



APPLIED MANAGEMENT PERSPECTIVES

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FROM THE EDITOR-IN-CHIEF'S DESK



Perspectives are the life blood of research that looks at data from all angles to generate a new knowledge that impacts the practice of that knowledge as prevalent now. Till the perspectives are capable of being applied in the practice of management, perspectives remain a dream put on paper- capable of only generating IPRs but not businesses. The economies thrive on businesses that run the economies based on the knowledge they have. Those businesses that take support of internal R& D or external published new knowledge are the ones that boost economies leading to powerful countries.

Industry and academia are constantly in search of new perspectives that they can apply for the next level of growth. Conceptual models and empirical evidences that draw upon existing data to draw new foresights are the foundation of stable growth for businesses and economies. Research, by its very nature, mines the data to its depths and is best suited for researcher looking at all angles to envision a new angle not explored before.

These applied perspectives guide businesses, economies, and nations. Researchers and practitioners interested in exploring the depths of information and knowledge for its sake are valuable across the sectors as they can provide explanations and meaning. I congratulate the Editorial Team for coming out with the inaugural issue on contemporary themes and thanks the advisory board and contributors for their faith in us.

I wish the Journal every success!!

Gunjeet Kaur
Dean, School of Management
Presidency University, Bengaluru

EDITORIAL



Applied Management Perspectives (AMP), the Management Research Journal, is an honest and sincere effort, from the ‘School of Management Studies’ at ‘Presidency University, Bengaluru’, to nurture and promote high-quality original research in the applied areas of Management & Business. The Journal seeks original and innovative theoretical, methodological and

empirical research related to various facets of business in a global context. It is a culmination of a continuous and patient effort by a dedicated team, committed in bringing light to original research, in the areas of Management.



It gives us immense pleasure and joy in presenting to you, our first issue of the bi-annual open access E-journal. We are in the midst of Covid-19 Pandemic, and in this hard times of fear and anxiety, we hope that our Journal *AMP*, brings in a cheer on the face of all the research lovers. All care has been taken to publish only selected, peer reviewed and original content as part of the first issue. Our heartiest congratulations and best wishes to all the authors, whose scholarly work has found a place in the first issue of the E-journal.

The articles published, in this issue, have touched upon various contemporary issues ranging from Tourism, e-payment systems, Psychology, Farmers in India and also social media influence on consumers.

In the first paper, the authors have dealt with the infrastructural problems plaguing the Tourism Industry of Karnataka. The research is based on primary data and highlights the issues like quality accommodation, safety and most importantly, the availability of ICT facilities in the remote tourist spots. The authors have given their suggestions in removing the bottlenecks in the growth of the tourism sector.

The second paper, deals with a very apt subject about e-payment systems in the age of Covid-19 pandemic. The authors have done primary research in the form of a survey, in the NCR region, and analyzed the data using statistical tools to figure out the preferred e-payment systems. The research shows the Indian mindset of being credit averse, as debit card and e-wallet emerge as the preferred e-payment modes over credit cards.

The third paper, is a research based on literature review of 25 scholarly papers and secondary data, to explore the effect of positive psychology and psychological well-being in organizational context. The paper also provides valuable inputs for future research in this interesting area.

The fourth paper deals with the distress among the agrarian community and indebtedness among the farmers of India. Again a very relevant and contemporary issue in the current times, when a lot of debate is happening on the Farm Bills. The authors used various econometric models to study the data extracted from a survey on Agriculture across India carried out by NSSO.

The fifth paper, studied the influence of Social Media and its impact on consumer buying behaviour. The study is based on a survey of respondents and is very relevant for marketers, advertisers and brand managers to understand the influence of Social media on buying behaviour. The last paper of this issue, deals with work related stress and its ill-effects on the performance and efficiency of an organization. The authors tried to identify the factors that contribute to stress and also pointers to manage stress among the employees.

The issue also features two perspectives from eminent authors on ‘Reinventing Marketing – Towards a New Paradigm’ and ‘Maternity Benefit (Amendment) Act 2017’ and also a Book Review.

We are thankful to all the authors for their scholarly contributions and also wish to get the same patronage from all the authors and researchers, for the subsequent issues of the Journal.

With earnest gratitude and profound thanks we would like to acknowledge the continuous guidance of Mr. Nissar Ahmed, Chancellor, Dr. D. Subhakar, Vice Chancellor and Dr. C. S Ramesh, Dean – R & I, Dr. Beeran Moidin B M, Registrar, Mr. Mrinmoy Biswas, Registrar (Accreditation & Corporate Relations), Presidency University for their initiative, continuous encouragement and motivation.

We wish to thank the Editor-in-Chief, Dr. Gunjeet Kaur, Dean, School of Management, for her guidance and untiring support, in ensuring that the issue sees the light of the day.

We are also ever thankful to the Managing Editor, Dr. Krishna Kumar, Associate Dean, School of Management, who has been a pillar of strength and motivation, all through the journey.

Last but not the least, our most humble gratitude to the Website Editor Dr. K N Seshadri, Assistant Editor Dr. Deepika Krishnan, Web Developer Ms. Madhu Patel J R for their support and help in launching the e-journal on the University website.

Until the Covid-19 pandemic is over – ‘*Stay Home – Stay Safe*’.

Best Regards.

Dr. Pratika Mishra

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PERSPECTIVE

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Book Review



A STUDY ON INFRASTRUCTURAL PROBLEMS CONFRONTING KARNATAKA'S TOURISM INDUSTRY

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ABSTRACT

The tourism industry in Karnataka is one among an intensifying sectors with respect to trade as well as economy. Comprising of vast resources and involving an excellent monetary value likewise this industry has dipped up as type of backbone for Indian economy. Through this study the researcher has put an attempt to highlight some of the significant issues related to infrastructural problems such as quality accommodation facilities, safety and security facilities, ICT facilities for the communications purposes, basic civic amenities and transportation facilities. These are essential services required for marketing tourism services in Karnataka. A statistical tool Chi-square analysis has been used for testing the hypotheses. The results show that most of the domestic and foreign tourists were not satisfied with respect to availability of ICT facilities at the selected tourism destinations across Karnataka.

Keywords: Tourism Industry; Ecotourism; Heritage tourism; Domestic Tourists; Foreign tourists; Tour operators and consultants; Infrastructure facilities

1. INTRODUCTION

The Karnataka government launched its Tourism Policy 2015-2020 with a vision to make Karnataka one of the top two destinations in India subsequent to a Karnataka government-constituted Karnataka Tourism Vision Group (KTVG) presenting a roadmap to revitalize the tourism sector and raise it to international standards. The policy places focus on private investments and promotion of entrepreneurship in tourism. An investment of INR 54,000 crores has been contemplated for the development and maintenance of tourist destinations over the next five years, half of which may be mobilised from the corporate players. The problems that the tourism industry of the state faces can be broadly placed under two heads, namely infrastructural problems and other problems. This classification in itself explains the relevance of infrastructure to the tourism industry. Tourism industry has been rising fast in the country. None believed in the past that the industry would emerge as a major revenue generator for the country (Clark, 2012). If one realises that a good chunk of the revenue is denominated in a foreign currency, one will appreciate even more the role played by the tourism sector in the country's economy. In the circumstances, the government of India, the various state governments including the government of Karnataka and the agencies or organisations set up by these governments departmentally or otherwise are obliged to focus on resolving the said problems faced by the tourism industry swiftly and effectively (Lehto, 2012). By the very nature of its activity, the tourism industry has to utilise the services of intermediaries too for its operations.

Intermediaries complement the tourism industry. To rev up the tourism industry, the infrastructural problems and other problems faced by the stakeholders have to be identified and a time-bound action plan executed committedly.

2. REVIEW OF LITERATURE

The researcher pointedly states that Karnataka's tourism policy does not encourage and does not ensure synergies between tourism-related agencies (Harini, 2015). It is necessary to ensure synergies between policies too, for sustainable tourism. Environmental policy, urban development policy and rural development policy are the policies the researcher has in mind while making this suggestion. This leads to complementarities in the programmes governed by the various policies. The unorganised service providers associated with the tourism industry see their incomes fluctuate owing to the very seasonality associated with the tourism industry. The researcher suggests that such unorganised service providers be provided social security under the Pradhan Manthri Jeevan Jothi Bima Yojana (PMJJBY), Pradhan Manthri Suraksha Bima Yojana (PMSBY) and Atal Pension Scheme (APS), etc.

Karnataka's tag line 'One State, Many Worlds,' reveals the truth about what the state can offer in terms of places of tourist interest (Deccan Chronicle, 2016). The state can offer a huge basket of diverse tourism products and services like the beaches of Mangaluru, the coffee plantations of Kodagu and the magnificent temples and palaces of Malnad and Mysore. The tag line notwithstanding, the

state's tourism promotion efforts have cut no ice with the tourists. Tourists have not been able to gain quality experience of the pleasure and excitement that the said tourism products and services are supposed to generate. Inadequate information and inadequate infrastructure makes travelling a hassle for the tourists. It is argued in informed circles that Karnataka has a lot to do in areas like connectivity infrastructure, experience at the destination, supporting infrastructure and knowledge infrastructure if it is to achieve progress in the tourism space, at Kerala. Vinay Luthra asserts that the government's role should not overlap with that of the private players (Deccan Chronicle, 2016). The government should play the role of a mere facilitator in the tourism sector. The government should not invest in hotels, restaurants and lodges. It should leave such investments to the private players. Instead, the government should focus on infrastructure development – it should focus on road-laying and provision of basic amenities. Simultaneously, it should ensure that the services of well-informed and talented guides are made available to the tourists in a hassle-free manner. Motivations for venture out administrators in reacting to capable rustic the travel industry development just as the difficulties and boundaries looked by visitors and operators. (Tay Kai Xin & Jennifer Kim Lian Chan, December 2013,). This examination recommends a hypothetical system that is based upon the main impetuses utilizing the push and pull hypothesis to introduce the activities of travel agents and travel consultants in the act of mindful the travel industry improvement in rural tourism spots. The development of information system

for tourists' objects infrastructure growth and its practical implementation. Author highlights here the opportunities for entrepreneurs to make wise decisions about investing and accompanying the growth of infrastructural facilities which are existing at present(Bogdan Gats, Petro Bryzhak, and Yaroslav, 2013). Nichola, (2013) Their examination depended on three essential components, specifically on social activities, level of mindfulness towards ecotourism and strengthening of the neighborhood local area. The research uncovered that the occupants showed a serious level of mindfulness and affectability with respect to the socio-social issues. They are needing preparing and training identified with ecotourism to improve their ways of life, economy and asset the executives. Their contribution in ecotourism projects would be an expected technique to advance and support practical improvement nearby.

In order to give a major boast to tourism in the state, Karnataka Tourism is looking at bringing major structural changes. The state aims to showcase its heritage, wildlife, beaches, and adventure in a planned manner to lure travellers. For the past 10-15 years the focus of the Karnataka government was on developing the state as a leading automobile manufacturing state(ehospitalitytimes.com, 2013),. Once that was achieved, the focus shifted to Information Technology (IT) and now Bengaluru is one of the leading IT hubs. Off late the focus has been shifted to tourism and converts it as major economic activity. To reiterate the same, a major structural change in tourism will be brought to showcase Karnataka as the second best destination after Rajasthan and Kerala. There is a huge scope for the rural tourism in India. Focused on the tourism in rural areas and

its new form that can bring economic and social benefits to the society. It is highlighted that government should encourage private enterprises to promote tourism in rural areas (Rathore, February 2012). For developing the rural tourism there is a need to understand the rural environment, demography, and socio culture, economic and infrastructural facilities of that place. The development of the tourism industry and its emerging issues in the globalization. This study examines the problems and challenges of the country and the pitfalls of tourism planning in India (Patel, August 2012). This paper also focused on policy suggestions to address the issues with regard to sustainability of tourism promotion in India. Tourism industry is hampered by some of the problems which include poor transportation, lack of basic hygienic amenities, poor maintenance of heritages, issues regarding women safety and harassment at the tourists' spot, inadequacy of manpower etc. The issues identified with the environment just as infrastructural emergency because of overabundance swarm practice of mass the travel industry. Water emergency, deforestation, ecological contamination, absence of convenience facilities like accommodation, overpopulation of monkeys, and so on are the major issues Shimla (Pranab Kr. Das, 2012). This investigation manages infrastructural issues just as natural issues in Shimla.

The literature review has provided valuable insight into the nature of problems that could arise in the tourism industry given its heavy reliance on infrastructure to deliver quality service. Another researcher has pointed out rightly that the government's role should not overlap with that of the private players. The

government should play the role of a mere facilitator in the tourism sector. The government should not invest in hotels, restaurants and lodges. It should leave such investments to the private players. Instead, the government should focus on infrastructure development – it should focus on road-laying and provision of basic amenities. However, none of the reviewed studies has examined the functioning of the government agencies which are entrusted with the responsibility of addressing certain infrastructural issues like lodging facilities and boarding facilities. Nor has any reviewed literature suggested adequately how the problems of the associated stakeholders / intermediaries can be addressed in the context of the infrastructural bottlenecks that characterise Karnataka's tourism industry. It is these gaps that the present study pursues to cover. The study confines itself to 30 domestic and foreign tourists, 30 tour operators and 30 travel consultants at the ecotourism and Heritage destinations across Karnataka. The scope of this study confined to only highlighting the basic infrastructural facilities at the selected tourism destinations such as Beluru, Halebidu, Coorg, Chikmagalore and Shimoga in Karnataka.

3. RESEARCH DESIGN

This study basically aims at:

- To identify the problems, the tourists faces in designated tourism destinations across Karnataka.
- To analyse the infrastructural problems, the tourism industry faces across Karnataka.

This is a descriptive study, comprising investigations and adequate interpretation. It is a fact-finding study. Subsequently authoritative sources like the government departments and the financial press of the country have been used. Research design is the describing of the conditions that were used to collect primary data and analyze them in such a way so that it permits for an unsolidified method of producing result. Logical surveys were comprehensively and exclusively used in this research study as a primary source of data collection.

Data required for this study has been collected from primary and secondary sources. Primary data obtained from tourists (numbering 30), tour operators (numbering 30) and travel consultants (numbering 50) at the selected tourism destinations such as Beluru, Halebidu, Coorg, Chikmagalore and Shimoga in Karnataka. Secondary data was gathered from the offices and web sites of entities like KSTDC, the financial press, associations representing tourism industry stakeholders like the Indian Association of Tour Operators (IATO), the Association of Tourism Trade Organisations, India (ATTOI), Travel Agents Association of India (TAAI), the Federation of Associations in Indian Tourism and Hospitality (FAITH), Ministry of tourism and web sites of the government of Karnataka and the government of India and the portals of various medical tourism players. Since secondary data is sourced from authorised and reliable agencies / entities, the Researcher is confident it will be closest to being accurate. Inaccuracy, if any, will be too insignificant to impact the findings of the study.

3.1 Details of Respondents

The study uses three separate structured questionnaires for domestic tourists, foreign tourists and tour operators as an instrument for the collection of primary data regarding the variables related to “Infrastructural problems of tourism” in order to achieve the primary objective. Domestic Tourists: The first set of structured questionnaire was administered to Domestic tourists. Foreign Tourists: The second set of structured questionnaire was administered to foreign tourists. Tour Operators and consultants: The third set of primary data was collected through a structured questionnaire from tour operators and consultant in the designated Tourism destinations of Karnataka.

3.2 Sampling Plan

Domestic Tourists, Foreign tourists, tour operators and travel consultants represent the sampling universe. In order to select the required number of respondents from the population, stratified random sampling technique has been incorporated for Domestic tourists, Foreign tourists and Tour operators. In Stratified sampling the population is divided into 5 tourists’ spots called strata, namely Beluru, Halebidu, Coorg, Chikmagalore and Shimoga in Karnataka. Stratified sampling under the probability sampling method has been undertaken to select the samples since it gives each element an equal and independent chance of being selected. Accordingly, structured questionnaires were administered to the respondents. Structured questionnaires were drafted and administered to the domestic and foreign tourists and travel agents for gathering primary information. The questionnaire featured open questions and

closed questions. Open ended questions were incorporated to identify opinions, ascertain the level of exposure to the topic and seek suggestions. The study limitations are: (a) Primary data collected through questionnaire could be misleading to some extent as responses are influenced by biasness of tourists and tour operators. (b) While distributing questionnaire to tourists to collect data was difficult as they were busy in enjoying their tour. This delayed data collection process for this study.

3.3 Data Analysis

1) For Tourists (a) Infrastructural problems faced by the tourists: As already explained, tourists face problems of the infrastructural kind. Thus the researcher wanted to study the infrastructural problems that tourists face during their tourism activity. Their responses to the questions displayed in the Table 1.

Table 1: Infrastructural Problems Faced by the Tourists

Infrastructural problems	No. of Resp.
Inadequate online booking facility	27
Inadequate surface transport / flight connectivity	26
Inadequate parking slots for vehicles	25
Inadequate or little availability of quality accommodation at or near the tourist spot	19

It can be analysed from the above table no. 1, 27 respondents cite inadequate online booking facilities as an infrastructural problem the tourists face. 26 respondents cite inadequate surface

transport / flight connectivity as an infrastructural problem the tourists face. 25 respondents cite inadequate parking slots for vehicles as an infrastructural problem the tourists face. 19 respondents cite inadequate or little availability of quality accommodation at or near the tourist spot as an infrastructural problem the tourists face. (b) Other problems faced by the tourists: Tourists face other problems too – apart from problems of the infrastructural kind shown in Table 2. Thus the researcher required to get an awareness from the respondents on other problems that tourists face.

Table 2: Other Problems Faced by the Tourists

Other Problems	Number of Respondents
Security for tourists, particularly women tourists, inadequate	25
The tendency to rip off foreign tourists through discriminatory pricing	17
Absence of information in local and international languages on the internet	12

Table# 2 indicates, 27 respondents cite that security for tourists, particularly women tourists, being inadequate, as one of the other problems. 17 cite the tendency to rip off foreign tourists through discriminatory pricing as one of the other problems. 12 cite the absence of information in local and international languages on the internet as one of the other problems. In case of Tour operators: (a) Infrastructural problems faced by the tourists: As already explained, tourists face problems of

the infrastructural kind. Thus the researcher put an attempt to get to identify from the respondents on the infrastructural problems that tourists face.

Table 3: Tour Operators: Infrastructural Problems Faced by the Tourists

Infrastructural problems	Number of Respondents
Inadequate online booking facility	27
Inadequate surface transport / flight connectivity	26
Inadequate or little availability of quality accommodation at or near the tourist spot	24

Table #3 analyses that 27 respondents cite inadequate online booking facility as an infrastructural problem the tourists face. 26 respondents cite inadequate surface transport / flight connectivity as an infrastructural problem the tourists face. 24 respondents cite inadequate or little availability of quality accommodation at or near the tourist spot as an infrastructural problem the tourists face. Other problems faced by the tourists: Tourists face other problems too – apart from problems of the infrastructural kind. Thus the researcher wanted to know the other problems faced by tourists during their tourism activity.

Table 4: Other Problems Faced by the Tourists during their Tourism Activity

Other Problems	Number of Respondents
The tendency to rip off foreign tourists through discriminatory pricing	27
Absence of information in local and international languages on the internet	26
Security for tourists, particularly women tourists, inadequate	25
Tourism department and the district administration do not work in tandem	23

Table # 4 shows that 27 respondents cite the tendency to rip off foreign tourists through discriminatory pricing as one of the other problems. 26 cite the absence of information in local and international languages on the internet as one of the other problems. 25 cite the security for tourists, particularly women tourists, being inadequate, as one of the other problems. 23 cite the tourism department and the district administration not working in tandem as one of the other problems.

