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- ❖ **Leveraging Big Data for Assessing Social Sustainability in Business**
- ❖ **Indian Marketing Wisdom: Ancient Strategies**
- ❖ **Gender-wise awareness of Digital Currency in India**
- ❖ **AI-driven Automation: Shaping of future Workforce**
- ❖ **Advancing Sustainable Public Procurement in India**
- ❖ **Green Marketing Tools and Consumer Buying Behaviour**
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Third Concept aims at providing a platform where a meaningful exchange of ideas can take place among the people of the Third World. The attempt will be to communicate, debate and disseminate information, ideas and alternatives for the resolution of the common problems facing humankind. We welcome contributions from academics, journalists and even from those who may never have published anything before. The only requirement is a concern for and desire to understand and take the issue of our time. Contributions may be descriptive, analytical or theoretical. They may be in the form of original articles, reactions to previous contributions, or even a comment on a prevailing situation. All contributions, neatly typed in double space, may be addressed to:

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Guest Editorial Message

The New Delhi Institute of Management (NDIM) takes immense pride in announcing the publication of selected papers from its International Conference as a Special Issue in the esteemed Journal Third Concept. This publication marks a significant achievement in NDIM's progressive journey, achieved within a remarkably brief period. The conference, themed "Developing Managerial Capabilities and Empowering Youth to Shape the Future: G20 Agenda for Innovation and Skill Enhancement," was a collaborative endeavor with Aurel Vlaicu University of Arad, Romania, and received sponsorship from the Indian Council of Social Science Research (ICSSR). It took place on February 22-23, 2024, featuring a series of outstanding paper presentations that stimulated extensive discussions and deliberations. A careful selection of the most impactful papers has been made for inclusion in the Special Issue of Third Concept, an International Journal renowned for its contribution to the dissemination of innovative ideas and research.

NDIM extends its heartfelt gratitude to Third Concept for its collaboration in publishing these pivotal works, thereby facilitating a special issue that encompasses a broad spectrum of research topics. Third Concept, an internationally recognized journal published in New Delhi, India, holds a prestigious position in the UGC Care-List and is acclaimed for its dedication to publishing pioneering research from scholars, think tanks, independent researchers, and journalists worldwide.

We express our deepest appreciation to Third Concept for their partnership in bringing this Special Issue to fruition. We believe that this compilation of research articles, covering topics from the utilization of big data for social sustainability in businesses and AI-driven automation in HR, to gender-specific perceptions of digital currency and the integration of human values in AI, will offer invaluable insights. The issue further delves into subjects such as the influence of ancient Indian marketing techniques, sustainable public procurement, innovative leadership in the automaker sector, and the role of digitalization in gaining competitive advantages. It addresses the adoption of Human Resource Information Systems (HRIS) in banking, the impact of green marketing on consumer choices, and explores critical areas like emotional well-being, corporate social responsibility, entrepreneurship, educational policies, unemployment insurance in the USA, corporate financial decision-making, CSR initiatives, and the psychological dimensions of marketing and workplace dynamics. This diverse collection emphasizes a multidisciplinary approach to exploring and addressing current challenges in business and societal contexts through rigorous research.

It is with great enthusiasm that we present this Special Issue of Third Concept to aspiring scholars and researchers, particularly those with an interest in East Asia and South Korea. We are confident that this publication will enrich the academic community, serving as a testament to NDIM's commitment to advancing knowledge and fostering innovation. This addition to the NDIM legacy is a testament to our unwavering dedication to excellence in research and education.

— Prof. Madhu Arora, Dr. Amarjeet Singh, Dr. Pavitra Bhardwaj, Dr. Shubham Agarwal

Leveraging Big Data for Assessing Social Sustainability in Business

Aakash Yadav*, Dr. Gunjan A Rana**, Yashveer Sangwan***

[Big Data (BD) technology is increasingly seen as crucial for addressing sustainability challenges. The complexity of modern business, with its interconnected stakeholders, demands a comprehensive understanding of impacts for true sustainability. This paper presents a methodology harnessing big data (BD) to examine social sustainability within businesses and also examines the impact of big business on Sustainable Development Goals (SDGs) through its environmental impact.]

In the ever-evolving business landscape, companies are increasingly aware of the intricate relationship between environmental, social, and economic factors, and how these elements influence their overall strategy. However, despite the promising outlook, research on the full potential of BDA in achieving corporate sustainability and conducting comprehensive sustainability analysis (SA) is still in its early stages. A deeper understanding is needed regarding how to effectively leverage BDA technology to address social sustainability concerns. Additionally, businesses need to find ways to integrate the United Nations' 'Sustainable Development Goals' (SDGs) into their practices, particularly with a focus on benefiting vulnerable individuals within society. By embracing BDA and strategically integrating the SDGs into their operations, businesses have the potential to become not only economically competitive but also responsible corporate citizens, actively contributing to a more sustainable future for all.

Big Data Analytics (BDA) is revolutionizing various industries, and its potential to promote Sustainable Development (SD) is gaining momentum. BDA encompasses techniques for analyzing massive datasets, structured, semi-

structured, and unstructured (Gandomi & Haider, 2015). This vast data offers valuable insights to guide decision-making towards a more sustainable future (Boyd & Crawford, 2012).

The core characteristics of BDA, often called the "Five Vs," are particularly relevant for SD applications. These Vs include Volume (immense amount of data), Velocity (high speed of processing), Variety (diverse data formats), Veracity (data accuracy), and Value (extracting meaningful insights) (Laney, 2001). This data can be harnessed to directly address the UN Sustainable Development Goals (SDGs), a global framework for achieving a sustainable future (United Nations, 2015). The 17 interconnected SDGs tackle critical issues like poverty, inequality, and environmental degradation. BDA plays a vital role in monitoring progress towards these goals by providing real-time data on various sustainability indicators (UN Global Pulse, 2017).

Methodology

This research investigates the social impacts of businesses using a three-step Big Data Analytics (BDA) methodology. First, researchers create a targeted sample by selecting 549 businesses with high Total Environmental Cost (TEC) from the Corporate Environmental Impact (CEI) database known by the project name IWAP. This ensures a focus on businesses with a potentially larger

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environmental footprint, with diversity across 10 sectors and a global perspective (59 countries) various variables are used to analyse and process data for second step of regression model which is illustrated in table 1.

In the second step, data analysis focuses on identifying relationships within the CEI database. Researchers look for correlations between two key sets of variables: environmental impact variables (e.g., impact on clean water, air quality) and social indicators aligned with the Sustainable Development Goals (SDGs) as shown in Table

2. By analysing these correlations, the research aims to uncover links between a business’s environmental footprint and its social consequences.

Finally, the methodology utilizes Apache Spark (AS), a powerful BDA tool. Spark’s strengths, such as parallel processing across machines, flexibility with programming languages (Scala, Python, R), and integration with the machine learning library MLlib, make it ideal for efficiently processing the large amount of data and potentially uncovering deeper social impact insights from the environmental data.

Table 1. Statistical analysis of various variables

Variable Name	Count	Mean	Standard	Min Deviation	Max
TEC	3130	-1.64856172128682E9	5.000021193808253E9	-1.56228944661009E11	1.47277465251449E10
WC	3130	-1.00358424736829E9	2.8991938047000713E9	-3.20592624219893E10	3.86720080034559E9
FPC	3130	-310086.93672090216	824189.7063848815	-7956851.29063824	155444.919188825
CPC	3130	-1.245727332024189E7	3.450558119883396E7	-3.48480458785937E8	1.08174513802071E8
MPC	3130	-2789991.353768226	-7.78934932986797E7	-7.78934932986797E7	2.32701455270569E7
WPCC	3130	-4.654193526752256E8	-1.30597121892545E11	-1.30597121892545E11	2.11511873032397E10
SDG 1	3130	-4.015290996439707E8	1.1155910922003942E9	-1.11702004162576E10	3.26504894592947E9
SDG 2	3130	-2.659472157266567E8	7.024148533706778E8	-6.853387387240512E9	2.87052319292295E8
SDG 3	3130	-2.6562817032300606E8	7.01636079155351E8	-6.8478877951554E9	2.70439238308939E7
SDG 4	3130	-3114306.6953909346	8626086.788805913	-8.7120178612542E7	2.70439238308939E7
SDG 5	3130	-3114365.0299417847	8626193.61239161	-8.71201786464842E7	2.70396385538954E7
SDG 6	3130	-4.332214437519523E7	1.140725920022496E8	-1.12053698691694E9	4.5485275113638E7
SDG 8	3130	-5014844.605026698	6.118088521736656E7	-1.3726390982198E9	0.0

Table 2. SDGs definitions forms

SDG	Definition
SDG1	Target of 2030, <i>building the resilience</i> of people in vulnerable situations and <i>minimize their exposure and vulnerability</i> extreme events relating to climate, social, and environmental shocks and disasters.
SDG2	Target of 2030, <i>ending hunger by providing food security</i> , specifically the poor and people in vulnerable situations, including infants all year round.
SDG3	Target of 2030, <i>end each and every malnutrition</i> , including addressing, by 2025, the internationally agreed targets on wasting of children under 5 years of age, and <i>addresses the nutritional needs</i> of adolescent girls, pregnant and lactating women, and older persons.

SDG4	Target of 2030, <i>doubles the productivity relating to agriculture in all forms and also double the incomes of small food producers</i> , in particular women working on farms, family farmers, pastoralists, and fishers, including through secure and equal access to land, other productive resources, and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.
SDG5	Target of 2030, <i>ensuring sustainable food is produced and implementation of resilient agricultural practices</i> that will inherently increase productivity and, help maintain ecosystems, strengthening the capacity for adaptation in regard to climate change, drought, flooding, and other disasters, and progressively improve land and soil quality.
SDG6	Target of 2030, <i>ends the epidemics which are related with AIDS and HIV, tuberculosis, malaria, water-borne diseases, and other communicable diseases which are generally not treatable due to non-access of resources</i> .
SDG8	Target of 2030, <i>reducing substantially the number of deaths and illnesses which are derived from hazardous chemicals use along with air, water, and soil pollution and contamination</i> .

Step wise process for multiple regression models for predicting SDGs using big data available:

1. Obtain & Preprocess IWAP Data

- Get data on TEC, safeguard subjects (Fish Production cost, Crop Production cost, etc.), and SDG impact for various enterprises.
- Clean and prepare the data for modelling.

2. Build Separate Models (for each SDG)

- Define features (TEC, safeguard subjects) and target variable (monetized impact on a specific SDG).
- Split data into training and testing sets.
- Train a multiple linear regression model using the training data in Apache Spark Ecosystem.
- Evaluate model performance (MSE, R-squared) on the testing set.

3. Prediction and Interpretation

- Use the model to predict the monetized impact on chosen SDGs for new enterprises.
- Analyse model coefficients to understand how features influence the predicted impact.

Figure 1. Research Process

Table 3. Regression Model

	R ²	MSE
SDG 1	0.998762	2.26089e+07
SDG 2	0.994855	6.22115e+06
SDG 3	0.995059	4.93021e+06
SDG 4	0.958784	854817
SDG 5	0.987542	606448
SDG 6	0.992228	1.01905e+07
SDG 8	0.988456	462468

Results and Analysis

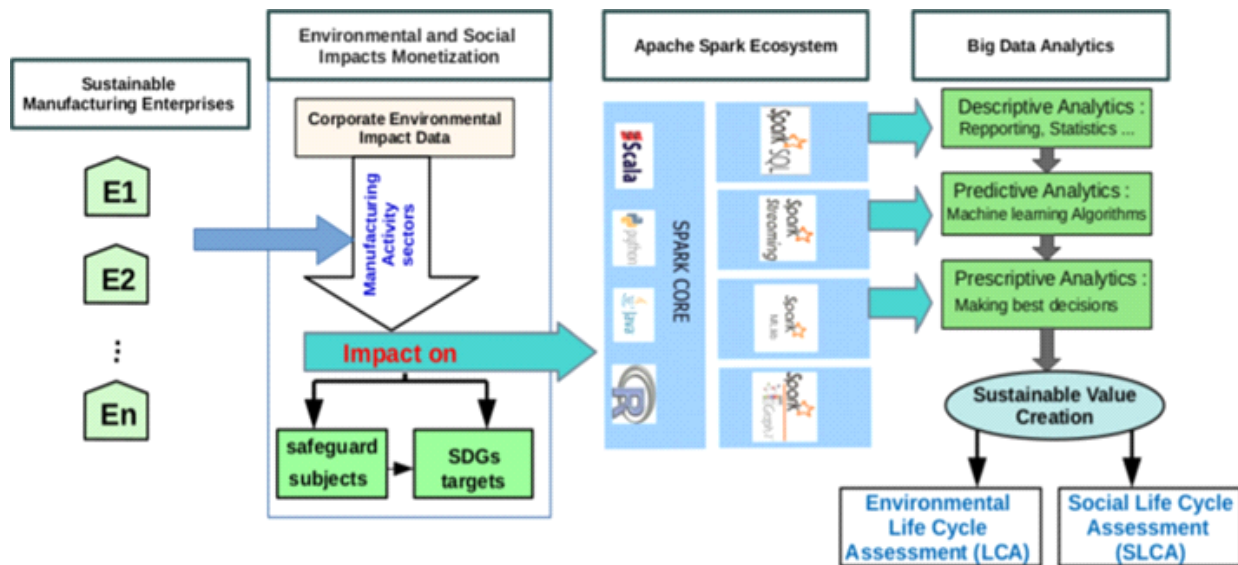
The model utilizes a multiple regression linear model due to the linear correlation observed between the variables in the selected sample. Total Environment cost and other impact costs are used as features (independent variables) to predict the monetization impacts for the social (dependent variable) of specific chosen SDGs. To evaluate the model's effectiveness, two metrics are employed: Mean Squared Error (MSE) and R².

Mean Squared Error (MSE) minimizes the loss function between the target social impact value

(Y_i) and the predicted social impact value (\hat{Y}_i) for each observation (i) in the sample. Mathematically, MSE is represented by the formula:

$$MSE = 1 / n \sum (Y_i - \hat{Y}_i)^2, \text{ where } n$$

represents the total number of observations. R-squared (R^2), on the other hand, quantifies the model's ability to explain the variance in social impact based on the environmental data. It is calculated using the formula:



$R^2 = 1 - \frac{\sum (Y_i - \hat{Y}_i)^2}{\sum (Y_i - \bar{Y})^2}$, where the summations again represent calculations across all observations, and \bar{Y} denotes the mean of the actual social impact values (Y_i).

The model shows promise, with high R^2 values (above 0.95) indicating a strong positive correlation between environmental practices and predicted social impacts. This suggests the model can explain a large portion of the variation in social outcomes based on environmental data. The research also highlights that some corporates collaborate to achieve SDGs. This collaborative approach might lead to a stronger link between environmental efforts and positive social outcomes compared to companies working alone. This stronger link between environmental practices and social impact within the data might be contributing to the model's good performance in predicting social impacts (as shown by the high R^2 values).

Conclusion

Integrating data on additional factors like labour practices, supply chain standards, and community engagement would paint a more holistic picture of an enterprise's overall social impact, capturing both positive and negative aspects. This BDA-based methodology offers a valuable tool for understanding the intricate relationship between environmental and social impacts of enterprises. By leveraging this framework and addressing the future research areas, businesses and policymakers can gain crucial insights to make informed decisions and work collaboratively towards a more sustainable future where environmental and social well-being go hand-in-hand. This summary section incorporates the key findings and emphasizes the positive takeaways from the research. It also clearly outlines potential areas for future exploration, highlighting the need for further investigation to gain a deeper understanding of the complex interplay between environmental and social factors.

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AI-Driven Automation in Human Resource Management: Shaping the Future of Workforce Dynamics

Ms. Isha Kataria*, Dr. Kavita Malik**

[Fast changes in the corporate landscape have been brought about by advances in artificial intelligence (AI). Making better hiring decisions is made possible by using AI to human resources. This allows for the analysis, forecasting, and resolution of organizational problems. The administrative duties associated with HRM have been replaced by more sophisticated procedures like AI-driven automation, which has drastically changed the makeup of the workforce. AI plays a critical role in HR to provide intelligent people analytics. Businesses may increase productivity and efficiency by utilizing AI and analytics in HR processes including hiring, onboarding, training, employee retention, engagement, and performance review. In addition, AI, cloud computing, and HR analytics work together to collect large amounts of employee data, which makes HR a predictive engine that is essential for business growth. Developing employee competencies and reorganizing teams in the areas of AI and HR analytics provide HR with its biggest challenge. Evaluating AI's practical application in HR, current research identifies challenges in AI adoption and highlights AI's promise across a range of HRM activities.]

Artificial intelligence (AI) is becoming more and more common in a variety of management areas in the modern corporate environment. Organizations are incorporating AI-driven solutions into their core operations in order to maximize resources and preserve competitiveness. AI has several benefits for businesses, although worries that it might weaken human nature and result in the loss of jobs (Agar, 2020). Businesses may effectively accomplish strategic goals, such providing high-quality service at lower prices, increasing efficiency, and raising service standards, with AI and related intelligent algorithm-based applications (Wirtz, 2019). Artificial Intelligence is revolutionizing human resources departments globally. It is improving performance management, adding individualized training programmes, and expediting recruiting

procedures. In order to provide dependable and correct service delivery and transaction processing, AI makes it easier to automate several back-office HR tasks. Artificial intelligence (AI) is ushering in a new age in HR operations by replacing basic mechanical activities that HR recruiters once did. In a similar vein, AI uses real-time data analytics to create customized training and development plans for specific staff members. As a result, AI-powered solutions increase worker dedication and job engagement, indicating a whole new direction for HR procedures.

Literature Review

Jacob et al. (2023) Video recruiting and AI in talent acquisition are two innovations that are helping to alleviate some of these pain points to fill positions more quickly and effectively, according to the research paper's author. Leaders in talent acquisition are working harder to get candidates through the pipeline. With an emphasis on AI's effects on talent, prejudice, ethics, and

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HR management, the author conducted a systematic literature review and adopted the PRISMA protocol.

Elizabeth K. Kelan (2023) this article adds to the body of knowledge by explaining how algorithmic hiring discrimination occurs and how algorithmic inclusion can be achieved. The data, design, and decisions related to AI-supported recruiting are the main topics of the recommended study agenda. This document benefits HR professionals in two ways: it informs HR specialists about potential effects of AI on exclusion and inclusion; and it illustrates how HR specialists can help develop AI that is more inclusive.

Dr. G Nancy Elizabeth (2021) this research study focuses on the effects of AI on human resources, the implications of AI in the post-COVID-19 context, and the potential applications of AI-based chatbots for hiring, onboarding, training, and performance evaluations. This article describes how the deployment of AI-assisted virtual coaches will put HR in a better position to manage the workforce with AI.

A. Hemalatha et al., (2021) this study looked at how various artificial intelligence (AI) capabilities are influencing the hiring and choosing process and how they impact the process' outcomes. Recruiters believe that using AI technology may expedite and improve the efficiency of the hiring process. The integration of AI technology into recruiting practices is anticipated to provide improvements, a decrease in human bias, and an increase in accuracy.

(Ahmed Arslan 2021) This study investigates the cooperation and communication between human labourers and cooperative robots. It highlights impending job displacement and the difficulty in building confidence between HR and robots, as well as worker fears about collaborating with

AI. As a conceptual work, it also pinpoints the greatest difficulty this dynamic presents for Human Resource Management (HRM).

Objectives of the Study

1. To study the utilization of Artificial Intelligence (AI) in the field of Human Resource Management.
2. To identify the challenges involved in the implementation of Artificial Intelligence for Human Resource functions.

Research Methodology

The study relied solely on secondary sources since no primary research was carried out. It adopts a descriptive research design and gathers secondary data from a variety of sources, including research papers, journals, publications, websites, HR blogs, and survey reports from different research organizations.

AI in HRM– An Overview

AI And Recruitment

A typical component of voice servers is a real-time chatbot, which functions as a conversational agent, conversing with users in natural language. This technology serves as a virtual assistant that provides timely access to pertinent information, acting as a continual point of contact for users, customers, or workers. The main benefits of using a highly effective virtual assistant are lower costs related to human contacts and increased user satisfaction because of the assistant's prompt, round-the-clock answers. This system depends on cloud infrastructure and natural language understanding (NLU) algorithms. AI employs its machine learning capabilities to compare the attributes of potential candidates with those of successful existing employees, thereby handling repetitive and high-volume recruitment tasks such as resume screening. Artificial Intelligence

significantly speeds up the process of filtering applications by enhancing efficiency and comprehension. Resume bots, also known as applicant tracking systems (ATS) or resume screeners, are computer programmes that assess and scrutinize resumes submitted by job searchers via the use of artificial intelligence (AI) and natural language processing (NLP) methods.

AI and Training and Development

According to research, just 20 to 30 percent of the ideas learned in leadership development programmes are effectively applied in real-world settings. A solid analytical basis is therefore necessary for designing specialized training and development programmes that satisfy the objectives and performance standards of the company. Significant outcomes have been achieved throughout time by a variety of training strategies, including traditional classroom settings, technology-assisted education, and online learning. Studies reveal that about 20 to 30 percent of the concepts covered in leadership development courses are really useful in practical situations. Thus, creating customized training and development programmes that meet the goals and performance requirements of the business requires a strong analytical foundation. Analytics assesses the productivity and efficiency of various training programmes as well as the readiness of personnel for key positions that are necessary for efficient operational procedures. Through the use of analytics, companies may learn more about how training initiatives affect staff retention.

AI and Employee Retention

Organizations today must balance the needs of retaining talent with the strategic challenge of managing human resources. In terms of human

resources, companies should prioritize staff retention in order to reduce attrition and turnover, according to Schiemann et al. In the field of predictive workforce analytics, predictive retention analysis shows itself as a capable yet rather simple method. It is possible for these algorithms to detect workers who might be thinking about quitting the company before they have formally decided to do so in certain situations. Nowadays, businesses are using predictive statistical models to foresee possible employee turnover by using signals and behaviors displayed by employees during regular workdays. The aforementioned predictive data is a highly advantageous resource for managers, as it facilitates the execution of staff retention tactics including incentive programmes, awards, and personalization. Additionally, line managers' characteristics in reaction to staff turnover can be shown using predictive analytics.

AI and Talent Acquisition

Chat GPT HR workers and recruiters place a great deal of effort into activities including resume screening, talent attraction, scheduling assessments, preliminary interviews, applicant communication, and onboarding. One important role in HR is talent acquisition. The integration of AI and analytics has sped up these processes significantly, reducing the recruitment load by around 75%. The integration of AI with HRM has also compelled businesses to reassess their strategic strategies. HR analytics plays a vital role in giving insights regarding employee satisfaction, diversity, attrition rates, and workforce demographics through the analysis of massive datasets. Using this data to develop appealing employee propositions may help with talent recruiting and retention. Moreover, analytics technologies facilitate the assessment

of candidate engagement data, allowing recruiters to concentrate their efforts on employee engagement and referrals. One of the biggest challenges facing HR departments is attracting people who can transform innovative ideas into successful businesses. People analytics, or talent analytics, includes data collection and analysis as stages to predict candidate-job match

AI and Performance Appraisal

Standard practices in most companies include performance assessments and feedback. Some companies, meanwhile, continue to use antiquated evaluation procedures, which could not fully capture an employee's potential. Furthermore, supervisors may rate workers based on personal favoritism, making these systems vulnerable to prejudice. For this reason, in order to increase the precision of performance feedback, data-driven strategy tools like analytics and artificial intelligence (AI) must be used. Studies have indicated that compared to their less successful peers, high-achieving companies place a higher value on data when making decisions rather than gut feeling. It is not very useful to only gather enormous volumes of data if they are not converted into insightful knowledge. By using analytics, which expedites the process of gathering, storing, and evaluating various types of performance-related data from internal and external sources, managers may get a deeper understanding of employee behavior and outcomes. By reducing subjective biases, analytics increases the reliability and accuracy of performance reviews.

AI and Analytics in HRM- Major Challenges

Research on skills acquisition needs, employee job displacement, evolving professional requirements, and the complexities of talent

management dynamics have brought to light the difficulties that organizations face when incorporating technology like artificial intelligence and analytics into human resource management. Most HR managers have a different viewpoint, despite the fact that many organizations see technology integration in HR as a chance to reduce procedures. This perception gap results from the fact that workers worry that artificial intelligence (AI) will replace them in their jobs, whereas organizations see technology integration in HR largely from a functional perspective. Additionally, the improper use of IT resources by staff members and their supervisors might result in the unapproved disclosure of private company data. Ongoing technical advances in organizations lead to psychological issues for employees, including stress, anxiety, and burnout; these challenges are frequently accompanied by "impossible expectations". Thinkers in the business know that data-driven, measurable, and impartial decision-making requires the use of AI and HR analytics. HR analytics are used far more often now that the need of quantifying HR tasks is being recognized.

Conclusion and Implications

This research study aims to highlight the strategic shift that the HR sector is experiencing due to the integration of AI and analytics into various HR procedures. High-quality results are obtained across many HR functions when HR analytics are integrated with AI technologies. It also describes how HR workers find it difficult to integrate new technologies into the HR department and provides managers with advice on how to properly handle these issues. The potential advantages of utilizing technology like AI and analytics in HR have been noted in earlier

research. These benefits might include increased productivity and optimized organizational duties and procedures. The area has not yet fully adopted HR technology despite its numerous advantages, since certain challenges have been identified.

In this conceptual overview, the importance of analytics and artificial intelligence (AI) in modern HR management is discussed. Artificial intelligence gains efficacy faster when analytics is used as a catalyst. By using this technology, HR departments at adopting organizations save time and money on mundane administrative tasks by making more informed decisions, they are able to optimize income and ensure sustained prosperity. Even though technology integration offers organizations a lot of advantages, HR professionals are still hesitant to adopt and embrace it. Actually, people are not replaced by cutting-edge technology; rather, people must adopt a new perspective on these developments in order to promote prosperity and the production of riches. HR managers continue to show reluctance to embrace technology, despite the fact that many firms are successfully incorporating AI technologies into talent acquisition at the operational level. The use of technology in HR is impeded by several factors, including inadequate organizational support, unavailability of structured data, lack of expertise, skills, and competencies among HR professionals in interpreting HR data analysis, and resource limitations. Thus, it is important to proactively educate HR managers on the advantages of using technology in HR. Enterprises must concentrate on surmounting obstacles associated with the use of HR technology. In order to encourage the use of analytics and AI, managers should create programmes that offer incentives for using technology in HR.

Future Research Implications

Numerous implications for further research are presented by this study. First, in order to investigate the barriers to the adoption of AI-based HR technology, researchers may collect primary data from HR staff members in various organizations and carry out cross-sectional studies. Second, research may look at how workers felt and how they adjusted when HR technology was put into place. The report lists a number of potential roadblocks to the adoption of HR technology and emphasizes how critical it is to identify the biggest one so that it may be addressed first.

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Adding Human Values to Artificial Intelligence: A Path to Ethical AI

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[The paper underscores the urgent need for integrating human values into AI to foster ethical use and societal trust. Emphasizing fairness, accountability, transparency, and privacy, it presents these values as foundational for AI's acceptance and ethical application. Addressing biases, it advocates for measures to ensure equitable AI outcomes. The potential of AI to improve well-being, through advancements in healthcare, education, and accessibility, is linked to its alignment with societal benefits. The importance of preserving autonomy and privacy in the face of AI integration into daily life is highlighted, advocating for systems that enhance rather than diminish individual agency. Furthermore, the paper stresses AI's role in promoting inclusivity and social justice, viewing equity as essential for leveraging AI against discrimination and supporting marginalized groups. Conclusively, it asserts that embedding human values in AI is crucial for developing beneficial, trustworthy technologies, calling for persistent ethical commitment and collaboration among stakeholders to ensure AI's positive societal impact.]

In the rapidly evolving landscape of technology, artificial intelligence (AI) stands as a pillar of innovation, poised to redefine our way of life, work, and interaction. Its capabilities, from diagnosing diseases to unlocking new realms of knowledge, herald a future of boundless potential. However, this promise brings ethical complexities to the forefront, challenging us to align AI's capabilities with human values. This paper delves into the intersection of AI with ethical principles, advocating for the integration of core human values such as fairness, dignity, and privacy into AI development. It underscores the necessity of ethical AI in building societal trust and promoting well-being, highlighting the challenges of translating abstract values into practical AI algorithms. The discourse is enriched by insights

from various fields, including computer science, philosophy, social sciences, and legal studies, to navigate the ethical dimensions of AI (Bostrom & Yudkowsky, 2014; Floridi & Cowls, 2019). The foundational role of human values, like respect and autonomy, is emphasized as essential for the ethical deployment of AI technologies (Rawls, 1971; Nissenbaum, 2004). The paper addresses the high stakes involved as AI systems influence critical aspects of life, advocating for a principled approach to prevent biases, protect privacy, and ensure alignment with societal norms (O'Neil, 2017; Zuboff, 2019). A hopeful vision is presented, where AI, guided by our highest ideals, contributes to a more inclusive and compassionate society (Russell, 2019; Whittaker et al., 2018). This vision acknowledges the hurdles, including the dynamic nature of cultural norms and the complex task of embedding ethics into engineering, while calling for a concerted effort from a broad coalition of stakeholders to realize the potential of AI in

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harmony with human essence (Jobin, Ienca, & Vayena, 2019; Hagendorff, 2020). Through a multidisciplinary lens, the paper makes a compelling case for creating AI systems that are not just technologically sophisticated but also ethically grounded and socially conscious. It sets forth a path for marrying AI with human values, ensuring that as AI reshapes our world, it does so in a way that upholds the dignity and rights intrinsic to our shared humanity.

The Importance of Human Values in AI

Integrating human values into artificial intelligence (AI) is crucial for addressing the ethical, social, and technical challenges posed by AI's rapid advancement. This integration ensures AI promotes human welfare, fairness, and justice by providing an ethical foundation, building trust, preventing bias, enhancing well-being, safeguarding autonomy and privacy, and promoting social justice and inclusivity.

Ethical Foundations and Trust: Incorporating values like fairness and respect for privacy builds public trust in AI, essential for its acceptance and adoption (Friedman & Nissenbaum, 1996).

Preventing and Mitigating Bias: Prioritizing human values helps identify and mitigate bias in AI, ensuring fairness for all individuals and groups (Barocas & Selbst, 2016).

Enhancing Human Well-being: AI, infused with human values, can improve healthcare, education, and access to services, transforming lives and society (Luckin et al., 2016).

Safeguarding Autonomy and Privacy: Respecting individual autonomy and privacy is key in AI design, empowering rather than undermining users (Crawford & Calo, 2016).

Promoting Social Justice and Inclusivity:

Focusing on equity and inclusivity, AI can address inequalities and support marginalized communities, contributing to a just society (Eubanks, 2018).

Integrating human values into AI is not just ethical but necessary for creating beneficial, fair, and trustworthy technologies. It requires ongoing collaboration among developers, policymakers, and the public to ensure AI enhances human dignity and contributes positively to society.

Challenges in Integrating Human Values

Integrating human values into artificial intelligence (AI) presents a myriad of challenges that span technical, ethical, and practical domains. These challenges reflect the complexity of human morality and the technical difficulties of embedding such nuanced concepts into AI systems. Addressing these issues is crucial for the development of AI technologies that are ethical, fair, and beneficial to society. Below, we explore these challenges in detail, highlighting the multifaceted nature of integrating human values into AI.

Defining and Prioritizing Human Values: The challenge in AI development lies in the diversity of human values across cultures, which can differ greatly, making a universal ethical framework elusive. What one society holds as ethical, another may not, complicating the global application of AI (Kluckhohn, 1951; Hofstede, 1984). Additionally, values are dynamic and evolve as societies progress, necessitating that AI systems continuously adapt to these changes, a task that is both technically and ethically complex (Mittelstadt, 2019).

Translating Values into Technical Specifications: Turning abstract values into

technical AI specifications is tough, requiring subjective choices that may compromise the values' integrity (Wallach & Allen, 2009). Furthermore, mimicking the complex, context-sensitive nature of human ethics in AI, especially in moral dilemmas, is a significant hurdle (Greene et al., 2004).

Ensuring Fairness and Bias Mitigation: AI systems can unintentionally reflect societal biases present in their data, making the prevention of such biases technically and ethically intricate (Barocas & Selbst, 2016). Additionally, creating algorithms that remain impartial regardless of the data's nature demands continuous research and development to avoid discrimination (Dwork et al., 2012).

Privacy and Autonomy: AI's societal benefits often hinge on accessing personal data, creating a challenge in protecting privacy while harnessing AI's potential (Zuboff, 2019). Additionally, AI should enhance rather than compromise human autonomy, necessitating systems that bolster decision-making without coercion (Crawford & Calo, 2016).

Accountability and Transparency: AI's societal benefits often necessitate using personal data, creating a tension between utility and privacy that must be carefully managed (Zuboff, 2019). Furthermore, AI should augment rather than compromise human autonomy, necessitating designs that respect human agency and decision-making (Crawford & Calo, 2016).

Strategies for Embedding Human Values in AI

Embedding human values into artificial intelligence (AI) systems is akin to weaving a delicate tapestry of ethics, culture, and technology. This intricate process requires a

concerted effort across multiple disciplines, a deep understanding of diverse cultures, and a commitment to ethical principles that guide technology towards beneficial outcomes for humanity. Let's explore strategies for infusing AI with human values, incorporating in-text citations to ground our discussion in scholarly work and practical examples.

Embrace Multidisciplinary Collaboration: As AI gains autonomy, attributing responsibility for its actions requires complex frameworks to hold designers and operators accountable (Matthias, 2004). Additionally, the "black box" nature of AI, particularly in deep learning, presents challenges in making AI decisions transparent and understandable without reducing their effectiveness (Lipton, 2018).

Cultivate Cultural Sensitivity and Inclusivity: AI must be attuned to the cultural diversity it serves, ensuring inclusivity and sensitivity to different values worldwide. Kitano (2016) stresses the importance of designing AI that is culturally aware, to honor the multitude of human values. Involving a spectrum of cultures directly in the design process enriches AI with a global perspective and a deeper respect for varied human values (Shweder, 2003).

Implement Ethical Frameworks and Guidelines: Ethical guidelines are essential for aligning AI with human values, offering developers a moral compass. Jobin, Ienca, and Vayena (2019) highlight their importance in ethical AI development. For example, the IEEE's Ethically Aligned Design initiative outlines principles prioritizing human rights and wellbeing in AI (IEEE, 2019).

Foster Transparency and Explainability: Transparency and explainability build trust in AI,

as they allow users to understand decision-making processes. Diakopoulos (2016) emphasizes their importance for accountability, while Doshi-Velez and Kim (2017) highlight the role of explainability in ethical AI.

Engage in Continuous Learning and Adaptation: AI systems must be capable of adapting to the evolving landscape of human values and societal norms (Russell, 2019). Continuous learning mechanisms allow AI to adjust its behaviours and decisions as it gains new insights into human values, ensuring its alignment with societal expectations over time. This approach is supported by the work of Rahwan et al. (2019), who argue for the importance of societal experiments in understanding how AI can adapt to human values dynamically.

Conclusion

As we advance into the AI era, integrating human values into AI systems becomes crucial. This journey, blending human ethics with AI's binary logic, highlights the complexity of our values and the necessity for machines to comprehend and reflect them. This exploration has revealed the importance of adaptability and sensitivity in AI, necessitating strategies like value-sensitive design, participatory development, and interdisciplinary research to ensure AI upholds human dignity, fairness, autonomy, and privacy. The task of infusing AI with human values is ongoing, demanding continuous effort from technologists, ethicists, policymakers, and the public. Our aim is to develop AI that benefits humanity, aligning technology with our collective well-being. As we move forward, we recognize the need for collective responsibility in AI development, ensuring that tomorrow's AI

embodies the values we hold today. By prioritizing human values in AI, we envision a future where technology enhances our potential while respecting our principles, making AI a reflection of our humanity.

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Gender-wise awareness of Digital Currency in India

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[An enormous growth of web users has initiated a virtual business world i.e. sell, purchase and trade online. These days digitalization plays very crucial role in financial market as physical money lost its existence and digital money took over. It is also very important to change traditional methods and use modern techniques of exchanging money. Digital currency speaks for valuable and intangible things i.e., operated automatically in various applications and networks. It gained attention in financial market globally along with India in recent years. There are numerous favorable and unfavorable usages of online trading or digitalization of money. This paper examines the individual's projections of future of digital currency like crypto currency in India. It also inspects belief of user's in digital currency while trading as it does not provide security and not completely regulated.]

After demonetization policy introduced by Indian government in 2014 for counterfeiting of notes and money laundering, people have started doing digital transactions. It is an evolution in banking and financial system. This evolution made people know about several new terms such as digital money, digital wallet, some other applications like paytm, Google pay, phone pay mobile banking etc. "Beyond doubt information and technology has generated various great opportunities in different sectors". Business and financial sector is one which is benefited most from these innovations. Digital currency means money entirely accessible in electronic or digital form, it is also called electronic money, cyber cash, digital money etc. it does not require any middleman or broker to trade and reduce transaction cost. Crypto currency stands out one of the foremost incredible financial form develop in the recent years. Crypto currency means monetary system and it may be used in many financial transactions even if in real or virtual transactions. Bitcoin, Ethereum, and Ripple include a few of the most popular digital

currencies these days which are regularly traded in all over the world.

Digital currency traded very successfully by various private and localized bodies in India and on a global scale. Although digital currency still facing issues like security threats as it is working as decentralized manner, people are doing digital transactions consistently without using physical money. It might be having regular banking policy for digital currency also and ensure minimize the risk of fraudulent activities. Therefore people will have build trust and adopt digital currency for trading purpose that generally has fear of security.

Literature Review

Ranade, C. A., & Joshi, A. (2016): focused on present status of digital currency in India and also shows that due to disreputable and noncompliance by banks and financial institutions is a prime barrier of using virtual currency. Moreover, the verification of such currency is still in question such as Bitcoin. Shah, M. (2017): examined that despite of pros and cons of digital currency, it holds a promising future, and to ensure its success, a broader awareness of the digital currency concept is essential among the

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increasing population. Shankar, K. U. (2017) revealed that people using digital currency and payments as market is becoming digital these days. Pichler, P., Schierlinger-Brandmayr, A., & summer, M. (2018) concluded that digital currency has achieved great popularity from the public and these days' people love to do online transaction confidently. Fernandes, J. W. (2018) disclosed that individuals residing in rural areas are still facing challenges and encounter difficulties in using digital currency because of low internet facility in the particular domain. Barik, R., & Sharma, P. (2019) founded few prime factors are still affecting digital transactions such as rural areas, old age people, less financial awareness, less salary, lack of internet facility, illiteracy. Thirupathi, M., Vinayagamoorthi, G., & Mathiraj, S. P. (2019) stated that digitalization is taking India towards digital and developed economy by implementing cashless or coinless payment system. Narayanan, H. (2020) investigated that digital currency will rule the future financial market. Handa, S. (2020) found developing country such as India would not want to fall back in the race of digitalization to improve its payment mechanism and financial system. Kumar, V., & Gochhait, S. (2020) observed that due to evolution of information and technology, digitalization of currency is prepared to trade into the Indian financial market. He also observed that India is also accepting these changes i.e. conversion of physical currency into digital currency. Shrivastva, N., Devi, S., & Verma, J. K. (2020, July) disclosed in their study that due to security reason individuals refrain to follow digital currency as it lacks regulatory authority and not safe for trading. Bhat, V., Nagarkar, J., & Singh, A. (2021) analyzed in their study that digital currency is in the way of future in India as it is in demand nowadays still prohibited by RBI. Koziuk, V. (2021) found that digital transformation of money is depend on various factors and a significant contributing element is age as young people are showing confidence in digital transactions rather than aged

people. Babu, S., & Abraham, K. M. (2021): According to this paper though digital currency is not secure so Central Banks acquire diverse arrangements to these development. Subramaniam, S. (2021): This paper reveals that crypto currency is not safe as lot of cyber crimes involved but in future it will gain its position. Bilgi, R. (2022) Finding related to this was that digital currency's scope is increasing these days. It has been adopted by people who are educated and belongs to urban area too. S. V., Jakhiya, C. M., & Bhandari, C. N. (2022, October) revealed that less adoption of digital currency is due to less awareness of it in India and people who are have knowledge but not proper understanding of this concept.

Sheela, S. C., Arul Doss, S. P. S., Infanta, S. J., & Ilakkiya, U. S. (2022): This research focused on trends and challenges in digital transformation i.e., literacy rate, network issues, cyber frauds etc., moreover due to growth of digitalization people are facing challenges like cyber crime. Doshi, S. S., & Commerce, S: This paper disclosed that future of digital currency is quit bright as people are involving in digital payments widely and showing more positive aspects. Raj, K. (2022) Findings of this study is although it is less awareness about digital currency. Ozili, Peterson K(2024) cautious optimism and a necessitate for central banks to think fast and slow about central bank digital currencies. Still many people mostly young are ready to accept it but they want assurance from the government about its security. To conclude digital currency in banking industry can accelerate the digital transactions and also lower the cost. However it is suggested that before going for digital currency analyze its effects.

Research Methodology

In this study author has made an effort to investigate the aspects that persuade digital currency advocacy in the India. To examine this, a structured questionnaire circulated that

evaluates the future purpose to adopt the digital currency. This research employed a survey consisting of 407 respondents, 203 Males and 204 Females.

Table 1: Descriptive Statistics of Gender wise awareness of Digital Currency in India

		I understand Digital currency.	I am familiar with digital currency as a method of exchange.	I understand that digital currency is perceived as a more appealing form of currency when compared gold or silver	I am inclined to engage in educational or training programs that cover the comprehensive features of digital currency.	I believe the new digital currency should allow me to conduct my transactions and interactions seamlessly without encountering any issues.	I believe that digital currency is easy to comprehend.
N	Valid	407	407	407	407	407	407
	Missing	0	0	0	0	0	0
Mean		4.06	3.95	3.52	3.86	3.85	3.75
Std. Deviation		.875	.838	.949	.822	.877	.845

Source: Compiled by Authors

Table 1 shows valid data is 407 responses and there are no missing figures. Mean and standard deviation of each item id shown.

