of joy, happiness, enjoyment, and relief from worries related with shopping online, also demonstrated a significant impact on Online Trust (OT). This finding underscores the importance of hedonic aspects in shaping consumers' trust in e-commerce applications, highlighting the importance of positive emotions and enjoyment in fostering trust relationships between consumers and online platforms. The results presented enable an improved comprehension of the factors influencing consumer trust in e-commerce apps, emphasizing the significance of perceived enjoyment, self-efficacy, and hedonic motivation in shaping trust perceptions. Businesses operating in the e-commerce domain can leverage these insights to enhance user experience and build stronger trust relationships with their customers, ultimately driving success in the digital marketplace.

## Implications of the Study

The main findings of this article have several impacts for e-commerce businesses. Firstly, emphasizing aspects of perceived mental benefit, such as enjoyment and self-efficacy, can enhance consumer trust in e-commerce platforms. Therefore, businesses should prioritize strategies that enhance the shopping experience and empower consumers in managing online transactions. Additionally, acknowledging the significance of hedonic motivation in shaping trust perceptions highlights the importance of creating enjoyable and emotionally rewarding shopping environments. By understanding and leveraging these factors, e-commerce companies can build stronger trust relationships with their customers, leading to increased loyalty, satisfaction, and ultimately, business success in the competitive digital marketplace.

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## "Cultivating Customer Loyalty in Quick Service Restaurants: An Integrated Analysis of CRM Practices and Satisfaction"

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### **ABSTRACT:**

The present study explores the complex interrelationships among customer happiness, loyalty, and customer relationship management (CRM) techniques in Quick Service Restaurants (QSRs). Employing a quantitative approach, we conducted a cross-sectional survey with a stratified random sampling technique, reaching a final sample of 277 respondents across diverse regions in Pune city. Focused on three pivotal CRM factors—technology infrastructure, service quality, and food quality—the study explored their combined impact on customer satisfaction, subsequently influencing customer loyalty. Results, confirmed through path analysis and hypothesis testing, underscore the substantial influence of these CRM factors on customer satisfaction, ultimately contributing to positive customer loyalty. These insights provide practical implications for managers aiming to enhance customer experiences, elevate satisfaction levels, and foster enduring loyalty within the fiercely competitive market of QSRs.

**Keywords :** Quick Service Restaurants, Customer satisfaction, Customer Loyalty and CRM

### **INTRODUCTION:**

In the fast-paced realm of Quick Service Restaurants (QSRs), where convenience meets culinary delight, the landscape is evolving rapidly to meet the dynamic preferences of today's discerning consumers. The global QSR market size is projected to reach USD 22610 million by 2028, from USD 14190 million in 2022, at a CAGR of 6.8% during forecast period (Business Research Insights, 2024). This surge underscores the enduring popularity of QSRs, emphasizing their integral role in the modern dining experience.

In the vibrant landscape of the Indian QSR industry, global giants like McDonald's, Pizza Hut, Subway, and KFC have secured their place as key players. The growth of this sector in India has been propelled by a continuous influx of new franchises and the

establishment of restaurants across the nation. In India QSR market size is estimated at 25.46 billion USD in 2024, and is expected to reach 38.71 billion USD by 2029 (Mordorintelligence report, 2024), underscoring its prominence in the rapidly expanding market. As these global fast-food chains continue to flourish, understanding and optimizing customer relationships through effective customer relationship management (CRM) becomes imperative for sustained success.

According to a study by Oracle, 64 percent of consumers prefer not to wait more than 5 minutes when ordering at a counter, and 71 percent find it upsetting to wait for over 10 minutes when dining in-house. This demand for quick service has led restaurants to prioritize convenience, with a focus on drive-throughs, takeaways, fast food, and deliveries over laid-back dining-in. This shift is driven by the universal desire for faster options and food available on individual terms, making it convenient for restaurants to either initiate or transition into QSRs with readily available ingredients.

Consumer preferences within the QSR sector are not only driven by the need for speed and convenience but also increasingly influenced by factors such as technology integration, service quality, and the overall dining experience (Rajput & Gahfoor, 2020). In the Quick Service Restaurant (QSR) industry, the simultaneity of service production and consumption makes the service encounter a crucial aspect of service management (Gummeson, 2014). Beyond maintaining consistent taste globally, perceived quality hinges on uniform service delivery, irrespective of geographic location. Ensuring adherence to established service quality standards during the service encounter is essential for attracting and retaining consumers (Mendocilla et al., 2021). Recent consumer behaviour studies reveal a significant shift in the factors influencing QSR choices, extending beyond the immediate appeal of the menu to encompass broader considerations.

Customer satisfaction, a pivotal driver of repeat business, loyalty and positive word-of-mouth, is increasingly becoming intertwined with the effectiveness of CRM practices within QSR establishments (Villanueva et al., 2023). A study by Belanche et al., (2020) found that efficient technology integration, particularly user-friendly mobile apps and online ordering platforms, significantly influenced customer satisfaction levels. Furthermore, a crucial factor in determining customer happiness has been highlighted time and time again as the quality of service provided in QSRs.

Recognizing the symbiotic relationship between CRM, customer satisfaction, and loyalty, this research aims to delve deeper into the intricacies of technology infrastructure, service quality, and food quality within QSRs. By exploring how these CRM factors collectively influence customer perceptions and behaviors, the study endeavors to contribute actionable insights for QSR managers seeking to navigate the evolving landscape of consumer preferences and establish enduring relationships with their patrons.

### **Research objectives:**

1. To evaluate how customer satisfaction in QSRs is affected by integrated CRM practices.

2. To investigate the relationship between consumer satisfaction and customer loyalty in the QSR sector.

## LITERATURE REVIEW :

Customer relationship management is a strategic approach that aims to increase customer satisfaction and loyalty by developing and sustaining pleasant connections with customer

In the context of QSRs, CRM involves the integration of technology, service quality, and food quality to optimize the overall customer experience (Rajput & Gahfor, 2020).

**Technology** has become an integral part of CRM strategies in the QSR sector. The implementation of advanced technology infrastructure, such as mobile apps, self-service kiosks, and online ordering systems, has been associated with enhanced customer experiences (Ahn, 2019). Research by Smith and Jones (2020) indicates that an efficient technology infrastructure positively influences customer satisfaction by streamlining the ordering process and reducing waiting times.

In QSRs, service quality plays a crucial role in determining customer happiness and loyalty. Studies by Gupta et al. (2018) highlight that superior service quality positively influences customer perceptions and contributes to increased satisfaction and loyalty in the QSR industry. The service sector offers consumers high-quality services in an effort to gain a long-term competitive edge.

The multifaceted nature of service quality encompasses various elements such as price, friendliness, cleanliness, care, diversity, speed of service, and consistency of food according to the menu (Jalilvand et al., 2017). This comprehensive understanding of service quality underscores its role as a comprehensive and intricate component in the customer's overall dining experience, influencing their perceptions and, consequently, their satisfaction and loyalty within the QSR industry.

In the QSR industry, food quality is pivotal for customer satisfaction and loyalty (Wu & Chen, 2021; Johnson & Smith, 2017). High-quality food not only ensures immediate satisfaction but also fosters long-term loyalty (Ozdemir & Caliskan, 2015). Menu diversity is a critical aspect of food quality, with taste, presentation, and freshness playing key roles in customer satisfaction (Carins et al., 2020). Research by Chen et al. (2019) highlights that an integrated CRM approach, incorporating technology, service, and food quality, significantly boosts customer satisfaction. Customers value seamless technological interactions, outstanding service, and consistently high-quality food in their dining experiences.

According to Kotler and Armstrong (2018), customer satisfaction measures how well products and services meet or exceed customers' expectations. Any successful and lucrative business depends heavily on its ability to satisfy its customers.

Customer satisfaction is the positive result of comparing expected service expectations, and performance received (To et al., 2020). Customer satisfaction is an after-purchase assessment where the chosen options at least meet customers' expectations and where the result is dissatisfaction when the expectations are not met (Giao, 2020). Customer loyalty is a critical outcome of effective CRM practices. According to Kim and Lee (2020), happy consumers are more likely to display loyalty behaviours like returning business and spreading good word of mouth. A well-implemented CRM strategy that takes care of food quality, technology, and service may create a deep emotional bond with the brand and encourage recurring business from loyal customers.

Villanueva et al., (2023) discovered that customer satisfaction significantly impacts customer loyalty, implying that satisfied customers are more likely to recommend and repurchase restaurant services.

As per Kotler and Armstrong (2018), the assessment of customer satisfaction revolves around how well products and services align with or surpass customer expectations, a crucial aspect for the success and profitability of any business. This positive outcome results from comparing anticipated service expectations with the actual performance received (To et al., 2020). Customer satisfaction, as evaluated post-purchase, signifies that chosen options meet or exceed customer expectations, while dissatisfaction arises when these expectations are unmet (Giao, 2020). Customer loyalty, a pivotal consequence of effective CRM practices, is highlighted by Kim and Lee (2020) who argue that satisfied customers are more likely to engage in loyal behaviors such as repeated visits and positive word-of-mouth. A well-executed CRM strategy encompassing technology, service, and food quality can establish a robust emotional bond with the brand, fostering sustained customer loyalty. In line with the findings of Villanueva et al. (2023), it is evident that customer satisfaction significantly influences customer loyalty, indicating that delighted customers are more inclined to recommend and repurchase restaurant services. Based on above discussion the study proposed following hypotheses:

### **Research Hypotheses:**

H1: Customer satisfaction is significantly and positively impacted by QSRs' technological infrastructure.

H2: In QSRs, customer satisfaction is significantly and positively impacted by service quality.

H3: Customer satisfaction in QSR is significantly and positively impacted by food quality.

H4: In the context of QSRs, consumer satisfaction has a significant effect on customer loyalty.

## RESEARCH METHODOLOGY

The impact of CRM strategies on customer satisfaction and loyalty in quick service restaurants is investigated in this study using a quantitative research methodology. In order to ensure a representative and diverse sample, the study design uses a cross-sectional survey and stratified random sampling.

The target population consists of QSR customers across various geographic regions in Pune city. Stratification is based on these regions to account for potential variations in customer experiences. Strata will include customers from urban and suburban areas, encompassing different cultural and demographic backgrounds. A self-administered online survey will be distributed to the selected sample. The survey instrument includes established scales to measure perceptions of technology infrastructure, service quality, food quality, customer satisfaction, and loyalty adapted from the previous studies (Saleem & Raja, 2014; Freitas et al., 2020; Rajput & Gahfoor, 2020). Five points were given for Strongly Agreeing with each item, and one point was deducted for Strongly Disagreeing, in order to rate the different indicators in the questionnaire. Using thirty non-respondents, the researchers examined the reliability of the test in a pilot study. The test produced a Cronbach's alpha rating of 0.918.

Using Cronbach's alpha, the value must equal or exceed 0.7 to magnify good reliability (Fornell & Larcker, 1981). Finally, 277 Customers were selected for data analysis and hypothesis were tested using SPSS and Amos version 26. The study first performed exploratory factor analysis to identify constructs for CRM practices from consumer perspective, followed by reliability and validity of research constructs. Finally, structure model was developed to test proposed hypotheses.

**RESULTS AND DISCUSSION;****Table 1: Demographic Information (N=277)**

Measures	Items	Frequency	Percentage
Sex	Female	117	43.33
	Male	160	59.26
Age	Below 24 years	54	20.00
	25-34 years	178	65.93
	35-44 years	33	12.22
	45-54 years	12	4.44
Education qualification	High school	20	7.41
	Bachelor's degree	152	56.30
	Master's degree	91	33.70
	Professional degree	14	5.19
Frequency of visiting restaurants	This is my first time	42	15.3
	Two to five times	132	47.5
	More than six time	103	37.2

(Source: Primary survey)

CRM practices in QSRs impacting customer satisfaction and loyalty were identified using **exploratory factor analysis (EFA)**. Before the study started, the Kaiser-Meyer-Olkin (KMO) tests were used to establish if the sample was sufficient. With a value of 0.913, the KMO statistic (higher than the cutoff of 0.60) confirms sample adequacy. The data's suitability for factor analysis is further supported by the significant Bartlett test of sphericity. Using the varimax rotation approach in conjunction with principal component analysis, the factors were recovered based on an Eigen value criterion of 1. Eighty-four percent of the variance can be explained by the components that were retrieved.

## RELIABILITY AND VALIDITY:

Using confirmatory factor analysis, the measurement model's validity and reliability were evaluated. Internal consistency of the proposed scale items was examined using Cronbach's alpha, indicating reliable results as alpha values exceeded the threshold of 0.70 (Hair et al., 2010). Convergent validity was evaluated by ensuring that the average variance extracted (AVE) values surpassed 0.5, as demonstrated in Table 2. Discriminant validity was confirmed by comparing AVE values with maximum shared variances (MSV), with all AVE values surpassing the MSV, meeting the conditions for discriminant validity (Fornell and Larcker, 1981).

**TABLE 2; FACTOR LOADINGS,RELIABILITY AND VALIDITY OF CONSTRUCTS**

Factor	Items	Loadings	Cronbach's alpha	AVE	MSV
Technology infrastructure (TI)	Q1	.844	0.853	0.660	0.321
	Q2	.821			
	Q3	.785			
Service quality	Q4	.801	0.920	0.742	0.475
	Q5	.793			
	Q6	.766			
	Q7	.827			
Food quality	Q8	.807	0.876	0.701	0.475
	Q9	.780			
	Q10	.823			
Customer satisfaction	Q11	.840	0.908	0.767	0.387
	Q12	.814			
	Q13	.819			
Customer loyalty	Q14	.812	0.860	0.671	0.354
	Q15	.772			
	Q16	.828			



Source: Primary survey

## **HYPOTHESIS TESTING USING STRUCTURE EQUATION MODELLING:**

A statistical technique called structural equation modelling (SEM) is used to evaluate intricate correlations between variables inside of theoretical frameworks.

. Maximum Likelihood Estimation was chosen for its robustness, ability to handle diverse data distributions, and established theoretical basis (Blunch, 2013). On the basis of significant values and critical ratios (t-values) of particular pathways, research hypotheses are verified. For that pathway, a t-value greater than 1.96 and a p-value less than 0.05 offer strong arguments in favour of the research hypothesis's acceptability.

The results of route analysis and hypothesis testing, as presented in table 3 and illustrated in figure 1, confirmed that each of the three CRM components influences customer satisfaction, which in turn affects customer loyalty.

The standardized path coefficient ( $\beta$  value), denotes the intensity of the impact of the independent variable on the dependent variable.

The findings verified that quick service restaurants' technological infrastructure has a considerable impact on customer satisfaction, as seen by the  $\beta$  value of less than 0.284,  $p = 0.001$ , and  $T = 4.626$ . Given that the p-value was less than 0.05, hypothesis H1 was approved. With a p value less than 0.05 and a  $\beta$  value of 0.378 for this path, the impact of the restaurant's service quality is positive and substantial, supporting hypothesis H2. Similarly, the food quality significantly and positively influencing customer satisfaction. The  $\beta$  value for this relationship is 0.361 with  $p=0.000$  &  $T=5.883$  assuring acceptance of hypothesis H3.

Finally, customer satisfaction is able to significantly influence customer loyalty positively, having  $\beta$  value =0.574,  $p=0.000$  and  $T= 8.439$ , confirming acceptance of hypothesis H4.

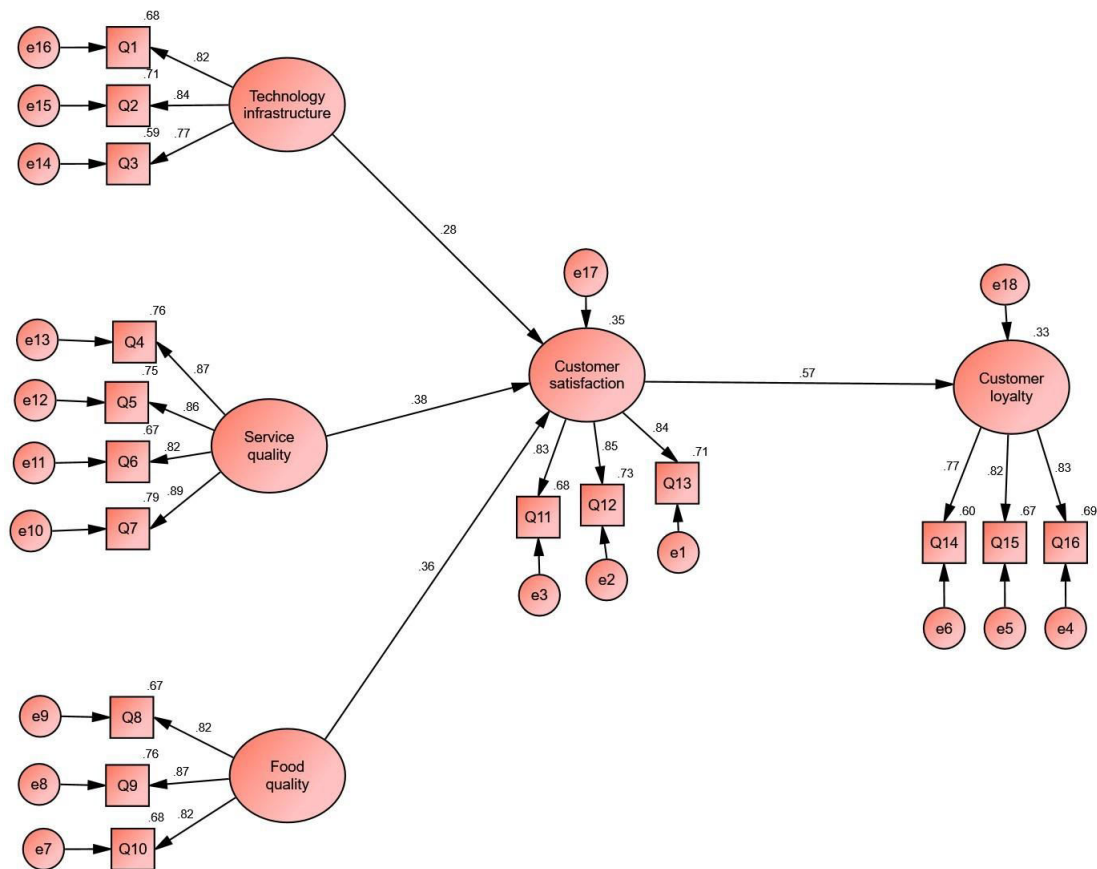
The coefficient of determination for customer satisfaction structure model is 0.35, indicating all the three CRM practices of QSRs are able to explain 35% variation. However, customer satisfaction is able to explain 33% of variation in customer loyalty. The overall model fit, as assessed by various fit indices, indicates a generally favourable fit of the structural equation model (refer table 4).

**TABLE 4: OVERALL MODEL FIT**

Indices	Recommended criteria	Model values
Normed chi square ( $\chi^2/DF$ )	$1 < \chi^2/df < 3$	2.842
Goodness-of-fit index (GFI)	$> 0.90$	0.909
Comparative fit index (CFI)	$> 0.95$	0.945
Root mean square error of approximation (RMSEA)	$< 0.05$ good fit $< 0.08$ acceptable fit	0.054
Tucker-Lewis index (TLI)	$0 < TLI < 1$	0.910

(Source: Researcher's calculation based on primary survey). Threshold criteria suggested by Hair et al., (2010) study.

**FIGURE 1: STRUCTURE MODEL**



**Table 4: Path coefficients of the Structural model**

Hypotheses		SE.	CR.	P	Standardized regression weight	Result
H1	Technology infrastructure $\square$ Customer satisfaction	.058	4.626	0.001	0.284	Accepted
H2	Service quality $\square$ Customer satisfaction	.063	6.372	0.000	0.378	Accepted
H3	Food quality $\square$ Customer satisfaction	.058	5.883	0.000	0.361	Accepted
H4	Customer satisfaction $\square$ Customer loyalty	.065	8.439	0.000	0.574	Accepted

## DISCUSSION AND IMPLICATION:

The study affirms that all three CRM factors significantly impact customer satisfaction, underscoring their pivotal role in shaping customer perceptions. In particular, consumer satisfaction at quick service restaurants (QSRs) has been found to be significantly influenced by the technology infrastructure of these establishments, indicating the significance of technological components in improving the overall customer experience.

This observation is consistent with insights from prior research (Biao & Rojniruttikul, 2023) emphasizing the continued relevance of technology in shaping customer satisfaction. Managers and stakeholders should recognize the role of technology in shaping customer perceptions and prioritize its enhancement. It is suggested to QSRs for incorporating user-friendly digital interfaces, efficient order processing systems, and innovative tech solutions which can enhance overall customer experience, potentially leading to increased satisfaction and loyalty.

The positive and significant impact of service and food quality on customer satisfaction supports previous studies (Rajput & Gahfoor, 2020; Villanueva et al., 2023) highlighting the critical role of service excellence and emphasizing the enduring importance of culinary offerings in shaping customer experiences. QSRs must prioritize and consistently deliver high-quality services, emphasizing the importance of ongoing training, monitoring, and improvement initiatives. Managers should prioritize quality control measures, source premium ingredients, and continuously innovate in menu offerings.

Ultimately, the research verified that customer satisfaction significantly impacts customer loyalty. Recognizing the interconnectedness of customer satisfaction and loyalty, managers should adopt a holistic approach. While focusing on CRM practices, it is essential to understand that customer satisfaction serves as a key driver of loyalty. Therefore, strategies aimed at enhancing satisfaction, such as attentive customer service and quality offerings, can naturally contribute to building long-term customer loyalty.

### **LIMITATIONS AND FUTURE RESEARCH SCOPE:**

While this study contributes valuable insights for effect of CRM practices on customer satisfaction and loyalty in quick-service restaurants (QSRs), certain limitations warrant consideration. The cross-sectional survey design offers a snapshot, limiting insights into dynamic changes over time. Future research could employ a longitudinal approach. Online survey reliance might introduce bias; a mixed-methods approach could enhance inclusivity. The geographic focus on Pune may limit generalizability; expanding to diverse regions could provide a broader perspective. While utilizing established scales aids comparability, future research might develop context-specific tools for a more nuanced understanding. The exclusive use of quantitative methods limits depth; integrating qualitative approaches could uncover the underlying mechanisms of CRM influence on satisfaction and loyalty. Recognizing these limitations opens avenues for refining methodologies and expanding research horizons.

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**A Case Study on Nykaa –  
Analyzing Sustainability Developments Goals through CSR Activities.**

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**Abstract**

The Sustainable goals of development was adopted by all UN Nations Members who have created, signed and approved **17 Sustainable Development Goals** which was the agenda for 2030. The aim was to appeal for peace, prosperity for people and planet through innovative activities undertaken by corporate sector, which can be implemented by them through major responsibility. Industries take initiative with humbleness and create sense of public spirit for contributing some portion towards environment. Having an obligation towards fulfilment of the duty as they devote time in People and participators. So, for the study Nykaa as company is being considered which is one of the India's leading beauty and wellness product company. Nykaa, was founded by former investment banker Falguni Nayar, which has become a leader in empowering and enhancing women in the workplace. They have planned various strategies through arranging events which can increase the quality of life amongst Indian Citizens. In the beginning of business products only related to glamour and elegance were offered Eventually they prolonged with products related to makeover and trendy items This research is carried out to understand Sustainable Development Goals through CSR Activities done by Nykaa for which exploratory design is being used.

**Keywords** – Company Analysis, Nykaa-Leading Cosmetic Brand, Sustainability Development Goals, CSR activities

**Introduction**

Sustainable development is the key for peace and prosperity all around. The Sustainability goals is set of advancement principles opted to meet present need. These principles were finalized on September 2015 in UN Sustainable Development Summit for 2030 whose agenda was to replace certain goals. The plan for above Summit consists of 17

goals of sustainable development for people planet and prosperity along with overall nation development They are generally acceptable goals applicable, to evolving and developed territories.



## Objectives

1. To study Sustainable Development Goals
2. To understand Corporate Social Reasonability of Nykaa
3. To understand linkage of Nykaa's CSR Activities with Sustainable Development

## Research Methodology

The research is undertaken from the basis of existing data available with exploratory research design. The Sustainable development of Nykaa through CSR Activities is being described in the paper. Detailed analyses is being done through data assembled through research articles, Interviews and reports published on official handles of Nykaa company.

## Literature Review

**According to Suchitra and Ramesh Pai (2021)** – Nykaa is well Ecommerce company which has expanded itself in Cosmetic Industry. It has given chance for women to be innovative and develop skill through various schemes and stand as entrepreneur. Nykaa Engages itself with several Farmers, NGO, Government organizations to carry out CSR Activity. Nykaa focus on providing branded products at very consumable price. Its main focus is on Urban areas rather than rural areas standard of living can be differed.

**According to Deepanshi Rawat and Dr.Suchitra Sen** – It discusses the importance of Female Entrepreneurs in modern world. It also opts for innovative strategies

for maintain competitiveness and can build up market potential. It has influenced women to become more innovative. Nykaa Business Model runs on Sustainability principles which are followed by doing various CSR Activites

### **Related Work – Nykaa the leading Cosmetic Beauty Product Company**

NYKAA is an Indian origin operating at global level. It is amongst largest company in Asthetics and cosmetic enterprise all over. Nykaa came into existence in year 2012 in Mumbai through preceding Managing Director of Kotak Investment Advisor Falguni Nayar with widespreads of beauty and wellness goods for Mankind. In 2015 the organization diversified products to multichannel path and to merchandise in various market. Sanskrit meaning of word Nykaa is eminent and glorious which was derived from word “NAYAK” It has pleased consumers throughout Nation. Accessibility of Nykaa can be done through its original website or through any Android/IOS platform.

### **Falguni Nayar - A successful Women Explorer**

Falguni Nayar owner and chairperson of Nykaa graduated in Commerce and then Masters in Economics from India’s leading global Institute. Prior to business, working at Merchant bank always had dreamt of having self-venture and captured the chance of setting business in the field of personal care industry.

### **Aligning Sustainability Development Goals with Social Responsibility**

Nykaa’s, motivation is to serve people with happiness and Joy. Giving something into return to society is part of business journey. Over the period of time Nykaa has taken constant efforts for the development and upliftment of underprivileged women and children. Through CSR programme Company aims to be positive change maker in the society. The companies aim is to undertake CSR activities seamlessly which align it with Social, Economical and Sustainable Behaviour of Business.

### **Company’s focus on following area for CSR**

- **Upliftment and mentoring of vulnerable age groups**

It is related with **SD-Goal-3 Good Health and Well Being** ensures active lifestyle and healthy lives and foster happiness in society. It mainly focuses on healthy life and lifestyle. It also aims to achieve Universal Well-Being services to Men and Women which can prevent them causing severe diseases. Good health is essential for sustainable development as it focuses on economic and social inequalities.

- **Promote Sports**

The Anushkaa Foundation in association with Nykaa has started providing treatment on Clubfoot Condition which causes inward in turning feet. Its Partnership with Rashtriya Bal Swasthya Karyakram identifies such children health and treats them with minimal cost and effective result as they have skilled practitioners who ensure quality treatment for childrens well-being and uplifting their life.



Along with this Nykaa is constantly promoting support Krida Vikas Sansthan (Slum Soccer) where 50 Players from slums and various states come together and participate in Football Game which help them to enhance skills, knowledge, Confidence and Motivation for building team spirit.

Nykaa has been a constant support especially for women where it has collaboration with Society for nutrition, Education and Health Action (SNEHA) an organization which focus on Women empowerment and preventing them from domestic violence.

It also provides support for Rural-Urban Development through (P.R.I.D.E) an organization which which builds program focusing on practising Home Salon and beauty skills for rural girls. **Under SD-Goal 6 Clean and Sanitation** Nykaa has worked (P.R.I.D.E) who has set up an Sparsh Hospital for Women and Children of rural areas

- **Education, skilling & entrepreneurship**

It is related with **SD-Goal-4 Quality Education** assures togetherness in holistic education and inspiring for acquiring knowledge by all means.

Nykaa in partnership with Rangeet, an innovative organization which offers handset mobile based operation known as Social, Emotional and Ecological Knowledge (SEEK) which teaches learning through play. It helps to enrich children learning capabilities and serve as value education for existing curriculum and bridge gap between change in relationship with others.

Nykaa provides beginners training session and Internship opportunities for women from lower income class who can have hands on practice sessions related to beauty parlour and healthcare and can set up their own Salon in their local region where their Entrepreneurship skills are also enhanced.

- **Empowering the future of Consumer Technology**

It is related with **SD-Goal-9 Industry Innovation and Infrastructure** which helps to generate income and employment through innovation. Here human's ability can be tested from their effective communication skill and by developing new skills using latest updated mechanisms.

Nykaa has dealing with top Management Institute from Ahmedabad where they have developed 3year training program called Nykaa Chair in Consumer Technology which focuses on advance research and education in are of Marketing. It aims to provide valuable impact on various business models through exploration in the field of AI and Machine Learning.

## • **Encouraging for National Championship for Deaf Women in Cricket Sport.**

It is related with **SD-Goal-10 Reduced Inequalities** it focuses on end of women discrimination from everywhere, discarding malpractices like early and forced marriage. It provides equal rights to women and also empower them through various technology.

Nykaa provided sponsorship to Indian Deaf Cricket Association for Women in National Cricket Championship for Deaf. It works for overall development and training for Differently Abled, Multi-talented Individuals from various class of sports person.

## **Conclusion**

- Nykaa should create more awareness about Sustainable Development Goals by enhancing Corporate Social Responsibility amongst General Public through various programs.
- In order to sustain into market Long-Term goals should be linked with Development Goals.
- Company must think about considering more Goals into overall development of Urban and Rural Areas.
- A constant consumer preference has made Nykaa to adapt current market trends which can help to them to sustain into market.
- In future Nykaa has scope for more innovation and development through managing various goals linked with sustainability and can takeover more CSR Activities for Society.