2) Travel consultants: (a) Infrastructural problems faced by the tourists. As already explained, tourists face problems of the infrastructural kind. Thus the researcher put an attempt to get to identify from the respondents on the infrastructural problems that tourists face.

Table 5: Infrastructural problems faced by the tourists based on Travel Consultants

Infrastructural Problems	Number of Respondents
Inadequate surface transport / flight connectivity	26
Inadequate online booking facility	25
Inadequate parking slots for vehicles	24
Inadequate or little availability of quality accommodation at or near the tourist spot	22

It can be noted from the above table # 5 that 26 respondents cite inadequate surface transport / flight connectivity as an infrastructural problem the tourists face. 25 respondents cite inadequate online booking facility as an infrastructural problem the tourists face. 24 respondents cite inadequate parking slots for vehicles as an infrastructural problem the tourists face. 22 respondents cite inadequate or little availability of quality accommodation at or near the tourist spot as an infrastructural problem the tourists face. (b) Other problems faced by the tourists: Tourists face other problems too – apart from problems of the infrastructural kind. Thus the researcher put an attempt to get to identify from the respondents on the infrastructural problems that tourists face.

Table 6: Other Problems Faced by the Tourists based on Travel Consultants

Other Problems	Number of Respondents
Security for tourists, particularly women tourists, inadequate	26
Absence of information in local and international languages on the internet	24
The tendency to rip off foreign tourists through discriminatory pricing	23
Tourism department and the district administration do not work in tandem	22

Table # 6 indicates that 26 cite the security for tourists, particularly women tourists, being inadequate, as one of the other problems. 24 cite the absence of information in local and international languages on the internet as one of the other problems. 23 respondents cite the tendency to rip off foreign tourists through discriminatory pricing as one of the other problems. 22 cite the tourism department and the district administration not working in tandem as one of the other problems.

Inferences are drawn from the findings of the study. They relate to the research hypotheses. They are the answers to the research questions or the statements of acceptance or rejection of hypotheses. As already explained, the study proposes to test the following hypothesis: “Inadequate online booking facility is a problem the tourists face.” According the null and alternative hypothesis is framed. H_0 : Inadequate online booking facility is not a problem the tourists face. H_1 : Inadequate

online booking facility is a problem the tourists face. Based on the primary data which is gathered from the respondents, vide Tables: 1

and 2, a chi-square test was administered to determine the relationship, among an independent and dependent variable.

Table 7: Chi-Square test

AA1:D24		Observed Values	
Category	Yes	No	Total
Tourists	27	3	30
Tour operators	27	3	30
Travel consultants	25	5	30
<i>Total</i>	<i>79</i>	<i>11</i>	<i>90</i>
Expected Values			
Category	Yes	No	Total
Tourists	26.333333	3.666667	30
Tour operators	26.333333	3.666667	30
Travel consultants	26.333333	3.666667	30
<i>Total</i>	<i>79</i>	<i>11</i>	<i>90</i>
	<i>Yes</i>	<i>No</i>	
o-e	0.6667	-0.6667	
	0.6667	-0.6667	
	-1.3333	1.3333	
(o-e) ²	1	1	
	1	1	
	1	1	
((o-e) ²)/e	0.038	0.2727	
	0.038	0.2727	
	0.038	0.2727	
<i>CV</i>	<i>0.1139</i>	<i>0.8182</i>	<i>0.9321</i>
<i>TV</i>			<i>5.991465</i>
<i>P</i>			<i>0.93</i>

The Table 7 reveals the computation made using Microsoft Excel. Since the observed value of χ^2 that is 0.9321, is lesser than the table value of that is 5.991464547 for an alpha of 0.05 at two degrees of freedom. Hence the null hypothesis is accepted and can be concluded that inadequate online booking facility is not a problem the tourists face.

4. FINDINGS AND RECOMMENDATIONS

The following are the findings of this study. Subsequently researcher has given some recommendations on the findings.

1. Security of women tourists in particular is an issue that needs greater attention from the government and its law-

enforcing machinery. Women tourists and in particular, women tourists that visit the country singly, are always apprehensive about their security while visiting India (Lockyer, 2000). The law enforcement agency is by default reactive to complaints lodged by women tourists against the perpetrators of the crime. By default, the law enforcement agency should be proactive in dealing with complaints lodged by women tourists, in particular. A specially-trained women police force should be entrusted with the task of providing security to women tourists. The force should be adequately empowered and adequately armed to ensure that crimes against women tourists are swiftly and effectively acted upon, leading to exemplary punishment of the guilty.

2. Yet another practice or rather malpractice that should be put an end to is the inherent tendency to rip off the foreign tourists through discriminatory pricing. Unbelievably, some of these undesirable practices are endorsed by the government directly or indirectly (McArthur, 1994). For example, the entrance fee at Taj Mahal for a foreign tourist is a whopping INR 1,000, while it is a paltry INR 40 for domestic visitors. Just as our society is divided along caste lines, the tourist community has also been divided on the basis of the geographies the tourists are from. For example, the fee is nominal namely INR 40 for visitors from SAARC and BIMSTEC countries and a prohibitive INR 1,000 for visitors from other

countries! And to think it happens in the largest secular democracy in the world.

3. Tourism department and the district administration lack the much-needed coordination to be of much use to the tourist community. The two must move in perfect lock step. The two often pass the buck instead. (Cobanoglu, 2012) Division of labour is resorted to, to ensure accountability and answerability. But ground reality suggests otherwise – it leads to buck-passing! It is necessary for the government to take this issue seriously. A combination of a maze of bureaucracy and a buck-passing community of bureaucrats is the last thing a sunrise industry like tourism can afford!
4. Online booking facility will go a long way in promoting tourism in the state. The recent relaxation concerning issue of visa has already led to a significant rise in tourist numbers (Bakker, 2006). In the backdrop of this experience, the government is now in a better position to optimise the visa issue regime. For example, it can think of further relaxing the online visa issue regime even while ensuring that the country's security is not exposed. The industry continues to be plagued by the proverbial infrastructure bottlenecks particularly the road infrastructure. Ironically, cess is collected from the tourists by various governments and various local self-governments, for certain tourism-dedicated projects. But seldom have these projects seen the light of the day!

A serious investigation is warranted into this anomalous outcome. Advocating tourism promotion on the one hand and hobbling tourism-related projects on the other is a disturbing cocktail.

5. Inadequate surface transport / flight connectivity has to be addressed by the government on top priority. Even assuming that ensuring adequate flight connectivity is not entirely on government turf, one cannot forgive the government for its failure to ensure adequate surface transport connectivity. It is not a costly proposition; nor is it an unviable proposition (Chu, 2000). As said in an earlier paragraph, cess is being collected by the various state governments and local self-governments for investment in certain niche areas of the surface transport infrastructure. Some of the collected funds have been lying idle. Hence all that is required is for the government and other government-run tourism agencies to summon the willpower to address the inadequacy in surface transport connectivity.
6. If inadequate availability of quality accommodation at or near the ecotourism spots like Jog-falls, Madikeri Hebbifals are addressed, the problems faced by the foreign tourists can be minimised leading to rising tourist numbers. But investing in quality accommodation near the tourist spot may not be financially viable for the investor, whether private or otherwise (Brady, 2001)

7. If the tourist spot in question is not popular, such investment in accommodation may not find takers. At least in these cases the government can ensure adequate and quality surface transport connectivity between the tourist spot and the nearest city. This is not something beyond the government concerned.

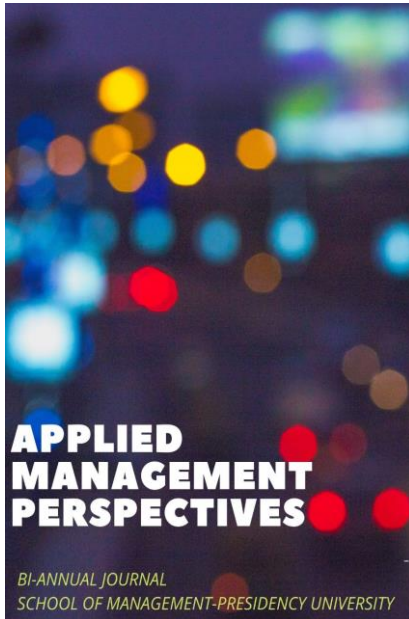
5. CONCLUSION

Properly designed and planned growth of tourism is of paramount significance as it has been one of the bases of Karnataka's economy. However, the growth of tourism results in the progress of recreation resources and tourist's activities to get most favorable benefits in terms of social, economic and ecological objectives and satisfaction of tourists. Nevertheless, the challenge is to deal with the future development of the tourism industry to diminish its negative effects on the climate and nearby networks while amplifying the advantages terms of job opportunity, wealth and backing for neighborhood culture, and security of assembled and natural resources.

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A STUDY ON THE FACTORS INFLUENCING THE ADOPTION OF E-PAYMENT SYSTEMS AMIDST THE COVID -19 PANDEMIC

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ABSTRACT

The present research is purposed to understand the adoption of e payment services and study whether consumer intention is affected by Perceived Security, Perceived Health Security, Perceived Benefits and Technology Acceptance Model in India especially in the region of Delhi NCR. Qualitative and quantitative research are the main methodology in this research. The main reason of the research is to check the adoption of e payment services amidst the COVID -19 pandemic specifically due to increased health security awareness. Data of survey was collected from total of 201 participants who include undergraduate and post graduate college students by sending mails online. Out of which only 173 responses found to be fully completed and satisfactory for analysis. Frequencies, Cronbach's alpha, Factor Analysis, Multiple linear regression and one-way ANOVA techniques has been employed by using SPSS. The result has shown that all the five variables used are significantly influencing the intentions to use the e payment services in India, particularly, in Delhi NCR. Even though, PEOU, PB are the main factors affecting the intention to use e payment system, perceived health security (PHS) is also found to be positively affecting people in adopting e payment systems. Study also found that people who are using and likely to use e- payment preferred debit card (35.8%), e wallet (29.5%) and UPI (23.1%) as first mode of payment than credit card (11.6%).

Keywords: *Electronic Payment; Perceived Security; Perceived Health Security, Perceived Benefits; Technological Acceptance Model*

1. INTRODUCTION

With the advent in digital technologies, Electronic commerce is having a progressively more profound impact on our daily lives. As a result of this, people commence their day with mobiles by checking emails, using social media such as WhatsApp, Facebook, Instagram and doing lot of activities which vary from searching to purchasing (Vukomirovic & Cvetkovski, 2018).

In the modern era, E-commerce is growing by leaps and bounds. Myriad factors such as proliferation of Internet convenience, time constraints because of busy work schedules along with the convenient payment methods as well as cost effectiveness play significant role in the development of e-commerce. Businesses are also incurring huge amount of revenues by meeting needs and demands of customers successfully. This is the platform where buyers and sellers meet and carry out electronic transactions with the help of electronic devices such as mobiles, computers, laptops, tablets, and other electronic gadgets. Therefore, e-Payment is defined here as *“the transfer of an electronic value of payment from a payer to a payee through an e-payment mechanism”* (Weir et al. 2006, Lim 2008).

India is one of the countries, where the number of digital payments has been mounting at a faster pace. As per the report by Razorpay in 2019, India recorded a massive 338% growth in the digital payments in year 2018-19. A data by RBI also concluded that total digital transaction has grown in terms of volume during 2018-19 (Kumar, 2019). Demonetization in 2016, Digital India mission led by our honorable Prime Minister Mr. Narendra Modi played a

remarkable role in making India a cashless economy. These steps are taken to promote cashless economy which was proven to be a turning point in e- payment system in India.

Due to the dynamic nature of technology and VUCA (Volatile, Uncertain, Complex and Agile) business environment, e-payment systems are constantly developing. The very good example of this VUCA environment is the COVID-19 pandemic. This coronavirus outbreak has put global population under threat and makes social distancing as a norm. Social distancing is the term used to deliberately increase the physical space between persons to reduce the risk of infection (Maragakis, 2020). Hence, people are avoiding cash transactions as paper currency is considered to be carrier of virus. World Health organisation also recommended to use contactless payments i.e. where no physical contact is present (Sarang, 2020). A study done by (Girma, 2015; Sharma, 2018) suggested to avoid paper currency as it carries the risk of transmission of pathogens and recommended the replacement of paper currencies with electronic payment methods. Hence, the companies underwent a digital transformation i.e. promoting and offering contactless e payment services to avoid human interactions. This led to a dramatic shifting of consumer predilections from traditional payment methods (such as in cash and cheque) to modern and contactless e payment methods (Rooney, 2020). It also resulted into a rapid adoption of e payment methods by the consumer. In this paper, we termed this factor as a perceived health security.

Perceived health security refers to consumer’s perceptions about protection from diseases and unhealthy lifestyles. The

paper has discussed the perceived health security in terms of e-payment over paper currency. Countries such as China, Australia, South Korea etc. have taken measures to disinfect paper currencies by disinfectant, UV rays, High heat and by other chemicals (Brown, 2020; Moeser, 2020). In lieu of this, washable plastic currency was introduced in Australia in 1988 and more than 30 countries are using this because of its eco-friendly nature (Mohamed, 2019). But India is still far behind and Indian notes /paper currency is usually contaminated by pathogens which poses risk to human health (Sadawarte, Mahobe, & Saxena, 2014) (Rath, 2020). Therefore, Indian Government and Finance ministry in the coronavirus outbreak suggested digital route as a safety measure and has nudged Indian people to use more e-payment tools (Kumar, 2020).

According to the report by RBI, E payment is classified into different types of payment systems such RTGS, NEFT, NACH, IMPS, BHIM UPI, BHIM Aadhaar, NETC, AEPS, Credit Cards, Debit Cards, PPIs, Mobile Banking, Internet Banking, Closed System PPIs and Others (Reserve bank of India, 2019). In this research paper, e wallets, Credit card, Debit card and UPI (Unified personal interface) has been used as e-payment sources to carry out research. 1) Electronic wallets (e-wallets) is the copy of physical wallets in virtual environment which is used to physical wallet, used to store information such as credit card numbers, debit numbers, e-cash and other required information of customer etc. which is essential during the time of checkout on e-commerce sites (Junadi & Sfenrianto, 2015). Nowadays, various companies have developed and made e wallets available to consumers as they are more efficient than physical wallets. In India, the major players

in e wallet industry are paytm, phone pay, ola money, Amazon pay, mobikwik, jio money etc. 2) Credit cards: It is a system where the server validates the consumer and then confirms with the bank whether sufficient funds are available before the purchase; then charges imposed against the customer's account; and the customer is billed afterwards for the charges and pays the balance of the account to the bank (Kim, Tao, Shin, & Kim, 2010). 3) Debit cards: In this system, money is maintained by the customer in their bank account and, when a debit transaction is carried out, money is transacted from the account (Kim, Tao, Shin, & Kim, 2010). 4) UPI (Unified personal interface): This is application based method launched in 2016 in India named as BHIM UPI. It is usable on smartphones and customers are required to make a registered virtual address and then use this address to make transactions (Reserve bank of India, 2019).

Electronic payment methods are accepted by consumers because of different factors derived from various theoretical models. The most commonly used methods to evaluate consumer adoption of technology are theory of reasoned action, theory of planned behaviour and Technology Acceptance Model (Kim & Malhotra, 2015). In this paper, the major focus is on Technology Acceptance model because this model has a better capability to explain consumer adoption towards technology especially e payment methods than theory of reasoned action, theory of planned behaviour. Many researchers have used TAM (Technology Acceptance Model) to explain about user acceptance on technologies.

1.1 Technology Adoption Model (TAM)

TAM model was first introduced by Davis in 1989 to determine the behaviour of computer

usage. The model was used to the constructs, perceived usefulness (PU) and perceived ease of use (PEOU) to predict behavioural intention and attitudes of users for acceptance of information technology. A study by Venkatesh (1996) imparted that the effect of attitude element did not fully mediate the effect of perceived usefulness on intention to use. Thus, the refined model has been used in the study which did not include attitudinal element of users towards technology adoption. Zhou et al. (2008) also stated that both perceived usefulness and perceived ease of use directly affect the consumer intention.

2. LITERATURE REVIEW

Literature is collected based on the factors influencing the E-payment system.

1) Perceived Usefulness, Khan and Jain (2018) Because of large and widespread use of Smartphones, trend of online payments is increasing. Sometimes, this is due to availability of different and attractive discounts as well as the convenience. The upsides of using e-payments are frequently related to the benefits provided by the smartphones, which comprises of various kinds of advantages such as easy to access the services, independent payments, not time bound as well as place bound, doorstep delivery etc. All these provisions built the credence of users on the e-payments. Wulandari, et.al. (2018) The properties of electronic money should be simple and easy to understand. The simplicity of access of electronic system could be significance its usefulness and user's attitude. The factors affecting the use of electronic money namely assess usefulness affects significantly towards intention to use electronic money. The assess usefulness has the noticeable

offering towards the intention to use electronic money.

2) Perceived Ease of use, Wulandari, et.al. (2018) Technology has played a splendid role in improving the lifestyle of individuals and it is more useful for them when easier to use. Results have demonstrated that the ease of use and intention to use e-money shared a positive relation with each other. Roy and Sinha (2017) The focus of customers towards the adoption of electronic payment and clearing system will increase; when only customers believe that the services of electronic payment system are easy to use. Mobile Banking operation software, ATM interface software should be handy and user friendly so that it can easily capture the attention of customers.

3) Perceived Security, Mazumder, Jahan, and Das (2015) Security of information has become a very crucial and the most concerned parameter of modern communication system which is achieved by cryptography functions and techniques when customers and merchants carry out a transaction over internet. Thus, it helps to resolve a key issue of protection of information against the security threats. Roy and Sinha (2017) Indian customers are overly sensitive for the security concern that is why they can only adopt the electronic payment system and clearing services when they feel the channel of electronic payment system are safe and threat free.

In the current study, the above variables have been employed to check their influence on the intention to use e payment systems because the previous studies have noticeably illustrated their effects on human behaviour while considering the use of technology.

2.1 Research Gap

Based on the literature review it is noted that much research has been conducted in the area of E-Banking, E-Commerce, and Electronic Shopping. But little research is conducted on acceptance of Electronic payment system especially in Northern Region of India namely Delhi NCR. In addition, with the variables of Perceived security, perceived benefits and TAM, the Perceived health security element is also employed with respect to adoption of e payment services. Therefore, it is considered as a research gap and an attempt has been made to cover the above gaps and bring out a detailed study of the research topic.

3. OBJECTIVE OF THE STUDY

The Objective of the study is to determine the factors which are influencing customer

intention to adopt E-payment system in India. The Specific Objectives are listed below:

H₁: To determine the relationship between perceived usefulness and customer intention to adopt E-Payment.

H₂: To determine the relationship between perceived ease of use and customer intention to adopt E-Payment.

H₃: To determine the relationship between perceived security and customer intention to adopt E-Payment.

H₄: To determine the relationship between perceived health security and customer intention to adopt E-Payment.

H₅: To examine the relationship between perceived benefits and customer intention to adopt E-Payment.

H₆: To determine the relationship between customer intention to adopt E-Payment and actual system usage.