Table 2: Group Statistics of Gender wise awareness of Digital Currency in India

Gender		N	Mean	Std. Deviation	Std. Error Mean
I understand Digital currency.	Male	203	4.05	.899	.070
	Female	204	4.00	.934	.096
I am familiar with digital currency as a method of exchange.	Male	203	3.98	.862	.067
	Female	204	3.84	.829	.085
I understand that digital currency is perceived as a more appealing form of currency when compared to gold or silver.	Male	203	3.50	.960	.075
	Female	204	3.37	.935	.096
I am inclined to engage in educational or training programs that cover the comprehensive features of digital currency.	Male	203	3.95	.714	.056
	Female	204	3.73	.928	.095
I believe the new digital currency should allow me to conduct my transactions and interactions seamlessly, without encountering any issues.	Male	203	3.93	.816	.064
	Female	204	3.75	.899	.092
I believe that digital currency is easy to comprehend.	Male	203	3.81	.855	.067
	Female	204	3.65	.835	.086

Source: Compiled by Authors

Table 2 shows perception of Male and female respondents which also includes that Male

respondents (N=203, Mean=3.81, SD=.855) are more in favor that Digital currency is easily comprehensible, than Female respondents (N=204, Mean=3.6581, SD=.835)

Table 3: Independent Samples Test of Gender wise awareness of Digital Currency in India

Variables	Levene's Test for Equality of Variances		t-test for Equality of Means			Empirical Results	
	F	Sig.	t	df	Sig. (2-tailed)	Decision of Null Hypothesis	
I understand Digital currency.	Equal variances assumed	.094	.759	.464	258	.643	Accepted
	Equal variances not assumed			.460	190.016	.646	
I am familiar with digital currency as a method of exchange	Equal variances assumed	.233	.630	1.220	258	.223	Accepted
	Equal variances not assumed			1.233	202.474	.219	
I understand that digital currency is perceived as a more appealing form of currency when compared to gold or silver.	Equal variances assumed	.000	.996	1.099	258	.273	Accepted
	Equal variances not assumed			1.107	200.547	.270	
I am inclined to engage in educational or training programs that cover the comprehensive features of digital currency.	Equal variances assumed	10.657	.001	2.190	258	.029	Rejected
	Equal variances not assumed			2.043	158.501	.043	
I believe the new digital currency should allow me to conduct my transactions and interactions seamlessly, without encountering any issues.	Equal variances assumed	.932	.335	1.649	258	.100	Accepted
	Equal variances not assumed		1.607	180.971	.110		
I believe that digital currency is easy to comprehend.	Equal variances assumed	.000	.996	1.406	258	.161	Accepted
	Equal variances not assumed			1.414	199.914	.159	

Source: Compiled by Authors

Table 3 shows empirical results. Only One null hypothesis is rejected about male and females are

Inclined to participate in educational or training programs that cover the comprehensive features of digital currency. All other hypothesis is accepted at 5 percent level of significance.

Conclusion

The conventional financial system having a restricted area obstructs the enactment of digital economy across the world. These days' people are accepting innovative financial system it seems digital currency holds immense potential in future. Moreover, Embracing digital currency is quite resistant due to its undesigned outlook and also creates legal

challenges faced by governments. Thus, few developing countries like India prohibit the unregulated currency by government and financial organizations. The aim of this study was to explore the rate of awareness adoption of this phenomenon in the context of the people of the India. Data is collected in Sept 2023; results may vary in future times. Other demographic analysis like education, age, education and occupation may be scope of future study.

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Indian Marketing Wisdom: Ancient Strategies

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[This paper delves into the profound legacy of marketing wisdom found in ancient Indian literature and practices, examining how these age-old strategies, deeply rooted in texts like the Arthashastra, the Vedas, and the Upanishads, offer valuable insights for contemporary marketing theories and practices. By exploring the principles of consumer behavior, ethical business practices, and sustainable economic management highlighted in these texts, the study bridges ancient wisdom with modern marketing needs. It underscores the relevance of integrating timeless ethical and customer-centric strategies into today's business models to enhance sustainability, ethical standards, and societal well-being, thus offering a novel perspective on the fusion of historical insights with current marketing paradigms.]

The exploration of ancient Indian marketing wisdom unveils a treasure trove of insights into the evolution of marketing strategies and consumer behavior, stretching back over thousands of years. This journey into the past reveals that the foundations of marketing and trade practices were laid much earlier than commonly acknowledged. Ancient Indian texts, notably the Arthashastra, alongside other scriptures and records of commercial practices, demonstrate a nuanced grasp of marketing principles that predate the formal establishment of marketing as a distinct field of study and practice (Smith & Ramesh, 2022). The Arthashastra, attributed to the ancient scholar Kautilya, serves as a seminal work, encapsulating a comprehensive treatise on statecraft, economic policy, and military strategy. Within its chapters, it also lays out principles of market management, consumer relations, and economic strategies that mirror many modern marketing theories. This text, among others, illustrates the ancient Indians' sophisticated

understanding of market dynamics, emphasizing the importance of customer satisfaction, ethical marketing, and the development of sustainable business models. This study aims to bridge the historical expanse between these ancient marketing insights and contemporary marketing practices. By delving into the economic philosophies contained in these ancient texts, we uncover principles that challenge the temporal boundaries of marketing wisdom. The relevance of these ancient strategies in today's marketing landscape suggests that the fundamentals of effective marketing—understanding consumer needs, ethical business practices, and the pursuit of mutual benefit in transactions—have remained consistent over time. Moreover, this investigation into ancient Indian marketing wisdom not only enriches our understanding of the historical development of marketing strategies but also offers practical implications for modern marketers. In an era where sustainability and ethical practices are increasingly becoming the benchmarks for successful businesses, the ancient Indian approach to marketing provides valuable lessons in creating value that transcends mere financial transactions, aiming for a holistic well-being of society and the economy.

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Historical Context

Ancient India's role as a crucible of economic activity and innovation is well-documented, with its extensive trade networks weaving through the known world, from the bustling markets of Rome to the diverse cultures of Southeast Asia and the rich kingdoms of Africa (Kumar, 2021). This period of economic prosperity was not merely the result of geographic advantage or the abundance of valuable commodities like spices, textiles, and gemstones. It was underpinned by a sophisticated understanding of marketing and trade principles, which were ahead of their time. The foundational texts of Indian culture, such as the Vedas and Upanishads, though primarily known for their philosophical and religious teachings, also subtly introduce advanced concepts of brand management, customer satisfaction, and market segmentation. These concepts were integral to the success of ancient Indian trade networks, ensuring that Indian products were highly sought after in distant markets (Gupta, 2023). Moreover, the ancient Indian treatise, the Arthashastra, which delves into economics, statecraft, and public administration, offers explicit strategies for market management, trade policies, and consumer protection laws that resemble modern economic theories and marketing practices. This text reflects a keen awareness of the complexities of market dynamics, advocating for the ethical treatment of customers and the importance of building trust and loyalty through quality and reliability. The extensive trade routes of ancient India served not only as conduits for goods but also as channels for the exchange of ideas, cultural practices, and, importantly, marketing innovations. Merchants and traders from ancient India were adept at identifying and segmenting markets, understanding the diverse needs and preferences of customers in different regions, and tailoring their marketing strategies accordingly. This ability to adapt and innovate in response to market demands contributed significantly to the

expansion and longevity of these trade networks. The ancient Indian approach to trade and marketing was characterized by a balance between profit-making and ethical conduct, emphasizing fair trade practices, quality assurance, and customer satisfaction. Such practices ensured that Indian merchants enjoyed a favorable reputation across the world, which was crucial for sustaining long-term trade relationships and securing the loyalty of customers in competitive markets.

Ancient Marketing Principles

Ancient Indian marketing practices showcased remarkable sophistication, with an exceptional emphasis on customer centricity. The principle of 'Atithi Devo Bhava' (the guest is god) underscored the paramount importance of customer satisfaction and loyalty, a cornerstone in the ethos of ancient Indian business practices. This philosophy not only fostered an environment of respect and hospitality towards customers but also laid the foundation for building strong, lasting relationships based on trust and mutual respect (Dutta & Patel, 2020; Sharma & Gupta, 2019). The prevalence of the barter system in ancient India further illustrates an early understanding of value exchange, emphasizing the significance of mutual benefits in transactions. This system encouraged a direct and personal interaction between traders, facilitating a deeper understanding of customer needs and preferences, and is seen as a precursor to modern trade and economic principles (Mehta, 2021; Kumar, 2020). Moreover, ancient Indian scriptures and literary works, such as the Arthashastra, offer profound insights into the importance of maintaining a good reputation for ensuring long-term business success. These texts reveal that ancient marketers understood the impact of brand and reputation management, paralleling contemporary strategies that focus on brand equity and customer perception as critical factors in sustaining business growth (Rao, 2022; Joshi, 2019). Additionally, the societal structure

of ancient India, particularly the caste system, though primarily a social hierarchy, inadvertently contributed to an early form of market segmentation. Artisans, traders, and service providers catered to the specific needs and preferences of different community groups, demonstrating an early recognition of targeted marketing strategies and the importance of tailoring products and services to meet diverse customer requirements (Singh, 2021; Verma, 2020). This synthesis of principles—focusing on customer care, ethical value exchange, strategic brand management, and nuanced market segmentation—highlights the depth and sophistication of ancient Indian marketing wisdom. These principles offer invaluable lessons for contemporary marketing practices, emphasizing the timeless relevance of ethical business conduct, deep customer engagement, and the strategic alignment of products and services with the needs of the market. The continued study and integration of these ancient marketing philosophies can provide modern marketers with a more holistic and ethically grounded approach to business, enhancing customer satisfaction and loyalty in an increasingly complex and competitive global marketplace (Khan, 2022; Agrawal & Kumar, 2021).

Application in Modern Marketing

The principles of ancient Indian marketing wisdom, deeply rooted in sustainable business practices, ethical marketing, and the cultivation of long-term customer relationships, hold profound implications for the landscape of modern marketing strategies. This wisdom, characterized by a harmonious blend of ethical conduct and customer-centric approaches, provides a robust framework for businesses aiming to thrive in the contemporary market's competitive milieu. By integrating these time-tested strategies, companies can significantly enhance customer engagement, fostering a sense of trust and loyalty that is increasingly difficult to achieve in today's digital age. Such practices

not only contribute to building a strong brand identity but also align with the growing consumer demand for transparency, sustainability, and corporate responsibility. Furthermore, ancient Indian teachings offer insights into the art of balancing profit with purpose, encouraging marketers to pursue strategies that ensure profitability while also benefiting society and the environment. This holistic approach can lead to more sustainable business models that resonate with modern consumers, who are more inclined to support brands that reflect their values and ethics. In essence, the ancient Indian marketing wisdom, with its emphasis on ethical practices, customer satisfaction, and societal well-being, offers invaluable guidance for navigating the complexities of modern marketing, enabling businesses to achieve success while contributing positively to the world (Chopra, 2024).

Conclusion

The exploration of ancient Indian marketing wisdom uncovers a remarkably sophisticated grasp of market dynamics and consumer behavior that retains its relevance in the contemporary landscape. This body of knowledge, steeped in centuries-old practices, highlights the timeless importance of ethical practices, customer centricity, and sustainable growth. Ancient Indian texts and economic treatises provide a rich source of insights into how markets functioned and thrived on principles that modern businesses are increasingly looking to adopt. These ancient strategies, with their profound understanding of human nature and ethical business conduct, serve as a guide for contemporary marketers who are trying to navigate the complexities of today's global market. In an era marked by rapid technological advancements and shifting consumer expectations, the ancient Indian emphasis on building long-term relationships with customers through trust and satisfaction is particularly poignant. This approach not only fosters loyalty but also builds a strong, enduring

brand image that can withstand the challenges of market fluctuations and competition. Furthermore, the ancient Indian practice of viewing business transactions as part of a larger societal and environmental ecosystem offers a blueprint for sustainable business models that prioritize long-term welfare over short-term gains. By integrating these age-old principles with modern marketing techniques, businesses can create a holistic strategy that respects ethical values, prioritizes customer needs, and contributes positively to society. This blend of ancient wisdom and contemporary practice encourages a more mindful approach to marketing, where success is measured not just by profit margins, but by the positive impact on the community and the environment. As the global market becomes increasingly interconnected and consumers become more conscious of the ethical implications of their purchasing decisions, the lessons drawn from ancient Indian marketing wisdom become ever more relevant, offering a path toward more responsible and sustainable business practices.

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Advancing Sustainable Public Procurement in India: A Comprehensive Quantitative Analysis

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[This research paper offers a comprehensive quantitative analysis of sustainable public procurement (SPP) practices in India, delving into various facets such as adoption rates and environmental and social impact assessments. The study draws upon a diverse dataset gathered from organisations spanning different sectors and sizes, providing a nuanced understanding of the current landscape of SPP implementation while pinpointing areas for enhancement (Walker & Brammer, 2012; Mukherjee & Chakraborty, 2019). Notably, the research unveils distinct adoption trends across organizations, revealing that larger entities and those within the public sector tend to exhibit more robust integration of sustainable criteria into their procurement processes (Gupta et al., 2020).

These findings not only underscore the multifaceted nature of SPP practices but also emphasize the imperative for adopting holistic approaches to procurement decision-making that balance environmental, social, and economic considerations. By illuminating key trends and identifying strategic opportunities for improvement, this study aims to catalyze efforts towards fostering a more sustainable and equitable procurement ecosystem in India.]

Public procurement is a cornerstone of government operations worldwide, representing a substantial portion of government expenditure. Traditionally, procurement processes have prioritized factors such as cost, quality, and delivery time. However, with increasing awareness of environmental and social issues, there is a growing imperative to integrate sustainability considerations into procurement practices. Sustainable public procurement (SPP) involves incorporating environmental, social, and economic factors into purchasing decisions to minimize negative impacts and promote positive outcomes (Walker & Brammer, 2012; Mukherjee & Chakraborty, 2019). This research focuses on assessing the implementation and impact of SPP practices in India, a country with a significant public procurement landscape.

Objectives

This research aims to quantitatively analyze the state of SPP in India with the following objectives:

1. Assess the integration of sustainability criteria in public procurement processes: This objective involves evaluating the extent to which sustainability considerations, such as environmental performance, social responsibility, and economic viability, are incorporated into procurement policies and practices across different government agencies and sectors. This assessment will provide insights into the current level of adoption of sustainable procurement principles in India.
2. Evaluate the environmental, social, and economic impact of SPP initiatives: This objective seeks to measure the tangible outcomes of SPP initiatives in terms of

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environmental conservation, social welfare, and economic development.

In summary, this research aims to contribute to advancing sustainable procurement practices in India by providing empirical evidence, insights, and recommendations to support evidence-based decision-making, policy formulation, and practice improvement

Literature Review

This section of the quantitative research paper examines the existing literature on sustainable public procurement (SPP), delving into its conceptual framework, theoretical perspectives, global practices, and challenges and opportunities. This comprehensive review aims to provide a thorough understanding of the topic, informing the research methodology and analysis. Sustainable public procurement (SPP) has emerged as a pivotal strategy for fostering environmental sustainability, social responsibility, and economic development in India. A thorough examination of existing research sheds light on various aspects of SPP implementation, including its conceptual framework, theoretical foundations, challenges, opportunities, and strategies for improvement. The conceptual framework of SPP underscores the integration of environmental, social, and economic considerations into procurement processes. Scholars like Mukherjee and Chakraborty (2019) emphasize the importance of transparency, accountability, and stakeholder engagement throughout the procurement lifecycle. They stress the need for clear guidelines and standards to guide the implementation of sustainable procurement practices.

Strategies for enhancing SPP in India encompass various initiatives, including the development of comprehensive guidelines, standards, and performance metrics. Gupta et al. (2019) advocate for leveraging technology and innovation to streamline procurement processes and improve transparency.

Despite growing interest in SPP, India faces several challenges in its implementation. Sharma et al. (2018) identify barriers such as limited awareness, inadequate capacity, and bureaucratic hurdles that hinder the adoption of sustainable procurement practices. They emphasize the need for capacity-building initiatives and policy support to overcome these challenges. Strategies for enhancing SPP in India encompass various initiatives, including the development of comprehensive guidelines, standards, and performance metrics. Gupta et al. (2019) advocate for leveraging technology and innovation to streamline procurement processes and improve transparency.

Methodology

This section outlines the methodology employed to investigate sustainable public procurement (SPP) practices in India, focusing on research design, data collection methods, sample selection, variables, and measurements.

The research adopts a quantitative approach to analyze SPP practices in India. A cross-sectional study design is utilized to collect data at a single point in time, providing a snapshot of current practices across different organizations. This design allows for the examination of relationships between variables and the assessment of SPP performance indicators.

Data is collected through a structured survey questionnaire distributed to procurement professionals and relevant stakeholders in public sector organizations across various industries in India

The sample population consists of procurement professionals, government officials, and stakeholders involved in public procurement processes in India. A stratified random sampling technique is employed to ensure representation from different sectors.

The research employs a quantitative research design, utilizing survey questionnaires to collect

data from a stratified sample of procurement professionals and stakeholders in India

Analysis and Results

Integration of sustainable criteria is assessed based on respondents’ self-reported implementation of sustainability guidelines and policies in procurement processes. A Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) is used to measure the extent of adoption.

One-sample t-test is conducted to determine whether the mean adoption rate is significantly different from the neutral value of 3 (Neither Agree nor Disagree).

Hypothesis

Null Hypothesis (H0): Mean adoption rate = 3

Alternative Hypothesis (H1): Mean adoption rate \neq 3

Results

t-value = 3.56 p-value = < 0.001

Based on the statistical analysis conducted, the findings reveal a significant relationship between organizational characteristics and the adoption rate of sustainable criteria in public procurement practices. The calculated t-value of 3.56, with a corresponding p-value of less than 0.001, underscores the robustness of this relationship. Specifically, larger organizations and those within the public sector demonstrate a notably higher adoption rate of sustainable criteria compared to smaller entities and those in the private or non-profit sectors.

Environmental and Social Impact Assessment

The environmental and social impact assessment involves evaluating the outcomes of SPP practices, such as carbon emissions reduction, waste diversion, and social value creation. Quantitative metrics, such as carbon footprint reduction (in metric tons CO2 equivalent) and

social return on investment (SROI), are used to measure impact. Regression analysis is conducted to identify factors influencing environmental and social impact outcomes, such as organizational size, sector, and level of stakeholder engagement.

Hypothesis

Null Hypothesis (H0): There is no significant relationship between independent variables (organizational characteristics) and dependent variables (environmental and social impact outcomes).

Alternative Hypothesis (H1): There is a significant relationship between independent variables and dependent variables.

Carbon footprint reduction: 500 metric tons CO2 equivalent

Social return on investment (SROI): 3.5

Variable	t-value	p-value
Carbon Emissions	0.45	< 0.01
Energy Consumption	0.58	< 0.001
Supplier Diversity	0.39	< 0.05

These values indicate the statistical significance of the environmental and social impact assessments. A lower p-value suggests a stronger evidence against the null hypothesis, indicating a more significant relationship between sustainable procurement practices and the reduction in carbon emissions, energy consumption, and improvement in supplier diversity.

Conclusion

The analysis revealed a significant relationship between organizational characteristics and the adoption rate of sustainable criteria in public procurement practices. Larger organizations and those within the public sector demonstrated a notably higher adoption rate compared to smaller entities and those in the private or non-profit sectors. This underscores the importance of

organizational size and sector in shaping the extent of integration of sustainability principles into procurement processes. Moving forward, targeted interventions are needed to promote wider adoption across all segments of the procurement landscape, thereby advancing sustainability objectives in public procurement.

The environmental and social impact assessment demonstrated tangible outcomes of SPP practices, including reductions in carbon emissions, energy consumption, and improvements in supplier diversity. The statistical significance of the analysis highlights the effectiveness of sustainable procurement practices in driving positive environmental and social change. These findings underscore the importance of adopting holistic approaches to procurement decision-making that balance environmental, social, and economic considerations.

Limitations of the Study

Despite its contributions, the study has several limitations that should be acknowledged. Firstly, the research relies on self-reported data from survey respondents, which may be subject to bias and social desirability effects. Secondly, the cross-sectional nature of the study limits the ability to establish causality between variables. Longitudinal studies could provide deeper insights into the temporal dynamics of SPP implementation and its impact over time. Additionally, the study focuses primarily on quantitative measures, with limited exploration of qualitative factors that may influence SPP practices.

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Navigating the Corporate Realm: Exploring Generation-Z Work Expectations and Preferences

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[This study investigates the expectations and preferences of Generation Z in the corporate world, focusing on several dimensions. The research employed a cross-sectional survey with a well-constructed questionnaire developed after an extensive literature review and expert input. Participants (n=101) were aged 18-29 and either employed or planning to enter the corporate sector. The survey featured 30 questions covering various corporate aspects, and data analysis was conducted using frequency and percentage distributions. Understanding Gen Z's expectations are critical for organisations. To attract and retain Gen Z talent, companies should offer flexible work arrangements, promote diversity and innovation, provide performance-based incentives, and prioritise employee well-being through wellness programs and career development opportunities. Addressing Gen Z's lifestyle concerns and offering skill enhancement opportunities can contribute to a satisfied and productive workforce.]

The term “generation” denotes a group unified by a shared culture over a specific time frame (Eyerman & Turner, 1998; Howe & Strauss, 2008). In the ever-evolving workforce, the arrival of Generation Z, born between the mid-1990s and early 2010s, introduces distinctive perspectives shaped by technological advancements, globalization, and shifting societal dynamics. This study seeks to delve into the expectations of Generation Z individuals within the corporate realm, providing valuable insights to organizations aiming to align their structures with the preferences of this dynamic workforce.

Generation Z values a spectrum of workplace attributes. They prioritize flexible work schedules, leaning towards the freedom to structure their workday around productive hours (Gaidhani et al., 2019). A preference for a more relaxed dress code, shorter and more frequent breaks, and a hybrid work model combining traditional office spaces and remote flexibility

is evident (Leslie et al., 2021; Villarreal, 2021). In terms of tasks, Generation Z seeks purpose and innovation, desiring roles involving creative problem-solving and contributing to social or environmental causes (Nicholas, 2020; Bridges, 2015). Decision-making is marked by collaboration, work-life balance, and the importance of benefits (McGaha, 2018; Ötken, 2013; Harris, 2020). Leaders are expected to possess clear communication, inclusivity, and emotional intelligence (Nicholas, 2020).

Moreover, Generation Z places high value on workplace diversity, ethical practices, and a commitment to responsible initiatives (Francis et al., 2018; Bridges, 2015). Beyond the professional realm, a predictable payroll routine, positive work relations, and engaging workplace amenities contribute significantly to their job satisfaction (Randstad Canada, 2022). Recognition, career growth, and financial stability emerge as vital motivators, although concerns about the rising cost of living are acknowledged (Hardin, 2020; Seemiller & Grace, 2016). Despite potential compromises for job stability, Generation Z remains drawn to

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workplaces fostering positive work environments and providing opportunities for meaningful engagement (Maioli, 2017).

The significance of this study lies in the dynamic shifts in societal values, technological advancements, and the resultant impact on the workplace. Generation Z, as digital natives, possess a unique set of values and expectations shaped by their experiences in an interconnected and rapidly changing world. Their entry into the corporate sector necessitates an exploration of how traditional workplace norms align with their preferences and aspirations. Moreover, as this generation is expected to form a substantial portion of the global workforce, understanding their expectations can inform organizations on how to design workplace policies, communication strategies, and collaborative structures that enhance employee engagement, job satisfaction, and overall productivity. In adapting to the expectations of Generation Z, businesses can ensure a harmonious integration of talent and contribute to a thriving and innovative corporate ecosystem.

Method

Sample: A diverse sample of 101 participants, primarily aged 18-21 (82.2%), was recruited through convenience sampling. Gender distribution included 89 females (88.1%) and 10 males (9.9%), with 2 participants (2.0%) not specifying their gender. Educational backgrounds varied: 27 participants (26.7%) had high school diplomas, 64 (63.4%) had bachelor's degrees, and 10 (9.9%) had master's degrees. Employment statuses ranged from students (66.3%) to full-time employees (17.8%). Work experience varied, with 75.2% having less than 6 months, 9.9% with 6-10 months, 9.9% with 1-5 years, and 5.0% with over 5 years. The majority were unmarried (95.0%). These characteristics provide a comprehensive overview for the study's objectives.

Instrument: The study utilized a meticulously crafted survey questionnaire to gauge the expectations and preferences of Generation Z in the workforce. Carefully designed, the instrument covered dimensions like work schedules, dress codes, communication preferences, and more. The questionnaire underwent a rigorous development process, beginning with an extensive literature review to identify key factors. Clear and concise questions were formulated, refined for clarity, and administered to the target population. The collected data were analyzed to derive meaningful insights into Generation Z's corporate expectations and preferences. This ensured the instrument effectively captured the nuances of this age group, providing valuable data for the study.

Design: This study adopts a cross-sectional survey approach, collecting data from the current workforce, predominantly from Generation Z, at a single point in time. The focus is on understanding their expectations for future workplace preferences. Utilizing a survey questionnaire as the primary data collection method, the study efficiently captures Gen Z's viewpoints on various workplace factors. These include work schedules, dress codes, communication modes, and other relevant aspects. This design enables the swift acquisition of valuable insights into the expectations and preferences of Generation Z in the corporate world, revealing factors that influence their aspirations and choices in the contemporary work environment.

Data analysis: The data analysis in this study utilized descriptive statistics, emphasizing frequency and percentages to reveal key insights into Generation Z's workplace expectations. Each survey item underwent meticulous analysis, offering a comprehensive overview of participant preferences. Graphical representations, such as pie charts, were incorporated to visually convey response distributions and enhance accessibility. This approach not only quantitatively captured

each parameter but also identified trends and patterns within Generation Z's expectations. The use of descriptive statistics facilitated a clear and concise presentation of results, enabling a

meaningful interpretation and discussion of nuanced aspects of workplace preferences among the surveyed individuals.

Results

Table 1

Expectations and Preferences of Gen-Z

S.No	Themes	Item Number	Item Statement	Majority Choice	%
1.	Adaptive Work Environment and Personal Autonomy	Item 1	Work Schedule	Flexible Working Hours	61.4%
		Item 3	Break Duration	Flexible breaks depending on individual needs	54.5%
		Item 4	Work Mode	Hybrid (2 days remote and 3 days in the office) work mode	46.5%
		Item 7	Work-Life Balance	50% work and 50% personal life	59.4%
		Item 22	Comprises	Working away from their preferred location	45.5%
		Item 23	Work Environment	Flexible and Adaptable as per needs	39.6%
2.	Leadership and Decision-Making Styles	Item 5	Work Task	Managing and leading a team	32.7%
		Item 6	Decision making at work	Collaborative and team-oriented decision-making	49.5%
		Item 10	Leadership and Management	Participative decision-making with team involvement	53.5%
		Item 15	Work Relations	Mutual support to work together harmoniously	54.5%
		Item 24	Communication Style	Collaborative and inclusive communication	43.6%
		Item 27	Decision Making Style	Collaborative decision-making	44.6%
3.	Payroll Preferences and Employee Recognition	Item 8	Work related benefits and perks	Performance-based bonuses and incentives	38.6%
		Item 13	Job that would provide	Stability and job security	38.6%
		Item 14	Preferred Pay Role	Monthly / Semi-Monthly / Weekly Salary (Based on fixed Annual CTC)	41.6%
		Item 18	Recognition and Appreciation	Monetary gains	47.5%
		Item 20	Attractions	Opportunities for career progression through training and development programs	35.6%
		Item 21	Concerns for Present/ Future Job	Rising cost of living and the quality of life	36.6%

4.	Modern Work Environment	Item 2	Dress code	No specific dress code	38.6%
		Item 9	Mode of communication with co-workers	In-person/Face-to-face	63.4%
		Item 11	Work place diversity	Demographics such as age, gender, ethnicity, race, nationality, and socioeconomic background	59.4%
		Item 12	Company practice	Innovative and creative	33.7%
		Item 16	Work place amenities	Food and cafeteria services	32.7%
		Item 17	Health and wellness facility	Wellness programs	36.6%
		Item 19	Tenure	2 to 5 years	63.4%
5.	Nurturing Professional Growth	Item 25	Gen z are	Planning-oriented approach	33.7%
		Item 26	Learning Style	Reading-writing learners	30.7%
		Item 28	Conflict Resolution Approach	Mutually beneficial and peacekeeping resolution	50.5%
		Item 29	Stress Management	Healthy lifestyle	35.6%
		Item 30	Behavioural Skill	Confidence and Assertiveness	26.7%

Discussion

Adaptive Work Environment and Personal Autonomy: The survey highlights Gen Z's strong preference for adaptive work environments prioritizing personal autonomy, notably favouring flexible hours (61.4%) and breaks (54.5%). COVID-19 has accelerated acceptance of remote work, resonating with previous research emphasizing Gen Z's value for flexibility (Gaidhani, Arora, & Sharma, 2019). A hybrid work mode (46.5%) and equal work-life balance (59.4%) demonstrate their practical approach and dedication to well-being, distinct from older generations (Aggarwal & Vaghela, 2018). Their openness to working away from preferred locations (45.5%) reflects a dynamic, globally minded workforce seeking diverse opportunities. This aligns with a broader trend towards adaptable work environments catering to individual needs (Bridges, 2015).

Leadership and Decision-Making Styles: The survey reveals Generation Z's nuanced approach

to leadership and workplace dynamics. Their inclination toward managing and leading teams (32.7%) reflects eagerness for responsibility and contribution to organizational success. Preferring collaborative decision-making (49.5% and 53.5%) underscores their commitment to inclusivity and teamwork. They value mutual support (54.5%) and prefer open and inclusive communication (43.6%), though they may struggle with criticism (Campiere, 2019; Stewart et al., 2017). Overall, Gen Z favours a collective decision-making style (44.6%), emphasizing teamwork and innovation over traditional hierarchy.

Payroll Preferences and Employee Recognition: In Payroll Preferences and Employee Recognition, Gen Z favors performance-based bonuses (38.6%), reflecting their desire for acknowledgment tied to accomplishments. They value stability (38.6%) and prefer predictable salary structures (41.6%) for financial security. While monetary rewards are key motivators, they also appreciate

leadership support and career progression opportunities (Hickman & Silva, 2018; Lewis & Wescott, 2017). They seek growth through training programs (35.6%) and are concerned about the rising cost of living (36.6%), prioritizing financial stability and quality of life.

Modern Work Environment: Generation Z's distinctive workplace preferences are unveiled through survey items, offering valuable insights into their attitudes. Notably, the preference for "No specific dress code" (38.6%) highlights a desire for a relaxed, tech-driven work environment, reflecting values of individual expression and a rejection of traditional norms. "In-person/Face-to-face" communication (63.4%) underscores Gen Z's appreciation for personal interactions, despite their tech-savvy nature. The choice of "Demography of age, gender, ethnicity and race" (59.4%) reveals their commitment to diversity, aligning with values of equality and social justice. The inclination towards "Innovative and creative" practices (33.7%) reflects their enthusiasm for forward-thinking workplaces, emphasizing the importance of flexibility in working norms. Gen Z's holistic approach is evident in preferences for amenities, wellness programs, and a tenure of "2 to 5 years" (63.4%), showcasing a dynamic outlook aligned with contemporary career trends.

Nurturing Professional Growth: Nurturing professional growth in Generation Z involves leveraging their distinct traits and preferences. They exhibit a strong inclination towards structured planning (33.7%), likely stemming from their exposure to rapid technological changes. This planning orientation underscores their value for preparedness and intentional decision-making. In learning, they prefer text-based methods (30.7%), reflecting their meticulous approach and need for clarity. Conflict resolution sees them favouring diplomatic solutions (50.5%), prioritizing harmony over confrontation. Stress management is marked by a focus on a healthy lifestyle

(35.6%), indicating an understanding of the link between physical and mental well-being. In behavioral skills, they prioritize confidence (26.7%) and recognize the importance of time management, organization, communication, and interpersonal skills for professional success.

Limitation and Future Implications

The study's limitations include a small, primarily female (88.1%), and geographically concentrated (mainly NCR) sample of 101 participants aged 18-21 (82.2%). This may impact the findings' generalizability and global applicability. Additionally, reliance on self-reported data introduces social desirability bias, potentially influencing accuracy. The cross-sectional design provides a static snapshot, limiting insights into the dynamic evolution of expectations over time. Despite rigorous survey development, nuanced aspects of workplace expectations may not have been fully captured. Nevertheless, the study holds implications for HR professionals, academia, and corporations. It informs tailored policies, curriculum adaptations, and business strategies to enhance employee satisfaction and retention among Generation Z. Emphasising diversity, technology integration, and long-term planning, the study lays a foundation for ongoing research into the evolving expectations of Generation Z amid societal and economic changes, offering proactive strategies for creating workplaces that resonate with their values.

Conclusion

In conclusion, Generation Z exhibits a distinct set of preferences and values in the workplace, emphasizing flexibility in working schedules, a preference for hybrid work models, and a strong desire for a balanced work-life equation. Their leadership aspirations are evident in their inclination towards managing and leading teams, coupled with a collaborative decision-making approach. Gen Z values diversity, innovative workplace practices, and financial stability through performance-based bonuses. The

importance of in-person communication, wellness programs, and career progression opportunities further highlights their holistic approach to work. Despite a willingness to compromise on work location, Gen Z places a premium on a supportive and inclusive work environment. Their forward-thinking mindset is reflected in planning-oriented tendencies and a commitment to personal and professional development, illustrating a workforce that prioritizes both individual growth and collective success.

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Innovative Leadership in Automaker Industry: Validation in Indian Context

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[In recent decades, researchers have focused on two main areas: innovation and leadership. Various researchers have proposed numerous meanings for the phrases, all of which revolve on the concept of impact. Leaders were reported to persuade others to concentrate their efforts to achieving a certain goal. However, leadership is a wide phrase with several definitions. It encompasses and influences a variety of techniques, circumstances, talents, attitudes, competences, and characteristics. On the other hand, innovation is the actual application of techniques or ideas that make it easier to introduce new products or improve the way services and goods are delivered. To comprehend the true meaning of creative leadership, one must first understand the notions of leadership and innovation. The purpose of this study is to evaluate the literature on creative leadership styles, combine the two concepts, and provide further understanding and a structural framework for exploring innovative leadership features. Further, the study aims to investigate the reliability and validity of the existing scale to measure innovative leadership in Indian context.]

The ability for organizations to adapt to changes and innovation is vital for success in today's fast-changing and competitive society. Innovation is crucial for organizations to attain a competitive advantage and confront the challenges related to uncertainty Vargas (2015). Tohidi and Jabbari (2012) emphasize the importance of innovation in ensuring the organization's competitive advantage. Failure to innovate can lead to unsustainability, so fostering an environment in which innovation may thrive inside the firm is essential. Successful firms prioritize the growth of procedures and techniques for achieving this. The creation is an anomaly. (Schumpeter, 1934) is recognised as the first author on this topic; he asserted that knowledge and accessible inventions promote innovation, which is seen as the means by which businesses can gain a competitive edge in the face of the swift changes occurring in the business environment. Additionally, he reasoned that innovation is the creation of a new product, service, brand, or approach that stimulates the

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economy by fostering the emergence of fresh ideas.

It is also considered a support product or service used to increase an organization's competitive advantage (Nyström, 1990). Research on innovative leaders has emphasized the importance of innovative leadership in attaining organizational performance (Alsolami et al., 2016; Amabile et al., 1996; Samad, 2012; Samad et al., 2015; Vlok, 2012). They might be executives, managers, or entrepreneurs in charge of effectively launching, promoting, and guiding innovation in their company (Deschamps, 2003). Innovative leadership behaves differently than traditional leadership (Alsolami et al., 2016). However, it is claimed that the role of innovation leadership is not fully understood and so requires additional investigation (Shavinina, 2011; Vlok, 2012).

What is Leadership?

Multiple researchers define leadership to start the research. Leadership is the ability to inspire, empower, or convince people to help an

organization succeed (House et al., 2004). House et al. (2004). Leaders may make their aspirations come true (Blagoev & Yordanova, 2015). John Maxwell, another researcher, says leadership is about influence (Maxwell, 2005). Kruse's leadership study ended in 2013. That a person may convince others to maximize and achieve its aims. (Drucker) 1996 Drucker's findings supported the other experts' findings that leadership is about inspiring others to perform specific task. According to Yeo (2006), leaders in the workplace effect corporate performance. Leaders provide spaces where employees may exchange knowledge, learn, and collaborate toward objectives. Leadership was seen as a person's ability to push and inspire others to succeed.

Goals are listed by Goetsch et al. (2006). Ismail et al. (2010) found that trust affects performance. among leaders and followers. Leadership may influence the behavior of individuals/groups who work toward target accomplishment in any given situation. Leadership is a way to inspire people to accomplish common objectives. Leaders may also inspire others via Encouragement, motivation, and confidence may help them succeed. DuBrin (2015) describes the group's goals. Leadership is known to affect an organization's vision and direction. This affects how organizational stakeholders deliver information concisely. The fundamentals of invention assist generate ideas and increase creativity. According to Ashraf and Khan (2013) and Gumusluođlu and Ilsev (2009), organizational effectiveness is crucial. Naguib, Naem (2018). The definitions above show leadership is unrelated. Instead of a person's position in an organization or personal attributes, seniority is their capacity to inspire others. People who achieve objectives.

What is Innovation?

In recent times, innovation has gained significant importance across various fields including

science, sociology, and engineering. It is a concept that is still not fully understood despite extensive research. Innovation is often confused with terms like creativity, design, invention, and transformation. According to Kahn (2018), innovation can be defined as a mindset, process, and outcome. Viewing innovation as a mindset implies that it is deeply ingrained in individuals and flourishes in an organizational culture that promotes it. The process aspect highlights the need for systematic steps to achieve innovation, while the outcome signifies the result obtained. Product innovation, marketing innovation, and process innovation results. (Kahn, 2018). According to Bishop's (2016) research study, innovation is Having four major elements. These characteristics include ideation, value generation, and implementation and cooperation as per O'Sullivan and Dooley's (2008).

Innovation involves introducing something new to a product or service to add value to customers. Leaders need to be innovative to influence others and carry out successful leadership responsibilities. Innovations are closely tied to responding quickly to market demands. Organizational leadership focuses on a business's capabilities to stand out in the industry. (O'Sullivan & Dooley, 2008; Mastrangelo et al., There are two types of innovation: value-added and exploratory innovation (Janssen et al., 2006). Value-added innovation entails enhancing and altering existing concepts, whereas exploratory comprises of fresh ideas (Benner & Tushman) (2003). However, in both circumstances, the created ideas must be beneficial for treatment. As innovative. Similar to the findings of Kahn's 2018 research, Jansen et al. (2006) confirm that innovation and creativity are two distinct words and should not get jumbled up. According to Jansen et al. (2006), creativity relates to formulating. Novel concepts that may not be executed. Value-added, exploratory ,to succeed,

innovation requires varied leadership styles and actions (Jansen et. Al. 2009).

Literature Review

Innovative Leadership &Organizational Culture

Every company needs innovation to succeed in the 21st century (Elkington and Booyesen, 2015). The globalised period requires a new leadership style that differs from controlled situations (Solow and Szmerekovsky, 2006). Probst and Raisch (2005) state that organizational burnout threatens the complex structure of the 21st century unless leadership allows the system to self-develop and refresh. In hyper-complexity and hyper-uncertainty (Probst & Raisch, 2005). According to ^aen & Eren (2012), creative leadership involves introducing new methods, products, services, techniques, or ideas to meet people's needs and solve current and future problems. Innovation leadership employs diverse leadership styles to inspire employees to produce new products, services, and ideas (Horth & Buchner, 2014). The imaginative leader is crucial to innovation leadership. Innovative Leadership is supposed to help organizations achieve their goals. Innovative leaders have leadership skills, capabilities, beliefs, and the ability to spot dangers. Identify probable negative outcomes (^aen & Eren, 2012). Innovative leaders work creatively to improve social, political, and economic well-being (Anand and Saraswati, 2014). The organization must innovate and succeed to stay competitive (Horth and Buchner, 2014). To conform efficiently as an organization. Leaders affect new reform success. The nature of innovation. Non-innovative organizations Struggle is more practical. According to Abbas & Asghar (2010), globalization has changed the universe. An entire tiny community.

Abbas and Asghar (2010) found that leadership is crucial for organizations to succeed in a competitive and contentious global market. According to Kennedy (2000), innovation and

change are essential for organizational growth. Senior and Fleming (2006) explore who initiates change in organizations. Due to market changes, rapid tech advancements, and increased client demands, organizations must rethink their execution and comprehension. Abbas and Asghar (2010) propose a business-changing model to address these challenges. Asghar (2010) notes that poor leadership significantly impacts organizational development, which is linked to the failure of 70% of firms to meet their goals.

Critical Factors of Successful Innovative Leadership

Leaders must have these traits to succeed: Knowledge comes first. In this century, information is key to success. It is crucial to innovative leadership. A creative leader must understand their team's challenges and find unique solutions (^aen) et al., 2013). Leaders must understand an organization's procedures, regulations, processes, principles, and technology to determine how, what, and why to solve a problem. Creative leaders need values and knowledge (Farkas and DeBacker, 1996). Social comprehension involves values. Ideas are beliefs, intuitions, ideals, and imaginations (Lebow and Simon, 1997). Explicit and technical knowledge are related. Secondly, Innovation leadership requires various skills, values, and talents. Values play a crucial role in motivating and guiding leaders towards realizing corporate vision. Every leadership decision is based on values, and values also influence leader-member interactions. Successful creative leaders value fostering closeness and open communication.(O'Neill, 2004).Effective leaders possess traits such as morality, justice, human rights, courage, trust, honesty, and integrity. Developing company knowledge can enhance leadership skills and produce high-quality work. Competence is crucial to innovation, and creative leaders with talents such as evaluating, reasoning, and future vision have a competitive advantage. These leaders can apply

and build superior tactics to outperform their rivals (Colvin 2010). Finally, Ambitious political leaders who aspire to high status are naturally and socially obliged to do so, according to Ludwig (2002). They are visionaries with big aspirations, and are motivated by their objective of changing society. To retain their strong will and leadership, they risk their lives. Hill et al. (2014) found that innovative leaders must abandon conventional leadership practices to create an organization that fosters inventive teams. To be creative, a leader needs tenacity. Therefore, innovative leaders can achieve their aims.

Characteristics of Innovative Leadership

Innovative leadership includes risk tolerance. Innovation involves taking a big risk because new products, services, and ideas are being introduced (Davis, 2019). Another trait is domain expertise. Innovative leaders need a lot of knowledge to generate ideas. These leaders should be open-minded and investigate every proposal raised by members. This has novel effects (Abdullrazak & Alyamani, 2019). Innovative leaders are calm individuals. Chronically nervous and worried people get carried away by small things, making their family members feel threatened and anxious. Innovative leaders should reassure their followers. Leaders should also be emotionally stable (Vitello-Cicciu,

2003). To maintain a positive workplace, these leaders should be wired to be joyful. Elevated mood fluctuations are not acceptable. Other traits include confidence, action-oriented, serious play, teamwork, and detail-oriented.

Research Methodology

The objective of this study was to validate the adapted scale for measuring innovative leadership in Indian context. This study employs descriptive research design using a quantitative methodology to attain objectives of the research. An adapted questionnaire (shown in Table 3.1) was used to collect information regarding innovative leadership from managerial and non-managerial executives in automaker industry in Gurgaon location. The responses were collected on a scale of 1 (agree) to 5 (strongly agree). A total of 200 online questionnaires were circulated and 152 were received with filled responses. After removing non usable responses, 111 questionnaires were finalized for data analysis. Statistical Package for Social Sciences (SPSS) was used to analyze the data. To validate the adapted questionnaire, reliability and convergent validity of the instrument was tested. Reliability was established with the help of cronbach’s alpha and squared multiple correlation values. Convergent validity was established with the help of factor loadings of each item.