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## **An analysis of Growth of MSMEs and their contribution towards GDP in India at Corona platform**

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### **Abstract:**

Indian MSME sector provides opportunities to employee and also motivate start up business project during corona platform. The MSME sector is an important contributor to employment generation in India, providing opportunities to a large segment of the population, including those in rural areas. During the pandemic, when many sectors faced disruptions and layoffs, the resilience of the MSME sector in creating and sustaining jobs became even more apparent. The MSME sector serves as a fertile ground for nurturing startup businesses, offering a conducive environment for entrepreneurship and innovation. Despite the challenges posed by the pandemic, the MSME ecosystem continued to motivate and support new ventures, fostering economic dynamism and diversification. As an important contributor to economic activity, particularly in manufacturing and services, the factor affect on growth of MSME sector. Hence, monitoring the growth trajectory of MSMEs provides valuable insights into the health of the economy. the MSME sector serves as a cornerstone of India's economic growth and development, offering employment opportunities, fostering innovation, and driving socio-economic progress, particularly in rural areas. Monitoring the growth of this sector, especially during challenging times like the COVID-19 pandemic, provides valuable insights into the resilience and adaptability of India's economy.

**Key words:** Micro, Small and Medium Enterprises, Gross Domestic Products, Growth.

### **Introduction:**

The Indian MSME sector has undergone remarkable growth and transformation over the past five decades, emerging as a vital engine of economic and social development. Additionally, MSMEs are plays major role in employment generation, offering job opportunities to a significant portion of the population, especially in rural and semi-urban areas. This makes them an essential component of India's employment landscape, contributing to poverty reduction and socio-economic empowerment. MSMEs serve as important ancillary units to large industries, providing them with essential goods and services. This symbiotic relationship enhances the overall competitiveness and efficiency of the industrial ecosystem in India. Furthermore, MSMEs often act as suppliers, subcontractors,

or service providers to larger firms, contributing to the overall value chain. This diversification enhances the resilience of the sector and its ability to adapt to changing market dynamics and consumer preferences. MSMEs play a significant role in promoting inclusive industrial development by fostering entrepreneurship and supporting the growth of small-scale enterprises. By providing opportunities for participation in economic activities and wealth creation, MSMEs contribute to reducing income disparities and promoting social inclusion. The Indian MSME sector represents an industry or sector that is experiencing significant growth, innovation, and activity. These segments often drive overall economic expansion, create jobs, and contribute to technological advancements and societal progress driving entrepreneurship, employment generation, and inclusive industrial development. Its continued growth and expansion are essential for fostering economic resilience, innovation, and sustainable development in India.

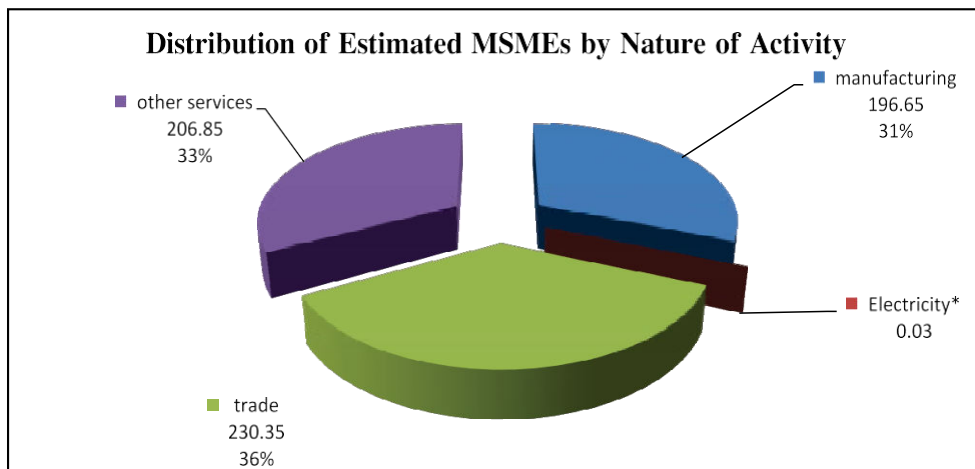
### **MSME role in Indian Economy:**

MSMEs play in fostering equitable development in India. Here's an overview based on the data presented:

- 1. Trade Assistance and Manufacturing:** MSMEs contribute substantially to the country's trade, with 36% of trade being supported by the sector. Moreover, they are responsible for manufacturing over 196.65 lakh units, indicating vast growth opportunities and potential for supporting various sectors of the economy.
- 2. Registration Status:** A notable observation is that a large portion of MSMEs in India are unregistered, despite the presence of 1.6 million registered MSMEs. This suggests the existence of a significant informal sector within the MSME landscape, which also contributes to economic activity and employment generation.
- 3. Rural-Urban Distribution:** The distribution of registered MSMEs shows a relatively balanced presence between rural and urban areas. About 51.25% of MSMEs are located in rural areas, while 48.75% are situated in urban areas. This distribution pattern reflects the sector's contribution to both rural and urban development, thereby promoting equitable progress across regions.
- 4. Sectoral Contribution:** MSMEs engage in diverse economic activities across manufacturing and service sectors. Manufacturing units contribute 31%, while service-related activities collectively contribute 33%. This balanced participation across sectors underscores the versatility and resilience of the MSME sector in driving economic growth and development.

Overall, the data underscores the important role of MSMEs in fostering inclusive and equitable development in India. Their widespread presence across regions and sectors, coupled with their contribution to trade, manufacturing, and service activities, highlights their significance as engines of economic growth, employment generation, and socio-economic

empowerment. Efforts to support and nurture the MSME sector can yield substantial benefits in terms of promoting balanced and sustainable development across the country.



Source: Annual Report FY 2019-20, Ministry Of Micro, Small And Medium Enterprises, Govt.of India.

### **Micro, Small & Medium Enterprises Development (MSMED) Act, 2006 the Micro, Small and Medium Enterprises (MSME) are classified as below:**

#### **Literature Review:**

Dr. S. Maheshwari (2014) highlights the significant role of Micro, Small, and Medium Enterprises (MSMEs) in the Indian economy and emphasizes the need for focused attention and support for this sector. MSMEs are recognized as a major segment of the Indian economy and are crucial for economic development. They contribute significantly to employment generation, production output, exports, and GDP growth. MSMEs play a vital role in enhancing exports by diversifying the export base and contributing to the overall GDP growth. Fostering the growth of MSMEs can lead to increased competitiveness in international markets and greater economic prosperity. Collaboration between the government and MSMEs is essential for the sector's development. Joint efforts are needed to enhance technological effectiveness, improve productivity, and address the sector's evolving needs.

Raju, D. K. (2008). The paper highlights the growing pace of the Micro, Small, and Medium Enterprises (MSME) sector in India and its substantial contribution to employment generation and the country's GDP. It particularly emphasizes the significant contributions of both the manufacturing and service sectors within the MSME domain to the overall GDP. The MSME sector in India is experiencing robust growth, providing employment opportunities to a large number of people across the country. This indicates the sector's importance in addressing the unemployment challenge and supporting livelihoods. Both the manufacturing and service sectors of MSMEs make significant contributions to India's GDP.

This underscores the economic importance and relevance of the MSME segment in driving overall economic growth and development. These initiatives aim to create a conducive environment for MSMEs to thrive, including providing financial assistance, facilitating access to technology, and offering support for skill development. The government is actively collaborating with various stakeholders, including NGOs, governmental agencies, and universities, to ensure the effective implementation of policies and programs supporting MSMEs. These partnerships aim to provide guidance and support to entrepreneurs in setting up and running their ventures successfully.

Hailai Abera Weldeslassie(2019) The statement highlights the significant role of Micro, Small, and Medium Enterprises (MSMEs) in Ethiopia's economy and identifies key determinants of their performance and survival. MSMEs in Ethiopia are major contributors to job creation, income generation, and the country's GDP at the local, regional, and national levels. They also play a crucial role in poverty reduction efforts through their economic contributions. Factors such as initial capital, Business Development Services (BDS), and access to credit facilities are identified as key determinants of MSMEs' performance. These factors influence the ability of MSMEs to operate effectively and contribute to their overall success. The majority of MSMEs in Ethiopia primarily produce for local and regional markets, with fewer enterprises targeting national markets and none operating at the international level. This highlights the importance of strengthening domestic markets and expanding opportunities for international trade. The study finds that the sex of MSMEs' owner/manager, access to BDS and credit, and the size of capital strongly influence the survival of MSMEs. Addressing these factors effectively is crucial for improving the sustainability and longevity of MSMEs in Ethiopia. The study identifies several obstacles faced by MSMEs in Ethiopia, including issues related to sustainability, lack of access to credit, weak market linkages, insufficient training and human resources development, and dependency on government support. Additionally, challenges such as oscillations in government policies and fluctuations in prices further hinder the growth and development of MSMEs.

### **Objective of the Study:**

1. To comprehensively study the current status and growth of MSMEs in India, it's essential to analyze these various dimensions and understand the evolving dynamics of the sector in the context of economic
2. To study the relation between GDP and MSMEs in India at covid platform.

### **Research Methodology**

Using secondary data offers several advantages, including accessibility, cost-effectiveness, and the ability to analyze trends over time. However, it's important to acknowledge potential limitations, such as data quality, reliability, and the inability to tailor data collection to specific research objectives. By drawing from diverse secondary sources, the study gains insights from multiple perspectives and sources of information, enriching its analysis of the MSME sector in Ethiopia. Additionally, leveraging existing data sources

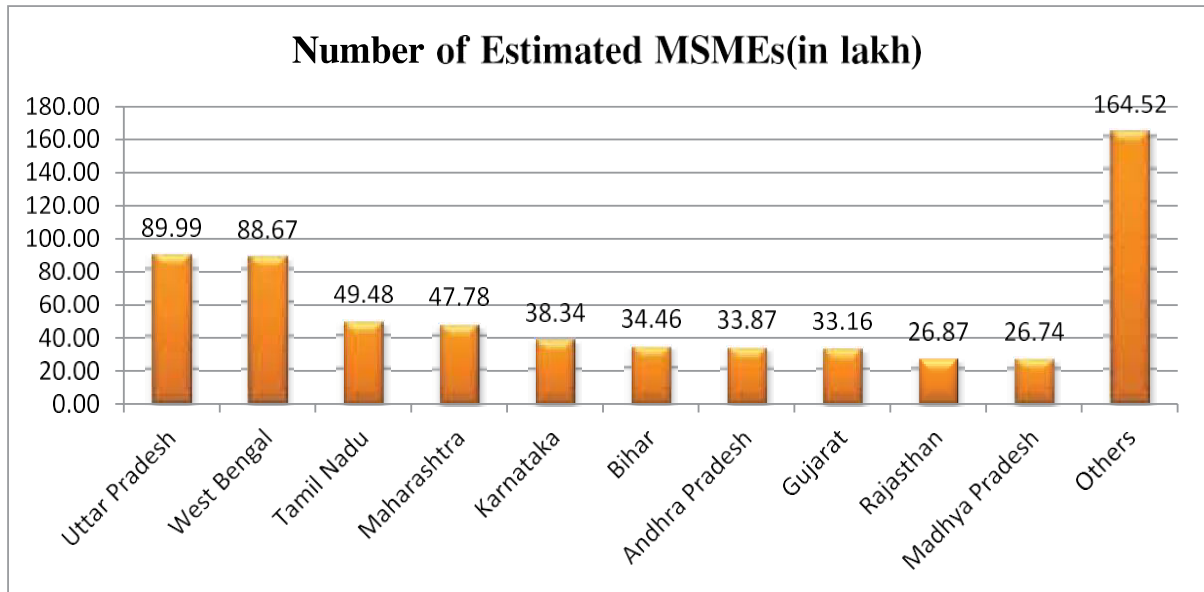
allows for a comprehensive examination of various aspects of MSME performance, survival factors, and challenges faced by entrepreneurs in the sector. To enhance the validity and reliability of the study findings, researchers likely employed rigorous methods for data collection, analysis, and interpretation. They may have cross-referenced information from different sources to ensure consistency and accuracy, as well as critically evaluated the reliability of the data obtained from each secondary source. Overall, utilizing secondary data from a range of reputable sources strengthens the credibility and robustness of the study, providing valuable insights into the dynamics of the MSME sector in Ethiopia and informing potential policy interventions and strategic initiatives to support its growth and development.

### **Data Analysis:**

The annual report of the Government of India for the year 2019-20 regarding Micro, Small, and Medium Enterprises (MSMEs), Based on the information provided:

1. **Total number of MSMEs:** 630.52 lakh (or 63.052 million)
2. **Employment provided by MSMEs:**
  - Micro sector: 1076.19 lakh persons (or 10.7619 million persons), constituting 97% of total employment in the sector.
  - Small sector: 31.95 lakh persons (or 0.3195 million persons), constituting 2.88% of total employment in the sector.
  - Medium sector: 1.75 lakh persons (or 0.0175 million persons), constituting 0.16% of total employment in the sector.
3. **State with the largest number of estimated MSMEs:** Uttar Pradesh, with a share of 14.20% of MSMEs in the country.
4. **Top 10 states accounted for 74.05% of the total estimated number of MSMEs in the country.**

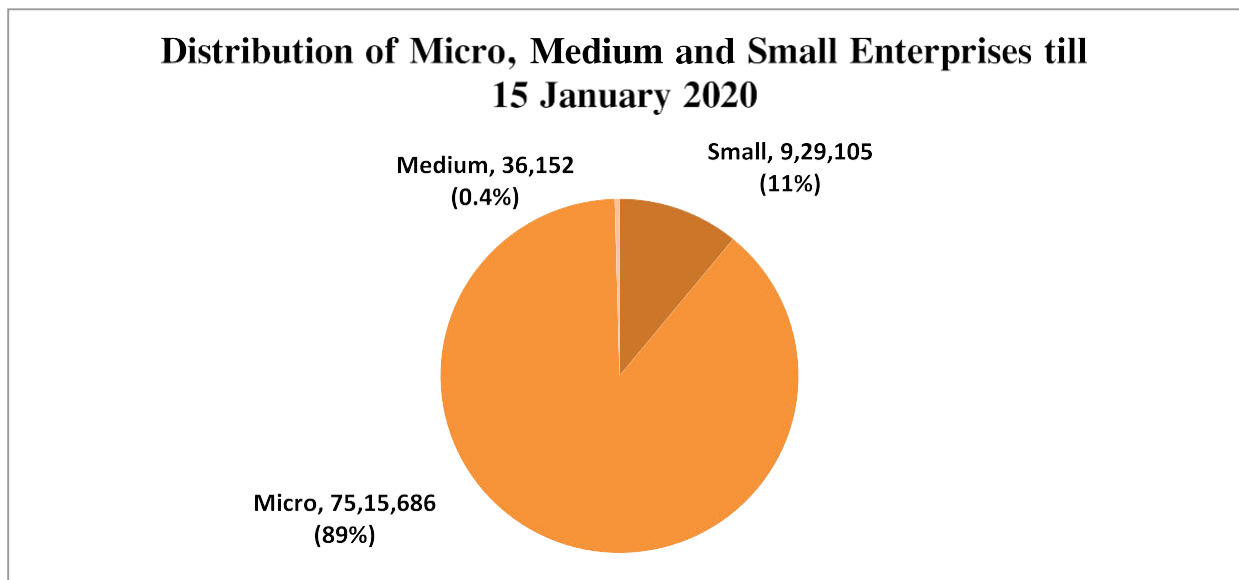
This data highlights the significant contribution of MSMEs to employment generation in India, with the Micro sector being the dominant contributor. Additionally, it underscores the importance of states like Uttar Pradesh in the MSME ecosystem, as well as the concentration of MSME activity in a handful of states within the country.



To obtain the specific distribution of UAM filings for each category of MSMEs since 2015, you may need to refer to reports or databases provided by government agencies such as the Ministry of Micro, Small, and Medium Enterprises (MSMEs) or other relevant authorities in India. These organizations regularly compile and publish data on MSMEs, including UAM filings, which can provide insights into the distribution of MSMEs across different categories over time.

Micro enterprises: Approximately 89% of the total UAM filings.

1. Small enterprises: About 11% of the total UAM filings.



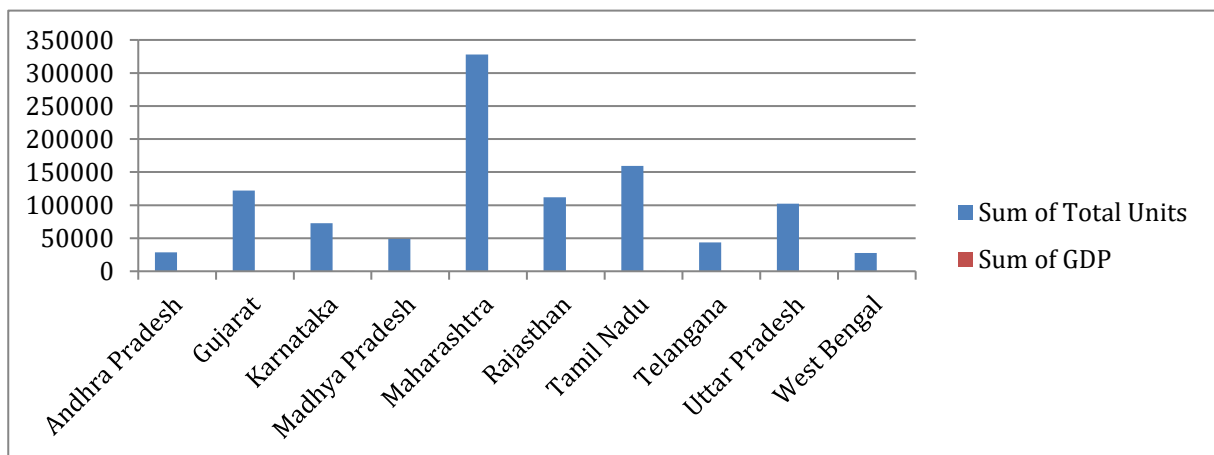
2. Medium enterprises: Less than 0.5% of the total UAM filings.



This data highlights that the vast majority of UAM filings are from Micro enterprises, with Small enterprises making up a smaller proportion, and Medium enterprises being the least represented among the filings.

#### Contribution of MSMEs in total GDP of the country:

State	Sum of Total Units	Sum of GDP
Andhra Pradesh	28483	131.083
Gujarat	121931	228.29
Karnataka	72752	226.806
Madhya Pradesh	48990	122.977
Maharashtra	327855	399.921
Rajasthan	111724	143.179
Tamil Nadu	159490	247.629
Telangana	43472	130.791
Uttar Pradesh	102139	240.726
West Bengal	27776	165.556
<b>Grand Total</b>	<b>1044612</b>	<b>2036.958</b>
<b>Correlation Coefficient</b>		0.91193



The correlation coefficient of 0.91193 between GDP and sum of total units in the first 10 states during the pandemic situation indicates a strong positive correlation. At a significance level of 99%, this correlation is considered statistically significant, suggesting that changes in the gross value of MSMEs have indeed contributed positively to the GDP of the country during the pandemic years. This implies that as the number of MSME units increased, the GDP also increased, reflecting the importance and positive impact of MSMEs on the overall economic performance of the country, particularly during challenging times like the COVID-19 pandemic.

**Conclusion:**

The MSME sector fostering the growth and development remains a priority for the Indian government and policymakers as it holds the potential to drive sustainable and inclusive economic growth. crucial role in the country's economic growth and employment generation, both in urban and rural areas. Their presence helps in reducing unemployment rates and fostering inclusive growth. The MSME sector makes a substantial contribution to India's GDP, not only in the manufacturing sector but also in services.

The Government of India has implemented various initiatives and training programs aimed at fostering the growth of the MSME sector. These initiatives include schemes for access to finance, technology up gradation, marketing assistance, skill development, and capacity building. Such measures help MSMEs to overcome challenges and seize opportunities for growth. The MSME sector serves as a breeding ground for innovation and entrepreneurship in India. The government's support through policies, incentives, and incubation centers encourages the development of new ideas, products, services and entrepreneurship. They contribute significantly to the country's export earnings by manufacturing units. The government's continued support and initiatives are crucial for realizing its full potential and ensuring inclusive and sustainable growth.

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**To Study the Impact of Outsourcing on Cloud Accounting:  
Exploring the Effects of Outsourcing on Enhancing Performance  
and Quality of Cloud Accounting**

By

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Under the Guidance

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### **Abstract**

This research has been studied under the title " The Impact of Outsourcing on Cloud Accounting: Exploring the Effects of Outsourcing on Enhancing Performance and Quality of Cloud Accounting Systems" and it tries to achieve the objectives of the research which are: "Heading towards a deeper understanding: investigating how outsourcing reshapes dynamics in cloud accounting" and "To understand the role of outsourcing in improving the effectiveness and efficiency of cloud accounting". The current research is using second-hand data, which initially defined and explained the concepts and studied the past literature. Finally the results of this research shed light on how cloud outsourcing affects the performance and quality of cloud accounting systems.

**Key Words:** Outsourcing, Cloud accounting, Performance, Quality.

### **INTRODUCTION OF STUDY**

Technology and software advancements have impacted all aspects of human life. To remain competitive, individuals and businesses must adopt technology. This also applies to accounting, where traditional methods have been replaced by software-based systems, improving speed and accuracy. This evolution in accounting practices not only renders old methods obsolete but also introduces new ones, enhancing competitiveness.

Traditional accounting, known as double-entry accounting, categorizes accounts into three types: real, personal, and nominal. This manual process involves recording transactions on paper in journals and ledger books. Transferring information from the journal to the ledger requires careful attention to minimize errors.

Accounting software revolutionized traditional practices, leading to modern accounting methods. In modern accounting, speed and accuracy are prioritized, with information seamlessly integrated across all departments on a regular basis.

Following the introduction of networking and the emergence of the Internet years ago, accounting underwent significant changes, enhancing its capabilities. The Internet and cloud computing enabled access to information from any location and at any time for accountants and managers. Web-based accounting software eliminated geographical constraints on accessing data by storing it on the company's central computer, accessible through the network.

Cloud provider companies worldwide offer high-powered and fast servers for rent, allowing individuals and businesses to pay for the storage space they need. Many companies, especially those without the capacity for personal servers, rely on these cloud servers for data storage. However, it's essential to consider variations in security and speed among different cloud servers. Cloud accounting simplifies the accounting process by conducting it entirely online within a centralized data center.

Outsourcing means delegating tasks or responsibilities to an external person or company instead of handling them internally within the organization. Simply put, when a company assigns its work to another company, it is referred to as outsourcing. In this study, the author aims to investigate the impact of outsourcing on the performance and quality of cloud accounting.

## SCOPE, IMPORTANCE, AND NEED OF STUDY

This research explores the impact of outsourcing on cloud accounting systems, focusing on improving their performance and quality through outsourcing. By examining the dynamics of outsourcing in the field of cloud accounting, this study aims to provide valuable insights into the efficiency and effectiveness of accounting processes in modern business environments. The objective of this research is to facilitate strategic decision-making and resource allocation for organizations, informing them of the impact of outsourcing decisions on accounting processes. Given the increasing importance of cloud technologies and the growing prevalence of outsourcing, this research is crucial for organizations seeking to optimize accounting performance and maintain competitiveness in the digital world.

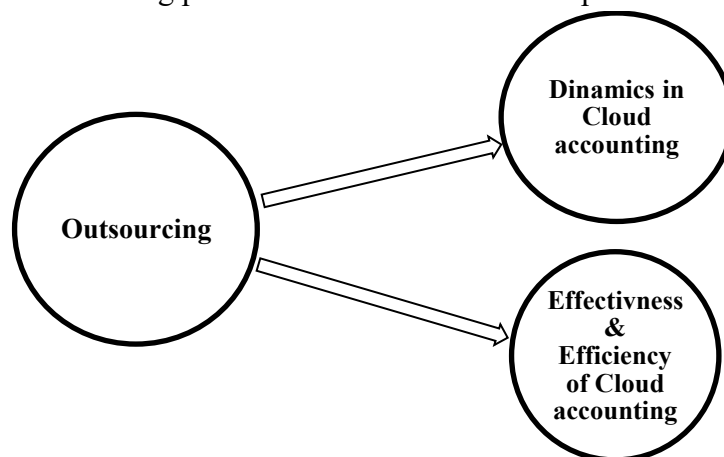


Chart 1(Conceptual model of variables)

## CONCEPTUAL FRAMEWORK

In this section we will discuss some of the necessary concepts.

### Cloud Accounting

Cloud accounting is an accounting system that can be accessed remotely without the need for local installation (PRICHICI & Ş. IONESCU, 2015). It allows for recording, organizing, reconciling, and reporting audit information through online software accessible via the Internet. Cloud accounting software platforms are provided by companies offering cloud accounting services and can be deployed on personal or public servers, depending on the organization's size and financial capabilities. Regardless of the deployment method, an Internet connection is required for access anytime and anywhere.

With Using Cloud Accounting, Companies Will Be Able To:

- **Focus on Core Business:** Companies prioritize their core business activities over managing information technology, which may not be their area of expertise.
- **Cost Efficiency:** Cloud services allow companies to reduce technology-related expenses, eliminating the need for significant upfront investments.
- **Financial Flexibility:** By opting for cloud services, companies can avoid capital costs associated with technology infrastructure and instead pay manageable monthly fees(Khanom, 2017).
- **Accessibility:** Cloud services enable companies to access information from any location and at any time, facilitating remote work and collaboration.
- **Access to Expertise:** Companies can leverage the expertise of information technology specialists provided by cloud service providers.

### Importance of Cloud Accounting

- Speed
- Security (Pyke, 2022)
- Automatic update (Luther, 2021)
- Paperless
- Accuracy (Envoice, 2022)
- Access from any place and any time (Nathan, 2023)
- Customization
- Centralization (Xero, 2023)

### Cloude Computing

Cloud computing consists of computing resources, virtual servers, physical servers, development tools, cloud service, and storage space in a remote center that is accessible through the Internet. This helps users to reduce costs and increase efficiency(IBM, 2023).

There are also three types of cloud services which are public cloud, private cloud, or hybrid cloud (Microsoft, 2023).

### **Performance**

Performance is a very important aspect for any organization, where the achievement of goals is measured by factors such as efficiency, effectiveness, quality, and others. Performance is deemed effective when achieved with minimal resources (Âta GHALEM et al., 2016).

### **Quality**

Quality means the superiority of the characteristics of a process, product, or service. It mostly depends on the types of needs of consumers and their points of view. Quality is evaluated based on factors such as durability, reliability, performance, safety, and usability. (Ali Khan, 2023).

### **Outsourcing**

Outsourcing is a business agreement wherein organizations utilize this method for efficient and effective production to stand out in the market and gain a competitive advantage. In addition to the organization's functions, companies can also outsource core processes to third parties. The purpose of outsourcing for companies is to reduce personnel, equipment, and technology costs (Pang et al., 2021).

## **OBJECTIVE OF STUDY**

- Heading towards a deeper understanding: investigating how outsourcing reshapes dynamics in cloud accounting.
- To understand the role of outsourcing in improving the effectiveness and efficiency of cloud accounting.

## REVIEW OF LITERATURE

Author	Title	Year
Mihalache D. Arsenie-Samoil	Cloud Accounting (Mihalache D., 2011)	2011
Bogdan Ionescu Iuliana Ionescu Andreea Bendovschi Laura Tudoran	Traditional Accounting Vs. Cloud Accounting (Ionescu et al., 2013)	2013
Nana Huang	Discussion on the Application of Cloud Accounting in Enterprise Accounting Informatization (Huang, 2016)	2016
Âta GHALEM and others	Performance: A concept to define (Âta GHALEM et al., 2016)	2016
Ali Khan	What is Quality? (Ali Khan, 2023)	2023
Franco and others	Outsourcing: Overview and Trends (Pang et al., 2021)	2021

Table 1 (Literature Summary)

## RESEARCH METHODOLOGY

Since the subject is a new topic, descriptive research method will be used to explain and clarify the subject. In this research, Secondary Data (books, articles, theses, newspapers, magazines, government documents and reports) will be used to study the subject. The data obtained during the research from second-hand sources of information will be presented in the form of tables and charts.

## HYPOTHESIS

**H<sub>0</sub>:** Outsourcing does not significantly impact the dynamics of cloud accounting.

**H<sub>1</sub>:** Outsourcing significantly reshapes the dynamics of cloud accounting.

**H<sub>0</sub>:** There is no significant relationship between outsourcing and the effectiveness and efficiency of cloud accounting.

**H<sub>1</sub>:** Outsourcing plays a crucial role in enhancing the effectiveness and efficiency of cloud accounting.

## LIMITATIONS

There are limitations in this research, some of which will be discussed below.

- Access to comprehensive and accurate data on outsourcing practices and their impact on cloud accounting systems may be limited, potentially affecting the depth of the analysis.
- The study may focus on specific aspects of outsourcing or cloud accounting systems, limiting the ability to explore other relevant factors that could impact performance and quality.
- Variations in organizational structures, cultures, and practices across different companies could introduce complexities in comparing the impact of outsourcing on cloud accounting systems.

## OBJECTIVES & FINDINGS

Examining how outsourcing shapes dynamics in cloud accounting requires a comprehensive approach that scrutinizes various aspects of this phenomenon. Below are potential findings that could contribute to a deeper understanding:

- **Impact on Efficiency:** Analysing how outsourcing affects the efficiency of cloud accounting processes, including factors such as turnaround time, accuracy, and resource optimization.
- **Service Quality:** Assessing the quality of cloud accounting services after outsourcing, considering aspects such as data security, compliance, and service reliability. It's crucial to compare services provided by outsourcing partners and in-house teams to identify differences in accuracy, timeliness, and compliance when outsourcing accounting tasks to cloud-based providers(Icoin Business Solution, 2023).
- **Data Privacy and Security:** Considering the impact of outsourcing on data privacy and security is essential. Findings could highlight concerns and challenges related to storing sensitive financial information in the cloud, including data breach risks and regulatory compliance issues(Microsoft, 2023).
- **Cost Analysis:** Investigating the cost implications of outsourcing cloud accounting functions, including initial setup costs, ongoing maintenance costs, and potential savings compared to in-house solutions. It's important to note that while companies may save money by outsourcing, they may also relinquish some control over their data and financial processes(Icoin Business Solution, 2023).
- **Vendor Selection Criteria:** Identifying criteria used by organizations to select outsourcing partners for cloud accounting services, such as reputation, expertise, pricing, and service level agreements.
- **Organizational Impact:** Examining how outsourcing affects the internal dynamics of organizations, including changes in roles and responsibilities, development of employee



skills, and overall organizational culture. It's crucial to assess how outsourcing impacts the allocation of internal resources in organizations, for example, whether it frees up internal employees to focus on more valuable tasks or leads to layoffs and reduced morale(Asatiani, 2016).