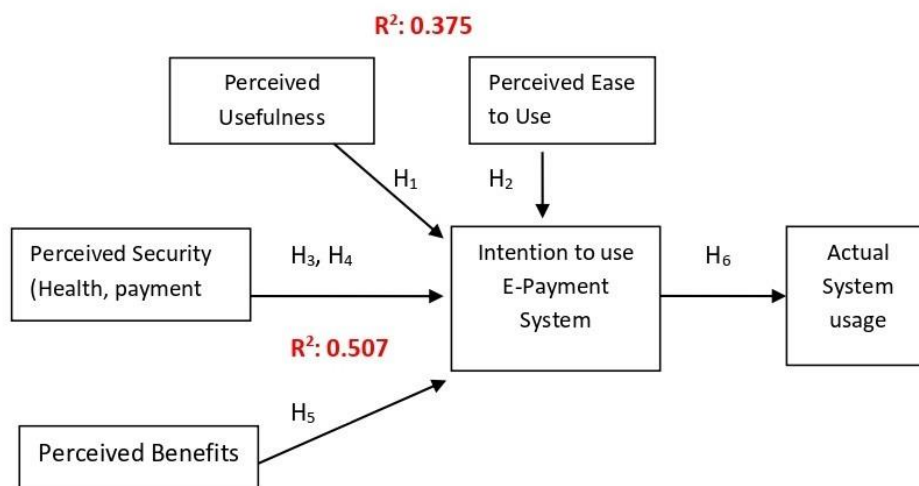


Figure 1: Proposed Research Model

4. RESEARCH METHODOLOGY

The present research paper is based on descriptive type of research i.e. adding something new to an already existing TAM model. Because of two reasons the purposed research is different: one is that it has been

carried out on college students living in Delhi NCR other than normal consumers and second to ascertain if health security could be considered as an independent factor and variable influencing the model amidst the Coronavirus outbreak globally. During this pandemic crisis, Consumers are much more

conscious about their health security and to avoid getting infected in the public place's government is instructing the people to follow social distancing i.e. to avoid going out as much as possible. Also, National Payments Corporation of India has started a campaign known as: India pays safe, to aware and promote digital payment methods as dealing in cash could lead to Coronavirus infections, which is fatal for human health (Khosla, 2020). A well-structured questionnaire was used to gather the information. It was included demographics, perceived usefulness, perceived ease of use, customer intention to use, perceived security, perceived health security and perceived benefits. The intention to use measure was adopted from Davis et al. (1989). Standardised scale used to collect the data for all the six constructs which were measured on 5 point Likert scale where, 1= strongly agree and 5 strongly disagree. Besides this, the development of hypothesis to test the relationship among the variables has been done in the purposed research.

The reason for selecting College students as a target population in the present research is their tech savvy nature and awareness of them towards the new trends of e payment mechanisms. It is also supported by the research conducted by Farag, Schwanen, Dijst and Faber in (2007), that young people have more positive attitude towards internet than older people. Also, the students use internet more on their mobile and other electronic gadgets for their daily activities (Burns & Bush, 2005).

Sample has been collected from the college students of Delhi NCR as Delhi NCR is in the top 10 list of digital transaction state-wise. Majority of our data collected from New Delhi city, Gurgaon and Noida out of which

New Delhi has scored 6th position and Gurgaon has scored 8th position in the top 10 list of highest digital transactions city-wise as per to the report of Worldline in 2019.

Both Primary and Secondary sources have been used to carry out the research. The primary data has been collected by survey method with the help of Questionnaires. Due to lockdown in coronavirus outbreak, questionnaires were mailed online through different channels such as e mails, whatsapp, facebook etc. The total number of 201 questionnaires were mailed, out of which 28 responses were found incomplete therefore not used in the analysis. Finally, 173 questionnaires were completely collected. Purposive sampling was used to complete the research as sample were collected from undergraduate and postgraduate college students of Delhi NCR. This sampling is based on pre-defined purpose on adoption of e payment methods specifically by college students. This is supported by the fact that college students have good basic knowledge of Internet functioning and e-commerce activities (Dan, Xu & Liu, 2012).

Analytical techniques such as Frequencies, Cronbach's alpha to check the reliability of scale items used, factor analysis to reduce the factors, multiple linear regression technique to achieve first five hypotheses and one way-ANOVA to achieve the last hypothesis are employed.

5. DATA ANALYSIS AND INTERPRETATION

Out of 201, total 173 responses were found complete for further analysis and 28 responses were rejected due to missing values. Table 1 below demonstrates count and percentage value of Gender, Educational level, awareness about E-payment system,

actual usage of E-payment system, and most preferable mode of E-Payment.

Table 1: Summary of 173 sample respondents

Variables	Information	Frequency	Per cent (%)
Gender	(1) Male	97	56.1
	(2) Female	76	43.9
Educational Level	(1) Graduate	160	92.5
	(2) Postgraduate	13	7.5
Have you ever heard of e payment before	(1) Yes	169	97.7
	(2) No	4	2.3
Have you ever used it before	(1) Yes	157	90.8
	(2) No	16	9.2
Which is the most preferable mode of E-Payment	(1) E Wallet	51	29.5
	(2) UPI	40	23.1
	(3) Credit Card	20	11.6
	(4) Debit Card	62	35.8
	Total	173	100

5.1 Reliability Test

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.91	26

From table 2, it is indicated that cronbach's alpha value is .91 for 26 statements which is highly satisfactory value for reliability analysis in social sciences (Cronbach, 1990).

This fulfils the requirement that items used in the scale are highly reliable to find what is purposed to be.

5.2 Factor Analysis

The K.M.O. value of the data set is 0.867 is greater than 0.5 which means that Factor Analysis can be suitable to conduct at 95% confidence level. 63.58% of variation in the data set can be illustrated by six factors. Eigen values of factors are larger than one which indicates that all the factors are

important. The eigenvalues of factor 1 (PB) is 8.943 that involves 34.396% of variance. The eigenvalues of factor 2 (PEOU) is 1.942 which consists 7.470% of variance. The eigenvalues of factor 3 (PU) is 1.666 which consists 6.407% of variance. The eigenvalues of factor 4 (PS) is 1.477 which consists 5.681% of variance. The eigenvalues of factor 5 (CI) is 1.417 which consists 5.451% of variance. The eigenvalues of factor 6 (PHS) is 1.085 which consists 4.175% of variance. Thus, Perceived Benefits is the most important factors.

5.3 Testing Of Hypothesis

A multiple linear regression test was performed to test hypotheses H₁, H₂ only. R square value= .375, F= 50.99, Sig. = .000 indicates that PEOU, PU are good predictors of Customer intention towards use of e payment system and explains approximately 37% of the total variance in the dependent variable customer intention to use e payment. The table 3 below demonstrates the above explanation.

Table 3: First Regression model
Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.674	.129		5.205	.000
	PEOU mean	.433	.079	.412	5.510	.000*
	PU mean	.238	.065	.272	3.632	.000*

a. Dependent Variable: CI mean

Note: * means p value is significant at .01 level

However, along with perceived usefulness and perceived ease of use variables other three external variables like Perceived security, perceived health security, perceived benefits were also tested to check their influence on intention to use e payment system, thus, multiple linear regression test was performed to test hypotheses H₁, H₂, H₃, H₄ and H₅ altogether. R square value= .507, F= 34.31, Sig. = .000 which means that five independent variables explains almost 50%

of the total variance in the dependent variable customer intention to use e payment. This shows improved results as the total explained variance in dependent variable has increased. So, it can be reiterated that along with TAM variables other variables such as perceived security, perceived health security, perceived benefits also have a significant effect on customer intention to use e payment systems (Table 4).

Table 4: Second Regression model

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.012	.172		-.071	.943
PEOU mean	.248	.079	.236	3.143	.002*
PU mean	.127	.063	.145	2.025	.044**
PS mean	.139	.061	.149	2.294	.023**
Health Security mean	.247	.068	.207	3.624	.000*
PB mean	.234	.068	.254	3.458	.001*

Note: significant at *.01 and **.05

Table 5: The Pearson Correlation Relationship between Variables

	This research is N= 173	
	correlation**	Strength of correlation
H ₁ : PU & CI	.513	Moderate Positive
H ₂ : PEOU & CI	.571	Moderate Positive
H ₃ : PS & CI	.479	Moderate Positive
H ₄ : PHS & CI	.365	Moderate Positive
H ₅ : PB & CI	.595	Moderate Positive

Note: Correlation ** test at 0.01 significance level.

Table 5 depicts that in this study, all the hypotheses are correlated to each other variable since r are higher than 0.1, also most of hypotheses are positively correlated to another variable and have moderate correlation. This result is similar with Davis (1989) research, so this result is close to the reality.

6. CONCLUSION

The proposed model in present research is used to examine consumer's intention to use

e-payment system in Northern region of India. It is based on TAM to investigate customer's intention to use e-payment system specifically among Delhi NCR people. Two regression models are proposed: first involves only TAM variables and second model includes three external variables added to Technology Acceptance Model. These external variables are perceived security, perceived health security, perceived benefits. After Comparing the Results of Table 3 which involves only TAM variables and

Table 4 which includes TAM model along with three external variables, it can be concluded that the second regression model which considers the five independent variables such as perceived usefulness, perceived ease of use, perceived security, perceived health security and perceived benefits is better predicting the dependent variable intention to use e payment system in India particularly referring to the Covid-19 pandemic as the R square is increased from 0.375 to 0.507 which is a good indicator, and all the independent variables are determined to be significant at 95% and 99% confidence levels and positively affecting the intention to use e payment system by people in Delhi NCR.

In these five factors, PB and CI are strongly related (Table 5). Although, PB and PEOU are main factors in affecting the customer intention (CI) to use e payment system (Table 5), PHS i.e. perceived health security is also found to be positively affecting the intention to use e payment system among Delhi NCR people in the times of COVID-19 pandemic. Additionally, study illustrated that people who are using e payment are preferred Debit card (35.8%), e wallet (29.5%) and UPI (23.1%) as first mode of payment over credit card (11.6%). And the findings of last hypothesis ascertained that there is significant difference between the actual system usage (yes=157, no=16) and Customer intention to use e payment at 0.05 significant levels where the Posthoc test TukeyHSD showed that count and mean of people who agreed to use e payment services (113, 1.05) is quite different from who can't say (54, 1.17) and disagreed (6, 1.17) for e payment usage. This revealed that people who intend to can't say and disagreed upon its usage are practically adopting e payment systems in practice amidst pandemic crisis

the results supported by report of KPMG., August, 2020, which highlighted that amid the pandemic crisis 81% people expressed to use cashless payments but 8% were already preferring digital payments.

7. LIMITATIONS AND RECOMMENDATIONS

The study, however, has done amid the coronavirus pandemic which has been prevailing not only in India, but in all over the world. So, it is more likely that the effects of a few factors, which have been used in the present study, would remain same in the intention to use e-payment systems in India, as these variables have shown positive correlation with the intention to use e-payment systems. Thus, the results can be considered reliable at the point. As, every research has certain limitations; this study is done in Delhi NCR region only, consequently, the findings may not be generalised all over in the India due to the differences in education levels or e payment awareness levels. In fact, the research area can be broadened by involving other metro regions to check the effects of same variables. Furthermore, other parameters such as social pressure, culture and attitudinal variables could be used in the future study.

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ABBREVIATIONS USED

NEFT: National Electronic Funds

RTGS: Real-time gross settlement

NACH: National Automated Clearing

IMPS: Immediate fund transfer service

BHIM UPI: Bharat Interface for Money,
Unified Payments Interface (UPI)

NETC: National Electronic Toll Collection

AePS: Aadhaar enabled Payment System

PPI's: Prepaid Payment Instruments



POSITIVE PSYCHOLOGY AND PSYCHOLOGICAL WELL BEING IN ORGANIZATIONAL CONTEXT: REVIEW AND FUTURE RESEARCH AGENDA

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ABSTRACT

This review paper is an attempt to explore positive psychology and psychological well-being in organizational context, the recent trends and developments in the two concepts in organizational context. The paper also presents future research agenda and how juxtaposition of these two concepts can prove to be fruitful for organization. Literature review of 25 papers has been done. Critical appraisal of the reviewed papers is also carried out to divulge the limitations in the studies conducted. Positive psychology and psychological well-being studies are gaining prominence in organizational research due to increased importance of mental health in organization. Positive psychology and psychological well-being need to be analyzed together in organizational context. The paper will provide valuable insights into future research areas related to these two concepts jointly and severally. These two dimensions' influence each other and can possibly be mediated and moderated by other factors. This becomes a promising avenue for future research.

Keywords: *Psychological Well –Being; Positive Psychology; Organization; Literature Review*

1. INTRODUCTION

The above quoted lines by father of Positive Psychology, Martin Seligman connotes the nobler life of positivity which all humans at the end of the day wish to live. Positive Psychology gained momentum with Martin Seligman setting the notion that the focus should be shifted from repairing the negatives (in forms of treating mental illness) to manifesting the positives (Seligman, 2000). Almost a similar concept was developed in around 1990 by Carol Ryff with the name of psychological well-being where she propagated a life of eudemonia that is purpose and meaningfulness (Ryff, 1989). These two similar concepts would sound similar to a layman, but in psychology they have developed in two different ideas. In organizational context individually they have been investigated along with many variables. Positive psychology has been studied in form of Positive Organizational Scholarship, Positive Organizational Behavior, positive emotions, best HRM practices, employee's performance and productivity (Quinn & Cameron, 2019, Youssef & Luthans, 2007, Fredrickson, 2001, Diener et al., 2020, Paul & Garg, 2014, Kour et al., 2019, Chow, 2016). An array of studies exists in literature which evaluates the effectiveness of positive psychology interventions (Armaou et al., 2019, Hendriks, et al., 2018, Donaldson et al., 2019). Psychological well-being of employees has established relationships with job performance, burnout, supervisors' relationships, employee engagement, resilience (Wright & Bonett, 2007, Wright & Cropanzano, 2004, Benson, 2004, Zapf, 2002, Rastogi & Garg, 2011, Joy & PK, 2016, Tonkin et al., 2018, Chitra & Karunanidhi, 2013). Though a few studies

have investigated the relationship between different facets of positive psychology and different types of well-being (Kim et al., 2018, Avey et al., 2011), however direct relationship between positive psychology and psychological well-being of employees in working in organization remains understudied.

The structure of paper is as follows, second section describes about the methodology opted for review paper, third section talks about the literature related to positive psychology and psychological well-being and related facets. Fourth section throws light on findings of the papers discussed and their implications. The last section describes about research gaps and agenda that can be addressed in future studies.

1.1 Methodology

The databases used for search of literature were JSTOR, Emerald Insight, Science Direct, EBSCO and Proquest. To make sure, no paper relevant to the stream is missed in study, Google Scholar search was also done. Boolean terms 'Positive Psychology' OR/ AND / NOT 'Psychological Well Being' were used. Using the databases' filters, only English language articles were selected in areas of psychology and organizations. Podsakoff, et al (2005) opine that periodicals represent validated knowledge, therefore only scholarly articles were selected in database filters. Keywords used were "Positive Psychology", "Psychological Well -Being", "Organization" and "Employees" were added in search to yield results that are relevant for management studies. After screening the articles for title and abstracts, twenty-five papers were selected for the analysis.

2. LITERATURE REVIEW

Carol Ryff tried to analysed the concepts of positive human functioning that prevailed in 1980s. She combined the preceding perspectives of psychological functioning into more consolidated concept of psychological well-being consisting of six dimensions of self-acceptance, positive relations with others, autonomy, environmental mastery, purpose in life and personal growth. Theoretical groundings of these dimensions are rooted in works of DW Allport, Abraham Maslow, Carl Jung, Marie Jahoda, Viktor Frankl and many other authors (Ryff, 1989, Ryff & Keyes, 1995). In an empirical analysis conducted, two of the six theoretical constructs (self-acceptance and environmental mastery) were found to be highly correlated therefore a five-factor model could also be gauged with self-acceptance and environmental mastery combined (Ryff & Keyes, 1995, Ryff, 2013). Enhanced psychological well-being ensures not only positive mental health but a fit physical health as well (Ryff et al., 2004, Ryff & Singer, 2008). Ryff's psychological well-being construct is considered to be most accepted, however other authors elaborated the concepts in different ways as well. Prior to Ryff, Peter Warr defined psychological well-being on the basis of three facets positive and negative affect, feelings about present and anxiety levels (Warr, 1978). In subsequent study, Warr developed eight scales relevant to quality working life. They include work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness. and self-rated anxiety (Warr et al., 1979). Two other set of notions of psychological well-being can be traced. Huppert tried to describe PWB

through mental health spectrum where people can be seen as languishing where person sees life as empty or stagnant. Flourishing on the other side are the people with enthusiasm and are active (Huppert, 2009). PWBW (Psychological Well Being at Work) model consists of 5 dimensions interpersonal fit at work, thriving at work, feeling of competency at work, desire for involvement at work and perceived recognition at work (Desmarais & Savoie, 2012).

Precedents and antecedents of PWB have been studied. Some of these aspects are transformational leadership (Arnold et al., 2007), psychological capital (Siu, 2013), employee retention (Wright T., 2010), organizational trust (Jena et al., 2018). In South African context, organizational support, career goal development and empowering leadership were found to have impact on the psychological well-being of employees (Maziriri et al., 2019). However, a contrary view exists as well. Some HR practices are inherently designed to hamper employee psychological well-being doing contrary of what they are expected (like flexible working arrangement) (Loon et al., 2019).

Positive psychology can be defined as the science of positive experience, positive individual traits, and positive institutions which improves quality of life (Seligman, 2000). Seligman in exploring the domain believed that there are three constituents of well-being positive emotion, engagement, and meaning. But later on, he gave five constituents of well-being which are denoted by the acronym PERMA (positive emotions, engagement, relationships, meaning and accomplishment) (Seligman, 2019).

Positive emotions have gained considerable attention in organizational science with more and more researchers exploring new methods and approaches related to positive emotions (Diener, Thapa, & Tay, 2020). Positive emotions play an important role in positive psychology. Positive emotions signal and produce flourishing and produce optimal human functioning. Broaden and Build theory, built on tenet of positive emotions state that certain positive emotions can help in building and broadening personal and psychological resources (Fredrickson B. L., 2001). If this theory is applied in organizations and positive emotions are cultivated in organizations, the organizations would prosper not just in terms of monetary numbers, but in human relationships as well (Fredrickson B. L., 2000).

In organizational context, positive emotions impact work engagement, creativity and coping mechanism (Diener, Thapa, & Tay, 2020). There has been two complementary but parallel development in studies of positive approach in workplace – Positive Organizational behavior (POB) and Positive organizational Scholarship POS (Youssef & Luthans, 2007, Quinn & Cameron, 2019, Heinitz, et al., 2018).

Positive organizational scholarship is considered to be the holistic concept that unifies various approaches which signifies positive notion in organizational context. POS 'foundation lies in bringing organizational change and development through a positive approach (Quinn & Cameron, 2019). The various themes associated with POS are adoption of uniquely positive lens, focus on positive outcomes, affirmative bias to foster resourcefulness and eudemonic assumption of POS (Quinn & Cameron, 2019). POS

offers new perspective of looking at organizational effectiveness and organizational performance (Chow, 2016).