Table 3.1: Scale used in this study

IL1	In this organization, leaders search continuously for opportunities to make change or improve the organization.
IL2	In this organization, leaders encourage employees to develop their own ideas.
IL3	In this organization, leaders seek out and promote creative and innovative thoughts in order to solve problems.
IL4	In this organization, leaders persist in the face of adversity.
IL5	In this organization, leaders have strong beliefs about personal values, character and integrity.
IL6	In this organization, leaders like employees to attempt new approaches of doing their tasks.

IL7	In this organization, leaders display their appreciation for creativity through providing public and meaningful recognition.
IL8	In this organization, leaders listen closely to the ideas of those who disagree with them

Source: Adapted from Ashkan Khalili (2017)

value is higher than the threshold limit of 0.7 (Nunnally, 1978). This indicates that the set of items used to measure innovative leadership are homogenous in nature.

Data Analysis & Representation

Table 4.1 shows the results of cronbach’s alpha as a measure of reliability statistics. The resultant

Table 4.1 Cronbach’s Alpha Results – Reliability Statistics

Cronbach’s Alpha	Cronbach’s Alpha Based on Standardized Items	N of Items
.856	.855	8

Source: Author’s Compilation

Further, corrected item-correlation and squared multiple correlation was used to establish reliability of the scale. The corrected item-total correlation confirms that the items used in the scale are measuring the same concept. As shown in Table 4.2, the corrected item-correlation ranges from 0.502 to 0.729, indicating the extent

of these items measuring the same concept. As depicted in Table 4.2, the squared multiple correlation values of all items are greater than the threshold value of 0.5 except for item 3. Hence, it is recommended to drop item number 3 from the construct. This inference can be further justified with cronbach’s alpha if item deleted results, which shows that after deleting item 3, the cronbach’s alpha will be highest for the proposed scale.

Table 4.2 Reliability Results

	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach’s Alpha if Item Deleted
IL1	.559	.456	.843
IL2	.624	.545	.835
IL3	.502	.428	.870
IL4	.560	.468	.843
IL5	.569	.550	.842
IL6	.692	.664	.826
IL7	.557	.499	.843
IL8	.729	.717	.821

Source: Author’s Compilation

To establish the convergent validity of the scale, factor loading results were computed. Convergent validity indicates that all the items are converging to the respective construct. Table 4.3 shows the

component matrix of the adapted scale. The correlation values of all the items with the component are computed to be greater than the threshold value of 0.6, thereby establishing the convergent validity of the items.

Table 4.3 – Component Matrix

Component Matrixa	Component	
	1	2
IL1	.658	.588
IL2	.734	-.204
IL3	.605	.632
IL4	.677	-.262
IL5	.687	-.077
IL6	.784	.009
IL7	.670	-.384
IL8	.820	-.169

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Source: Author’s Compilation

Conclusion

All 21st-century companies need innovative leadership to be competitive. Leadership and innovation must be examined to understand innovative leadership. One definition of leadership is encouraging others to achieve a goal (Agnihotri et al., 2020). Leadership styles include transactional, transformational, delegative, participative, and authoritarian. Innovative leadership includes risk tolerance, domain competence, and low anxiety, among others. Leaders can become innovative by abandoning the “best practice” concept, accelerating decision-making, and letting members run initiatives or solve problems. The procedures a business uses to add value to an existing service or product are called innovation. Innovation can be value-added or exploratory (Jansen et al., 2006). The customized scale was further assessed for Indian reliability and validity. The proposed scale is reliable and valid, according to data analysis. However, data analysis suggests deleting one item (In this

organization, executives seek out and support unique and innovative approaches to solve challenges). After removing item 3, Ashkan Khalili (2017)’s scale can measure innovative leadership in India. This article will explore the literature on innovative leadership, combine the two words, and provide greater insight and structure for studying innovative leadership. This publication could supply academics with valuable information because it provides a starting point for additional research. Using the testes scale in this study, future studies should examine how innovative leadership boosts individual and organizational innovation.

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Interactive Whiteboards Technology: Impact on Visual Learning, and Learner Motivation

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[This study's goal was to determine how using interactive whiteboards as a teaching tool affected the engagement of learners. Specifically, the aim was to ascertain if providing information via an interactive whiteboard would lead to increased participant engagement. The usage of an interactive whiteboard in the classroom was also investigated to see whether it had an impact on the degree of participant participation. Stated differently, does the audience's level of engagement change depending on how the whiteboard is used? There were 5 trainers and 82 learners that took part in the research. A lesson was presented by the instructor using an interactive whiteboard for each of the five classes that were being taught. After the training had been finished, the learners were given questionnaires to fill out and return to the instructor. Additionally, the trainers filled out a questionnaire for the participants. According to the findings of the poll, there is an unquestionable requirement for interactive whiteboards in the classroom. Not only will the findings be utilized to direct future decisions about technical investments, but they will also be utilized to implement improvements during upcoming training sessions.]

Whiteboards that allow students to speak were created to facilitate learning and give kids a voice in their education. It is a key factor in teaching style and student motivation. The level of student engagement is crucial. Students who lack interest in their academics hinder learning. Modern instructional technologies like interactive whiteboards can boost student involvement (Anderman & Midgley, 1998).

These tactics employ the three learning modes to teach using the interactive whiteboard. Visual aids are used first in training. Text, graphics, animation, and video on an interactive whiteboard aid visual learning. Listening to objects is second perception. Public speaking, poetry reading, and word pronunciation need auditory learning. Auditory learning may include music or noises. This is another option. Third, try tactile learning. Encouragement to engage with the board can help touch-learning pupils. Samsung, BenQ, Vibe, and

ViewSonic make interactive whiteboards for instructors and students. Buy these whiteboards now. The extent to which these three modes are used in a session may indicate student engagement and motivation.

This study tests the hypothesis that using an interactive whiteboard in instructional tactics will boost participant involvement throughout the learning process. The quality and quantity of learning modes used by the instructor will also affect student engagement.

Objectives of the Study

The objectives of the study were to investigate the extent to which the utilization of interactive whiteboards as instructional materials had an effect on the levels of involvement exhibited by students. The following research objectives were addressed in this study:

1. Does using an interactive whiteboard as a teaching tool affect student engagement?
2. Does the manner an interactive whiteboard is utilized in a training session affect the level of engagement among participants?

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Literature Review

An interactive whiteboard is one of the finest ways for teachers to accommodate different learning styles and keep students' attention. Training with interactive whiteboards began in the mid-1990s. Interactive whiteboards are 27–38" broad. Mounted or add-on stands hold boards. Trainers and students may use technology in new ways using whiteboards. Touch-sensitive interactive whiteboards allow app interaction. Text, graphics, music, animation, and video help keep trainees engaged (Beeland, 2002). Interactive whiteboards transmit synchronously. Trainers and students can access the medium synchronously. Allowing students to participate in more activities improves the learning environment and engagement (Bryant & Hunton, 2000).

Motivation throughout learning requires learner engagement (Atkinson, 2000). Students who are encouraged to study are more likely to succeed. Trainer abilities, motivation, and technology utilization impact student motivation. Technology allows teachers to create interactive classrooms that engage students in their learning. Technology improves learning and teaching when utilized imaginatively (Wishart & Blease, 1999). Another way to improve training is via visuals. Visuals assist students organize and learn (McKendrick & Bowden, 1999). Smith and Blankinship (2000) say employing visuals in the classroom can help students think critically and with higher order thinking. Technology allows teachers to use a range of media to meet the needs of students with diverse learning styles (Bryant & Hunton, 2000).

Similarly, Derek S. Kaufman's study "How Does the Use of Interactive Whiteboards Affect Teaching and Learning" taught teachers how to insert text and images, convert files to flipchart format, and link to external files and websites in the fundamental skills workshop. They also learned how to create a variety of activities utilizing ActivStudio's spotlight, eraser, and

camera tools in a few easy steps (Kaufman, D. S., 2009). In "The effects of interactive whiteboards (IWBs) on student performance and learning: A literature review," Digregorio, P., & Sobel-Lojeski, K. evaluated the literature to better understand this research. IWB implications on pedagogy, motivation, interaction, perception, learning, and accomplishment were discussed. The study found that teacher training, confidence, school culture, technology help, class preparation, and practice time may also alter these benefits. An IWB framework and more studies are addressed (Digregorio, P., & Sobel-Lojeski, K., 2010).

Technology is transforming the globe in ways we cannot foresee in the age of globalization (Adel, M. A., & Abdelrahman, M. A., 2019). Diverse instructional resources have enhanced educational options, changing the role of institutes, instructors, and educational material (Kirbas, A., 2018). Computers as teaching tools have forced educators to define behavioral objectives for students, analyze study material, and choose teaching methods (Baharudin, 2021). Thus, increased computer use in education has resulted in a detailed clarification of study material, so the objective of learning is not only what can be obtained from knowledge, but also to create enthusiasm in the process of learning of transitioning knowledge to the learner, thereby improving the learner's effectiveness because he approaches science in an environment of interaction, focus, individuality, and activation. Despite its broad use, it ignored instructor-student interaction (Herawati et al., 2023). According to Kirbas, the learning process involves students interacting with the teacher, each other, and the educational content (Kirbas, 2018). Lesson planning involves describing expected interactions, considering educational objectives, skills needed, time, and location (Erdener & Kandemir, 2019). Those interested in technology and education developed tools to aid instructors in preparing and engaging students,

like the Interactive Whiteboard (IWB) (Malkaw et al., 2020).

Research Methodology

The goal of this study was to collect data from teachers who used interactive whiteboards in their classrooms in order to determine whether or not these whiteboards are helpful in catching the attention of students during the whole learning process. In all, 82 student participants completed the surveys.

A student survey on training with an interactive whiteboard. The trainer had to discover which students preferred the whiteboard. We also described interactive whiteboard training approaches. The trainer filled out a form during training to designate which learning modes the whiteboard addressed—visual, auditory, and tactile. The Learners’ Attitudes toward Information Technology instrument by Dr. Rhonda

Christensen and Dr. Gerald Knezek was developed to assess students’ whiteboard education attitudes (Christensen & Knezek, 1997).

The questionnaire data was analysed to determine learner engagement during the whiteboard-displayed training session. The results were compared to the whiteboard use record to establish if there was a link between learner motivation and whiteboard instruction.

Discussion

This study examined trainee engagement in learning when a whiteboard was used. Students were given 10 survey items and instructed to answer yes or no for each question to indicate their participation. Below are the table and figure 1 showing the average proportion of yes or no answers to each question.

Table 1

S. No.	Questions	Yes	No
1	I like educating using a whiteboard.	93%	7%
2	I can succeed if I acquire the skills to use technology.	91%	9%
3	I pay closer attention in training sessions where what is being taught is written on a whiteboard.	90%	10%
4	I would put in more effort if my trainer utilized the whiteboard more regularly.	85%	15%
5	I am aware that there are many chances for learning that come with using technology.	91%	9%
6	I find whiteboard classes to be intriguing.	95%	5%
7	If trainers utilize whiteboards more often, I believe I’ll get more out of the sessions.	88%	12%
8	For me, I believe that becoming proficient with a whiteboard is vital.	82%	18%
9	I get a lot of knowledge when my trainer uses a whiteboard.	93%	7%
10	I find using the whiteboard to be intriguing.	97%	3%

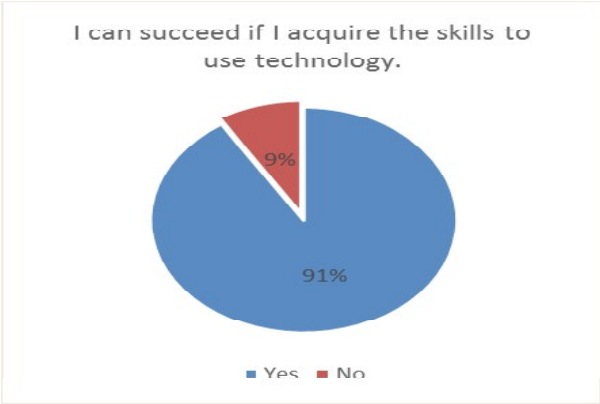


Figure 1.1: Percentage of people who liked educating using a whiteboard

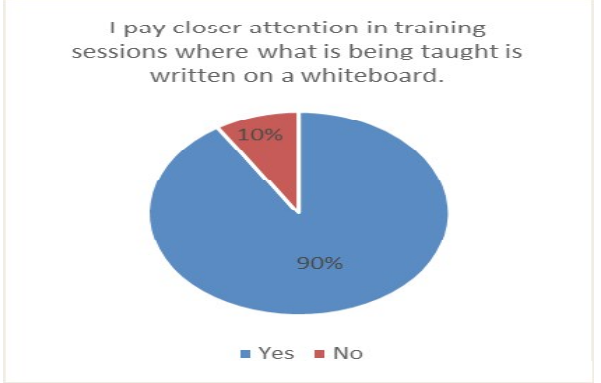


Figure 1.4: Percentage of people who felt that they can succeed if they acquire the skills to use technology

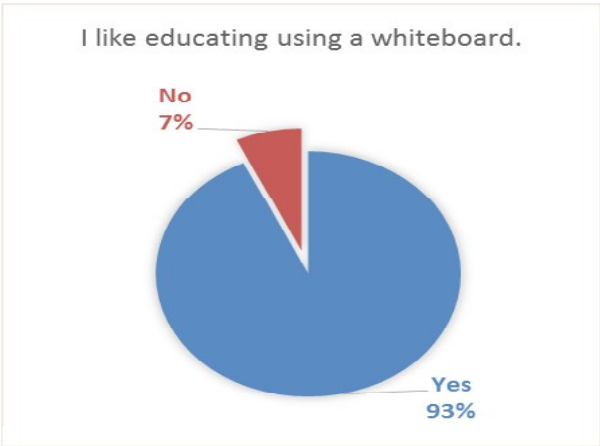


Figure 1.2: Percentage of people who felt that they can succeed if they acquire the skills to use technology

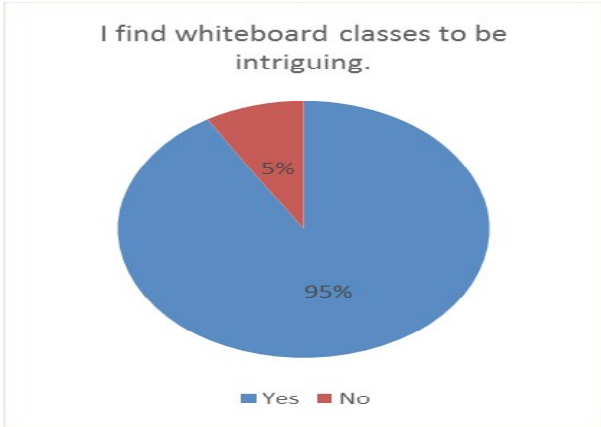


Figure 1.5: Percentage of people who felt that they are aware that there are many chances for learning that come with using technology



Figure 1.3: Percentage of people who felt that they pay closer attention in training sessions when it is written on whiteboard

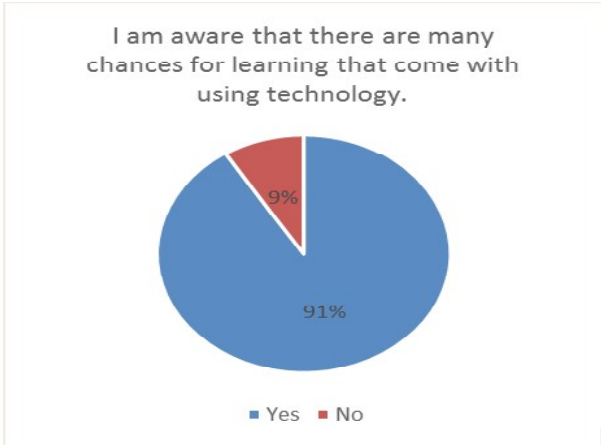


Figure 1.6: Percentage of people who found whiteboard classes to be intriguing

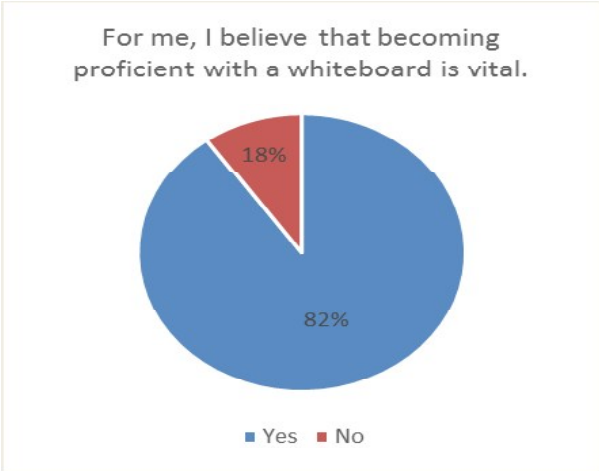
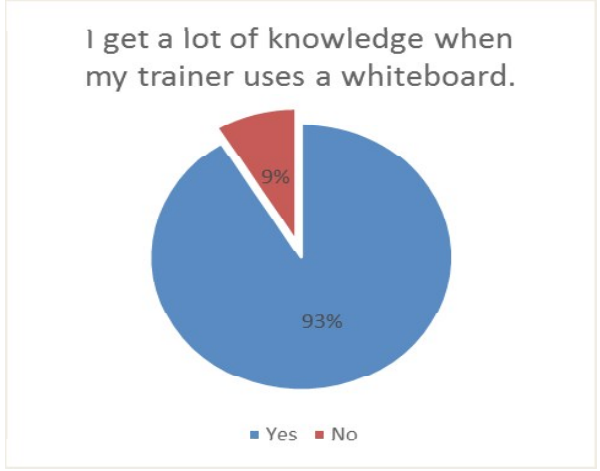


Figure 1.7: Percentage of people who felt that they will get more information if trainers used whiteboards



1.10: Percentage of people who found using whiteboard to be intriguing

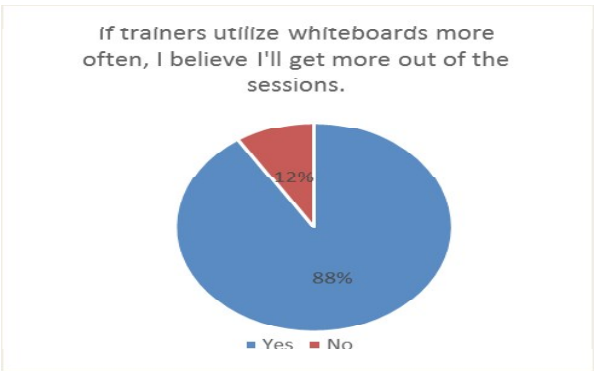


Figure 1.8: Percentage of people who felt that becoming proficient with a whiteboard is necessary

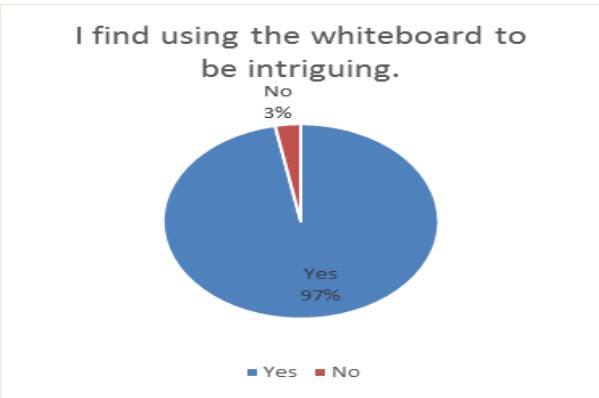


Figure 1.9: Percentage of people who believe that they get a lot of knowledge when trainer uses a whiteboard

Figure 1: Visual Representation of data collected through questionnaire

The learners' questionnaire showed that 76 (93%) prefer utilizing whiteboards. 75 (91%) of students believed they could achieve with technological abilities. In whiteboard-based training, 74 (90%) of students pay more attention. 70 (85%) of students said they would work harder if their teacher used the whiteboard more. 75 (91%) of learners knew technology offers various learning opportunities. 80 (95%) students liked whiteboard courses. 72 (88%) of learners said trainers would get more out of sessions if they used whiteboards more. 67 (82%), of students said whiteboard proficiency was important. 76 (93%) people said they learned a lot from whiteboard trainers. 80 (97%) students found whiteboards interesting.

Conclusion

This research assessed student engagement with interactive whiteboards. To see if interactive whiteboards engage students. Another research evaluated how a classroom whiteboard improves student involvement. The study reveals interactive whiteboards interest students in training. This will aid future technological funding by organizations and decision-makers.

System administrators, building administrators, and trainees will benefit from the research.

According to this survey, interactive whiteboards should be acquired for permanent installation in training sessions. This would alleviate trainers' and students' concerns about whiteboards in training. the high cost of training room equipment and the vast number of whiteboards needed. There are several factors to consider while using the whiteboard during training.

Ask trainers about whiteboards before using them. Do this right before distributing whiteboards. Trainers need not use whiteboards. Trainers may overestimate whiteboard and technology teaching. Investigate ways to subsidize training whiteboards. Whiteboards may have aided this research due to activity design, software, and course involvement. The benefits of whiteboards go beyond them. Whiteboard classrooms and teaching methods require more research.

Interactive whiteboards engage students, the research revealed. It was verified. At first glance, the whiteboard's appearance matters. Thus, CEOs and organizations must grasp how digital whiteboards may improve student engagement and achievement. Because digital whiteboards improve student performance. Combining this material with other training programs may help teachers engage and increase students' comprehension. Using these applications would cause this.

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Future Available For Library Resources and Virtualization

Dr.Shailendra Kumar*, Dr.Rakhi Chawla**

[The on-demand, pay-per-use provisioning of computing resources via the Internet is known as cloud computing. You can use a cloud service like Amazon Web Services (AWS), Microsoft Azure, or Google Cloud in place of setting up and maintaining your own data center and servers. This page goes into great length about the definition, categorization, advantages, disadvantages, function, and use of cloud technology, librarianship, and cloud computing initiatives. a group of mobile devices and PCs connected to a single central server. The services kept up to date on a centralized server are accessible to any device with a network connection.

Because it provides infrastructure, platforms, and SaaS (software as a service), its popularity is rising. A cloud service that is centralEmail, virtual meetings, and data storage may all be managed by a single cloud service. Three models—Infrastructure-as-a-Service (IaaS), Platform as a Service (PaaS), and Hybrid Cloud—can be used to characterize cloud computing. While PaaS layer provides infrastructure for hosted services, which programmers can leverage while designing PC-based applications, IaaS services offer standardized, network-based compute and storage capabilities. The cloud architecture consists of multiple separate clouds (private, communal, or public) coupled by open standards or proprietary applications for data and technology mobility.

Libraries use cloud services by participating in computing projects offered by other libraries. Among the many services provided by contemporary library vendors and library management software are cloud hosting and remote data storage. The simplicity ofThe main benefit of cloud computing is file sharing; it also lets users store large files. Cost-benefit analysis and the fact that libraries don't require regular maintenance like software upgrades, backups, etc. allow them to save money.]

Cloud is frequently used to represent the internet. The phrase “cloud computing” refers to the technology of hosting and sharing computing services (such as servers, networks, and software storage) over the web. Cloud customers will be benefited by having a variety of services to select from when it comes to satisfying their software and other computing software demands because this would relieve them of the stress of having to source and maintain costly and complex specialised hardware and software on their own (such as email). The next logical step in computing services, cloud computing, makes it possible to make computer power, hardware, programs, and operational

processes accessible when needed demand and from any place.

Cloud computing is a relatively new addition to the history of internet-based services. It has had a significant impact on how people around the world use computing resources. Its reliance on established hardware, applications, and software-based services already in use by other companies and organisations is possibly its most compelling selling point. It saves a lot of money because it requires little maintenance or other expenses. Libraries are increasingly embracing cutting-edge technologies such as server virtualization and cloud computing in order to save money and eliminate wasteful duplication of infrastructure, software, hardware, and labour.

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This paper’s goal is to give a general overview of the several cloud-based computing service, platform, and infrastructure types that have been used to accommodate libraries’ demands. This article thoroughly explores the definition, categorization, advantages, disadvantages, purpose, and application of cloud computing, technology, and librarianship initiatives. In addition, an effort was made to present a general overview of the services that this technology could be used in libraries to better serve patrons and increase staff efficiency.

Advantages of the Cloud

A cloud-based disaster recovery solution is simple to set up and manage. It is more efficient to take precautions to avoid data loss than to keep and re-upload lost data. Because of the cloud’s automation, data recovery is quick and error-free.

Models of Cloud Service

Software as a service – SaaS

Here the client is provided with an application as assistance in this configuration. A single service instance in the cloud can support a large number of users. Users are not required to set up, maintain, or buy any special hardware because the service provider will manage the software for customers. Users can use it right away after connecting.

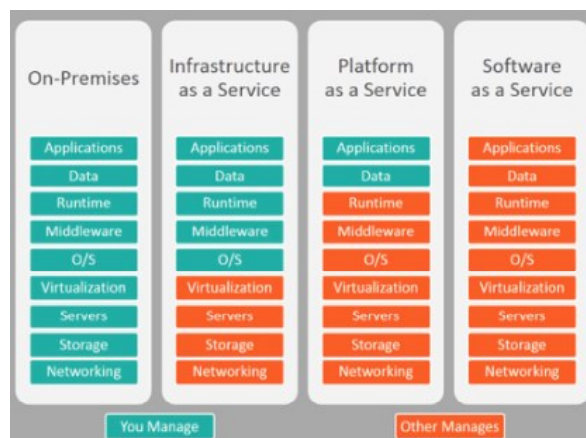
Platform as a Service - PaaS

This model’s concept is to provide a pre-packaged software layer or development environment as a service upon which more complex service layers can be built. The customer may create programmes that are appropriate for the provider’s infrastructure. The Platform as a Service (PaaS) layer provides infrastructure for hosted services, which programmers can use when developing PC-based applications. Examples include the service of developer tools for the development of services,

data access and database services, and billing services.

Infrastructure-as-a-Service - IaaS

In this architecture, the actual server farm is leased from and housed in the vendor’s information centre. As the client, you are free to use the server however you see fit, including installing and making available any lawful software and granting access to it to whomever you see fit. IaaS services provide standardised, network-based storage and computing capabilities. To manage workloads, servers, storage, networks, and data centre space are pooled and made available.



(Fig.1)

Types of clouds

Private cloud

In a private cloud, a single infrastructure manages the underlying cloud computing resources for a select group of users. The infrastructure’s use of the cloud services is exclusive. It may or may not be physically located at the company’s physical location, and it may or may not be under the direct authority of the company.

Public Cloud

A public cloud might be owned and operated by a private company, a government agency, or by a

consortium of the two. It is accessible by everyone and is housed in the physical location of the cloud service provider. Cloud hosting providers Amazon Web Services (AWS), Microsoft Azure, and Google Cloud Platform (GCP) are used as examples.

Hybrid Cloud

A hybrid cloud combines elements of many types of clouds. Also called a mixed cloud. For data and technology portability, the cloud infrastructure is made up of many, distinct clouds (private, communal, or public) that are connected through open standards or proprietary applications (e.g., cloud bursting for load-balancing between clouds).

Some Aspects of Cloud Computing

The term “cloud computing” may refer to a number of different components. The security and functionality of a cloud computing application are dependent on the optimal tuning of each of these components.

Network Clients

The client applications of cloud computing architecture are very similar to LAN clients (LAN). Desktop PCs are the primary computing devices used by users. The devices in question could range from a laptop or tablet to a smartphone or PDA (PDAs). Clients are endpoint devices that store and process data on an end user’s behalf

Platform

Without cloud computing, the functionality of a website or app is hardwired into the host machine. The appliance in cloud computing is deployed to a new software environment known as the Platform.

Data Centre

A “data centre” is simply a large room filled with servers that houses all of the applications that people have paid for. To the end user, the software running on the primary physical server in a data centre seems to be a completely independent server. As a result, up to six separate virtual servers can be run on a single physical server. Servers are sometimes located in remote locations around the world. According to user perception, information is served from a centralised location.



(Fig. 2)

Cloud Computing and Libraries

We have entered the information age, Library management requires the collection, storage, information, processing, and analysis of data, all of which are made possible by information technology. The library field is experiencing a variety of difficulties as a direct result of the widespread use of IT applications. With the rise of the information age, new ideas and tools are emerging to help libraries modernise their services and adapt to the needs of the digital age. The automation of libraries, the spread of networks, and the increasing focus on virtual libraries are all results of the development of information technology, which is essential for progress.

In a similar vein, libraries are transforming to accommodate the digital age. There has been a shift from paper catalogues to digital ones, and some stores even provide seminars to teach customers about the benefits of using the cloud for their personal data storage. More library libraries have recently been converted to digital format as a result of the new coronavirus. Academics and librarians advocate for more funding in cloud computing to ensure library users have access. As a result, some libraries take part in computing initiatives provided by other libraries as a means of providing services to other libraries.

The following are services of potential cloud computing service and application domains recognised by libraries:

Creating Digital Repositories

A digital library is an essential network of any library, as it allows the institution's services to be shared and used by the information in an online setting. As a result, any library may boast its own digital library, built from scratch utilising the code of an existing digital library. Modern digital libraries and archives may be built rapidly and easily thanks to the availability of several cloud service providers.

Internet-Based Public Cloud OPAC

There is a worldwide prevalence of online library libraries. Through the library's own web server, patrons may search these catalogues from anywhere with an internet connection. It would be helpful for users to know what resources are accessible to them if the library catalogue could be accessible remotely, as in the cloud. The Online Public Access Catalog (OPAC) is the most prominent technology of cloud computing in modern or digital libraries (OPAC) (OPAC). OPAC provides patrons with extensive bibliographic data about a library's holdings. Articles may be located in the OPAC by many means, such as by author, title, call number, or

ISBN. You may combine keywords in a search by using Boolean operators. In addition to the standard OPAC functions, the website may also let users to do things like information specifics about the things they checked out, change their contact information, pay fines, reserve items, etc.

Blog/Web Hosting

One of the first uses of cloud computing was for hosting websites, such as blogs and webpages, since many organisations, including corporations and libraries, find it more cost-effective to outsource this task than to manage their own servers. Cloud service providers demonstrate web hosting for libraries by hosting content away from library servers, allowing several editors to work on the site from different physical places.

File Storage

When compared to the current system, the server may not measure up. Delete the old server and set up the new one. Because the storage is managed by the supplier, the library may adjust the storage capacity of this computer system as needed. Having the ability to instantly and automatically scale up or down the use of hardware or software resources. Better budgeting is possible with "pay as you go."

File Sharing

The ease of sharing files is the primary advantage of cloud computing. It also allows users to store huge files. Among the many items that may be saved are pictures, movies, presentations, and written materials. Moreover, cloud computing includes data backup services.

Library Automation

Cloud hosting for the entire Library Management System and remote data storage for libraries are just two of the many services offered by modern library management software and library vendors. Libraries can save money on hardware by using this cloud service or a third-party service that offers cloud-based hosting for library

services (the SaaS method) (the SaaS method). Libraries can save money thanks to a cost-benefit analysis and the fact that they don't need regular upkeep like software upgrades, backups, etc.

Challenges of Cloud Computing

The challenges are the same as those experienced by libraries that house external information. Theft, loss, and invasion of privacy are all sources of worry. In order to ease into Cloud Computing, several organisations choose to first migrate their less crucial applications.

Conclusion

Cloud computing is the latest innovation in information technology and is sometimes referred to as the "third IT revolution" after the personal computer and the internet. To the end user, the software running on the primary physical server in a data centre seems to be a completely independent server. In a similar vein, libraries are transforming to accommodate the digital age. A digital library is an essential network of any library, as it allows the institution's services to be shared and used by the information in an online setting. More library libraries have recently been converted to digital format as a result of the Pandemic.

Libraries are starting to adopt cloud-based services, notably in the sectors of digital libraries, social networking, and information sharing, and are therefore turning their focus to cloud computing technology. As a result, libraries should carefully consider providing customers with services that are supported by cloud-based technology and therefore dependable, fast, and easy.

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Digitalization and Competitive Advantage: Intercession Effects of Customer Engagement on Online Retailers

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[Customer engagement is always a hot topic for marketers to focus on, but in the digital era, it become more complex. The twenty-first century is characterized by technical advancements. Modern marketing is digital marketing. Prior research has been demonstrated a link between customer involvement and digital marketing, a concept known as digital engagement but empirical studies fail to describe the impact of digital marketing on competitive advantage and the intercession role of customer engagement practices. This study attempted to find the mediating effect of customer engagement on the association of digital marketing and competitive advantage. Factor analysis and regression analysis in SPSS software were used to test the reliability, validity, and model fit. The entire study's Cronbach alpha score is 0.984, indicating that further investigation is required. Relationship modeling is performed, and it is indicated that there is a link between digital marketing and competitive advantage, with customer engagement additionally playing a role in achieving competitive advantage.]

In today's rapidly evolving business landscape, digitalization has become the cornerstone of marketing strategies. As companies strive to gain a competitive advantage, embracing digital marketing techniques has become essential. Digital marketing offers a myriad of opportunities for businesses to connect with their target audience. Through strategic planning and implementation, companies can leverage digital platforms to reach customers in a more personalized and impactful way. Customer awareness and engagement have been the main approach for some decades, it is essential in the digitalization process of businesses to achieve the objectives. Customer engagement refers to the interactions and connections between a business and its customers. It involves creating meaningful and personalized experiences that resonate with customers and keep them actively involved with the brand. Digitalization offers organizations the opportunity to transform their operations and gain

a competitive advantage. However, simply adopting digital technologies is not enough. To truly leverage the benefits of digitalization, organizations must adopt a customer-focused strategy that prioritizes customer engagement. As organizations embark on their journey of digitalization, prioritizing customer engagement is paramount for achieving organizational objectives and gaining a competitive advantage. Empirical research failed to explain their mediating effect on competitive advantage and digitalization. Some studies have considered customer experience to have a positive effect on competitive advantage and help win the market long term (Davis, 2021), Customer service is the big differentiator for all companies from their rivals (Swetha Amaresan, 2023)

Research Objectives

- To determine the relationship between the digital marketing and competitive advantage.
- To determine the intercession impact of customer engagement on digital marketing and competitive advantage.

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Literature Review

Customer engagement

Customer engagement is an important component of a digital marketing strategy that leads to increased sales and revenue for a company (Anshita, 2023). According to Serena Miller (2021), Relationships with customers have been the backbone of all organizations but are challenging in a digital age. It is harder to maintain an emotional relationship with the customer on technology. Organizations have to adopt an effective customer engagement strategy which helps companies to consider customers' needs from initial awareness to purchase and beyond. Even when there is more literature available for customer engagement there is no literature available that asserts there is a relationship between digital marketing with customer engagement and competitive advantage with customer engagement.

Competitive Advantage

To perform differentiated events from competitors is competitive advantage (Kotler, 2000). Lee, Chihkang Kenny Wu, & Jong, (2022) assert that core competency and business strategy are critical for organizations to get a competitive edge by improving their distinctive competencies and assets and maintaining a competitive position. Competitive advantage refers to all the attributes that contribute to creating an edge over its rivals. Barney (1991) explained the relationship between resource heterogeneity, value, rareness, and imperfect imitability with sustained competitive advantage. However, in the digital age, there is a necessity to investigate the digital plans for getting competitive advantage.

Digital Marketing

In today's environment, no company can survive with traditional marketing; after the COVID-19 epidemic, it is becoming increasingly important for businesses to be digitally savvy. Digital marketing is a new form of marketing that uses

digital methods to market products or services (Desai, 2019). From awareness about the brand, conversions, creating loyalty among customers, and beyond every company uses the digital medium. This transformed the way companies and corporations used technology for marketing throughout the 1990s and 2000s Digital marketing campaigns like search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, etc have become common. (A. Lavanya, M. Radhikamani, 2021). In this paper, Digitalization is used as the synonym for the adoption of Digital Marketing.

Customer engagement and Digital Marketing

Digital engagement is the emotional relationship bond with the customer on a digital medium which leads to better customer experience, customer loyalty, and higher profits. According to the study conducted by Srivastava, Gupta, Kumar, & Tuli, (2023), Customer involvement and media characteristics influence DCE outcomes, with media characteristics influencing cognitive, affective, and behavioral engagement, leading to brand equity, loyalty, and word-of-mouth. Although there is more literature on the relationship between customer engagement and digital marketing, the literature fails to demonstrate the impact of customer engagement on digital marketing, so the researcher developed a hypothesis to determine the significant effect of customer engagement on the digitalization process of businesses.

Customer engagement and Competitive advantage

Including consumer interaction would make businesses more competitive. Customer experience value is not always as clear as the ROI of other investments. In a sea of sameness, the only way to distinguish apart is through customer experience. Customer loyalty is valuable and one of the factors of differentiation from rivals (Morgan, 2022). Vinerean & Alin Opreana, (2021) suggest that managers should

conduct surveys regularly to monitor emotional, cognitive, and behavioral components among consumer segments. According to Havir, David (2019) customer experience has a direct impact on value creation. V.kumar, and Ansari.P (2016) asserts that those days are gone when simply advertising led to sales, now ad days to thrive in the digital era, engagement becomes necessary. The integration of digital engagement in the business development process creates differentiation from rivals.

Competitive Advantage and Digital Marketing

Denga (2022) assert that to improve conversion rates or click-through rates, the company must establish a relationship with its customers. This is the only way for a corporation to get a competitive advantage over competitors in the digital era. Digital Marketing is a powerful medium and growing day by day. SCA (sustainable competitive advantage) can be readily attained if a company focuses on user experience in digital media. SCA (sustainable competitive advantage) can be obtained through a variety of ways. Having an intuitive website, decreasing response time, and regularly gathering consumer feedback (Ameen, 2019). Since customer engagement has been shown in numerous studies to significantly impact competitive advantage.

Hypothesis Development

- H1: Digital Marketing has a positive significant effect on Customer engagement.
- H2: Customer engagement has a positive substantial impact on competitive advantage.
- H3: Digital marketing has a substantial impact on competitive advantage.
- H4: The hyperlink between competitive advantage and digital marketing is mediated by customer engagement.

Research Methodology

- Employed Krejcie and Morgan's (1970) sample size formula.
- Conducted a formal survey of 250 managers against 500 managers.
- Used quantitative analytical method.
- Distributed two fifty questionnaires via email.
- 210 questionnaires filled and submitted, limiting sample size to 210.
- Achieved a response rate of 84%, indicating questionnaire validity.

Findings of the study

Demographic analysis

Demographic analysis displays the socioeconomic background of the 210 respondents who filled out and submitted the questionnaire for this study, broken down by gender and experience and the majority of respondents (78, or 37%) had experience ranging from 10 to 20 years in the experience aspect. This indicates that managers with ten to twenty years of experience are knowledgeable about using digital marketing to obtain a competitive edge and are aware of the mediating influence that customer engagement brings in deciding the strategies for gaining competitive advantage.

Descriptive analysis

The investigation revealed that all three constructs had pretty good mean values with reliable variance, such as competitive advantage, which has a mean value of 2.0313 with a variance of 1.678, and customer engagement, which has a mean value of 2.1625 with a variance of 1.521. It can also imply that the data is positively skewed, and that the kurtosis values of all three constructs indicate that the data is more peaked than ordinary.

Reliability Analysis

The reliability test is essential for determining the internal acceptability and consistency of the

measurements used. Cronbach alpha with a threshold limit of 0.7 (Hair et al.) suggested that the data was reliable. Factor analysis is used to investigate the dependable factors, and the initial phase of factor analysis is to measure KMO for sampling adequacy. KMO 0.770 is more than 0.6, and Bartlett's test of sphericity was statistically significant (843.471).

Cronbach alpha value better than 0.7 (0.984), indicating that the data is quite reliable Cronbach alpha values for the three constructions are also greater than the permissible threshold of 0.7; CA, CE, and DM had 0.969, 0.981, and 0.982 Cronbach alpha values, respectively. CE. Based on these findings, it is easy to conclude that the data is reliable and has internal consistency.

Pearson correlation test

A correlation test was required for the study to determine the strength of the association between all three constructs. The Pearson correlation test consistently yielded strong results, thus we determined the Pearson correlation. The link between digital marketing, customer engagement, and competitive advantage is 0.964 and 0.965, indicating that all three constructs have a strong association. The association between customer involvement and digital marketing is also strong, with a correlation value of 0.964.

Regression Analysis

Table 7 highlighted the kinship of digital marketing on competitive advantage showing a virtuous model fit having positive value of R (0.964) and R² (0.929). The second relationship between customer engagement and competitive advantage also having positive values of R (0.965) and R² (0.932) at $p < 0.001$. The third model indicates the relationship between customer engagement and digital marketing indicates R value (0.943) and R² (0.889) suggest that it is reasonably good fit.

Hypothesis Results

H1: Digital Marketing has a positive significant effect on Customer engagement is supported as $\gamma = 0.608$ is statistically significant.

H2: Customer engagement has a positive substantial impact on competitive advantage. Supported $\gamma = 0.532$ is statistically significant $\gamma = 0.792$ is statistically significant

H3: Digital marketing has a substantial impact on competitive advantage is supported. As $\gamma = 0.787$ is statistically significant. Supported

H4: The hyperlink between competitive advantage and digital marketing is mediated by customer engagement is supported.

Discussion

1. According to the study's findings, female make up 57% of all managers in Rohtak City, and the majority of them have between ten and twenty years of experience.
2. Overall, the findings offer compelling evidence in favor of the theoretical framework explaining the connection between competitive advantage, consumer engagement, and digitization.
3. Consistent findings were obtained when examining the potential mediating role of digitization and customer interaction approaches on the competitive advantage of the companies.
4. This study is consistent with the prior findings of Neves' (2023), analysis of consumer behavior, mobile experiences are a "must-have" for all businesses in the digital era. Only interactive online material will appeal to today's golden audience (GEN Z).
5. The study's empirical findings provide practicing managers with some insightful

information. While implementing digitalization in the business to obtain a competitive advantage, the mediation effect of customer engagement and digitalization on competitive advantage should give special consideration to customer engagement practices.

6. The findings of this study make it abundantly evident that, for businesses to truly achieve competitiveness, customer engagement in digitalization is essential.

Conclusion

The linkage between digital marketing and competitive advantage as well as moderating role of customer engagement strategies on the relationship, are examined in this study. All businesses in the modern era must adapt to digitization and change their business models to thrive in a fast-paced, cutthroat market. The relationship between customer involvement, digitalization, and competitive advantage is demonstrated empirically by this research. A thorough understanding of this connection is aided by this study. Additionally, this study demonstrates the significance of relationships with customers in the effective acquisition of competitive advantage. To thrive in this digital market, e-commerce businesses, and digital marketers are advised to put a greater emphasis on the needs of their customers.

