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AWESHKAR SEPTEMBER 2022 ISSUE

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Editorial

Environmental, Social and Governance Framework – Expanding Organizational objectives.

ESG – Environment, Social & Governance is becoming the new buzzword for corporate management. The purpose of business isn't going to be profit alone but profit in the context of protecting the environment, ensuring that there's diversity in the employee mix and that the interest of the larger society is always maintained. All these require new techniques and methods to operate business activities and measure the impact it is expected to make in a connected world. This framework will contribute to the future of our planet from many perspectives. By adopting this approach, the organizations expand their business objectives to include sustainability-related risks and opportunities covering all stakeholders beyond customers alone.

As the concern is increasing, organizations have started devising ways and means by which they can align to ESG goals and also measure the impact. Investors are made to include the environmental sustainability factors such as water management, biodiversity, waste management, etc., in their investment decisions. The social aspect of ESG envisages diverse and inclusive manpower right from the labor level to the board of directors. It is true that adopting the ESG principles is expensive and may take a long time before it starts yielding results. But, it could be highly rewarding for the organization and to the society in long run.

Besides the high cost, adopting the ESG framework has other obstacles such as technology for capturing real-time live data. As the quantification of sustainability is hard to measure, it would be difficult to express the results of performance. The other hurdle facing according to ESG experts is quantifying and managing the ESG risks. It is often possible that even identifying the risks involved is complex and requires technology-enabled and data-driven approaches in risk management.

So far, investing in sustainable funds hasn't yielded the expected results – an HBR article highlights this through research activity. Yet, CEOs are busy discussing ESG and creating a lot more awareness about it. Hence, it becomes relevant to examine this through erudite discussions. We, at WeSchool, are planning to create an elite platform of experts to discuss ESG reporting in our forthcoming international conference in March 2023, and looking forward to all your participation to make the proceeding of the discussion more interesting and productive.

Prof. (Dr.) Uday Salunkhe
Editor in Chief

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aWEshkar - Research Journal (ISSN 0974–1119)

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3. **INTRODUCTION**
4. **LITERATURE REVIEW**
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7. **DISCUSSION:** the reasoning for your findings with relevant theoretical support
8. **LIMITATIONS:** what the study could not take into account
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RESEARCH ARTICLE

Elucidating the role of Artificial Intelligence in enhancing Digital Marketing

Bushra Siddiqui, Prof A.K. Malviya*

ABSTRACT

Purpose*-The purpose of this literature analysis is to discover the applications, benefits, and challenges of artificial intelligence in digital marketing, as well as how businesses might implement it. This paper aims to contribute knowledge relating to the role of AI in enhancing digital marketing and explores the potential avenues for future use of AI in the marketing.*

Design/methodology/approach*-The data has been analyzed through qualitative metasynthesis*

Findings*-According to this research, powerful artificial intelligence is laying the foundations for digital marketing, particularly in the areas of data processing and customised targeting. Existing artificial intelligence solutions have also been shown to help marketers increase the efficiency of their company's website on search engines. AI is assisting marketers in personalising visual and textual content according to the preference of each user, which not only saves time but also money in some circumstances.*

Research implications*-This research paper's conceptual framework was based on a knowledge of digital marketing and its procedures, followed by artificial intelligence and its approaches. Google Ads, content marketing, social media marketing, e-mail marketing, and search engine marketing have all been investigated in order to completely comprehend how digital marketing is carried out without artificial intelligence.*

Key Words: *Artificial Intelligence, Digital Marketing, Machine Learning, Digital Marketing Methods, SEO, Content Marketing.*

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1. INTRODUCTION

Industry now has the ability to serve consumers with massive volumes of items because to technological advancements. Digital marketing makes use of mediums such as the internet to provide new ways for businesses to advertise and sell their goods to clients. Digital marketing encompasses all approaches that can have a significant influence on individuals at a specific moment, in a specific location, and via a specific channel(1).As years progressed, marketing evolved, and digital networks were increasingly integrated into marketing plans and daily life, and digital marketing campaigns became more widespread as people increasingly used digital devices instead of visiting physical stores, combining search engine optimization (SEO), search engine marketing (2). (SEM), content marketing, and inflection point marketing.