Positive Organizational Behavior is the analysis of positively oriented human resource strengths and psychological capacities. Positive organizational behavior (POB) can be measured and is flexible in nature. Three of these positive organizational behavior capacities are self-efficacy, optimism, and hope (Youssef & Luthans, 2007). Psychological capital as a construct shares these three dimensions with positive organizational behavior self-efficacy, optimism, and hope. However psychological capital also includes resilience (Heinitz, et al., 2018). The distinguishing feature of POB is that POB consists of positive capacities that are state like (Youssef & Luthans, 2007). POB, when applied in form of interventions, is found to have good results on employees' positive psychological resources.

Positive psychology practiced in organizations can lead to improved organizational performance and productivity (Kour et al., 2019). There is a need to rethink way HRM policies are framed and positive psychology can serve as the potential solution (Paul & Garg, 2014).

Positive psychology interventions and psychological well-being interventions have shown great results and have been of great interest in organizational research. However, there is lack of research in digital interventions enhancing psychological well-being of employees (Armaou, et al., 2019). Positive Psychology interventions drawn from streams of POB and POS lead to increased work engagement, job performance and reduced job stress (Donaldson, et al., 2019). However positive

psychology interventions results are best gauged with Randomized Controlled Trials (RCT) results .However seeing from Westernized Non Westernized perspective, there is a dominance of RCTs from western countries (Hendriks, et al., 2018).However

in recent years more RCT results in positive psychology interventions are coming from non -westernized world as well (Till 2016 only eight Positive Psychology Interventions RCTs have come from India) (Ghosh & Deb, 2016).

S. No.	Authors and Years	Theme analyzed	Type of paper reviewed	Country Context	Sample size	Variables included	Statistical Analysis
1	Ryff 1989	Psychological Well Being	Empirical	USA	321	PWB measured with its six dimensions	Regression and MANOVA
2	Ryff 1995	Psychological Well Being	Empirical	USA	1108	PWB measured with its six dimensions	Structural Equation Modelling
3	Ryff 2004	Psychological Well Being	Empirical	USA	Midlife US National data survey database	PWB with biological correlates	Pearson Correlation
4	Ryff 2006	Psychological Well Being	Conceptual	-	-	Eudaimonic approach to PWB	-
5	Ryff 2013	Psychological Well Being	Conceptual	-	-	Eudaimonic approach to PWB	-
6	Huppert 2009	Psychological Well Being	Conceptual	-	-	PWB with social, demographic and biology factors	-
7	Warr 1978	Psychological Well Being	Empirical	UK	1655	PWB measured in form of Positive and	Correlation and factor analysis

						negative affect, anxiety level, feelings about present life	
8	Warr 1979	Psychological Well Being	Empirical	UK	590	PWB measured in form of Positive and negative affect, anxiety level, feelings about present life	Product moment Correlation and Cluster analysis
9	Desmaris 2012	Psychological Well Being	Empirical	Canada	1108	PWB at work given with 5 variables	Hierarchical Regression Analysis and Factor Analysis
10	Wright 2010	Psychological Well Being	Conceptual	-	-	PWB with employee retention, job performance and cardiovascular health	-
11	Loon et al 2019	Psychological Well Being	Literature review			PWB and HRM practices	Paradox Metatheory
12	Maziriri 2019	Psychological Well Being	Empirical	South Africa	250	Perceived organizational support, career goal development and empowering leadership and PWB	Factor Analysis and Structural Equation Modelling
13	Selignman and	Positive Psychology	Conceptual	-	-	Positive Psychology	-

	Csikszentmihalyi 2000						
14	Seligman 2019	Positive Psychology	Conceptual	-	-	Positive Psychology	-
15	Diener 2020	Positive Psychology	Conceptual	-	-	Positive emotions	-
16	Fredrickson 2000	Positive Psychology	Conceptual	-	-	Positive emotions	-
17	Fredrickson 2001	Positive Psychology	Conceptual	-	-	Positive emotions	-
18	Youseff and Luthans 2007	Positive Psychology	Conceptual	-	-	Positive Organizational Behavior	-
19	Quinn and Cameron 2019	Positive Psychology	Conceptual	-	-	Positive Organizational Scholarship	-
20	Heintz et al 2018	Positive Psychology	Conceptual	-	-	Positive Organizational Behavior	-
21	Chow 2016	Positive Psychology	Meta - Analysis	-	-	Positive Organizational Scholarship and Organizational effectiveness	
21	Grant 2019	Positive Psychology	Conceptual			Positively Built Work Environment	
22	Paul 2014	Positive Psychology	Conceptual			Positive Psychology and HRM	
23	Armaou 2019	Psychological Well Being	Systematic Review			PWB interventions	
24	Donaldson 2019	Positive Psychology	Meta-analysis			Positive Psychology Interventions	
25	Hendricks 2018	Positive Psychology	Bibliometric Analysis			Positive Psychology interventions	

Table 1: Table presenting the details of the papers analyzed for review

3. FINDINGS AND DISCUSSION

Majority of positive psychology and psychological well-being studies come from North America prominently from USA (Eysenck, 2001), Arnett 2008 concluded that American psychologists focus on 5 to 7 percent of human population (Arnett, 2008) and try to generalize the finding to the world population. To make study, more representative of various geographical and cultural factors, it would be more welcoming if the contribution comes from NON-WEIRD (Westernized Educated Industrialized Rich Democratic) like African countries, Middle East countries, Indian subcontinent countries (Hendriks, et al., 2018).

At the organizational level, positive psychology and PWB has been studied in form of intervention level. Very less studies have focused on positive psychology practiced as culture, or positive emotions practiced at individual or group level. It is important to analyze these facets as well because interventions take place in form of activities and actions carried out in organization. The real change at employee and organizational level would take place, when positive psychology and PWB manifest in form of behavior and attitude at employee level, and culture at organizational level. This would not just ensure greater job satisfaction but a spill-over effect will be experienced in life satisfaction as well (Saari & Judge, 2004)

4. FUTURE RESEARCH AGENDA

The dissection of the constituents of PWB and Positive Psychology would reveal that many of them are same at least at theoretical level. For instance, positive relations with others can hold a direct relationship with positive emotions and

positive organizational behavior. In future the empirical studies can verify this assumption whether it holds true or not. The dimension of self-acceptance in PWB hold close to Fredrickson broaden and build theory where she states that positive emotions like joy, contentment, pride and love expand the people's momentary thought action and build their personal psychological resources (Fredrickson B. L., 2001). Self-acceptance and contentment (positive emotion) hold close thus a relationship could be established between PWB and positive psychology using these tenets. The other dimensions of environmental mastery, personal growth, purpose in life and autonomy have explicit or implicit relationship with positive emotions, positive organizational behavior and positive organizational scholarship. These facets could be tested empirically jointly or severally to see what type of relation they hold

Positive psychology and psychological well-being in organizational context present an array of opportunities for researchers. Although positive constructs and well-being have been studied (Avey et al., 2011, Kim et al., 2018). PWB and Positive Psychology have been rarely analyzed together. Future research can explore how positive psychology practiced in organizations can lead to better psychological well-being of employees. Also, it can be explored in future research how employees high on various dimensions of psychological well-being promote positive emotions and positive psychology in organizations. Positive psychology can serve as moral compass in the vacuum or 26 and more research is needed to testify its strength (Seligman, 2019). Diener provided a broad framework of

positive emotions and believes that the framework can be a launching pad to study positive emotions in organizational context (Diener, Thapa, & Tay, 2020).

Positive psychology, when practiced in organizations, is generally introduced in form of Positive Psychology Interventions (PPI) (Donaldson et al., 2019, Hendriks, et al., 2018). Though the review paper contains review of PPI, future studies could explore the possibility of randomized controlled trial which is considered best to gauge the intervention results (Hendriks, et al., 2018). There should be RCT analysis of PPI at organizational level. Simultaneously HRM best practices need to be formulated and studies which incorporate tenets of positive psychology (Paul & Garg, 2014) and psychological well-being. However, HRM practices should be carefully crafted as there are many practices that backfire employees PWB. (Loon, Otaye-Ebede, & Stewart, 2019). These can be investigated in future.

Mediator relationships could also be tested between positive psychology and psychological well-being. For instance, positive organizational behavior consists of three of the variables that are used to gauge psychological capital of employees- hope, optimism and efficacy (Youssef & Luthans, 2007) (Siu, 2013). The psychological well-being's relationship is well established with psychological capital (Siu, 2013). The relationship between positive organizational behavior can be seen with any of the six variables under PWB or with PWB as whole, if it is mediated via Psychological Capital or not. In a similar fashion, other facets related to organizational behavior like organizational citizenship behavior, job satisfaction and organizational commitment can be

analyzed if these factors mediate or moderate the relationship between PWB and positive psychology. These have been tested separately with PWB and Positive psychology (Rastogi & Garg, 2011, Wright & Cropanzano, 2004; Wright T., 2010, Jena, et al., 2018) and yielded positive results.

5. CONCLUSION

This review paper was an attempt to summarize the concepts of positive psychology and psychological well-being, the recent trends and developments and future research agenda in domains of PWB and positive psychology in organizational context. Roots were traced to gauge by whom concepts were formulated and how they have evolved. The paper also elaborated about the dimensions' constituent in these concepts. The paper also discussed the findings from the literature review, doing the critical appraisal of the papers reviewed. The paper finally highlighted the future research agenda which could be explored by the researchers. Our review suggests that positive psychology and psychological well-being should be considered together in organizational research and studied in future.

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AN EMPIRICAL ANALYSIS OF EXTENT, MAGNITUDE AND DETERMINANTS OF INDEBTEDNESS AMONG FARMERS IN INDIA

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ABSTRACT

Amidst the scenario of distress among the agrarian community, it is imperative to discuss farmer's indebtedness. Most of India's studies revealed that farm households' indebtedness is a crucial factor responsible for the crisis. This paper analyses the extent, magnitude and determinants of farmer's indebtedness. The study is based on data extracted from a comprehensive survey on Agriculture across India in 2013, carried out under the 70th Round of the National Sampling Survey Office (NSSO). The incidence and determinants of indebtedness were assessed using various econometric models. It was found that the incidence of debt varies across sources and nature of the loan, landholding sizes and type, expenses and income and socio-demographic characteristics among agricultural households. The regression analysis results indicate that household characteristics, farm characteristics, expenses, income, sources, and nature of loans determine the extent of indebtedness among the agrarian community.

Keywords: *Indebtedness; Agriculture Households; Credit; Outstanding Loans; Multiple Regression; Logit Regression; Probit Regression*

1. INTRODUCTION

Indian populace is largely rural-based and dependent on agrarian activities for a living. Stable and enhanced growth of the agricultural sector is vital for the Indian economy as it contributes immensely to the Gross Domestic Product (GDP) of the country. Agriculture is a significant source of livelihood for 58 per cent population in India, yet the condition of most farmers in India is terrible. Indebtedness is one of the significant challenges encountered by Indian farmers. Even after the growth of institutional credit to agriculture and new agricultural technology, indebtedness among farmers persists. About 80% of India's farmers occupy less than 1 hectare of land (marginal farmers) or 1–2 hectares of Land (small farmers). Decades back in 1925, Darling, while studying the Punjabi peasants, had commented that "the Indian peasant is born in debt, lives in debt and dies in debt". However, the problem of farmer's indebtedness in India continues even today. The prime reasons for agrarian debt are the non-assurance of crop cultivation since agricultural activities are seasonal and rainfed, ultimately affecting the farmers' repaying capacity. Secondly, despite the increase of institutional credit distribution for agriculture, some farmers still rely on non-institutional sources. The interest rate of the loan is high, with exploitative terms and conditions. Thirdly, intermediaries' ascendancy in farm produce markets restricts the farmer community to get the ideal prices for their products. Hence, it affects their repaying capacity and is a significant reason for debt amongst the farmers. Indebtedness has been one of the primary reasons for farmer's suicide in India. According to 2019 statistics, 5,563 male and 394 female farmers have committed suicide.

Similarly, 3,749 males and 575 female agricultural labours committed suicide. The debt burden created by moneylenders and intermediaries has only increased the number of farmer suicides in India. Therefore, rural agricultural farmers need to have a rural agricultural credit system to rely on. Numerous studies have been conducted which focused on agricultural credit, including the indebtedness of the farmers' and rural households in India. Though credit is essential for rural development, the 'hidden' side effect of credit is indebtedness. Accessibility to credit is vital for the well-being of rural households across developing nations, including India. By and large, India continues to be a rural agrarian society; the shift towards other sectors of the economy has been steady but slow. The productivity of agriculture in India is still very low. Post-independence, the Governments have prioritised the inclusiveness of farmers in overall growth. However, this segment's financial condition has yet not reached the desirable standards, which might be perhaps due to the long history of exploitation and neglect in the pre-independence era.

Recent Situation Assessment Survey of Agricultural Households by the National Sample Survey Office (NSSO) on India provides insight into how farmers borrow, produce and earn. The survey reveals that about 52 per-cent of the country's agricultural households were estimated to be in debt. The average amount of outstanding loan per rural household was approximately Rs. 50,000/-. This article aims to understand the factors determining the extent and magnitude of indebtedness among agricultural households in rural India.

2. LITERATURE REVIEW

The Economic well-being of an Indian agricultural farmer, resource availability, indebtedness, information of technological developments, and reach to modern technology has drawn pressing attention from researchers and policy-makers in the past, leading to extensive literature on the topic. Being inspired by several researchers, we became keenly interested in analysing and assessing agricultural farmers' situation in India, particularly the impact of various factors on farmers' indebtedness.

Mukhopadhyay and Mukherjee (2020) recommended a universal crop insurance scheme to increase output production, support farm income, and lead to a turnaround of Indian agriculture as crop insurance is the exclusive mechanism available to mitigate production risk in agrarian activities. Sundaram, Natarajan. (2019) shed light on the agricultural crisis and farmer's suicides in India and suggested provision of irrigation facilities, minimum support prices of products and long term institutional credit to reduce farmers distress. Padmaja and Ali (2019) found a notable difference in India's social, economic and farm characteristics of indebted and non-indebted households. Pabalkar and Moray (2019) found a relationship between farming technology and economic growth and stressed the vital role of technology in rural households' social and economic development. Subash Surendran Padmaja and Jabir Ali (2018) highlighted the variation in social, economic and farm characteristics of indebted and non-indebted households and recommended that while designing the rural farm credit policies, the government and policy-makers must weigh the long-term implications of loan-waiver schemes.

Pradhan and Mukherjee (2017) estimated that agricultural production's technical efficiency in India revealed that mostly Indian agriculture is still labour intensive. They concluded that with an increase in the cropped area, the output growth declines; however, the crop output increases with the irrigated area's proportionate increase. They further noted that the government's expenditures on agricultural programs positively influence the productivity of the farmers.

Panda (2015) emphasises the importance of farmers' literacy and awareness to improve agricultural incomes and productivity in rural Indian households. Hebous and Klonner (2014) analysed the origins of the extreme economic crisis in rural India. They recommended the need for rural development policies to protect against multiple risk sources vis-a-vis mere aggregate growth. Rajeev, Meenakshi, Vani, B P and Bhattacharjee, Manojit (2012) examined the data of rice cultivating farmers in India and found that the productivity of small farmers is greater than that of the medium farmers. They also found that with access to credit, productivity increases manifold. However, farmers with lower landholdings were far more deprived of the formal sources of credit vis-à-vis the more prosperous ones. Mahul and Verma (2010) highlighted the need for a well-designed and widely adopted agriculture insurance program in India for risk mitigation due to high dependence on rain-fed cultivation by a large section of small and marginal farmers with low landholdings.

Abhiman Das, Manjusha Senapati and Joice John (2009) evaluated the role of direct and indirect farm credit and highlighted numerous gaps in the existing institutional

credit delivery system. They concluded that agriculture credit remains to play a significant role in boosting farm production in India. Sharma and Bhaduri (2009) suggested a U-shape relation between farm size and withdrawal readiness. Their study indicated that younger farmers were relatively more occupationally mobile. They also found that smallholder agriculture's low viability as a possible reason for the poor and modest farmers to quit farming. Mishra (2007) opined that the surge in farmers' suicides results from many farmers' insufficient income through agriculture. The inadequate income is due to crop losses, market uncertainties, additional expenditures required to cater to education, health requirements and marriage. Policy interventions and social safety measures are needed to address all possible risks and enhance the rural agrarian society's livelihood. Sidhu, Gill (2006) suggested autonomy, accountability, and self-regulation of the financial markets and institutions to tackle rural indebtedness. A. Narayanamoorthy and S.S. Kalamkar (2005) researched agrarian indebtedness in different states of India. They concluded the extent of debt is relatively greater in states developed in agricultural terms. They highlighted that the debt in ranges from 18 to 82 per cent in Assam and Andhra Pradesh, respectively.

The study was conducted to understand the factors determining agricultural households' indebtedness in rural India using the data gathered under the 70th Round of the National Sample Survey Organization, Ministry of Statistics and Programme Implementation (MOSPI), Government of

India on Situation Assessment Survey of Agricultural Households during 2013. A total of 35,200 households were surveyed across the country. The survey extracted various information related to farming such as farming practices, preferences, resource availability, crop loss and other socio-economic factors such as income, expenditure, productive assets, indebtedness, along with additional information such as awareness and access to modern technology, crop insurance, Minimum Support Price (MSP). The study first analyses the effects of the 12 chosen independent variables on the total amount outstanding or total debt of the farmers or the agricultural households. It then narrows it down to the dependent variables on the amount due greater than Rs. 50,000.

3. METHODOLOGY

In this paper, the effect of independent variables like General education, Land total possessed, loan characteristics such as nature of loan and source of the loan, input expenses, sale value, household size, the full value of the product, total net receipts, type of structure of house and type of Land have attempted to study the impact on the outstanding loans amongst the farm households in rural India. The degree of debt measured as the amount due would provide us insights into farmers' characteristics with higher indebtedness. The models used in the study are Multiple Regression, Logistic Regression, Probit Regression, Logit Regression, and studying the marginal effects of these models. Stata has been used to carry out statistical analysis.

Table 1: Variables used in the Study

Sl. No.	Name in Stata tables	Full form of the variable
1	amt_outstanding	Amount Outstanding
2	amt_high	Amount higher than Rs.50,000
3	land_total	Total Land Possessed
4	gen_edu	General Education
5	sale_val	Total Sale value of harvest
6	input_exp	Input Expenses
7	total_net_receipts	Total Net Receipts
8	nat_loan	Nature of Loan
9	source_loan	Source of loan
10	total_expenditure	Total Expenditure
11	Total_prodval	Total Value of Produce
12	hhld_size	Household Size
13	typ_struc	Type of Structure
14	typ_land	Type of Land

Source: "the 70th Round of the National Sampling Survey Office (NSSO) on Agriculture across India in 2013"

4. RESULTS AND DISCUSSION

The three models, i.e., the Regression, the Logit and the Probit models, were constructed in STATA with the dependent variable (amt_high) the amount outstanding or indebtedness equal to or greater than Rs. 50,000 with the 12 independent variables of the study (total Land possessed, general education, all sale value, inputs expenses, total expenses, nature of the loan, source of the loan, total expenditure, the full value of the product, household size, type of structure of the house, and kind of Land).