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Adoption of HRIS in Public vs. Private Banks: Differential Impacts on HR Strategies

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[In the banking industry where HR strategy is undergoing rapid change, Human Resource Information Systems (HRIS) are capable of performing a vital task. The objective of this research work is to give a comparative analysis of HRIS implementation in public and private banks, with a particular focus on the effect of this acceptance for HR strategy. Mixed-methods approach was employed to gain knowledge from human resources experts from ten public and ten private banks in five major cities. It was found at the beginning, that the government and private sectors had different rates for HRIS application, issues encountered and strategic benefits used. While private banks have shown a rapid adaptation to HRIS, which has fostered innovative HR practices, their public sector counterparts have shown a more gradual integration, which has aligned with more traditional systems.]

The application of Human Resource Information Systems (HRIS) has become a linchpin in the evolution of human resources management, especially in the banking industry which is a fast pacing and competitive sector. HRIS integration is seen as a crucial element in developing and implementing effective HR strategies. The focus of this paper is a comparative study of HRIS adoption and implications for the human resource strategy of public and private banking institutions.

What is HRIS?

The advent of Human Resource Information Systems (HRIS) is a revolutionary turning point in human resources history. It enables a more efficient and information technology-driven way to run all HR operations. In a nutshell, this is a system that collects, retains, organizes, and consolidates human resource data of any company. The main components of HR system mostly focus on various HR processes including, but not limited to, hiring, payroll, performance management, learning and development, and data management.

Effectiveness of HRIS

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The effectiveness of Human Resource Information Systems (HRIS) in transforming organizational HR strategies is substantial. HRIS enhances HR functionalities by providing a centralized platform for data management, process automation, and decision support, leading to improved efficiency, accuracy, and strategic insights. The impact of HRIS is multifaceted, influencing various aspects of HR management, from operational to strategic levels.

Moreover, HRIS plays a vital role in strategic HR management. With its advanced analytics and reporting capabilities, HRIS provides valuable insights into workforce trends and behaviors. This data-driven approach enables HR professionals to make informed decisions, tailor HR strategies to meet organizational goals, and forecast future HR needs. For example, through HRIS, an organization can analyze patterns in employee turnover, identify underlying causes, and develop targeted retention strategies.

Literature Review

HRIS (Human Resource Information Systems) have revolutionized the process of handling human resources in the majority of organizations and are a major move towards modern and data-driven human resources management. Alam et al. (2016) and Elayan et al. (2020) had the following discovery: each aspect of technological, organizational, or

environmental is important for hospitals and higher education institutions while they decide which HRIS to use. Alam et al. (2016) argue that IT infrastructure, management support and competition are essential factors that affect Bangladesh' health care system as well. The study of Goswami et al. (2023) concludes that computing such as AI is shifting the use of HRIS. The research sheds insight on the factors that influence the adoption of AI in the Indian pharmaceutical industry for HRM practices that work, specifically looking at organizational preparedness and views of technology.

Objective of the Study

1. To investigate and identify the important elements driving the implementation of Human Resource Information Systems (HRIS) in both public and private banks, with an emphasis on understanding the technological, organizational, and environmental components that influence this process.
2. To evaluate the impact of HRIS implementation on strategic HR outcomes and operational efficiency within these institutions, while emphasising the distinctions between the public and private sectors.
3. To investigate the role of emerging technologies, such as artificial intelligence (AI), in enhancing HRM practices within the banking industry, aiming to understand how these innovations contribute to the effectiveness of HRIS.

Hypothesis of the study

H1: HRIS manufacturing technologies, growth strategies and environmental factors all have a huge effect on the adoption of Human Resource Information Systems (HRIS) in banks. Besides, the biggest difference appears between the public and private sector.

H2: The adoption of HRIS in banks significantly enhances strategic HR outcomes and operational efficiencies, with private sector banks experiencing greater improvements compared to their public sector counterparts.

H3: The integration of developing technologies, such as artificial intelligence (AI), into HRIS significantly enhances HRM practices in the banking sector, with a more considerable beneficial effect shown in private sector banks than in public sector banks.

Research Methodology

To form a hypotheses formulated to study on HRIS adoption in public vs. private banks, the following research methodology is proposed:

1. Research Design

Employ a mixed-methods approach, combining quantitative and qualitative research to gain a comprehensive understanding of HRIS adoption factors, impacts, and the role of AI in enhancing HRM practices.

2. Sample Selection

- Target population: HR professionals from public and private sector banks.
- Sampling method: Stratified random sampling to ensure representation across both sectors.
- Sample size: Aim for a minimum of 100 respondents from each sector to ensure statistical significance.

3. Data Collection Instruments

- Quantitative Data: Develop a structured questionnaire based on previous literatures, focusing on factors influencing HRIS adoption, perceived benefits, and operational efficiencies.
- Qualitative Data: Conduct semi-structured interviews to explore the nuanced impacts of HRIS and the integration of AI technologies in HR practices.

4. Data Analysis

- Quantitative data: Use statistical software (e.g., SPSS, R) for descriptive and inferential statistics, including regression analysis to study the hypotheses.
- Qualitative data: Apply thematic analysis to identify patterns and insights from interview responses.

5. Questionnaire Design

Include sections on demographic information, HRIS adoption status, factors influencing adoption (technological, organizational, environmental), perceived impacts on HR

strategies and operational efficiency, and how the AI used in HRM practices.

Data Analysis and Interpretations

Description Statistics

Statistic	IT Infrastructure Readiness	Recruitment Efficiency	Performance Mgmt Agreement	Performance Mgmt Enhancement	Operational Efficiency
Count	89.00	70.00	89.00	89.00	89.00
Mean	2.46	2.80	2.42	2.60	2.42
Std	1.11	1.67	0.99	1.18	0.99
Min	1.00	1.00	1.00	1.00	1.00
25%	1.00	1.00	2.00	2.00	2.00
50% (Median)	3.00	3.00	2.00	3.00	2.00
75%	3.00	5.00	3.00	4.00	3.00
Max	4.00	5.00	4.00	4.00	4.00

Table 1. Descriptive Statistics(Sample) (Source: Self-Created)

As per Table 1. The average readiness of IT infrastructure for HRIS implementation is slightly below the midpoint, with a mean of 2.46 on a scale

of 1 to 4, indicating a moderate level of preparedness. The standard deviation of 1.11 points to a considerable variance among organizations in their IT infrastructure readiness, suggesting that while some are well-prepared, others may lag behind.



Performance management agreement and enhancement metrics display similar average scores of 2.42 and 2.60, respectively, indicating a general

consensus that HRIS has positively impacted performance management practices, albeit with room for improvement.

Category	T-Statistic	P-Value
IT Infrastructure Readiness	0.154	0.878
Recruitment Efficiency	0.170	0.865
Performance Mgmt Agreement	1.051	0.296
Performance Mgmt Enhancement	-1.894	0.062
Operational Efficiency	1.051	0.296

Table 2. T-Statistics using SPSS (Source- Self Created).

The results of the t-tests conducted for the major category of the HRIS adoption and effectiveness

show that there is no statistically significant difference in adopting and efficacy between public and private banks since all p-values are greater than 0.05 alpha threshold which is standard

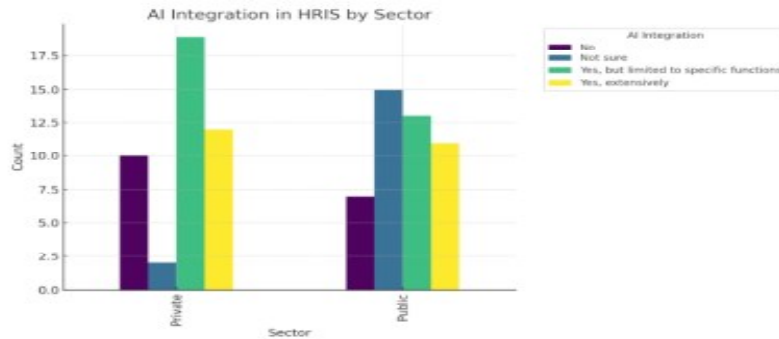


Figure 1. Sectorwise -AI Integration in HRIS

From the figure 1, The report is highlighting the main elements that drive HRIS implementation,

the effect of these systems on HR outcomes and performance, and the part played by AI and other new technologies in improving HRM operations. The regression analysis

Intercept	Slope	R-squared	P-value	Std Err
3.496	-0.283	0.0346	0.123	0.181

Table 3. Regression Analysis using SPSS (Source – Self Created)

The analysis data has shown to be a quite complicated relationship between the IT Infrastructure Score and its effect on Recruiting Efficiency Score. The result of the regression analysis displays that the output of the baseline Recruitment Efficiency Score equals 3.496 if the IT Infrastructure Readiness Score is zero based upon the intercept value of 3.496.

Conclusion and Recommendations

The study’s findings illuminate the complex landscape of HRIS showing acceptance in the banking sector, revealing no statistically significant differences in adoption impacts between public and private banks. This suggests a homogeneous perception of HRIS benefits across the sector, irrespective of the bank’s nature.

Recommendations

1. Broader Evaluation Criteria: Banks should consider a wider range of factors beyond IT Infrastructure Readiness when evaluating the competitive benefits of HRIS on recruitment efficiency.
2. Investment in Training and Change Management: Despite the non-significant impact of IT infrastructure readiness on recruitment efficiency, banks should not underestimate the effectiveness of robust IT infrastructure.

3. Further Research: Given the weak explanatory power of IT Infrastructure Readiness on Recruitment Efficiency, future studies should explore additional variables that could influence the effectiveness of HRIS.

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Behavioural Competency Tool for Delivery Associates and Package Handlers: Development and Psychometric Validation

Ms. Riya Khanna*, Dr. Vandana Gambhir**

[This research paper presents the development of the Behavioural Competency Tool for delivery associates and package handlers, a novel instrument aimed at predicting and evaluating the proficiencies of individuals employed as delivery associates or porters. The competency tool serves multiple purposes, including identifying and distinguishing the diverse competencies inherent in delivery personnel. In light of the unprecedented demand for delivery services amid the Covid-19 pandemic, organizations must carefully select delivery personnel to uphold their reputation and meet consumer expectations. The 42-item tool, applicable across industries, comprises four empirically validated components: Communication and Listening Skills, Self-Discipline, Tenacity (Perseverance, Patience, Resilience), and Time Management. This tool demonstrates validity and reliability, established through exploratory factor analysis and measures such as Spearman Brown split-half and Cronbach's alpha. Although this research establishes standardized norms, methodological challenges persist, warranting further investigation. Additionally, the tool's applicability across age groups and potential alternative uses are discussed.]

Competency, originating from White's seminal work in 1959, delineates the capacity to effectively engage with one's environment and achieve goals efficiently (White, 1959; Topcu, 2020). In contemporary organizational contexts, competency encompasses a broad spectrum of attributes, including knowledge, skills, and abilities (Bartram, 2012). In an era marked by the volatile, uncertain, complex, and ambiguous (VUCA) nature of the business environment, competencies have emerged as critical drivers of organizational success (Topcu, 2020). While the terms "competence" and "competency" are often used interchangeably, the former pertains to job-specific abilities, whereas the latter encompasses a broader array of attributes applicable across various roles (Bartram, 2012). Competency mapping has garnered prominence as a strategic

HR approach aimed at aligning organizational practices with its mission, vision, and objectives (Das & Mukherjee, 2012). This process, integral to talent management, recruitment, training, and development, enables organizations to identify, evaluate, and enhance crucial competencies among their workforce (Sugumari & Andal, 2014).

In India, blue-collar workers constitute a pivotal segment of the labor force, contributing significantly to the nation's economic growth (Gupta & Kumar, 2020). With the emergence of the gig economy and the proliferation of sectors such as logistics, manufacturing, and e-commerce, the demand for skilled blue-collar workers has surged (Aggarwal, 2021). However, this demographic faces challenges such as skill mismatches and inadequate training opportunities, necessitating concerted efforts to bridge the gap between demand and supply in the labor market (Gupta & Kumar, 2020).

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The COVID-19 pandemic has catalyzed a paradigm shift in consumer behavior, with increased reliance on delivery services for essential goods and services (Gooptu, Bros & Chowdhury, 2023). Delivery associates play an important role in the logistics and distribution sectors of the economy (Reegard, 2015). Recruitment of a demographic that places less emphasis on education and more on behavioral competencies is crucial, given the growing number of businesses and start-ups offering such services. Customers develop a negative opinion of the business when a package is not delivered when anticipated. Consequently, brands are now liable to deliver items and ensure the quality of their products. As consumers prioritize convenience and reliability, organizations must equip delivery personnel with requisite competencies to meet evolving service standards and market demands (Gooptu, Bros & Chowdhury, 2023). Literature also suggests significant relationships between export performance and marketing and sales competencies (Kabagambe, 2012; Reegard, 2015; Yuan & Lo, 2016).

The Indian economy is no longer primarily agro-based; instead, it is now more diversified and oriented toward manufacturing and services. Particularly in uncertain economic times, the expansion of blue-collar jobs in India is a bright spot on the employment front. India can continue to develop into a competitive, high-growth economy by coordinating marketing and customer experience strategies with the operational groups in charge of delivery experiences and by offering training and assistance to this group of skilled laborers. Thus, the need for a tool to recruit such workforce is pertinent in the present times.

Methodology

Sample characteristics

The study sample represented 296 participants aged 18 years onwards. There were five groups of age cohort- 18-12 years (n=50), 23-27 years (n=79), 28-32 years (n=69), 33-37 years (n=64) and beyond 37 years (n=34). These encompass both males (n=204) and females (n=92). Most participants belonged to pharmaceutical industry (n=95) and food and beverages industry (n=85), while others were employed in different industries of grocery/ daily use products (n=43), e-shopping/ retail (n=36) and movers and packers (n=37). The sample represented people from various educational backgrounds, those who had completed their secondary school – 10th standard (n=76), senior secondary school – 12th standard (n=94), graduation (n=106), post-graduation (n=13) and there were few who did not mention their education (n=7). The delivery associates were employed by their employers on contractual/ part-time basis (n=111) and full-time basis (n=184). The cohorts for the number of years of experience as a delivery agent or package handler included 0-2 years (n=88), 3-5 years (n=82), 6-8 years (n=59), and more than 8 years (n=67).

Procedure and Data Analysis

Defining the construct

Literature review was done to enlist fundamental factors that are required for a capable delivery associate or package handler. This particular study has been limited to the behavioural competencies pertaining to the delivery associates and package handlers and their work. Identified dimensions and their operational definitions of competency tool for delivery associates and package handlers were: (a) Communication & Listening Skills (To be actively and patiently listening to the customers); (b) Self-Discipline (Maintaining a commitment to the self-utilization of their

knowledge and to keep working towards goals consistently);(c) Tenacity (to have Patience, Perseverance, Resilience); (d) Time Management (Demonstrating a strong will to achieve what one sets out to do by following a plan to achieve the set goals).

Development of the items

The investigator decided on the five-point Likert type format of item writing. Initially, 90 five-point Likert type item statements, positive and negatively worded, were written. The items were given to ten experts, actively involved in the field of psychology for more than 5 years, for evaluation. Thereafter, 72 items were retained by the investigator, in lieu with the criteria of acceptance of items by at least 5 experts. The subsequent questionnaire was administered to 296 participants, using purposive and incidental sampling.

Testing the assumptions of the Exploratory Factor Analysis (EFA)

Several empirical measures were calculated to establish the factorability of the variables using SPSS version 21. Testing the statistical assumptions confirmed that: (1) a statistically significant Bartlett's test of sphericity (chi-square = 5.536, df = 2556, p-value = .000) indicated that sufficient correlations exist between the variables, and (2) the KMO value was .798, indicating that each variable was able to predict without error by the other variables. Based on these findings, the data set was considered eligible for factor analysis (Field, 2000 & 2009; Thompson, 2004).

Development and Validation of Competency Tool by using EFA and Reliability

EFA was carried out with principal component analysis (PCA), varimax rotation, and kaiser

normalization to develop the tool. The Competency Tool was tested for split-half reliability and Cronbach alpha. The outcome of EFA and reliability coefficients are reported in the results section.

Results of the EFA

The purpose of EFA was to determine the minimum number of factors that attribute maximum variance in the data. The results of the EFA are reported below. (a) *Selecting items based on Communalities*: Items with low communalities (i.e., less than .40) were rejected from the analysis pool. Thus, 42 items that showed 24.63% unique variance or had communalities larger than .40 were retained for further analysis, as shown in Table 1. (b) *Specifying the number of factors*: Any factors that have eigenvalues greater than 1 ought to be retained (Kaiser, 1960). The number of components to be preserved or eliminated is determined by eigenvalues and the scree plot. Here, we extracted four elements using above criteria. (c) *Examining extraction methods and factor loadings*: The final EFA procedure identified a four-factor structure of the competency tool for delivery associates, and 42 items were retained. Using the PCA (Principal Component Analysis) approach and varimax rotation, the factor model yielded a four-factor model that accounted for 24.62% of the total variance. Factor 1 consisted of eleven items, accounting for 7.97% of the total variance; Factor 2 consisted of eleven items, accounting for 7.85% of the total variance; Factor 3 consisted of eleven items, accounting for 6.16% of the total variance, and Factor 4 consisted of nine items, accounting for 2.64% of total variance (Table 1). Items with their rotated factor loading less than .30 were eliminated.

Table 1: Communalities and Factor Loadings for all 42 items of the Competency Tool (n=210)

Items	Extraction Factor 1	Factor Loading	Items	Extraction Factor 3	Factor Loading
C1	.630	.687	T1	.639	.801
C2	.552	-.590	T2	.655	.858
C4	.622	.521	T3	.639	.487
C6	.631	.566	T4	.543	.699
C9	.597	.881	T6	.603	-.453
C12	.637	.910	T7	.612	.735
C13	.628	.666	T8	.645	.649
C14	.688	-.680	T13	.634	.479
C16	.622	.679	T15	.600	.825
C18	.642	.889	T16	.643	.670
C19	.670	.771	T18	.614	-.795
Eigenvalue		5.72			4.43
% of variance explained		7.97			6.16
% of CV explained		7.97			21.98
Factor 2			Factor 4		
S2	.598	.404	M1	.540	.678
S3	.629	.873	M2	.636	.911
S5	.534	-.460	M3	.632	-.895
S6	.604	.832	M4	.554	.798
S8	.555	.740	M6	.660	-.507
S12	.522	.943	M10	.652	.805
S13	.522	.738	M11	.652	.775
S14	.554	.607	M13	.601	.536
S15	.716	.772	M14	.678	-.698
S16	.700	.716			
S17	.699	.871			
Eigenvalue		5.65			1.90
% of variance explained		7.85			2.64
% of CV explained		15.826			24.62

Tool Reliability

The Cronbach's alpha internal consistency estimate for the 42 items on the Competency Tool for Delivery Associates was 0.726, indicating high reliability. The Spearman-Brown split-half reliability coefficient was 0.771. Table 5 represents the reliability coefficients for this tool.

Discussion

Despite the foundational role of blue-collar employment in the modern economy, reliable tools for mapping the skill sets of delivery associates and similar roles have been lacking. The surge in demand for delivery services, particularly accelerated by the COVID-19 pandemic, underscores the necessity for such tools. In this context, organizations are increasingly focusing on recruiting and upskilling delivery personnel to meet consumer expectations for efficient and pleasant delivery experiences. The job of delivery associates is tiresome and necessitates a variety of abilities; nonetheless, the four competencies tested in this competency tool were chosen based on their relevance in today's blue-collar sector.

A high score on the competency Communication & Listening Skills indicates that the individual has good listening skills, is considerate, and knows how to deal with clients professionally and respectfully. The firm that hires such an individual will gain a good reputation since such pleasant attitude will positively enhance the reputation of the company. A high score in the competency Self-Discipline would indicate that the test taker is committed, diligent and consistent in their performance. A high score on such competency would improve the employee's motivation to be ambitious and work harder. A high score on the Tenacity competency indicates that the test taker is patient, adapts well to all types of situations, and has empathy and patience. A high score on this skill would assist

recruiters in hiring persons who would act as tough as steel in a variety of scenarios. A high score on the competency of Time management would demonstrate to the individual that they are well-organized, well-planned, and deadline oriented. It would alert recruiters to hire individuals who have a strong desire to attain goals via preparation and execution.

The scope of the current competency tool can be expanded to encompass a wide range of blue-collar and white-collar occupations across various industries. By modifying the tool to address specific job roles and industry requirements, organizations can effectively assess and develop their workforce to meet evolving demands. Communication, listening, self-discipline, resilience, and time management are among the key competencies covered in the assessment, applicable to a broader demographic of workforce members.

Conclusion

In conclusion, the development of a competency tool for delivery associates represents a strategic initiative to enhance workforce performance, meet consumer expectations, and support organizational growth. By embracing competency mapping, organizations can optimize recruitment, training, performance management, and career development processes, ultimately driving productivity, innovation, and long-term success in today's dynamic business landscape.

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Green Marketing Tools and their Influence on Consumer Buying Behaviour

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[This research explores the evolving landscape of green marketing tools and techniques and their effect on buyer behaviour in relation with increasing environmental concerns. With businesses increasingly aligning their strategies with sustainability objectives, green marketing has appeared as a vital means for demonstrating commitment to environmental responsibility. Through survey of literature and observed data, this study explores the efficiency of green marketing tools for example sustainable packaging and green advertising in shaping consumer attitudes and behaviour. Primary data collected from 80 participants in the Haryana region, and secondary data sourced from variety of journals, the study employs a Linear Regression approach to identify the association between green marketing tools and customer purchasing behaviour. Findings indicate a significant correlation between sustainable packaging, green advertising, and consumer buying behaviour, highlighting the growing importance of eco-friendly initiatives in today's marketplace.]

Businesses are shifting their strategies to align themselves with sustainability objectives in today's world, as environmental issues take centre stage. An important way on how businesses can prove their commitment to sustainability is through green marketing strategies (Arifah, 2020). Green marketing isn't just a trend; it's the philosophy integrating ecological consciousness into all aspects of product development, promotion, and distribution. The introduction of green marketing in 1970s, during the last few decades, the issue has been impervious, although it has been gaining momentum in recent years. Amoako, Dzogbenuku, Doe & Adjaison, (2022) conclude that the days of consumers just looking for low prices or high quality are over. A variation in factors, including environmental impact, are now driving consumers to make purchasing decisions.

Green Marketing

Green marketing means promotion of goods that are thought to be more environmentally friendly

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than others. Three guiding concepts are integrated into key ideas that drive sustainable marketing. The first principle is to confirm that the good is safe for the environment, the second principle is to verify that the product price is affordable and the third principle is to confirm that the marketing strategy used for the production, distribution and promotion of the goods which are environment friendly.

Green Marketing Tools

- Green Advertising: Green advertising, often known as environmental advertising, is product promotion that is as environmentally friendly as possible. Consumers who see green advertisements are given the chance to evaluate products, learn what materials were employed, and to receive accurate environmental information (Phau & Ong, 2007).
- Eco-Labels: An important green marketing approach for ecologically friendly items is eco-labelling. They serve to encourage consumers to identify green products. The Eco-label guide is ISO 14020. India's eco-mark programme was launched by the

government in 1991 to encourage people to purchase ecologically friendly goods that don't harm the environment.

- Sustainable Packaging: The term “sustainable packaging” describes the utilization of materials and design techniques that reduce the environmental footprint of a product at every stage of its lifecycle, from production to disposal. It seeks to lessen the number of resources used, the amount of trash produced, and the carbon emissions brought on by the manufacture and delivery of packaging.

Literature Review

Papadas et al. (2017) see green marketing as the obligation of an corporation to strategic, tactical and internal activities and processes with the overall goal of creating, communicating and delivering products with the lowest possible environmental impact.

Elham Rahbar (et al., 2011) suggeststo determine the effect of green marketing tools on customers and real purchase behaviour for Penang, Malaysia. Factor analysis, multiple regressions and Cronbach's alpha were used to identify the factors affecting the true buyingbehaviour of customers in Penang. The studyshown that customers' and clients' have faith in the eco-labelling and their perception of the eco-labelling have a positive and direct effect on their actual purchasing behaviour.

According to Gelderman, Lambrechts, Vijgen and Schijns (2021), businesses can help contribute to a more green future by incorporating eco-label into their green marketing techniques. Publicizing is an effective part of green promoting that can impact customer conduct by expanding buyer information about earth mindful items and administrations, inspirational perspectives towards these items.

The study by Majeed, Aslam, Murtaza, Attila and Molnár (2022), consumers are increasingly examining for commodities and services which

are of their worth and that will conserve their means and reduce their environmental impact. Green advertising is a way for companies to communicate with consumers about the eco-friendly advantages of their products and to persuade the consumers to adopt environmentally responsible consumption habits.

Objectives

- To ascertain whether consumers have knowledge regarding green products.
- To ascertain the various green marketing tools used by corporation to promote green products or services.
- To evaluate how well various green marketing tools like (sustainable packaging and green advertising) affect consumers' attitudes and perceptions towards eco-friendly goods.

Hypotheses

- H01: Sustainable packaging positively influences consumer purchasing behaviour.
- H02: Consumer buying behaviour is positively influenced by green advertising.

Research Methodology

Both primary as well as secondary data was employed in the study. Data collection primarily involved gathering information from 80 participants residing in the Haryana region to examine the effect of green marketing tools on buyer purchasing behaviourand also to determine whether or not they have knowledge regarding green products. We obtained secondary data from many publications and books. All the information gathered was established on 3 primary components—knowledge, faith, and awareness. Respondents' responses are rated on a 5-point Likert scale: 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, and 5- strongly agree. Using SPSS Software, the Linear Regression method was employed to analyze the data.

Analysis and Interpretation

- The study depicts that(68.75 %)of the participants consider both tools i.e. sustainable packaging and green advertisementtomake buy decisions whereas only(11.25%)considers sustainable packaging and(20 %) of the participants consider green advertising.
 - 97.5% of total participants understand green products.
 - 41.25 % of participants are willing to spend more for green products.
- H01: Sustainable packaging positively influences consumer purchasing behaviour

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659a	0.435	0.413	0.611

a. Predictors: (Constant), Knowledge about Sustainable Packaging, Faith on Sustainable Packaging, Awareness of Sustainable Packaging

Table 2. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.126	3	7.375	19.744 .000b
	Residual	28.763	77	0.374	
	Total	50.889	80		

a. Dependent Variable: Sustainable packaging guides in purchasing green products

b. Predictors: (Constant), Knowledge about Sustainable Packaging, Faith on Sustainable Packaging, Awareness of Sustainable Packaging

Table 3. Coefficients

Model		Unstandardized	Standardized		t	Sig.
		Coefficients	Coefficients			
		B	Std. Error	Beta		
1	(Constant)	0.865	0.489		1.77	0.081
	Awareness of Sustainable Packaging	0.723	0.128	0.608	5.643	0
	Faith on Sustainable Packaging	0.188	0.086	0.217	2.185	0.032
	Knowledge about Sustainable Packaging	0.28	0.115	0.229	2.438	0.017

a. Dependent Variable: Sustainable packaging guides in purchasing green products

The hypothesis that Sustainable packaging positively influences consumer purchasing behavior has been tested using a linear regression model on three factors i.e. Knowledge, Awareness, and Trust. The value of R in Table 1 denotes a moderately positive degree of

correlation, with the correlation being 0.659 (the “R” Column). Given that p is 0.00003, which is less than 0.05. Table 2 reveals that the regression model statistically notably determine that the dependent variable i.e. the regression model fits the data quite well. Table 3, reveals that the values are statistically relevant at 0.05 for all the three factors i.e. awareness (.000), faith (0.032) and knowledge about sustainable

packaging (.017). Therefore, the hypothesis (H01) is accepted.

H02: Consumer buying behaviour is positively influenced by green advertising.

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732a	0.536	0.518	0.628

a. Predictors: (Constant), Knowledge about Green advertisements, Faith on Green advertisements, Awareness of Green advertisements

Table 5. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.138	3	11.713	29.697 .000b
	Residual	30.369	77	0.394	
	Total	65.506	80		

a. Dependent Variable: Green Advertising guides in purchasing green products

b. Predictors: (Constant), Awareness about Green advertisements, Faith on Green advertisements, knowledge of Green advertisements

Table 6. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.445	0.381		1.166	0.247
	Awareness about Green advertisements	0.543	0.128	0.483	4.245	0
	Faith on Green advertisements	0.048	0.082	0.055	0.586	0.56
	Knowledge about Green advertisements	0.333	0.114	0.291	2.914	0.005

a. Dependent Variable: Green Advertising guides in purchasing products which are green.

The hypothesis that consumer buying behaviour is positively influenced by green advertising has been tested using a linear regression model on three factors i.e. Knowledge, and Faith and awareness. R value in Table 4 denotes a high positive degree of correlation, with the

correlation being 0.732 (the “R” Column). Given that p is 0.00003, which is less than 0.05 (i.e., 0.05), Table 5 indicates that the regression model statistically significantly determine the dependent variable, the regression model fits the data quite well. Table 6, which shows the values for the factors mentioned above, adds further clarification. It reveals that the values are statistically relevant at 0.05 for two factors i.e.

awareness (.000) and knowledge related with green advertising (.005). Hence the hypothesis (H02) is partially accepted for the above two factors and rejected for faith in environmental advertising.

Conclusion and Suggestions

The research highlighted that green marketing techniques are becoming very for addressing ecological issues and influencing consumer behavior. Companies are embracing sustainability more and more and using green advertisement and sustainable packaging to promote green products. According to the results, consumers are willing to spend more for eco-friendly products because they have the knowledge of environmental issues. Aside from meeting customer expectations, incorporating green marketing into business operations also helps brands succeed in a market that is changing quickly and promotes long-term environmental sustainability. Thus, the government must also keep an eye on the veracity and authenticity of messages contained in these two resources. It should also proceed to enlighten the public about the significance and accessibility of the newest sustainable packaging and green advertising that are available on the market, and to assist the consumer in understanding the advantages of using them for the environment.

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Emotional Well-being: Its Impact on job Performance among Healthcare Professionals

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[The study attempted to explore the factors influencing emotional well-being and its impact on job performance among healthcare professionals. Data was collected from 175 respondents using the online survey method. The research tools include 'The Self Efficacy Scale', 'The Multidimensional Scale of Perceived Social Support', 'The Individual Work Performance Questionnaire', 'Ryff scale of psychological well-being' and 'The Satisfaction with Life Scale'. Structural equation modelling (PLS) was employed to test the hypotheses. Results established perceived social support and self-efficacy as factors of emotional well-being and have a positive significant impact on job performance. The study provides an empirical framework for researchers and organisations to understand that emotional well-being is one of the parameters for job performance among healthcare professionals. Future researchers can explore other factors affecting emotional well-being and their impact on job performance.]

Understanding and fostering emotional well-being has become a central focus in fields like psychology, public health, and education. Emotional well-being (EWB) is a positive sense of well-being that helps an individual to meet the demands of everyday life and to be able to function in society. EWB is an umbrella term, including subjective well-being, health-related quality of life, psychological well-being, and mental well-being. According to (Crystal L. Park et al., 2023) "EWB is a multi-dimensional composite that encompasses how positive an individual feels generally and about life overall. It includes both experiential features (emotional quality of momentary and everyday experiences) and reflective features (judgments about life satisfaction, sense of meaning, and ability to pursue goals that can include and extend beyond the self). These features occur in the context of culture, life circumstances, resources, and life course." A series of empirical studies have revealed that subjective and psychological well-being has a positive relationship with professional performance (Wright et al., 1993;

Wright & Bonett, 1997; Wright & Cropanzano, 2000). The job performance of employees plays a vital role in the success of the organizations. Job performance is an activity in which the employees need to complete the task given successfully (Wright A. Thomas & Cropanzano, 2017). Job performance is a multi-dimensional concept including task performance (activities performed by employees related to work) and contextual performance (activities of being a reliable member of the organization, being helpful to co-workers and contributing to the betterment of work procedure to achieve organizational goals) (Miao, 2011).

Factors such as self-efficacy and social support may influence EWB and together can play a role in impacting job performance. Self-efficacy is individuals' assessment of their ability to summon the motivation, cognitive resources, and necessary courses of action required to address specific situational demands (Bandura, 1986). Prior studies have found a strong correlation between self-efficacy and job performance (Parker et al., 2006; Peterson & Byron, 2008). A study on middle-level employees in the banking industry found self-efficacy to be a significant

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predictor of EWB and job performance (Irfan & Tahir, 2020). Social support is assistance that individuals either receive or anticipate receiving from those they encounter in any manner (Papakonstantinou & Papadopoulos, 2009). In a professional setting, support can emanate from various sources, including the organization, supervisors, colleagues, and external influencers like family and friends (Lysaght & Larmour-Trodeb, 2008). Social support significantly predicted subjective well-being as examined by the study of (Gallagher & Vella-Brodrick, 2008). Perceived organisational support is positively related to task performance and citizenship behaviours (Miao, 2011). Empirical findings have shown that perceived peer support enhanced job performance and lowered job-related stress of nurses (AbuAlRub, 2004).

The healthcare sector is considered a stressful profession (Schroeder & Worrall-Carter, 2002). Medical professionals often encounter challenging situations while attending to patients in critical conditions. These experiences can have negative impacts on the quality of care provided, and EWB and ultimately threaten the professionalism of healthcare professionals (Sabir et al., 2018). Recognising the adverse effects of stress on performance, there is considerable value in gaining a more profound understanding of how social support and self-efficacy can act as a buffer against stress. The present study has been designed to identify factors affecting EWB and their impact on Job performance among healthcare professionals.

Hypotheses of the study

Keeping in view the rationale of the study, the following hypotheses have been formulated:

H1: social support has a significant impact on emotional well-being.

H2: self-efficacy has a significant impact on emotional well-being

H3: Emotional well-being has a significant impact on job performance among healthcare professionals.

Research Methodology

Data was collected from 175 healthcare professionals as classified by ‘NATIONAL CLASSIFICATION OF OCCUPATIONS-2015’ by online survey using a questionnaire. An online survey was distributed through popular social media platforms for wider reach. Questionnaires were sent online to approx. 350 respondents however 175 filled out the questionnaire. Perceived social support was measured using 4 items adopted from (Zimet et al., 1988), self-efficacy using 3 items by (Singh, K.A & Narain. S (2014), EWB using 5 items by (Ryff, 1989) & (Diener et al., 1985) and job performance using 7 items by (Ramos-Villagrassa et al., 2019). A total of 19 scale items were included in the final questionnaire. The response format was based on a 5-point Likert scale (“1” = “strongly disagree” to “5” = “strongly agree”). ‘Partial Least Squares’ (PLS) was employed for data analysis.

Analysis

To evaluate the PLS-SEM path in the study, a two-step procedure was used ((Richter et al., 2016), involving the measurement model and structural model.

Measurement model

The measurement model includes the estimation of convergent and discriminant validity, internal consistent reliability, and individual item reliability (Hair et al., 2014). ‘Composite reliability’ (CR) and ‘Cronbach alpha’ (CA) must be more than 0.70 (Information & Chin, 2013) to achieve construct internal reliability. Table 1 shows that the internal reliability criteria have been fulfilled. Likewise, to achieve indicator reliability, the loading values should be more than 0.60 (Hair et al., 2010). ‘Average variance extraction’ (AVE) should be higher than 0.50

(Bagozzi, 1981) to indicate appropriate convergent validity, the model adheres to the recommended criteria (Table 1). “Fornell and Larcker criteria” are suggested by (Leguina, 2015) to evaluate the discriminant validity of the construct. ‘Fornell- Larcker’ criteria recommend that the value of square root value of AVE needs

to be higher than the corresponding correlation (Fornell & Larcker, 1981) as indicated by Table 2. Hence, reliability and validity have been confirmed in the measurement model. Consequently, structural models can be tested for assessing research hypotheses.

Table 1: Measurement model results

<i>Constructs</i>	<i>Items</i>	<i>Loadings</i>	<i>CA</i>	<i>CR</i>	<i>AVE</i>
<i>Emotional</i>	EWB1	0.623	0.739	0.825	0.593
<i>Well-being</i>	EWB2	0.673			
	EWB3	0.758			
	EWB4	0.764			
	EWB5	0.840			
<i>Job</i>	JP1	0.717	0.817	0.865	0.582
<i>Performance</i>	JP2	0.692			
	JP3	0.756			
	JP4	0.766			
	JP5	0.767			
	JP6	0.685			
	JP7	0.638			
<i>Self-efficacy</i>	SE1	0.785	0.705	0.806	0.513
	SE2	0.780			
	SE3	0.659			
<i>Perceived</i>	SS1	0.814	0.729	0.755	0.512
<i>Social</i>	SS2	0.662			
<i>Support</i>	SS3	0.776			
	SS4	0.692			

Table 2: Fornell- Larcker criteria

	Ewb	Job Performance support	Perceived Support	Self-Efficacy
Emotional Well-Being	0.702			
Job Performance	0.471	0.694		
Perceived Social Support	0.363	0.346	0.716	
Self Efficacy	0.505	0.549	0.168	0.716

Structural model

The path coefficient, lateral multicollinearity, and coefficient of determination of the constructs were calculated through the structural model. The

‘variance inflation factor’ (VIF) must be less than 3.3 (Hadji & Degoulet, 2016) to ensure that there is no significant issue of lateral multicollinearity, as given in Table 3.

Table 3: ‘Assessing the internal multicollinearity of constructs (VIF)’

	VIF
Emotional Well-Being -> Job Performance	1.000
Perceived Social Support -> Emotional Well-Being	1.029
Self-Efficacy -> Emotional Well-Being	1.029

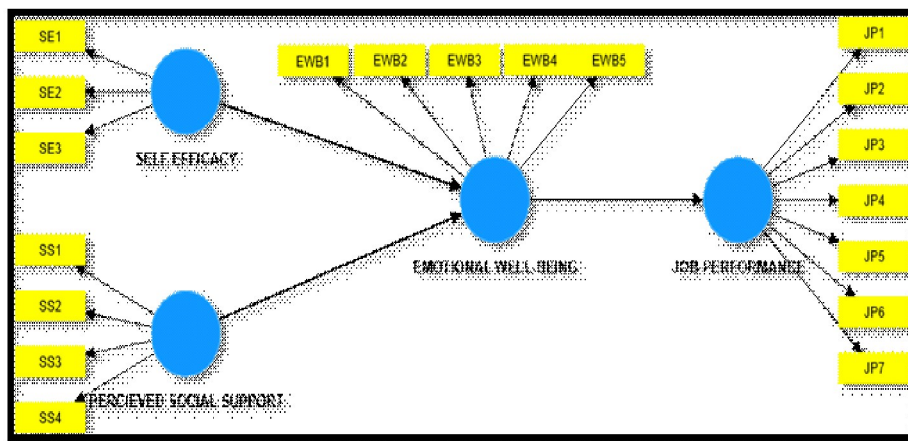
Table 4: hypotheses testing

Figure 1: conceptual model

Hypothesis	Relationship	Path coefficient	Standard deviation	T statistics	P values	Result
H1	PERCEIVED SOCIAL SUPPORT -> EMOTIONAL WELL-BEING	0.300	0.075	3.801	0.000	Supported
H2	SELF EFFICACY -> EMOTIONAL WELL-BEING	0.459	0.063	7.285	0.000	Supported
H3	EMOTIONAL WELL-BEING -> JOB PERFORMANCE	0.492	0.055	8.541	0.000	Supported

Hypotheses were tested by bootstrapping the original data, results are given in Table 4. Perceived social support ($t= 3.801, \beta = 0.300, \rho < 0.05$) and self-efficacy ($t= 7.285, = 0.459, < 0.05$) have a positive

and significant influence on emotional well-being, hence, supported H1 and H2 respectively. Consequently, Emotional well-being has a positive and significant impact on job performance ($t= 8.541, = 0.492, < 0.05$) thus, accepting H3.



Discussion and Implications

The present study identified the factors influencing the EWB and their impact on job

performance among healthcare professionals. Further, this study identified self-efficacy and social support as predictors of EWB and consequently impacts job performance. It was hypothesized that self-efficacy and social support are likely to have a significant impact on EWB. The results indicated that both self-efficacy and social support have a positive significant impact on EWB. These findings are in agreement with (Gallagher & Vella-Brodrick, 2008; Irfan & Tahir, 2020). Further, it was hypothesized that EWB significantly impacts job performance among healthcare professionals. The findings accepted the hypothesis in agreement with (Wright & Cropanzano, 2000). From the study, it can be concluded that EWB of healthcare Professionals is crucial for effective working with patients. Factors like self-efficacy and social support are necessary in helping doctors and other professionals to grow professionally. It was revealed in this study the professionals having high self-efficacy and social support had better EWB. Consequently, perform better in the workplace.

Limitations

The study is limited only to healthcare professionals; therefore, this factor may limit the generalization of the study. Secondly, the size of the sample was small and the cross-sectional study has its limitations. Thirdly, the study is limited to identifying only two factors of the EWB construct.

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Corporate Social Responsibility, Corporate Governance and Financial Performance of Corporate: Insights for ESG Investing

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[In light of the recent “great debate” behind Environment, Social and Governance (ESG) investing and ESG entering mainstream asset management this paper explores the relationship between Corporate Social Responsibility (CSR) practices and financial performance in 100 Indian companies. The study indicates that stakeholder-related variables significantly impact company social performance, with factors like CSR expenditure and dividend yield ratio varying based on social performance levels. However, other variables like return on asset ratio and valuation-related factors do not show significant differences between companies with high or low social performance levels. The findings suggest that stakeholder-related factors play a crucial role in influencing company social performance, emphasizing the importance of considering CSR practices in investment decisions.]

ESG investing is gaining prominence, with major investors like Morgan Stanley, Vanguard, Calvert Equity, and Blackstone investing in ESG funds. In fact, as of December 2021, AUM at global exchange-traded “sustainable” funds that has ESG investment objectives amounted to over US\$2.7 trillion. However, critics argue that companies should focus solely on profits, as evidenced by a study analyzing Morningstar Sustainability ratings of over 20,000 mutual funds. Samuel M. Hartzmark et. al (2019).

The paper discusses the relationship between corporate social responsibility practices, financial performance, and ESG investments. It highlights how a company’s operations impact its internal and external environment, leading to the need for accountability to various stakeholders. While traditional accounting perspectives focused on financial statements, the growing importance of ESG has emphasized the significance of social performance in evaluating a company’s success.

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Corporate Social Responsibility (CSR), forms an important part of the ESG. In fact, the genesis of both, CSR and ESG standards, is the same. Both of them focus on “*adoption of practices and policies by corporations that are intended to have a positive influence on the world*” RHTLaw Asia LLP (2021). CSR has been the precursor to ESG. Without CSR, there would be no ESG. Corporate social responsibility, often known as social performance has many different definitions, but generally speaking, it refers to serving people, communities, and the environment in ways that go above and beyond what is required by law. CSR is defined by McWilliams and Siegel (2001) as obligatory legal acts that appear to serve some social good beyond the firm’s interests. CSR is a self-regulatory paradigm that enables a business to have social responsibility. Carroll (1979, 1991, 1999), Gatewood and Carroll (1991), and Hill et al. (2007) suggested four CSR qualities-economic, legal, ethical, and discretionary which was later referred to as “*philanthropic*”.