- **Strategic Alignment:** Assessing the degree of alignment of outsourcing with the strategic goals and objectives of organizations in adopting cloud accounting solutions.
  
- **Challenges and Risks:** Identifying potential challenges and risks associated with cloud accounting outsourcing, such as data privacy concerns, vendor reliability, and regulatory compliance issues.

Outsourcing plays an important role in improving the effectiveness and efficiency of cloud accounting in several ways:

**Cost reduction:**

Outsourcing allows businesses to reduce the costs associated with hiring and maintaining an in-house accounting team. By using outsourcing companies, businesses can access skilled professionals at a fraction of the cost of maintaining full-time employees(Asatiani, 2016).

**Access to expertise:** Cloud accounting outsourcing companies often employ experts in various accounting software and technologies. This gives businesses access to a high level of expertise and specialist knowledge that may not be available in-house.

**Scalability:** Cloud accounting allows for easy scalability, and outsourcing companies can quickly adjust their services to accommodate fluctuating business needs. Whether a business is experiencing rapid growth or seasonal changes in workload, outsourcing companies can provide flexible solutions(Pang et al., 2021).

**Focus on core activities:** Outsourcing accounting tasks frees up internal resources and allows businesses to focus on their core activities. Instead of spending time and effort on accounting tasks, businesses can devote their resources to activities that drive growth and innovation(ossisto.com, 2023).

**Improved productivity:** Outsourcing companies often have streamlined processes and access to the latest accounting technologies. This can lead to improved efficiency in accounting operations, such as faster processing times, reduced errors, and timely financial reporting.

**24/7 access:** Many outsourcing companies operate in different time zones and offer businesses 24/7 access to accounting services. This can be especially useful for businesses with global operations or those who need immediate help with their accounting needs.

**Risk Reduction:** Outsourcing companies often have strong security measures in place to protect sensitive financial data. By outsourcing accounting tasks to reputable companies, businesses can reduce the risk of data breaches and ensure compliance with legal requirements(ossisto.com, 2023).

**Advanced reporting and analytics:** Outsourcing companies can provide businesses with access to advanced reporting and analytics capabilities. By using cloud-based accounting software and analytical tools, businesses can gain valuable insight into their financial performance and make more informed decisions.

## CONCLUSION

By examining these key findings, the researcher can conclude that outsourcing is reshaping the dynamics of cloud accounting and offer insights for organizations seeking to effectively utilize outsourcing strategies in this context. And also outsourcing plays an important role in improving the effectiveness and efficiency of cloud accounting by providing businesses with access to expertise, scalability, cost savings, and advanced technology solutions. By outsourcing accounting tasks, businesses can streamline their operations, reduce overhead costs, and focus on growth and innovation.

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## **“The impact of Domestic & Inbound Tourism on Employment Generation in India”**

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### **ABSTRACT**

The Indian tourism industry plays a vital role in the country's economy as a significant generator of employment and GDP expansion. India's tourism industry considerably boosts the GDP of the nation. In 2024 it is expected to increase GDP by more than \$240 billion. The tourist industry in India plays a vital role in the nation's economy by generating jobs, foreign exchange earnings, infrastructure development, regional and economic growth, and cultural exchange. This study aims to comprehend the role that the tourism industry plays in creating job opportunities. With its growth, the industry is expected to play a far larger role in India's future. Acknowledging the immense potential of tourism, Maharashtra, a state renowned for its lively cities and serene beaches, has implemented multiple measures to entice travellers from domestic and international markets. The state and central governments have taken a number of actions to boost tourism because they are now fully aware of the potential that the industry offers. The private sector's response is likewise very positive. If the government continues to promote the industry and the private sector becomes involved, it has the potential to become a major participant on the global stage and greatly contribute to India's economic progress. Several sops have been introduced by the State and Central government for the senior citizens and women e.g. concession in fare by MSRTC and IRCTC which has given boost to the tourism as citizens in these groups prefer to visit pilgrim centres.

**KEY WORDS:** Tourism domestic and inbound, factors contributing growth, Increasing trend, Employment generation

### **INTRODUCTION**

The Indian tourism sector is a major driving force in the nation's economy. It is the major source of employment and growth in GDP. As India's economy grows, more people have disposable income to spend on travel and leisure activities. This has led to a surge in

domestic tourism, as well as an increase in outbound travel. Image of Indian tourism industry opens in a new window. The middle class in India is among the fastest rising globally. The demand for travel-related goods and services is being driven by this group, which is generally more interested in experiences and travel. The market is anticipated to maintain its growth trajectory in 2024, propelled by multiple factors:

**Government support:** The "Incredible India" campaign and the construction of new tourist infrastructure are just two of the actions the Indian government has done to encourage travel. India's appeal as a travel destination has grown as a result of these activities.

**Increased road, rail and air connectivity:** India now has much better road, rail, and aviation connectivity thanks to the addition of new airlines and routes in recent years. Travellers can now access India more easily and affordably as a result.

**E-visas:** Travellers from other countries can now more easily obtain visas to visit India, thanks to the introduction of e-visas. Arrivals of international tourists have increased significantly as a result of this.

**Broadening of tourism products:** More travel-related goods and services, including adventure, wellness, and cultural tourism are available in India than ever before. This is drawing in new traveller demographics and markets.

**Digital marketing:** Digital marketing techniques are being used by the tourism industry more and more to reach a larger audience. This is assisting in promoting India as a travel destination and drawing more tourists.

Following are some of the vital roles played by the Indian tourism industry:

**Growth of economy:** India's tourist sector significantly increases the country's GDP. It is projected to boost the GDP by over \$240 billion in this year.

**Generation of Employment:** In India, the tourism sector employs millions of people and is a major employer. It is projected to employ about 88 million people in the near future.

**Increase in Foreign exchange earnings:** One of India's main sources of foreign exchange earnings is the tourism sector. It is predicted to generate about \$30 billion in foreign exchange in 2024.

**Development of Infrastructure:** The construction of infrastructure, including highways, airports, and hotels is a result of the tourism sector. Other economic sectors have profited from this infrastructure in addition to the tourism sector.

**Cultural exchange:** The promotion of cultural exchanges between India and other nations has been aided by the tourist sector. As a result, people now understand and value India's culture and history more.

**Sustainability:** The tourism sector is placing a greater emphasis on environmentally friendly travel and responsible travel. This contributes to the preservation of India's natural resources and ecosystem.

**Minimizing imbalance in regional development:** Numerous Indian districts especially those with distinctive natural beauty or cultural history, have benefited from the growth of the tourism sector. In some areas, this has resulted in increased economic growth and employment creation.

All things considered, the Indian tourism sector is an important one for the country's economy contributing significantly to regional development, economic growth, employment creation, foreign exchange profits, infrastructure development and cultural exchange. It is anticipated that the industry will become much more significant in India's future as it grows.

## **CURRENT INDIAN TOURISM SCENARIO**

The Indian tourism industry has experienced a surge driven by various factors. including:

Key statistics highlighting the current Indian tourism scenario include:

- ❖ **Foreign Tourist Arrivals (FTAs):** A noteworthy 106 percent rise in Foreign tourist arrivals from 2022 to 2023, or 6.19 million tourists.
- ❖ **Foreign Exchange Earnings (FEEs):** This significant contribution to the Indian economy has exceeded \$30 billion in 2023.
- ❖ **Domestic Tourist Visits (DTVs):** Showing the strong expansion of domestic tourism, Domestic tourist visits reached to 21.09 million in 2023.
- ❖ **Employment Creation:** The tourist sector is predicted to generate 88 million jobs by 2024, making it a major employer.

### **Challenges faced by the Indian tourism industry:**

- ❖ **Visa restrictions:** The influx of tourists may be hampered by certain visa requirements for some nationalities.
- ❖ **Bottlenecks in the infrastructure:** Poor infrastructure, particularly in rural regions, can obstruct the growth of the tourism industry.
- ❖ **Safety worries:** Occasionally occurring safety events may discourage prospective travellers from travelling to India.

### **Government initiatives to address these challenges:**

- ❖ **Easing the application process and increasing the number of e-visas available.**
- ❖ **Making significant investments in the construction of infrastructure such as those related to lodging, transit, and sanitary facilities.**

- ❖ Putting in place a variety of safety precautions and encouraging ethical travel.

## **CONTRIBUTION OF TOURISM TO INDIA'S GDP**

An important part of India's economy is the tourism sector, which increases jobs and the country's GDP. Below is a summary of its effects:

### **Direct Contribution:**

5.8% of GDP in 2021: This translates to around ₹178 billion USD, a notable figure considering the pandemic's impact.

### **Foreign Exchange Earnings:**

With nearly \$27.31 billion in revenue from tourism in 2017 alone, it generates significant foreign exchange.

### **Employment Generation:**

Millions of people are employed by the industry, both directly and indirectly, supporting livelihoods in a variety of industries, including handicrafts, hotels, and transportation.

### **Indirect Contribution:**

#### **Development of infrastructure:**

Infrastructure improvements like roads, airports, and communication networks are fuelled by tourism and boost the overall economy.

#### **Preservation of Culture and Heritage:**

India's rich cultural legacy is preserved and appreciated thanks to tourism, which draws tourists from both local and foreign destinations.

#### **Entrepreneurship and Small Businesses:**

Small and medium-sized businesses thrive because of tourism, especially in rural areas.

## **IN BOUND FOREIGN TOURISTS IN INDIA SINCE 2018:**

There is a lot of room for employment creation in the Indian tourism sector, both directly and indirectly. The numbers that follow make this clear. In 2023, the creation of jobs is significantly and favourably impacted by the Indian tourism sector.

**Table showing jobs in India's tourist sector between 2018 and 2023:**

Year	Total Employment (Direct & Indirect)	Percentage to total employment
2018	42.89 million	8.1%
2019	45.89 million	8.2%
2020	79.60 million	15.3%
2021	68.84 million	13.8%
2022	77.72 million	14.8%
2023*	82.60 million	15.4%

Source: World Trade & Tourism Council \* Estimated

The above data reveals that there is a phenomenal growth in the employment generation over the past 6 years.

The number of inbound foreign tourists in India since 2018 has fluctuated significantly due to various factors, including the global pandemic. Here is a breakdown by immigration department.

### **2018:**

Total arrivals: 10.56 million, a 5.7% increase from 2017.

Top source countries: Bangladesh, United States, United Kingdom, Sri Lanka, and Malaysia.

Key findings: steady expansion with a concentration on religious and cultural travel.

### **2019:**

Total arrivals: 10.93 million, a 2.2% increase from 2018.

Top source countries: Bangladesh, United States, United Kingdom, Sri Lanka, and Malaysia.

Key findings: sustained expansion despite indications of a downturn brought on by economic issues.

### **2020:**

Total arrivals: 2.74 million, a 74.73% decrease from 2019 due to the Covid 19 pandemic.

Top source countries: Bangladesh, Nepal, Sri Lanka, and Myanmar.

Key findings: Drastic decline due to travel restrictions and lockdowns.

### **2021:**

Total arrivals: 1.52 million, 74.93% decrease from 2019 due to Covid 19 restrictions.

Top source countries: Bangladesh, Maldives, Nepal, and Sri Lanka.

Key findings: restrictions on travel, Continued difficulties brought on by the pandemic and ongoing world unpredictability.

### **2022:**

Total arrivals: 6.44 million, indicating a slower recovery than initially anticipated.



Top source countries: Bangladesh, United States, Sri Lanka, and Maldives.

Key findings: Ease in travelling, promotion of tourism, but figures still below 2019.

### **2023:**

Total arrivals: 9.24 million indicating a significant increase in the number of

Inbound tourists.

Top source countries: Bangladesh, United States, United Kingdom, Australia

Key findings: Increase in tourism, higher spending, leisure and pilgrimage

Tourism

## **STATE GOVERNMENT'S INITIATIVE FOR TOURISM DEVELOPMENT**

Maharashtra, a state known for its vibrant cities and tranquil beaches, has realised the enormous potential of tourism, and has taken several steps to draw in tourists from both local and foreign markets. The following are some salient points:

### **Policy and Regulatory Framework:**

**Maharashtra Tourism Policy 2025:** With the help of this all-encompassing programme, tourism is expected to grow by 10% annually, drawing in Rs 30,000 crore in investments and the creation of 1 million employment. It emphasises sustainable practises, diversified tourism segment development, and ease of doing business.

**Single-window clearance:** The government has expedited the hospitality industry's licencing procedure, cutting red tape and encouraging quicker investment.

**Caravan Tourism Policy:** This programme supports the operation of mobile hotels and caravan parks by private companies, meeting the increasing demand for experiential tourism.

**Agro-tourism Policy:** Maharashtra has implemented laws to support farm stays, homestays, and eco-tourism initiatives, realising the potential of rural areas to generate extra revenue streams for farmers and enhance rural tourism.

### **Infrastructure Development:**

**Focus on Mega Tourism Projects:** Emphasis on Major Tourism Projects: To establish world-class tourist attractions, the government is working on several mega tourism projects, including the Shivneri Teerth Theme Park and the Warasgaon Reservoir and Lakeside Resort.

**Modernization of Connectivity and Airports:** Airport modernization and enhanced road and rail connectivity to well-known tourist locations are being funded in order to increase accessibility.

**Encouraging Various Tourism Sectors:**

**Adventure Tourism:** Maharashtra is the perfect destination for adventure sports like cycling, white-water rafting, and hiking because of its breathtaking scenery and varied terrain. The government is proactively encouraging these endeavours and building the required facilities.

**Wildlife Tourism:** Numerous national parks and sanctuaries can be found in the state, providing chances for environmental exploration and wildlife safaris. Protecting wildlife and promoting responsible tourism are the goals of projects like Project Tiger and eco-tourism initiatives.

**Cultural Tourism:** Maharashtra's numerous festivals, museums, and historical places serve as platforms for showcasing the state's rich legacy and dynamic culture. With programmes like the "Maharashtra Darshan" package, which offers carefully planned itineraries to see the state's cultural tapestry, the government is pushing cultural tourism.

**Medical Tourism:** Maharashtra is becoming a centre for medical tourism because of its state-of-the-art medical facilities and highly qualified medical staff. With programmes like "Heal in India," the government is advancing medical travel.

These are but a few of the steps Maharashtra is doing to boost the travel and tourist industry. Maharashtra Tourism Development Corporation's (MTDC) Bed and Breakfast scheme which has enabled the middle-income group citizens to avail of affordable visits to tourist destinations. MTDC along with their accommodations undertakes booking of these bed and breakfast accommodations. Thereby has helped the new self-employment at the tourists' destinations. The Indian Railway has offered 50 percent waiver in train tickets to senior citizens. Recently the Govt. of Maharashtra has introduced for the citizens over 75 years will not be required to pay for the State Transport Bus fare at all. For the women citizen category 50% concession has been offered in MSRTC bus service. This has paid a good dividend. The senior citizens and women are visiting the religious places in a big number.

**CONCLUSION.**

The State and Central government are now well aware of the potential offered by the tourism sector and have initiated several steps to step up tourism. With an emphasis on responsible practises, infrastructure development, diversified segments, and technology utilisation, Maharashtra is well positioned to emerge as a top tourism destination in India and abroad. The response of the private sector is also quite encouraging. The industry can become a significant player on the global scene and contribute significantly to India's economic development if the government continues to support it and the private sector gets involved.

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## **Boosting Employee Productivity: The Influence of Happiness and Well-being Initiatives in Pune's Financial Sector**

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### **Abstract**

#### **Introduction:**

In the cut-throat financial environment of Pune, the primary factor for the success of the companies is the area of employee productivity. This paper examines the extent to which people's happiness and job satisfaction play a crucial role in how they do their work in this area.

#### **Background:**

Recent progress puts the importance of happiness in the spotlight, which in turn facilitates an efficient and productive workforce. This research specifically hones in on the significance of joy within financial institutions, with a particular focus on ten prominent organisations. The list of companies in Pune includes MNC organizations: “Citi Corp India,” “CITCO” “Northern Trust,” “Credit Suisse,” and “BNY Mellon” & India conglomerates “Bajaj Finance Ltd”, “Shriram Finance Ltd”, “TATA Finance Ltd” “L&T Finance Ltd”, “Mahindra & Mahindra Financial Services Ltd” among others. Furthermore, it studies the issue of work satisfaction, the feelings of employees in their position relative to the spiritual values of the organisation, and how they affect the performance of employees.

#### **Purpose:**

The pivotal goal of this study is to find out if a happiness-based initiative has a meaningful effect on employee job satisfaction and productivity in the financial sector of Pune. This study will take a deep dive into the phenomenon of employees' happiness at work, its role in the context of corporate spiritual values, and its direct implication on employee performance.

**Methods:**

The research approach that would be utilised is secondary research methods, which include the literature review and meta-analysis of well-being programs in the organisations.

**Findings/Results:**

The preliminary results of the research suggest a positive relationship between employees' job satisfaction, faithfulness to spiritual values, and performance. In addition, it is clear that company wellness programs have a great influence on the work environment and on job satisfaction and productivity.

**Conclusion:**

This study concludes that happiness strategies are the most important thing in Pune's financial institutions. By cultivating an environment built around well-being, organisations can realise their workers' full potential and sustain long-term growth.

**Keywords:** Happiness, Well-being initiatives, Employee productivity, Financial companies, Working atmosphere.

**INTRODUCTION:****Background of the Study**

Enclosed by Pune's economically alive commercial community, India's growing financial sector beats with the cadence of the global market, in which the interplay of desire and innovation spurs enterprises to new unparalleled heights of performance. In this vibrant atmosphere, the necessity of employee productivity becomes the beacon to help the company achieve its goals (Almaamar & Alaswad, 2021). Nevertheless, in pursuit of operational efficiency, companies are increasingly becoming aware of the significance of employee satisfaction and well-being in defining the shapes of success. In the foreground of the inquiry, the intricate interplay of happiness initiatives and employee productivity of the top ten NBFCs "Citi Corp India," "CITCO" "Northern Trust," "Credit Suisse," and "BNY Mellon" & India conglomerates "Bajaj Finance Ltd", "Shriram Finance Ltd", "TATA Finance Ltd" "L&T Finance Ltd", "Mahindra & Mahindra Financial Services Ltd" in the Pune financial sector will be unravelled.

**Research Aim and Objectives**

The main aim of the research is to analyse the impact of happiness and well-being initiatives at the workplace on employee job productivity. The other objectives of the research are as follows:

- To study the concept of happiness at work that possesses several beneficial effects on the workspace.
- To examine workplace happiness and its association with corporate spiritual values.

- To ascertain the impact of work-life balance and happiness at work on employee performance.
- To explore the role of organisational wellness programs through a meta-analysis perspective.

### **Significance of the Study**

This study extends the organisational psychology and management frameworks by surfacing the intricate bond between happiness programs, job satisfaction and efficiency in the organisation (Yadav et al. 2022). It may be employed for developing policies and practices that would equip leaders with the skills of creating and introducing happiness programs which ultimately contribute to the general worker's well-being and productivity.

### **Research Questions**

- What is the concept of happiness at work that possesses several beneficial effects on the workspace?
- Is workplace happiness associated with corporate spiritual values?
- What is the impact of work-life balance, and happiness at work, on employee performance?
- What is the role of an organisational wellness program through a meta-analysis perspective?

### **Scope and Limitations**

While this study aims at providing an all-round discussion of happiness initiatives in the financial sector of Pune, there are some limitations which need to be addressed. The focus area of this research is five important non-financial banks in Pune. Therefore, it limits the generalisation of results to the wider organisational contexts. Furthermore, it must be acknowledged that a significant part of the research may be based on secondary methods, which can reduce the insight to a certain extent. Interestingly enough, the multifaceted happiness and well-being requirement further complicates the investigation that, in turn, ignores some dimensions of the phenomenon.

### **Research Statement**

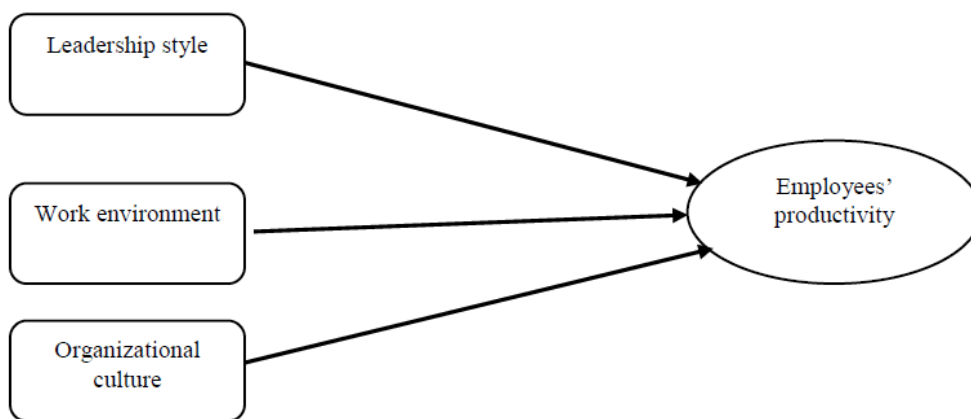
This manuscript focuses on the effect of happiness programs on job satisfaction and productivity of employees in Pune's financial sector, with the aim of scrutinising the connection between organisational well-being methods and work results.

## **LITERATURE REVIEW:**

### **Theme 1. Factors Influencing Employee Productivity**

The study by Guercia et al. (2022) aimed to address the correlation between high-performance workplace practices (HPWP) and employees' well-being. Specifically, the focus areas were related to health, happiness, and relationship aspects. The research unveils, with regard to employee well-being, the different factors while highlighting how HPWPs are

crucial in promoting worker's overall wellness in our dynamic economy. Additionally, there are some weaknesses in the research, including the inability to establish a distinct cause-and-effect relation, as contextual factors like organisational culture and the type of industry also play a big role. Nevertheless, it has achieved its goals effectively. More relevant aspects must be highlighted in this context to enable us to pinpoint the determinants of HPWPs and their specific relationship with the well-being of the employees. The most respected NBFCs in Pune provide contingencies such as flexibility in work arrangements, wellness programs, and employee assistance, which level up work-life balance and job gratification. These programs include physical and mental stress management and nutrition activities (Bajaj Finserv, 2023). Employee Assistance Programs create a confidential channel of communication where members of the staff find support for personal or work-related problems. Mental health services cover group therapy and guided meditations. Consistent assessment and arrangement are considered.



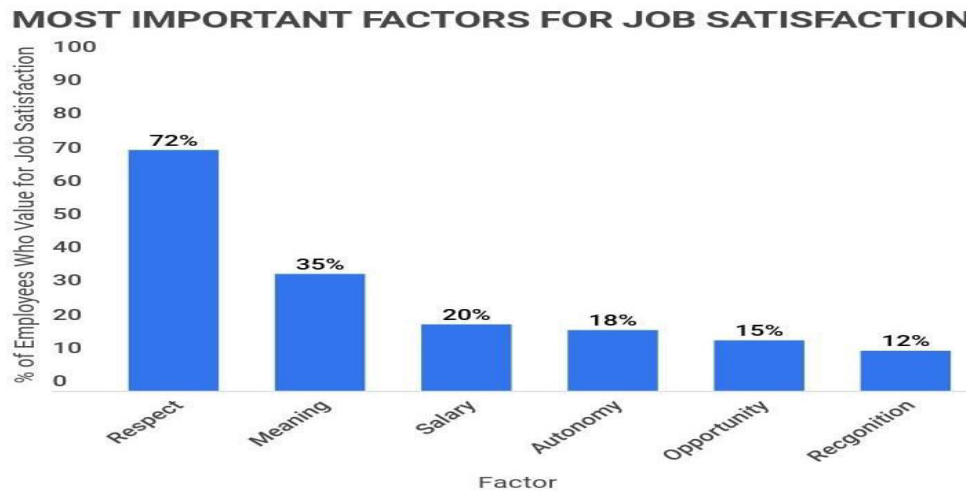
**Figure 01: Factors Influencing Employees' Productivity**

(source: Almaamar & Alaswad, 2021)

## **Theme 2: The Crucial Role of Organizational Culture in Nurturing Employee Well-being and Productivity**

The organisation culture study done in 2020 by Olynick & Li focused on the effect of culture on employee stress, work enjoyment, and productivity. Four types of culture were analysed: culture, custom, recognition of hierarchy, proactiveness, and market. The data collection methods employed in this research included questionnaires and focus groups. It was noticed that people working within the clan culture felt less stress and more productivity than those employed in adhocracy, hierarchy and market-based cultures. The study points out the necessity of a healthy work area in which leaders support well-being as the main priority and showcase focus and productivity. Limitations are accompanying benefits, but the results

make clear the conclusion that managers must strive for a productive and pleasant workplace. These top NBFCs are particular in creating these types of professional development opportunities: flexible working conditions, open communication, rewards and recognition, teamwork activities, and financial wellness programs for their employees. This is especially true in the context of training programs, workshops, and skills development opportunities that promote career development and advancement (Shriram Finance, 2024). They also create an ergonomic workplace and comfortable environments, hold a series of open communication and team-building activities, and offer money advice and financial planning resources.



**Figure 02: Happy Employees Are More Productive**

(source: Jack Flynn, 2022)

### **Theme 3: Workplace health promotion**

Wolfenden & Yoong's (2021) article tackles the question of how health enhancement projects can decrease Medicare expenses, help employees to be physiologically and psychologically well and improve social well-being. This study of approximately 15,000 employees under the employer's healthcare plan found that wellness programs can lead to better health attitudes. To conclude, there was no effect that had been seen in about 18 months with no differences in health measures, net healthcare spending, healthcare utilisations, or work outcomes. The study stresses the necessity of a comprehensive perspective of knowledge about the effectiveness of wellness programs before deciding on the ample avenues and certain ways that could bring about change. Companies like "Citi Corp India," "CITCO" "Northern Trust," "Credit Suisse," and "BNY Mellon" & India conglomerates "Bajaj Finance Ltd", "Shriram Finance Ltd", "TATA Finance Ltd" "L&T Finance Ltd", "Mahindra & Mahindra Financial Services Ltd" dwell on the role that open communication, having clear expectations, leadership support, inclusive policies, employee empowerment and recognition of achievements play in promoting a healthy work-life balance. It highlights a leader's responsibility of keeping the employee's well-being first, walk the talk and for creating a healthy work culture (Tata, 2024). Policies that consider all people,



including their individual differences and equal opportunities, are known as inclusive policies; on the other hand, employee empowerment involves including them in decision-making and the creation of formal mechanisms for which the voice of the employees should be heard.



**Figure 03: High-performance Work Practices, Employee Well-being**

(source: Hauff et al. 2020)

## METHODOLOGY:

### 3.1 Research Philosophy

The researcher will apply interpretivism as a subjective research method that focuses on the socio-cultural context of organisations as he studies the influence of the atmosphere at the workplace (Kirono & Odoyo, 2020). The research will use secondary data as the main input and other emerging nature of empirical phenomena to scrutinise.

### 3.2 Research Approach

The researcher will employ a deductive strategy to investigate the association between organisational culture and employee well-being and productivity. The researchers suggest that various types of organisational cultures generate different effects on the employee experience (Mishra & Alok, 2022). They will use data from previously conducted studies and surveys to support the hypothesis and start looking for specific research questions.

### 3.3 Research Design

The research design that will be applied in this study is a secondary data analysis approach. Secondary data is defined as the use of any preexisting data which were collected by other researchers and agencies for different purposes than what the current study is trying to achieve (Sileyew, 2019). It gives an opportunity to re-analyse the data for any new research query or to delve deeper into unknown areas.

### 3.4 Population and Sample

The upper category of non-banking financial organisations in Pune that have been surveyed or studied previously regarding their organisational culture and how this affects the welfare and productivity of their employees is the category of concern for this study. The sampling method comprises the review and collation of relevant literature containing research studies and surveys about how organisational culture affects employee experiences.

### 3.5 Data Collection Methods

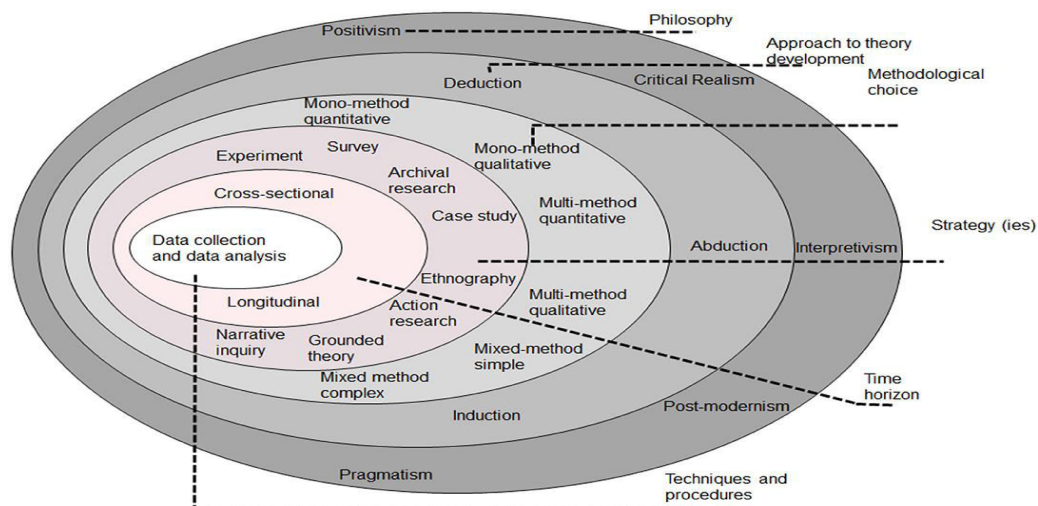
The researcher will utilise the secondary data collection technique of reviewing and assessing the existing literature as well as research findings on the relationship between organisational culture and the stress level of employees, their work satisfaction, and productivity in the organisation (Mazhar, 2021).