Based on the models computed, Binary Outcome Model Coefficients was constructed and analysed in Table 2. Farmers or agricultural households with a total land, general education, all goods sold

(sale value), total expenses, total expenditure, the full value of the product, household size, type of structure of the house, kind of Land, all excepting the second value of the binary values accepted are more likely to have an amount outstanding (or suffer from indebtedness) of greater than equal to or the amount of Rs. 50,000. In contrast, the farmers or agricultural households with input expenses, nature of costs, and loan source are less likely to have an amount outstanding (or suffer from indebtedness) of greater than equal to or the amount of Rs. 50,000. The regression, logit, and probit coefficients differ by a scale factor or less than a scale factor with no significant difference in most of the study's dependent variables. Ergo, not much can be commented about the magnitude of the coefficients of the three analysed models.

Table 2: Binary Outcome Model Coefficients

Amount outstanding greater than Rs. 50,000	Regression Coefficients	Logit Coefficients	Probit Coefficients
Total land possessed	.033	.238	.120
General Education	.007	.029	.018
All sale value	4.66	.000	6.82
Input expenses	-2.76	2.57	1.17
Total expenses	1.58	1.00	5.72
Nature of loan	-.122	-.703	-.410
Source of loan	-.039	-.184	-.115
Total expenditure	1.01	4.05	2.02
Total Value Of Product	1.60	1.11	5.83
Household size	.004	.018	.0131
Type of structure of house	.108	.549	.329
Type of land	.013	.050	.031
Constant	.350	-.691	-.391
R-Square	.151	.137	.132

Source: Author's own calculation based on "the 70th Round of the National Sampling Survey Office (NSSO) on Agriculture across India in 2013"

Therefore, the data was further studied to construct Binary Outcome Model Marginal Effects in Table 3, upon its analysis we found,

1. Farmers or agricultural household with a *land in possession* are 3% *more likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.
2. Farmers or agricultural household having *general education* are .7% *more likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.
3. Farmers or agricultural household with sale value are 466% *more likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.
4. Farmers or agricultural household with Input expenses are 276% *less likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.
5. Farmers or agricultural household with Total expenses are 158% *more likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.
6. Farmers or agricultural household with Nature of loan are 12% *more likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.
7. Farmers or agricultural household with Source of loan are 3% *less likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.

8. Farmers or agricultural household with Total expenditure are 101% *less likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.
9. Farmers or agricultural household with Total Value Of Product are 160% *more likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.
10. Farmers or agricultural household with Household size are .4% *more likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.
11. Farmers or agricultural household with Type of structure of house *possession* are 10% *more likely* to be dealing with

indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.

12. Farmers or agricultural household with Type of land are 1% *more likely* to be dealing with indebtedness or having an amount outstanding equal to or greater than Rs. 50,000.

Interestingly, the marginal effects are almost identical unlike the coefficients which are different in the three models. The results of marginal effects at the mean and the average marginal effects are by and large alike with no significant difference. The coefficients and marginal effects for the logit and probit models are entirely identical except for the coefficients of Input expenses.

Table 3: Binary Outcome Model Marginal Effects

Amount outstanding greater than Rs. 50,000	Regression		Logit		Probit	
	marginal effects at the mean	average marginal effects	marginal effects at the mean	average marginal effects	marginal effects at the mean	average marginal effects
Total land possessed	.033	.033	.057	.048	.047	.040
General Education	.007	.007	.007	.006	.007	.006
All sale value	4.66	4.66	3.44	2.86	2.65	2.13
Input expenses	-2.76	-2.76	6.23	5.18	4.55	3.96
Total expenses	1.58	1.58	2.43	2.02	2.23	1.94
Nature of loan	-.122	-.122	-.170	-.141	-.159	-.138
Source of loan	-.039	-.039	-.044	-.037	-.044	-.039
Total expenditure	1.01	1.01	9.82	8.17	7.86	6.83
Total Value Of Product	1.60	1.60	2.69	2.24	2.27	1.97
Household size	.004	.004	.004	.003	.005	.004
Type of structure of house	.108	.108	.133	.110	.128	.111
Type of land	.013	.013	.012	.010	.012	.010

Source: Author's own calculation based on "the 70th Round of the National Sampling Survey Office (NSSO) on Agriculture across India in 2013"

5. RECOMMENDATIONS

The following are a few recommendations to curb the issue.

1. Enhance efforts to improve credit intensity as loan quantity could hardly grow in real terms.
2. Institutional agencies should develop loan products and link them with savings products targeting the landless, tiny and marginal holders whose needs are distinct from large farmers. Available products may not suit them.
3. Farmers borrowing for shorter tenures may require term loans. Innovation in Kissan Credit Card may be needed to allow investment through the card.
4. Farmers' incomes are low though incomes outpaced consumption growth which needs to be augmented with well-paid non-farm sector jobs.
5. Promote cost-cutting and income augmenting technologies and practices to improve the economics of farming. Once adopted on a large scale, soil health cards may help reduce higher use of fertilisers, which has a higher share in the cost of cultivation, and correct nutrient imbalances.

6. CONCLUSION

Agricultural debts have always been a significant socio-economic issue in India. India has progressively pursued a supply leading approach to extend rural credit to the farmers. The intent has been to achieve higher agricultural credit levels, investment and agricultural output, replace moneylenders, and relieve indebtedness farmers. There has been a notable increase in the access of rural cultivators to institutional credit over the years, and concurrently, informal agencies' role, including

moneylenders, as a source of credit has dipped. There is no denying that agricultural credit has been rising in recent years as a share of both input and output values. Due to smallholders' dominance in agriculture, effective and efficient provisioning of agricultural credit at a reasonable interest rate is vital for its growth and development. However, rural banking's sustainability primarily depends on the deposits and timely repayment of loans for further credit formation.

The indebtedness level among agricultural households varies across the sources of loan, landholding size, and the other variables discussed. The analysis shows a decrease in the amount outstanding for every one-point increase in the variables, i.e. nature of loan and loan source. However, there is an increase in the amount overdue for every one-point increase in the remaining ten variables other than nature and loan source. Further, the households drenched in debt higher than rupees 50000 were mostly due to the rise in the sale value, input expenses incurred and the full value of the product as explained by the cross model analysis of Probit, logit and regression model.

Considering the seriousness of the indebtedness issue, it would be prudent that the policy-makers and the government consider the long-term implications of loan-waiver schemes while designing agricultural credit policies and other policies of the issue at hand.

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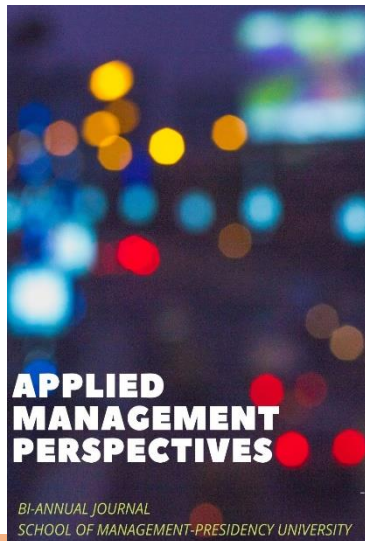
IMPACT OF SOCIAL MEDIA INFLUENCERS ON CONSUMER BUYING DECISIONS

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ABSTRACT

Social media was introduced to digitally connect people who otherwise may not be having chance to have continuous meeting and interaction. From Six degrees to Facebook, the world changed in the way people connect and socialize. Social media as an industry has grown that not only provides people the ability to connect but are now providing jobs opportunities that were never imagined. From content writer to influencers, social media has given opportunity to earn name, fame and money and act as a platform for online shopping as well. One of the social media marketing form is influencing where an individual having master knowledge of their field of their field uses it to promote the brand and product of others. The purpose of this study was to examine how social media influencer impact buying behavior of customers. This data for the study is collected from 210 social media users through online questionnaire survey. This research focuses majorly on two independent variables namely attitude and credibility of influencers and test its impact on purchase intention due to social media influencers. A linear regression modelling was done which showed that there is significant influence of credibility and attitude of social media influencers on Consumer's buying behavior. The study can be useful to the marketers, advertisers and brand managers to identify the right influencers and embedding sponsorship ads by placing their products and services in the contents of these social media influencers.

Keywords: *Social Media Influencers; Testimonial Advertising; Credibility; Behavioral Responses.*

1. INTRODUCTION

Nowadays, Consumer buys good and services on the basis of recommendations of the people they trust. The influencers and the celebrities are the ones who initiate the feeling of trust in the people following them, due to which many consumers watching the lifestyle of these influencers try to adopt the habits in their routine but they forget about their living standard, their own choices and their basic necessities that is on top of their priority list. Before studying the part of social media influencers on consumer and the choices they make in the online environment, it is important to understand the types of to select the right influencers for product placement. Social media influencers can be classified in many ways.

The typology of social media influencers (<https://grin.co/blog/types-of-social-media-influencers/>). Bloggers and Vloggers: They are the individuals who practice their text related content to circulate their blog frequently. They are dynamic on innumerable platforms of social media to endorse their content. Vloggers share their information in the form of video. To advertise the content platforms like YouTube and Instagram are used by them. Reality TV Stars: Many contenders of various shows like Big Boss, Roadies, etc., have fascinated loads of supporters on various social media platforms. They often work together with cosmetic, electric, and fashion brands. Micro-Influencers: They generally have a few thousand or even a lesser number of followers. However, their fan community is highly engaged and because of that they motivate their followers easily and make them taking any desired action. It helps them to attract their viewers to a particular brand. Nano-Influencers: The mounting call for influencers has led to increasing in nano

influencers. Same as micro-influencers, they have a small but very promised social media following. Generally, Nano-influencers have a few thousand followers (sometimes even less than that). Activists: They are generally motivated by a bureaucratic or social cause. The idea they have is to announce some sort of the constructive change in society by influencing others. Brands should be very careful while working with them because on current issues they have deep-seated views and they share their views on social media. Journalists: They are effective media identities that can alter the way individuals see a specific brand. Recognizing such writers and collaborating with them will have an amazing effect on your reach of posts shared. Photographers: They frequently segment their work on social media through photos. They are very useful for travel, fashion, and lifestyle brands. Thought Leaders: Social media users follow entrepreneurs and top-level decision-makers to know the latest developments and trends in their industries. Their followers always entrust with the recommendations they give. Mainstream Celebrities: These contain movie stars, athletes, sportspersons, musicians, models, and other current public figures of conventional media. These are often appointed as brand ambassadors and become the appearances of these brands.

2. LITERATURE REVIEW

Review on the existing literature about social media influencers has been done prior to conduct the primary research. Social media is on rapid increase earlier people used to post their photos or chat through social media but nowadays social media is used as a marketing tool, Pranas and Suryawardani (2020), did a study to find out whether marketing through

e-commerce affect the shopping decisions of the consumers. The researcher found out that marketing through e-commerce do affect the shopping decision of the consumer. As the quantity of blog posts and bloggers are increasing rapidly, this rapid growth is causing variations in people purchasing habits (Serman and Sims 2020).

Social networking sites have developed more than just being a communication channels used by individual consumers to create content, allot materials, share ideas, express views. These sites have resulted in authority shift between consumers and more product owners and through these influencers, a vast generation of information has been evolved. The study suggested the importance of clearly understanding the usage of mobile devices and the social networking sites in ways they access and use it (Heinrichs and Lim, 2011)

Social media influencers can be a influential way to connect with potential customers and increase customer acquisition rate. People are increasingly using social media to gather information so as to make a rational decision on their purchases. Opinion leaders are now the influential members of online groups and they have been proved to be a foundation of guidance for people who are looking for some professionals in terms of their purchasing decision. The result of this paper revealed that opinion leadership is positively affected by apparent originality and uniqueness and it also showed that opinion leadership has a noteworthy influence on the intention to continue interacting in the account, (Casalóa, Carlos et.al. ,2020)

Donnellan et.al (2020) pointed out that the wonderful growth in Internet usage around the globe during the last ten years, marketing teams now must better understand the impact

of social media on consumer buying strategies. With Internet penetration to continue to grow during the next decade, marketing executives will need to prioritize understanding the changes related to consumer buying patterns, this paper concluded at analyzing consumer buying pattern using repetition and theory from the mere revelation effect. Those individuals have built a following around what they are passionate about, on the other hand, are a lot more likely to only promote products they have thoroughly vetted as they'll lose their following otherwise. This is why their audience trusts them.

Thilina (2021) in his study, concluded that for fashion related products, quality of the content shared by influencers is dependent on the attitude and credibility of those influencers. The study shows that both attitude and credibility of social media influencers has an effective relationship on purchase intention of consumers. These findings do provide enough evidence regarding the postulation that attitude and credibility of social media influencers must be studied in order to examine the impact of influencers on buying decisions of consumers.

3. RESEARCH GAPS AND

OBJECTIVES OF THE STUDY

Nowadays, Consumer buys good and services on the basis of recommendations of the people they trust. However, in Indian context, every individual doesn't follow social media influencers on different social media platforms. And due to trust issues, it is not easy for social media influencers to influence the users. Although social media influencers are gaining the acceptance and popularity in online purchase, still there is a need to analyze which factors makes them an

impactful influencer. The primary objective of the study is to find the impact of credibility and attitude of social media influencers on buying behavior of consumer. The study also focuses to identify the category of social media influencers having the most influence on consumers.

4. DATA AND METHODOLOGY

To accomplish the research objective, primary data was collected from 210 social media users of Bangalore and Lucknow through a structured questionnaire. The survey link was sent through email and WhatsApp. Probability sampling is used in case to produce results that are representative of the whole population. The Target Population was respondents of age 20-50 years. The research is only limited to Instagram, Face book and YouTube users and to 4 categories of product, namely home & living, mobiles, cosmetics and clothing. The questionnaire consists of two section, in the first section questions related to the demographic details of the respondent were asked. The second section consist of questions related to the various factors like credibility, attitude and buying behaviour of social media users. To measure credibility, six questions were asked, to measure attitude of social media influencers on social media three questions were asked and for measuring

buying behaviour only one question was asked. Data collected was analysed using SPSS. Descriptive analysis was done using bar graph and pie chart. Regression modelling analysis was used to know the impact of credibility and attitude of social media influencers on consumer buying behaviour.

5. FINDINGS

5.1 Descriptive Statistics:

The results indicate that majority (53.8%) respondents were female while the rest were male. Majority (68.6%) of the respondents belong to age group 20-30 years, 17.1% of respondents belong to age group of 30-40 years, 14.3 % respondents are from age group 40-50 years. The data on most used application reveals that 51.9% of the respondents use Instagram, 24.8% respondents use YouTube, 17.1% use Face Book while 7.1% respondents use other social media platforms. The other characteristics of influencers that can impact the consumers buying decision can be authenticity, experience in the field, community management techniques, engagement through content creation, etc. Though I have considered two characteristics i.e. credibility and attitude of social media influencers in influencing the buying behaviour of social media users.

Table 1: Agreement of respondents regarding attitude of social media influencers

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
You will buy the product from influencers if the influencers give the good response to you?	60	89	47	12	2
Before you buy the product, you need to ask the influencers about the product information	48	75	54	24	9
Do you think the influencers who communicate with their followers are more trustworthy	56	85	49	17	3

Note: Extracted from Questionnaire

It can be noticed from table-1 that 60 respondents strongly agreed that they will buy the product from influencers if the influencers give the good response to them, 48 respondents strongly agreed that before

buying the product, they need to ask the influencers about the product information. 56 respondents strongly agreed that they think the influencers who communicate with their followers are more trustworthy.

Table 2: Agreement of Respondents Regarding Credibility of Social Media Influencers

Statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Would you likely recommend any influencer to your family/friends?	59	79	46	18	8
Does Social media influencer persuade you to dress/buy like the picture they post?	51	83	47	20	9
Do you find the information provided by the influencers credible enough	45	98	46	12	9
Your favourite influencers are important to you before buying any new product	41	68	52	32	17
Do you think Influencers will not purposely endorse a brand that will harm you?	47	63	56	30	14
If your favourite blogger/online personality recommends a brand, you are more likely to try it?	42	75	52	28	13

Note: Extracted from Questionnaire

From table 2, it can be noticed that 59 respondents strongly agreed that they are likely recommend any influencer to their family/friends. 51 respondents strongly agreed social media influencer persuades them to dress/buy like the picture they post while 4.28% of the respondents strongly disagree to the same. 45 respondents strongly agreed that the information provided by the influencers credible enough. 41 respondents strongly agreed that their favourite influencers are important before buying any new product. 47 respondents strongly agreed that Influencers will not purposely endorse a brand that will harm them. 42 respondents

strongly agreed that when their favourite blogger/online personality recommends a brand, they are more likely to try it.

5.2 Regression Modelling

The author found that creditability and attitude of social media influencers are the factors of the study and it was further investigated using regression modelling where the dependent variable was buying behaviour of social media users. And the independent variables were creditability and attitude of social media influencers, following two hypotheses were framed:

- H₀: There is no significant influence of credibility of social media influencers on Consumer's buying behaviour

Table 3: Regression Analysis of Credibility of Social Media Influencers and Buying Behavior of Consumers.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658 ^a	.432	.430	.79646
a. Predictors: (Constant), credibility				

R: The value of R is 0.658 which indicates a positive relation between credibility of social media influencer and buying behavior of consumers. R²: The value of R² is 0.432.

This value indicates that 43.2% of the variance in buying behavior of consumer can be predicted from the credibility of social media influencers.

Table 4: ANOVA of Regression Analysis of Credibility of Social Media Influencers and buying Behavior of Consumers

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.538	1	100.538	158.491	.000 ^b
	Residual	131.943	208	.634		
	Total	232.481	209			

a. Dependent Variable: buying behaviour b. Predictors: (Constant), credibility

The P (.000) value is less than 0.05 hence null hypothesis (H₀) is rejected and the alternative hypothesis (H₁) is selected which implies that there is significant influence of credibility of social media influences on Consumer's buying behavior.

H₀: There is no significant influence of attitude of social media influencers on Consumer's buying behaviour

Table 5: Regression Analysis of Attitude of Social Media Influencers and Buying Behavior of Consumers

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.374	.371	.83644
a. Predictors: (Constant), attitude				

R: The value of R is 0.612 which indicates a positive relation between attitude of social media influencer and buying behaviour of consumers

R²: The value of R² is 0.374. This value

indicates that 37.4% of the variance in buying behaviour of consumer can be predicted from the attitude of social media influencers.

Table 6: ANOVA of Regression Analysis of Attitude of Social Media Influencers and Buying Behavior of Consumers.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.958	1	86.958	124.291	.000 ^b
	Residual	145.523	208	.700		
	Total	232.481	209			
a. Dependent Variable: buying behaviour						
b. Predictors: (Constant), attitude						

The P (.000) value is less than 0.05 hence null hypothesis (H0) is rejected and the alternative hypothesis (H1) is selected which implies that there is significant influence of attitude of social media influencers on Consumer’s buying behaviour

The author found out that the majority of respondents are influenced by bloggers and vloggers, followed by experienced social media influencers. Trust plays a major role in influencing the decision of the followers. The majority of respondents agree that they prefer social media for recommendation and actively seek out social media influencer’s review before making purchase decision and has purchased less than 5 products after looking at promotions by influencers on social media, they also have spent up to Rs 1000 on products after being influenced. The majority of the respondents belonged to the

student category and most of them spent 2-4 hours daily on social media.

The study reveals that credibility of influencers and the information provided by them is credible and therefore this is the major reason behind customer following them and which in turn, influence their buying behavior. The study also shows that how the attitude of influencers is towards their followers, the influencers are more likely to influence the buying behavior if they have good response and behavior towards their follower’s problems and queries.