As technology progresses, artificial intelligence is becoming more and more linked with digital marketing, which, of course, has a very valuable influence on marketers and the targeting and efficacy of digital marketing campaigns in general. To begin with, there is little doubt that artificial intelligence and machine learning will have a significant impact on the digital marketing sector in every manner conceivable, since they are redefining the digital marketing 'domain' we knew before their emergence (3)
.
So, although there is little debate about 'whether' artificial intelligence is altering and having an influence on the digital marketing sector, the key question is 'how'. Artificial intelligence has a lot of potential in the world of digital marketing, and we will be analysing how it influences it now (4).

1.1 Artificial Intelligence

Artificial Intelligence is a computerised system that captures data in order to perform activities of intelligent beings in order to enhance their chances for success (5). Claims have been made that "Marketers have the ability to process large volumes of data and meet client expectations (6). It has been stated AI has being used to assure customer happiness." (7). Advanced analytics, machine learning, and industry-specific client insights are just a few of the AI-based digital marketing strategies. The usage of the internet is growing in India, which opens up new commercial options. Artificial intelligence (AI) might potentially improve the efficiency and productivity of critical decision-making at the organisational level (8).

1.2 Digital Marketing

To comprehend how artificial intelligence (AI) appears to add to digital marketing approaches, we must first examine artificial intelligence's major sub-fields (AI). Artificial intelligence is a digital innovative tool that aids in the creation of this evolving technology market, as evidenced by a variety of innovations such as content creation. Customers, resellers, rivals, suppliers, promoters, the general economy, positioning, segmentation, expansion, growth, goods, brands, advertising, market share, pricing, advertising expenditures, number of resellers, churn, customer value, and other factors all influence decision-making. It is undeniable that decision-making is influenced by a variety of factors such as analysis, experience, and judgement (9, 10)

1.3 Artificial Intelligence in Digital Marketing

Artificial Intelligence (AI) is being used all over the world. Is a crucial component that allows things to be done smoothly without relying on individuals. Not unless AI-assisted marketing can properly forecast which items, services, or content we will enjoy. Marketing on the internet Because digital marketing is a market that relies on fewer humans, it has evolved to perform a similar function to AI. AI has had a significant impact on web searches and the entire user experience. Google's AI experiments in 2015 resulted in the machine learning-based system RankBrain, which aids in the processing of search results. Since then, Amazon and other large e-commerce sites have incorporated AI into their search engines, making customer searches more sophisticated. The term "customization" has lately become popular. According to Brenner, 40 percent of customers switched brands in 2017 due to a lack of trust and personalised service. The 43 percent of companies that personalise the consumer experience make a wide range of transactions. Simultaneously, by 2020, 90% of companies will employ some type of customized marketing (11).

One of the most significant effects of artificial intelligence in digital marketing is predictive marketing, which may make digital marketers' lives simpler and easier when it comes to decision-making. Predictive marketing is a method that identifies the most effective marketing approaches for a given circumstance (12). The Artificial Intelligence Data Analytics Assistant does this task in order to determine which marketing campaigns and activities are most likely to succeed (13). When predictive analytics is integrated with analytical tools, businesses may use customised data acquired over time to identify prospective consumers or likely reactions (14).

2. SCOPE

The ultimate focus of this content analysis is to have a better understanding of artificial intelligence's role in digital marketing and to inspire firms to use artificial intelligence into their digital marketing strategy. By reading this research and grasping the fundamental ideas, you can start asking the correct questions that will lead to the successful deployment of artificial intelligence in marketing operations and the collecting of relevant data. It is possible to gain a deeper understanding of the options for the business to begin this phase of automation and technology to maximise the use of resources and develop personalised content for marketing customers while remaining competitive in today□s competitive markets by conducting research on artificial intelligence and Artificial Intelligence software solutions, applications, and digital marketing channels.