### 3.6 Data Analysis Techniques

The researcher will employ qualitative data analysis to identify repeated patterns and themes that are aligned with organisational culture and employee well-being, which will establish a context for discussion and comprehension (Berndt, 2020).

### 3.7 Ethical Considerations

Ethical principle will be followed by the researchers during the time when using the secondary data which includes; to get the informed consent, the transparency of data, not harming people, being objective, privacy of the data, and intellectual property rights (Zawacki-Richter et al. 2022). This process of the study proves the accuracy of the obtained outcome and, at the same time, ensures the rights of the subjects.



**Figure 03: Research Onion**

(source: Seuring et al, 2021)

## **FINDINGS**

### **4.1 Overview of Data Collected**

The data used for the analysis in that research is a variety of sources, including academic journals, industry reports and surveys made by reputable organisations. These sources outlined a detailed image of how the happiness projects, employees' well-being, and productivity in the financial industry of Pune are related.

### **4.2 Analysis of Employee Perceptions of Happiness and Well-being Initiatives**

The best NBFCs of Pune put into action different plans to maintain the welfare of their staff and work productivity. Such measures may include providing the staff with flexible work schedules, high quality health promotion programs, confidential employee assistance programs, support bodying a healthy organisation culture and developing inclusive policies & procedures. These steps are geared at ensuring work life balance, introducing beneficial wellness plans and making the workers feel in control through their involvement in decision making process.

### **4.3 Correlation Analysis Between Happiness, Well-being, and Productivity**

Correlation studies showed positive effects of happiness, contentment and higher productivity levels of financial employees in Pune city. The survey indicated that employees who had higher levels of satisfaction and happiness with their jobs were more dedicated and performed better than those who were not.

### **4.4 Identification of Key Findings**

The core finding underscores the existence of a positive relation between the attitude of employees, their comfort, and production in the financial sector of Pune. Moreover, the establishment of a recreational environment for employees with an emphasis on their welfare and happiness to stimulate their productivity and sustainability of the company was an essential element of the analysis.

Consequently, the complex interplay of happiness programmes and employee health, which eventually affects the financial outcomes of the business in Pune, is gaining more prominence in the management and professional communities for those who want to establish employee development and increase productivity.

## **DISCUSSION:**

### **5.1 Interpretation of Findings**

This research explores the contribution of the happiness projects to the finance sector of Pune from the workers' perspective in terms of their well-being and efficiency. Employees who stated they were able to identify positive emotions, among other components, reported greater job satisfaction and engagement, which increased their productivity (Ferreira et al. 2020). This underlines the significance of building a healthy work culture, which implies that

employee happiness and well-being should be treated as a strategic matter for an organisation to perform well.

## **5.2 Comparison with Existing Literature**

The outcomes of this research correspond to the findings of prior research that underlines the positive effect of happiness programs on employee's health and job performance. Besides, research proved that the organisational culture is, to an extent, responsible for the satisfaction of the employees and their performance. This research works on the financial sector of Pune in particular and offers contextually relevant results that extend the literature on the field. On the other hand, it works on the whole financial sector of Pune.

## **5.3 Implications for Theory and Practice**

This study has various implications for both theory and practice. At a theoretical level, this study fills the gap by means of demonstrating the connection between happiness initiatives, the well-being of employees, and productivity in a specific organisational context, thereby contributing to the growing literature of organisational psychology and management theory. The research is a practical recommendation that necessitates leadership in organisations to consider employee happiness and well-being as a strategy to boost organisational progress and durability. Companies that plan to develop a positive workplace will find a way to get the most out of their employees and gain a competitive edge in the market.

## **5.4 Strengths and Limitations of the Study**

The research investigates initiatives for happiness and consequences for the work environment in the corporate sector of Pune. It conducts secondary data analysis through literature studies, yet its validity is hindered by the fact that it is based on the secondary source and its concentration on the Pune financial market, which makes it less of a generalisable phenomenon.

## **5.5 Suggestions for Future Research**

Future research should probe into the long-term effects of happiness initiatives on employees' well-being and productivity, which will also involve evaluation of the effectiveness of specific interventions like mindfulness programmes and social support. Comparative research among industries across the regions would provide more insights into contextual factors affecting the relationship between happiness initiatives and employee performance.

## **6. CONCLUSION:**

### **6.1 Summary of Key Findings**

The study explored the effects of happiness and good health programs on employee productivity in the financial sector of Pune. The major conclusion provided evidence of a positive relationship between happiness, employee well-being, and productivity level. This signifies that having a conducive work atmosphere is important. Among the employees that reported higher levels of joy, there was more job satisfaction and engagement, which helped further in improved performance.

## 6.2 Practical Recommendations for Pune's Financial Sector

The report ends with the presentation of practical recommendations which may be implemented by financial organisations in Pune.

- i. **Prioritise Employee Well-being:** Organisational leaders need to bear their employees' well-being on the top of their mind. They should come up with "happy" initiatives that involve wellness programs, flexible schedules and recognition schemes.
- ii. **Cultivate a Positive Work Environment:** The development of a workspace which supports healthy collaboration, knowledge sharing, and socialising among coworkers is important.
- iii. **Invest in Training and Development:** Provide training and learning opportunities to the workers in order to build their skills and expertise in the working environment.
- iv. **Align Organisational Values:** Make sure that an organisational philosophy is an integral part of an employee's attitudes so that they feel as if they are part of a united family.
- v. **Monitor and Evaluate Happiness Initiatives:** Monitor and assess the efficiency of happiness programs for their effectiveness constantly to detect places where adjustments can improve them.

## 6.3 Conclusion and Final Remarks

The report highlights that the level of employees' happiness and well-being should hitherto be the key factor in increasing the productivity of the financial sector in Pune. It shows that a good work environment and atmosphere can impact employees through their experience, engagement, and hence, performance, with positive results in their success. Its transformative nature implies the leaders of the happiness projects incorporate them into their strategic plans.

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## Exploring HR Function: Google's People Analytics Approach

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### Abstract

Human Resource (HR) Analytics emerges as a pivotal tool in contemporary organizational management, facilitating data-driven decision-making and strategic planning. The significance of HR Analytics lies in the optimization of workforce dynamics. Through the lens of data science, HR Analytics employs machine learning algorithms, and predictive modeling to extract actionable insights from diverse HR data sources, including recruitment, performance evaluations, employee engagement surveys, and demographic information. By leveraging these insights, organizations can enhance recruitment strategies, optimize workforce allocation, foster employee engagement, and mitigate risks associated with talent management. Furthermore, HR Analytics enables the identification of patterns and trends, facilitating proactive interventions to address potential issues such as attrition, skill gaps, and diversity imbalances. It underscores the potential of HR Analytics in aligning human capital strategies with organizational objectives, thereby fostering a culture of continuous improvement and sustainable growth.

**Keywords:** HR Analytics, People Analytics, People management system

### Objectives:

- To understand the role of HR Analytics
- To comprehend the efforts of Google exploring the HR function through their "people analytics" approach

### Introduction:

The merging of data science and human resource management has spawned HR Analytics, a discipline utilizing data-driven insights to optimize and inform decision-making within HR processes [2]. The imperative for HR heads to integrate analytics into corporate strategy is highlighted by its potential to revolutionize workforce management, optimize talent acquisition, and drive organizational success [3,4].



Human Resource (HR) Analytics has become an indispensable tool in modern organizational management, revolutionizing how businesses understand, manage, and leverage their workforce. In an era characterized by rapid technological advancement and unprecedented access to data, HR Analytics represents a paradigm shift from traditional HR practices, ushering in a data-driven approach to human capital management.

HR Analytics facilitates evidence-based interventions to enhance employee engagement, productivity, retention, and overall organizational effectiveness. As organizations increasingly recognize the strategic value of their human capital, HR Analytics emerges as a critical enabler of competitive advantage, innovation, and sustainable growth.

### **Role of HR Analytics:**

HR analytics plays an important role in efficiently managing the functioning of organizations these days. It aims to improve and optimize internal processes such as hiring, employee onboarding, engagement, and performance. By performing an analysis of the data about employees, one can determine the aspects that influence the performance of the employees. With the right data, companies can locate a perfect candidate for a position. Ultimately, overall team management becomes easier when companies know what lies behind their employees' behaviour [5,6].

HR Analytics encompasses various methodologies, ranging from descriptive, predictive, prescriptive, and diagnostic analytics [1]. Descriptive analytics involves the exploration and visualization of historical HR data to identify trends, patterns, and anomalies. This retrospective analysis provides valuable insights into past workforce performance, demographic trends, and employee behaviours, serving as a foundation for more advanced analytical techniques.

By analyzing historical hiring data and candidate profiles, organizations can develop predictive models to identify top talent and reduce time-to-hire. In performance management, HR Analytics facilitates the identification of performance trends, drivers, and predictors, enabling organizations to provide targeted feedback, coaching, and development opportunities to employees. By leveraging performance data and predictive analytics, organizations can identify high-performing employees, diagnose performance gaps, and design tailored interventions to enhance individual and team performance. Employee engagement is another area where HR Analytics can make a significant impact. By analysing employee survey data, sentiment analysis, and social media interactions, organizations can gain insights into employee attitudes, motivations, and satisfaction levels. These insights enable organizations to identify drivers of engagement, diagnose underlying issues, and implement targeted interventions to improve employee morale and retention. Workforce planning is yet another critical application of HR Analytics.

Looking ahead, the future of HR Analytics is filled with promise and potential as organizations continue to embrace data-driven approaches to talent management and

organizational effectiveness. By harnessing the power of automation and predictive modeling, HR Analytics can deliver real-time insights and recommendations that drive agility, innovation, and competitive advantage. Furthermore, the integration of HR Analytics with emerging technologies such as augmented reality, virtual reality, and blockchain has the potential to transform employee experience, learning and development, and performance management. As organizations navigate the complexities of an increasingly digital and interconnected world, HR Analytics will play a pivotal role in helping them adapt, evolve, and thrive in the face of change. The need for HR analytics has become increasingly evident in today's complex and dynamic business environment.

### **Several key factors highlight the necessity and role of HR analytics:**

#### **Data-Driven Decision Making:**

In an era where data is abundant, organizations recognize the value of making decisions based on evidence and insights rather than intuition alone.

#### **Optimizing Human Capital:**

Human capital is often considered one of the most valuable assets of an organization. HR analytics enables organizations to better understand their workforce, identify top talent, and allocate resources effectively. By optimizing human capital management practices, organizations can improve employee engagement, productivity, and retention, ultimately driving business success.

#### **Adapting to Change:**

The business landscape is characterized by rapid technological advancements, demographic shifts, and evolving workforce preferences. HR analytics enables organizations to adapt to these changes by providing real-time insights into workforce dynamics, market trends, and emerging skill requirements.

#### **Risk Management:**

HR analytics can also help organizations mitigate risks related to compliance with labour laws, regulations, and ethical standards.

#### **Using Data Analysis for Efficient Human Resource Management:**

Google's People Analytics approach makes use of data analysis and metrics to inform and improve various aspects of human resources (HR) management within the company. Here are some key aspects of Google's People Analytics approach:

#### **Talent Acquisition and Retention:**

Google uses People Analytics to optimize its recruitment and retention efforts. This includes identifying the most effective channels for sourcing talent, assessing candidate fit and potential, and implementing strategies to improve employee satisfaction and retention.

#### **Performance Management:**

Google leverages People Analytics to assess and improve employee performance management processes. This may involve analyzing performance evaluation data, identifying areas for skill development and training, and providing managers with insights to support their decision-making.

#### **Diversity and Inclusion:**

Google is known for its commitment to diversity and inclusion, and People Analytics plays a crucial role in supporting these efforts. By analyzing demographic data and identifying potential biases in hiring, promotion, and performance evaluation processes, Google can work towards creating a more diverse and inclusive workplace.

### **Employee Experience:**

Google focuses on enhancing the overall employee experience through People Analytics. This includes gathering feedback from employees through surveys and other channels, identifying discomfort points and areas for improvement, and implementing initiatives to enhance employee satisfaction and engagement. Overall, Google's People Analytics approach is characterized by its commitment to leveraging data and analytics to drive continuous improvement in HR practices and support the company's broader goals and objectives [7,8].

Google employs various people analytics approaches to enhance its human resource management practices and optimize workforce performance [9].

### **Here are Google's practices in managing people, emphasizing its data-driven methodology:**

**Leadership Excellence:** Google's "project oxygen" research sifted through internal data to identify the pivotal role of managers in fostering high performance and retention. It pinpointed key traits of effective leaders, prioritizing personalized coaching and feedback over technical prowess. Managers undergo biannual evaluations based on these traits, with their behavior closely linked to employee satisfaction and productivity.

**PiLab Innovations:** Google claims the PiLab, a distinctive subgroup dedicated to experimental research on effective people management strategies. Through rigorous experimentation, PiLab determines optimal approaches for fostering employee satisfaction and productivity, even revolutionizing workplace health by scientifically redesigning dining facilities.

### **Retention Forecasting:**

Leveraging advanced algorithms, Google predicts employee attrition and tailors proactive retention strategies. By pre-emptively identifying individuals at risk of leaving, management can intervene effectively, offering personalized solutions to mitigate turnover.

**Project Aristotle:** Google utilizes data analysis to unravel the intricacies of effective team dynamics, emphasizing factors like psychological safety, clarity of roles, and shared purpose. This insight enables Google to cultivate environments conducive to collaboration and innovation.

### **People Innovation Laboratory:**

Google employs analytics to discern employee needs and preferences, enriching the workplace with amenities like gourmet snacks, fitness facilities, and recreational activities. By catering to employee well-being, Google fosters a vibrant and fulfilling work environment.

### **Predictive Modeling:**

Embracing a forward-thinking approach, Google develops predictive models to anticipate future people management challenges and opportunities. By conducting "what if"

analyses, Google continually refines its workforce planning strategies to adapt to evolving needs.

### **Diversity Analytics:**

Google harnesses analytics to tackle diversity issues head-on, diagnosing root causes of disparities in recruitment, retention, and promotion. This data-driven approach yields tangible improvements in hiring practices and organizational inclusivity.

**Strategic Hiring Algorithm:** Google pioneers data-driven recruitment methodologies, employing algorithms to identify top-performing candidates and streamline hiring processes.

By optimizing candidate selection and minimizing time-to-hire, Google ensures a robust talent pipeline aligned with long-term strategic goals.

### **Valuing Top Performers:**

Google quantifies the immense impact of exceptional talent, compelling executives to invest in attracting, retaining, and developing top performers. Through rigorous analysis, Google demonstrates the pivotal role of talent management in driving organizational success.

### **Collaboration-Centric Workspace Design:**

Google prioritizes collaborative work environments, recognizing their role in fostering innovation and creativity. By designing workplaces conducive to learning, fun, and collaboration, Google cultivates a culture of mutual support and shared success.

### **Continuous Learning Culture:**

Google emphasizes experiential learning and knowledge sharing, facilitating continuous growth through project rotations and learning from failures. By nurturing a culture of self-directed learning and adaptability, Google empowers employees to thrive in a rapidly evolving landscape.

### **Data-Driven Persuasion:**

Google's people analytics team persuades stakeholders with compelling data-driven insights, influencing organizational change through evidence-based recommendations. By presenting data in a manner resonant with analytical minds, Google fosters a culture of informed decision-making and continuous improvement.

### **Conclusion & Suggestions:**

In conclusion, HR analytics plays a pivotal role in modern organizations by leveraging data-driven insights to optimize human resources processes and decision-making. Google's People Analytics approach exemplifies the significance of harnessing data to understand, predict, and enhance various aspects of the employee lifecycle, from recruitment to retention. By integrating advanced analytics techniques with a deep understanding of human behaviour, Google has been able to foster a culture of continuous improvement and innovation within its workforce. As businesses navigate an increasingly complex and competitive landscape, embracing HR analytics and adopting a people-centric approach like Google's becomes imperative for achieving sustainable growth and maintaining a competitive edge in the market. Organizations should identify and highlight best practices for implementing HR analytics initiatives, including data governance, talent acquisition strategies, performance management, and employee engagement programs.

**Future Scope:**

Emerging trends and future advanced directions in HR analytics, such as the integration of artificial intelligence, and machine learning and their potential implications can be further studied. There is potential to integrate HR analytics more closely with strategic planning processes to align workforce initiatives with organizational goals and drive long-term business success.

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## **AI- An Enabler or Disruptor in Achieving Work Life Balance - A Conceptual Study**

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### **Abstract**

Technology has been an enabler for eons and same technology when misused, could be a greatest disrupter. In today's dynamic and evolving environment wherein emerging technologies like AI will play key role in defining the future of workplace environment whether in home or at office or any other place where you work. The AI will be a great source for shaping the decision-making process and thus improving our efficiency at workplace. The most important factor that AI will generate is Time and utilization and prioritization of time for which work and categorizing it will be the important factor. This paper conceptualizes an AI environment in which our future generation will work. The use of AI to achieve the most valuable thing for work life balance that is "Time". The individual will have to prioritize his/her time and categorize his work and carry out best utilization of time which will make the work more efficient. The individual misusing this time can act as a disruptive force. The AI could equally be a disruptive force wherein if the outcomes can be harmful if its character or algorithm are not made with right conscious.

**Keywords:** Work Life Balance, Artificial Intelligence, Work Dynamics, Efficiency, Prioritisation.

### **Introduction:**

AI has a great deal of potential applications in work-life balance and might have a big impact on individuals, businesses, and society as a whole. In todays interconnected and fast paced world, for an individual to strike a work life balance has become a daily challenge. We often feel burdened by the demands and expectations which we carry in both our personnel & professional life. Nevertheless, we have been accompanied by a powerfully ally which has made our life easier in the human evolution history i.e. ever evolving technology. In this race of future technology, we are seeing Artificial mind overcoming the challenges faced by us.

Because AI offers previously unheard-of opportunities for productivity, creativity, and expansion, it has fundamentally altered the character of modern employment. Nonetheless, as businesses utilise AI to automate tasks, streamline workflows, and make data-driven decisions, worries are voiced over how new technologies may impact the delicate balance between work and home life. It is a known fact that the work-life balance has an impact on individuals' well-being, job satisfaction and organisational efficiency.

It entails balancing professional responsibilities with leisure pursuits, considering factors including work allocation, time management, and mental well-being. AI and time have a direct relation, an effective AI tool will effectively manage time. Time management can be improved with the use of artificial intelligence (AI) powered solutions. AI can support in prioritisation of your task and will act as a virtual assistance wherein workers can use these tools to balance and prioritise their personal & professional life. The aim of this research article is to explore the complex relationship that exists between work-life balance and artificial intelligence (AI). In particular, the research will focus on how the adoption of AI affects people and organisations, providing insightful information about this complex relationship. The way work is done and perceived has changed significantly as a result of the use of AI technologies in the workplace. Artificial intelligence (AI) has the potential to enhance workflows, increase productivity, and streamline repetitive tasks. There will be challenges associated with AI which business needs to manage so that we maintain a healthy work-life balance, promote well-being, and support a positive work environment for our employees.

This means that leadership initiatives, policies, and practices that leverage AI's potential to drive organisational success while prioritising people's holistic needs must be carefully considered.

### **Objectives:**

1. To Understand the various Emerging AI Tools that can be Used by employees to save time which can lead to Work Life Balance.
2. To analyse the benefits and challenges of AI with respect to AI adoption in relation to work-life balance.
3. To figure out the potential of AI Environment.

### **Literature Review:**

Dr. K. VeenaLatha (2019) in her research on Work Life Balance stated that Employees' life is adversely affected by the the volume of the work. The demands of the job and long working hours cause employees to sacrifice precious time. An employee's personal life is impacted by their job. The work-life balance of employees is negatively impacted by things like time, travel, meetings, etc. The majority employees agree that a work-life balance approach promotes individuals' performance in the company.

Dr. Poonam Kakkad, Ms. Naveena Suresh (December 2023, IJFMR) in their research on AI & Work Life balance of faculties have stated that artificial intelligence aids educators balance their personal and professional lives. Taking into account the adverse theory that AI could lead to a culture of constant labour and could even obfuscate the lines between work and personal life. However, artificial intelligence has largely replaced human labour in organisations and is poised to do so for the remaining, as yet unexplored, functions. Therefore, it is crucial to determine how to best utilise it to the benefit of both employers and faculty. Work-life balance is facilitated by artificial intelligence in a number of ways, including by improving productivity, automating monotonous activities, enabling flexible scheduling, providing virtual support, etc.

Organisations and individuals alike should place a high priority on the careful and moral integration of AI technologies into the workplace in order to optimise the positive effects of AI on work-life balance. This entails establishing unambiguous guidelines, encouraging digital health, and cultivating a work-life balance-focused culture.

Dr. Parul Agarwal (2024) Alochana Journal her study sheds light on the ways in which the application of AI technologies impacts many aspects of work-life balance, including workload management, employee welfare, and time management. The purpose of this study is to explore the complex interaction between artificial intelligence (AI) and work-life balance, with a focus on how adopting AI affects people and organisations. Additionally, research demonstrates that whereas AI technologies offer opportunities for task simplicity and efficiency improvements, they also bring with them concerns related to job insecurity, position ambiguity, and intensity of work. The interplay of these variables creates a nuanced picture of how AI is impacting work-life equilibrium. In order to lessen the negative effects of AI on work-life balance, it highlights the necessity of organisational policies and practices, such as promoting flexible work hours, providing staff training and help, and fostering a culture of well-being.

Idris Olayiwola Ganiyu, Ola Olusegun Oyedele, Evelyn Derera (2021) IGI Global, his study says that the impact of disruptive technological advances on the nature of work in the future has been examined in this study. In the study, the skill shortages resulting from the Fourth Industrial Revolution's advent were also examined. According to academic predictions, the Fourth Industrial Revolution (4IR) will cause changes to the status quo as businesses gradually switch from using human capital to artificial intelligence in their daily operations. The potential for creativity exists in these upheavals, as the advancement of artificial intelligence may lead to the creation of new occupations while eliminating others. But how will new employment be generated? With the advent of the technology revolution, employees may now access office operations from a distance, allowing them to perform their duties from anywhere in the globe. The way people work has drastically altered as a result of technological advancements, which has affected people's capacity to strike a balance between work and family.



Sanjoli Kedai, Dr. Arun Kumar Shukla, Dr. Sandhya Sinha, 2023 (Eur. Chem. Bull ECB)

The workplaces of today are fast paced, demanding, and full of high standards. Employees are under constant pressure to meet these criteria to keep up their competitiveness in worldwide markets.

A company's employees shouldn't be sacrificed in the name of success, as such prosperity is unsustainable. It has now become more crucial than ever to be able to successfully balance work and personal commitments in order to preserve employee satisfaction and performance.

Furthermore, the study uncovers fascinating relationships among work-life balance and worker productivity.

Prof. Smita N. Gambhire , Dr. Avinash A. Dhavan , Dr. Pritam Kothari , Dr. M.K. Patil , 2023 Journal of the Oriental :Researchers have looked into the applications of artificial intelligence and how they affect Precision Camshafts Limited's HR staff in Solapur. AI has made the majority of HR tasks automated, which reduces stress for workers. The majority of HR tasks, including hiring, training, onboarding, productivity reviews, retention, etc., may be completed by AI. This paper will provide an outline of how AI affects the organization's ability to increase its workforce and the HR department's ability to assist employees. Artificial intelligence (AI) helps to automate most back office transactional tasks, enabling fast service delivery. Artificial intelligence in HR applications need skilled workers to manage them, and technology proficiency is a prerequisite for efficient usage of it. The HR department can save time by utilising artificial intelligence (AI) to execute most tasks, which also enhances provability and resource analysis activities. Effective AI application increases workers' commitment to their work. Artificial Intelligence plays a major part in hiring, training and development, recruitment, employee performance data gathering, and analysis.

### **Research Methodology:**

An Exploratory and descriptive form of Research Methodology is used, and this research paper is based on the review of secondary data. The data is collected from various published sources like Research Papers, White Papers, Articles, Online resources, and other references to understand the concept of AI and study the benefits and challenges of AI on Work Life Balance.

### **Interpretations & Discussions:**

#### **Emerging AI Tools and its Benefits:**

Employees have a lot of potential to improve work-life balance, increase productivity, and streamline activities with emerging AI solutions. Employees can utilise the following AI tools to improve work-life balance and save time:

Below are the AI tools that can be used by employees which can help in balancing work and personal life,

**Virtual Assistants:**

Virtual assistants, such as Siri, Google Assistant, and Alexa, can save time and reduce cognitive load by helping with tasks like maintaining to-do lists, making appointments, sending reminders, and providing rapid access to information.

**Email Management Tools:**

Employees can concentrate on critical work and prevent email overload by using AI-powered email management solutions like Boomerang, SaneBox, and Clear-out, which can prioritise emails, plan send times, and automatically classify or archive messages.

**Task Management Platforms:** Task management tools with AI enhancements, such as Asana, Trello, and Todoist, can automatically arrange tasks, prioritise them, set deadlines, and even identify relationships between tasks. This allows for effective workflow management and time optimisation.

**Meeting Schedulers:**

The process of determining appropriate meeting times, organising availability among numerous participants, and sending calendar invitations can be automated by AI-powered meeting scheduling applications like x.ai, Calendly, and Doodle, removing the need for back-and-forth communication.

**Voice Transcription Software:**

AI-based speech transcription programmes, such as Rev speech Recorder and Otter.ai, can accurately translate audio recordings into text, which makes notetaking, meeting summaries, and documentation chores easier to do.

**Health and Wellness Apps:** With the support of AI-enabled health and wellness apps like Headspace, Fitbit, and MyFitnessPal, employees can maintain their physical and emotional well-being despite their hectic schedules by receiving personalised advice for exercise, diet, and mindfulness techniques.

**Data Analysis and Insight Tools:**

Employees may make data-driven choices more quickly and efficiently by using AI-driven data analysis tools like Tableau, Power BI, and Google Analytics, which can automate data processing, create insights, and visualise trends.

**Personalized Learning Platforms:**

Coursera, Udemy, and Duolingo are a few examples of AI-powered personalised learning systems that can track progress, suggest relevant courses, and customise learning materials to suit individual interests. These features allow for ongoing professional development and improvement.

Employees may improve their time management, expedite procedures, and better balance their personal and professional obligations by utilising these cutting-edge AI solutions.

**Challenges of AI Adoption and its adverse effects on Work Life Balance:**

While artificial intelligence (AI) offers numerous benefits, it also has a few drawbacks such as possible harm to work-life balance. These negative implications include:

The potential of AI technology to give constant connectivity is making it more difficult to distinguish between personal and professional life. If workers feel compelled to stay available and responsive after usual business hours, they could become more stressed and find it harder to leave the office.

Although AI can automate some processes, there's a chance that it will result in more work. Employees may experience feelings of tiredness and burnout due to the quick rate of technological change, which may force them to continuously learn and adapt to new AI tools.

Workers may fear about losing their jobs or becoming outdated as a result of AI task automation. The future nature of work is still unclear, which might negatively affect employees' morale, job satisfaction, and general well-being.

AI-driven performance metrics and analytics may lead to increased pressure to meet deadlines and goals. Employees may experience constant pressure to perform more productively, endangering their personal needs and wellbeing in the process.

Staff interactions may decrease if AI tools are used exclusively for communication and coordination. This might worsen work-life balance by intensifying emotions of social exclusion and desolation, particularly in remote or distributed teams.

### **Conclusion:**

This paper studies the available AI tools that can be used by working professionals, which can save their productive time which in turn can lead to work life balance. Study also depicts that though AI has various benefits it can lead to disruption as well. These adverse impacts demand an extensive approach that takes into account the social, cultural, and organisational dynamics at play in addition to the technological aspects of AI adoption. Organisations should place a high priority on employee well-being, set clear guidelines and boundaries regarding technology use, and cultivate a work environment that supports work-life balance. Furthermore, continuous education and training initiatives can assist staff in building resilience and strategies to sail through the challenges associated with AI in the workplace.

### **Research Gap and Future Scope for Research:**

This research has not taken into consideration the other working environment organisations have which might affect the work life balance of employees. Also, it does not consider the aspect of return to office wherein most of the companies have stopped Work from Home and employees must return back to work which in some way might create an imbalance in their personal life. The research also does not throw light on the impact of AI on the employee performance and Job Satisfaction. Future research can be based on the use of AI tools and its effects on employee performance and output.

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**Behavioral Finance Insights from Fractional Share Investing:  
A Study through review of literature on Investor Decision-  
Making and Market Access**

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**Abstract**

This study examines the intersection of behavioral finance and fractional share investing, with a focus on investor decision-making and market access. Fractional share investing, which allows investors to purchase portions of a stock, has become increasingly popular due to its accessibility and affordability, enabling broader market participation. By analyzing the psychological and behavioral aspects that influence investors in this context, our research provides insights into how fractional share investing impacts investment strategies and market dynamics. Key findings suggest that fractional shares alter risk management practices, diversification strategies, and investor behaviors, influenced by psychological biases such as loss aversion and overconfidence. This paper contributes to the understanding of behavioral finance by highlighting the unique implications of fractional share investing for individual investors and financial institutions. We conclude with suggestions for future research and the potential long-term effects on the financial market.