This study is helpful to social media influencers in a way as they will get to know what factors they have to consider while posting any content on social media about any product/service and how they can use this study to attract more followers and retain them.

6. CONCLUSION AND MANAGERIAL APPLICATION

The objective of this study was to examine the role of social media influencers on consumer buying behavior. From this study it was found that the credibility and attitude of social media influencers affect the buying behavior of consumers. It was found that the respondents get persuaded by the picture/post of social media influencers and influencers in turn persuade them to try the products they use. Regression analysis resulted in showing that two variables attitude and credibility of influencers have the significant impact towards purchase intention influenced by social media influencers. Thus, the social media influencers can try to communicate to more with the followers as it increases the trust of the people on influencers. The social media influencers in order to increase their responsiveness towards followers, this helps the followers to believe in the influencer and their content. The social media influencers should refrain from the promotion of fake and low-quality products as it may hinder their credibility and it might lead to losing a lot of followers and must reveal to its followers if it is paid endorsement.

7. LIMITATIONS AND FUTURE SCOPE

The study is focused on social media influencers that influences the purchase behavior of the consumers. The factors that influence its usage in online purchase have been identified. However, the scope of the study is limited to Indian customers and only 210 respondents were considered, which may not be a representative of the large population size of online shoppers in India. Future studies can also be done on a cross national basis to understand the overall growth of influencer marketing across the world. The

firms using influencer marketing might be made swifter and simpler to have better customer engagement and better shopping experience by connecting with the influencers online to influence consumers by sharing their own set of experiences and opinions. Companies will benefit from an even deeper collaboration with influencers, which presents new opportunities. World influencers prices are starting to grow enormously, so companies are increasingly using cooperation with micro-influencers. Similarly, communication is the first interaction between companies and consumers in the value creation process. It is important for marketers to invest a substantial amount of time in conducting a genuine and real-time dialogue with customers to promote their products. Tailored promotional content ideally resonates well with the target audience, and can simultaneously lead to an increase in the rate of reach. Thus, future studies can be done to get better insights on the same.

Cooperating with influencers with high numbers of followers might not be the best marketing choice for promoting divergent products, as this decreases the brand's perceived uniqueness and consequently brand attitudes or consumers could react negatively to influencers' posts when they do not appear with the products, they endorse, future studies can also be done in this area.

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WORK PLACE STRESS AMONG EMPLOYEES: A LITERATURE REVIEW

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ABSTRACT

Work related stress is a common reaction that occurs when the work load increase and become excessive. Work related stress is a developing and legitimate issue in the present world. Occupational stress is a big problem for organization and individuals. It can cause high workforce turnover, burnout, absenteeism, ill-health, lowered morale and reduced efficiency and performance. Most of the employees are not aware that they are stressed. Unknowingly they may behave in abnormal way; this impact on their health and their performance. And management also neglects that stressful environment not only impact its employees but also it impacts productivity of organization. The stress may occur because of many factors such as organizational and personal factors. So the employer and employees both need to understand the importance of stress management. This paper tries to identify factors that contribute to stress, its impact on employees and organization and also to understand how the stress is managed and the role of organization in this regard.

Keywords: *Stress; Employees; Work Place; Organization; Performance*

1. INTRODUCTION

Stress is a type of mental illness and it is socially acceptable. Many researchers defined stress in their own way over the period of time. Occupational stress is a major problem for individuals and organizations. The stress may create negative results in employees in the form of absenteeism, lowered morale, bad health conditions, burnout, high workforce turnover and poor performance and lack of efficiency in work. When there is discrepancy between the work place environment demands and ability of an individual, which is required to fulfill the demands of a job, the stress will occur. Many times it is observed that stress persuade the body to a react in the form of physiological and the individual can injure himself mentally and physically. The factors such as lack of autonomy, management behaviour, lack of opportunities or motivation to increase skill level, harassment, toxic work, unbalanced workload, extensive hours worked, isolation, ruined relationships among workers, contribute to work place stress.

U.S. Department of health shares its opinion on stress as it is emotional response and it is harmful usually arise when the capabilities of an individual doesn't match with a job requirements, needs of the employee may be in the form of resources required to perform his/her job.

The term stress can be defined as interaction between individual and the situation. It is physical and psychological state that occurs when the individual doesn't possess the necessary resource to cope with the pressure and demands of the situation. According to Pappasolomou-Doukakis (2004) It is not necessary that stress always gives negative

results, in some situation a appropriate quantum of stress is required, it will motivate the employee to complete his/her work. It acts as a motivator.

2. LITERATURE REVIEW

Gunnar Aronsson and Anita Rissler "Psycho physiological Stress reactions in female and male urban bus drivers of Stockholm traffic in Sweden (1998)". The researchers carried a comparative study on Male and female drivers working in urban area driving in urban traffic regularly. The two aspects were focused Work condition and watching educational programme. For this study 10 full time male employee and 10 women employees were considered. The dependent variables such as Neuroendocrine, Blood pressure, Self-Reported mood and Work demands were considered. In study it was identified that noradrenaline, adrenaline and cortisol exertion level was significantly high during driving hours than comparison session (i.e. watching educational programme) among both male and female drivers and there were no significant sex differences in self-reported mood during bus driving. The researcher observed that compare to male drivers the female drivers pay more price in psychological effort. So this provides the need for further study on gender differences in health and occupational stress.

Amat Taap Manshor, Rodrigue Fontaine, and Chong Siong Choy, the researchers (2003) in their paper titled Occupational stress among managers: a Malaysian survey, published in Journal of Managerial Psychology made an attempt to examine sources of stress among managers working in multinational companies in Malaysia. For the survey a sample of 440 managers were involved. The questionnaire

was shared with managers of 34 MNC's operating in Malaysia. In the survey it was observed that there is strong link between relationship at work and working conditions and workload were the important factors which create stress among managers. It also revealed that some demographic factors also create stress. It was found that managers experience the stress predominantly because of the factors such as excess work load, working conditions, new technology, role ambiguity and conflict, risk and danger, video display terminal, relationships at work, and career development. Sergeant Corey Haines (2003) "Police stress and the effects on the family". The researcher carried the work to understand the blow of stress on families of police officers. The aim of this study is to recognize how the stress negatively affects families of police officers. The stress can't be separated from police job, but the researcher made an attempt to search the origin of stress and recommend strategies to reduce the stress. During the study the author found that police officers are stressed mainly because of the shift work, low pay, and conflict with friends and family, supervisors, irregular sleep schedules. The researchers recommend conducting some training programs to create awareness about events which create stress, and create the ability to understand its impact. This will help them to handle the stress effectively. Some individual counseling session should be organised for the officers, and discussion during counseling should kept confidential. This will make them comfortable and they may open up and share their problems. Overall the outcome this study can be interpreted that stress is part of police job. The factors like work shift, poor pay, conflict among colleagues are the factors create stress.

The proper training and counseling will help the officers to cope up with stress.

John L.M. Tse , Rhona Flin, Kathryn Mearns.(2006) "Bus driver well-being review: 50 years of research". The authors carried the study by reviewing different research papers, for this purpose 27 important studies related to stress were considered. On the basis of this study the author identified that the nature of the job is the main reason for the ill health of drivers. In the study it is observed that the stressor such as physical environment, organizational issues and job design causes the stress among drivers. The moderator factor such as demographic factors (gender), Personality of the employees (Type A and B, Negative affectivity, hardiness) also responsible and causes the stress among the drivers. The effect of these factors can be experienced in the form of psychological, physical, and behavioral (substance abuse) disorder among drivers. Stress among drivers causes ill health which badly impacts the organization performance by increasing labour turnover, more number of accidents, employee absence. The researcher found that along with the above mentioned stressors the passenger's violent behaviour and heavy traffic, tight work schedules are compounding factors for stress among bus drivers. The authors are of opinion that bus operators should take some initiatives to improve work environment so that job stressors can be reduced. Further suggested to bus operators to work along with policy makers, trade unions, researchers, and bus drivers so that they can take some initiatives to safe guard the drivers form stress.

P.S. Swaminathan, & Rajkumar S. (2010) – "Study on Stress Levels in Organizations and its impact on Employees' Behavior".

Researchers carried a study that focused on the influence of work environment on the degree of stress faced by employees and different profession, age group, hours of work and different varieties of jobs. For the study 250 sample size was taken which includes Bank officers, Leaders in Business Organisation, sub ordinates in business organization and academicians. By this study some of the common factors such as meeting deadlines, coping with sudden changes, working with limited resource, and the standards and high expectations from the employees are also the factors which creates stress. The researchers found specific organizational role related stressors such as role overload, role self distance and role stagnation causes stress. Researchers suggest that each individual should frame his own methods or plans to deal with the stress. This can be done by understanding events causing stress, identifying the reasons behind them such as family, or own expectations etc. Adopting good habits like eating healthy food, by doing regular exercise, taking sufficient rest, proper time management.

Ipseeta, Patnaik and Mitra (2014) the researchers conducted study to identify impact stress on IT employees. According to the researcher the stress is the main cause for behavioral consequences which may be experienced in the form of more dependence, less attention to family members, fights and arguments on relatively unimportant matters, lack of commutation, unfairness, less interest or more interest in sex. and Cognitive consequences may be in the form of overemphasis on self rather on task, more focus was on problems in retrieval/ recall from memory, negative aspects of life and work The

factors such as the boss use the words were more focused rather than under what context he used those words. So it shows that responsiveness to the incidental data was reduced. Due to constant worry and anxiety the employees were unable to concentrate. The study reveals that stress management is important factor for an employee. The researcher is of opinion that employees put efforts to keep fit so that can reduce stress. There are various factors which acts as source and attributes for stress such as job satisfaction which directly related to stress and organization work culture. There is a significant correlation between job stress and climate of organization, higher stress straight forward impact on IT professionals' quality of work life.

Dr. Suraksha, Dr. Kuldeep S. Chhikara (2017) the researchers carried the study on Indian Banking Sector to identify the organization climates that influence the employees' perception regarding occupational stress. The study was completely based on A.K Srivastav and A.P.Singh stress index. It comprise of 11 factors which creates occupational stress such as Role Ambiguity Role Overload, Unreasonable Group and Political Pressure , Role Conflict, Under participation, Responsibility for Persons, Powerlessness, Poor Peer Relation, Intrinsic Impoverishment, Low Status, Stringent Working Conditions. Total 600 respondents were considered from PNB, SBI, ICICI and HDFC banks from every level i.e. top, middle, and higher level, from various age groups, male and female, from different monthly income and expenditure groups and from different experience groups were considered as sample units. The questionnaire was used to collect data and the

data was analyzed by adopting confirmatory factor analysis. The study reveals that all the 11 factors significantly influence the occupational stress among employees. The researcher suggested to higher authorities to reduce the work load, authorities and responsibilities must be systematically defined, implement principles of unity of command and direction at all the levels of organization which will help to avoid the ambiguity and role conflict. Researchers also recommend setting the goals for employees and rewarding good work, establishing open and clear communication system, to boost the employee's morale the higher authorities must ensure that necessary information and human resource should be available at right time, so organizational goals can be attained.

Harshana PVS (2018). The author in this paper put efforts to define the term Stress and some work stress related models and identify them. How the stress affects an organization's overall effectiveness and its performance. It also observed that in some cases the stress also acts as morale booster for the employees. The author identified the facts from literature review that stress is the main reason for high employee turnover, reduced quantity and poor quality output, absenteeism, and corporate inefficiency, (Lambert, C, Ito, M 2004). The occupational stress also affected the employer and it become challenge for him, as it reduced the productivity of the organization and also it was the reason for lot of problems for employees. (Elovainio et al.2002). The managers fail to deal with employees because of the stress. By review of many research papers it is found that job stress has significant impact on employees' job performance. It automatically impact entire organization

productivity. Researchers suggest the top management to take necessary steps to reduce the stress in order to increase job performance of employees.

Richa Burman and Dr.Tulsi Giri Goswami (2018), the researcher made an attempt conduct a literature review by adopting Reosekar and Pohekar's research methodology (2014). Overall 204 research papers were considered to carry the study. The papers were collected from year 1993- 2017. The study reveals that work stress not only impact psychological and physical state but also had a negative impact on social and family life of employees. The level of stress is not same among all employees as it depends upon the sectors to which they belong. The researcher identified important aspects which act as stressors and also some strategies which help to cope up with the stress. Such as spending time with friends / family, and by relaxing the stress may be reduced. Constantly the organizational climate or work environment changes, it is the responsibility of the organization continually observe and study the health related issues along with work environments causes the stress .Overall the study provides the insight about conceptual knowledge of work stress, and also the causes and consequences in the work place. The study also suggests conducting regularly some workshops on stress management which will help to educate the employees about the causes and sources of stress and its negative impact on their health. Further this also helps them to reduce stress.

Sherry S. Chesak, Tejinder K. Khalsa, Anjali Bhagra, Sarah M. Jenkins, Brent A. Bauer, Amit Sood Stress (2019). In teaching profession burnout is the main reason for reduced quality of teaching and poor

interaction between teachers and students, because of this the researcher made an attempt and carried the work to know the output of stress management and resiliency training program used for teachers working in public school. Total 55 public school teachers were considered for the study. The researchers found that by implementing SMART program the significant improvement was observed among school teachers with respect to anxiety, stress, happiness, gratitude, quality of life and life satisfaction and improved interaction between teachers and colleagues and also among students and teachers. By this study it is clear that if organisation provides a proper training to its employees they can over come from the stress and improve their work efficiency. The SMART program was implemented to many sectors and the author made an attempt to implement to teaching staff and shown the positive results.

Stress is part of life and work. We can't expect a work without stress. The stress will motivate employees to perform well. So the minimum level of stress is required. The stress which motivates employees to perform well is called as eustress. The research carried by many researchers revealed that some time the excess or high stress results in negative results. So the study is undertaken to know the factors which cause stress, the impact of stress and how employees can reduce the stress at work place.

3. OBJECTIVES OF THE STUDY

- To identify and understand the causes of stress among employees.

- To know the impact of stress on employees.
- To Suggest a Model for stress reduction in work place.

4. DISCUSSION

By the review of research papers, it is observed that workloads, working conditions, new technology, risk and danger, role ambiguity and conflict, relationships at work, and career development are the major factors create stress among employees. (Amat Taap Manshor (2003). Work stress not only impact psychological and physical state but also had a negative impact on social and family life of employees (2010). The organization should take necessary steps to reduce the stress. In this process it can make collaborative effort by involving unions and employees (John L.M.2006). Each individual must understand and identify the events cause the stress and frame his own ways to cope up with the stress (P.S. Swaminathan, & Rajkumar S (2013). Stress management and Resiliency Training (SMART) program plays significant role in reducing stress, anxiety, life satisfaction among the employees (Sherry S. Chesak2019).

On the basis of literature review, a model has been drawn, which can be used to reduce stress. Basically stress occurs because of unhealthy work environment, over work load, and lack of awareness among employees about stress. By looking into the above factors the model can be used to reduce the stress in work place.

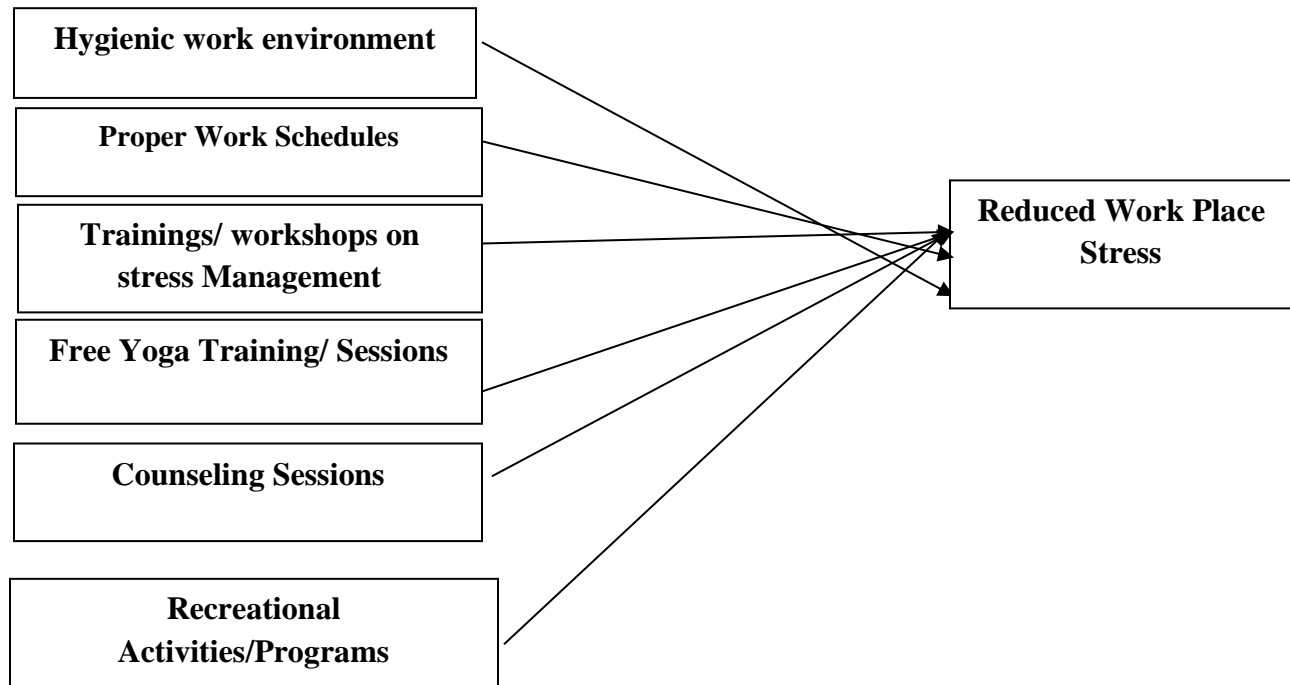


Figure: 1 Model for stress reduction in work place

Hygienic work environment: The work environment one of the major factors causes the stress. The organization must provide good facilities to employees. This makes them comfortable and will be able to concentrate on their work. Lack of facilities also reason for poor performance. By designing good policies and effective implementation will make environment very hygiene. The lack of or poor work environment may cause stress among employees. Proper work schedules will help the organization to assign the works by considering work load of the employees. Most of the organizations prepare the schedules but they fail to implement properly. If the organizations successfully implement the schedules it will reduce the unnecessary work load on employees. The employees will complete the work without any tension. In the literature review it is observed that lack of awareness about stress among employees is the

major problem. If the employees aware about the stress and its consequences, they may able to cope up with it. To achieve this employer should organize training programs/ workshops on stress management. The management can also can tie up with some organizations or can establish MOU's; these organizations may be invited to deliver some classes on stress and conducting Yoga classes. This will be an effort towards making employees mentally strong. This will help the employees to manage stress. For some employees who need some special support for them one to one counseling session has to conducted with the help of experts. These sessions will help employees to understand the problems, which may cause stress and the awareness in this regard will help the employees to manage the stress. Some recreational activities like outings, some entertainment programs, sports activities, competitions should be organized. These will

help the employees to come out of the routine work and these activities will give them some break from work. This will help them to reenergize themselves and come with fresh mind and complete the work.

5. CONCLUSION

Study helps to understand the concept of stress and factors causes the stress and its impact on employees and organizations efficiency and productivity. The stress is part of work but to certain extent it has positive impact but if it cross the level than it negatively impacts employees physically and psychologically. So it has to be addressed properly and timely. There are different ways to overcome from the stress. The role of management is very important in reducing the stress. Without its support it is difficult to find a solution. The management should provide healthy work environment and also by conducting well designed training programme to help the employees to understand the events causing stress and this will help them to overcome from the stress. Further a helping hand in the form counseling session will be more effective to reduce the stress among the employees.