3. RESEARCH QUESTIONS

RQ 1. What are the benefits of Artificial intelligence in digital marketing?
RQ 2. Which are the methods that are used in digital marketing?
RQ 3. What are the risks of Artificial intelligence in digital marketing?
RQ 4. What are the various artificial intelligence technologies?
RQ 5. What is the future of Artificial intelligence in digital marketing?
RQ6 What are the major challenges in the integration of Artificial Intelligence in Digital Marketing?

4. RESEARCH OBJECTIVES

To comprehend the relevance of using Artificial Intelligence in digital marketing.

To understand the various methods used in digital marketing.

To analyse the risks affiliated with the integration of Artificial Intelligence

To gain insights about the various Artificial Intelligence technologies

To examine the scope and future of Artificial Intelligence in digital Marketing.

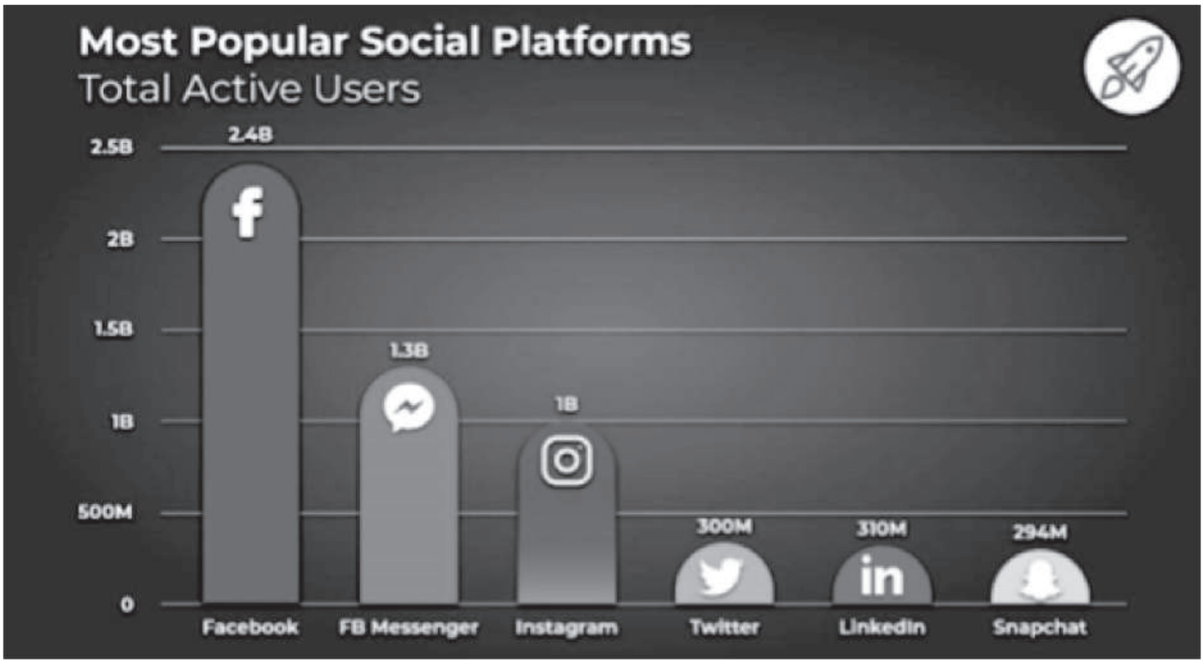
To identify the major challenges and ethical aspects linked with Artificial Intelligence in digital marketing.

5. ARTIFICIAL INTELLIGENCE AND DIGITAL MARKETING METHODS

5.1 Social Media Marketing

SMM (Social Media Marketing) is the use of social media websites and social networks to promote a company's products and services. Businesses may use social media to recruit new customers, engage existing ones, and promote their fundamental values, vision, or tone. Most social media platforms have built-in data analytics capabilities that allow businesses to track the progress, efficacy, and interactivity of their marketing campaigns. Companies use social media marketing to reach a wide spectrum of clients, including current and future customers, current and prospective employees, authors, bloggers, and the general public.Social media marketing (SMM), on a strategic level, entails the administration of a marketing campaign, as well as the governance, reach, and establishment of a company's chosen social media "community and sound." (15). The most common channels they are used in social media marketing, include:

- Facebook
- Facebook Messenger
- Instagram
- Twitter
- Linkedin
- Snapchat



Adapted from: (Broadband Search - Key internet Statistics to know, 2020)

5.2 Pay Per Click

Pay-Per-Click (PPC) is a strategy of increasing website traffic by paying a publishing internet service every time an ad is clicked or an action is taken. Affiliate Marketing: Affiliate marketing is a referral strategy for advertising a business through a person or a network of promoters who are paid a commission on their website, which can be in the form of a video or a hosted link. Native Advertising: It refers to adverts that appear with non-paid content on a digital platform and follow a natural user experience. Marketing automation refers to software that automates essential company needs like email newsletters and social media post scheduling, among other things. Email marketing is a term used to describe the process of sending promotional emails.

5.3 Google Ads

Google Ads, formerly known as Google AdWords, is another digital marketing approach. They were originally offered to the public in the year 2000, and on July 24, 2018, Google rebranded Google AdWords as Google Ads following several years of development. Google Ads is a digital advertising channel built by Google that allows advertisers to reach internet users with brief advertisements, service offers, price promotions, and videos. Ads can be found on non-search websites, mobile applications, and videos, as well as in search engine results like Google Search (Google Display Network) (16). Pay-per-click (PPC) pricing is used to supply services.

When a user makes a Google search, Google Advertisements holds an auction to determine which search ads are displayed on the search engine results page, as well as the ad's position. (As of 2018, Google AdWords has been renamed Google Ads.) Thus, the cost of a Google ad campaign is determined by a number of factors, including the maximum amount a marketer is prepared to spend per click, the keywords available, the relevancy and frequency of advertisements and clicks, and, of course, competition between firms.

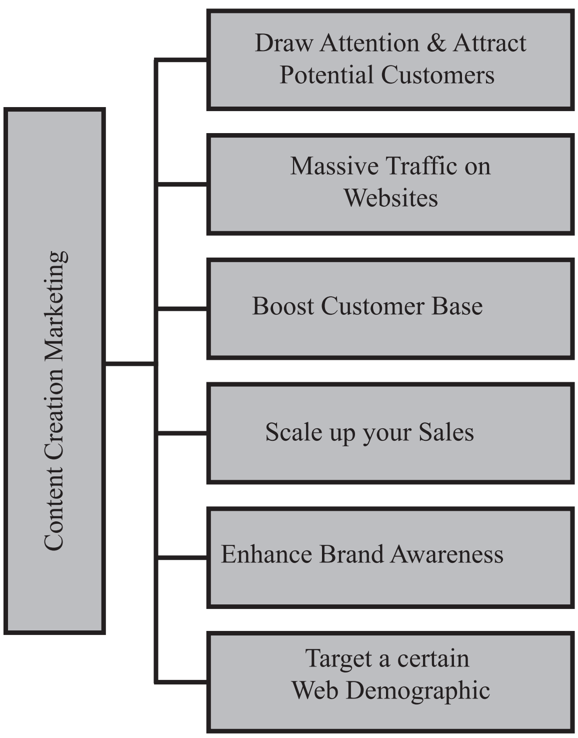
5.4 E-mail Marketing

Email marketing is the act of sending marketing communications via email to a specific group of individuals. Email marketing, in its broadest sense, refers to any email sent to a potential or current consumer. It entails sending advertisements, soliciting business, or offering sales or contributions by email. Email marketing strategies often aim to achieve one or more of the three main goals of attracting new consumers, boosting business with existing customers, developing brand loyalty and confidence, and so on.

An email marketing campaign may be targeted and developed months in advance, with a lot of care and understanding of the audience's demands. The following image depicts the whole history of e-mail marketing, which began in 1971 and continues to this day, with the future looking even brighter because of the daily growth it is demonstrating to company digital marketing (17).

5.5 Content Creation Marketing

Content Creation: This is a content creation method based on an artificial intelligence (AI) technique known as natural language generation that gathers, organises, and transforms raw data relevant to a search query into readable sport, financial, or other reports, or suggests similar products to customers based on their purchase history (18). Machines may now generate content from the ground up using data put into code. These can be beneficial in terms of saving time and resources. Based on facts and information, AI can generate reports and news. Many major news organisations, including BBC News, The New York Times, The Washington Post, and others, are now using automated journalism. Facebook also use artificial intelligence to combat bogus news.