**1. Introduction**

**1.1. Background**

Behavioral finance emerges at the crossroads of finance and psychology, explaining the anomalies that traditional financial theories, based on rational decision-making, often fail to explain. It posits that psychological influences and biases affect the financial behaviors of investors and can lead to various market phenomena, such as bubbles and crashes. The seminal works of Kahneman and Tversky on prospect theory and cognitive biases laid the foundational blocks of this field, challenging the notion of *homo economicus*, the perfectly rational economic agent. <sup>[1,2]</sup>

### **1.2. Purpose and Significance of the Study**

Understanding how fractional share investing affects investor decision-making and market access is crucial for both theoretical advancement in behavioral finance and practical applications in financial advising and investment platform development. This study aims to analyse existing literature and identify the gap in the literature by delving into the behavioral finance aspects of fractional share investing. The convergence of behavioral finance and fractional share investing offers a unique lens to examine investor decision-making and market dynamics. This study aims to uncover how fractional share investing influences investor behavior, particularly considering behavioral biases such as overconfidence, loss aversion, and the disposition effect. Additionally, it seeks to understand the broader implications of this investing approach on market access and participation. Given the rise in popularity of fractional shares, especially among novice investors, this research holds significant relevance for both academic scholars and practitioners in finance. By bridging the gap between theoretical insights from behavioral finance and practical investment strategies, this study contributes to a more nuanced understanding of the modern investment phenomena.

### **1.3. Implication of the New Asset Class**

Fractional share investing represents a paradigm shift in the investment landscape, allowing individuals to invest in portions of a share rather than requiring the purchase of a full share. This innovation democratizes access to investing, making it feasible for a broader audience to participate in the stock market, especially in high-priced stocks that were previously out of reach for the average retail investor. Companies like Robinhood and Charles Schwab have been pioneers in offering fractional shares in the USA, thus breaking down barriers to entry and enabling portfolio diversification at a lower entry cost. <sup>[3]</sup>

## **2. Literature Review**

Behavioral finance challenges the traditional financial theory, which assumes rational markets and rational decision-makers. It incorporates psychological theories into finance to explain why and how investors make decisions that deviate from those predicted by traditional models. Behavioral finance integrates psychology with finance to understand how cognitive biases affect investor behavior and market outcomes. Key theories include “Prospect Theory” <sup>[4]</sup>, which explains decision-making under risk, and “Mental Accounting” <sup>[5]</sup>, describing how individuals categorize and evaluate financial outcomes. Fractional share investing allows investors to purchase stock shares in amounts less than a full share, enabling participation with lower capital. This democratizes access to high-priced stocks <sup>[6]</sup>. Technological advancements and fintech companies have been pivotal in popularizing fractional shares among retail investors.

Fractional share investing may exacerbate certain behavioral biases, such as overconfidence, by enabling more frequent trading and smaller investment amounts <sup>[7]</sup>. However, it also provides opportunities for investors to diversify portfolios more effectively,

potentially mitigating some biases associated with portfolio concentration. By lowering the entry barrier to investing, fractional shares can enhance market access and financial inclusion, enhancing and diversifying the investor base [8]. This inclusivity could lead to a broader market participation spectrum, altering traditional market dynamics and liquidity. Recent empirical research suggests that fractional share investing influences trading behavior, with investors showing a propensity towards diversification and increased transaction frequency [9]. Studies also indicate a positive impact on financial inclusion, bringing more first-time investors into the market [10].

Critics argue that while fractional shares offer benefits, they may also encourage speculative trading and neglect of fundamental analysis [11]. Additionally, the existing body of research on fractional share investing is still emerging, with further studies needed to understand its long-term implications fully. Future research could explore the long-term effects of fractional share investing on market volatility, investor psychology, and overall financial system stability. There's also a growing interest in understanding how technological advancements will continue to shape investor behavior and market access [12]. Fractional share investing represents a significant shift in the investment landscape and can offer insights from a different perspective into investor decision-making and market access. As this field evolves, it will provide valuable lessons for both academic research and practical applications in financial markets.

## **2.1. Understanding Investor Decision-Making in Fractional Share Purchases**

### **2.1.1. Impact of Psychological Biases on Investment Decisions**

Behavioral finance theory provides a framework for understanding how cognitive biases influence investor decision-making. In the context of fractional share investing, these biases can significantly affect how individuals assess risk, value stocks, and make investment choices. Key biases include:

**2.1.1.1.** Overconfidence bias leads investors to overestimate their knowledge, underestimating risks and potentially overinvesting in volatile assets. Fractional shares, by lowering the financial barrier to entry, may exacerbate this bias by making it easier for investors to act on their overconfidence with potentially less consideration of the underlying risks [13].

**2.1.1.2.** Loss Aversion: Kahneman and Tversky's prospect theory suggests that individuals feel the pain of losses more acutely than the pleasure of gains, which can lead to a reluctance to sell losing investments or to gamble for recovery. Fractional investing could mitigate this bias to some extent by allowing investors to take smaller positions, reducing the psychological impact of any single loss [14].

**2.1.1.3.** Herding Behavior: Investors often follow the actions of the majority, under the assumption that collective wisdom outweighs individual analysis. This behavior can be

amplified in fractional share investing, where social media and investing platforms highlight trending stocks, encouraging a herd mentality <sup>[15]</sup>.

### **2.1.2. Behavioral Finance Theories Relevant to Fractional Share Investing**

The application of behavioral finance theories to fractional share investing sheds light on how new market dynamics are formed. Theories such as mental accounting, which suggest that individuals categorize funds into separate accounts that affect their spending and investment decisions, become particularly relevant. Investors might view fractional shares as less significant "experimental" investments, leading to riskier behavior than they might exhibit with larger, whole-share investments <sup>[16]</sup>.

Additionally, the "availability" heuristic, where investors assess the probability of an investment's success based on how readily examples come to mind, can be influenced by the visibility and accessibility of fractional shares. The ease of investing in well-known, high-value stocks through fractional shares may lead to an overestimation of the likelihood of success, neglecting the importance of diversified risk management <sup>[17]</sup>.

### **2.1.3. Accessing the Market through Fractional Shares**

#### **2.1.3.1. Democratization of Market Access**

Fractional share investing has significantly lowered the threshold for stock market entry, allowing individuals with limited capital to diversify their portfolios by investing in high-priced stocks. This democratization of investing has broad implications for market access and investor participation, enabling a more inclusive investment landscape. Through fractional shares, investors are not only able to participate in the growth of companies like Amazon, Google and Berkshire Hathaway but also learn and apply investment strategies with real stakes, albeit smaller ones <sup>[18]</sup>.

#### **2.1.3.2. Implications for Portfolio Diversification and Risk Mgmt.**

The ability to purchase fractional shares encourages portfolio diversification, as investors can allocate smaller amounts of capital across a wider range of assets. This diversification can significantly reduce unsystematic risk, contributing to more stable portfolio performance over time. However, the ease of diversification also poses the risk of over-diversification, where the dilution of investment may negate the benefits of diversification and lead to diminished returns <sup>[19]</sup>.

Furthermore, fractional share investing changes the landscape of risk management by enabling investors to experiment with smaller stakes. This can lead to a more hands-on learning experience but may also encourage riskier investments under the guise of low financial commitment. Educating investors about the importance of strategic diversification and risk assessment becomes crucial in this context <sup>[20]</sup>.



### **2.1.3.3. Ownership Perception and Value Assessment**

Fractional share investing introduces a novel aspect of ownership, where investors hold parts of a share rather than a whole unit. This partial ownership could alter the perceived value and psychological impact of the investment. According to the endowment effect, individuals ascribe more value to things merely because they own them. However, with fractional shares, this effect may be diluted due to the perceived lesser significance of partial versus whole ownership. This shift in perception may lead investors to make more speculative and risk-tolerant decisions, underestimating the real risk associated with their investments <sup>[21]</sup>. This could also bring some sense into investing.

### **2.1.3.4. Financial Well-being and Behavioral Tendencies**

The accessibility of fractional shares can have mixed effects on investors' financial well-being. On one hand, it empowers more individuals to participate in the stock market, potentially enhancing their financial literacy and investment experience. On the other hand, the ease of entry and the ability to invest in high-profile stocks might encourage excessive trading and speculative behavior, particularly among novice investors susceptible to overconfidence and the illusion of control <sup>[22]</sup>.

The concept of "mental accounting," where individuals segregate their finances into different categories, plays a significant role in how fractional shares are perceived. Investors may treat their fractional share investments as "play money" or a separate account with a higher risk tolerance, potentially leading to riskier financial decisions that they would otherwise avoid with larger investment amounts <sup>[23]</sup>.

### **2.1.4. Implications for Investor Decision-Making**

Understanding the psychological impacts of fractional share investing is crucial for comprehending the broader implications for investor decision-making. Behavioral biases, such as overconfidence, loss aversion, and herding behavior, are magnified in this context, affecting how individuals approach their investment strategies. Financial education, financial literacy programmes and advisory services need to address these psychological nuances, guiding investors to make informed decisions that align with their long-term financial goals and risk tolerance.

By recognizing the psychological underpinnings of fractional share investing, both investors and financial institutions can better navigate the complexities of the market. This awareness is essential for developing investment strategies that mitigate the influence of cognitive biases and promote healthy financial decision-making practices.

## **3. Results**

### **3.1. Investor Decision-Making and Risk Management**

The study revealed that fractional share investing significantly affects investor decision-making, particularly in terms of risk assessment and portfolio management. A notable finding is the increased propensity for diversification among investors engaging in fractional share purchasing, driven by the lower financial barriers to entry. However, this diversification often comes at the cost of increased portfolio complexity and potential over-diversification, diluting the impact of strategic investment choices.

Reports of market surveys by stakeholders indicated that investors utilizing fractional shares demonstrate a higher tendency toward speculative investments, influenced by the ease of accessing high-value stocks. This behavior is particularly pronounced among novice investors, who exhibit signs of overconfidence and a misunderstanding of risk associated with their investment choices.

### **3.2. Market Access and Inclusive Participation**

One of the most positive findings of the study is the role of fractional share investing in enhancing market access and financial inclusion. Studies show that investors from diverse financial backgrounds have reported that fractional shares had enabled them to participate in the stock market and invest in companies they believe in, which were previously out of reach due to high stock prices.

This increased access has implications for market dynamics, potentially leading to greater liquidity and volatility in certain stocks. Furthermore, the democratization of investing through fractional shares fosters a more inclusive financial environment, encouraging financial literacy and investment among broader segments of the population.

### **3.3. Implications for Financial Institutions**

The findings underscore the need for financial institutions to adapt their services and educational materials to address the unique characteristics and needs of fractional share investors. Tailored investment advice, focusing on risk management, behavioral biases, and portfolio diversification, is essential for supporting investors in making informed decisions.

Financial platforms offering fractional shares should also consider enhancing their tools for risk assessment to mitigate the impact of psychological and behavioral biases identified in the study. Hirshleifer provides a detailed examination of these biases, their origins, and their impact on financial phenomena <sup>[30]</sup>.

### **3.4. Implications for Market Stability:**

The combined effect of behavioral biases and the ease of access to market participation through fractional shares raises questions about market stability and the potential for increased volatility. While fractional share investing promotes inclusivity, it also necessitates enhanced investor education and awareness to mitigate the risks associated with behavioral finance phenomena. <sup>[35]</sup>

### 3.5. Cognitive and Emotional Biases in Decision-Making

The examination of investor behavior in decision-making within the context of behavioral finance reveals a pronounced influence of cognitive and emotional biases. Sharma's study underscores the impact of these biases, highlighting that investors frequently overestimate their information's accuracy or trading abilities, leading to excessive trading and portfolio concentration risks <sup>[32]</sup>. De Bondt et al. further elaborates on this by noting that behavioral research in finance, emphasizing information overload and emotion, casts doubt on mainstream finance's core insights, including portfolio theory and the efficient markets hypothesis <sup>[33]</sup>.

Cognitive biases, including overconfidence and limited attention, play a crucial role in individual investment decisions, leading to patterns of market mispricing. Hirshleifer outlines how investors' overconfidence in their information processing and decision-making capabilities contributes to excessive trading and market volatility <sup>[30]</sup>. This overconfidence, coupled with a tendency to overreact or underreact to new information, fosters short-term momentum and long-term reversal in stock prices, challenging the efficient market hypothesis.

The experimental studies reviewed by Duxbury (2015) underscore the significant role of cognitive biases, herd behavior, and emotional responses in influencing financial decisions and market phenomena <sup>[34]</sup>. These experiments complement findings from empirical studies by mitigating some limitations inherent in non-experimental analyses, such as the assumptions made about unobservable variables.

### 3.6. Influence of Behavioral Factors on Investment Decisions

One study highlighted that overconfidence significantly affects investors' decisions, leading them to trade more aggressively and often to their detriment <sup>[35]</sup>. This is consistent with previous literature indicating that overconfident investors are likely to overestimate their knowledge and underappreciate risks, resulting in suboptimal investment choices <sup>[32]</sup>.

**3.6.1. Herding:** The study found that herding behavior, including buying, and selling based on others' actions, choice of trading stocks, volume of trading stocks, and speed of herding, moderately influences investors' decisions. This aligns with the broader literature on herding effects in financial markets, where investors tend to mimic the actions of others – usually experts / well known personalities, often leading to market inefficiencies and bubbles.

**3.6.2. Market Factors:** Exhibiting a high impact, Market factors such as price changes, market information, and historical trends significantly guide investors' decisions. This suggests that investors are highly responsive to market dynamics and often base their trading decisions on perceived market trends and information availability.

**3.6.3. Overconfidence and Gambler's Fallacy:** These heuristics show a pronounced effect on investment decisions, indicating that investors' overestimation of their knowledge and underestimation of risks lead to more aggressive trading behaviors.

**3.6.4. Anchoring and Ability Bias:** While also present, the impact of anchoring (the reliance on initial information or historical prices in decision-making) and ability bias (overestimating one's investment skills) was found to be moderate. This suggests that while influential, these biases are among several factors' investors consider when making decisions [32].

### **3.7. Impact on Investment Performance**

**Herding and Prospect Behaviors:** Among the behavioral factors analyzed, herding and prospect behaviors (including loss aversion, regret aversion, and mental accounting) were found to have a significant correlation with investment performance [36]. Interestingly, while heuristic behaviors positively impacted investment performance, herding behaviors showed a positive yet lower-level influence. Conversely, prospective behaviors negatively impacted investment performance, highlighting the complex interplay between various psychological factors and investment outcomes.

### **3.8. Cognitive Biases and Portfolio Selection**

Experiments reveal that investors often fail to construct mean-variance efficient portfolios, with many displaying a preference for familiar assets or exhibiting home bias in their investment choices. This aligns with findings from Kroll, Levy, and Rapoport (1988), who observed that participants frequently requested historical return information and switched assets regularly, indicating a reliance on past performance rather than efficient portfolio construction principles.

### **3.9. Disposition Effect and Market Behavior:**

Another document emphasized the disposition effect, where investors are prone to sell shares that have gained value while holding onto those that have depreciated, hoping for a rebound. This behavior was observed to contribute to market anomalies, particularly in scenarios where investors act against rational financial decision-making principles [37].

### **3.10. Social Influence and Herding Behavior:**

Social interaction plays a crucial role in financial decision-making, with investors often looking to the behavior of others as cues. The concept of "problemistic search," where investors seek solutions that are "good enough" rather than optimal, can lead to herd behavior, especially in periods of high uncertainty. Fernandez et al. link herding behavior to feelings of ambiguity and uncertainty, suggesting that in the face of high uncertainty, investors are more likely to engage in herding, independent of other cognitive and motivational biases. Hirshleifer [31] also discusses the double-edged sword of arbitrage, where

efforts to exploit market inefficiencies can either enhance or diminish market efficiency, depending on whether capital is wielded by more rational investors or influenced by irrational trading behaviors. The presence of sophisticated investors and financial advisors, presumed to act as arbitrageurs, does not necessarily guarantee market efficiency, as conflicts of interest and imperfect rationality may limit their effectiveness.

### **3.11. Decision-Making Under Ambiguity**

A significant impact of ambiguity aversion on investor behavior, with De Bondt et al. highlighting that decision-making under risk, ambiguity, and uncertainty is a critical area of interest in behavioral finance <sup>[34]</sup>. This ambiguity aversion can lead investors to make decisions that avoid uncertain outcomes, which is particularly relevant in the context of fractional share investing where the market's response to such investment options may still be forming.

Delving into the psychological underpinnings of financial decision-making, Hirshleifer (2015) emphasizes the need for more research on the effects of emotions and feelings on financial decisions <sup>[31]</sup>. Fractional share investing offers a unique lens through which to examine behavioral finance principles in action. The reduced financial barrier to entry allows for a broader demographic of investors to participate in the stock market, potentially amplifying the influence of cognitive biases, emotional decision-making, and social influence due to the increased diversity of investor backgrounds and experiences.

However, the literature review did not directly address fractional share investing, indicating a gap in current research and an opportunity for further exploration in this area. The insights from behavioral finance provide a valuable framework for understanding the nuances of investor decision-making in the context of fractional share investing. Cognitive biases and limited attention may influence investors' perceptions of risk and value in fractional shares, while social influences and sentiment can drive demand and pricing in this emerging investment avenue.

## **4. Discussion and Future Directions**

The intersection of behavioral finance and fractional share investing presents a fertile ground for exploration, offering insights into the evolving dynamics of investor behavior and market participation. This study has illuminated how fractional shares, as a democratizing force in the investment world, accentuate the psychological biases inherent in financial decision-making. The findings underscore the importance of understanding these biases not only for individual investors but also for financial advisors, online trading platforms, and policymakers aiming to foster a more inclusive and rational investment landscape.

### **4.1. Integration with Behavioral Finance**

Behavioral finance has long challenged the traditional assumptions of rational market participants, introducing concepts like overconfidence, loss aversion, and herding behavior to

explain market anomalies (Barberis & Thaler, 2003) <sup>[38]</sup>. The present study's findings on fractional share investing contribute to this dialogue, suggesting that while fractional shares make the market more accessible, they also create environments where psychological biases can flourish unchecked. For instance, the ease of investing in fractional shares appears to amplify overconfidence among retail investors, a phenomenon that has been widely documented in the literature as leading to excessive trading and suboptimal investment returns <sup>[39]</sup>.

Furthermore, the findings that investors exhibit a herding mentality in the context of fractional shares, often influenced by trending stocks on social media platforms, resonate with the observations made by Bikhchandani, Hirshleifer, and Welch <sup>[40]</sup> regarding information cascades. This underscores the need for further investigation into how digital platforms and social media influence investor behavior in the era of fractional share investing.

#### **4.2. Long-Term Impact on Financial Well-being and Market Dynamics**

One of the critical areas for future research identified in this study is the long-term impact of fractional share investing on investors' financial well-being. While fractional shares lower the barriers to entry and potentially allow for greater portfolio diversification, the long-term effects on wealth accumulation and financial security remain underexplored. Future studies could employ longitudinal designs to track investment outcomes for individuals engaging in fractional share investing over extended periods. Such research would offer valuable insights into whether fractional shares contribute to or detract from the financial resilience of retail investors.

Additionally, the broader market dynamics, including the impact of widespread fractional share investing on stock volatility and market liquidity, warrant further investigation. As more investors participate in the market through fractional shares, their collective actions could have unforeseen consequences on market behavior, potentially influencing stock prices and volatility patterns. This area of research could benefit from computational finance approaches that simulate market scenarios under different levels of fractional share trading activity.

#### **4.3. Educational Interventions to Mitigate Cognitive Biases**

The study also highlights the potential for targeted educational interventions to mitigate the negative impacts of cognitive biases in fractional share investing. Given the role of biases like overconfidence and loss aversion in driving investment decisions, there is a pressing need for educational programs that address these issues directly. Future research could explore the effectiveness of various intervention strategies, from traditional workshops and seminars to innovative digital tools like apps and online platforms that offer real-time feedback and decision-making support.

Such research could build on the work of Fernandes, Lynch, and Netemeyer <sup>[41]</sup>, who

examined the long-term effects of financial literacy interventions, extending these principles to the specific context of fractional share investing. By identifying the most effective educational content and delivery methods, this line of inquiry could inform the development of resources designed to empower investors with the knowledge and skills necessary to navigate the complexities of the market more effectively.

#### **4.4. Regulatory Considerations and Investor Protection**

Lastly, the proliferation of fractional share investing raises important regulatory considerations and questions about investor protection. As this mode of investing becomes more mainstream, regulators must adapt to ensure that retail investors are adequately protected from potential risks, including market manipulation and fraud. Future research could examine the regulatory challenges posed by fractional share investing, exploring best practices from various jurisdictions to propose comprehensive frameworks that safeguard investor interests while promoting market integrity.

This research could draw upon the regulatory landscape analysis conducted by Gomber, Koch, and Siering <sup>[42]</sup>, who investigated the impact of technological innovations on financial regulation. By focusing on the specific challenges and opportunities presented by fractional share investing, such studies could offer valuable recommendations for policymakers aiming to balance market accessibility with investor protection.

The integration of fractional share investing into the fabric of financial markets presents both opportunities and challenges. By building on the foundational insights provided by this study, future research can further unravel the complexities of investor behavior in this context, contributing to the development of strategies and policies that promote a more informed, inclusive, and rational investment ecosystem.

### **5. Conclusion**

The exploration of behavioral finance insights within the realm of fractional share investing presents a pioneering stride toward understanding the nuanced intersections of psychology and modern investment practices. This study, aimed at dissecting the layers of investor decision-making and market access facilitated by fractional shares, contributes significantly to the academic and practical understanding of finance. By delving into the intricacies of investor behaviors, cognitive biases, and the democratizing effect of fractional shares, this research illuminates the profound implications these elements have on the financial market's inclusivity and the strategic approaches of individual investors and financial institutions.

The democratization of stock market access through fractional share investing stands as a pivotal finding of this research. By lowering the barriers to entry, fractional shares have broadened the investor base, allowing individuals with varied financial backgrounds to participate in the market. This inclusivity fosters a more diverse investment landscape, potentially leading to richer market dynamics and stability. However, this study also

underscores the challenges that accompany the advantages of fractional investing—particularly, the increased susceptibility of investors to cognitive biases such as overconfidence, loss aversion, and herding behavior. These psychological nuances can lead to suboptimal decision-making and necessitate a recalibration of educational and advisory services to mitigate their impacts.

For financial institutions and investment platforms, the findings emphasize the importance of developing targeted educational programs and advisory services that are cognizant of the behavioral tendencies highlighted by fractional share investing. Such initiatives should aim to equip investors with the knowledge to navigate the complexities of the market, understand the risks associated with their investments, and make informed decisions that align with their long-term financial goals.

The policy implications of this study are significant. Regulators and policymakers should consider the findings when crafting guidelines that govern fractional share investing. Ensuring transparency, protecting investors, and promoting financial literacy are crucial steps in leveraging the benefits of fractional shares while safeguarding against potential pitfalls. Policies that encourage responsible investing and mitigate the adverse effects of cognitive biases can enhance the stability and integrity of the financial market.

Future research should build on the foundation laid by this study, exploring the long-term impacts of fractional share investing on investors' financial well-being and the broader market dynamics. Investigating the efficacy of educational interventions in counteracting the negative influences of cognitive biases presents another fruitful avenue for scholarly exploration. As the financial landscape continues to evolve with technological advancements and innovative investment practices, ongoing research will be essential in adapting behavioral finance theories to new contexts and uncovering insights that can inform both theory and practice.

In conclusion, this study represents a crucial step toward bridging the gap between behavioral finance and fractional share investing, offering valuable insights for investors, financial institutions, and policymakers. As the market landscape evolves, understanding the psychological underpinnings of investor behavior in the context of fractional shares will be imperative in navigating the future of investment management and fostering a financial environment that is both inclusive and conducive to informed decision-making.

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## A STUDY OF A HOUSEHOLD DEBT MANAGEMENT AND CONSOLIDATION STRATEGIES IN BANKING SECTOR

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### **Abstract:**

Research article delves into the complexities surrounding the management of personal debt within urban households in the Aurangabad region. The focus of the study encompasses five distinct credit categories: home loans, vehicle loans, education loans, personal loans, and credit cards from banking institutions. With the overarching objective of providing a comprehensive guide for individuals navigating their debt responsibilities, the research also offers pivotal insights beneficial for financial institutions. Employing an exploratory and descriptive research design, the study ventures into a relatively unexplored dimension of personal debt management. The chosen methodology involves the collection of survey-based data through the administration of questionnaires to a carefully selected sample size of 100 participants. Through the identification of rationales behind borrowing decisions and instances of defaults, the research contributes to the formulation of a conceptual model, serving as a strategic tool for informed decision-making. The study casts a revealing light on the dynamic landscape of the Indian banking industry, underscoring the significance of credit in the processes of wealth formation and economic development. Key findings spotlight the influential factors shaping borrowing choices and defaults, presenting indispensable information for bankers to craft effective credit strategies. Furthermore, the research delves into gender disparities in motivations for borrowing, providing a nuanced understanding of the diverse elements influencing decisions related to debt. The research lays the groundwork for subsequent explorations in the realm of personal debt management and also acknowledges the ever-evolving nature of credit markets and their profound impact on economic dynamics. Exploring personal debt management yields critical insights for shaping effective consolidation strategies in the banking sector. Understanding borrowers' motivations and identifying triggers for defaults enables banks to craft strategic credit approaches, thereby enhancing financial stability and fostering economic growth.

**Keywords:** Personal Debt Management, Urban Households, Credit Categories, conceptual model, gender differences, Indian Banking Industry.

## I. INTRODUCTION

Managing personal debt is a crucial aspect of financial well-being, impacting individuals on both a global and national scale. In an increasingly interconnected world, where economic dynamics traverse borders, understanding personal debt management become imperative. On a global scale, the management of personal debt is intertwined with the broader tapestry of international finance, influencing economic stability and growth.

Zooming into the national context, such as in India, personal debt management holds a pivotal role in the financial landscape. In the urban sprawl of regions like Aurangabad, the burden of debt servicing among households has emerged as a significant concern. The intricate dynamics of borrowing, repayment, and defaults within urban households not only affect individual financial health but also contribute to the broader economic development of the nation.

In the Aurangabad region, as in many urban areas, the study sheds light on the challenges faced by households in dealing with various categories of debt, including home loans, vehicle loans, education loans, personal loans, and credit cards from banks. It explores the factors influencing borrowing decisions, the reasons for defaults, and the overall impact on the economic development of the region.

The research, focusing specifically on urban households in Aurangabad, provides a unique perspective on personal debt management. By investigate into the issues faced by individuals in this region, the study aims to offer insights that can guide both borrowers and lenders in making informed decisions. It is not merely an exploration of financial challenges but a proactive effort to pave the way for effective debt management strategies.

As we navigate the complexities of personal debt management, the findings of this study extend beyond individual households. They have the potential to inform policymakers, financial institutions, and researchers, offering a roadmap to address the challenges faced by urban households in the Aurangabad region and contributing to the economic well-being of the nation.

## II. RELATED WORK

The existing literature was surveyed to gain insights about various techniques used for personal debt management analysis and topic modeling.

Table 1 encapsulates the dataset and technique used in each study along with its findings.

Authors	Findings
Chandra (2012)	In his work on "Investment Analysis and Portfolio Management," Chandra provides foundational concepts in investment analysis and

	portfolio management. While not directly addressing personal debt management, understanding investment principles is crucial for households navigating financial decisions
Dean (1999)	Dean discusses the growth of consumer credit and its impact on the household debt service burden. The study suggests that high debt service burdens could lead to spending cutbacks, potentially playing a role in propagating economic shocks.
Jain & Aggarwal (2007-08)	The authors focus on quantitative methods for MBA, offering insights into the application of quantitative techniques in the context of debt management
Chakravarty et al. (2009)	Examining the household debt scenario in India, this study highlights low levels of debt among households, emphasizing the importance of understanding the borrowing patterns in urban areas
Debelle (2004)	This work emphasizes that greater household indebtedness makes households more sensitive to changes in interest rates, income, and asset prices. Easing liquidity constraints have led to a substantial rise in household debt
Charles and Mario (2006)	Using administrative data, the study finds a positive association between informal borrowing and the decision to default. Access to informal credit may compensate for the loss of formal credit in case of default
Moty Amar et al. (2011)	Experimental evidence reveals a phenomenon of debt account aversion, where participants prioritize paying off small debts first. This insight contributes to understanding individual behavior in debt management
Sarah and Lucia (2013)	The study indicates that younger consumers borrow heavily and repay at lower rates than older generations. This has implications for changes in laws governing the credit card industry
Cox and Jappelli (1993)	Researcher found that desired debt exhibits a pronounced life-cycle pattern, increasing until the age of the household head reaches the mid-30s, and then declining. Also, the gap between desired and actual debt is highest for younger households, indicating that they would benefit most from the easing of liquidity constraints. The probability of being constrained falls with age and is negatively related to permanent earnings and net worth.
Murray (1997)	It argues that the debt burden of households, as measured by the ratio of debt service to income, is helpful in forecasting the future growth of consumer spending. He also argued that debt burdens should not be thought of as a leading indicator of recessions, noting that households having credit problems represent a relatively small portion of households
Getter (2003)	consumer delinquency problems are mainly the result of unexpected negative events that neither the lender nor the borrower could have anticipated at the time the credit request was evaluated. The size

	of the household payments burden has an insignificant effect on delinquency risk and very little effect on default risk. Household financial assets that can be used as a buffer against negative shocks also serve as a very important predictor of delinquency risk
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Figure: Table 1 Related Works

### III. PHILOSOPHICAL UNDERPINNINGS

The study investigates into the psychological aspects of individual decision-making in the realm of debt, considering interventions such as "nudging" and choice architecture to guide individuals toward better financial choices. A humanistic approach underscores the study, reflecting empathy for individual circumstances and challenges faced by urban households, with a fundamental commitment to promoting the dignity of individuals and their overall financial well-being. Social justice principles are apparent, with a philosophical commitment to equity and access, ensuring fair distribution of credit and financial resources, and addressing disparities in debt servicing burdens to mitigate financial vulnerability. The study also aligns with an educational philosophy, emphasizing the empowerment of individuals through knowledge, particularly in fostering financial literacy to enable informed debt management decisions. Adopting a pragmatic approach, the research is philosophically oriented toward practical solutions, emphasizing a problem-solving orientation to address real-world issues related to urban household debt. Additionally, a sustainability philosophy underpins the study, prioritizing long-term financial well-being over short-term gains and encouraging sustainable debt management practices.