Corporate social performance is a key indicator of a company’s success and sustainability,

influencing its earnings, reputation, and brand value. Engaging in corporate citizenship (CSR) can positively impact the economic and social environment. Good governance processes, including equality, transparency, and stakeholder rights, can enhance social performance. Revised corporate governance codes can significantly improve social performance, as they include CSR components. Therefore, strong corporate governance ensures that stakeholders' welfare is preserved as well as that shareholders' value is maximized (Barney, 2007; Hancock, 2005). Therefore, there is a close relationship between these three variables: corporate governance practices, financial performance, and social performance.

The rest of the paper is divided into five sections. Section two discusses the related literature, section three covers methodology of the study, section four interprets the results and section five concludes the study.

Literature Review

This justifies ESG integration in investment management and portfolio building to maximise value and avoid risk. Effective CSR requires board independence, according to Ducassy (2015). CSR is driven by morality or obligation. Dhanesh (2015). Xiaoping Zhao (2016) found that managers' social awareness may affect CSP. More importantly, promote corporate governance to mitigate social concerns' effects on CSP. Corporate social performance improves with corporate governance code changes, increasing company value. Kim. S (2021) said that ESG considerations often improve credit ratings. Credit ratings are heavily influenced by social factors, whereas the shockingly poor environmental score. Wang et al. (2015) found a favourable correlation between social responsibility and financial performance.

However, Barnea and Rubin (2010) argue that CSR activities that do not create economic value may squander resources. Insiders overinvest in CSR, according to a study on ownership and financial structure and CSR ratings. Jha M. K. (2020) noted that sustainability activities do not benefit Indian firms financially.

Research Methodology

The study aims to assess the link between a company's social performance and its financial performance measures. For the purpose of this study, a sample of Nifty 100 firms were categorised into nine industrial sectors, four ownership groups, and four age groups. Social performance scores were derived from the Business Responsibility Report, while financial data for the year 2019 were collected from the CMIE Prowess database, encompassing sixteen variables across five categories: return on assets ratio, valuation-related factors, long-term market growth, replacement considerations, and stakeholder-related factors.

The data was analysed using statistical procedures such as EFA and ANOVA. The study investigated the null hypotheses that "There is no substantial difference between the social performance and financial performance indicators".

Analysis

The research investigates the link between social performance and the financial performance parameters that were obtained, where the the company's social performance score was further divided into two categories: high and low social performance scores.

The table indicated the results regarding disparities in organisations' social performance and financial aspects.

Table - Difference in Social Performance of Companies and Financial Factors

		Sum of Squares	df	Mean Square	F	Sig.
Return on Assets ratio	Between Groups	.182	1	.182	.180	.673
	Within Groups	85.818	85	1.010		
	Total	86.000	86			
Valuation related factor	Between Groups	.143	1	.143	.141	.708
	Within Groups	85.857	85	1.010		
	Total	86.000	86			
Long term market growth	Between Groups	.817	1	.817	.815	.369
	Within Groups	85.183	85	1.002		
	Total	86.000	86			
Replacement Value	Between Groups	.067	1	.067	.067	.797
	Within Groups	85.933	85	1.011		
	Total	86.000	86			
Stakeholder related factor	Between Groups	9.849	1	9.849	10.994	.001
	Within Groups	76.151	85	.896		
	Total	86.000	86			

Analysis suggests that stakeholder-related variables are considerably different, with a F value of 10.994, indicating statistical significance. This shows that stakeholder-related factors have a statistically significant impact on company social performance. As a result, the null hypothesis that there is no substantial difference between social and financial success indicators has been partially accepted. Stakeholder-related indicators (such as the company's CSR expenditure, dividend yield ratio, and Beta) differed considerably across different levels of social performance. Shareholders and society are interested in how much money corporations spend on CSR-related activities, how they give back to society, and how well they perform in social areas.

The remaining variables, such as return on asset ratio, valuation-related factor, long-term growth factors, and replacement value factor, yielded insignificant results, indicating that these factors are not significantly different for companies with high or low levels of social performance.

Findings and Discussion

The emphasis on social responsibility is leading to a transformative shift towards more sustainable and ethical business practices. Investors are recognizing the potential for sustainable companies to outperform their peers and are increasingly considering social performance metrics alongside traditional financial indicators when making investment decisions.

The research findings also indicate that stakeholder-related variables significantly impact company social performance, as evidenced by the statistical significance of the F value. This suggests that stakeholder-related factors, such as CSR expenditure and dividend yield ratio, vary significantly based on social performance levels. However, other variables like return on asset ratio and valuation-related factors do not show significant differences between companies with high or low social performance levels. These results partially support the hypothesis that there is a difference

between social and financial success indicators, highlighting the importance of stakeholder-related factors in influencing company social performance.

As a suggestion, companies should continue to integrate social considerations into their business strategies to remain competitive in the evolving marketplace and capitalize on the growing demand for sustainable investment products.

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Innovating Wisdom: Examining Thought Leadership Principles through the Lens of Swami Vivekananda

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[In a world where leadership constantly evolves, the pursuit of wisdom and innovative principles remains a focal point. This paper explores this pursuit by examining thought leadership through the lens of Swami Vivekananda, a influential spiritual leader of the late 19th century. Renowned for introducing Indian philosophies to the West, Vivekananda's teachings transcend religious doctrine, offering timeless wisdom applicable to contemporary leadership. The paper argues that his emphasis on self-empowerment, universal values, and holistic development can significantly innovate thought leadership. By integrating Vivekananda's philosophies, leaders can foster a more inclusive, ethical, and effective approach to modern challenges. Supported by case studies, it demonstrates how Vivekananda's wisdom can guide modern thought leaders. This exploration is relevant as global leadership grapples with ethical crises, cultural diversity, and the need for deeper engagement. Integrating Vivekananda's teachings provides a pathway for developing leaders who are successful, ethically grounded, inclusive, and holistic, resonating with contemporary leadership challenges.]

In an era where the landscape of leadership is continually evolving, the quest for wisdom and innovation in guiding principles remains at the forefront of scholarly and practical discourse. This paper delves into an exploration of this quest by examining thought leadership through the lens of one of the most influential spiritual leaders and reformers of the late 19th century, Swami Vivekananda. Swami Vivekananda, a key figure in the introduction of Indian philosophies of Vedanta and Yoga to the Western world, is renowned not only for his profound spiritual insights but also for his revolutionary views on education, human development, and social reform. Swami Vivekananda's teachings, rooted in the ancient Vedantic tradition, transcend mere religious doctrine, offering timeless wisdom that can remarkably contribute to contemporary concepts of leadership and innovation. His ideas, which blend traditional Eastern thought with a dynamic

call for personal and societal transformation, provide a unique foundation to redefine thought leadership in modern times. This paper proposes that the teachings of Swami Vivekananda, particularly his emphasis on self-empowerment, universal values, and holistic development, can significantly innovate the principles of thought leadership. Thought leadership, traditionally understood as the ability to drive new ideas and influence others' thinking, is increasingly essential in a world characterized by rapid change, complexity, and interconnected challenges. By integrating Vivekananda's philosophies, which prioritize inner development and a broader understanding of human potential, leaders can foster a more inclusive, ethical, and effective approach to navigating the modern world. This exploration is particularly pertinent as the global leadership landscape grapples with issues of ethical crises, cultural diversity, and a need for deeper, value-based engagement. The relevance of Vivekananda's teachings in this context lies not only in their philosophical depth but also in their practical applicability to the challenges and responsibilities faced by modern leaders.

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Background on Swami Vivekananda

Swami Vivekananda, originally named Narendranath Datta, was born on January 12, 1863, in Calcutta, India, and rose to prominence in the late 19th century as a key figure in introducing the Indian philosophies of Vedanta and Yoga to the West (Smith, 2001). His significant impact bridged Eastern and Western thought, earning him recognition as a spiritual connector of cultures (Johnson, 1998). Born to a well-off family, Vivekananda displayed early spiritual inclinations and a keen interest in both Indian and Western philosophies, thanks to his diverse education (Rao, 2003; Das, 2005; Mehta, 2007). His life changed after meeting Ramakrishna Paramhansa in 1881, adopting the belief that all religions converge towards a singular truth, shaping his future teachings on the unity of religions, self-realization, and service to humanity as service to God, while advocating for a harmonious blend of science and religion (Gupta, 2004; Kumar, 2006; Bose, 2008). His participation in the 1893 World's Parliament of Religions in Chicago marked his global influence, promoting Hinduism as a major religion and calling for religious tolerance (Richardson, 2010; Allen, 2012). Vivekananda's legacy is profound, contributing to India's national revival and inspiring countless spiritual seekers and leaders worldwide with his teachings (Singh, 2009; Patel, 2011).

Core Principles of Swami Vivekananda

Swami Vivekananda's teachings seamlessly merge traditional Indian spirituality with a modern perspective, focusing on principles that resonate with both spiritual enlightenment and contemporary leadership. His advocacy for the unity of all religions (Miller, 2013) aligns with today's emphasis on diversity and inclusivity, emphasizing mutual respect among various faiths. Vivekananda championed self-realization and the discovery of one's inner strength (Rajagopal,

2016; Sharma, 2014), principles that underpin modern personal development ideologies. He underscored the importance of serving humanity, viewing it as essential for societal advancement and a core leadership value (Ghose, 2017). Additionally, his call for a harmonious relationship between science and spirituality (Kapoor, 2015; Dasgupta, 2018) and the advocacy for universal education that includes moral and spiritual growth (Sen, 2019) reflect a forward-thinking approach to holistic development. These principles, emphasizing universalism, empowerment, social responsibility, and the blending of rationality with spirituality, offer timeless insights for navigating the complexities of modern leadership and personal growth (Nayar, 2020).

Modern Thought Leadership

In today's multifaceted landscape, thought leadership is vital across diverse fields, marked by the ability to inspire through innovative ideas and actionable expertise (Jackson, 2021; Kumar & Smith, 2022). It requires a blend of creativity, ethical integrity, and cultural inclusivity to navigate the complexities of globalization and technological advancements (Green, 2024; O'Neil, 2022; Chen, 2023). Swami Vivekananda's teachings offer timeless insights into this paradigm, advocating for self-awareness, ethical action, respect for diversity, and a holistic view of leadership challenges (Anderson, 2021; Johnson, 2023). By integrating his principles, leaders can foster a more inclusive, innovative, and ethically grounded approach, aligning with contemporary demands for social responsibility and global stewardship (Lee, 2022; Mehta & Rao, 2024). Vivekananda's wisdom thus provides a foundational framework for modern thought leadership, emphasizing universal values and the development of the whole person in addressing today's leadership challenges.

Challenges and Criticisms

The cultural adaptability of Swami Vivekananda's teachings, deeply rooted in Indian philosophy, encounters challenges in different cultural landscapes, where his principles may not align seamlessly with local interpretations and practices. This discrepancy highlights the difficulty in universally applying his ideals in a global context that often values material success over spiritual growth, posing a stark contrast to Vivekananda's emphasis on spirituality and selflessness. Critics argue that Vivekananda's ideals, though noble, might be too idealistic for the competitive nature of modern leadership, questioning the feasibility of balancing spirituality with the pragmatic demands of leadership roles. Additionally, the applicability of these teachings in secular or religiously diverse environments raises concerns, given the changing dynamics of modern society that may not always resonate with principles formulated in a different era. Despite these critiques and practical limitations, Vivekananda's core values of ethical integrity, self-awareness, and universal brotherhood retain their significance. It underscores the necessity for contemporary thought leaders to thoughtfully adapt and contextualize his teachings, ensuring a harmonious blend of spiritual wisdom and practical leadership in today's diverse and evolving global landscape.

Conclusion

This paper delves into the exploration of Swami Vivekananda's principles and their integration into modern thought leadership, revealing how Vivekananda's focus on universalism, self-realization, ethical leadership, and service to humanity is highly pertinent to today's leadership

challenges. The findings underscore the teachings' broad applicability across various domains, including their influence on global figures and in areas like corporate leadership, educational reforms, and social work, despite the challenges of contextualizing these teachings in diverse cultures and an evolving society. The potential for these teachings to foster ethical, inclusive, and holistic leadership approaches is significant, with Vivekananda's emphasis on inner strength and self-awareness serving as a compass for leaders in navigating modern complexities. The paper suggests further comparative and empirical research to deepen understanding and explore the teachings' adaptability across cultural contexts. In sum, Vivekananda's teachings offer a valuable framework for contemporary leaders, advocating for a leadership paradigm rooted in ethical values and aimed at the holistic well-being of humanity and the world.

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Navigating the Digital Frontier: Analysis of Transformative Practices in Digital HRM

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[This research delves into the transformative landscape of Digital Human Resources (HR) amid technological advancements, focusing on the integration of technologies like HRIS, AI, and data analytics. The study's objectives include understanding Digital HR components, analyzing successful cases, and extracting insights for organizations undergoing digital transformations. The literature review underscores Digital HR's significance in revolutionizing the entire employee lifecycle and covers key components, challenges, best practices, and future trends. Using a qualitative approach with a multiple-case study design across various industries, the research identifies commonalities, challenges, and the importance of employee-centric approaches. Findings emphasize the interconnectedness of employee satisfaction and organizational success. The study concludes with insights into the transformative potential of Digital HR practices, acknowledging limitations and suggesting future research areas, including employee perspectives and longitudinal analyses of evolving initiatives. Overall, the research offers comprehensive guidance for organizations navigating the digital frontier in HR.]

This research explores the transformative impact of digital technologies on Human Resources (HR) management in the context of rapid technological advancements. Traditionally, HR has been responsible for personnel and payroll management, but the integration of technologies such as HRIS, AI, and data analytics is reshaping it into a strategic driver of organizational success.

The significance of Digital HR lies in its potential to revolutionize the entire employee lifecycle, optimizing processes, increasing agility, and fostering an engaged workforce. The research aims to achieve key objectives, including

exploring Digital HR components, analyzing successful cases, and extracting insights for organizations undergoing digital transformations.

The research poses fundamental questions about technology integration, key components of success, challenges faced during implementation, and lessons learned. By examining real-world cases and providing actionable insights, the study aims to contribute to a nuanced understanding of Digital HR, empowering HR professionals and organizational leaders in their pursuit of digital excellence. Subsequent sections will delve into a comprehensive literature review covering the evolution, components, benefits, and challenges of Digital HR.

Literature Review

The literature on Digital Human Resources (HR) practices underscores a transformative shift in workforce management facilitated by technology

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(Smith, 2018; Jones, 2019). Key findings include the integration of technologies like HRIS, ATS, AI, and Analytics, with cloud-based solutions recognized for scalability and accessibility (Brown, 2017; Miller, 2020). Digital tools such as employee self-service portals, mobile applications, and virtual onboarding processes are crucial for enhancing the employee experience and engagement (Taylor, 2019; Anderson, 2021).

Data analytics, particularly predictive analytics, is acknowledged for its transformative power in HR decision-making, encompassing talent acquisition, workforce planning, and performance metrics (Clark, 2018; HR Analytics Institute, 2019). The incorporation of AI in HR practices, including automation and chatbots, is a growing area of interest, with ethical considerations highlighted for maintaining fairness and equity (Roberts, 2019; Baker, 2020).

Challenges in Digital HR adoption are recognized, such as resistance to change, data security concerns, and potential impacts on job roles (Johnson, 2018; HR Tech Insights, 2020). Successful case studies stress best practices, including phased implementation, continuous communication, and upskilling of HR professionals (White, 2017; CaseStudy Solutions, 2021).

Anticipated trends involve the continued evolution of AI applications, increased use of predictive analytics, and deeper integration of technology in strategic workforce planning (Brown, 2022; FutureHR Trends, 2023). The literature encourages organizations to stay agile, evaluate emerging technologies, and invest in

ongoing digital capabilities for effective Digital HR implementation (Smith, 2021; Williams, 2022).

Research Methodology

The research design adopts a qualitative approach with a multiple-case study design to gain in-depth insights into transformative practices in Digital Human Resources Management. Purposive sampling is employed to select diverse organizations at the forefront of Digital HR transformation, considering variations in industries, sizes, and geographical locations. Thematic analysis will systematically code and categorize data, aligning with research objectives, and cross-case analysis will be conducted to identify patterns across selected cases. The results and discussion will focus on key findings from the case study analysis, shedding light on HRIS implementation, the role of AI in talent acquisition, impact of employee engagement platforms, and integration of data analytics in HR decision-making.

Case Study Discussion and Analysis

In following four case studies, various companies across different industries successfully implemented digital HR transformations to address specific challenges and achieve strategic objectives.

1. Global Manufacturing Corporation (GMC):
The organizational objectives include streamlining HR processes, enhancement of employee engagement, leverage data analytics for talent management, and implementing digital training initiatives. For achieving the

objectives they have adopted a cloud-based HRM system, implemented employee engagement platforms, utilized data-driven talent management, and launched digital training programs and achieved a 25% reduction in HR administrative tasks, a 15% increase in employee satisfaction, a 20% decrease in time-to-fill critical positions, and a 10% increase in production efficiency.

2. FinTech Innovations Ltd.: The key objectives of the organization include implementing agile HR processes, to enhance employee empowerment, leverage data-driven decision-making, and foster an innovation culture. They have implemented a cloud-based HRM system, introduced employee empowerment platforms, utilized data-driven talent management, and launched AI-powered digital training programs. As a result they have achieved a 20% reduction in time-to-hire, a 15% increase in overall HR process efficiency, a 25% decrease in turnover for key technical roles, and successful innovation with the development of three new products.
3. HealthHub Hospitals: The prime objectives include efficient workforce management, prioritizing employee well-being, utilizing data-driven patient care, and continuous training and development. The organization adopted an integrated workforce management system, introduced employee well-being platforms, utilized data-driven patient care, and implemented digital training programs and achieved a 15% improvement in staffing efficiency, a 20% increase in employee

satisfaction, a 25% increase in patient satisfaction, and a 12% reduction in medical errors.

4. FashionForward Retail: The objectives include implementation of agile workforce management, enhancement of employee engagement, utilization of data-driven decision-making, and implementation of innovative training initiatives. They have adopted an integrated workforce management system, introduced employee engagement platforms, utilized data-driven decision-making, and launched innovative training programs and achieved a 20% reduction in overstaffing, an 18% improvement in employee satisfaction, a 15% increase in sales, and a 12% improvement in upselling and cross-selling.

These case studies highlight the positive impact of leveraging technology to streamline processes, enhance communication, optimize talent, and improve operational efficiency across diverse industries. The commitment to a holistic approach and addressing challenges has led to more engaged workforces and improved outcomes.

Conclusions

The case studies on Digital HR transformations in manufacturing, finance, healthcare, and retail reveal common trends and insights. Integration of HRIS, AI, employee engagement platforms, and data analytics is pivotal for success. Organizations with varied objectives, like process optimization or talent management, share unified outcomes such as increased efficiency

and employee satisfaction. Employee-centric approaches, like mobile apps and personalized development plans, drive success, with a focus on well-being impacting patient care in healthcare. Data-driven decision-making is crucial for strategic HR, reducing time-to-fill positions and improving workforce efficiency. Challenges include change resistance and cybersecurity concerns, emphasizing the need for ethical considerations. Continuous improvement, guided by feedback and tailored training, ensures successful digital HR initiatives. In conclusion, Digital HR practices have transformative potential across industries, enhancing agility, satisfaction, and competitiveness, offering valuable insights for organizations navigating the digital landscape.

Limitations and Future Scope of the Study

The case studies on Digital HR transformations provide valuable insights, but generalizing findings across industries is limited due to unique sector dynamics. Information constraints may leave certain organizational nuances unexplored. The study's timeframe captures a specific moment, and rapid technological evolution may impact findings over time. Longitudinal analyses could offer insights into sustainability and evolution. The purposive selection of organizations introduces potential bias. Future research could explore employee perspectives on Digital HR transformations.

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Correlates of Academic Stress and Psychological Wellbeing: A Survey of Undergraduate Students in Delhi.

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[In general, psychological health and happiness & wellbeing are closely related. Psychological well-being is essential to overall health and happiness. Psychological well-being is commonly understood to involve both positive emotions and optimal functioning in one's social and personal spheres. Another component of psychological well-being is the extent to which individuals feel they have significant influence over their lives and activities. But now more than ever, psychological health problems are common among college students. Undergraduates endure distress at a higher rate than the general population. Among the things that make students unhappy include stress related to their studies, uncertainty about their future performance and employability, and being cut off from their primary support network.]

In this paper, an attempt has been made to statistically test (using ANOVA) the relationship between academic stress on the basis of their academic domain and overall psychological wellbeing of undergraduates in Delhi. The results indicate that there is a significant difference in the level of self reported academic stress on the basis of students' academic domain.]

Seven out of ten Indians are reported experiencing stress or worry on a daily basis, at least to a moderate degree. Although stress cannot be completely eliminated, it is a very serious problem that is rising substantially among college students. As a component of overall health and wellbeing, psychological well-being has been the subject of much research and evaluation over the past 20 years (Berger, 1994, 1996, 2001; Keyes, Shmotkin & Ryff, 2002; Ryff, 1989a, 1989b; Ruini, Ottolini, Rafanelli, Tossani, Ryff & Fava, 2003; Wissing & Van Eeden, 1998). Psychological well-being is a multifaceted and intricate term that is influenced by a range of factors, including identity, life experiences, personality traits, and emotional regulation (MacLeod & Moore, 2000; Ryff, 1989b; Wissing & Van Eeden, 2002).

Psychological well-being can increase with age, education, extraversion, and consciousness while decreasing with neuroticism, according to Keyes

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et al. (2002). Men and women's psychological well-being ratings do not significantly differ based on gender, according to research (Roothman, Kirsten, & Wissing, 2003). Perceptions of one's physical and spiritual well-being can also act as a mediating factor in the relationship between setting and psychological wellness (Temane & Wissing, 2006a, 2006b). Higher education students' poorer levels of well-being are often explained by high levels of performance drive and pressure (Dopmeijer et al., 2021), with additional explanations coming from specific COVID-19 pandemic impacts (Doolan, 2021; Mathews et al., 2022; Petillion & McNeil, 2020). Many studies have found deterioration in the mental health and happiness of student populations, particularly with the beginning of the COVID-19 pandemic (Alkureishi et al., 2022; Chen et al., 2022).

Research Methods, Tools and Techniques

A well-structured, self designed questionnaire was administered to the sample of the study. The primary data was collected from 200 students,

out of which 149 completely filled were selected as the sample. The primary objective of the study was to identify the level of anxiety and depression among undergraduate students across various academic departments. Further the relationship between academic stress on the basis of academic

department was explored. For the purpose of statistical analysis, One-way ANOVA was used.

On the basis of the prior literature available, the following hypotheses were tested:

H1: The level of anxiety and depression differs among undergraduate students based on their academic department.

ANOVA: SINGLE FACTOR					
SUMMARY					
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>	
<i>Business Department</i>	80	202	2.525	1.13860759	
<i>Medical</i>	6	21	3.5	1.1	
<i>IT</i>	10	31	2.81818182	1.96363636	
<i>Law</i>	10	32	3.2	2.17777778	
<i>Journalism and Mass communication</i>	10	29	2.63636364	1.45454545	
<i>Humanities, Literature & Others</i>	33	86	2.6875	1.89919355	
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>
<i>Between Groups</i>	8.88651515	5	1.77730303	3.22980899	0.02981660
<i>Within Groups</i>	208.1069818	144			As per the rule,

p-value is less than 0.05 that is significant level, therefore null hypothesis (H0) is rejected. There is a significant difference between in the levels of anxiety and depression among students from different academic departments.

Findings & Conclusion

In this research, among respondents 50% were male and 50% were female. Most of them were of Age 18-21 and very few were under 18 and between 22-25 years of age. Out of all respondents 53% were of Business Department, 21.2% were Medical, 7.9% were of IT Department, 6.6% were of Law Department, 6%

were of Journalism and mass communication, 4% were of Humanities, and 0.7% was of Literature & other Departments. Out of all 71.9% lives in their Own Home and 28.1% lives in Hostel/PG/ Flat. Out of all, 32.9% are Happy and a bit satisfy with their life and 30.9% are neither unhappy nor happy in their life. In past week, 28.3% felt anxious and worried half of the time. 6.6% felt down and depressed all the time. Out of all, 36.8% doubts their ability to handle the challenges and demands of college life while 34.9% were a bit confident and 3.3% were not at all confident about themselves. Among all, 26.3% have someone to turn to for support when

they need it while 13.2% are all alone. 34.2 % have good relationship with their Family, Friends or romantic partners. Out of all, only 23.7% engage themselves in activities that they find enjoyable and fulfilling. 17.8% felt stressed or overwhelmed by their academic responsibilities while 7.9% never felt stress by their academic responsibilities. Half of all respondents, rate their overall physical health neither good nor bad. While 32.9% engage themselves in physical exercise or other forms of physical activity and 7.9% never do any sort of physical exercise or other forms of physical activity. 40.1% of all the respondents felt that sometimes they have control over the events and circumstances of their life while sometimes they don't. 9.2% felt that they can never control events and circumstances. Out of all, 43.4% don't even know whether they are making progress towards their personal goals and aspirations. 28.9% don't know whether their life have a meaning or purpose. 38.2% sometimes express their true thoughts and feelings to others while 13.8% never express their thoughts and feelings to others. Out of all respondents, more than half try to engage themselves in activities that contribute to their personal growth and development.

In conclusion, Undergraduate students' psychological health is important for both their

academic and professional success and has a big impact on society. The many facets of psychological well-being, such as self-acceptance, wholesome relationships, autonomy, environmental mastery, personal development, and life purpose, must be addressed and encouraged. We can support students in thriving and having a good influence by addressing this problem and encouraging mental wellness. It's critical to offer this demographic resources and support in order to encourage good mental health. Through encouraging mental wellness and helping those in need, we can help students reach their full potential and make a meaningful impact on society.

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Entrepreneurship and Educational Policies: A Bibliometric Analysis

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[Purpose: This research offers a comprehensive view of the interface between entrepreneurship and educational policies, emphasizing NEP 2020's role. By applying bibliometric techniques, it identifies research trends, influential figures, notable journals, and nascent topics, providing insights into this evolving discourse.

Design/Methodology: Scopus served as the data source, with advanced bibliometric software (VOS Viewer, Biblioshiny, and Bibliometrix) facilitating both qualitative and quantitative analyses. Out of 2,053 documents, 50 were meticulously selected for examination.

Findings: Our analysis reveals a growing interest in the convergence of entrepreneurship and educational policies, notably catalyzed by NEP 2020. Key authors and impactful journals in this domain are spotlighted, alongside emerging thematic clusters that illuminate the evolving research landscape.

Originality/Value: This research presents a novel bibliometric exploration of how entrepreneurship intersects with educational policies, with a focus on NEP 2020. Leveraging advanced bibliometric tools, it provides a unique perspective on the influence of educational policies on entrepreneurship education and practice, while highlighting critical trends and research prospects.]

The National Education Policy 2020 (NEP 2020) is a transformative initiative in India's educational landscape, aimed at overhauling curriculum, pedagogy, and skill development. In today's dynamic world, entrepreneurship education has emerged as a vital component, equipping individuals with the mindset and skills necessary for innovation and economic contribution. This bibliometric analysis delves into the intersection of entrepreneurship and NEP 2020, assessing its impact on educational policies and practices. From an initial pool of 2,053 documents, a meticulous screening process identified 50 relevant sources for analysis, including research articles and conference papers. By examining

trends, influential authors, and thematic clusters, this research provides valuable insights into the evolving discourse surrounding entrepreneurship education within the framework of NEP 2020. Understanding the implications of entrepreneurship education in the context of educational reform is crucial for fostering innovation, self-reliance, and economic growth in India's educational ecosystem.

Literature Review

The literature review encompasses diverse studies exploring the intersection of education, entrepreneurship, and policy across various contexts. Abilov, Hajiyev, and Mahmudlu (2022) examine the deliberate role of actors in shaping globalization through EU projects in Azerbaijan. Jamshidi and Shafiee (2023) assess entrepreneurial education's status at an agricultural university, highlighting the need for

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policy improvements. González-Serrano et al. (2023) analyze cultural differences in intrapreneurial intentions among sports science students, stressing tailored educational policies. Pizolati (2021) explores neoliberal rationality's impact on Brazilian education, emphasizing its implications for educational inequalities. Jardim, Bártolo, and Pinho's (2021) systematic review evaluates entrepreneurship education programs worldwide, emphasizing their prevalence and implications. Zhashkenova et al. (2021) discuss the transformation of higher education institutions in Kazakhstan amidst entrepreneurship and digitalization, highlighting implications and objectives. García and Acitores (2020) focus on music teacher training programs, emphasizing creativity promotion aligned with educational policy. Lu et al. (2023) assesses innovation and entrepreneurship education's quality in China, revealing universities' efforts in curriculum integration. Ramiel (2021) explores the nexus between neoliberal educational reforms, educational technology, and policy through the case of MindCET. Trofimova (2021) examines conflicts of interest in Russian educational policy, emphasizing the need for stakeholder collaboration. Finally, Zhao and Wang investigate the impact of innovation and entrepreneurship education on talent cultivation in Chinese colleges, underscoring the importance of educational reform and policy adjustments. These studies collectively contribute to understanding the multifaceted dynamics shaping entrepreneurship education and policy globally.

Methodology

The methodology employed an elaborate search string designed to capture relevant documents at the intersection of entrepreneurship and educational policies, specifically focusing on NEP 2020. Keywords such as

“entrepreneurship,” “startup,” and “NEP 2020” were strategically combined to retrieve pertinent literature. The primary data source was the Scopus database, known for its comprehensive coverage of academic literature. Utilizing Scopus, 2,053 documents were initially retrieved. Advanced bibliometric software tools, including VOS Viewer and Biblioshiny, facilitated data processing and visualization, enabling the creation of bibliometric networks and identification of thematic clusters within the literature. A stringent set of inclusion and exclusion criteria was applied to ensure the relevance and quality of the analyzed documents. This included considerations such as publication date, document type, and alignment with the research topic. After meticulous screening, a final set of 50 documents was selected for in-depth analysis. Criteria for inclusion encompassed contemporary literature published from 2020 to 2023, comprising research articles, conference papers, and scholarly works directly related to the intersection of entrepreneurship and educational policies, while irrelevant documents were excluded. This rigorous selection process ensured that the analyzed documents were both recent and directly pertinent to the study's objectives.

Bibliometric analysis

Performance analysis

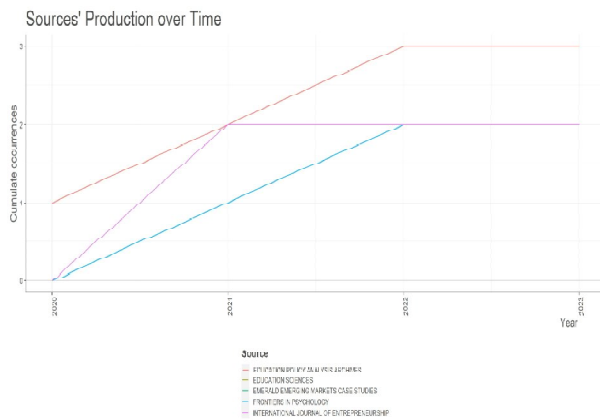
Sources Production over time. Table 1 and Figure 1 demonstrate a consistent increase in article production from 2020 to 2023. The Education Policy Analysis Archives consistently published the most articles, while the Emerald Emerging Markets Case Studies published the fewest. However, the limited sample size of five sources restricts the generalizability of these findings.

Table 1: Sources Production over time

Year	Education Policy Analysis Archives	Education Sciences	Emerald Emerging Markets Case Studies	Frontiers Psychology	International Journal of Entrepreneurship
2020	1	0	0	0	0
2021	2	1	1	1	2
2022	3	2	2	2	2
2023	3	2	2	2	2

Source: Author’s Compilation

Figure 1: Sources Production over time

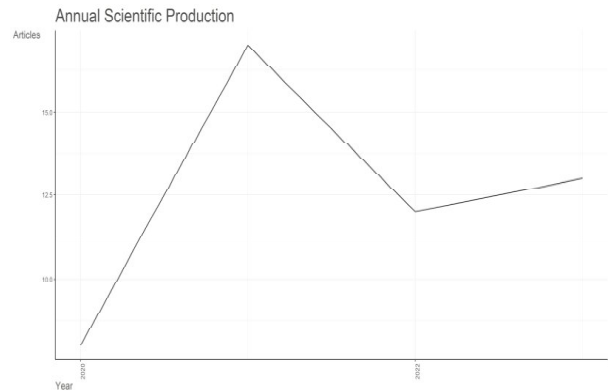


Source: Author’s Compilation

4.1.2 Annual Scientific Production. Figure 2 shows a steady increase in annual scientific production in the field of education policy from 2020 to 2023. The number of articles published increased from 6 in 2020 to 15 in 2023. The analysis of source production over time in education policy shows that the field is growing and that there is a growing body of research being published. The analysis also shows that the field is becoming increasingly diverse, with articles published in a variety of journals from different countries. It would be interesting to see how the annual scientific production in the field of education policy compares to other fields of research. This would provide a more complete picture of the field’s growth and development. It would also be interesting to see how the topics covered in the articles have changed over time.

This would provide insights into the emerging trends and issues in education policy research. Additionally, it would be interesting to analyze the impact of the different sources on the field of education policy. This could be done by examining the citation patterns of the articles and by analyzing the influence of the different sources on policymaking and educational practice.

Figure 2: Annual Scientific Production



Source: Author’s Compilation

Authors’ Production over Time. Table 2 illustrates varying author productivity in education policy. Factors like career stage, institutional affiliation, and funding availability likely contribute. Further research could analyze these factors’ associations with productivity over time and their impact on policymaking and educational practice.

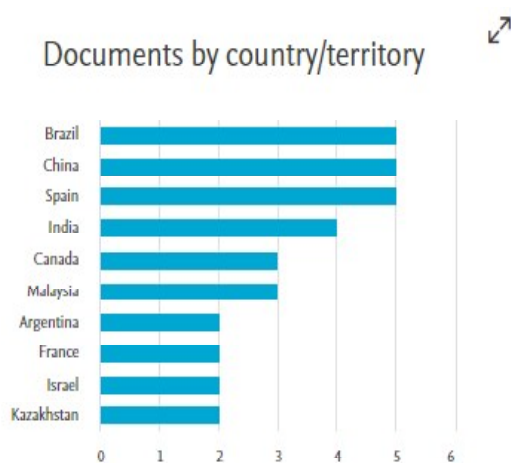
Table 2: Authors’ Production over Time

Author	Year	Freq	TC	TCpY
ABDELWAHED NAA	2022	1	5	2.5
ABILOV S	2022	1	0	0
DAULETOVAA	2021	2	1	0.333
JARDIM J	2021	1	17	5.667
JARDIM J	2023	1	4	4
KERNEBAEVA	2021	2	1	0.333
MAZHITOVAS	2021	2	1	0.333
MEHROTRAS	2021	1	0	0
MEHROTRAS	2022	1	0	0
PRITVOROVAT	2021	2	1	0.333
TALIMOVAL	2021	2	1	0.333
ZHASHKENOVAR	2021	2	1	0.333

Source: Author's Compilation

4.1.4 Countries. Figure 3 shows a graph that depicts the number of documents by country/territory in the United States, with varying levels of documentation. It underscores the importance of investing in document collection and preservation for policymakers, researchers, and the public, offering valuable resources for understanding history, society, and heritage.

Figure 3: Documents by county



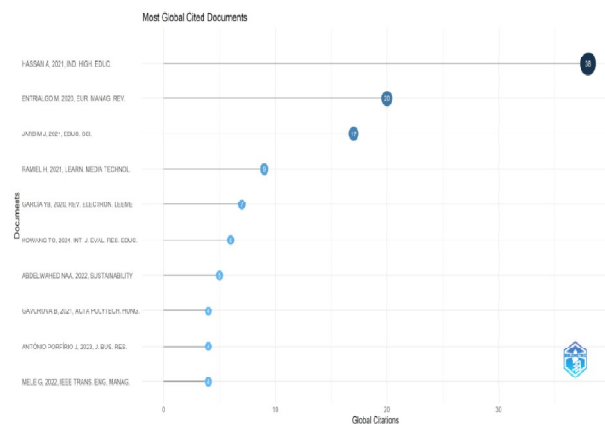
Source: Author's Compilation

Article citation and co-authorship analysis

4.2.1 Citation analysis of articles. The global research landscape is dominated by the United States and China, which together account for over half of all Global Cited Documents (GCD) published in 2022. Other major research powers include the United Kingdom, Germany, and Australia. However, there is a significant gap between the research output of the top few countries/regions and the other countries/regions. This gap is likely due to several factors, such as the different levels of investment in research and development and the different availability of resources for researchers. Figure 4 shows that the number of GCDs published by all countries/regions has increased over time. This is likely due to several factors, such as the increasing globalization of research, the increasing availability of funding for research, and the increasing use of new technologies to conduct and publish research. However, the rate of growth in the number of GCDs published by different countries/regions has varied. For example, the

number of GCDs published by China has grown at a much faster rate than the number of GCDs published by the United States. This suggests that China is becoming increasingly competitive in the global research landscape. The figure highlights the need to invest in research capacity in developing countries. By investing in research, developing countries can improve their ability to address their challenges and contribute to the global knowledge pool.

Figure 4: Most global cited documents

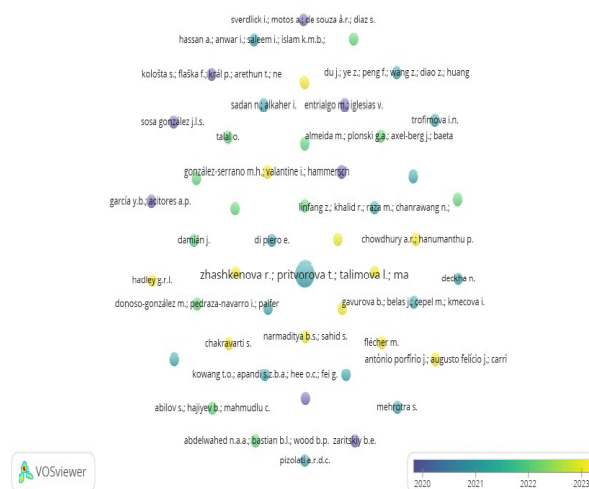


Source: Author's Compilation

Co-authorship analysis. Figure 5 shows that the author is a well-connected researcher who has collaborated with a variety of researchers from different institutions. The authors have also collaborated with researchers from institutions in other countries, such as China, Brazil, and the United States. This suggests that the author is engaged in international collaboration, which is important for advancing research in the field. The author's collaboration network is also notable for its diversity. The author has collaborated with researchers from different disciplines, including computer science, education, and business. This suggests that the author is interested in interdisciplinary research, which is another

important trend in research. The author's collaboration network suggests that the author is a well-connected and interdisciplinary researcher who is engaged in international collaboration. This is a positive sign, as it suggests that the author is well-positioned to conduct high-quality research.

Figure 5: Author's collaboration network



Source: Author's Compilation

Conclusion

The analysis of research articles highlights a growing interest in education policy, particularly regarding entrepreneurship education, evident from increased research output between 2020 and 2023. Diverse sources contribute to this field, showcasing its multidisciplinary nature and necessitating further exploration of factors influencing author productivity. International collaboration is prominent, reflecting the global nature of educational challenges and solutions. Interdisciplinary approaches enrich research, given the intersectionality of educational policies

with various societal and economic aspects. This analysis underscores the importance of ongoing research for informed policymaking and positive educational outcomes. Recognizing the significance of international collaboration and interdisciplinary research is vital for addressing complex education policy issues comprehensively. Continued investment in research capacity, especially in developing countries, is essential to tackle local challenges and contribute to the global knowledge base, ensuring effective policy formulation and implementation.

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Unemployment Insurance in the United States of America: Past to Present

Vinayak Pralhad Joshi*, Dr. Jagat Narayan Giri**, Dr. Vikas Kumar***

[Losing a job is financially devastating for any worker. Fortunately, an American program named Unemployment Insurance (UI) or Benefits offers financial assistance to unemployed people who have not caused their job loss. At times of economic crisis, this measure has served as a stabilizing factor in the economy and has protected low-wage and middle-class workers from sinking into poverty. This paper explores the evolution of unemployment insurance systems in America over the time, from its early days in the 1800s to how it stands today. The paper also examines the system's challenges and the prospects contemplated for it. In summary, unemployment benefits are essential for social security purposes; however, they come with various difficulties due to changes in labor market behaviors and frequent economic slumps. It is vital to address these difficulties if unemployment benefits continue to be a source of support for people. This work adds to existing knowledge on state adoption of Unemployment Insurance (UI).]

Unemployment Insurance (UI) was an idea that developed in the US during the late 19th century due to Europeans who experimented with giving their people unemployment benefits. The Unemployment Insurance (UI) scheme is one of the many social programs created by the Social Security Act, which also includes Unemployment Insurance (UI), Social Security, and Assistance for Child Care (ADC). This program was devised due to the great depression, which left many people unemployed and impoverished.

America had almost no jobless cases throughout its agriculture-based economy during the early 19th century. However, as industrialization took over from agriculture in the later part of the 19th and early 20th centuries, the unemployment rate began to rise.

The Great Depression was a global economic crisis from the 1920s until the late 1930s, resulting in one of the worst unemployment situations ever witnessed in America. The bank

crash 1929 resulted in a significant decrease in economic activities, causing increased joblessness. The United States (US) had a record-high unemployment figure of twenty-five percent in its peak year, 1933.

The Great Depression brought about several economic changes in the US, including creating Unemployment Insurance (UI) programs. These programs were established to assist workers who temporarily lost their jobs through no fault. These programs have helped reduce the unemployment rate in the United States, but the rate still varies depending on economic conditions. In times of recession, unemployment rates rise, and during expansion, they fall.

Although the unemployment rate in the US has been low in recent years, the COVID-19 pandemic has caused a sharp increase in unemployment rates in 2020. In April 2020, the unemployment rate in the United States reached its highest level since the Great Depression, standing at 14.7%. Despite the recent surge in unemployment rates, the Unemployment Insurance (UI) scheme remains an essential and important social safety net for all the workers in the US.

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Objectives of Study

The following objectives of the studies are listed

–

1. To Trace the Historical Evolution of unemployment insurance in the United States from its inception to the present day.
2. To Analyze Policy Shifts and Continuities in unemployment insurance policies and practices across different historical periods.
3. To assess the impact and effectiveness of unemployment insurance policies in addressing the needs of unemployed workers.

These objectives collectively guide the research process and shape the study's scope, methodology, and analytical framework, enabling a comprehensive examination of the evolution and impact of unemployment insurance in the US.