SOURCE: SELF- CONSTRUCTED

As per the various literatures available we have concluded that Content Creation is helping marketers all around the globe in Digital Marketing in following ways:

- Draw Attention & Attract Potential Customers
- Massive Traffic on Websites
- Boost Customer Base
- Scale up your Sales
- Enhance Brand Awareness
- Target a certain Web Demographic

Scientific research using data extracted from blogs, websites, e-shops, and social media examines, using data mining, image understanding procedures, text mining, and machine learning techniques, such as keyword extraction, expert systems, customers decision support system, text analysis, and predictive analysis to produce optimised content (19,20,21).

5.6 Search Engine Optimization

It refers to processes that boost organic traffic to a website, blog, or infographic in order for it to rank highly in search engine results. Social Network Marketing (SMM) is the process of optimising and promoting a company's social media accounts in order to improve organic traffic, brand recognition, and create leads. Material marketing is the purposeful and human-centric development of content such as a blog post, e-book, infographic, or online brochures in order to boost brand exposure, traffic, lead generation, and consumers. Voice Search, Google's algorithm, and other AI advancements are examples of new inventions. Amazon Echo, Apple's Siri, Microsoft's Cortana, and Google Home are examples of other breakthroughs that can run searches just by speaking or touching a button.

Scientific analysis on SEO appears to have one of the highest volumes of publications. Most related scientific published works in the field of search engine optimization (SEO) concern evolutionary computations, fuzzy intelligent systems, machine learning algorithms, and webcrawlers for reading, gathering, and analysing website data, with the goal of improving webpage ranking positions in search engine results by combining ranking factors through an intelligent learning model (22,23,24).

5.7 Augmentation and automation

In terms of AI platforms, there are two types: augmented and automated AI. The extent to which the machine can take over a certain task is what separates one from the other. Automated AI, for example, refers to a task that may be completed entirely by a computer. Machines that cannot do a task successfully without human interaction, on the other hand, are deemed enhanced (25). On the attribution of decision power to humans and AI, (26) found that the consensus frequently predicts AI with automation that entirely replaces people in decision making. However, as the research demonstrates, this is not the case at all.

There is a phenomena that is named as "AI as a replacement" for the work, and the research understands that the degree of reliability for "AI as a replacement" should be exceptionally high. As a result, while most procedures may be somewhat automated, decision-making and authority remain human activities. According to their findings, every significant choice that has even a slight possibility of making a marginal error should be made by people, making it an enhanced process. A study was conducted on AI for decision making, and their finding was more extreme in favour of a broad agreement that AI should be created to augment rather than automate in all scenarios (27).

5.8 Chatbots

Refers to nonstop programmed and automated interactive programmes for conversing and completing orders with visitors to a website or social media page. Semantic search is a smart data searching strategy that aids consumers in quickly finding the results they want. Interprets the search query using machine learning and deduces the meaning of the search term based on data correlations among the phrases. Based on their search history it guesses what information users might want.

5.9 Semantic search

There have been numerous researches on semantic research, which encompasses multiple marketing phases and foundations. Search engines, information retrieval, the World Wide Web, natural language processing systems, websites, data mining, social networking, the internet, learning algorithms, machine learning, information analysis, query processing, information management, decision support systems, user interfaces, web searches, and so on are all covered by scientific research(28,29).

5.10 Machine Learning

Machine learning is a type of artificial intelligence that use computer systems to learn and improve over time while digesting massive volumes of data. It is the quickest kind of AI and the key source for marketers in the AI business.Machine learning is a new and bold technology, but this is not why companies adopt it, but because they have no choice in relation to the benefits that technology offers (30).

Machine learning is used by marketers to track consumer behaviour. Develop algorithms for detecting websites visited, emails opened, downloads, and clicks, among other things. They can also ana-lyze how the user behaves across channels, which accounts they follow, posts they like,ads they interact with, etc. (31).Machine learning provides marketers with knowledge about potential consumer desertion, allowing them to devise methods to keep them engaged with the brand (32).