### IV. OBJECTIVES

1. To analyze the factors for borrowing loans.
2. To analyze reasons the borrower defaults their debt.
3. To study if there any difference between the estimated cost of borrowing and the actual cost paid by the borrowers.
4. To construct a model for borrowers that may help in judging and increasing their repaying capacity.

### HYPOTHESIS

1. Null Hypothesis – There will be no difference between gender and in their perceived reasons for availing loans.
2. Alternative Hypothesis – There will be difference between gender and in their perceived reasons for availing loans.

### Sub Hypothesis:

H0 1: There will be no difference between gender and in their perceived reasons for availing Home loans.

H1 1: There will be difference between gender and in their perceived reasons for availing Home loans.

H0 2: There will be no difference between gender and in their perceived reasons for availing Vehicle loans.

H1 2: There will be difference between gender and in their perceived reasons for availing Vehicle loans.

H0 3: There will be no difference between gender and in their perceived reasons for availing Education loans.

H1 3: There will be difference between gender and in their perceived reasons for availing Education loans.

H0 4: There will be no difference between gender and in their perceived reasons for availing Personal loans.

H1 4: There will be difference between gender and in their perceived reasons for availing Personal loans.

H0 5: There will be no difference between gender and in their perceived reasons for using Credit cards.

H1 5: There will be difference between gender and in their perceived reasons for using credit cards.

## **V. RESEARCH METHODOLOGY**

**Data Collection & Research Design:** The design of the research is both exploratory and descriptive. The study is defined as being exploratory because of the fact that very few researches has been done on the issue in hand. The research study is descriptive because the study comprises of explanation and analysis of various attributes associated with the reasons of borrowing and the factors resulting in default/s by the borrowers. Used Primary data by filling up the questionnaire on research project of Personal debt management: A study related to urban household's debt servicing burden in Aurangabad region 100 Questionnaire has been filled up by the consumers who have taken loans. It was made sure that the questions were correctly understood by the respondents. Have also used secondary data for collection of information about Banking industry and getting a literature review for knowing who has done research on this topic before. Secondary data were collected from various websites, publications including books, various websites and reports of Reserve Bank of India. Convenient sampling technique is used for collection of primary data.

### **The tools used in this study are:**

The study formulated five hypotheses, and the testing was conducted through One-Way ANOVA using IBM-SPSS software, maintaining a 95% confidence level, corresponding to a 5% significance level. To analyze the data, both the data view and variable view were considered, and the data were scrutinized using the compare means function. The null hypothesis posited that there would be no distinction between genders concerning their perceived reasons for taking out loans. Conversely, the alternative hypothesis proposed that there would be a divergence between genders in terms of their perceived reasons for availing loan.

## VI. DATA ANALYSIS AND INTERPRETATION

### Personal Data Management: Reason of Borrowing Home Loan

The study reveals noteworthy insights into the reasons for default and borrowing preferences among urban households. In terms of default on credit card bills, inadequate bank balance emerges as a predominant factor for both genders, emphasizing the crucial role of financial stability. Additionally, misleading statements by bankers and intervening personal problems contribute significantly to defaults. Notably, family size and requirements take precedence in the decision to borrow a home loan, highlighting the importance of familial considerations. The study suggests that while easy availability of home loans has lower responses, it may indicate a relatively challenging procedure for obtaining such loans.

Reasons	Total Responses	Rank	Weights
Save Tax	2	5	3.70%
Create Wealth	8	3	14.80%
Secure Future	10	2	18.50%
Social Pressure & Social Status	6	4	11.10%
Family Size & Requirements	12	1	22.20%
Utilize Rentals as EMIs	12	1	22.20%
Easy Availability of Home Loan	2	5	3.70%
Others	2	5	3.70%

## VII. HYPOTHESIS TESTING

On the basis of reasons to borrow Home loans

Hypothesis: H0 1: There will be no difference between gender and in their perceived reasons for availing Home loans.

H1 1: There will be difference between gender and in their perceived reasons for availing Home loans.

### Analysis:

	N	Mean	Std. Deviation	Std. Error
Save Tax	2	1.00	.000	.000
Create Wealth	8	1.88	.354	.125
Secure Future	12	1.92	.289	.083
Social Pressure & Social Status	6	1.00	.000	.000
Family size & requirements	12	1.17	.389	.112
Utilize rentals as EMIs	12	1.17	.389	.112
Others	2	2.00	.000	.000



Total	54	1.44	.502	.068
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**Test statistics:**

One Way ANOVA	Reasons to borrow home loan
Sum of squares between and within the groups	13.3333
F	12.546
Df	6
Asymp. Sig.	0.000

**Interpretation:**

From the above test, the value of ( $p = .000$ ), so null hypothesis is rejected and alternative hypothesis is accepted, there will be difference between gender and in their perceived reasons for availing Home loans

On the basis of reasons to borrow Vehicle loans

**Hypothesis:** H0 2: There will be no difference between gender and in their perceived reasons for availing Vehicle loans. H1 2: There will be difference between gender and in their perceived reasons for availing Vehicle loans. Analysis:

	N	Mean	Std. Deviation	Std. Error
Family size and Requirements	18	1.00	.000	.000
Ease in paying installments	10	1.80	.422	.133
To maintain liquidity	12	1.67	.492	.142
Pre-Approved car loan	2	1.00	.000	.000
Simple procedure	2	1.00	.000	.000
Purchase unaffordable vehicle	4	1.00	.000	.000
Others	2	2.00	.000	.000
Total	50	1.36	.485	.069

**Test statistics:**

One Way ANOVA	Reasons to borrow vehicle loan
Sum of squares between and within the groups	11.520
F	12.183
Df	6
Asymp. Sig.	0.000

**Interpretation:**

From the above test, the value of ( $p = .000$ ), so null hypothesis is rejected and alternative hypothesis is accepted, there will be difference between gender and in their perceived reasons for availing Vehicle loans.

- On the basis of reasons to borrow Education loans

**Hypothesis: H0 3:** There will be no difference between gender and in their perceived reasons for availing Education loans.

H1 3: There will be difference between gender and in their perceived reasons for availing Education loans

	N	Mean	Std. Deviation	Std. Error
High cost of the courses	12	1.08	.289	.083
To maintain liquidity	4	1.00	.000	.000
Unaffordable tuition fee	14	1.86	.363	.097
To be independent	2	2.00	.000	.000
Others	6	1.17	.408	.167
Total	38	1.42	.500	.081

**Test Statistics:**

One Way ANOVA	Reasons to borrow Personal loan
Sum of squares between and within the groups	6.154
F	3.385
Df	5
Asymp. Sig.	0.022

**Interpretation:**

From the above test, the value of ( $p = .022$ ), so null hypothesis is rejected and alternative hypothesis is accepted, there will be difference between gender and in their perceived reasons for availing personal loans.

- On the basis of reasons of Using Credit Card/s:

Hypothesis: H0 5: There will be no difference between gender and in their perceived reasons for using Credit cards.

H1 5: There will be difference between gender and in their perceived reasons for using credit cards.

**Analysis:**

	N	Mean	Std. Deviation	Std. Error
Inadequacy of Money for Purchasing	14	1.86	.363	.097
Availability of Grace Period	16	1.06	.250	.062
Ease & Safety in Carrying Credit Cards	10	1.90	.316	.100
Convenience of Transaction	4	1.25	.500	.250
Others	2	2.00	.000	.000
Total	46	1.54	.504	.074

**Test statistics:**

One Way ANOVA	Reasons to using Credit cards
Sum of squares between and within the groups	11.413
F	16.944
Df	4
Asymp. Sig.	0.000

**Interpretation:**

From the above test, the value of ( $p = .000$ ), so null hypothesis is rejected and alternative hypothesis is accepted, there will be difference between gender and in their perceived reasons for availing personal loans.

**VII. FINDINGS**

1. It was found that the most important reason for individuals to borrow home loan, vehicle loan and personal loan is family size and requirements, accounting nearly 22.2%, 36% and 30.80% respectively in influencing the urban household to borrow. Whereas, the most important reason for urban households to borrow education loan is unaffordable tuition fee and it accounts for nearly 36.8% contribution in influencing an urban household to borrow. In case of credit cards, the most important reason for individuals to use a credit card is availability of grace period followed by the Inadequacy of Money for Purchasing. On an average, availability of grace period accounts for nearly 34.8% contribution in influencing an urban household to use credit card/s.

2. It has also investigated the reasons and extent of the contribution of various reasons in defaults in the repayment of the borrowed loan or credit card bill. The findings of the study suggest that the major cause of default for urban households is excess of expenses for home loan, Inadequate Bank Balance for vehicle loan & personal loan & credit card accounting for 50%, 33.3%, 50% and 28.6% respectively in the overall defaults for the respective category of loan. Whereas for an education loan, the major cause of default in repayment of loan is

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found to be Presence of Other Important Loans accounting at 33.3% in overall education loan default.

3. A brokerage fee or bonus represents a cost of borrowing in addition to the interest charges. Particularly from the borrower's point of view cost of borrowing only includes interest charges and brokerage fee so the estimated cost of borrowing and actual cost of borrowing differs because of Appraisals, Origination costs, Loan fees, Title insurance premiums, Mortgage insurance premiums.

4. Increasing the loan tenor, having some of money equivalent to one extra EMI, considering transferring loan to another lender, Loan against PPF or FD, for credit cards - 'snowball' method, balance transfer, restricting expenses to necessities, building savings are some ways to improve the repaying capabilities.

5. Out of all the reasons of borrowing loans, Family size and requirements accounts for highest aggregate of 17.8 percent followed by easy availability and securing future.

6. There is a difference between gender and in their perceived reasons for availing home loans, where the reasons of most male respondents were secure future, utilize rentals as EMIs and social pressure and for females it was family size and requirements and creation of wealth.

7. There is a difference between gender and in their perceived reasons for availing vehicle loans, where reasons of most male respondents were family size and requirements and on the other side for females it was to maintain liquidity, ease in paying installments and others.

8. There is a difference between gender and in their perceived reasons for availing education loans, where reasons of most male respondents were high cost of the courses and maintaining liquidity and for females it was unaffordable tuition fees and to be independent.

9. Most male respondent's reasons for availing personal loans were easy availability of personal loans, family requirement and for repaying other debts whereas for females it was comfortable installments.

10. There is a difference between gender and in their perceived reasons for using credit cards, where reasons of most male respondents were Availability of grace period, convenience of transactions and for females it was ease and safety in carrying credit cards and inadequacy of money.

Credit Card Default Reasons: Inadequate bank balance is the leading cause of credit card default, along with misleading statements and excess expenses. Incorrect decisions to borrow and unwillingness to pay also contribute, albeit to a lesser extent.

Home Loan Borrowing Factors: Family size and requirements take precedence in borrowing home loans, with respondents indicating that easy loan availability plays a minimal role in their decision-making.

Vehicle Loan Borrowing Considerations: Family requirements and liquidity maintenance are primary factors in borrowing vehicle loans, overshadowing features like a simple procedure or low-interest rates.

Education Loan Drivers: Unaffordable tuition fees and high course costs significantly influence the decision to borrow education loans, with lesser importance given to independence and liquidity maintenance.

Personal Loan Motivations: Family requirements and comfortable installments are key drivers for personal loans, while easy availability contributes to a lesser extent.

**Credit Card Usage:** Availability of a grace period is the most influential factor in credit card usage, along with ease in safety, advantages like bonuses, and the perception of credit cards as a status symbol.

## VIII. CONCLUSION AND FUTURE WORK

The findings underscore the multifaceted nature of urban household borrowing behaviors, shedding light on key influencers for various types of loans and credit card usage. Family size and requirements emerge as dominant factors, emphasizing the significance of understanding individual circumstances in loan decision-making. Credit card default reasons point towards challenges in managing expenses, urging financial institutions to regularly assess the financial well-being of users. Transparency in cost disclosures and effective communication on additional charges can enhance borrower trust and satisfaction. The study highlights the importance of prudent financial planning, suggesting that borrowers consider contingencies and prioritize debt repayment after meeting basic necessities. The gender-based differences in perceived reasons for loans and credit card usage provide insights for tailored financial services. Maintaining adequate bank balances is pivotal to avoiding credit card defaults, emphasizing the need for financial literacy. Future research could delve deeper into the psychological aspects of borrowing, exploring the impact of behavioral economics on decision-making. Additionally, examining the effectiveness of financial education programs in mitigating defaults and promoting responsible borrowing behavior would contribute valuable insights. Evaluating the role of emerging technologies, such as AI and machine learning, in enhancing credit risk assessment and fraud detection could be an intriguing avenue. Longitudinal studies tracking the financial behaviors of urban households over time would offer a dynamic perspective on evolving borrowing patterns and their implications. Exploring urban household borrowing behaviours reveals the importance of transparency and financial planning. Effective tailored and personalized services can enhance borrower satisfaction.

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## **A Study of Governance with Special Reference to the Shabari Adivasi Gharkul Awas Yojana in the State of Maharashtra**

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### **Abstract:**

A self-owned House of a person is also a symbol of prestige in the society it place of dignity, therefore providing adequate support to build own house will effect on many things in the standard of living. As per document of habitat for humanity Housing is an integral part of seven SDGs they are No poverty, Good health and well-being, Gender equality, Clean water and sanitation, Affordable and clean energy, Sustainable cities and communities and Climate action . Housing is also a direct contributor to six SDGs they are: Decent work and economic growth, Industry, innovation and infrastructure, reduced inequalities, Responsible consumption and production, Peace, justice and strong institutions, Partnerships for the goals, and Housing is an indirect contributor to two SDGs i.e. Zero hunger and Quality education

This research study is of exploratory nature and based on secondary data published by the various government ministries and department. This paper focus on the Need for the Shabari Tribal (Adivasi) Gharkul Scheme, accounting head and budgetary provisions, Preference given to women ,PWD and PVTG persons , the costs incurred under Scheme, Pardhi Development Programme, Revised Norms for subsidy, The criteria for selection of beneficiaries, Constructions of Gharkul under PVTG Development Programme, the committee for selection of beneficiaries, The analysis of District wise target for the rural area in the financial year 2021-22 and 2023-24

**Keywords:** Housing, Sustainable Development, Shabari Adivasi Gharkul Yojana , Tribal Development Department, Indira Awas Yojana, Rural Development Department , Ramai Gharkul Yojana

## **The Need of the Shabari Tribal (Adivasi) Gharkul Scheme:**

In order to construct a concrete house for the Scheduled Tribe community in the rural and urban areas who have their own land or crude house, Tribal Development Department, Government of Maharashtra is assisting them under Shabari Tribal (Adivasi) Gharkul Scheme. This scheme is being implemented on the lines of Indira Awas Yojana of Rural Development Department since the year 2013.<sup>1</sup>

### **Objectives:**

1. To understand the parameters of the Shabari Tribal (Adivasi) Gharkul Scheme
2. To find out the growth rate of constructions under Shabari Tribal (Adivasi) Gharkul Scheme
3. To understand the modus operandi of the Shabari Tribal (Adivasi) Gharkul Scheme

### **Literature Review:**

The researcher has browsed various secondary data published by implementing authority, the research work published by various authors and researchers. The details of citation and credits are mentioned below of this Research paper

## **Introduction of the Shabari Tribal (Adivasi) Gharkul Scheme:**

This scheme is being implemented by the District Rural Development System as well as by the concerned Municipal Councils and Municipal Corporations in the Municipal Councils and Municipal Corporation, in same way Ramai Gharkul Yojana of Social Justice and Special Assistance Department is being implemented.

Under the scheme, the highest priority in the first phase will be given to eligible applicants configured in the list of below poverty line. Thereafter eligible applicants from the list of above poverty line will be considered. Prepare list such as rural areas wise, village-wise, municipal and ward-wise in ascending order of beneficiaries having maximum number of members in the each of the family comes under below poverty line. Next after it, benefit would be given to eligible applicants from less populated villages and wards and having income below the poverty line, benefits should be given as per the ascending order of the villages and wards. The individual beneficiary will avail the benefit only once of any one scheme of government of Maharashtra. Any member of Scheduled Tribe Housing Society who has received subsidy for construction or land purchase will not be eligible under this scheme

### **Accounting head for expenses for the scheme:**

Expenditure incurred under this scheme is met from the Accounting head T-5, Head of Account 2225 - Scheme under State Scheme for Welfare of Scheduled Castes, Scheduled Tribes, Other Backward Classes and Minorities (02) (33) Shabari Adivasi Gharkul Yojana 2225 D 271), 31 Subsidiary Grants (Non-Salary) ) should be met from the grant sanctioned for the respective financial year.



### **Preference to PWD and PVTG:**

Government of Maharashtra has announced relaxation in the condition that the Person with disability. (PWD) candidate should be below poverty line to avail the benefit of Shabari Adivasi Gharkul Yojana.<sup>2</sup> Moreover there would be allocation of five percent reservation with priority to women. Thereafter government of Maharashtra notified that subsidy for approved Gharkul schemes under Pardhi Development Program and PVTG Development Program will be allocated as per norms laid regarding subsidy in the Shabari Adivasi Gharkul Yojana.

### **The Estimated Costs for Gharkul Scheme:**

The Rural Development Department had fixed the price limit of houses under the scheme for rural areas at Rs. 70,000/- at the time of launching, thereafter from 01.04.2013 onwards, the cost of building a house under the scheme increased from Rs. 70000/- to Rs. 1,00,000/- . On the same lines, the Tribal Development Department, has also increased the cost of the Gharkul in rural areas from Rs. 70,000/- to Rs. 1, 00,000/- under the Shabari Adivasi Gharkul Yojana.<sup>3</sup>

### **Relaxation for the PWD Candidate:**

if applicant who is otherwise fulfilling all terms and conditions and having family annual income less than one lakh but not below the poverty line will to get the benefit of Shabari Adivasi Gharkul Yojana in rural areas of the state.<sup>4</sup>

### **Constructions of Gharkul under Pardhi Development Programme:**

The housing construction under Pardhi Development Program for Scheduled Tribe Community named Pardhi will be implemented as per the norms laid down for the Shabari Tribal Gharkul Yojana.<sup>5</sup>

### **Revised Norms for the subsidy:**

On the lines of Pradhan Mantri Awas Yojana (Rural), there have been changes in the criteria of Shabari Adivasi Gharkul Yojana for rural areas.<sup>6</sup> The Tribal Development Department were assigning Rs. 1, 00,000/- to each beneficiary under this scheme, but the criteria of Shabari Adivasi Gharkul Yojana for rural areas have been changed on the lines of Pradhan Mantri Awas Yojana (Rural)<sup>7</sup>

### **The criteria for availing the subsidies are given below:**

- 1 Under Shabari Adivasi Gharkul Yojana per Gharkul in rural part the Subsidy for general area including construction of toilets will be given Rs. 1,32,000/- and 1,42,000/- for Naxal affected and hilly areas.
2. The cost incurred for construction of toilet Rs. 12000/- by the beneficiary will be reimbursed by the Water Supply and Sanitation Department.
3. On the same lines of Pradhan Mantri Awas Yojana (Rural), the beneficiaries of Shabari Adivasi Gharkul Yojana in rural areas will be covered by MGNREGA circulation for general

area, they will receive grant of Rs. 17280/- for rural areas and for Naxal affected and hilly areas Rs. 18240/-

4. The subsidy amounting of Rs. 2.50 Lakh will be given to the individual beneficiaries having annual income of Rs. 3.00 lakhs under Shabari Adivasi Gharkul Yojana, as per the revised amount of benefit and the eligibility of beneficiaries in the Pradhan Mantri Awas Yojana (Urban)

### **Constructions of House under PVTG Development Programme:**

The housing construction under PVTG (Primitive Vulnerable Tribal Group) Development Program for Scheduled Tribe Community recognised as PVTG will be implemented as per the norms laid down for the Shabari Tribal Gharkul Yojana.<sup>8</sup> The Government of Maharashtra has increased the annual income limit of beneficiaries in rural areas it will be Rs. 1.20 Lakh.<sup>9</sup>

Reservation to disabled PWD women beneficiaries in Shabari Adivasi Gharkul Yojana

In accordance with the Rights of Persons with Disabilities Act, 2016 there would be 5% reservation for disabled persons (PWD) in Shabari Tribal Gharkul Yojana, with highest priority to women with disabilities.<sup>10</sup>

### **Reconstitution of committee for selection of beneficiaries:**

In order to effective implementation and control of various schemes of housing development, the Department of Rural Development has established, State Management Cell - Rural Housing Cell. It will deal with Pradhan Mantri Gramin Awas Yojana, Ramai Awas Yojana of Social Justice Department, Shabari Adivasi Gharkul Yojana of tribal development department, Rajiv Gandhi Nivara Yojana No. 1 and 2 of Housing Department and other Gharkul Yojana.<sup>11</sup>

After physical verification of the candidates the selection list of eligible beneficiaries can be prepared. In order to select the eligible beneficiaries for the Shabari Adivasi Gharkul Yojana in the rural areas, reorganized and constituted the committee at the district level committee.<sup>12</sup>

Sr. No.	Name of the Post	Post in the Committee
1	Guardian Minister (of concerned district)	Chairman
2	Chief Executive Officer, Zilla Parishad	Member
3	Project Director, District Rural Development System	Member
4	Executive Engineer (Construction) Zilla Parishad	Member
5	Project Officer, Integrated Tribal Development Project	Member Secretary

District Wise Target for Gharkul Scheme in the Rural Area:

According to the proportion of Scheduled Tribe population and available budget provision the Deputy Director, State Management Cell - Rural Housing Director State

Management Cell - Rural Housing Office propose district wise target the for the financial year. Thereafter As per the demand received from the concerned project officer and keeping in mind the available budgetary provision for the particular financial year district wise target for the rural area is set.

**Table No:1**  
**District Wise Target For The Rural Area**

Sr. No.	Name of the Division	Name of the District	F.Y 2021-22	F.Y.2022-23
1	Kokan	Thane	319	1548
2		Palghar	2263	3038
3		Raigad	701	2201
4		Ratnagiri	50	100
5		Sindhudurg	10	20
6	Nashik	Ahmednagar	516	2800
7		Dhule	1909	4949
8		jalgaon	864	3042
9		Nandurbar	4194	12194
10		Nashik	1548	8516
11	Pune	Pune	406	2200
12		Sangli	20	20
13		Satara	20	20
14		Kolhapur	20	20
15		Solapur	109	109
16	Aurangabad	Aurangabad	234	1312
17		Beed	77	393
18		hingoli	603	9603
19		Jalna	130	598
20		Latur	141	212
21		Nanded	508	3500
22		Usmanabad	131	131
23		Parbhani	135	2135
24	Amaravati	Amaravati	846	2970
25		Akola	374	3533
26		Buldhana	312	1555
27		Washim	410	1469
28		Yavatmal	1122	4250
29	Nagpur	Nagpur	570	5570
30		Bhandara	449	449
31		Wardha	698	2390
32		Chandrapur	1068	8500

**Table No:1**  
**District Wise Target For The Rural Area**

Sr. No.	Name of the Division	Name of the District	F.Y 2021-22	F.Y.2022-23
33		Gadchiroli	2341	2441
34		Gondia	977	1500
Total			<b>24075</b>	<b>93288</b>

Source: Compiled Data from the Annual Reports, Department of Tribal Development , Government of Maharashtra

On the basis above data mentioned in table No: 1, the inference can be drawn that total number of 1,17,363 houses are built in two years during 2021-2022 and 2022-2023. The highest number of 16388 houses are built in Nandurbar district of Nashik division, whereas minimum number of 30 houses are built in Sindhudurg district of kokan division. The other district wise details are given below in table no. 2.

**Table No: 2**  
**Total houses are built during 2021-2022 and 2022-2023**

Sr. No.	Name of the Division	Name of the District	Total Number of houses Built
1	Kokan	Thane	1867
2		Palghar	5301
3		Raigad	2902
4		Ratnagiri	150
5		Sindhudurg	30
6	Nashik	Ahmednagar	3316
7		Dhule	6858
8		jalgaon	3906
9		Nandurbar	16388
10		Nashik	10064
11	Pune	Pune	2606
12		Sangli	40
13		Satara	40
14		Kolhapur	40
15		Solapur	218
16	Aurangabad	Aurangabad	1546
17		Beed	470
18		hingoli	10206
19		Jalna	728
20		Latur	353
21		Nanded	4008

**Table No: 2****Total houses are built during 2021-2022 and 2022-2023**

22		Usmanabad	262
23		Parbhani	2270
24	Amaravati	Amaravati	3816
25		Akola	3907
26		Buldhana	1867
27		Washim	1879
28		Yavatmal	5372
29		Nagpur	Nagpur
30	Bhandara		898
31	Wardha		3088
32	Chandrapur		9568
33	Gadchiroli		4782
34	Gondia		2477
Total Houses Built			117363

**District Wise Growth rate of Gharkul in the Rural Area:**

On the basis above data mentioned in table No: 1, the researcher has calculated percent growth in building houses during 2021-2022 and 2022-2023. The highest number of percent in growth recorded with 1492.54 % in Hingoli district of Aurangabad division, whereas minimum number recorded with 0 % in Sangli, Satara, Kolhapur, Solapur district of Pune division, Usmanabad, district of aurangabad division, and Bhandara district of Nagpur division. The percentage of growth in other districts are given below in table no. 3.

**Table No:3****District Wise Growth of Gharkul in two years**

Sr. No.	Name of the Division	Name of the District	Growth in last year	% Growth
1	Kokan	Thane	1229	385.27
2		Palghar	775	34.25
3		Raigad	1500	213.98
4		Ratnagiri	50	100.00
5		Sindhudurg	10	100.00
6	Nashik	Ahmednagar	2284	442.64
7		Dhule	3040	159.25
8		jalgaon	2178	252.08
9		Nandurbar	8000	190.75
10		Nashik	6968	450.13
11	Pune	Pune	1794	441.87

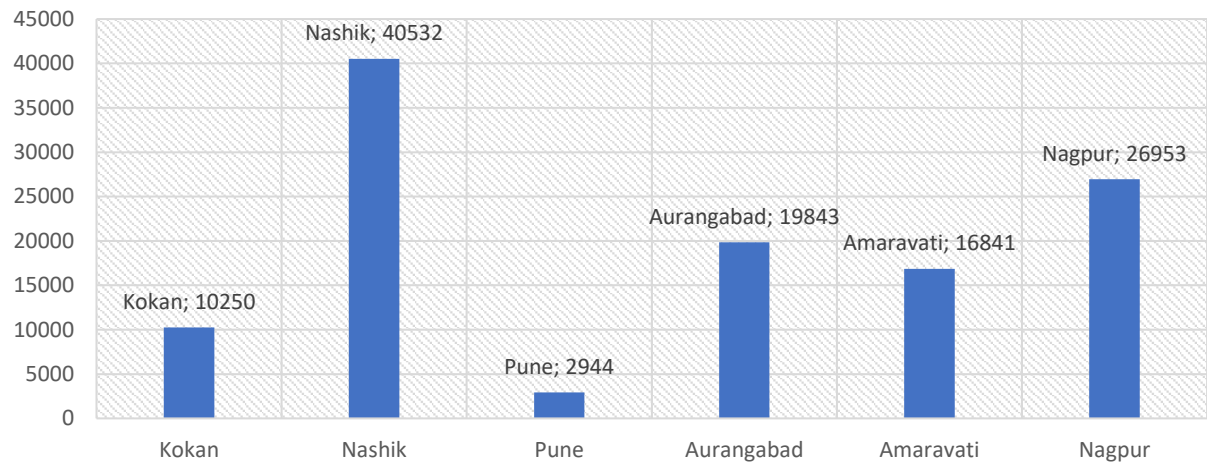
**Table No:3**  
**District Wise Growth of Gharkul in two years**

Sr. No.	Name of the Division	Name of the District	Growth in last year	% Growth
12		Sangli	0	0.00
13		Satara	0	0.00
14		Kolhapur	0	0.00
15		Solapur	0	0.00
16	Aurangabad	Aurangabad	1078	460.68
17		Beed	316	410.39
18		hingoli	9000	1492.54
19		Jalna	468	360.00
20		Latur	71	50.35
21		Nanded	2992	588.98
22		Usmanabad	0	0.00
23		Parbhani	2000	1481.48
24	Amaravati	Amaravati	2124	251.06
25		Akola	3159	844.65
26		Buldhana	1243	398.40
27		Washim	1059	258.29
28		Yavatmal	3128	278.79
29	Nagpur	Nagpur	5000	877.19
30		Bhandara	0	0.00
31		Wardha	1692	242.41
32		Chandrapur	7432	695.88
33		Gadchiroli	100	4.27
34		Gondia	523	53.53
Total			69213	287.49

### Division wise constructions of Gharkul:

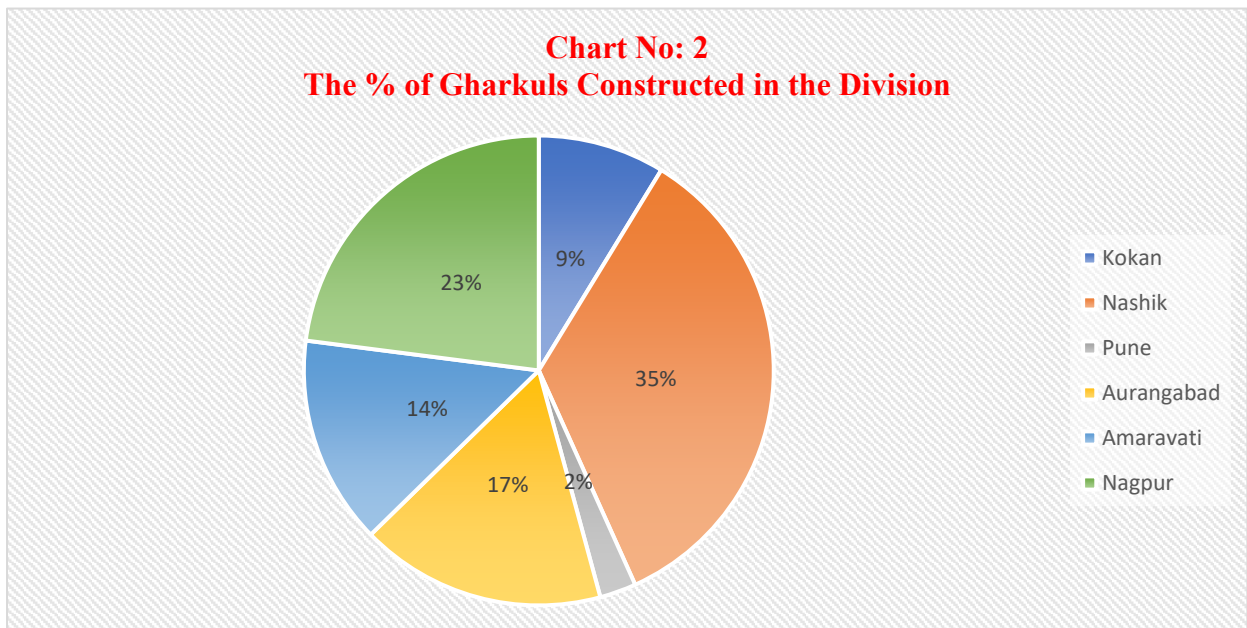
On the basis above data mentioned in table No: 1, the researcher has observed the construction of gharkul in six revenue divisions of state of Maharashtra during 2021-2022 and 2022-2023. The highest number of observed in Nashik division with 40532 gharkuls, which counts 34.54 % of total Gharkul constructed. Whereas the lowest number of gharkuls are observed in Pune division with 2944 gharkuls, which counts 2.51% of total Gharkul constructed. The details of other revenue divisions are given below in chart no. 1 and chart No: 2

**Chart No: 1**  
**The Revenue Division wise No of Gharkuls**



Percentage of Gharkuls Constructed in the Six Revenue Division:

**Chart No: 2**  
**The % of Gharkuls Constructed in the Division**



### Conclusion:

The aspect of Housing is one of the important point in Agenda 2030 for the Sustainable Development, each of the government has to ensure the access to adequate, safe and affordable housing and basic services for all by the year of 2030, In 1990, the Supreme Court directed to the Gujrat state to construct affordable houses for the poor in the verdict Ahmedabad Municipal Corporation vs. Nawab Khan Gulab Khan and Others and in the year 1995 as well. The Supreme Court of India, in several judgments, has held that Article 21 deals with getting adequate housing is a fundamental right originating from the right to life.