6. FUTURE SCOPE FOR RESEARCH

Many studies were carried on stress management in banking, IT sectors, police department and also in academics. In Western countries studies were carried on Stress management among employees of Public road transport but Very few studies were carried in India, so there is a scope to carry a detailed study on stress management in public transport, SHG's NGO, Employees

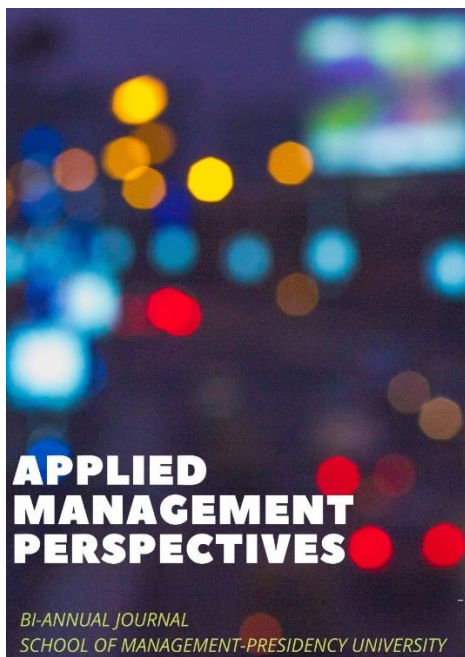
working in unorganized sectors. Further in the above sectors a research can be done to suggest some coping strategies. This will help the employees of these sectors to manage the stress. Further a research can be carried impact of COVID-19 on stress in different sectors. This will add value by making employees to overcome from stress and work with efficiency.

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REINVENTING MARKETING – TOWARDS A NEW PARADIGM

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Let me begin with the poser. Who was the first marketer? Going by the holy book it was the Satan in the guise of a snake who marketed the idea of eating the forbidden fruit in the Garden of Eden to Eve, who subsequently prevailed upon Adam to do exactly as the Satan had wanted. So God created the first law and Satan succeeded in getting that law violated. The Scripture tells us that when God created Adam and Eve and put them in paradise he laid down a condition. They could enjoy everything that was there in the Garden of Eden but for a proviso. They were not supposed to eat the apple that was there on a tree which they should not touch. That was the forbidden fruit and Adam and Eve were convinced and willing to obey the command of God. But Satan had other designs. Like a professional marketing genius who sells products and ideas by creating a need for them, he created in Eve a desire for eating that fruit. What followed needs no elaboration! Eve prevailed on Adam and like a true loving husband he did the honours. But the point that needs to be driven home is that the first ever marketer who created the first successful

campaign was Satan. Marketing still remains devil's business, promoting consumption, selling more than what is needed, sometimes even what is not needed?

Against this backdrop we need to dissect the concept and practice of marketing, examine its objectives and evaluate its contributions. Not to abandon the practice but to reinvent it. For creating a better world. Not that the world as it is, is bad. But for the reason that there is a lot of scope for betterment. Marketing then has a new role to play. The role of human values promoter rather than sales volume promoter.

We are in an era that is marked, or rather marred, by commerce. It is the pre-eminence of commerce that has created the present world that is full of contradictions and paradoxes. So we find that need has become synonymous with greed. Love has become a transaction and worship is a deal. Commerce has become the prime mover. So everything is commerce and commerce is everything.

MARKETING AS IT IS

There can be little doubt that marketing is a creation of commerce. Interestingly marketing is also a very potent tool of commerce. The sole purpose of marketing is promoting consumption or to use a popular jargon, arouse the animal spirit in man. What an irony. But that is the commonly understood purpose of marketing. And look at the consumption pattern. Look at the vulgar consumerism that is the new credo. So we find the world in a mad race. Everyone is running without knowing why he is running. That reminds of a very popular line from Alice in Wonderland that says -- in this world, to be in your place you need to run twice as fast as you can. Call it the new normal or the new abnormal but that sums up the human psyche of the present times (Caroll, 2006) . People are not buying what they need. Rather they are needing what they buy. This consumption driven model may have brought about a growth rate which we are so proud to boast of. It may have given us the feeling of prosperity and development. But what about happiness and peace. Hatred, envy, insecurity are all on the rise. One of the tiniest particle of nature proved how vulnerable human beings are and how hollow their claims of invincibility (Pathak, 2018).

One may ask the question how is marketing blamed to be a cause of all this. Certainly not. No marketer has marketed all this. But excessive thrust on consumption has created a mindset that has led to all this. Can we reinvent marketing? This is the question we need to find an answer to. Excessive emphasis on commerce has cost us dearly. Let the focus change. Let there be a 360 degrees shift in marketing. Let marketing be a game changer rather than a game manipulator.

CHANGING THE GOAL OF MARKETING

A million dollar question that we need to ask today is can marketing create a better world. A difficult question to answer because the very idea of creating a better world through marketing may appear to be an antithesis to the purpose of marketing as it is commonly understood and practiced. But the idea certainly merits consideration. Marketing has given many things to this world. One view is that marketing has given God to this world. For the atheists as well as the agnostics the very idea of God is a creation of marketing. That, however, is for the non-believers. Coming to the believers, marketing gave man to this world. After all it was Satan who sold the idea of eating the forbidden fruit to Eve that led to the fall of man from Paradise to this earth. That apart marketing has certainly changed lives and lifestyles, tastes and preferences, perceptions and perspectives, ideas and attitudes and most significantly consumption patterns. Converting needs into wants, marketing has flared desires and aspirations, wishes and dreams. That was what marketing could do and has done. But as we humankind come of age, a realisation dawns that marketing could have done something more. Rather, something else. It is this that needs to be pondered over. What does marketing need to do? How it needs to change the world? The answer would come from our reflection, an introspection to find out what the next goal of marketing needs to be. The answer certainly would come from within. There is need to change this world from commerce driven to conscience driven. In Freudian terms, transform the world from Id and Ego driven to Super ego. From want driven to need driven. From impulse driven to reason driven. From the so called realism to idealism. From the apparently right approach to an appropriately righteous approach. There is a need to change

from consumption orientation to redemption orientation. And for that, the marketing process must now change its basic objective. Marketing was aimed at increasing sales volumes through creating wants and desires. It has to change its role to sell values now. There is a need to redefine and reorient marketing. From creating consumption needs to arousing higher order needs. The aim should be to make people believe in the ultimate goodness of humanity where integrity and honesty become the fashion and greed and consumption are relegated to the back seat.

HOW TO DO IT

The disobedience versus freedom debate notwithstanding, let us admit that mankind has made tremendous progress ever since his act of blasphemy forced his ouster from the paradise. Paradise lost, thus, was humanity's gain. Backed by knowledge, mankind aspired for moon and got it. Mars also now seems a possibility. The progress in Science and technology, economics and commerce was immense. Mankind has taken large quantum jumps century after century. And the march is on. Yet a very important question needs to be answered - have these advances made this world a happier place to live in? Given the state of turmoil the societies are in, the answer to the question is perhaps not a simple yes or no. This then throws the greatest challenge for the present century.

Why, despite so much of knowledge, the problems of the society are growing? True, we no longer live in the jungle. And we do exercise greater control on the environment although the Corona pandemic proved our limitations. But the important point is are we happier. Maybe we have a lot of statistics to prove that but the fact may be otherwise. Dishing out data about GDP growth and poverty line indices is hardly

reassuring when hunger and deprivation continue to push people to the brink. Prosperity is far more than statistics about GDP and per capita income. Per capita happiness is what matters. And we are found wanting on that count. People have greater control over health but less over well-being. Life expectancy has increased but so has suicide rates. As marketeers sermonise on customer relationship management, matrimonial discords are on the rise. Number of high tech and knowledgeable teachers have grown but so have the incidents of school kids going on shooting spree in classrooms. Material growth then has not caused betterment of the societies.

The invisible hand is not working as Adam Smith had thought. Rather, it is not visible at all. In fact, Gandhi's trusteeship concept could make more economic sense than the right wing marketing gurus' propositions. The rich want to get richer and they don't mind if the poor become poorer in the process (Rajagopalachari, 1974).

There is something wrong somewhere. Somewhere along the journey of human experience man seems to have lost his soul. The world has become rich but the people have become poorer. Globalisation has brought different parts of the world closer yet people are distanced from one another. Life has become business and people a commodity. People are now treated as disposable material. The new education system has failed to inculcate values that old education system emphasized on. Values of compassion, tolerance and empathy. It is time marketing was made the instrument of ushering in this change of attitude. Emphasising the virtues of goodness instead of material gains, positioning values rather than valuables and realising truth rather than propaganda should be the goal of marketing. Simply knowing that our pace of

development has become unsustainable may not be enough. We have to change the course and this is what marketing must do. When full coffers fail to enrich empty hearts, the futility of dollarization must be amply clear. More than dollarization, marketing needs to create realisation. Conquering the moon makes little sense if hunger cannot be conquered.

The education has not achieved the desired objective. But the answer also lies in education. Education that makes good persons rather than engineers, doctors and managers. Formation of character must be the desired objective of education. If we succeed in this, the rest will follow. This is where marketing is to play a new role. Bringing about a change in the goal of education is an important agenda and this needs to be the challenge marketing practice must accept. Words like career, success, prosperity and development need to be redefined. The purpose of 4 P's of marketing is hardly of any use if they fail to serve the all-important fifth P that stands for people. It is a tall order but can be achieved. There has to be the will first, the way will come out (Pathak 2018 & 2013).

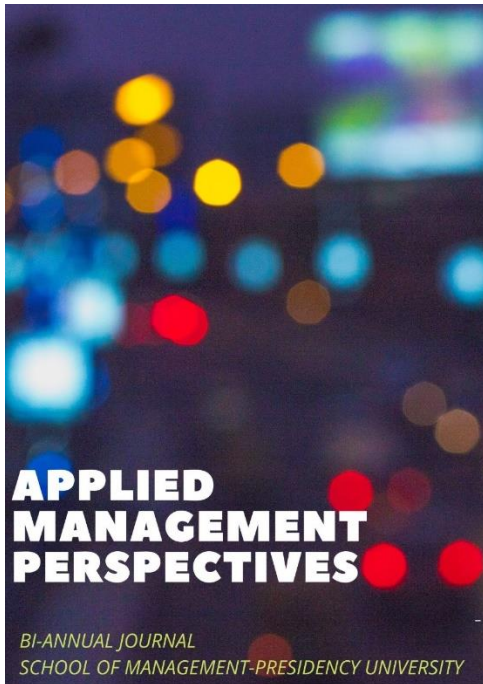
CONCLUSION

The problem is not that the world does not have enough. The problem is that some want more than enough. Can Social Darwinism as the rule of the market economy be an acceptable principle? Human societies are not jungles where the strong prey on the meek. Human societies are about compassion and camaraderie (Genesis). They are about love and relationships. The development process per se is always lopsided. It is the human endeavour that ensures its equitability. Let marketing change attitudes to make people accept minimalism and altruism as the new order of living. And marketing can do it. If

marketing can make people crave for goods and services that are not necessities, so can marketing make people crave for goodness and empathy. There is a need to understand that goodness is contagious, addictive and rewarding too. Only it has to be promoted and conditioned. Goodness too can be made the most sought after fashion provided it is marketed in the right earnest.

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AN ANALYSIS OF MATERNITY BENEFIT (AMENDMENT) ACT 2017 ON EMPLOYMENT AND STATUS OF WOMEN IN INDIA

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1. INTRODUCTION

The Maternity Benefit Act was amended in April 2017. It has been described as a liberal statute ensuring the needs of the working mother underpinning the work-life balance. Many critics have expressed concern on the negative outcome of the act on reduction of new jobs for women and certain lacuna in the act undermining its intent and objective. This paper is an attempt to bring various issues relating to the implementation of the act. In India, as it is well known that there remains a substantial gap in employment rates between men and women. According to a 2013 World Bank study, only 27 per cent of the women population over the age of 15 is working in India. This is the lowest women involvement rate in any workforce among the Brics (Brazil, Russia, India, China and South Africa) countries, with the maximum in China at 64 per cent. However, 96 per cent of working women are employed in the unofficial sector. If more women participate in the work force, India's national revenue

would increase significantly and it is estimated that GDP would escalate by 20 per cent if women corresponded to men in workforce involvement.

However, the alarming trend is that the proportion of women in India's workforce has dropped drastically from about 35 per cent to 25 per cent since 2004 and the decline is even more pronounced among women aged 15 to 24. For female wage workers, compared to self-employed or casual workers, the contribution rate is only one figure. According to the World Bank study based on data from National Sample Survey, it was found that the number of women in the labour force decline sharply between 2004–05 and 2011–12 in India. The female labour force participation rate in Sweden is 88 per cent. The average contribution of women in the workforce on the international level is 40 per cent, which means India is beneath the global average. Overall, India lags behind the world in female workforce participation, and is ranked 11th from the bottom among 131

countries. Even if under MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act), launched in 2005, women's participation is about 50 per cent—a positive aspect of the program up till now, the overall female LFPR is declining.

In the case of young women, this downward trend in employment results from an increase in the number of women receiving education in schools and colleges associated with increased family income. There are non-economic, social and cultural factors that stop women from entering the labour force. One key aspect is maternity. Many females are unable to rejoin the workforce after having a child. Many Indian women quit the job after marriage and birth of a child. This results in women's multidimensional relative poverty, negatively impacting their families, and lowers women's contribution to India's gross domestic product (GDP) by 17 per cent compared to the global average of 37 per cent Woetzel, et.al. (2015)

In this context, the objectives of this research paper is to critically evaluate the provisions of the Maternity benefit (Amendment) Act 2017 and its comparison with 1961 Act in order to assess its impact on the work status of women, their health and wellbeing, children birth and infant health outcomes, job security, retention, cost of hiring women employees and Women LFPR etc. The paper makes an international comparison of Indian Act with the global benchmark. The paper makes a number of suggestions to address the current limitation of the Act and the challenges faced by the working women in India.

Maternity Benefit Act

Maternity has been treated as incapability in women from taking any obligation all

through the period of being pregnant and childbirth. In the labour market, many employers do not allow any pregnant female worker to work as maternity interfered with overall performance through female workers. During pre and postnatal many women workers had to take leave without pay to retain their employment. Maternity leave is defined as the pre- and post-natal break from work taken by mothers of a newly-born child. It is recognised widely that extending maternity leave coverage to 8 months would have profound implications for women's participation in the labour market, businesses and society. Among the troubles faced by women in their life is favoritism resulting from their natural role of childbearing. To slash such issues, women workers needed maternity benefits to safe their economic rights. Maternity leave has been in practice as early as the 1800 Hernandez (2018). Women are entitled to take these benefits as the process of child birth is extraordinarily painful and may impact the thoughts and frames of the women. Maternity benefits are needed for the women worker as this may influence the further work and productivity of the woman as an employee.

2. REVIEW OF LITERATURE

According to feminist academics, economic contribution is essential for women's self-reliance. Employment will make women independent and empowered. Therefore, employment benefits, and especially maternity benefits, are seen as of the highest importance for women's paid employment. It is believed that Maternity leave creates an environment that stimulates a woman worker's potential for work-life balance. Moghadam and Senftova (2005). Although a theory suggests a positive connection between maternity leave and women's

economic involvement, practical findings on this relation are unclear. As per report, in the United States maternity leave has no impact on the job of a woman Klerman and Leibowitz (1997), Some studies conclude that a short leave interval boosts women's employment Ruhm (1998) and Hofferth and Curtin (2006), on the other hand others conclude that the extension of leave does not have any influence on the return to work in the long run Schönberg and Ludsteck (2014) and Lalive and Zweimüller (2009). Hanratty and Trzcinski (2009) found that women tended to postpone their job after childbirth due to extension of the paid leave from 25 weeks to 50 weeks in Canada; however, there is no notable change in their labour supply of women a year after childbirth. As a result, they concluded that women's employment enhanced.

Since 1979, in Germany, there have been a few policy shifts in terms of both maximum duration and allowances in the parental leave legislation. When Schönberg and Ludsteck (2014) examined these policy variations, they found that women tended to postpone their job in Germany with the effect being largest for the extension from 2 months to 6 months and smallest for the change from 18 months to 36 months.

The amendment in the act has generated wide spread interest in the mass media on the impact of the act and its implication for job opportunities for women. In this background, this paper analyses major sections of the Act and brings out the positive and negative aspect of the Act. The paper also compares the Indian and international situation regarding contribution of women in the work force. The paper analyses the impact of the Maternity Benefit (Amendment) Act 2017 on Women Labour Force Participation Rate

(WLFPR) of Indian women. To conclude, the paper makes recommendation and policy action to be implemented by the government and the private sector in order to diminish the unintentional hostile consequence of the provisions of the act.

3. MATERNITY BENEFITS ACT 2017

The principle objective of the Maternity Benefits Act 2017 is to regulate the employment of women throughout the period of the birth of the child. It has amended the provisions associated with the period and applicability of maternity leave, and other privileges.

The key characteristics and implications of the Maternity Benefits Act, 2017 are: (1) Extensive cover: As per Section 2 of the Act, the Act is valid for all those women working in factories, mines together employing 10 or more employees. As per this section, the Act is applicable to all women who are working in any competence directly or through any organization i.e. either regular or contract. (2) Protection from termination or dismissal during the pregnancy: Section 12 of the Maternity Benefit Act, 1961 laid emphasizes on the removal of a woman during the pregnancy is unlawful and such employer can be punished or penalized under section 12 of the Act. (3) Period of Maternity Leave in India: The Act has increased the duration of paid maternity leaves from 12 weeks to 26 weeks (applicable to women in case of the first and second child). Women who are expecting after having 2 children, the period of paid maternity leave shall be 12 weeks i.e. 6 weeks prenatal and 6 weeks postnatal. (4) For adoptive and commissioning mothers: This Act covers adoptive mothers as well. Every woman who has adopted a child will get 12 weeks of maternity leave from the date

of adoption. (5) Work from Home: The Act has also introduced the option of ‘work from home’ for mothers. Depending on the nature of work and terms and condition of the employment, after the expiry of the 26 weeks’ leave period, the woman can opt to do her work from home. (6) Crèches: It is compulsory for all organisations employing

50 or more women to have in-house crèche facilities and permits women to visit the crèche 4 times during the day. (7) Awareness: The Act makes it compulsory for employers to aware women about the maternity benefits at the time of their appointment. Such information needed to be given in writing and by electronic means.

Table 1: A Comparison between Maternity Benefit Act 1961 and 2017

Provisions	As per 1961	As per 2017
Applicable	The Act is applicable to all institutions which may be factories, mines, plantations, government institutions, stores and establishments under the applicable legislations, or any other establishment as may be notified by the Central Government.	The Act is applicable to all institutions which can be factories, mines, plantations, Government institutions, shops and establishments under the applicable relevant legislations, or any other establishment as may be notified by the Central Government.
Eligibility Criteria	A woman must have been working as an employee in an establishment for a period of at least 80 days in the past 12 months.	A woman must have been working as an employee in an establishment for a period of at least 80 days in the past 12 months.
Duration of paid maternity leave	12 Weeks	26 Weeks
Women Expecting third child	Nil	12 Weeks
Maternity leave before the expected date of delivery.	6 Weeks	8 Weeks
Adoptive and commissioning mothers	Nil	12 Weeks
Provision relating to “work from home”	Nil	A woman can avail of this provision on such terms that are equally agreed with the boss, depending upon the nature of work.
Crèche facility	NIL	For every organization employing 50 or more employees. The women employees should be allowed to visit the creache 4 times throughout the day.