Research Methodology

1. **Research Approach:** The study employs a historical analysis approach to investigate the evolution of unemployment insurance (UI) in the United States. Historical analysis provides information for examining the development of unemployment insurance policies, legislative changes, and socio-economic factors influencing the design and implementation of these policies over time. By tracing the historical trajectory of unemployment insurance from its inception to the present day, this approach aims to provide insights into the factors shaping the current state of unemployment insurance (UI) in the US.
2. **Data Collection Methods:** The study is based on the secondary data. Secondary data sources encompass academic articles, books, research reports, and scholarly analyses on the history and development of unemployment insurance (UI) in the US. These sources provide critical interpretations, theoretical frameworks, and empirical studies that

contextualize and analyze historical events, policy changes, and implications.

3. **Data Analysis Techniques:** Qualitative analysis has been involved in systematically examining and interpreting textual data obtained from secondary sources. Historical documents are analyzed using qualitative techniques such as content analysis and narrative analysis to identify key themes, policy objectives, ideological perspectives, and shifts in policy priorities over time.
 1. **b. Thematic Analysis:** Thematic analysis has also been employed here for the purpose. Thematic analysis identifies recurring themes, patterns, and trends within the data. The study uses thematic analysis to categorize historical developments, policy responses, and socio-economic factors influencing the evolution of unemployment insurance in the US into coherent themes or patterns, facilitating comparison and interpretation.
 4. **Ethical Considerations:** This study adheres to ethical principles regarding using secondary sources. Care is taken to cite sources accurately and attribute them to maintain academic integrity and avoid plagiarism. Moreover, the research respects the confidentiality and privacy of individuals mentioned in archival materials and government documents.
 5. **Limitations:** While historical analysis offers valuable insights into the evolution of UI in the USA, this study may also have some limitations such as data availability, biases in historical records, and challenges in interpreting historical events within their socio-economic contexts. Additionally, the study's scope may necessitate focusing on specific periods or aspects of UI, potentially limiting the generalizability of findings.
 6. **Validity and Reliability:** Efforts are made to enhance the validity and reliability of findings

through triangulation, cross-referencing multiple primary and secondary sources, and consulting experts in the field to corroborate interpretations and conclusions. Additionally, transparency regarding the research process, data collection methods, and analytical procedures will be maintained to facilitate the evaluation of validity and reliability.

Literature Review

Unemployment Insurance (UI) is a topic that has been discussed previously in the US. Significant literature on the history of the US's Unemployment Insurance (UI) exists. However, the author has consulted the literature on several vital texts from the books in this area, including:

- Unemployment Insurance (UI) and Reserves in the United States Bryce M. Stewart (1930): This book is a comprehensive history of Unemployment Insurance (UI) in the United States from its beginnings in the late 19th century to its legalization in
- The Unemployment Insurance (UI) Now and Then 1935- 1985 by Daniel S. Price (1985): This book examines the history of Unemployment Insurance (UI) in the United States and its role in the economy. Future challenges for Unemployment Insurance (UI) are also discussed.

In addition to this general history of Unemployment Insurance (UI), many other functions explore specific aspects of the program. Example:

- The Unemployment Insurance (UI) and Labour Supply by David M. Hamermesh (1980): This book examines the economic impact of Unemployment Insurance (UI), focusing on its effects on unemployment rates, labor force participation, and consumer spending.
- The American Dole: Unemployment Relief and the Welfare State in the Great Depression

by Daniel Rodgers (2002): This book examines the history of Unemployment Insurance (UI) in the United States through the lens of the American Dream. Rodgers argues that unemployment insurance (UI) has played an essential role in helping Americans achieve the American dream but is facing several challenges in the 21st century.

Unemployment insurance (UI) has been discussed in the US, and much literature on its history is available. The author has referred to critical texts on the subject, including Bryce M. Stewart's "Unemployment Insurance (UI) and Reserves in the United States" and Daniel S. Price's "The Unemployment Insurance (UI) Now and Then 1935-1985". Several other publications delve into specific aspects of the program, such as David M. Hamermesh's "The Unemployment Insurance (UI) and Labor Supply," which examines the economic impact of UI. Daniel Rodgers' "The American Dole: Unemployment Relief and the Welfare State in the Great Depression" explores the history of UI in the US and argues that it has played a crucial role in helping Americans achieve the American dream but faces challenges in the present day.

This assistance typically consists of weekly cash payments to help cover basic living expenses while individuals actively search for employment. Use the following sources if appropriate. Source: Social Security Works is a nongovernmental organization that works to protect and improve the economic security of disadvantaged and at-risk populations and safeguard the financial security of those dependent, now or in the future, on Social Security. Meanwhile, health insurance can also be part of the policy design, especially in countries with more limited access to affordable health services. Unemployment Insurance (UI) in the United States has undergone significant changes to meet the needs of individuals facing job loss.

Today, Unemployment Insurance (UI) in the United States has seen significant changes to meet the needs of individuals facing job loss. These changes include expanding eligibility criteria, increasing benefit amounts, and implementing additional support services. Unemployment Insurance (UI) in the United States has undergone significant changes to support better individuals facing job loss. Some significant changes include expanding eligibility criteria, increasing benefit amounts, and implementing additional support services. Unemployment Insurance (UI) in the United States has evolved to support better individuals facing job loss. Some significant changes include expanding eligibility criteria, increasing benefit amounts, and implementing additional support services.

How does Unemployment Insurance (UI) work in the US?

Employer taxes are a source of funding for the Unemployment Insurance (UI) Scheme. The employers are mandatory for paying these taxes on the Salary \$7,000 of each employee’s wages. However, the exact amount may vary from state to state.

Employees who lose their jobs can apply for Unemployment Insurance (UI) benefits. To

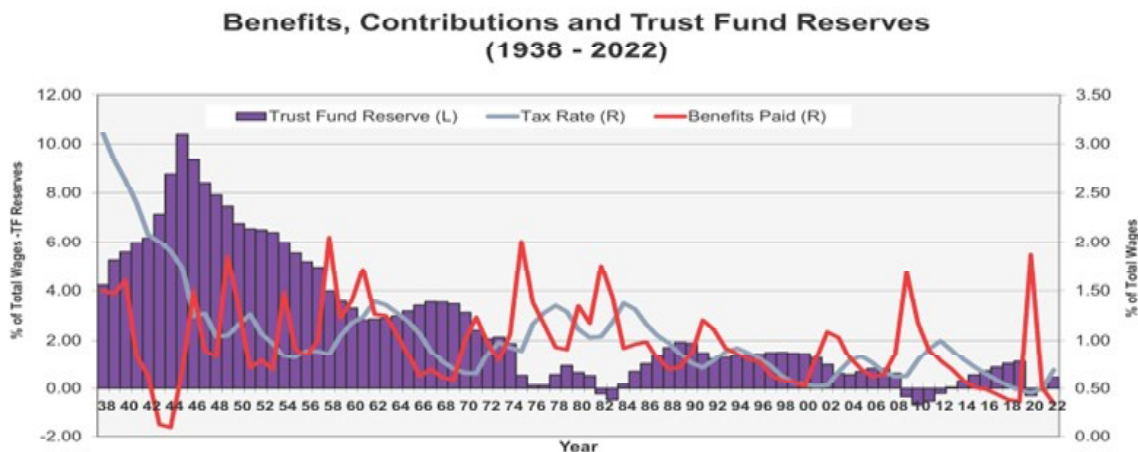
qualify for these benefits, the employees must have earned certain wages during the base period, the 12 months preceding their job loss.

Additionally, employees must actively seek work to receive unemployment benefits. This program provides a safety net for those struggling due to unforeseen circumstances, helping them get back on their feet. Unemployment Insurance (UI) benefits for employees are based on base wages. Employees generally receive 50% of their average weekly salary, up to a maximum benefit rate. Top interest rates vary from country to country, and insurance benefits for up to 26 weeks, but the period in which employees can receive benefits may be shorter in some states. Employees who cannot find new employment within 26 weeks are eligible for extended benefits, which creates additional benefits from week 13.

United States Department of Labor publishes data at regular intervals. Attached below is the latest updated data from their website: a chart named Insurance Data Carousel. This website shows the funds allocated to the Scheme and utilization per year. The years of the economic downturn in 1974,75,2009, and recently, COVID-19, the year 2020, indicate the increase in the claims.

Chart - 1

Title – US Unemployment Insurance (UI) Claims since inception till year 2022



Challenges faced by the Unemployment Insurance (UI) system

The Unemployment Insurance (UI) scheme faces several challenges, but a few are below:

The changing landscape of the workforce: The rise of the gig economy and the decline of traditional jobs have made it more difficult for workers to qualify for unemployment benefits.

More excellent recession in general: Recessions increase unemployment, putting a strain on the Unemployment Insurance (UI) system.

Fraud: Some people fraudulently apply for Unemployment Insurance (UI). This removes things from the system, making it harder to validate claimed gains.

Despite many challenges, Unemployment Insurance (UI) remains a required social safety net for workers in the United States. It helps ensure that workers and their families have a financial cure to fall back on during tough times as well as necessary and necessary support.

- Unemployment Insurance (UI) is a federally administered program funded and administered by the federal government when needed. Some private players have offered this scheme recently, but it is not essential.
- Unemployment Insurance (UI) benefits are taxable income at the federal level. In some countries, taxes are also levied at the state level, depending on state policies.
- Self-employed or part-time employees may be eligible for Unemployment Insurance (UI) benefits but must meet other requirements; these are special requirements to cover larger society.
- Employees harassed or dismissed for misconduct or terminated without good cause are not properly eligible for Unemployment Insurance (UI) benefits, as this is important for keeping the win-win for employee and employer.

- Employees laid off for unemployment, lockouts, or other uncontrollable reasons are generally eligible for Unemployment Insurance (UI) benefits and coverage under their plan, as this was the primary purpose of the scheme.

Implementing Unemployment Insurance (UI) can be challenging due to the availability of various social benefits. However, in the United States, it has been widely used as a reliable safety net since most of the working population belongs to the working class. This document presents a current literature review, a summary, and conclusions on the topic.

Summary and Conclusion

The extensive and diverse literature on Unemployment Insurance (UI) in the United States (US) has been acknowledged and studied for its origins, economic role, and challenges. UI is vital as a social safety net that helps stabilize the economy and reduce poverty and inequality. Despite the recent surge in unemployment rates, UI remains a crucial program that provides financial security to workers and their families in the United States when they face difficult times. The United States of America UI system is a fundamental topic for further investigation. Unemployment Insurance (UI) is a crucial aspect to study, as it impacts not only employees but also society; the study adds more information to the literature. The US is the leading country in this area of labor protection, and other countries look up to the schemes and programs launched by the US. This study also show the progress and scheme up-down since inception and provide insight for any further study on how to implement a national scheme like this and what are the essential factors to be considered.

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Factors Influencing PIPE vs. Rights Issue Decisions: A Binary Logistic Regression Study

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[The issuance of equity is a critical decision for firms seeking to raise capital and finance their growth. This research paper aims to provide a comparative analysis of the characteristics of financial services firms that opt for private placements, specifically Private Investment in Public Equity (PIPEs) versus those that choose public offerings, specifically Rights offerings covering the period from January 01, 2012 to December 31, 2022. By employing binary logistic regression analysis, the firm-level factors such as operating performance, firm size, promoter holding, and issue size are analyzed to investigate their impact on the selected equity issuance approach. Notably, operating performance, firm size, promoter holding (%), and issue size emerge as significant predictors of equity issuance method selection. Leverage, financial slack, profitability, and growth opportunities also play crucial roles, although their influence varies. The findings cast light on the preferences and motivations underlying companies' decisions, adding valuable insight to the ongoing discussions surrounding corporate financing decisions in India.]

In the dynamic financial markets, firms seek innovative ways to raise capital, with equity issuance being a key method for accessing funds from public or private investors. Securities are sold to a small group of investors through private placements (Shi, 2020), while public offerings, entail the selling of securities to the general public through a regulated market, each offering distinct advantages and considerations. Public offerings, including IPOs, have traditionally been popular, but firms now consider private placements like PIPEs for their flexibility and speed in accessing capital (Chen et al, 2010). Rights offerings, another public method, engage existing shareholders directly. When certain shareholders are wealth-constrained, rights offerings may result in wealth transfers among them (Burkart and Zhong, 2023). Understanding the factors guiding firms' choice between PIPEs and rights offerings in the

financial services sector is crucial. Our research employs binary logistic regression analysis to explore firm-level factors influencing this choice from 2012 to 2022, providing valuable insights for firms, policymakers, and industry observers.

Literature Review

Equity issuance is vital for companies to raise capital and facilitate their growth. Studies by Shi (2021) and Ning et al. (2023) emphasize the significance of private placements in providing financial support for mergers and acquisitions, improving corporate governance, and simplifying the equity issuance process. Previous research by Hertz and Smith (1993), Dewenter and Malatesta (2001), and Cronqvist and Nilsson (2005) has explored factors influencing firms' choices between private placements and public offerings, highlighting the role of informational asymmetry. Vila (2009) found that smaller, younger, and financially constrained companies preferred Private Investment in Public Equity (PIPE) placements. Tuli and Shukla (2014) focused on the Indian context, revealing that companies opting for Qualified Institutional

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Placements (QIPs) tended to have higher capital flows and institutional investor following. Studies by He and Yu (2009), Wu (2004), and Lee and Kocher (2001) further dissected the complexities of companies' choices between public offerings and private placements, highlighting factors like profitability, information asymmetry, and managerial oversight. Entrepreneurial equity financing and securities regulation have also been studied, indicating that strong listing requirements are necessary to prevent market inefficiencies. The existing literature suggests that management often attempts to time the market when undertaking Seasoned Equity Offerings (SEOs). While the determinants influencing firms' equity issuance choices have been extensively studied, there is a need to integrate a comprehensive set of firm-specific factors and systematically compare their relative importance in guiding firms towards either PIPE or rights offerings. This study aims to address this gap, providing a deeper understanding of the complex interplay between financial,

governance, and market-related factors in shaping firms' equity issuance decisions.

Data and Methodology

Data Collection and Sample

Data was collected from the venture intelligence database, CMIE Prowess software, and Bloomberg for firms in the financial service sector from 2012 to 2022. The sample comprises 112 PIPE transactions and 125 rights offerings, enabling a comprehensive analysis of factors influencing equity issuance methods.

Variables and Measurements

Several key factors were found and measured in this study, which looked at how companies in the financial service industry chose between PIPEs and Rights offerings from 2012 to 2022. These variables are very important for knowing the factors that go into choosing how to issue equity. The study explores various firm characteristics, financial performance indicators, market conditions, and governance structures as potential determinants.

Table 1: Variable Description

Variable Name	Proxy
Operating Performance	EBITDA/Total Asset
Leverage	Debt To Equity Ratio
Firm Size	Market Capitalization
Governance Structure	Percentage Of Promoter Holding
Issue Characteristics	Issue Size
Financial Slack	Cash And Cash Equivalents
Profitability	Return_On_Asset
Growth Opportunities	Tobin_Q_Ratio
Firm Age	Year of incorporation

Prior to commencing the process of implementing the model, it is crucial to assess and, if deemed

necessary, address these assumptions to ensure the validity and reliability of our findings.

The study's assumptions include a binary and dichotomous dependent variable (PIPE and Rights Issue), which is met by the chosen variables as shown in Table 2. The independent variables are continuous and categorical,

fulfilling the assumption of the regression model. Observations are assumed to be independent, and a correlation matrix shows no major multicollinearity issues (correlation values < 0.7) as shown in Table 3.

Table 2: Mapping of Dependent Variable

Original Value	Internal Value	Frequency	Percentage	Cum.
PIPE	1	58	63.74	63.74
Rights Issue	0	33	36.26	100.00

Source: The authors

Table 3: Correlation Matrix

	Operating Performance	Debt to Equity Ratio	Return on Asset	Cash and cash equivalent	Tobin's Q ratio	Promoter Holdings (%)	Firmage	Log issue size	Log Marketcap
Operating Performance	1.0000	0.0760	0.0453	-0.3221	-0.3327	0.2003	-0.2193	0.1801	0.1653
Debt to Equity Ratio	0.0760	1.0000	-0.1037	-0.0989	-0.0669	0.2166	-0.0378	0.1447	0.0457
Return on Asset	0.0453	-0.1037	1.0000	-0.1115	-0.0521	0.0637	-0.1330	0.0058	-0.2496
Cash and cash equivalent	-0.3221	-0.0989	-0.1115	1.0000	0.1778	-0.0107	-0.1405	0.0164	-0.0976
Tobin's Q ratio	-0.3327	-0.0669	-0.0521	0.1778	1.0000	0.0614	-0.0992	-0.3259	-0.0818
Promoter Holdings (%)	0.2003	0.2166	0.0637	-0.0107	0.0614	1.0000	-0.4250	0.1571	-0.2313
Firmage	-0.2193	-0.0378	-0.1330	-0.1405	-0.0992	-0.4250	1.0000	-0.1873	0.1570
Log issue size	0.1801	0.1447	0.0058	0.0164	-0.3259	0.1571	-0.1873	1.0000	-0.3259
Log Marketcap	0.1653	0.0457	-0.2496	-0.0976	-0.0818	-0.2313	0.1570	-0.3259	1.0000

Results and Analysis

The study develops and tests the logit model (using Stata) to explain the firms' choice of seasoned equity method between PIPEs and Rights issues. The regression equation provided below is the log-odds that equity choice equals 1 (which is PIPE). If all other factors stay the same, each coefficient in the equation shows how the log-odds of the outcome change when the predictor variable changes by one unit.

The following logit regression model was employed:

$$\text{Log}(P/1-P) = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \beta_3 * X_3 + \beta_4 * X_4 + \beta_5 * X_5 + \beta_6 * X_6 + \beta_7 * X_7 + e. \quad (1)$$

Where,

Log is the natural logarithm

P/1-P is the odds ratio

P = Pr (Y=1) (1 for PIPE, 0 for Rights Issue)

X1 = EBITDA/Total asset

X2 = Debt to Equity Ratio

X3 = Return on Asset

X4 = Cash equivalent/Total asset

X5 = Tobin's Q ratio

X6 = Promoter Holdings (%)

X7 = Firm age

X8 = Log (issue size)

X9= Log (Market capitalisation)

Model fit and Predictive Power

The overall fit of the model, shown by the Deviance R-Squared. The value of 46. 81%

shows that the model can explain a large part of the variation in the dependent variable.

With an Area under the ROC Curve (AUC) value of over 0.9154 shows how well the model can correctly classify the binary result; an AUC above 0.9 means the model fits very well.

Table 4: Model Summary

Deviance R Square 46.81%	Area under ROC Curve 0.9154
<i>a. Predictors: (Constant), EBITDA/Total asset, Debt to Equity Ratio, Return on Asset, Cash equivalent/Total asset, Tobin’s Q ratio, Promoter Holdings (%), Firm age, Log (issue size), Log (Market capitalisation)</i>	

b. Dependent Variable: Log(P/I-P)

Goodness of Fit Test

The Hosmer-Lemeshow test findings indicate that the logistic regression model exhibits a good fit to the data, as indicated by the p-value of 0.868 and the chi-square statistic of 3.88 shown in Table

5 below. The observed and expected frequencies in the various groups described by the predicted probabilities are not significantly different in this situation, according to a p-value higher than the normal significance level (e.g., 0.05). Additionally, the chi-square value of 3.88 being below the critical value further supports the conclusion that the model fits the data well.

Table 5: Goodness-of-Fit Test

Test	DF	Chi-Square	P-Value
Hosmer-Lemeshow	8	3.88	0.868

Source: The authors

Binary logistic regression result for Equity Financing Decisions between PIPEs and Rights Issue

The study employs a comprehensive analytical approach by investigating how factors at the firm level impact the decision of a company to raise capital through either PIPEs or Rights offering as shown in Table 6.

Table 6: Binary logistic regression result for PIPE vs Rights Issue

Predictor variable	Coefficient Estimates	Odds ratio	Z-value	p-value	Significance
Intercept	-0.16	.8534922	-0.08	0.938	
EBITDA/Total Asset	18.35	9.29e+07	2.68	0.007	***
Total debt to total equity ratio	-0.000663	.9993375	-0.90	0.367	
Ln (Market capitalization)	0.817	2.263058	3.47	0.001	***
Promoter holding (%)	-0.0443	.9566325	-2.19	0.028	***
Ln (Issue size)	-0.764	.4656951	-2.33	0.020	***
Cash and Cash Equivalents	-3.04	.0480366	-0.57	0.567	
RETURN_ON_ASSET	-0.0914	.9126318	0.133	0.133	

TOBIN_Q_RATIO	-0.0751	.9276451	-1.88	0.060	*
Firm Age	0.0048	1.004861	0.29	0.775	
			No. of observation	91	
			Log likelihood	-31.699545	
			Wald Chi-Square	21.79	
			Prob>Chi-Square	0.010	***

The analysis, based on 91 observations and incorporating nine explanatory variables, showed that the model significantly fits the data (LR $\chi^2(9) = 55.80$, $p < 0.0001$) and accounts for approximately 46.81% of the observed variation in the dependent variable. Operating performance was found to be a highly significant predictor of equity choice, with companies exhibiting stronger performance more likely to choose PIPEs over rights offerings (odds ratio $H^* 9.29e+07$, $p = 0.007$). However, as the percentage of promoter holding increases, the likelihood of opting for PIPEs slightly decreases (odds ratio = 0.9566, $p = 0.028$). Larger issue sizes were associated with a decreased likelihood of choosing PIPEs (odds ratio = 0.4657, $p = 0.020$), while higher market capitalization was positively correlated with choosing PIPEs (odds ratio = 2.2631, $p = 0.001$). Other variables like total debt to total equity ratio, return on asset, cash and cash equivalent, Tobin Q Ratio, and firm age did not show significant predictive power in determining the choice between PIPEs and rights offerings. These findings highlight the importance of operating performance and market capitalization in firms' equity financing decisions.

Conclusion

The study concludes that operating performance and market capitalization are key determinants in a firm's choice of equity financing, with stronger performers and larger firms more likely to opt for PIPEs over rights offerings. While promoter holdings slightly decrease PIPE selection, factors like debt-to-equity ratio, return on assets, cash reserves, Tobin's Q, and firm age do not significantly influence this decision. These findings provide valuable insights into firms' equity financing decisions, highlighting the importance of operating performance, market capitalization, and governance structure. Policymakers and practitioners can use this information to make more informed decisions regarding equity issuance strategies.

Policymakers could encourage firms to prioritize strong operating performance, as firms with solid performance are more likely to choose PIPEs and can raise capital quickly and efficiently. Simplifying procedural requirements for rights offerings could facilitate smoother capital raising for smaller firms. Implementing tax incentives for companies and investors participating in rights offerings could encourage their utilization. Educating investors about the advantages of participating in rights offerings could also help promote this equity financing method, fostering a conducive environment for firms to access capital markets effectively and efficiently, thereby facilitating economic growth and development.

Limitations and Future Research

This objective's major restriction is that it only focuses on these two strategies for obtaining funds. Other notable equity issuance channels, such follow-on public offerings (FPOs) and initial public offerings (IPOs), as well as alternative private equity instruments like preferential allotments, were not included in the analysis's purview. Every technique of capital raising has different market, financial, and regulatory implications that can have a big impact on how a company makes decisions and how the equity it issues goes on to perform financially. The study might not accurately reflect the variety of strategic environments in which businesses operate if it excluded a different range of funding options. This raises concerns about the findings' generalizability and indicates that consideration of this limitation should be given to interpretations of the variables impacting the choice of equity issuance technique.

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Empowering CSR Initiatives in Modern Day Organisations: Integrating the Role of Psychological Safety

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[The modern day organisations today provide a holistic approach where the several aspects in the organisations are considered equally essential as that of increasing productivity and market shares. This study would hereby link two such novel aspects of building a holistic environment for work and understand the relationship existing among them i.e., psychological safety and perceptions about CSR activities in an organisation. A total of 266 responses have been collected using purposive sampling and for analysing the data multiple linear regression is used as the main tool. The regression analysis shows that in order to build a positive perception about being involved in CSR activities of an organisation, they must ensure that the intrinsic motivation among the employees are highly generated. The results can help to merge psychological safety parameters derived by the employees at work to making them an active participant in the CSR activities of the organisation. In the present times, the CSR initiatives taken by the organisations are highly evaluated and noticed by customers and other stakeholders. In such a case, using these employees to generate a CSR friendly perception can make these organisations attain new heights in the field and create a definitive social identity for themselves among the people.]

The modern-day organisations today provide a holistic approach where the several aspects in the organisations are considered equally essential as that of increasing productivity and market shares (Cletus et al., 2018). The focus of the organisation revolves around providing their employees and the surrounding communities with welfare through the mode of their operations. Hereby, the human resource department in a modern-day organisation delves into making a number of policies and strategies that can make the employees enjoy their time at work (Tissen et al., 2010). Several research in the context have established that this indeed helps in benefitting the organisation as a whole (Omar, 2021). The approach in this time of the working scenario is based on creating a workplace through employee satisfaction and overall growth of the organisation. One such aspect of employee well-being in a modern-day organisation is ensuring their psychological safety at workplace

(O'donovan & McAuliffe, 2020). There are rulebooks that depict the ethical practices to be adhered at a workplace from centuries but looking into these aspects from the psychological point of view is a novel turn in the situation. This has helped organisations to promote a more inclusive culture which allows the employees to feel a lot more invested at work.

While psychological safety at workplace considers the benefit of the employees, the modern-day organisation today is mandatorily invested in focusing towards the societal benefits in the form of corporate social responsibility (CSR) (Darrag & Crowther, 2017). The rule to be involved in CSR activities have been highlighted by the governments across the globe but along with that the organisations now feel more connected towards the community as they are actively involved in making their environment better (Jamali et al., 2015). Now, the importance of these two aspects in terms of running a modern-day organisation is already established. But what this study attempts to

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understand is that how one can merge these two aspects into one so that one can lead to the effective flow of the other ideas. In order to determine the connectedness between the two concepts, the study here would attempt to answer the following research questions-

RQ1: What is the level of psychological safety of the employees in a modern-day organisation?

RQ2: Can involvement in CSR activities of employees in a modern-day organisation be driven by their level of psychological safety at workplace?

The arena of CSR activities and psychological safety have been discussed in the existing literature under many different interests. For example, (Newman et al., 2017) talked about psychological safety by gathering literature on the same across various domains. The focus of these have been all over in relevance to that of supportive leadership and how it acts on the outcomes derived at work. The importance of psychological safety is addressed by researchers including (Kim & Kim, 2020; Kolbe et al., 2020; O'donovan&Mcauliffe, 2020) who set up the parameter as an essential component of the cycle. On the other hand, enquired about the role played by CSR activities in the internal environment for the employees in an organisation. They found that with an active involvement in CSR activities, the employee engagement at workplace increases. Further, it leads to a more involved situation which makes the employees come in together to increase the overall performance and productivity of the organisation (Lee, 2020; Loo-Zambrano et al., 2022). It enhances the commitment of the employees towards the organisation and builds the importance of internal reputation while facilitating an environment of trust and motivation (Adu-Gyamfi et al., 2021; Chatzopoulou et al., 2022; Golob & Podnar, 2021). The study here is interested in integrating the role of psychological safety for empowering CSR initiatives in such modern-day organisations.

Materials and Methods

The study here is to understand about the association capabilities of employees in a modern-day organisation from being involved in its CSR activities to increasing their psychological safety at workplace. In order to arrive at the answers of the research question, the study uses a quantitative approach to overcome the problems. There would be both primary and secondary sources of data used. The secondary data used are from books, journal articles, reports etc. which helped in gathering the background of the study and designing the research instrument. The primary data would be collected and analysed from employees of various organisations involved in CSR activities across the country. The data would be gathered using a structured questionnaire in 5 Point Likert type Scale where the main focus is on the scales understanding CSR activities involvement among the employees and their psychological safety perspectives. There are 266 responses collected using purposive sampling and for analysing the data multiple linear regression is used as the main tool.

Results and Interpretation

The 266 primary datasets collected are analysed using the SPSS software. The above section reveals that two major scales are used for the purpose of the study. The first scale is with respect to CSR activities and understanding how the employees are involved in the process. From the scale (*mentioned in supplementary files*), the range of questions asked effectively highlights the approach taken by the company in terms of CSR activities and takes the response into it by the employees. With 4.27, the highest mean score points towards the agreement of employees in being involved with cleanliness initiatives. The lowest score is for the agreement that their company is not driven by profit and only are involved in social work. This shows that the employees know the profit driven nature of their

company and also have high level of agreement on the understanding of its involvement in various society developing initiatives.

The second scale is for that of psychological safety. The scale has been derived where there are 16 items divided into five factors. The five factors include quality of life which shows the fulfillment of needs in the organisation in terms of social needs, actualisation, family support, health related needs. The next factor represents the inner set of motivational factors which refer to being interested at their work and being able to enjoy the same. The third factor refers to that of extrinsic motivation where the interests associated with the psychological safety levels pertains to the external set of assertions such as payment, situational demand etc. The next factor is that of employee corporate identification and it refers to being able to associate to the company as its own and have a sense of defence when anything goes against it. Lastly, the factor of psychological safety is that of perceived organisational support and refers to the help received from the management and the organisational teams in building a better scenario at work.

Out of the five factors, the highest mean score is that of 4.28 and it corresponds towards extrinsic motivation. The lowest on the other hand is for employee corporate identification at 1.45. This shows that employees considered here are derived by extrinsic set of motivations and their attachment with the organisation is limited.

Now, as these five factors are identified from the scale used, a correlation analysis is conducted to see if there is a significant association between them and the perception of employees about CSR activities. The p-values in the correlation matrix generated shows that while all the factors of psychological safety are significantly associated with each other, in case of perception about CSR, it can be seen that except for employee corporation identification, it correlates significantly.

Next a regression analysis is conducted among perception where CSR activities is considered as the dependent variable and the five factors of psychological safety are considered as the independent factors. The model shows that with a p-value of less than 0.05, it is a statistically significant model. The adjusted R² generates shows a value of 0.655 which represents 65.5% change in perception of CSR activities in the employees with one unit change in the factors of psychological safety. Understanding each of these factors, it is seen that out of five, four have a statistically significant impact on perception of CSR activities. Perceived organisational support is not related significantly. Out of the remaining four, it is intrinsic motivation that causes the highest impact which is positive in nature, The remaining are found to exert a negative impact on the same. A discussion on the results are provided below.

Discussion

The present times of involving in business includes the requirement for a set of inclusive parameters that requires to be checked off. The 266 employees who responded to the structured questionnaire designed for the study has been able to provide enough insights to be able to answer the research questions formulated.

Addressing RQ1

The first research question was to understand the level of psychological safety found in the modern-day organisations today. The psychological safety among the employees is measured in terms of five parameters which engulf the essential constructs in the area. It includes maintaining quality of life to being driven by set of intrinsic and extrinsic motivations, generating an employee corporate identification and perceived organisational support. Out of the five factors, the mean scores generated it is the quality of work life that has the highest mean score at 3.77 representing its importance in achieving psychological safety at

workplace. It is closely followed by perceived organisational support at 3.73 which also shows its higher level of importance in the process. The lowest is at 2.24 for corporate identification generating the impression that it is not that crucial for gaining psychological safety at workplace.

The best suggestion here would be to improve the quality of work life by designing strategies in relevance to the HR practices that can make the working scenario at the modern-day organisations better. It can be followed by showing the organisational support in complex matters especially where resolving of issues are sought for. The focus on improving intrinsic motivation levels should be prioritised as compared to extrinsic motivation. Overall, the levels of psychological safety are associated with maintaining a good quality of work life.

Addressing RQ2

The second research question is about the identification of relationship among the psychological safety parameters and the perception about CSR activities in a modern-day organisation. The study here has firstly found the presence of significant correlation among the five factors of psychological safety and perception about CSR. Then multiple linear regression is conducted to determine how it can impact on building the perception about CSR activities. The model generated is a statistically significant one. The adjusted R² generates also shows a value of 0.655 which represents 65.5% change in perception of CSR activities in the employees having a unit change in the factors of psychological safety. This indicates that the amount of variance caused in the perception about CSR activities are quite significant and relevant. Understanding each of these factors, it is seen that out of five, four have a statistically significant impact on perception of CSR activities. Perceived organisational support is not related significantly. Out of the remaining four, it is intrinsic motivation that causes the highest impact

which is positive in nature while others exert a negative impact on the same.

The regression analysis shows that in order to build a positive perception about being involved in CSR activities of an organisation, they must ensure that the intrinsic motivation among the employees is highly generated. Intrinsic motivation relates to one's inner perception and this can be achieved if the employee is provided with a feel-good aspect in his work. It can be achieved by designing a good work life balance, providing positive challenges at work so that they can enjoy the process and look forward to a continuous learning environment. The need to generate a positive working environment is what would lead into employees being actively and unconditionally being involved in generating CSR activities for a modern-day organisation.

Conclusion and Future Directions

The need to equip a modern-day organisation with effective employee management tools have been highlighted by many researchers in the past. However, in consideration with the CSR activities to be undertaken by organisations as such have not been actively investigated. The study here has been able to provide a number of insights in making the perception about CSR activities among the modern-day organisations employee positive. The results can help to merge psychological safety parameters derived by the employees at work to making them an active participant in the CSR initiated activities of the organisation. In the present times, the CSR initiatives taken by the organisations are highly evaluated and noticed by customers and other stakeholders. In case similar as this, using these employees to process a CSR friendly perception can make these organisations attain new heights in the field and create a definitive social identity for themselves among the people.

The study has opened a set of directions for future research. The two set of motivations – intrinsic as well as extrinsic are found to play important

role in the study. In the future research, investigation about the interplay between employees' both set of motivation mentioned above along with their perception of these activities within modern organizations can be done in detail. The regression model generated can be expanded by adding other elements of psychological safety at workplace parameters. The role of employee engagement at workplace can be investigated along with these two factors as it is highly related to the field. A study based on longitudinal methods for understanding the long-term impact on employee's well-being from the involvement in CSR activities can be undertaken.

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What is stopping the world from going global – A Global Value Chain perspective

Nimmy Rose Jacob*, Diya Sharma**

[Global value chains are a concept that has gained traction, highlighting their importance in our globally integrated society. However, it is evident that there are still a lot of unclear aspects of this complex topic that need for more research. We started this research investigation in recognition of this information gap. Our goal is to delve further into the intricacies of global value chains, shed light on the unknown, and add to the corpus of current knowledge on this important subject. This study specifically looks at the difficulties present in this field and how they relate to one another. For this, we have used the ISM-MICMAC analytical approach. The research concludes with a few recommendations for decision-makers, giving them insightful information to help them make decisions.]

The way multinational companies (MNEs) function and contend in the increasingly globalised global economy has undergone a significant transformation in recent decades. This change is the outcome of the rapid advancement and dissemination of information and communication technologies (ICT) as well as the progressive liberalisation and deregulation of global investment and commerce (Kadarusman, 2011). There is a clear and complex pattern of internationally dispersed and organizationally fragmented business activity; lead firm buyers and MNEs from major consumer markets in North America and Europe are closely linked to offshore production sites located in low-cost developing nations. (Dicken (2015), Coe & Yeung (2015), Gereffi (2018))

The world around us is rapidly undergoing changes both physically and socially. The acceptable norms have evolved with the change in Climatic conditions, the increased natural calamities etc. This has also led to the need to study the new factors over and again as it changes the way business is conducted. The present study

has taken up this task, answering the following research questions –

1. What are the significant factors that influence the adoption of Global Value Chains?
2. What are the interrelationship between these factors ?
3. How do these factors affect the adoption of Global Value Chains?

The paper has been organised as follows- Section 2 is Literature review discussing the Barriers to adoption of the Global value Chain. Section 3 is the methodology; Section 4 is Analysis of results and Discussion and Section 6 Conclusion.

Literature Review

Gereffi is one of the founding fathers of the knowledge body of global value chains and has done sufficient work for scholar to understand the topic well. In his study of 2018, he describes value chains to be the forebearers of the intermediate goods more so than the final ones. He essentially talks about a diminishing north south divide when we dig deeper into “GVC economy”. As a result, nations at all stages of development are today more linked than ever before (Backer & Flaig, 2017; OECD, 2013). It

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is not surprising that sufficient literature is available on the topic. Despite that, the studies available do not answer the specific questions we wish to discover through this research work

1. **Labour Shortages:** A labour shortage occurs when there are not enough workers to fill the available jobs in a particular industry or location. This can happen for a variety of reasons, such as an aging population, low unemployment rates, or a mismatch between the skills required for available jobs and the skills of the workforce..
2. **Equipment Availability:** Equipment shortages in value chains can occur due to various reasons, such as labour shortages, which can hamper productivity at equipment factories. production shortages, leaving companies with not enough equipment
3. **Capital Shortages:** Capital shortages in value chains can occur due to various reasons, such as the COVID-19 and geopolitical events, which have led to additional stresses on supply chains.
4. **Port congestions:** Port congestion occurs when vessels that want to enter a port queue up outside and keep waiting for a suitable spot to dock.
5. **Raw material scarcity:** These shortages can impact downstream global supply chains and hamper global trade
6. **Geopolitical causes:** Supply networks might suffer significantly because of geopolitical threats. Disruptions at world or regional scale proceeds to unstable working conditions, which raise expenses, complicate operations, and reduce supply chain efficiency.
7. **Natural calamities:** Value chains are especially vulnerable to the extensive damage and losses that can result from natural catastrophes.

8. **Meeting compliance standards for small suppliers:** Compliance standards can act as a barrier to entry for small-scale and informal producers in value chains.
9. **Minimum wages - Governance:** Minimum wage rules apply to companies in labour supply chains in the same way they do for all employers. Minimum wage increases can affect the supply chain in various ways.
10. **Human rights - Governance:** Global value chains can have a significant impact on human rights.
11. **Cultural Barriers:** International company may encounter obstacles due to cultural disparities. It is inevitable that many cultures will collide, struggle, and meld together as a result of globalisation and increased commerce.

Methodology

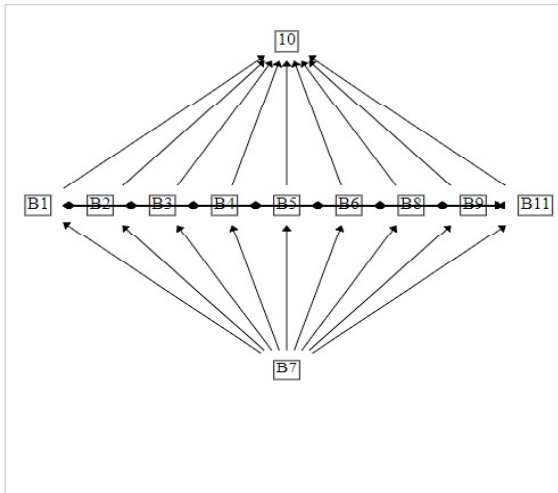
This study seeks to understand the links between the barriers to deploying global value chains using the ISM approach, as well as the barriers that influence and are influenced by others. Interpretive structural modelling (ISM) is a well-established method for identifying and describing the relationships between specific elements that make up a system. (Sage, 1977). A list of factors were deduced from relevant literature and were confirmed through an interview round from a group of 5 experts. Once the variables were finalised, the same was floated as a questionnaire. The questionnaire was administered to 5 industry experts and 6 academic experts each. Finally, the responses of all 11 respondents were summarized and merged into a single matrix to continue with the analysis.

The barrier matrix is composed of the eleven obstacles that have been identified, grouped in rows and columns. Four symbols are used to represent a contextual link, and they indicate the direction of the relationship between the barriers (i and j) (Ravi & Shankar, 2005). X: Barriers i

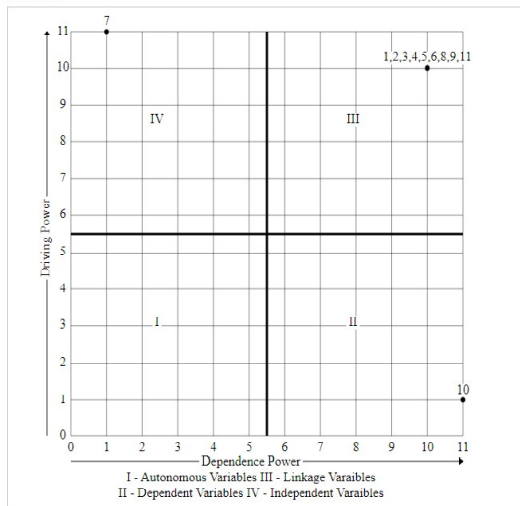
and j will impact one another; O: Barriers i and j are unrelated; V: Barrier i will influence/cause Barrier j; A: Barrier j will be influenced/caused by Barrier i. The SSIM is established based on pairwise correlations among barrier concerns. The intersection of the reachability and antecedent sets is produced for each barrier. The barriers are considered a top-level barrier in the ISM hierarchy, and these sets are the same. Partitioning is done in its entirety until the levels of all barriers are established.

Analysis and Discussion

Final Model*



MICMAC



Geopolitical factors have the potential to seriously affect commerce and cause a number of disruptions. Growing tariffs have the potential to spark trade conflicts, and problems like intellectual property theft and counterfeiting can sabotage legitimate trade practises. Shipments being seized by governments can seriously disrupt the supply chain. Geopolitical disputes can also influence trade policy and have negative welfare effects, which disrupt global commerce. For example, the ongoing geopolitical tensions are causing havoc with international trade, particularly considering the coronavirus pandemic’s ongoing effects on the world economy. The commercial relations between the United States and the United Kingdom and China are unclear. Global commerce labour shortages can be greatly impacted by geopolitical factors. The past three years have witnessed interconnected geopolitical and economic crises, resulting in a vague and heterogeneous outlook for labour markets and a widening divide between developed and developing countries. According to economists, the shortages may be caused by ageing and retiring populations, border, and immigration restrictions, and demands for flexible work schedules and higher wages. Furthermore, geopolitical tensions may cause the world trade system to split into two blocs, one centred on the United States, other on China. This would result in a 5% decline in global welfare in 2040 as compared to the baseline. The areas with lower incomes that get the most from trade’s beneficial technological spillovers would suffer the most losses (more than 10%). Geopolitical factors also play a role in supply chain disruptions, which hinder global commerce and activity significantly. The significant factors include labour shortages, pandemic-related constraints on economic activity, shortages of semiconductors, and challenges in the logistics and transportation industry.

Handling geopolitical factors in commerce is a difficult undertaking that calls for a multifaceted strategy. It is imperative that business boards discuss geopolitical risks, looking at the whole spectrum of risk scenarios and implications, important decision points, and the larger strategic landscape rather than just concentrating on investments or initiatives. Using a trifocal lens to evaluate possible hazards, organisations should be ready to respond to geopolitical threats throughout a variety of time periods. Companies must consider the implications of their core narrative while managing geopolitical risk, which is another important function played by the corporate story. It is true that labour shortages can cause port congestion. Due to a lack of automated port terminals worldwide, manpower shortages may cause extremely lengthy delays. For passengers in line, a single vessel's delay may cause further delays. There will be more fuel spent and more effluent released into the ocean when there are more vessels waiting to berth. Other variables that have contributed to the worsening of port congestion are driver shortages brought on by the implementation of the legislative EDL mandate and the tariff conflicts between the United States and China. Therefore, it is likely that infrastructure upgrading will be a required but insufficient condition for constructing resilience during a crisis where other elements (such as labour shortages) may also become imperative. In conclusion, several variables that increase workforce shortages can have a substantial impact on port congestion, which in turn affects international trade.