Therefore taking in to account the people of Scheduled Tribes community those are not having their own houses to live in or they live in mud or raw houses, huts or temporary constructed shelters, union and state Government through its annual tribal sub plan implemented personal benefit scheme named Shabari Adivasi Gharkul Yojana in Maharashtra. It is observed that the rate of building a gharkul in tribal dominated district is more and it is decreasing on basis of tribal population. As the highest priority is given to the population living below the poverty line and those are weaker sections such as Women and persons with PWD. Hence it is one of the flagship scheme of the government

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**Exploring Talent Retention Strategies:  
A Study of Intentional Employee Departures**

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**Abstract:**

The paper focuses on the art of reducing voluntary employee turnover outlining the strategies and approaches of retaining employees. High employee turnover could consequently affect the organization's sustainability and productivity. Maintaining a pleasant workplace culture and maintaining productivity in the face of voluntary turnover has made employee retention a significant task in modern organizational management. This study examines several tactics and methods meant to stop the loss of talented individuals. With an emphasis on work-life balance, leadership, engagement, remuneration, career advancement, and creating a positive work environment, this study explores the complex factors that affect workers' decisions to stay.

**Keywords:** Employee Retention, Empowerment, Employee Engagement, Work Life Balance, Career, Employee Turnover, Employee Satisfaction.

**Introduction:**

The deliberate departure of workers from an organization is referred to as voluntary employee turnover. It is a part of the more general idea of employee turnover, which includes both involuntary (leaving because of circumstances beyond their control) and voluntary (leaving by choice) exits.

In contemporary fast-paced and competitive workplace, keeping employees is crucial for the long-term viability and success of the organization. The capacity to keep on talented and committed workers has evolved into a strategic necessity that goes beyond conventional HRM methods. This study explores the intricacies of employee retention, an approach that attempts to reduce voluntary turnover while simultaneously promoting an environment of work where employees are respected as crucial participants in the team rather than merely workers. Organizations encounter a variety of issues due to employee turnover, especially when talented individuals leave on their own voluntarily. High turnover rates can

damage team dynamics, shrinking institutional knowledge, and prevent the creation of a strong organizational culture in addition to the immediate cost of recruiting and onboarding new hires. Realizing this, the craft of staff retention evolves into a strategic work of art that is deftly interwoven with organizational initiatives, leadership techniques, and motivating elements.

Retention strategies reduce expenses related to hiring new employees, low customer satisfaction, or business productivity. The Employee Retention Strategy aims to provide companies with more tools, information, and awareness to help them retain their workforce. At the top is where retention begins. Recruiting and retaining quality employees requires targeted, formal, and informal policies and procedures that prioritize employee retention as a key management goal. Supervisors must show their employees gratitude every day and make a consistent effort to retain them. The HR division cannot lower turnover on its own. At every level of an organization, business executives need to set up unique retention procedures and initiatives to have a significant and positive influence.

Referencing checks, security clearances, temporary labor charges, moving fees, official training costs, and induction prices are a few concerns that can result in turnover costs (Kotzé and Roodt, 2005). Other unavoidable expenses and hidden costs could include missing deadlines, losing organizational knowledge, low morale, and a bad impression that clients have of the business. Because of this, many firms now rank maintaining outstanding talent as their top priority. Since employees' values are difficult to replicate, managers must work very hard to assure that staff turnover is constantly low.

### **Objectives of the study:**

1. To identify contributing factors for retaining employees in case of voluntary turnover.
2. To suggest some actionable recommendation for voluntary turnover.

### **Review of Literature:**

Huselid, 1995; Griffeth et al. (2000) explains that finding and keeping competent workers is a bigger challenge for businesses looking to continue growth maintain a competitive advantage in the competitive economic world of today

Maertz et al. (2007); Allen et al. (2013) have given insights on how the goal of lowering voluntary employee turnover has progressed beyond traditional HR procedures and now incorporates a calculated fusion of empirical knowledge and artistic interpretation. Retaining employees is essential to creating a productive, healthy and a committed workforce.

Mobley (1982); Riketta (2002) the authors have simply put that employee retention goes beyond empirical evidence by exploring the psychology of drive and contentment that influences a worker's choice to stay in or depart from a company

Society for Human Resource Management (2020); Huselid (1995) this study aims to identify the intricate relationships that occur between work-life balance, leadership effectiveness,

compensation plans, organizational culture, and career development opportunities—all are essential components that work together to produce an environment that encourages long-term employee tenure

Griffeth et al. (2000); Huselid (1995) the study deals with the effort to retain the best talent in the management of the workforce has transformed from organizational task lists to a strategic imperative that is necessary for the survival and expansion of organizations.

Maertz et al. (2007); Allen et al. (2013) the study focuses on the intersection of organizational culture, leadership ethos, and individual goals, decreasing voluntary employee turnover is an art that skillfully combines empirical findings with human-centric approaches.

### **Causes of Voluntary Turnover:**

Several factors might affect voluntary turnover in Business Process Outsourcing (BPO) organizations. Organizations must comprehend these causes to solve issues related to turnover and increase employee retention. The following are some typical causes of voluntary turnover in BPOs:

#### **Job Dissatisfaction:**

If employees are dissatisfied with their jobs, their responsibilities, or the atmosphere at work as a whole, they may quit. A job's lack of challenge, opportunity for advancement, or recognition can make it less satisfying.

#### **Better opportunities elsewhere:**

If workers feel there aren't many options for career advancement within the organization, they might search for better opportunities elsewhere. The lack of training programs or a clear career path could be the cause of this.

#### **Inadequate Pay and other Benefits:**

Another cause of employee turnover is a pay and benefit package that is either inadequate or uncompetitive. Workers may depart in pursuit of higher income, bonuses, health insurance, or other incentives provided by other companies.

#### **Lack of Work-Life Balance:**

Burnout can result from the demanding nature of BPO positions, which frequently involve long hours and inconsistent shifts. Employees may leave to attain a more peaceful balancing between their personal and professional lives.

#### **Lack of supportive leadership:**

A bad work culture can be brought about by incompetent leadership, inefficient management techniques, and a breakdown in communication. When workers feel underappreciated, under supported, or undervalued, they may quit.

**Stressful Workplace Environment:**

Employee discontent and attrition may result from a stressful or poisonous work environment. Unmet expectations, a lack of teamwork, or an atmosphere where employees' well-being is not respected could all contribute to this.

**Dysfunctional Company Culture:**

Employees may decide to leave if they do not align with the company's ideals or if mismatch occurs in cultural fit. Talent retention requires a company culture that is inclusive and positive.

**Personal Reasons:**

Workers may depart for non-work related reasons, such as moving, having a family, experiencing health problems, or going back to school.

**Obsolete Technology and Tools:**

Employee frustration and task productivity can be negatively impacted by antiquated or ineffective technology and tools. If contemporary infrastructure isn't invested in, tech-savvy people might look for chances with more advanced setup.

**Strategies for Employee Retention**

To reduce voluntary turnover, think about putting the following specific advice into practice:

1. Conduct Regular Feedback Meetings with Staff:
  - Create a structured feedback system that includes one-on-one meetings or surveys on a regular basis to learn about the expectations, issues, and work satisfaction levels of employees.
  - Respond to criticism right away, resolving issues as they arise and exhibiting a dedication to enhancing the workplace.
2. Expand Opportunities for Professional Development:
  - To exhibit a level of Commitment to staff members' professional development, provide ongoing learning opportunities, skill-building projects, and well-defined career pathways.
  - Offer staff opportunity to learn new skills related to their roles through mentorship programs.
3. Examine and Modify Benefit Packages:
  - Evaluate benefit and compensation packages on a regular basis to assess their level competitiveness with respect to industry norms.
  - Put in place mechanisms for performance-based rewards and recognition to recognize and keep top performers.
4. Encourage Work-Life Balance: To encourage a better work-life balance, implement flexible work arrangements like remote work or adjustable schedules.
  - Promote the use of paid time off and make sure that anticipated workloads and actual productivity levels are in line.
5. Develop Leadership and Management Skills:

- Managers can improve their communication skills, teamwork abilities, and conflict resolution skills by undergoing leadership training.
  - Encourage a constructive and encouraging leadership style that honors the accomplishments and welfare of your staff.
6. Encourage a Positive Organizational Culture:
- Establish an environment where teamwork, diversity, and honest communication are valued.
  - To foster a supportive and inspiring work environment, acknowledge and celebrate accomplishments, significant anniversaries, and staff contributions.
7. Set in Place Employee Appreciation Initiatives:
- Create official recognition programs to appreciate staff members for their efforts and to recognize exceptional achievement.
  - Ascertain that the organization's ideals are upheld, and that recognition is equitable and consistent.
8. Offer Competitive Perks and Benefits:
- Provide competitive perks and benefits, such as childcare assistance, health and wellness initiatives, or special offers that set the company apart as an employer of choice.
9. Conduct Stay Interviews:
- Stay interviews should be conducted on a regular basis to learn about the changing requirements and concerns of employees and to spot possible problems before they result in voluntary turnover.
10. Provide Opportunities for Employee Engagement:
- Create programs that encourage social contact, teamwork, and a feeling of belonging inside the company.
  - Ask workers for their opinions on issues that impact their jobs and include them in decision-making processes.

The following factors should be considered for analyzing the connection between voluntary employee turnover and employee turnover in general:

### **Impact on Total Turnover Rate:**

A company's total turnover rate is directly influenced by voluntary turnover. The total number of exits, including voluntary and involuntary, is the turnover rate. An organization's ability to retain personnel by choice can be determined by analyzing the ratio of voluntary turnover to overall turnover.

### **Retention Strategies:**

Effective staff retention techniques are crucial, as evidenced by voluntary turnover. Organizations are better able to pinpoint areas for improvement in areas like work-life balance, professional development, workplace culture, and compensation when they know why individuals decide to leave on their own.

### **Cost Implications:**

Hiring, onboarding, and training new employees are frequently associated with costs resulting from voluntary turnover. Organizations can control and lower voluntary turnover to lessen these expenses and better manage their resources.

### **Knowledge Loss and Talent Drain:**

Persistent voluntary turnover may cause important skills and knowledge to be lost. Companies need to evaluate how staff departures affect institutional knowledge and be proactive in gathering, sharing, and preserving important knowledge within the workforce.

**Competitive Positioning:** Companies with lower rates of voluntary departure are frequently viewed more positively by stakeholders in the sector and by prospective employees. A low percentage of voluntary turnover can confer a competitive advantage by indicating a well-managed workforce and a favorable work environment.

### **Feedback and Exit Interviews:**

Interviewing departing employees in-depth might give important details about the particular motivations behind their choices. This input is crucial for improving organizational procedures and resolving problems that may cause voluntary turnover.

Thus, analyzing the relationship between voluntary and total turnover provides a comprehensive understanding of workforce dynamics and guides strategic interventions for talent retention.

### **Formulae:**

Let's use imaginary figures for a hypothetical scenario in India to illustrate the statements and calculations. These figures are entirely fictional and for illustrative purpose only.

#### **1.Employee Retention Rate:**

At the beginning of the year, a company in India had 500 employees, and by the end of the year, 450 employees were still with the company.

$$\text{Rate} = (500/450) \times 100 = 90\%$$

#### **2.Turnover Rate:**

During the year, 50 employees left the company, and the average number of employees during the year was 475.

$$\text{Turnover Rate} = (50/475) \times 100 = 10.53\%$$

#### **3.Average Tenure:**

If the total years of service for all employees is 2,500 years and there are 500 employees:

$$\text{Average Tenure} = 2500/500 = 5 \text{ years}$$

#### **4. Cost of Turnover:**

If the total cost of turnover (including recruitment, training, and onboarding) is ₹10,00,000, and 50 employees left:

$$\text{Cost of Turnover} = 10,00,000/50 = ₹20,000 \text{ per employee}$$

#### **5.Engagement Index:**

If, based on an employee survey, 400 employees are considered engaged:

$$\text{Engagement Index} = (400/500) \times 100 = 80\%$$

**Research Methodology:**

The current study is based on descriptive research methodology to examine the factors that impact employee retention within an organisation structure. A thorough literature review is part of the research strategy in order to develop a theoretical framework and pinpoint important factors related to employee retention.

**Findings:**

This research emphasizes the need for continuous adaptation and innovation in employee retention strategies. It emphasizes the importance of addressing individual and organizational needs, promoting work-life balance, fostering career development, and creating a positive workplace culture. Effective communication, feedback mechanisms, and tailored retention strategies are crucial elements.

**Conclusion:**

The research demonstrates the art of reducing voluntary employee turnover as a multifaceted approach. We can clearly make out that the art of reducing voluntary employee turnover involves a combination of proactive management, employee-centric policies, and a commitment to creating a positive and inclusive workplace culture. The current research has explored the wide range of factors influencing voluntary turnover and strategies used by businesses to foster loyalty and commitment in an effort to comprehend and perfect the art of employee retention.

As we come to the conclusion of this research, it is clear that creating and maintaining such a culture necessitates ongoing effort and a commitment to aligning the values of the company with those of its employees.

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## **“A STUDY OF DIVERSE INITIATIVES AIMED AT ATTRACTING CUSTOMERS USING DISTINCT MARKETING AND SALES TACTICS”**

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### **Abstract-**

In terms of gross domestic product, the service sector is the biggest and fastest-growing in India, but it hasn't created the necessary amount or caliber of jobs. The sector's growth is negatively impacted by numerous, disorganized governing bodies and a lack of policies that promote inclusive growth. There are limitations and impediments to foreign direct investment, and many policies are out of date. Even though India is in the top 10 countries in the world for both imports and exports of services, its growth and export of services are not as strong as those of the People's Republic of China, and its exports are limited to a small number of competitive services and a small number of markets. The majority of India's impoverished lack access to essential services like healthcare and education, and because of the country's inadequate infrastructure, providing these comes at a great cost. Even while India aspires to be a center of knowledge, formal education does not ensure employability, and there is variation in the caliber and standards of education. Proposed are policy initiatives for inclusive growth that will also improve India's competitiveness in the services sector globally. Not only does the services sector account for the majority of India's GDP, but it has also drawn substantial foreign investment, made a substantial contribution to exports, and created a big number of jobs. A vast range of activities, including trade, lodging and dining, transportation, storage and communication, financing, insurance, real estate, business services, community, social and personal services, and services related to construction, are included in India's services industry.

### **Objectives of the Study**

1. To research the marketing plans and cutting-edge methods that the Dheya Career Mentors employ.
2. To research product promotion, advertising, and B2B marketing.
3. To research how different tactics affect Dheya Career Mentors (India) Pvt Ltd sales.

## Scope of Study

1. Dheya Career Mentors PVT LTD was the subject of a study.
2. A questionnaire and some in-person interactions with potential participants were used in the study.
3. The evolution of customer happiness depends on the identification of consumer wants.
4. Create an alternative sales and marketing plan and practise a few conventional methods.

## Limitations of Study

1. Many parents are ignorant of the lucrative employment alternatives available to their children.
2. Because of financial limitations and low-cost tools, there are certain obstacles. Less workers than before.
3. A small portion of the market's targeted demographic thinks differently than other parents.

## Sample Size

A sample size of 100 different standard kids, ranging from 7th to 12th grade, was chosen for the study.

## Sample Technique

For research projects, random sampling is employed. Every respondent is given the same amount of interaction without any prejudice based on factors like age, family history, parent's personality, or job focus, among others.

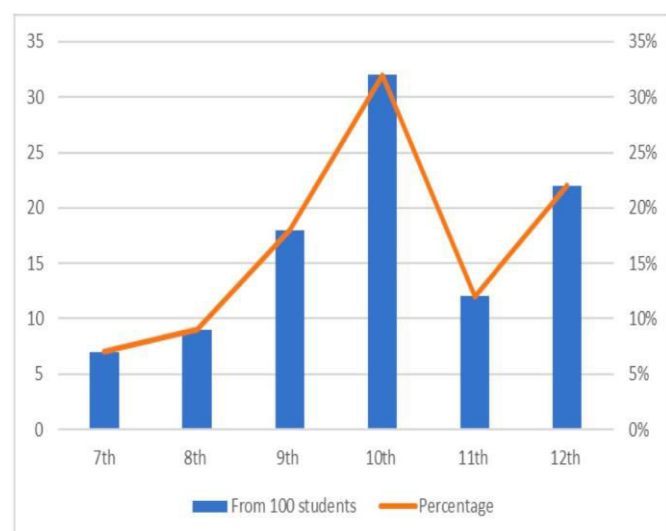
Data representation techniques & tools

Pie charts has used for data representation.

## DATA ANALYSIS AND INTERPRETATION

Standard wise preference students

Std	From 100 students	Percentage
7 <sup>th</sup>	7	7%
8 <sup>th</sup>	9	9%
9 <sup>th</sup>	18	18%
10 <sup>th</sup>	32	32%
11 <sup>th</sup>	12	12%
12 <sup>th</sup>	22	22%

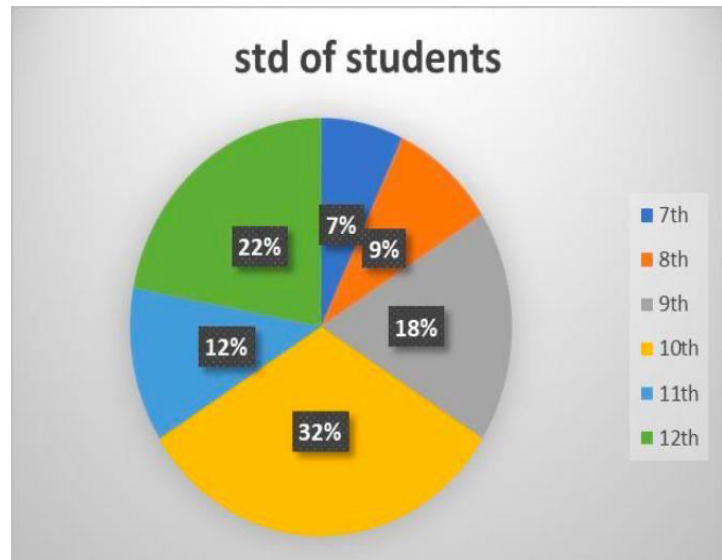
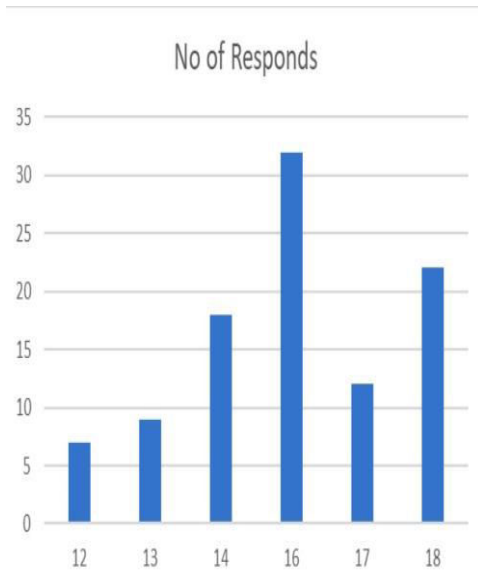


### Data Interpretation

The information gathered from the 100 current clients showed that the minimum and maximum numbers of kids were in standard 7th and 12th grades, respectively. Our poll revealed that students were more eager to learn about the range of job alternatives than ever before for the board exam.

Age of your child.

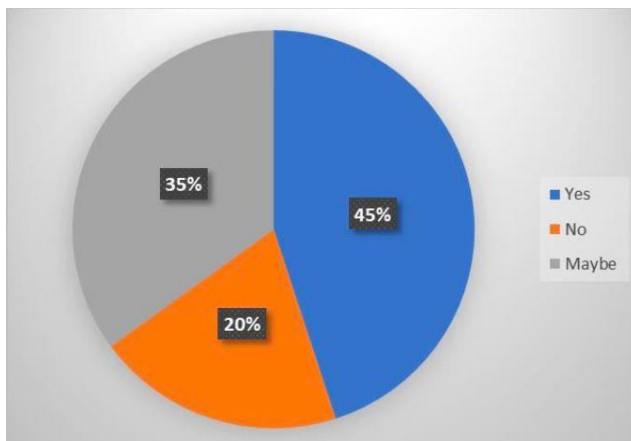
Std of student.



### Interpretation

In my initial study, we discovered that, when compared to other standards, 54% of students from the 10th and 12th grades had chosen a career after their graduation.

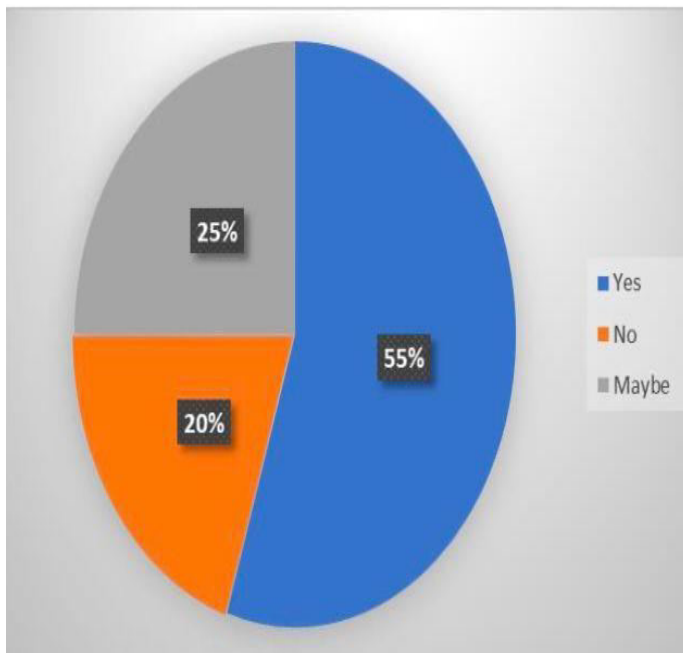
Did you find the workshop useful?



### Interpretation

The company hosted a session for parents on how to plan their child's profession for a happy and successful life. Of the parents, 45% found the workshop informative, 20% did not find it useful, 35% were confused, and 45% were unsure whether to buy our products.

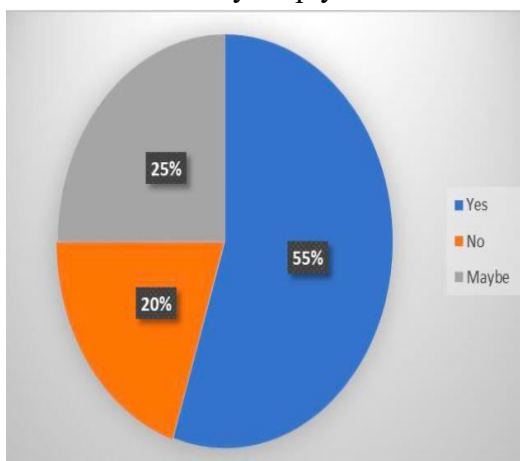
Would you like your child to go for an Interest test?



### Interpretation

Students can take a free interest test from our organization. This is a fully psychometric instrument that determines the 16 primary types of interests of the students. It collects this data from 100 responses, and 55% of the students feel it is useful. 20% claim it is useless, and 25% are perplexed by the test's outcome.

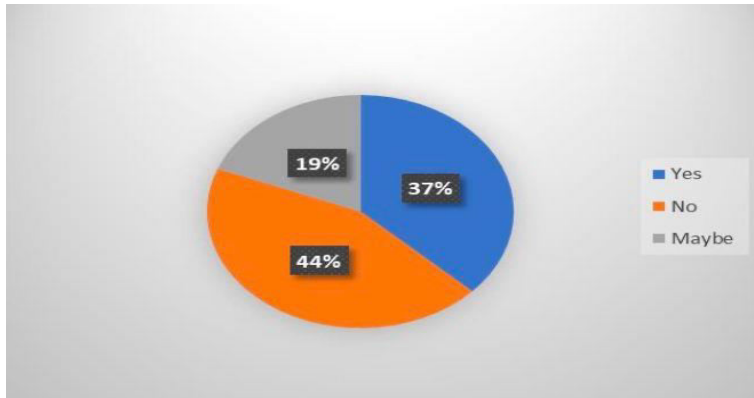
Will career literacy help your child in building a satisfied and happy career?



### Interpretation

According to data from 100 current DCL product customers, 42% of students explore other career alternatives and are satisfied, 38% are dissatisfied, and 20% are unsure about the career awareness programme.

What do you think, if you yourself would have got guidance at the time of choosing your career you would have been more satisfied and happier.

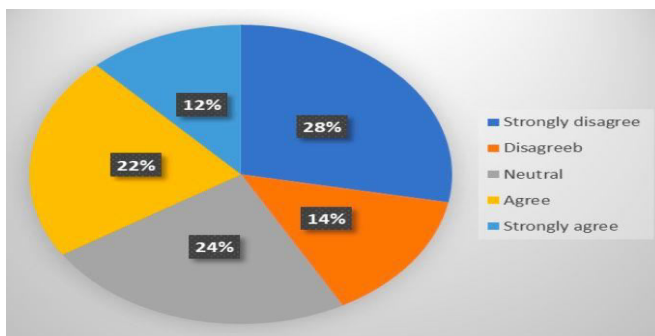


### Interpretation

This is the survey for parents. Of the 37% of parents, 100 claim they are satisfied and happy with their child's work.

19% of students responded negatively to this question, while 44% said they were not happy or satisfied.

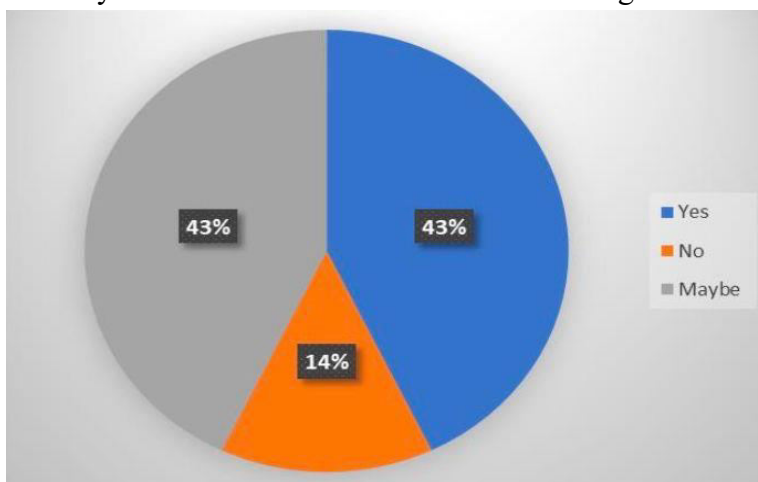
Was the main content of workshop properly addressed by the organizer?



### Interpretation

This survey on the workshop's subject matter and obtain the following outcome in terms of content, 28% strongly disagree, 14% disagree, 24% are neutral, and 12% strongly agree.

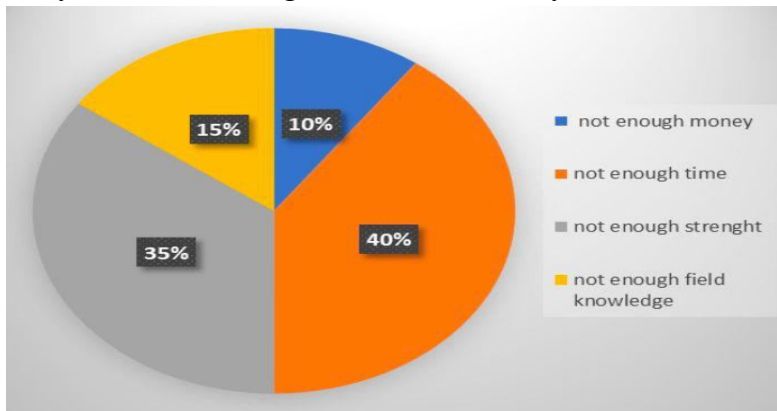
Would you like to connect with us for more Insights?