Women's education about the maternity benefits	Nil	at the moment of their employment
Cost of Maternity Leave	Borne by employer	Borne by employer
Paternal Leave	NIL	Nil

Thus, we see that major changes pertain to duration of leave and provision of crèche facilities and inclusion of adoptive and commissioned mothers.

3.1 Positive Outcome Expected from the Act

- The extension in the maternity leave will give following benefits:
- It will improve survival rate of the child.
- It will help in the development of mother and child.
- It will create an attachment between mother and child.
- It will improve the mental and physical health of the mother

Table 2: Benefits of Breastfeeding to Mothers and Infants

Mothers <i>have lower rates of:</i>	Infants <i>have lower rates of:</i>
Ovarian cancer	Gastroenteritis
Postpartum bleeding	Allergies
Premenopausal breast cancer	Diabetes mellitus
Postpartum weight retention	Otitis media
	Respiratory tract infections
	Diarrhea
	Sudden infant death syndrome

Source: Burbank .et.al, Mandating Paid Maternity Leave for America's Working Mothers, February 2015.

Other Benefits: (1) higher rates of vaccinations, (2) lower infant mortality rate, (3) Early cerebral growth of the child, (4) Better care of the children who need special attention, (5) Reduction in the number of women leaving the workforce. Google Company raised the maternity leave from twelve weeks to eighteen weeks, result was fifty percentages of working mothers preferred not to leave the company Janjanam (2018). It is beneficial for both the employee and employer. After maternity leave so many mothers worked more hours. Good for economy of our country. Turnover of businesses was raised to good amount. No need to spend excess training cost. The Act seems to have taken a cue from the fact that several organizations allow employees to 'work from home' as an employee friendly measure, and have formally left to the mutual agreement of employer and women employees on terms and conditions of employment. Paid Maternity leave increases the likelihood of women's returns to the same Job. It is effective employee retention strategy. The amended is in line with global practices such as the Maternity Protection Convention, 2000 (No183) which requires a minimum of 14 weeks of compulsory maternity benefit. An additional important attribute is the introduction of 12 weeks of maternity benefits to the adopting and commissioned mothers. Number of Working parents is increasing in workforce and policies and provisions likes crèche facility,

work from home will not only help the women employees on maternity but also today's working parents. Conclusively, the provisions in this Act are the right steps in the right direction.

3.2 Lack of Clarity

There are a few things which need clarification under this Act

1. Whether the crèche facility is only for the women employee or male employees can also avail the facility of crèche.
2. Whether only nursing mothers are allowed four visits in crèche every day?
3. Clarity on the provisions for adopting and commissioning mothers is required and what can be the maximum age of child in crèche.
4. How much time mothers can spend in crèche per visit?
5. Whether women of all grades can access the facilities or not?
6. Clarity on the cost of crèche facility is still not there in the Act.
7. As employers are not expert in the crèche related task, provision relating to outsource of crèche facility is not very clear.
8. No provision in the Act for the financial support for Small and Middle Enterprises and start-ups who cannot afford long leaves for employees
9. There is no transparency regarding the role that female employees will take back after their maternity leave - will it be the same role, a new role, a project based role or a job on the side-line?
10. Since the mother assumes almost all of the responsibility for child care,

this Act would perpetuate patriarchy. As there is no provision of leaves for the father. A lot of private firms possibly will avoid giving jobs to female employees who may chooses maternity leave in future.

3.3 International Comparison: Maternity Leave across the Globe

As per International Labour Organisation (ILO) recommendations, the duration of leave is of 14 weeks and as per the recommendation of World Health Organisation (WHO) it is of 24 weeks. According to a report by the Organization of Economic Cooperation and Development (OECD) that looked at maternity leave in 42 countries globally, most developed countries pay new mothers at least half of their previous salary during their leave. In some nations (for example, Australia, Iceland, New Zealand, Norway and Sweden), there is no independent rule for (paid) maternity leave with stipulations instead integrated into the parental leave scheme.

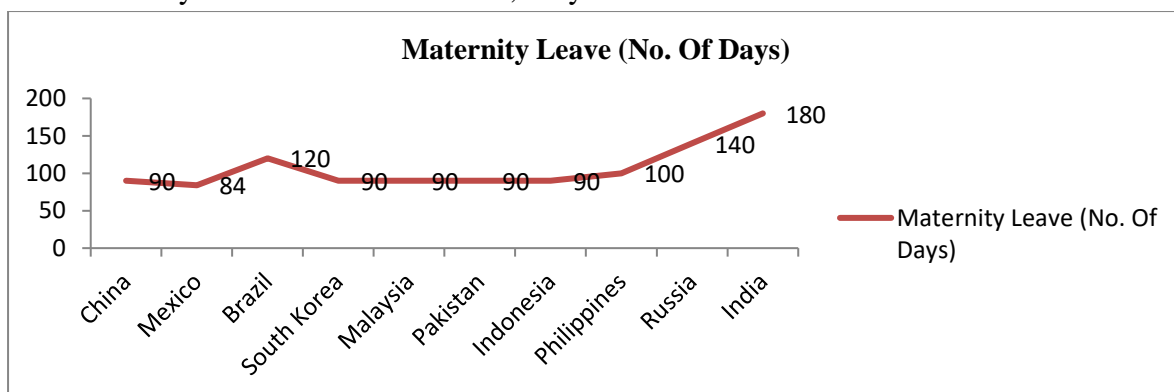
USA is the only high-income nation that does not have a statutory maternity leave policy. Five states in USA have enacted their own maternity policies; some use their 12 weeks of unpaid family/medical leave and some companies offer it as employee benefits. According to a report by a US Department of Labor study in 2012, 23 per cent of the employees who partake in the survey took less than two weeks off to care for their child placing them at risk for health issues. In the US, there is legal work security for 12 weeks, but it is unpaid.

In Canada, according to HR policies, to get paid maternity leave, women employees needed to work for a certain period of time

but the government of Canada enables one or both parents to get paid leave through Canada's employment insurance plan (EIP). Apart from 15 weeks of maternity leave, parents are given 35 weeks of leave to share between them. Women's work in Sweden, on the other hand, is significantly higher in Scandinavia due to work security from maternity and parental leave. Parental leave over 68 weeks (480 days) can be shared between parents. For 390 days, they are entitled to 80 per cent pay and remaining 90 are flat rate benefits. Paid leave for almost 16 months provided by the government to be used between two parents however they choose. In Norway, a father can take 10 weeks paid leave to be with his child along with an option of taking either 26 weeks of parental leave at 100 per cent pay or 36 weeks of parental leave at 80%. If the child is solely in the custody of the mother or father, they

are entitled to 10 weeks of mandatory leave and 36 weeks of parental leave. Both parents have an additional 36 weeks between them to take care of the child if they take parental leave of 10 weeks each.

In Denmark, parental leave can be up to 11 months depends on the employer-employee employment agreement. According to practice, women employee has the right to take leave of 1 month directly before birth and up to 3 months after birth. The father is entitled to take weeks and share 32 weeks of parental leave between both parents. In the United Kingdom, the father can take up to 11 months of maternity leave, adjusting the days taken by the mother. In Germany, either the father or the mother will take up to 11 months of parental leave, with each parent taking at least two months.



Source: World Bank (wbl.worldbank.org)

Figure 1: A Comparison of India's Maternity Leaves with the Emerging Economies

Among the above-mentioned groups, India has one of the longest maternity leaves, and unlike them, it puts the whole expense on the employer. For several years, leave has been available as a legal right and/or governmental program in one form or another. The International Labour Organization observed

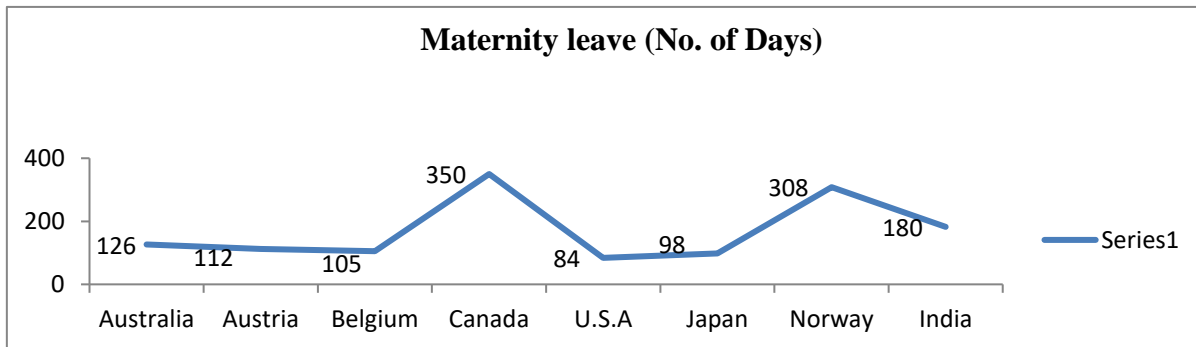
and analysed Maternity leave policies in 185 countries in 2014 and found that all countries except Papua New Guinea have laws mandating some form of parental leave. According to a study, 96 per cent of 186 nations offered some pay to mothers while on leave, but only 81 of those nations did the same for fathers. Some nations like The United States, Suriname, Papua New Guinea, and several island nations in the Pacific Ocean are solitary nations that do not involve

employers to provide paid leave for new parents.

Source: World Bank (wbl.worldbank.org)

Note: Series1 signifies number of maternity leave

Figure 2: A Comparison of India’s Maternity Leave with the Developed Economies



In developed economies, the maternity benefit ranges between 350 days in Canada to 84 days in USA. The average maternity benefit leave in developed countries is about 180 days which compares well with India’s 180 days. Ninety-four of 170 countries in the International Labour Organization’s (ILO) 2015 data base, provided paternity leave for fathers— (ILO 2016). The All India Civil Services (Leave) Rules permitted fathers (biological and adoptive) in government service to 15 days paid paternity leave but such provision is not available in private sector. As per Proves Survey on maternity, childcare, parental support in India, demonstrated that 85 per cent of 70 organisations across varied sectors granted paternity leave and supported new fathers in transitioning to parenthood.

4. ADVERSE IMPACT ON THE EMPLOYMENT OF WOMEN

Increased maternity leave can have a negative effect on job opportunities for women. Increased preference for hiring male employees can be a result of the provision of full payment of wages/ salaries during the maternity leave period, which increases costs for employers. The competitiveness of industries that predominantly employ women

workers may also be affected by the provision. Unlike many other countries having progressive maternity policies, funding of 6-month maternity benefit will have to be borne entirely by the employer in India. While larger companies have the ability to absorb the cost of maternity leave, medium and smaller companies feel burdened by the provision of paying salary in absence of the employee from office because of maternity leave and child care.

The Amendment in the act enforces the change in society putting burden on the organisation especially medium and small for doing so, and this result in reducing the employment opportunities for women. The Government's reluctance to provide tax deductions to service providers and employers is another realm of concern. Many organizations may adopt a myopic view and reduce the percentage of women in their workforce” using the Act as an excuse to reduce intake of women into the workforce. According to ILO report (2014) that aims at laws and practices on maternity (and paternity) at work, states that 58 per cent of all nations make the policy of paid maternity benefits available through social security, 16

per cent paid maternity benefits through a state and employer shared model and only one-fourth of all nations put the whole responsibility on the employer.

Also, it's unclear if female workers will return to the same position, a different role, a project-based role, or a job on the side-line after their return from maternity leave. The above ambiguity minimized for a returning mother through detailed counselling and discussion sessions.

4.1 Reduced Employment Opportunities for Women

The private sector reduces recruitment opportunities for women as they perceive it as a cost on them. It is a big challenge for medium organizations and small organizations to invest in different provisions of amendments such as paid leave, crèche facility. So, this may result in changing the employment policies of organisation to minimise the applicability of this policy on their organisations resulting in reduction of gender diversity. According to Team Lease's survey, conducted with 350 start-ups and Small Medium Enterprise, the Amendment in the Maternity Act could result in the loss of 1.1 million to 1.8 million women's jobs across 10 industries, especially service sectors. This survey said that a little more than 25 per cent of respondents preferred hiring male candidates. Two-fifth of the respondents talked about the additional cost of paid maternity leave and 66 per cent observed that the law had a negative impact on women employment opportunities. Only

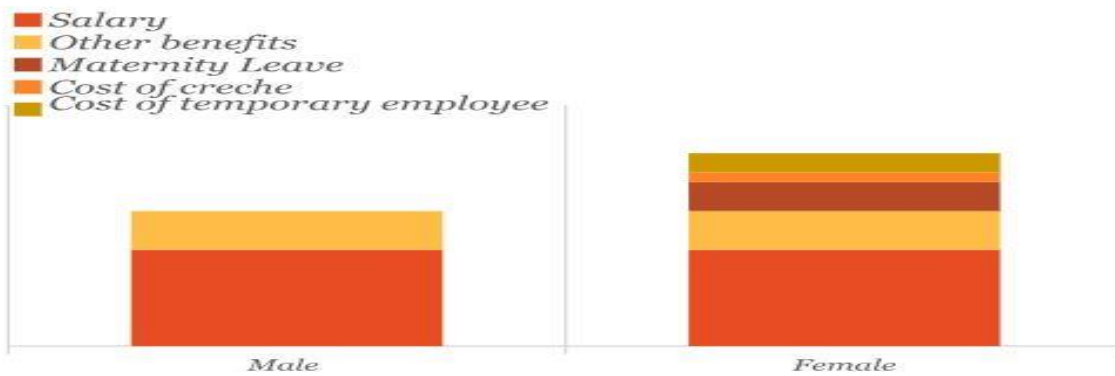
22 per cent of the firms that were surveyed said that it wouldn't impact their hiring. 35 per cent of the firms admitted that it might have an adverse impact on their costs and profitability Vinayak (2018)

The amendment result in reduction of employment opportunities for women in comparison to male as employers have to take full responsibility for providing maternity benefits. This is feasible for large corporations but start-ups, and micro, small and medium enterprises (MSMEs) that employ around 40 per cent of India's workforce may struggle with the cost and moreover, risk of litigation and penalties for non-compliance of the act.

A 26-week leave of absence is a huge loss for an SME or start-up with, say, 20 or 25 workers when they run on thin margins. This type of situation will ruin the industry and render some of the jobs redundant in anticipation.

4.2 Cost of Maternity Leave

As per Team Lease survey, the cost of hiring and retaining women and providing them all benefits of the act will cost about 80-135 per cent of the salary of women employee. However the cost of employing a male candidate would generally be restricted to salary and other statutory benefits, cost of hiring women includes 26 weeks of paid maternity leave, cost of creating crèches, cost of a temporary/contractual employee hired in place of female employee in her absence of nearly six months.



Source: Times of India, India’s Maternity Benefit (Amendment) Act: Can it help increase participation of women at work?

Figure 3: Cost differential between Prospective Male and Female Employee

The organization strongly feels that having a 6-month break and any additional time off has been one of the many reasons why Sapient has been able to retain more women in the workforce. According to the Team Lease study in 2017, the amendment has helped women to stay in the work force, increasing their retention rate to 56 percent from 33 percent. However, the negative effect has been that new women are being discouraged from joining the work force, thereby, contributing to the decline of the female LFPR. Many of the SMEs and start-ups surveyed have categorically stated that they would avoid hiring women, because of what it would cost them in six months’ pay and the additional financial burden of hiring a temporary substitute only large organisations have supported the Law.

4.3 Spurt in complaints to NCW

National commission for women has received many complaints of maternity benefits being denied and there has been a progressive increase in complaints. Women are facing sudden termination of employment after reporting their pregnancy. Many women

doctors employed in hospital have also faced such circumstances. There is a case of pregnant resident doctor working with the Utrakhand All India medical Institute and the matter is being examined by Labour and health ministry.

5. CHALLENGES AND WAY FORWARD

To make the benefit of this act flow smoothly, it is necessary that uniformity in all the labour laws existing in India is to be made. The difference in features, leave and pay benefits need to be omitted so that all the women employees, organised and unorganised sector both, can be benefitted. Financial burden of private employers also needs to be shared (It is learnt from the media that the Labour Ministry is operating on an incentive program in which seven weeks' wages could be reimbursed to employers who hire women and provide them the maternity benefit of 26 weeks paid leave. To implement the introduced amendment in the Maternity Act, the financial burden on the Ministry of Labour and Employment is Rs. 400 Crore. This is a good step and should be implemented as early as possible. The employer should see that all the women employees are insured under Employee State Insurance Act so that financial burden can be

well shared between the insurance company and the employer especially for private sector (middle and small size industries). The maternity leave funding is an investment into gender diversity that companies are mandated to make but would increase the cost of post maternity for companies in India.

6. CONCLUSION

Overall, the government's benefits act of 2017 is a welcome and constructive move. Simultaneously, the government should correct the flaws and try to ensure that the legislation provides women with equal rights in the workplace. On the economic front providing maternity leave to women workers is an important step as it will ensure/facilitate the organisation in recruiting and retaining the best talent.

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BOOK REVIEW

TITLE OF THE BOOK: BUSINESS UNINTELLIGENCE: INSIGHT AND INNOVATION
BEYOND ANALYTICS AND BIG DATA

AUTHOR: Dr. BARRY DEVLIN-
*Author of the Best Seller Data, Warehouse from Architecture to
Implementation*

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INTRODUCTION

In this book, Dr. Barry Devlin explores the history of process management and business models and proposes how to reinvent the modern trinity of information, process and people to deliver value, insight and innovation. Dr. Barry Devlin is a founder of the data warehousing industry, defining its first architecture in 1985. A foremost authority on business intelligence (BI), big data and beyond, he is respected worldwide as a visionary and thought-leader in the evolving industry. Barry has authored two ground-breaking books: the classic "Data Warehouse--from Architecture to Implementation" and "Business Unintelligence--Insight and Innovation beyond Analytics and Big Data" in 2013. The Business unintelligence: insight and innovation beyond analytics and big data, which consist of 437 pages published in the year 2014 in English Language under Technics Publications, LLC.

EVALUATION

Barry Devlin argues that Business Unintelligence is the new way of making decisions based on a combination of rational and intuitive thinking since the business environment is becoming more complex. Devlin describes how this trend is already playing out in today's rapidly changing business world. He proposes a series of architectural models that can provide new foundation for holistic information usage across all business functions. For this, Barry Devlin introduces two frameworks, namely, IDEAL (Integrate, Distributed, Emergent, Adaptive, Latent) and REAL (Realistic, Extensible, Actionable, Labile) and discusses the characteristics.

The author then gives detailed discussion on various new models that business and IT can jointly use to design decision support systems by integrating cues from diverse information sources and tacit knowledge that can help decision makers to come up with unique meaning to innovate heuristically at the speed of thought.

CONCLUSION

The author shows that Business Intelligence is no more integrating and copying data from transactional systems into some specialized database and querying and reporting, but it involves a collection of diverse technologies for the biz-tech ecosystem which is capable of changing everything about the business. The book covers every aspect of business analytics, big data and collaborative working. Overall, this book serves to re-shape our thinking on Business intelligence (BI).