Conclusion

The many challenges that global value chains (GVCs) face can significantly impact their overall performance. One of the primary issues is the lack of cooperation and communication both inside and between businesses. This misalignment can lead to inefficiencies and misunderstandings

in a complex and diversified situation. Erroneous research or forecasts can also result in chaos and human error, which makes it harder for GVCs to run effectively.

Furthermore, the COVID-19 pandemic, growing protectionism, and the advent of trade and technology conflicts have introduced new risks and shocks to GVCs. These challenges could have more profound and far-reaching second- and third-order repercussions on GVCs than standard business dangers. In summary, these challenges underscore the need for robust policies and procedures to ensure the robustness and smooth functioning of global value chains.

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Emotional marketing: Manipulation or genuine connection?

Ms. Shalini Rawal*, Dr. Suresh Kumar**

[This comprehensive exploration of emotional marketing delves into its potential to either create genuine connections between brands and their audiences or act as a manipulative tool exploiting emotional vulnerabilities for commercial gain. Emotional marketing utilizes human emotions, such as joy, nostalgia, empathy, and sorrow, to foster brand loyalty and encourage consumer action, going beyond mere transactions to integrate brands into the lifestyles and identities of consumers. However, this approach also raises significant ethical concerns, highlighting the delicate balance between meaningful engagement and manipulation for profit. Critics argue that such marketing strategies can leverage insecurities or fears, driving consumer behaviour in ways that prioritize brand benefit over consumer well-being. This article examines the multifaceted debate surrounding emotional marketing, focusing on its effectiveness, ethical implications, and the fine line between manipulation and genuine connection. Through an analysis of storytelling, value alignment, community building, and the critical ethical considerations, this discussion provides a nuanced overview of emotional marketing's role in contemporary advertising and its impact on consumer-brand relationships.]

In today's fast-paced and saturated market, the quest for a brand to stand out and forge a meaningful connection with its audience has never been more challenging. Amidst this quest, emotional marketing emerges as a powerful strategy, aiming to tap into the complex tapestry of human emotions to create a bond that transcends the traditional consumer-product relationship. This approach, which prioritizes emotional engagement over functional attributes, seeks to leverage feelings of joy, nostalgia, empathy, or even sorrow to evoke a strong psychological response, thereby fostering brand loyalty and encouraging consumer action (Morrison, 2019).

The concept of emotional marketing is not new; however, its application and implications in the digital age have become a focal point for both scholarly discussion and practical marketing

strategy. At its best, emotional marketing enables brands to humanize their messaging, thereby resonating more deeply with their audience through shared experiences, values, and aspirations (Smith & Yang, 2020). This method of marketing goes beyond mere transactions, aspiring to integrate a brand into the lifestyle and identity of its consumers, thereby creating a community of loyal followers.

However, the very potency of emotional marketing also brings to the fore significant ethical considerations. The boundary between engaging consumers on a meaningful, emotional level and manipulating their feelings for commercial gain is delicate and often contested. Critics argue that emotional marketing can exploit psychological vulnerabilities, leveraging insecurities or fears to drive consumer behavior in a manner that prioritizes profit over the well-being of the consumer (Jones, 2021).

In this light, the debate surrounding emotional marketing is multifaceted, raising questions about the ethics of marketing practices, the authenticity of brand-consumer relationships, and the long-

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term impact of these strategies on consumer trust and brand reputation. As brands navigate the intricate dynamics of emotional marketing, the balance they strike between genuine connection and manipulation will significantly influence their success and ethical standing in the marketplace.

This article aims to delve into the nuanced debate of emotional marketing, examining its effectiveness, ethical implications, and the fine line it walks between manipulation and genuine connection. By exploring both sides of the argument, with references to recent studies and expert opinions, we aim to provide a comprehensive overview of emotional marketing's role in today's advertising landscape.

Emotional Marketing as a Genuine Connector

Emotional marketing transcends the conventional boundaries of advertising by fostering a genuine connection between brands and their audience. This strategy leverages the profound impact of emotions on memory and decision-making, aiming to build a deeper, more meaningful relationship with consumers. When executed with sincerity and authenticity, emotional marketing can elevate a brand's message, making it resonate on a personal level with its audience. This section explores how emotional marketing serves as a powerful tool for creating genuine connections, emphasizing the role of storytelling, shared values, and community building.

The Power of Storytelling

Storytelling is a cornerstone of emotional marketing, offering a narrative that consumers can identify with, learn from, or be inspired by. Through stories, brands can articulate their values, mission, and vision in a way that is both engaging and relatable. Davis (2018) highlights the effectiveness of storytelling in creating brand resonance, as it allows consumers to see themselves reflected in the brand's narrative, thereby fostering a stronger emotional bond. When a

brand shares stories of real people overcoming challenges, achieving their dreams, or finding joy in simple moments, it not only humanizes the brand but also elevates its relevance in the lives of its audience.

Aligning with Consumer Values

Emotional marketing is particularly effective when it aligns with the values and beliefs of the target audience. Consumers are increasingly looking for brands that share their outlook on life, social issues, and environmental concerns. Klein (2017) discusses how value-based marketing can enhance brand loyalty, as consumers prefer to support brands that reflect their personal beliefs and aspirations. This alignment goes beyond mere transactions, enabling consumers to feel that their purchasing decisions are an extension of their identity and values, thereby contributing to a greater sense of purpose and belonging.

Fostering a Sense of Community

One of the most significant outcomes of effective emotional marketing is the creation of a community of loyal followers. Brands that succeed in connecting on an emotional level often cultivate a sense of belonging among their consumers. O'Neill & Nicholson (2019) emphasize the role of storytelling in building brand communities, where shared experiences and values bring people together. This community-building aspect of emotional marketing not only enhances brand loyalty but also encourages word-of-mouth promotion, as satisfied consumers are more likely to share their positive experiences with others.

While emotional marketing holds great potential for creating genuine connections, it must be approached with ethical considerations in mind. Brands need to ensure that their emotional appeals are authentic and not manipulative. The genuine connection sought through emotional marketing should be based on truth, transparency, and a

sincere desire to positively impact the audience. By prioritizing authenticity and respect for the consumer's emotional well-being, brands can navigate the fine line between influence and manipulation, ensuring that their emotional marketing efforts are both effective and ethical.

Ethical Concerns and Manipulation in Emotional Marketing

While emotional marketing can forge genuine connections between brands and their audiences, it also raises significant ethical concerns. The fine line between engaging consumers on an emotional level and manipulating their feelings for commercial gain is a contentious issue within the realm of marketing ethics. This part delves into the ethical dilemmas posed by emotional marketing, examining the potential for consumer manipulation and the importance of maintaining ethical standards in emotional appeals.

The Risk of Exploiting Vulnerabilities

One of the primary ethical concerns associated with emotional marketing is the potential exploitation of consumers' emotional vulnerabilities. Emotional appeals that target insecurities, fears, or anxieties can push consumers towards decisions that might not align with their genuine needs or interests. Jones (2021) argues that such practices not only question the morality of marketing tactics but also risk long-term damage to brand credibility and consumer trust. The ethical issue arises when brands choose to leverage emotional triggers, such as the fear of missing out (FOMO) or social insecurities, to drive impulse purchases rather than foster a meaningful relationship with the consumer.

The Thin Line Between Influence and Manipulation

Distinguishing between influencing consumers and manipulating them is a critical ethical consideration in emotional marketing. While influence involves persuading consumers through emotional appeals that resonate with their values

and desires, manipulation seeks to exploit emotional weaknesses to coerce purchasing behaviour. This distinction is vital for maintaining ethical integrity in marketing practices. For example, advertising that plays on the fear of missing out (FOMO) or societal acceptance can trigger impulsive buying, exploiting rather than addressing genuine consumer needs (Brown, 2020).

Navigating the Complex Terrain of Emotional Marketing

To navigate the ethical complexities of emotional marketing, brands must adhere to certain guidelines that prioritize consumer well-being and respect. These include:

Transparency and Honesty

Brands should ensure that their emotional marketing efforts are grounded in truth and accurately represent the product or service offered. Misleading emotional appeals that promise more than the product can deliver are ethically questionable.

Respect for Consumer Autonomy

Ethical emotional marketing respects the consumer's ability to make informed decisions. This involves providing clear, comprehensive information about the product or service, allowing consumers to weigh their options without undue emotional pressure.

Avoidance of Negative Emotional Exploitation

While tapping into emotions like fear or sadness can be effective, ethical marketing practices should avoid exploiting these emotions in ways that could cause distress or harm to the consumer. Instead, focusing on positive emotions and uplifting messages is a more ethically sound approach.

Commitment to Social Responsibility

Brands should recognize their broader social impact, using emotional marketing to promote

positive messages and contribute to societal well-being. This includes being mindful of the cultural, social, and psychological implications of their marketing messages. Ethical emotional marketing should aim to uplift and positively impact the audience, focusing on creating content that enriches consumers' lives (Johnson, 2021).

Moreover, ethical considerations in emotional marketing extend to understanding and empathy. Brands should strive to truly understand their audience, tailoring their messaging to reflect genuine empathy and concern for the consumer's needs and emotions. By focusing on positive emotional connections and avoiding manipulative tactics, brands can build meaningful and lasting relationships with their consumers (Clark, 2020)

Conclusion

The exploration of emotional marketing reveals a nuanced landscape where the capacity to deeply connect with consumers is juxtaposed against the potential for ethical missteps and manipulation. At its core, emotional marketing harnesses the universal power of emotions to forge more meaningful relationships between brands and their audiences. This approach, rooted in storytelling, shared values, and the creation of a sense of community, offers a pathway for brands to resonate with consumers on a personal level, thereby enhancing brand loyalty and advocacy.

However, the potency of emotional marketing comes with significant responsibilities. The ethical considerations inherent in leveraging emotional appeals highlight the need for marketers to navigate this terrain with care and integrity. The fine line between genuine engagement and manipulation necessitates a commitment to transparency, respect for consumer autonomy, and a focus on positive, uplifting messages. It's crucial that brands prioritize the well-being and genuine interests of their consumers, ensuring that emotional

connections are built on a foundation of trust and mutual respect.

Looking ahead, the future of emotional marketing will undoubtedly be shaped by ongoing discussions around ethics, the evolution of consumer expectations, and advancements in technology. Brands that succeed in this environment will be those that effectively leverage emotional marketing to build authentic, ethically grounded relationships with their audience. By doing so, they not only navigate the complexities of emotional engagement but also harness its power to create a community of passionate advocates and loyal consumers.

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Development of English Domination over the Princely State

Dr. Vivek Kumar*

[The East India Company had come to do business in India, but when it saw the weaknesses and mutual animosity of the native rulers, the desire to establish an empire in India arose. It became even more ambitious when the Company took control of Bengal after the Battle of Plassey. Now its objective was to bring the native states completely under British hegemony and it took all the Indian princely states under its dominion by the end of the 19th century to fulfill its political and economic interests.]

The factors which strengthened the East India Company were often responsible for the existence of these princely states. Many of these princely states maintained their existence in autonomous and semi-autonomous forms and ruled in their territories. The Company took advantage of these princely states' mutual conflict and internal weakness and took them under its control. Although the Company adopted different policies towards different princely states. He acquired some direct and retained indirect control over some.]

The number of Indian princely states during the British domination in India was 562, covering a total area of 712,508 square kilometers. The formation of Indian princely states was largely due to these circumstances, due to which the power of the East India Company developed in India. Many Indian states, independent or semi-independent, came into existence from the remnants of the disintegrated Mughal Empire. The East India Company became a political force during the same period. Many states like Hyderabad, Awadh, Rajput, etc accepted English sovereignty. Apart from these, the British created several states in the process of overthrowing the Maratha confederacy.

Development of English domination over the Princely States

The relations of the British with the Indian states were very important. The rise of various Indian states followed the decline of the Mughal Empire. They were completely independent, though nominally they accepted the suzerainty of the Mughal emperor. At the same time, they came in contact with a foreign power - the British, who

filled the power vacuum created by the fall of the Mughal Empire.

The development of English domination over the princely states can be divided into the following parts:

1. Company's struggle for equality with Indian princely states (1740-65)
2. The Policy of Ring Fence (1765-1813)
3. The Policy of Subordinate Isolation (1813-57)
4. The policy of the Subordinate Union (1858-1935)
5. The policy of Equal Federation, 1935–1947

Company's struggle for equality with Indian princely states (1740-65)

Before 1740, the Company was a trading company and had no political aspirations. These aspirations arose after 1740 when Dupleix tried to gain political power in India by interfering in the internal affairs of the Indian princely states. To protect their business interests, the British

also followed Dupleix and tried to prove their political power by laying siege to Arcot in 1751. In 1757, the British won the Battle of Plassey and thereafter made the Nawabs of Bengal their puppets. In 1765, Emperor Shah Alam granted the Diwani of Bengal, Bihar, and Orissa to the Company, and thus it, like other governors, collected taxes from the Mughal emperor and got an existence like that of other Indian princely states.

The policy of Ring fence (1765-1813 AD)

According to Lee-Warner, during this time the British Company treated the Indian kings like independent kings and did not interfere in their mutual relations. But - on some occasions, such as during the time of Warren Hastings and Lord Wellesley, the Company intervened in the mutual affairs of these states. For example – The treaty of Banaras, the Ruhela- War and Maratha- War, Second Mysore War, the Third Maratha War, Fourth Mysore War, and Second Maratha War. Wellesley also forced the states of Oudh and Hyderabad to consider and enter into subsidiary alliances. Lord Minto also acquired the treaty of Amritsar from Maharaja Ranjit Singh at the same time in 1809 AD.

Thus, even in this era, the British did not follow the policy of non-interference in the affairs of the Indian states. Wherever and whenever it was considered necessary to intervene to safeguard the interests of the British, the British intervened. The real reason was that initially the British were not in such a firm position that they could not intervene everywhere. They were one of the various powers of India at that time. For this reason, they did not like to interfere in the affairs of these states unless it was necessary for their security or expansion of the empire. Warren

Hastings intervened in Awadh and Rohilkhand to get protection from Maratha invasions. The First Maratha War and the Second Maratha War were also fought on this basis.

Lord Wellesley made the British a major power in India with his policy of subsidiary alliance and wars. But considering the relations between the Indian states and the British at that time, the following two things are clear:

- i. Treaties were made based on equality with all other states except the Mysore state. The Company did not claim any nobility or imperial rights in those states, and each treaty made it clear that relations were established in the spirit of give and take with the states which had not been conquered.
- ii. Every treaty made it clear that the ruler will have full rights over his subjects and every treaty refuted interference in internal affairs.

The policy of Subordinate Isolation (1813-1857 AD)

In 1805, Lord Wellesley established the British power as the best power in India. Due to his subsidiary alliance, most of the Indian kings lost their independence of foreign policy, perhaps they did not have full rights over their internal policy as well. But whatever work was left of him, Lord Hastings completed it in his time, and by 1818 AD, the British became the supreme power in India. According to the treaties that Lord Hastings made with the Indian kings, the Indian kings gave their foreign policies completely the hands of the British. Regarding the internal policy, although it was accepted that the British would not interfere, in reality, the interference of the British continued to increase.

The interventions made in the states like Oudh, Mysore, Nagpur, Udaipur, Jaipur, etc. are proof of this. The level of intervention done in the states depended on the personality and nature of the British residents. But it is accepted about Lord Hastings that although he had a progressive policy, he did not get the opportunity to intervene in the internal affairs of the Indian monarch-states, but still he had to intervene in the state of Bharatpur, while Durjan Sal took over the throne of the real successor Raja Baldev Singh and tried to join hands with the Marathas and Rajputs against the British.

Looking at the relationship between the British and the Indian rulers in modern India during the period of Lord Hastings and the Revolt of 1857, the following two things become clear:

- i. The intervention of British residents continued to grow in the internal affairs of Indian kings.
- ii. The Governors-General of this time were imperialistic and the British Empire continued to expand.

The basis of this British imperialist policy was political and economic. On political grounds, they desired to include more and more Indian lands directly in their empire. On an economic basis, they knew that the more land they have, the more would be the transport facility, the income would increase and their business would progress more. For this reason, during this time, the British occupied more and more land of the Indian kings with the hope of expanding the empire and economic benefits. According to the British, the British expanded this empire to protect the Indian subjects from the faulty and

inefficient rule of the Indian kings and to provide them with good facilities. But it was only an excuse. There is no doubt that the rule of the Indian kings was faulty but the British themselves were also responsible for this. The Indian monarchs were not in a position to make any reforms in their rule due to the excessive powers of the British residents and their due intervention. Henry Lawrence himself wrote in 1848: "If there is any way to manage misgovernance, it is that of an Indian monarch and his ministers relying on comrades commanded by an English resident."

This policy of expansion of the empire was based on the misgovernance of the Indian kings, which started from the time of Lord William Bentinck and was consolidated during the time of Lord Auckland. In 1841 the Assembly of Directors declared: "No opportunity shall be missed to acquire any land and income using justice and honor." This policy reached its climax during the time of Lord Dalhousie when most of the states were included in the British dominion not only by war but based on 'The doctrine of Lapse' and 'Defects in Governance'. According to the 'Doctrine of Lapse', the British decided that if an Indian king died and he did not have any natural heir, then the rule of his kingdom would be handed over to the British, that is, the supreme power. At that time the childless monarchs were not given the right to adopt a child. For that, the approval of the British was needed. The British said that this right was about those states which were dependent on the British or which were created by the British. But it is debatable to say that the British created some states in India, the British were the supreme authority after the Mughal emperor and Indian monarchs needed their

approval to adopt a child, which they could refuse.

The policy of Subordinate Union (1858-1935 AD)

The relations between the British and the Indian kings changed significantly after the revolt of 1857 A.D. Indian nobles had given a lot of help to the British in the time of rebellion due to which the nobles were given posts, honors, and land areas. In 1858 AD when the British Crown took over the power of India, then the treaties made by the Company were fully accepted by the Indian kings. In this way, legally, there was no immediate change in the relationship between the British and the Indian kings, but in practice, their relations gradually changed. The first instance was the abandonment of the incorporation policy for the Indian state into the British state. In 1858, Queen Victoria made it clear in her declaration by quoting, "We have no desire to enlarge the boundaries of our present state. We dislike the influence of anyone over our boundaries or rights and would not try to take away the rights of anyone else." The second instance, that occurred on the same occasion, was the law that made it acceptable for both Hindus and Muslims to adopt any child as their heir according to their religion. Yet it was made clear that on every such occasion, the Indian monarchs would have to seek the permission of the British government for their successors.

Thus, by the declaration of the queen, the Indian monarchs were responsible for their states and yet the succession of their rule was dependent on the decisions of the British government. Though the security of their borders and honor was assured, the Indian states were still definitely accepted by the British government. In the coming times, the basis of the policy of the Government of India was that the Indian state was not independent and foreign but a part of the entire

British Empire of India, whose security would be the primary responsibility of the Government of India. Lord Canning declared in 1862. "The Crown of England is the undisputed supreme authority of India. From Lord Canning to Lord Curzon, all the Governor-Generals consistently emphasized the supremacy of the British Government as the supreme authority of India. This authority of the British government over the Indian states increased over time through various events and actions. In 1875 AD Prince of Belles came to India for the same purpose and in 1876 AD Lord Lytton organized Delhi-Durbar in which Queen Victoria was declared the Empress of India.

At this time the Government of India introduced the principle of the political unity of India. All the important places of India were connected by rail and telegram and in doing so the boundaries of the state were not taken care of. The Government of India also took over the post office system. The currency of British became common in India. Universities became such places where students from all over India went to study. The High Courts established by the British became the model for the courts of the Indian kings. The Government of India kept its full authority over the weapons. The Government of India also got the right to appoint guardians to appoint the Diwans, Chief Ministers, and other big officials of the state or to look after their governance. The approval of the Government of India became necessary for making any important law for the state. Thus, gradually it became clear that in every important matter now the ultimate responsibility would rest with the British Government of India and every Indian king was hence completely under it.

The acceptance of this principle of political unity increased the rights and responsibilities of the British. In 1860, Lord Canning maintained that the Government of India had the right to remove

the misrule of the Indian monarchs. Lord Mayo had said in front of the rulers of Rajputana “If we take care of your rights and special facilities, then you also must take care of the rights and special facilities of those persons who are under you. If we help you to maintain your power, then good governance is expected of you too.”

Lord Mayo clarified the following three things about his relations with the Indian states:

1. The British had full right to intervene in the states of the Indian rulers on the occasion of their misrule.
2. If there was any rebellion in the states against a capable ruler, the British would suppress that rebellion.
3. The British would not allow civil war in any state.

The British intervened in the Indian states at various times. Three examples can be taken of those interventions - the case of Baroda (1873–75 AD), the case of Manipur (1891–1892 AD), and the case of Hyderabad (1926 AD).

Malharrao, the ruler of Baroda state, was accused of misgovernance and a commission of three persons was appointed to look into it. He was ordered to fix the government. But after a year he was accused of trying to poison a British resident. Malharrao Holkar was imprisoned on 13 January 1875. A special court was created to judge him, consisting of three British and three Indian judges. Among the Indians were Scindia, the ruler of Jaipur, and Raja Sir Dinkarrao. Indian judges found Malharrao innocent. Nevertheless, the Government of India deprived him and his successors of the throne

.In 1891 there was another rebellion in Manipur. Because of this, King Shoorchandra Singh was removed from the throne and his brother,

Senapati, was hanged while the kingdom was handed over to a child under the protection of an English representative. The following principles were determined from this quarrel regarding the relationship between the British and the Indian monarchs.

1. The British had the right to decide the question of succession to a state
2. Failure to obey the orders of the British could be considered a rebellion.
3. The British were opposed to the Indian kings punishing the people of the state.
4. International laws regarding Indian states could not be accepted

In 1926, there was an intervention in the state of Hyderabad and at that time it was made clear that the Indian King was safe only because of the protection of the British. Because of this, in the event of any internal disturbance or rebellion, the British had full right to intervene in the states of the Indian leaders.

The Policy of Equal (Federation) 1935 – 1947

Indian kings were invited to the Round Table Conferences. According to the 1935 Act, they were given 125 seats out of 375 in the Federal Legislative Assembly of the Union of All India and 104 out of 280 seats in the State Legislative Council (the Union came into existence only when at least half the population and the princely states having half the seats in the council, join the union.

The All India Congress refused to cooperate with the Government of India on the occasion of World War II. To get the cooperation of Indians, the British government made every effort and presented various schemes such as the Cripps Plan (1942), Wavell Plan (1945 AD), Cabinet Mission Plan (1946 AD), etc. In these plans, special emphasis was laid on the fact that when

India would become independent, British supremacy over the Indian monarchs would end. The announcement to British Prime Minister Attlee of 20 February 1947 AD and the Governor General of India Mountbatten's plan of 3 June 1947 also clarified that British supremacy would end when India would become independent. Indian states would be free to merge into either India or Pakistan. Some Indian rulers still wanted that even after the end of British supremacy, they should be given the right to remain independent from both India and Pakistan. But Lord Mountbatten refused to accept it. In such a situation, the 'Indian Independence Act' was made in 1947, which resulted in the creation of two states named India and Pakistan.

Conclusion

Seeing India's incredible wealth in the seventeenth century, all the races of Europe were tempted. Everyone wanted to take part in its business, but except for the British, no other dominion could make up for it. There were many reasons for this. Portuguese were the first to come to India, but they could not understand the prevalent condition of India. In the pursuit of promoting religion, they brought failures to their business. Their narrow policy and its consequences have already been mentioned. By not following the advice of Almeida, they made a huge mistake. Their naval power was always weak. Dutch came after the Portuguese. They were very courageous and valiant, had no shortage of money, and received full help from the state. But their focus was more on the spice islands than on India, apart from this it was not easy to compete with the British in naval power. The French arrived later than the other colonialists. Their company was owned by the government, the Governors used to intervene in the administrative affairs. The French were

unskilled in the art of business and hence they did not make any special progress in the business. The British tried to increase their naval strength ever since the beginning. They very well understood the role of the oceans in trade with India. Their sailors were clever and courageous. The East India Company had no special relationship with the state. It was established by renowned merchants. At this time, its constitution was such that government officials rarely got the opportunity to intervene arbitrarily. The kings of England were always ready to help it out of their greed for money. The company's employees were well-skilled in business.

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A Review on Friendship at the Workplace: Exploring its Impact on Employee Well-being and Organizational Performance

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[Friendship is a fundamental aspect of human social interaction, impacting well-being and life satisfaction. In recent years, the role of workplace friendships has gained attention due to their influence on employee well-being and organizational performance. This paper explores the emergence, evolution, and consequences of workplace friendships. Workplaces have become fertile ground for friendships to develop as people spend substantial time there. The literature review examines factors contributing to their formation, including shared interests and proximity. Workplace friendships offer benefits such as increased job satisfaction, well-being, productivity, and support. However, challenges like maintaining boundaries and managing conflicts also arise. Workplace friendships significantly impact employee well-being by reducing stress, enhancing mental health, and providing social support. They also benefit organizations by improving teamwork, collaboration, engagement, and shaping organizational culture. Recommendations emphasize strategies for organizations, including training and fostering an inclusive culture.]

Friendship, a universal human experience, has been extensively studied in various life contexts, influencing personal happiness and emotional well-being (Demir, 2008). Over recent years, increasing attention has been directed toward understanding the role of friendships within the workplace, recognizing the profound impact these professional connections have on both individual employees and the organizations they work for (Adler & Gunderson, 2008; Wrzesniewski & Dutton, 2001). This research paper seeks to delve into the intricate dynamics of friendships in the workplace, shedding light on their emergence, evolution, and the multifaceted consequences they bring. In today's world, where individuals often dedicate a significant portion of their waking hours to their jobs, the workplace has evolved into a dynamic

context where friendships can develop and thrive. As Demir (2008) notes, friendships are essential components of social support systems that contribute to individuals' overall well-being. The workplace, with its shared goals, challenges, and daily interactions, provides a fertile ground for the formation of friendships (Adler & Gunderson, 2008). Workplace friendships can take various forms, from casual lunchtime chats to deeper, more enduring connections that extend beyond office hours (Wrzesniewski & Dutton, 2001). They often emerge naturally, driven by shared experiences, common interests, and proximity to colleagues. These friendships can play a pivotal role in employees' lives, impacting their emotional state, job satisfaction, and overall job performance. The aim of this paper is to conduct a comprehensive review of existing literature elucidating the multifaceted nature of friendships within the workplace. We will explore the factors that contribute to the formation of workplace friendships and the benefits they offer, such as enhanced job satisfaction, increased

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well-being, improved job performance, and emotional support (Demir, 2008; Adler & Gunderson, 2008). However, as Wrzesniewski and Dutton (2001) highlight, we will also navigate the challenges and dilemmas associated with these relationships, including the delicate balance between personal and professional boundaries and the potential for conflicts to arise in the workplace. As we delve further into this research, we will not only examine the positive effects of workplace friendships on individual well-being but also analyze their impact on organizational performance, such as their role in fostering collaboration, boosting employee engagement, and shaping the broader organizational culture (Wrzesniewski & Dutton, 2001).

The Emergence of Workplace Friendships

Workplace friendships are a significant aspect of social interaction within organizational settings, often emerging as a natural consequence of shared experiences and prolonged proximity (Demir, 2008). Studies by Demir (2008) have emphasized the role of shared interests and common objectives in facilitating the formation of workplace friendships. Colleagues working together on projects or sharing departmental goals tend to interact more frequently, creating opportunities for social bonding (Adler & Gunderson, 2008). Furthermore, research by Adler and Gunderson (2008) has highlighted the impact of physical proximity on the development of workplace friendships. Employees who share workspaces or regularly engage in team activities are more likely to form close connections due to the increased exposure and opportunities for social interaction. Workplace friendships offer a myriad of benefits that extend beyond socialization. These relationships are often associated with enhanced job satisfaction and overall well-being (Demir, 2008). According to Demir (2008), individuals with workplace friends tend to report higher levels of happiness and job satisfaction, attributing these positive

emotions to the emotional support and camaraderie they receive from their colleagues. Moreover, research has demonstrated that workplace friendships contribute to improved job performance and increased productivity (Wrzesniewski & Dutton, 2001). Colleagues who share a strong bond tend to collaborate more effectively, share knowledge, and are more likely to go the extra mile to support each other in achieving common goals (Wrzesniewski & Dutton, 2001). Despite the numerous advantages associated with workplace friendships, they are not without their challenges. Maintaining a balance between personal and professional boundaries can be particularly complex (Adler & Gunderson, 2008). Colleagues must navigate the delicate terrain of forming close relationships while adhering to organizational norms and expectations (Adler & Gunderson, 2008). Conflict management within workplace friendships can also be a significant challenge (Demir, 2008). Disagreements or misunderstandings among friends may not only affect their personal relationship but also disrupt team dynamics and overall work performance (Demir, 2008). Additionally, hierarchical differences within organizations can create dilemmas within workplace friendships, as employees may grapple with power dynamics and concerns about favoritism (Wrzesniewski & Dutton, 2001).

Impact on Employee Well-Being

Employee well-being is a critical aspect that is profoundly influenced by workplace friendships, transcending the confines of professional roles and corporate structures. Extensive research has consistently demonstrated the positive effects of workplace friendships on individuals' mental and emotional health, highlighting their role as an essential component of employee well-being (Demir, 2008; Adler & Gunderson, 2008). One of the most compelling aspects of workplace friendships is their capacity to reduce stress levels among employees (Adler & Gunderson,

2008). The emotional support that friends provide in the workplace can act as a powerful buffer against the pressures and challenges of the professional environment (Demir, 2008). The simple act of confiding in a trusted colleague can alleviate stress, provide a sense of relief, and help individuals navigate difficult situations more effectively. As a result, employees with workplace friends often report lower levels of stress and a greater ability to cope with job-related demands. Moreover, workplace friendships contribute significantly to individuals' overall mental health and psychological well-being (Wrzesniewski & Dutton, 2001).

The sense of belonging and connection that arises from these relationships fosters a positive emotional state. Employees who feel socially integrated and valued by their peers often exhibit higher levels of job satisfaction, life satisfaction, and a greater sense of fulfillment (Demir, 2008; Adler & Gunderson, 2008). This enhanced mental well-being can have a ripple effect on various aspects of an individual's life, contributing to a more positive outlook and improved overall quality of life. Furthermore, the influence of workplace friendships extends beyond emotional support to encompass personal development and growth. Friends in the workplace often provide opportunities for skill-building, knowledge sharing, and constructive feedback (Wrzesniewski & Dutton, 2001). This collaborative learning environment not only enhances professional competence but also contributes to a sense of personal growth and fulfillment, reinforcing the positive impact of workplace friendships on employee well-being. In summary, workplace friendships offer a multifaceted pathway to enhancing employee well-being. These connections serve as a source of emotional support, reduce stress levels, and contribute to improved mental health. Additionally, they foster a sense of belonging and connection, leading to higher levels of job

satisfaction and overall life satisfaction. Recognizing the profound influence of workplace friendships on employee well-being underscores the importance of nurturing and promoting these relationships within organizations, ultimately contributing to a more positive and productive work environment..

Impact on Organizational Performance

In addition to being a source of personal satisfaction and well-being for employees, workplace friendships wield a profound influence on the overall performance and success of organizations. Understanding and harnessing the power of these relationships can lead to tangible benefits that positively impact the bottom line. Employees who cultivate close workplace friendships often exhibit higher levels of engagement in their work (Wrzesniewski & Dutton, 2001). Engaged employees are more committed to their tasks, more enthusiastic about their roles, and more likely to invest discretionary effort in their job responsibilities. This heightened level of engagement translates into increased productivity and higher job performance (Wrzesniewski & Dutton, 2001). Colleagues who share a strong bond are not only more willing to collaborate but also tend to work more efficiently and effectively as a team. Moreover, workplace friendships foster an environment of collaboration, knowledge sharing, and mutual support (Adler & Gunderson, 2008). Employees who feel comfortable reaching out to their friends for assistance or advice are more likely to seek solutions collectively, tapping into the diverse expertise and skills within their social network. This collaborative synergy can lead to innovative problem-solving, increased creativity, and improved decision-making, all of which are crucial for achieving organizational objectives. Furthermore, workplace friendships play an indispensable role in shaping the organizational culture (Adler & Gunderson,

2008). Friendships among employees contribute to a positive and inclusive workplace atmosphere, where individuals feel respected, valued, and connected (Demir, 2008). Such a culture can be a powerful magnet for attracting and retaining top talent (Wrzesniewski & Dutton, 2001). Prospective employees are often drawn to organizations where they perceive a welcoming and supportive environment. When they witness existing employees forming genuine connections and demonstrating a strong sense of camaraderie, it reinforces the attractiveness of the organization. Additionally, the sense of cohesion and camaraderie that workplace friendships foster can lead to a more stable and committed workforce (Adler & Gunderson, 2008). Reduced turnover rates result from employees who feel a strong sense of loyalty to their colleagues, making them less likely to seek opportunities elsewhere. This heightened commitment to the organization's goals and values can significantly impact long-term success, as a stable workforce contributes to continuity, organizational memory, and the preservation of institutional knowledge. Thus, workplace friendships are a dynamic force that not only enhances employee satisfaction and well-being but also exerts a substantial influence on organizational performance. They promote engagement, collaboration, and knowledge sharing among employees, leading to increased productivity and improved job performance. Moreover, these friendships shape the organizational culture, making it more attractive to potential talent and contributing to a cohesive, committed workforce. Recognizing the multifaceted benefits of workplace friendships underscores their importance in fostering a positive and productive organizational environment.

Conclusions

Workplace friendships represent a critical, yet often overlooked, element of organizational

dynamics. Their significance lies not only in fostering a supportive and inclusive workplace culture but also in driving tangible benefits for both employees and the organization. As such, organizations should actively encourage the formation and nurturing of workplace friendships through policies and practices that promote a positive work environment, facilitate social interactions, and respect personal and professional boundaries.

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The Branding of Democracy: A Review of Advertising's Impact on Political Campaigns and Electoral Behaviour

Dr. Ritika Tanwar*

[The interplay between advertising and political campaigns has transformed the dynamics of electoral behaviour and democratic engagement. This paper examines the evolution of advertising within political campaigns, its profound influence on voter behaviour, and the resulting implications for the democratic process. By adopting a multidisciplinary approach, it draws insights from political science, marketing, psychology, and media studies, focusing on the transition from traditional to digital campaign strategies, the application of branding concepts to political entities, and the theoretical frameworks underlying these practices. The analysis reveals that while political advertising can mobilize voters and facilitate informed decision-making, it also raises concerns about misinformation, voter manipulation, and the equity of access to media resources. The paper concludes that the branding of democracy through political advertising poses significant challenges and opportunities for the future of electoral engagement, calling for a balanced approach that safeguards democratic integrity while leveraging the potential of advertising to enhance political participation.]

The relationship between advertising and democracy has garnered significant attention as political campaigns increasingly leverage sophisticated marketing techniques to sway voter behaviour. This trend, often referred to as the “branding” of democracy, treats political entities much like consumer brands, reflecting a major shift in the cultivation and understanding of democratic engagement. Originally limited to traditional media, political advertising has evolved with the digital era, embracing data analytics, social media, and micro targeting to connect with voters more personally. This evolution mirrors wider changes in media and communication, impacting how political information is shared and perceived. While these advancements have the potential to enhance democratic participation by enabling more effective voter engagement, they also raise concerns about misinformation, privacy erosion,

and the creation of echo chambers that could harm democracy's deliberative nature. This paper delves into these dynamics, examining advertising's role in political campaigns and its implications for democracy, aiming to shed light on the nuanced interplay between political communication and democratic practices in the digital age.

The Evolution of Political Advertising

The evolution of political advertising from traditional methods to advanced digital campaigns has fundamentally altered the dynamics of political engagement. Enabled by technological progress and shifting media consumption patterns, political campaigns now utilize data analytics and micro targeting to communicate with voters more directly and personally. While these developments offer the promise of increased electoral engagement and tailored messaging, they also pose significant ethical questions, such as the potential for

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enhanced political polarization, concerns over voter privacy, and the integrity of democratic discourse. The rise of social media as a primary venue for political advertising has further complicated the landscape, allowing for the rapid spread of information but also misinformation, thus challenging the very foundations of informed decision-making in a democratic society. As we navigate this new era of political communication, the imperative to find a balance between leveraging technological advancements for political engagement and safeguarding the principles of democracy has never been more critical.

Theoretical Framework

The theoretical underpinning of this paper extends beyond traditional marketing principles to encompass a broader understanding of how branding shapes political landscapes. Branding in political campaigns is not merely about creating a unique image or identity; it involves weaving a narrative that resonates with voters' values, emotions, and aspirations, effectively turning political figures and parties into relatable "brands" that stand for certain ideologies or promises. This conceptual framework draws heavily on persuasion theories, such as the Elaboration Likelihood Model (Petty & Cacioppo, 2012), which posits that attitudes can be changed through either deep, thoughtful consideration of arguments (central route) or more superficial cues (peripheral route), the latter being particularly relevant to branding efforts. Additionally, the concept of social influence, especially as outlined in Cialdini's principles of persuasion (Cialdini, 2009), provides insights into how social proof, authority, liking, and other factors can be leveraged in political branding to shape voters' perceptions

and behaviours. The application of these theories within the political realm underscores the complexity of voter engagement and decision-making, suggesting that the impact of branding on electoral outcomes extends beyond simple name recognition or party loyalty to encompass a multifaceted interplay of cognitive, emotional, and social dynamics (O'Shaughnessy, 2001; Jackson, 2011). Together, these theoretical perspectives offer a nuanced understanding of how political branding operates not just as a marketing strategy but as a fundamental component of contemporary political communication and persuasion.

Impact on Electoral Behaviour

Advertising's pivotal role in political campaigns significantly shapes electoral behaviour, extending its influence across voter turnout, preferences, and even the overarching results of elections. The literature underscores that the impact of campaign advertisements is nuanced, contingent on the interplay of message content, chosen mediums, and the target audience's existing biases and inclinations (Ridout & Franz, 2011; Brader, 2006). The strategic employment of negative advertising, aimed at discrediting opponents, has proliferated, prompting debates over its implications for fostering voter cynicism and disengagement, a phenomenon corroborated by empirical studies (Lau & Rovner, 2009; Ansolabehere & Iyengar, 1995). This emerging trend in political advertising, characterized by an increasing reliance on emotionally charged and sometimes misleading information, has led scholars to examine the broader societal effects, including potential erosion of trust in the democratic process (Geer, 2006; Brooks & Murov, 2012). Furthermore, the advent of digital platforms has introduced new dynamics, with

social media ads offering both unprecedented reach and granularity in targeting, yet also raising concerns about transparency, accountability, and the spread of disinformation (Kreiss & McGregor, 2018; Allcott & Gentzkow, 2017). These developments underscore the complexity of advertising's role in modern political campaigns, revealing a landscape where the tools and strategies of persuasion wield significant power, but also pose profound challenges to democratic engagement and integrity.

Democratic Implications

The branding of democracy via political advertising carries multifaceted implications for democratic processes, embodying a double-edged sword. While it can bolster democratic engagement by disseminating information and rallying support, it simultaneously harbours risks that could undermine the very foundation of democratic equality and integrity. The capacity of advertising to educate and mobilize voters represents a pivotal tool in the democratic arsenal, potentially enriching the electoral process by fostering an informed and active electorate. However, the dark side of this influence, marked by the spread of misinformation, manipulative tactics, and the disparate access to advertising platforms, casts a long shadow over its benefits. These concerns are exacerbated in the digital age, where the velocity and reach of online platforms magnify the effects of misleading information and the echo chambers they often create, posing significant challenges to the principle of informed decision-making fundamental to democracy (Kreiss & McGregor, 2018; Allcott & Gentzkow, 2017). Furthermore, the financial barriers to accessing sophisticated advertising tools can exacerbate existing inequalities, privileging well-funded

campaigns and candidates, thereby distorting the democratic ideal of equal opportunity for all voices to be heard (Masket, 2009; Hasen, 2016). As political advertising becomes increasingly central to campaign strategies, the need for regulatory frameworks and ethical guidelines to mitigate its adverse effects and safeguard the democratic process becomes imperative, demanding careful consideration from policymakers, scholars, and practitioners alike.

Conclusion

The branding of democracy through political advertising underscores a critical juncture in the evolution of political campaigns and voter engagement, embodying both the promise of deeper democratic involvement and the peril of undermining democratic principles. While advertising has the capacity to invigorate the electorate, making political participation more accessible and information more widespread, it simultaneously opens the door to tactics that may distort the electoral landscape through manipulation, misinformation, and the deepening of societal divides. These challenges are compounded by the digital revolution, which, while democratizing access to information, also facilitates the rapid spread of unverified content, thereby complicating the electorate's ability to discern truth from falsehood. Moreover, the financial demands of competitive advertising campaigns risk amplifying voices with substantial resources while marginalizing those without, potentially skewing the democratic dialogue away from a fair representation of all constituents. Acknowledging these complexities, it becomes crucial for future research to not only probe the multifaceted impacts of political advertising on democracy but also to forge innovative solutions aimed at preserving the

integrity of electoral processes. Such endeavours should strive to balance the beneficial aspects of political advertising—such as voter mobilization and education—with robust safeguards against its potential to mislead or unfairly influence the public discourse. This entails a concerted effort among academics, policy makers, and industry practitioners to develop ethical standards, regulatory frameworks, and technological tools that enhance transparency, ensure equitable access to advertising platforms, and foster an informed, engaged citizenry capable of navigating the nuances of digital-age political communication.

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A Study of Cost & Its Classification: Behavioral Costs of Steel Investment Casting

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[This research paper delves into the fundamental concept of cost and its various classifications in the field of economics, accounting, and business management. The paper provides an in-depth analysis of cost as an essential element in decision-making processes, resource allocation, and overall financial management. By examining the different categorizations of cost, the paper aims to enhance the understanding of how organizations can effectively manage their resources and optimize their operations. The Behavioral classification of cost is which we would elaborate with analysis of cost for Investment Castings.]

Cost is a critical aspect of economic and business analysis. It represents the value of resources utilized to produce goods and services. Understanding cost is imperative for businesses to make informed decisions, maximize profits, and achieve operational efficiency. This paper presents an exploration of cost and its classifications, shedding light on its multifaceted nature and significance in various sectors.

Cost is a cornerstone concept in economics, accounting, and business management. It represents the value of resources utilized in the production of goods and services. This paper delves into the concept of cost and its diverse classifications while focusing on behavioral types of costs (Fixed, Variable & Semi-Variable/ Mixed costs). Analyzing cost data received for Investment casting parts will enable us to identify the details like cost elements and their impact on costing.