## Interpretation

Out of 100 parents who were unsure, 43% said that they will be connecting with them in the future, 14% did not respond, and 43% disagreed.

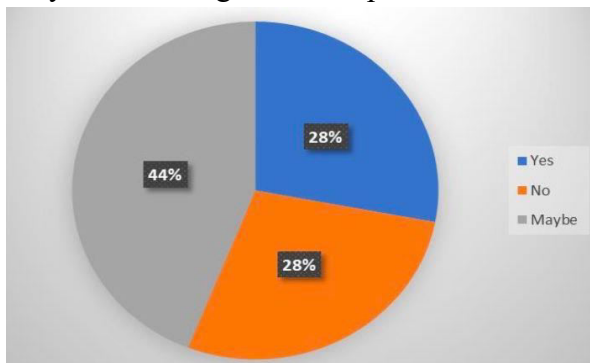
Did you find the strength and weakness of your child?



## Interpretation

This survey of one hundred different students yielded this conclusion by identifying our areas of strength and weakness. Next, 10% state that there is a financial barrier, 40% that there is not enough money, 35% that there is not enough strength for specific knowledge, and 15% that we must confront the knowledge of [certain field].

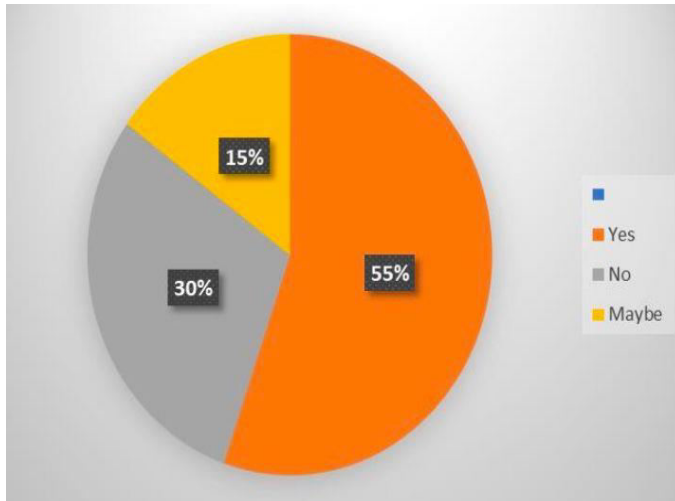
Do you decide right career option for better understanding of your child?



## Interpretation

Only 28% of people, including ourselves, are aware of the futuristic employment options. 28% of respondents claim they have no idea, while 44% are unsure and don't know what they want to do.

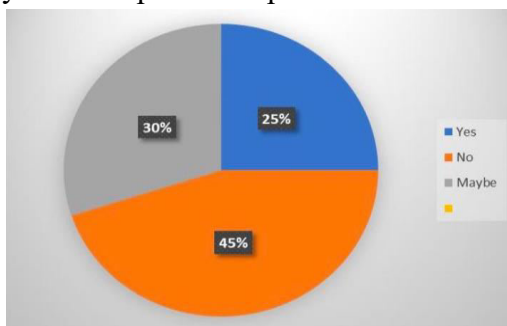
Did you find out the student interests, if you haven't choice, we will help you for finding interests to use our psychometric tool?



### Interpretation

This data shows those who completed the interest test and received their results. Of those who did, 55% were satisfied and understood the options available, 15% were perplexed, and 30% said they were unable to derive any insight from the interest test that the company had offered.

Do you know we are presently more than 30000 plus career options around the world if you know please drop the 10 different ways of career options?



### Interpretation

I ask parents all throughout the world about different career alternatives. I ask them about ten different options, and 25% of the parents respond with the ten different options. 30% are perplexed and 45% are unaware.



**Survey of responders?**

Sr. no.	Particulars	No.of responders
1	Strongly agree	8
2	Agree	26
3	Neutral	12
4	Disagree	61
5	Strongly disagree	15
	Total responders	100

**FINDING**

1. The mostly unexplored educational sector will support the expansion of the self-employment industry.
2. The parents in the market today who haven't upgraded their technologies.
3. If the company's goal is to expand its market, it should lower the price of its goods in order to increase visibility and revenue.
4. To make it easier for people to make decisions about their careers, the company's primary goal is to raise career awareness among parents and students.
5. The company's main goal is to give its clients higher-quality products and services.
6. The customer attempts to obtain all available information regarding the product, including its features, price, and service, before to making a purchase. The primary factor influencing a product's sales is its pricing.

**SUGGESTIONS**

1. Dheya can work with some of the biggest names in technology, such as Infosys, TCS, Wipro, or finance, such as HDFC, Deloitte, etc. This will increase Dheya's business because it will be known to the young people employed in this industry.
2. Any youth sensation or celebrity can serve as a brand ambassador for Dheya because their reputation will ultimately draw in consumers.

**CONCLUSION-**

1. In summary, career awareness and preparation are crucial for both working professionals and students, since they offer various advantages to each. It is difficult to achieve that successfully, but it is possible if all aspects of career management are taken into account while making plans.
2. Carrying out the plan for professional development. The survey also found that career planning and management on an individual basis are necessary for effective career growth. Without full knowledge and comprehension of the individual, the career planning management cannot execute the professional development plan.

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## **An Empirical Study on the Performance Assessment of DG Set Installers for Diesel Generator Installation**

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### **ABSTRACT**

Diesel generators, often known as DG Sets, are extensively utilized in many different locations to generate electricity independently of the power grid. In situations where electrical power is unavailable, DG Sets are utilized as an emergency power source. To guarantee the DG set operates satisfactorily, DG set installation must be completed in accordance with standard installation recommendations. Installation guideline provides the detailed guideline for the installation of DG sets.

Apart from adhering to technical specifications during installation, it must also meet all applicable local, state, central, and other statutory regulatory requirements. Installation Guidelines include comprehensive instructions and specifications that provides the correct installation of DG sets, hence preserving their quality. for the DG set to operate safely and smoothly and to become more efficient, which could result in customer satisfaction.

Proper installation of DG sets can reduce several maintenance work & servicing activities.

### **OBJECTIVE OF THE STUDY**

- Performance evaluation of the DG set installers for the installation of diesel generators
- To study the compliance of installation guideline for DG Sets installation
- To study the impact on performance of DG installation on maintenance & servicing during warranty period
- To study the customer satisfaction with respect to quality of installation work of DG Sets

## **SAMPLE SIZE**

- 1) 91 number of DG Set with various rating, which are installed in Pune region
- 2) Total sample size is 91 Number of Installed DG Sets in Residential buildings

## **SAMPLING TECHNIQUE USED**

This study focuses on diesel generators deployed in the Pune region. To accurately represent the patterns of the target population as a whole, a smaller section of the population is chosen through the sampling approach. Sampling was mostly done to focus on a smaller group in order to increase the quality of the data.

The Pune region was chosen for the study on installed distributed generators (DG sets) in the residential, commercial, and industrial sectors because it has a large number of residential projects, construction sites, and knowledgeable distributors and dealers of diesel generators. Additionally, the use of DG sets is found to be more widespread, occurring in commercial and residential buildings, hospitals, schools, colleges, government offices, airports, bus and train stations, malls, private, and public sectors. Second, the researcher discovered that it is practical to concentrate on the area due to its nearness.

Although the researcher would have preferred to collect pertinent data from every sector, each sector has a greater range, therefore the researcher chose to focus on the residential & commercial sector and save the other sectors for future study. The nonrandom sampling strategy that is employed combines judgmental sampling, which is based on the likelihood of obtaining data, with convenient sampling.

## **DATA COLLECTION**

Taking into consideration all the facts the researcher has used.

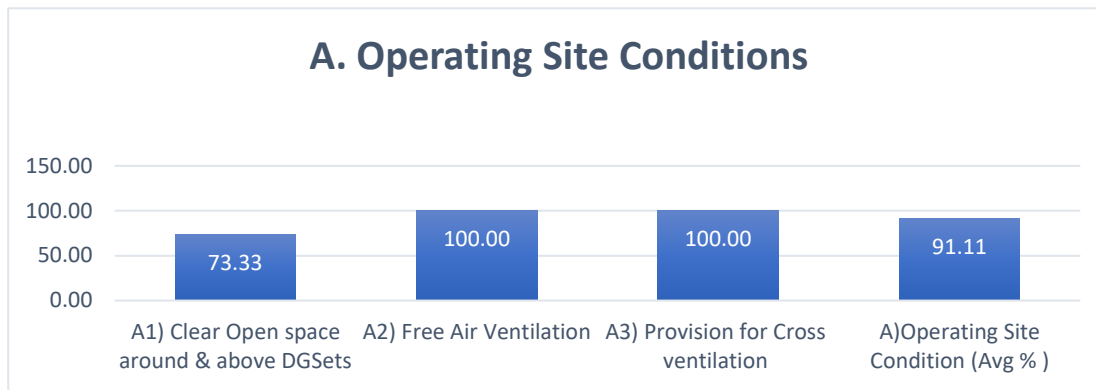
- 1) Records: Information, data collected through the records in which physical evaluation was carried out with the samples.
- 2) Individual interviews: Individual's responses, opinions and views were considered.

## **DATA ANALYSIS AND INTERPRETATION**

The data so collected was analyzed according to the physical evaluation of individual samples & interpreted as per the graphical representations provided herewith as bellow.

### **A) OPERATING SITE CONDITIONS**

The location where DG Sets is deployed is known as the operating site. The working site shall have clear open space in and around DG Sets with dust-free location and also have the provision for cross ventilation, in accordance with the installation guidelines provided by the manufacturer, Local, State, and Central Government, as well as all other Statutory regulatory requirements. Clear area makes it easier for the DG Sets to operate, maintain, and be serviceable.



### Observations:

The entire sample was examined using A1, A2, A3, and the average percentage of A. Based on the data analysis, it was discovered that while the percentage of clear open space surrounding and above DG sets was found to be 73.33%, the provision for free air ventilation and cross ventilation was found to be completely in line with the installation guidelines.

### Finding:

The average compliance of total sample w.r.t to operating site condition is found 91.11%

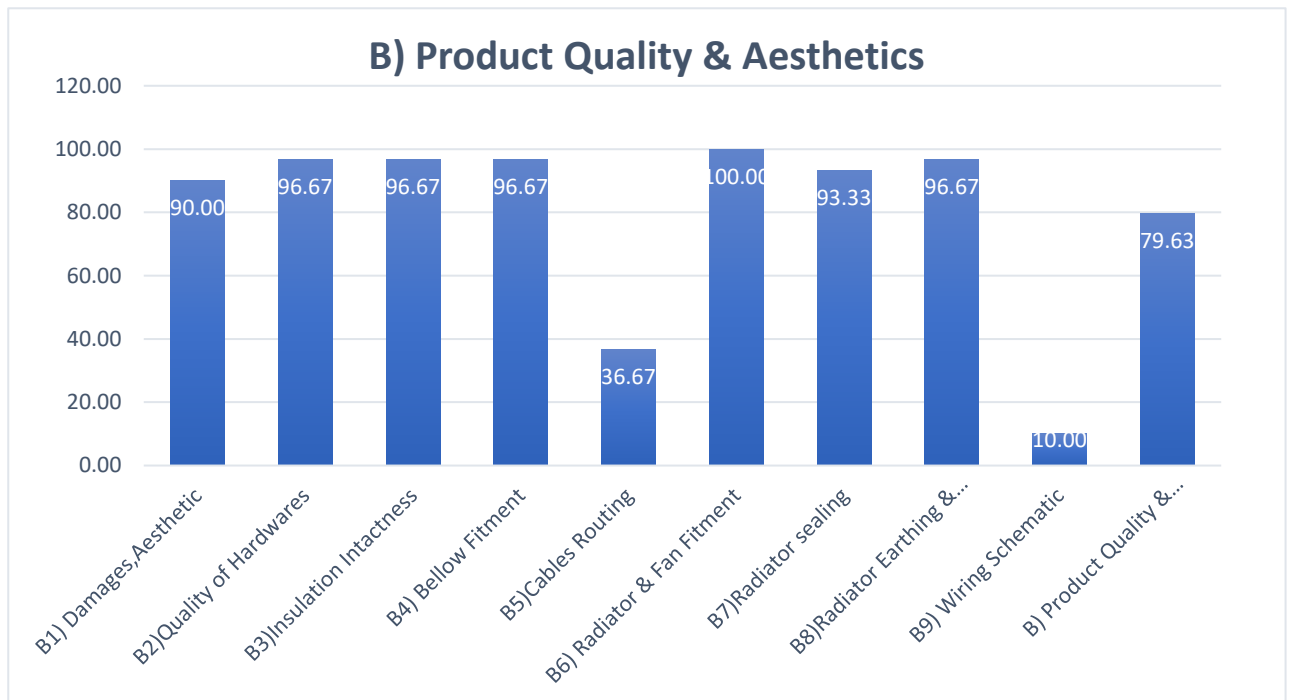
Comments:

- Clear open space compliance found 73.33 % hence it can affect on operation, maintenance of DG Set
- The performance of DG Sets may be impacted by dust and fumes produced by improper ventilation.
- The lack of available space surrounding DG Sets may have an impact on operational and serviceability activities.

### B) PRODUCT QUALITY & AESTHETICS:

The bellow graphical presentation highlights the different characteristics and their compliances that determine the quality of the product, such as hardware quality, insulation integrity, and bellow fitment.

**Damages:** Aesthetic refers to visual inspections of DG sets for quality issues such as paint, transportation damage, loose connections, etc.



### Observations: -

Comparing the data on the product's quality and aesthetics, it was discovered that more than 90% of the fans and radiators fitted perfectly the first time, and that more than 90% of the data complied with other requirements like bellow fitment, installation instructions, insulation integrity, damage aesthetics, radiator sealing, and radiator earthing. However, in contrast to the other metrics, the cable routing was found to be 36.67% and the compliance with the wiring schematic was discovered to be 10.0%. These results are extremely poor.

### Finding: -

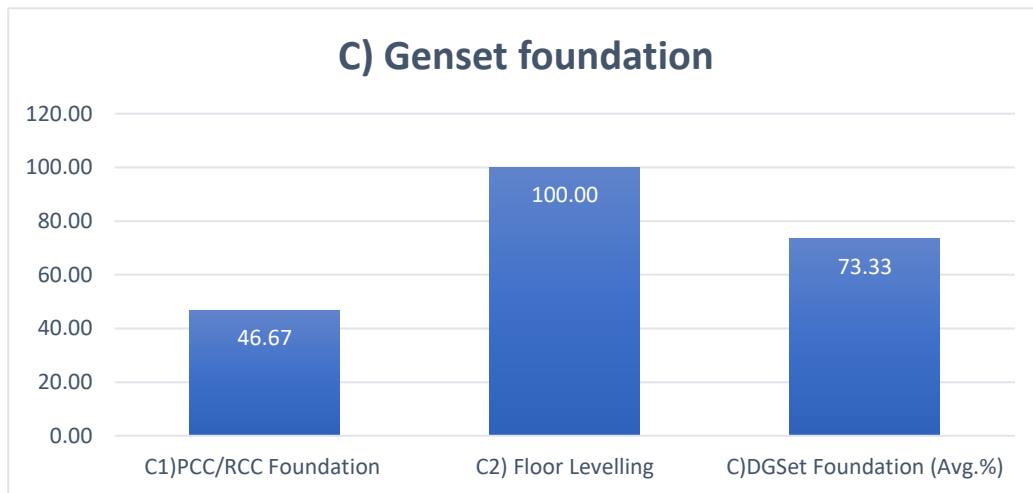
The average compliance of total sample w.r.t product quality & aesthetics found 79.63%

### Comments:

The results show that 36.67% and 10.0%, respectively, of the cable routing and wiring schematic are in compliance. This can have an impact on the DG Sets' functionality and safety, which could result in accidents.

### C) DG SET FOUNDATIONS: -

Foundation supports the weight of the DG Sets & provides the leveled platform to the DG Set. Proper foundation helps to keep satisfactory operation & avoids vibration problems which may lead to failure of DG Sets. Foundations consist of PCC/RCC Foundation, Floor leveling etc.



**Observation: -**

After analyzing the data it is observed that compliance of PCC/RCC foundation is 46.67%, compliance of floor levelling is 100 %.

**Finding: -**

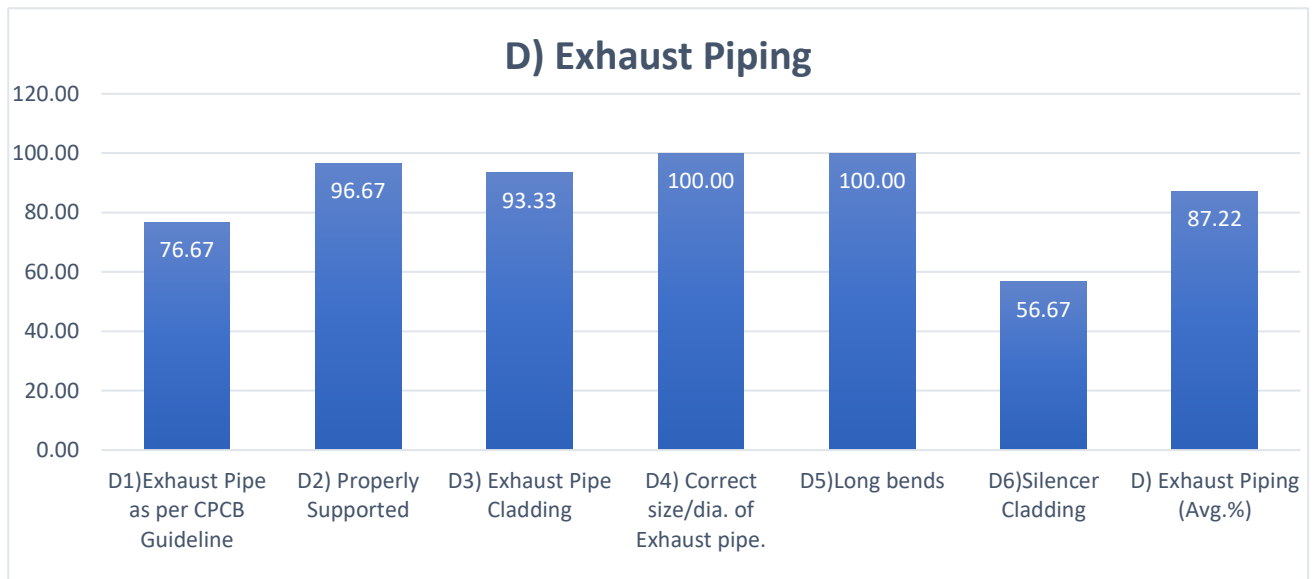
The average compliance of total sample w.r.t DG Set foundation is observed as 73.33%

**Comments:**

- Once the DG Set is installed then foundation cannot be rectified and hence it can affect on the serviceability and performance of the DG Set on long term basis.
- Without complying PCC/RCC it has observed that percentage of Floor leveling is 100%.

**D) EXHAUST PIPING :**

One of the key elements determining the lifespan and proper functioning of DG sets is exhaust piping. It gathers and safely releases exhaust gasses from engine cylinders. There are several guidelines for the exhaust piping. It should have the lowest possible back pressure because excessive back pressure from exhaust might cause the engine to run poorly and reduce fuel efficiency.



### Observation: -

After data analysis it is observed that Correct size of Pipes & long bends are used as per the guideline & the compliance of same has found 100% however the pipe support (96.67%), exhaust pipe cladding (93.33%) & CPCB guideline (76.67%) has observed.

Percentage of silencer cladding is found 56.67%

### Finding: -

The average compliance of total sample w.r.t to exhaust piping is found as 87.22%

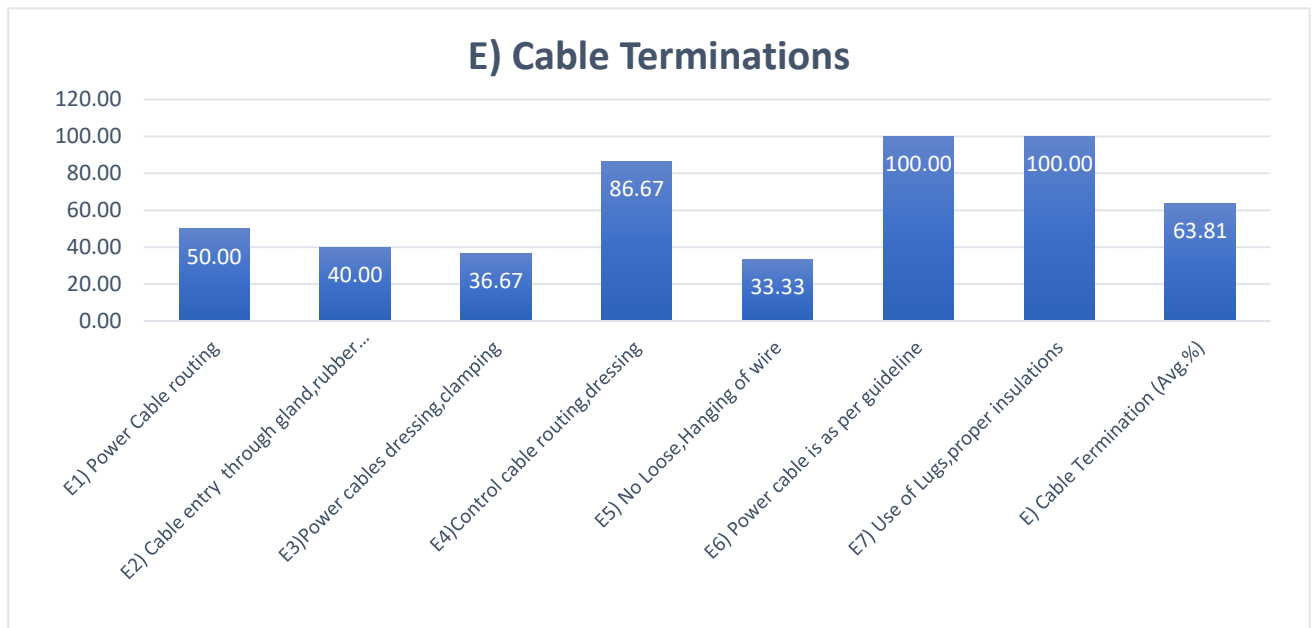
### Comments:

- Percentage of compliance of silencer cladding is found 56.67%. Hence it can leads to directs the hot flue gases harmlessly.

### E) CABLE TERMINATIONS:

Cable termination is necessary for the safe and healthy operation of DG Sets. When terminating cables, it's crucial to follow certain guidelines such as proper cable size, phase sequence, and tight crimping. To prevent tension on the alternator terminal, terminal box, and control panel termination, proper cable dressing, routing, and entrance through glands are essential.





### Observation: -

The percentages of power cable routing (50%) and cable entry through glands (40%) and power cable dressing (36.67%) and loose, dangling wire (33.33%) are determined by comparing the statistics for cable termination.

100% of power cables were used in compliance with guidelines and lugs were used, with appropriate insulation.

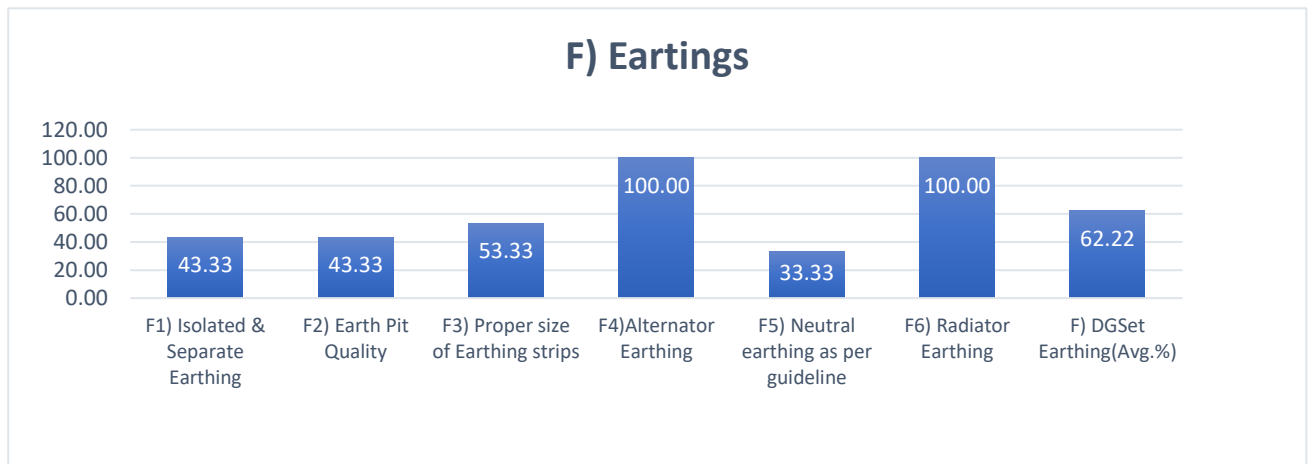
### Finding: -

The average compliance of total sample w.r.t to cable termination is found as 63.81%  
Comments:

- Cable entry through canopy is found without gland hence it can damage the cable due to sharp edge cutting. Also possibility of dust & flood water can entered through it
- As per the above observations overall cable termination is not properly maintained.

### F) Earthings:

Prior to the DG Sets being operated, earthing is necessary. As per the Indian Electricity laws, four earth pits are necessary. There are guidelines available for earth pit size, earthing material, earth pit spacing, and other factors..



### Observations: -

Following data analysis (F1,F2,F3,F4,F5,F6,F), it is found that there is 100% compliance with both radiator and alternator earthing. But as can be seen from the preceding graphical observation, the other parameters do not comply with the standards.

### Finding: -

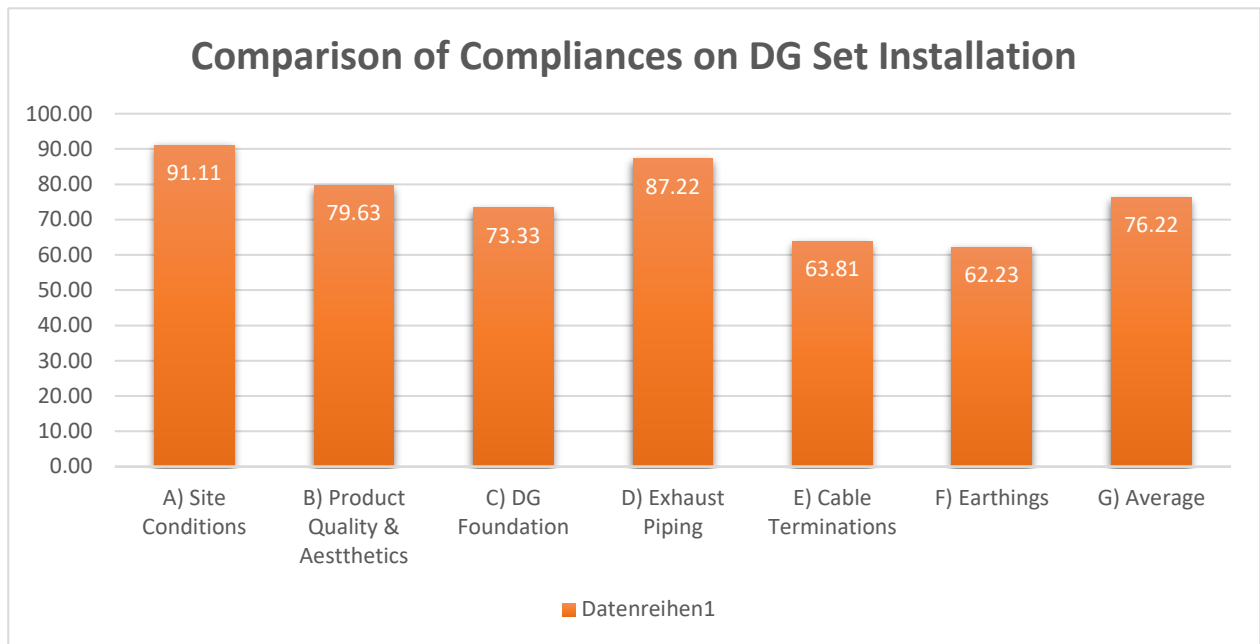
The average compliance of total sample w.r.t to DG Set earthing is found as 62.22%

### Comments:

- Noncompliance of earthing can lead to affect on the quality of the DG Set & can causes serious accidents.

## G) COMPARISON OF COMPLIANCES ON DG SET INSTALLATION: A PERFORMANCE ASSESSMENT INSTALLER

Based on the previously mentioned graphical observations, the researcher created the graphical comparison below, which displays the total compliances with the installation guidelines for the installation of DG sets. These values are noted after physically confirming each sample in accordance with installation specifications. This assessment's findings about the DG set installer's performance



### Observation: -

After analyzing data for all the groups (A,B,C,D,E,F) i.e. the parameters on which DG Sets to be installed as per the Installation guideline. It is observed that 63.81 % of cable termination has complied, 62.23 % of Earthing work has complied these both the percentages showing that the impact of noncompliance of these two parameters can affect on long term performance on DG set.

After analyzing for all the parameters it was found that not a single parameter complies 100% as per guidelines.

### Findings: -

Total average for the Compliances on DG Set installation is found as 76.22%.

### CONCLUSION

- 1) Installation guidelines are not completely complying to the set guidelines. Compliances of some critical parameters like cable termination, Earthings, Foundation has found at very low level Which may cause accident & affect on long term performance on DG Sets
- 2) Total average percentage of compliances is 76.22% which may lead to decrease in the customer satisfaction & can affect on the performance of DG Sets
- 3) Service & Maintenance work will be increased.
- 4) Impact on OEM/Dealer's performance for DG Set installation
- 5) Hence researcher can hypothetically conclude that the

- 1) Noncompliance of Cable termination can cause the accident
- 2) Noncompliance of earthing & cable termination can affect on safety of the people & life of DG Sets

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