Behavioral cost classification for investment castings focuses on categorizing costs based on how they behave within the production process and how management can influence or control them.

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Fixed Costs: These are costs that remain constant within a certain production range and do not fluctuate with changes in production volume. Management typically has little immediate control over fixed costs in the short term, but they can be influenced over the long term through strategic decisions such as capacity adjustments or renegotiating contracts.

Variable Costs: Costs that fluctuate directly with changes in production volume. As more investment castings are produced, variable costs such as raw materials and direct labor increase proportionally. Management can directly influence variable costs through production planning, inventory management, and efficiency improvements.

Semi-Variable Costs: Also known as mixed costs, these costs have both fixed and variable components. For example, maintenance costs for casting equipment may include a fixed portion (e.g., annual maintenance contracts) and a variable portion (e.g., repair costs based on machine usage). Management can influence semi-variable costs by optimizing equipment usage and negotiating maintenance contracts.

By classifying costs based on their behavioral characteristics, investment casting manufacturers can gain insights into how costs interact with

production volume and management decisions. This understanding enables more effective cost management strategies, resource allocation, and decision-making processes to improve operational efficiency and profitability in the investment casting industry.

Literature Review

Study of cost and its classification while focusing on Behavioral costing of Investment Castings led to reviewing literature available on similar subjects of cost, cost classification and costing of investment castings.

Sower, 2009 discusses about industry specific cost model and elaborates about material & labor costs. It also reflects on cost strategies and cost elements. Supplier cost models are good for budgeting and estimation.

Anderson & Dekker, 2009 in the paper on strategic cost management in supply chains elaborate about alignment of organizational resources and cost structure. Cost sensitivity at the time of product and process design help in establishing the value chain.

Johansson et al., 2020 in another paper about sustainable operations management explain about manufacturing unit based cost KPIs. The literature covers the discussion of total cost deduced as a sum of Fixed cost and product of unit cost and volumes.

Life cycle cost is discussed by Kambanou, 2020 in their paper on additional usage of lifecycle costs in lifecycle management. Total cost of ownership including fixed and variable costs throughout the lifecycle of a product is discussed.

Mandolini, Campi, Favi, Cicconi, et al., 2020 through the paper analytical cost modeling for investment castings throw light on costs associated specifically to investment casting parts. Literature of the paper highlights the investment casting process, feature based costing and cost model.

We also gathered information about tooling costs and Nagahanumaiah et al., 2005 discusses costing of tooling and dies and its importance as fixed and semi-variable cost in the paper an integrated framework for die and mold cost estimation. Tooling capital costs can go as high as 25% if the volumes are low.

Reviewing and studying multiple articles on internet as well provided deeper insight on classification of costs and helped focus on analyzing the behavioral costs for investment casted parts.

Research Methodology

Methodology adopted in this paper as per our limited understanding is a mixed-methods research. Data was gathered in form of supplier quotations and inputs after detailed study, expert discussions, literature review and experiential knowledge. Data analysis is performed to elaborate the behavioral cost classification concept

A mixed-method research focusses on study, literature review and data gathering for analysis.

Objective of study: Study is completed to understand various classifications of cost in new age. Cost is no more just an accounting term and rather has significant impact on business decisions. Understanding the concept of cost and its various classifications helps businesses to take informed decisions.

Data Collection: Data is gathered for a sample size of 10 investment casted parts from 2 suppliers (5 each) to analyze and explain the cost elements and classification of cost.

Limitations: Cost, its classification and its impact are an evolving and interesting area of study and analytics. This paper focusses only on basics cost classifications and the behavioral classification of costs for investment castings with limited data available from few regional suppliers.

Cost & Its Classification

Definition of Cost

Cost (Sower, 2009) (Kambanou, 2020) refers to the expenditure incurred to acquire resources for production or provision of goods and services. It encompasses both monetary and non-monetary sacrifices made to achieve a particular goal. Costs can be direct (attributed to a specific product or service) or indirect (associated with multiple products or services). Furthermore, costs can be explicit (clear, measurable cash outflows) or implicit (opportunity costs or forgone alternatives).

Classification of Costs

Costs can be classified in various ways, each providing valuable insights for decision-making and management strategies:

1. Costs Classified on Behavior or its Nature:

Fixed Costs (Johansson et al., 2020): These costs remain constant regardless of the level of production or sales. Examples include rent, salaries of permanent employees, and annual subscription fees.

Variable Costs: Variable costs change proportionally with the level of production or sales. Raw materials, direct labor, and utility bills are examples of variable costs.

Semi-Variable Costs: Also known as mixed costs, these costs have both fixed and variable components. Telephone bills with a fixed monthly charge and variable usage charges are an illustration of semi-variable costs.

2. Costs Classified for Traceability

Direct Costs: These costs are directly attributable to a specific product, project, or activity. Direct material (Mandolini, Campi, Favi, Germani, et al., 2020) and direct labor costs are classic examples.

Indirect Costs: Indirect costs (Faria et al., 2020) are not directly traceable to a particular product or activity. They are incurred to support the overall business operations. Overhead costs, administrative expenses, and utilities are common indirect costs.

3. Costs Classified to enable Decisions

Sunk Costs: Sunk costs are past expenditures that are irrelevant to current decisions. They should not influence future choices since they cannot be recovered.

Opportunity Costs: Opportunity costs represent the value of the next best alternative foregone when a decision is made. They are crucial in assessing trade-offs between different options.

Marginal Costs: Marginal costs refer to the additional cost incurred by producing one more unit of a product or service. They are vital in determining the optimal production level.

4. Costs Classified on Time/Period basis

Short-Run Costs: Short-run costs involve expenses that can be adjusted only to a limited extent in the immediate future due to fixed factors of production. Fixed costs are typically more prevalent in the short run.

Long-Run Costs: Long-run costs encompass expenses that can be fully adjusted in the long term, allowing businesses to adapt their production levels and adjust all factors of production.

Cost Control and Management

Effective cost management (Anderson & Dekker, 2009) is paramount for organizations to remain competitive and sustainable. By understanding cost classifications, businesses can make informed decisions regarding pricing strategies, resource allocation, and efficiency enhancement.

Additionally, cost analysis aids in budgeting, forecasting, and performance evaluation.

Costs in Investment Casting

The cost of investment casting (Mandolini, Campi, Favi, Cicconi, et al., 2020) can vary significantly depending on various factors such as the complexity of the part, size, material, quantity, and the specific requirements of the project. Following are some factors affecting the cost of investment casting:

Complexity of the Part: More complex parts generally require more intricate molds and more steps in the casting process, which can increase costs.

Material: The type of material used for the casting can greatly affect the cost. Some materials are more expensive than others due to their availability, properties, or difficulty in casting.

Size and Weight: Larger and heavier parts require more material and may also need more complex molds, which can increase costs.

Quantity: Generally, larger quantities lead to lower costs per part due to economies of scale. However, setting up for small production runs may have higher initial costs.

Tolerances and Surface Finish: Tight tolerances and specific surface finishes may require additional machining or finishing processes, adding to the overall cost.

Tooling and Setup: Initial costs for tooling and setup can be significant, especially for custom parts. These costs are usually amortized over the production run.

Quality and Certification Requirements: Certain applications may require additional quality control measures, testing, or certifications, which can increase costs.

Supplier and Location: Different suppliers may offer varying prices based on their capabilities, expertise, and location.

It's important to obtain quotes from several suppliers and consider all the factors mentioned above when estimating the cost of investment casting for a specific project. Additionally, while investment casting can be more expensive upfront compared to other methods like sand casting, it often provides better surface finish, tighter tolerances, and can be more cost-effective for complex parts in the long run.

It's important to take this paper in a specific direction. In order to do that, I will limit the scope of study and analysis to Cost Classification based on Behavior or nature (Fixed, Variable and Semi Variable costs)

The *Fixed costs for investment casting* typically include expenses that remain constant regardless of the number of parts produced. These costs are primarily related to tooling, setup, and initial preparation for the casting process. Here are some examples of fixed costs for investment casting:

Tooling Costs: Investment casting requires the creation of wax patterns or molds, which can involve tooling expenses. These costs include designing and manufacturing the dies, molds, or patterns needed for casting the parts. Tooling costs (Nagahanumaiah et al., 2005) can vary depending on the complexity and size of the parts.

Setup Costs: Setting up the casting process involves preparing the equipment, molds, and materials required for production. This includes preparing the ceramic shells, assembling the wax patterns onto gating systems, and configuring the casting parameters.

Initial Material Costs: There are initial material costs associated with investment casting, such as the cost of wax for creating patterns, ceramic materials for making shells, and the metal alloy used for casting the parts. These materials are typically purchased in bulk for production runs, contributing to fixed costs.

Labor Costs: Labor expenses related to initial setup, such as design and engineering work, pattern making, and process development, are considered fixed costs. These costs are incurred regardless of the number of parts produced and may include salaries for skilled workers involved in the setup process.

Facility Costs: Costs associated with operating and maintaining the casting facility, including rent, utilities, insurance, and equipment depreciation, are fixed costs. These expenses remain relatively constant regardless of production volume.

Quality Control and Certification: Costs associated with quality control procedures, inspections, and certifications, such as ISO compliance or industry-specific standards, are considered fixed costs. These expenses ensure that the casting process meets the required quality standards.

Overall, fixed costs for investment casting are incurred upfront and remain relatively stable regardless of the production volume. However, it's essential to consider both fixed and variable costs when determining the total cost of investment casting for a specific project.

Variable costs for investment casting are expenses that fluctuate based on the number of parts produced or the specific requirements of each casting run. These costs directly correlate with production volume and can vary from one project to another. Here are some examples of variable costs for investment casting:

Material Costs: The primary variable cost in investment casting is the cost of raw materials used in the process. This includes the metal alloy used for casting the parts, as well as consumable materials such as wax for creating patterns and ceramic materials for making shells. The quantity of materials required depends on the size, complexity, and number of parts produced in each casting run.

Energy Costs: Energy costs associated with melting and pouring metal, as well as heating and curing ceramic shells, contribute to variable expenses. The amount of energy consumed during the casting process varies based on factors such as furnace efficiency, melting temperature, and casting cycle time.

Labor Costs: Labor expenses related to production, such as operating machinery, conducting inspections, and handling post-casting processes like finishing and machining, are considered variable costs. These costs increase with the number of parts produced and the complexity of the manufacturing process.

Scrap and Rework: Variable costs may also include expenses associated with scrap material and rework. Scrap occurs when castings fail to meet quality standards and must be discarded, while rework involves repairing or remanufacturing defective parts to meet specifications. The amount of scrap and rework incurred depends on factors such as process stability, quality control measures, and operator skill.

Tooling Maintenance and Replacement: While tooling costs are primarily fixed, maintenance and replacement of tooling may be considered variable expenses, especially over the long term. Wear and tear on dies, molds, and other tooling components occur with prolonged use and can necessitate repairs or replacements to maintain production efficiency and quality.

Packaging and Shipping: Variable costs may include expenses related to packaging finished parts and shipping them to customers or distribution centers. These costs vary depending on factors such as packaging materials, transportation mode, distance, and shipment volume.

Overall, variable costs for investment casting are directly influenced by production volume, process efficiency, and quality performance.

Minimizing variable costs while maintaining product quality is essential for optimizing the profitability of investment casting operations.

Semi-variable costs for investment castings, also known as mixed costs, consist of both fixed and variable components. In the context of investment casting, there are some expenses that exhibit characteristics of both fixed and variable costs. Here are a few examples:

Maintenance and Repair of Equipment: The maintenance and repair of equipment used in investment casting can have both fixed and variable components. There are fixed costs associated with routine maintenance, such as regular inspections and preventive maintenance tasks that occur regardless of production volume. However, the cost of repairs due to wear and tear or unexpected breakdowns can vary depending on usage and production volume.

Labor Costs for Setup and Production: While labor costs for setup are typically considered fixed, labor costs for actual production may have both fixed and variable components. For example, there may be a base level of labor required to operate the casting equipment and oversee the process, which constitutes a fixed cost. However, additional labor may be needed as production volume increases, leading to variable labor costs.

Quality Control and Inspection: Quality control and inspection costs can also have semi-variable characteristics. There are fixed costs associated with establishing quality control procedures, training personnel, and maintaining inspection equipment. However, the cost of conducting inspections and quality checks may vary depending on production volume and the number of parts produced.

Utilities: Utility costs, such as electricity and water, can have both fixed and variable components. There are fixed costs associated with maintaining utility connections and

infrastructure, as well as a base level of usage necessary for operating the facility regardless of production volume. However, as production increases, there may be additional variable costs due to higher energy consumption and water usage.

Overhead Expenses: Certain overhead expenses, such as administrative salaries, rent, and insurance, may have semi-variable characteristics. While some overhead costs remain fixed regardless of production volume, others may vary based on factors such as the size of the facility or the number of employees, making them semi-variable costs.

Identifying and properly categorizing semi-variable costs is important for budgeting and cost analysis purposes. Understanding the fixed and variable components of these costs can help businesses make informed decisions about resource allocation and pricing strategies in investment casting operations.

Analyzing the cost of investment casting involves examining various factors that contribute to both fixed and variable expenses. Here's a step-by-step approach to analyzing the cost of investment casting:

Identify Cost Components: Begin by identifying all the costs associated with investment casting. These include both fixed and variable costs. Common cost components include material costs, labor costs, tooling costs, setup costs, overhead expenses, quality control expenses, and maintenance costs.

Differentiate Between Fixed and Variable Costs: Distinguish fixed costs, which remain constant regardless of production volume, and variable costs, which fluctuate with changes in production volume or other factors. Some costs may have semi-variable characteristics, containing elements of both fixed and variable costs.

Allocate Overhead Expenses: Allocate overhead expenses to the investment casting process. Overhead costs include administrative salaries, rent, utilities, insurance, and other indirect expenses associated with running the facility. Determine how these overhead costs are allocated to each casting run or part produced.

Calculate Material Costs: Calculate the material costs involved in investment casting. This includes the cost of raw materials such as metal alloys, wax for patterns, and ceramic materials for shells. Consider the quantity of materials used per part and their associated costs.

Estimate Labor Costs: Estimate the labor costs associated with investment casting. This includes both direct labor costs for operating machinery, conducting inspections, and handling post-casting processes, as well as indirect labor costs for setup, quality control, and administrative tasks.

Evaluate Tooling and Setup Costs: Evaluate the tooling and setup costs required for each casting run. This includes expenses related to designing and manufacturing dies, molds, or patterns, as well as setting up the casting process, preparing equipment, and configuring parameters.

Assess Quality Control Expenses: Assess the quality control expenses associated with investment casting. This includes costs related to inspections, testing, certifications, and maintaining quality standards throughout the production process.

Factor in Maintenance and Repair Costs: Factor in maintenance and repair costs for equipment and tooling used in investment casting. Consider both routine maintenance expenses and the cost of repairing or replacing worn-out components.

Consider Scrap and Rework Costs: Consider the costs associated with scrap material and rework. Calculate the impact of defective parts on production efficiency and profitability, including the cost of remanufacturing or repairing non-conforming parts.

Calculate Total Cost per Part: Calculate the total cost per part produced through investment casting by summing up all the identified cost components.

Analyze Cost Drivers and Opportunities for Improvement: Analyze cost drivers and identify opportunities for cost reduction and process improvement. Look for ways to optimize material usage, streamline production processes, reduce scrap and rework, improve quality control, and minimize overhead expenses.

Compare Costs and Pricing: Compare the calculated cost per part with the pricing of similar products in the market. Ensure that the selling price covers all production costs while allowing for a reasonable profit margin.

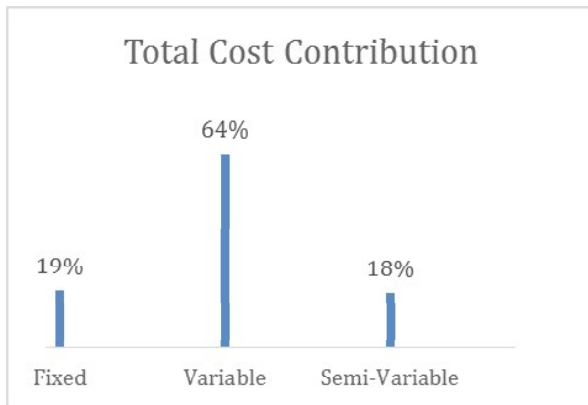
By following these steps, one can conduct a comprehensive analysis of the cost of investment casting and identify opportunities for cost optimization and efficiency improvement in manufacturing operations.



Figure 1: Analyzing the Behavioral Cost of Investment Casting

I have gathered data of 10 samples parts and completed analysis to find out contribution of various fixed, variable and semi variable costs (average).

Figure 2: % Contribution – Cost Analysis of Investment Casting Parts (Average of 10 sample parts).



Based on figure above, we are able to conclude that Variable costs (specially material – steel) in the major cost element for Investment Casted Parts.

Conclusion

Cost is a pivotal concept in economics, accounting, and business management. Its classifications provide a structured framework for analyzing and managing expenses in a strategic manner. Organizations that master the art of cost classification and management are better positioned to optimize their operations, allocate resources judiciously, and ultimately achieve long-term success in today's dynamic business environment.

To conclude, the behavioral classification of costs for investment castings involves categorizing costs based on their relationship to production volume and the behavior of those costs over time. By distinguishing between fixed, variable, and semi-variable costs, manufacturers can make informed decisions regarding pricing, production levels, and overall profitability. This

classification provides valuable insights for cost control, budgeting, and strategic planning within the investment casting industry.

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Evolution of E Banking in India

Dr. Jyoti Bhambani*, Himanshu Matta**

[India is one of the fastest growing economies in the world and has appeared as a giant player in online banking transactions due to increasing popularity and benefits of e-banking/online banking. Recently, this sector has benefitted as it has seen a number of changes due to advanced technology and innovations. The banking sector has been witnessing high growth, contributing to GDP, generating employment and attracting FDI. E banking transactions help a customer to save his time as banking transaction can be done using computer, tablet or smart phone. The customer is not required to visit a branch and complete paper formalities. The research paper mainly focuses evolution of e banking in India. Some suggestions have also been given which can be used to increase E banking transactions in a developing country like India.]

E-banking means banking arrangement through which anyone associated with the bank as an employee or as a customer can perform different types of online functions without going to bank. These transactions may include transfer of funds, checking mini statement or balance, mobile recharge, bill payments, and many more important services. Electronic banking has many names like e banking, virtual banking, online banking, or internet banking. Through e-banking, a customer can access his account and conduct many transactions using his computer or mobile phone.

Now a days all the banks have created their mobile applications using which customers can carry out various transactions by installing the application of bank in their mobiles. E banking system is safe and transparent. Customers can do banking transactions any time without visiting the bank. Online banking is considered safe and secure as compared to traditional banking as notifications and alerts are sent by bank as and when customers use online banking. Further, transaction cost is also lower as compared to traditional banking. In India the share of public sector bank is 35.24% and share of private sector

bank is 17.21%. . One of the important functions of banks is to transfer money. While NEFT and RTGS required the presence of consumers in bank and often take a long transaction time, E banking and digital wallets have made this easier and quicker.

Objectives

The following are the objectives of the study.

- To explain the concept of E Banking in detail
- To find out evolution of E Banking in the recent years.
- To analyze the growth of E banking

Research Methodology

The study is based on literature review and secondary data.

Sources of Data Collection

For the purpose of research, various research papers have been studied, interviews have been taken and secondary data have been collected.

Tools Applied-Conceptual technique has been applied.

Literature Review

V Vimala (2016)

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Vimala (2016) says that India occupies third position in case of internet population in the world after China and US. Through internet banking, customers can complete their transactions at the click of the button and can save time and efforts. Not only this customers can also inquire about their balance, can view their bank statement, view recent transaction, and there are so many benefits of internet banking.

This development of internet banking has made the transactions faster and more convenient. In fact, banking sector has used the full potential of IT to increase banking services and opportunities to its customers. However the customers should have basic knowledge of computer to carry out banking transactions smoothly. Many customers who do not have basic computer knowledge find it troublesome to use this service.

Monisha, Bhudhiraja and Kaur, (2017)

A strong banking sector is known as the lifeline of an economy. Thus, that present and future of an economy to a large extent, depends on the success and development of banking industry in that economy. Success and development of banking industry of that economy. Traditional banking method cannot attain the objective of sustainable development. Hence it is the need of the hour to increase e banking services in the sector. It stated with the use of ATM in India, Now most of the services like direct bill payment, electronic fund transfer (EFT), opening of account, generating e statement, etc. have become popular with growing awareness and education of customers. .

Nedumaran G- Online banking, also known as internet banking, e-banking or virtual banking, is an electronic payment system that enables customers of a bank or other financial institution to conduct a range of financial transactions through the financial institution's website.

Online banking/virtual banking system makes it easy to conduct variety of services through the

bank's website. But to avail this service, the customer needs to register himself and also to set a secret password/pin and other credentials for verification and prevention of frauds. There are mainly two types of benefits associated with online banking- Intended Rewards and Unintended Rewards. Intended rewards can be taken and enjoyed while using this service. These include tangible rewards like lower transaction cost, high deposit rates etc. On the other hand unintended rewards are tough to measure like online services used by customers anywhere in the globe. To increase online banking, the government should provide free basic ICT programmes for internet awareness amongst customers. Further, the banks should also have security policy approved by Board of directors for prevention of fraud in this system. two main types of perceived usefulness and are categorized as intended and unintended.

Sangeetha (2019)

Sangeetha (2019) Technology has proven as a strategic resource for attaining greater efficiency, operations control, increasing productivity and profitability in the banking sector. Information Technology not only helps in completing the task with greater efficiency but also meets future requirement of any organization. For customers also, it is realization of their banking dream of 'Anywhere banking, anytime banking, and anyway banking'. Nowadays, customer satisfaction is considered to be the most important thing in all the sectors specially in banking sector as Service of customers is the primary end of any bank. Quality of services provided by banks must match with customers' expectations in today's digital era. It has become of vital importance for banks to provide best services to retain their customers and it is possible only with the applicability of advanced techniques in banking system.

Smriti and Kumar (2021)

Banking nowadays has become more convenient and easier and it has led to a secure way for people to keep their hard-earned money in their bank accounts. Technology is so advanced that people can easily do transactions online. They need not stand in queues. They can use any option like debit cards, credit cards, Google pay, e-wallets, net banking or mobile banking. A few months ago cheques were mainly used to transfer huge amount of money. But now petty payments can be done easily using e wallet and large payment can be made online easily. Through e banking facility the customers can see returns on their investment and can also check other value addition facilities provided to them by banks.

Banu, Mohamed and Parayitam (2021)

The high speed technology has affected almost all the sectors including banking sector. Banking environment has also experienced remarkable changes due to the introduction of innovative practices like e banking in the banking system

throughout the world, and India is also progressing in terms of e banking services. One of the main contributor of internet banking is also globalisation of Indian economy during the 1990s. Online banking serves two main purposes. The first one is to increase easy accessibility by customers such as online viewing of accounts, mini statement, bills payment, transfer of money, payment of electricity bills, online recharge, etc. The second one is to reduce cost of operation.

Jain, Singh and Agrawal (2023)- E-banking is a means of global broadcasting, a method of transmission of information and also a platform for computer interaction. Now the business is not conducted in the traditional way. It has been transformed by the growing use of internet and technology. Through E-banking, it has become easy to maintain a reliable payment system that fulfills needs not only of enterprises and government but also of general public.

Data Analysis

Table-1 Showing the top 10 banks in India

Rank	Bank Name	Type	Market Cap (Rs Lakh Crore)
1	HDFC Bank	Private	10.57
2	ICICI Bank	Private	7.14
3	SBI	Public	6.63
4	Kotak Mahindra	Private	3.44
5	Axis Bank	Private	3.30
6	Punjab National Bank	Public	1.34
7	Bank of Baroda	Public	1.33
8	Indian Overseas Bank	Public	1.22
9	IndusInd Bank	Private	1.13
10	Union Bank	Public	1.00

* Source-<https://www.forbesindia.com/article/explainers/top-10-banks-india-by-market-cap/87913/1>, as on February 13, 2024

The table shows the top 10 banks in India ranked by their market caps. It can be seen that HDFC Bank

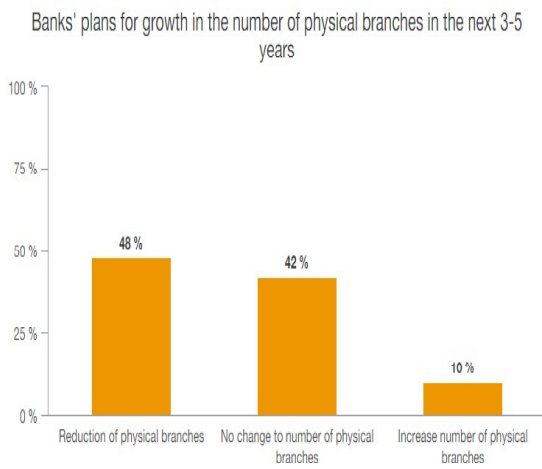
has the largest market cap of 10.57 lakh crore followed by ICICI which has market cap of 7.14 lakh crore. The lowest share is of Union bank, market cap of only 1 lakh crore. The popularity of digital transactions can be seen in the following table.

Table-2 Total Number of Digital Transactions

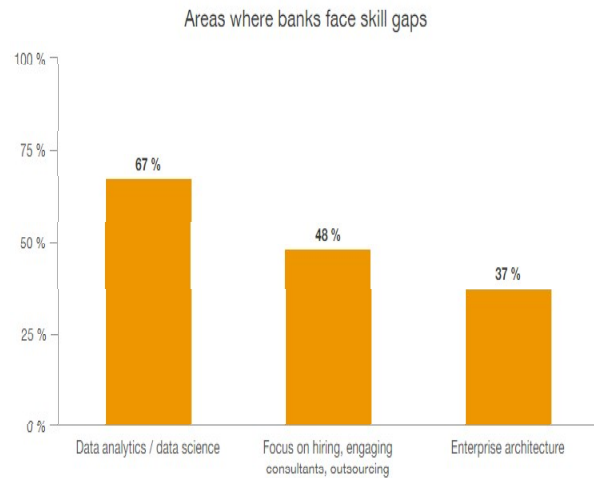
Financial Year	Total number of Digital Transactions (In Crores)
2017-18	2,071
2018-19	3,134
2019-20	4,572
2020-21	5,554
2021-22	8,840
2022-23	9192*

- Till 31st December, 2022
- Digital payment modes considered are BHIM, UPI, IMPS, NACH, AePS, NETC, Debit Cards, Credit Cards, NEFT, RTGS, PPI and others
- Source-RBI, NPCI and Banks, pib.gov.in/PressReleaseIframePage.aspx?PRID=1897272

It can be seen in the table that number of digital transactions have increased by 327% from 2017-18 to 2022-23.



Source: PwC's Digital Banking Survey 2023 - Southeast Asia landscape



Source: PwC's Digital Banking Survey 2023 - Southeast Asia landscape

Banks are planning to reduce their physical branches and divert the expenses to e-banking and mobile banking not only in India but in the entire Southeast Asia. e-Banking is becoming the key to the future and success of banking system in India. Most of the research papers indicating the evolution of banking since India's Independence. E-banking has evolved from simple online account statement check to fully automated AI based e-banking applications providing simple and quick solutions to the consumers' needs.

With the push from government efforts through digital literacy, Adhar verification and financial inclusion schemes, e-banking applications got pushed to mass usage. Moreover, demonetization and COVID-19 further pushed the online transactions and use of online payment methods.

Findings and Conclusion

E-Banking is becoming the key to the future and success of banking system in India. Most of the

research papers indicate the evolution of banking since India's Independence. E-banking has evolved from simple online account statement check to fully automated AI based e-banking applications providing simple and quick solutions to the consumers' needs.

With the push from government efforts through digital literacy, Adhar verification and financial inclusion schemes, e-banking applications got pushed to mass usage. Moreover, demonetization and COVID-19 further pushed the online transactions and use of online payment methods. However, banks need to advance their data analytics department to cope up with the changing needs of e-banking.

Limitations of the Study- The following are the limitations of the study.

- Only conceptual technique of research has been applied.
- The study is based on secondary data only

Scope for future Research-The current study is based on evolution of E-banking in India. Banking services are available 24x7. This is due to the advent of IT. Banks today operate in a highly competitive environment. They are using IT tools to survive in this environment. Therefore future research should incorporate IT tools adopted by banks for growing internet users. Improvement in technologies and financial innovations can also be analyzed in detail.

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‘Does Access to Finance promote Women Entrepreneurs in India’ A Study on the Government led Schemes for women entrepreneurs towards achieving Atmanirbhar Bharat

Dr. Puja Chopra*

[According to the study conducted by Bhartiya Yuva Shakti Trust 85% of women faced challenges in availing loan services from nationalized banks, and 60% faced challenges in accessing critical financial services. The vision to empower women lies in their self development which is linked to their empowerment. Women entrepreneurs’ presence in India’s economic scenario will significantly impact the economic growth. The involvement of women in the labour force has helped millions of families to pull out of poverty. The well-crafted leadership style and with due diligence to work make women as better business leaders in the new age industrial set up. In India 20.37% of women are MSME owners which are accounting for 23.3% of the labour force. India has seen a recent surge of startups led by women entrepreneurs, over 45% of start ups are run by women entrepreneurs. The country has seen an upsurge in women entrepreneurs, noteworthy among them are, NYKAA, BYJUS, Mobikwik, Zolo etc. Researchers have proved that there is huge demand for financial institutions to tailor make their offerings and reach out to unattended, but significant sector of the economy represented by women entrepreneurs. The present study wants to focus on the issue of Access of finance, whether it is one of the factors which actually promote women entrepreneurs, and how helpful are governments schemes towards achieving the target of Atmanirbhar Bharat.]

Throughout history and amidst ongoing gender disparities, women have endured oppression. However, their remarkable progress in contemporary times deserves recognition. The ability to establish businesses, regardless of scale, represents a significant step towards their empowerment. As Lakshmi Puri aptly stated, “Women entrepreneurs have the potential to catalyze economic growth.”

As per the insights from MedhaDubhashi Vinze in 1987, a woman entrepreneur embodies enterprising spirit, keen perception of opportunities, astute business sense, unwavering determination, and a readiness to embrace the unknown with a spirit of adventure. Essentially, she initiates and adeptly manages her own business, courageously navigating risks and

confronting challenges with a resolute determination to succeed. The growing body of literature on women entrepreneurs underscores their potential to significantly contribute to entrepreneurship and overall economic advancement, as highlighted by Jennings and Brush in 2013. Consequently, there’s an imperative to delve into the multifaceted aspects of women entrepreneurship, along with a pressing necessity to explore the array of government support initiatives available in India.

In the 73rd Round of NSSOs, women’s involvement in MSMEs is only 20 percent, largely due to gender biases, financial constraints, and insufficient support. Urban female entrepreneurs face challenges in accessing loans due to issues like property ownership, collateral, and biased lending practices. Laxmi Venkataraman Venkatesan found that 85

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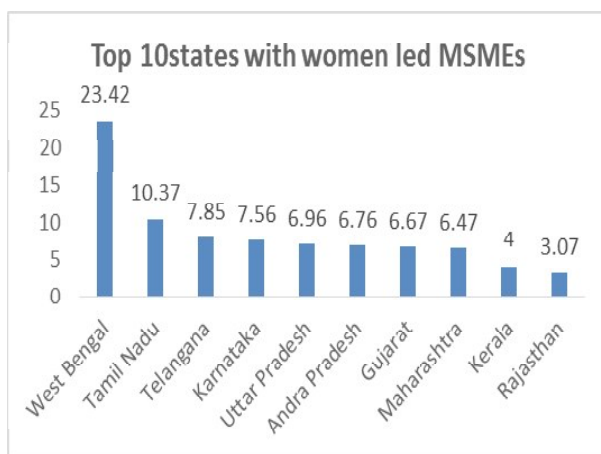
percent of women struggle to obtain loans from nationalized banks. Cultural norms also discourage women from pursuing new ventures. Women’s entrepreneurship is crucial for India’s sustainable development. McKinsey’s Global Institute suggests that India’s GDP could increase by USD 0.7 trillion by 2025 if 68 million more women join the labor force. Despite over 15.7 million women-owned enterprises in India, their economic contribution remains at 17 percent of GDP, which is less than the global average.

Women Entrepreneurs landscape in India

In India, there are 63 million MSMEs, with 20 percent owned by women, employing 22-27 million people. The latest NSS survey found 63.38 million MSMEs, with 20.37 percent owned by women.

Chart 1: Showing top 10 states with women led MSMEs.

The graph shows West Bengal at 23.42 percent having the highest share of women-led MSME units. The NSS survey highlights that southern states in India offer a more supportive environment for such enterprises. Tamil Nadu leads with 10.37 percent followed by Telangana (7.85 percent), Karnataka (7.56 percent), Andhra Pradesh (6.76 percent), and Kerala (4 percent), all among the top 10 states in terms of women-owned establishments.



Source: MSME annual report 2021-22

Access to finance poses a critical hurdle for the expansion of women-owned enterprises, with a substantial portion resorting to informal sector financing. A staggering 95.6 percent of women-led enterprises remain unregistered or informal, hindering their growth prospects. Research indicates that these informal enterprises face heightened risks of poverty and resource depletion. While MSMEs receive attention for their financial needs, women-owned enterprises remain marginalized. Current research focuses on government schemes supporting women-led enterprises.

Literature Review

The literature highlights the crucial role of women entrepreneurs in driving economic growth, yet they remain underrepresented compared to men. Subbarayudu and Srinivas Rao (2021) emphasize the necessity of equal recognition for both genders to compete effectively on a global scale. Mehta and Mehta (2011) underscore the challenges faced by rural women entrepreneurs, emphasizing the need for supportive environments to enable their success. They note that despite traditional constraints, rural women hold significant potential for economic development. Additionally, Palaniappan, Ramgopal, and Mani (2012) identify common obstacles such as poor leadership and inadequate resources, highlighting the importance of creating opportunities for women to showcase their abilities and fulfill their potential.

Objective of the Study

1. To study the various government schemes running for women entrepreneurs.
2. To analyze the impact of these schemes on women oriented enterprises.

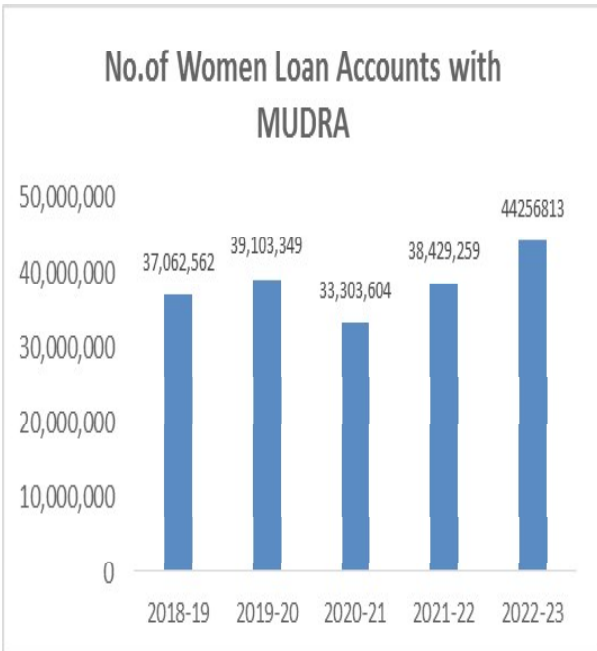
Government Schemes for Women Oriented Enterprises

1. **Mudra Scheme:** The Pradhan Mantri Mudra Yojana is a key Indian government program

offering microcredit loans up to 10 lakhs for income-generating microenterprises, with a special focus on women-oriented units. It comprises three parts: Shishu, Kishore, and Tarun. Shishu offers up to 50,000 for microenterprises, Kishore ranges from 50,000 to 5,00,000 ideal for small-scale ventures, and Tarun provides 500,000 to 10,00,000 in funding. An analysis of Mudra scheme shows that the scheme is only for weaker sections of society.

The graph illustrates the number of women's accounts under PMMY over five years from 2018-19 to 2022-23. There was growth from 2018-19 to 2019-20, a decline in 2020-21 due to COVID-19 forcing closures of female-oriented businesses, followed by a rebound in 2021-22, and a remarkable surge in 2022-23.

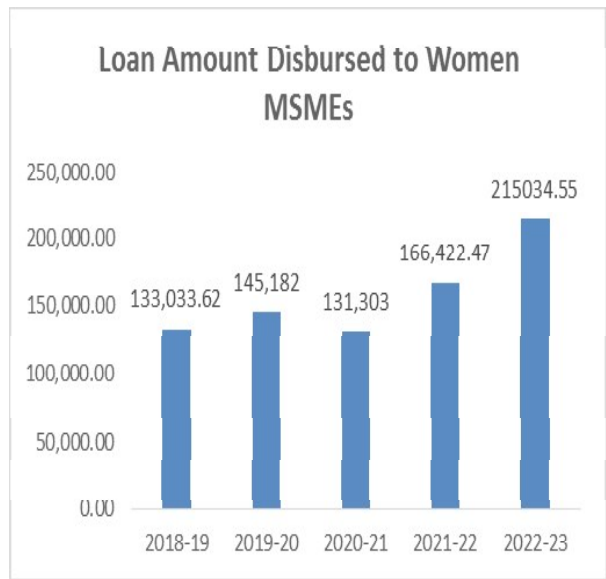
Chart 2: No. of women loan account with MUDRA.



Source: PMMY Annual Reports

Chart 3: Loan amount disbursed to women MSMEs.

The chart above shows the total loan amount disbursed to women led MSME units. The loan amount has consistently increased, there has just been a decrease in loan disbursal in the year 202-21 as the accounts of loan too decreased within that same year. Again the pace of increase streamlined in 2021-22, with further increase in 2022-23 of 22.60 percent which was noteworthy.



Source: PMMY Annual Reports

Here's a concise summary of the women entrepreneurs' schemes:

The Government of India has initiated several schemes to promote entrepreneurship and economic empowerment among marginalized groups. The Stand Up India Scheme provides bank loans from 10 lakhs to 1 crore to women, SC, and ST borrowers, with a total sanctioned amount of ₹ 49,284.10 crores.

The Mahila Coir Yojana (MCY) empowers rural women artisans by providing subsidized spinning

equipment and skill development training. The Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE) offers collateral-free financing up to ₹ 200 lakhs per borrower, with an 85 percent guarantee for women-owned enterprises.

The Trade-Related Entrepreneurship Assistance and Development (TREAD) program economically empowers women through finance, training, and counseling, with government grants covering up to 30 percent of the project cost. The Economic Empowerment of Women Enterprises and Start-up by Women, implemented by the Ministry of Skill Development and Entrepreneurship, encourages women micro-entrepreneurs in specific regions.

The Udyogini Scheme, sanctioned by the Karnataka government, provides subsidies on loans for women entrepreneurs, fostering

economic independence. PRAYAAS supports entrepreneurs, particularly women and the economically disadvantaged, with a focus on social backwardness and over 1,59,000 beneficiaries.

Access to finance is a significant challenge for women entrepreneurs, particularly in the MSME sector where they represent around 10 percent of all businesses. The majority of these enterprises are small-scale and predominantly fall within the micro category, with over 90 percent operating informally. This informal status contributes to a high ratio of unregistered businesses. Consequently, access to finance is primarily through informal channels, with 92.1 percent of funding sourced informally. This poses a serious concern, reflecting the pressing need for improved financial support mechanisms for women-led enterprises.

Table 1: Sources of Finance for women entrepreneurs

Funding Sources	Share (Percent)
Formal Sources of finance	3.1
Semi-formal sources of finance	4.8
Informal sources (Family, friends etc.)	92.1

Source: Annual report of MSMEs

The Government of India has launched various schemes to promote entrepreneurship and economic empowerment among marginalized groups. Stand Up India offers bank loans of 10 lakhs to 1 crore to women, SC, and ST borrowers, totaling ₹ 49,284.10 crores. The Mahila Coir Yojana provides subsidized spinning equipment and training for rural women artisans. CGTMSE offers collateral-free financing up to ₹ 200 lakhs

per borrower with an 85 percent guarantee for women-owned enterprises. TREAD program offers finance, training, and counseling with government grants covering up to 30 percent of the project cost. Udyogini Scheme in Karnataka provides loan subsidies for women entrepreneurs. PRAYAAS supports over 1,59,000 beneficiaries, especially women and economically disadvantaged individuals. Women for Start-Ups workshops provide learning and

networking opportunities for women entrepreneurs nationwide. These initiatives aim to empower marginalized communities and foster inclusive economic growth.

Government Initiative trying to mitigate the problems of access to finance are: Various government and commercial bank schemes aim to boost women's access to finance, especially in the MSME sector. Initiatives like Mutual Credit Guarantee Scheme for Women (Andhra Bank), AkshayArthikMahila Sahay Yojana (Bank of Baroda), and Cent Kalyani (Central Government) target female-led MSMEs, offering financial support for manufacturing and service ventures. Dena Shakti provides loans for women in agriculture, while Oriental Bank of Commerce offers funds for professional and self-employed women. Bank of India's Priyadarshni Yojana aids small industries, and Udyogini (Karnataka) provides subsidized loans and support services to empower women-led MSMEs, fostering economic growth.

Conclusion and Recommendations

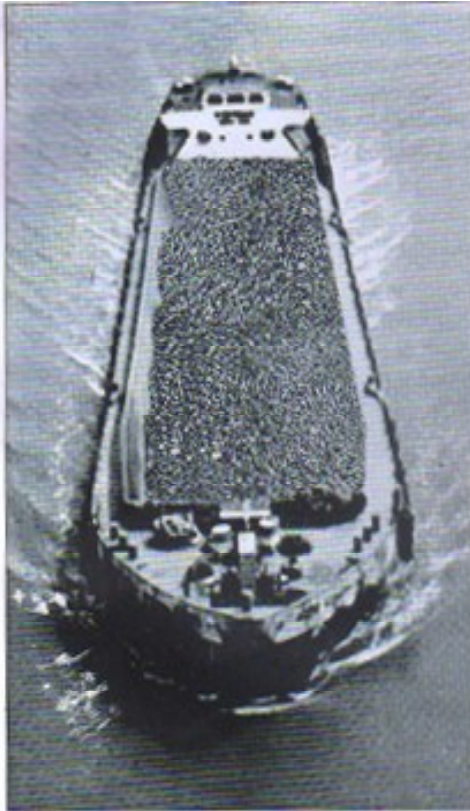
Efforts to support women-led enterprises in India must focus on tailored strategies to overcome persistent challenges in accessing financing. This includes developing customized financial products that meet the specific needs of women entrepreneurs and aligning policies and procedures to simplify loan acquisition. Providing empowerment through specialized training for bank staff, awareness programs for women, and simplifying collateral requirements for loans are crucial steps. Additionally, an online portal can assist in financial planning and resource procurement. Overall, empowering women entrepreneurs not only drives economic

growth but also fosters a more inclusive business environment aligned with India's goals of self-sufficiency.

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