5.11 Neural Network

Neural Networks refer to brain modelling, time series prediction, classification procedures etc. Evolutionary Computation refers to genetic algorithms, genetic programming procedures etc. Vision refers to object recognition, image understanding procedures etc. Robotics refer to intelligent control, autonomous exploration procedures etc. Expert Systems refer to decision support systems, teaching systems etc. Speech Processing refer to speech recognition, production procedures etc. Natural Language Processing refers to machine translation. Planning refers to scheduling, game playing procedures etc. Machine Learning refers to data mining, decision tree learning etc.

5.12 Voice search

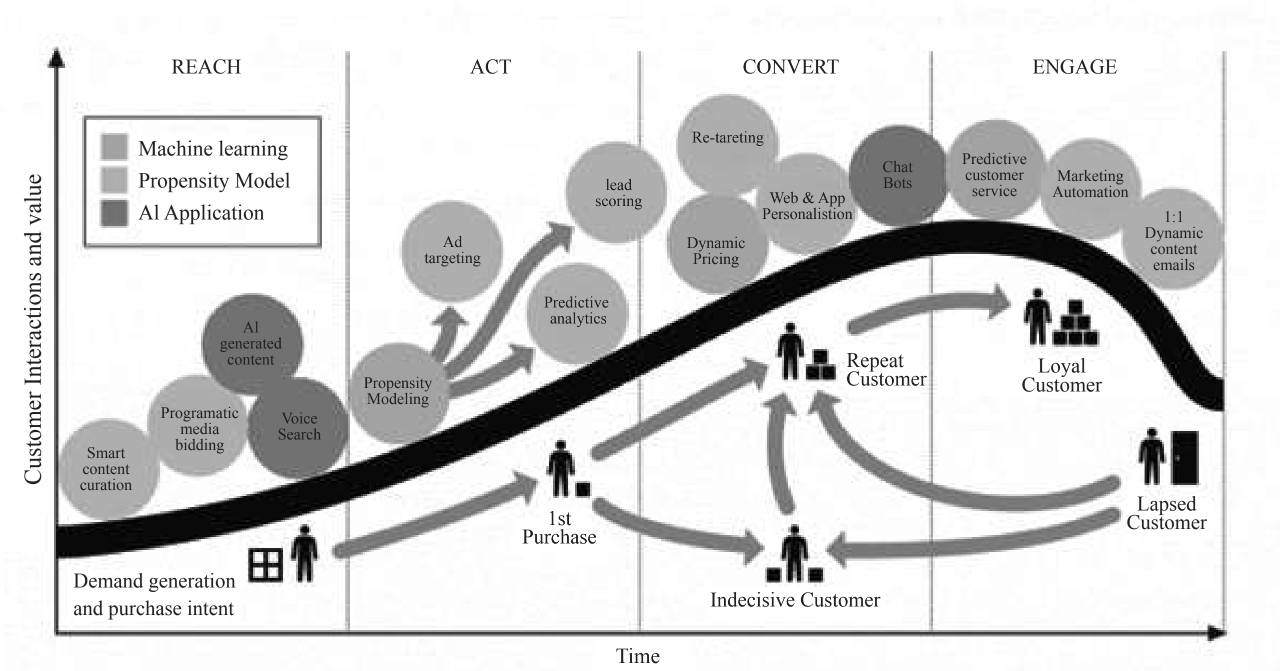
The majority of study focuses on voice search, whereas digital marketing is rare and restricted. Other scientific domains, on the other hand, have made significant advances. Personal voice assistant technologies and speech recognition are among the most essential marketing studies, as they provide a flexible interaction strategy in which the user and the system function as equal players, allowing for accurate and clear replies to online searches (33, 34).

5.13 Web development

It appears that web development has gotten the most attention in terms of scientific study. Web technologies and optimised variants have been described in over 2000 papers. Artificial intelligence (AI) is used in web development to optimise operations ranging from web design and web development to web applications, online services, mobile friendly websites, and data representation (35,36,37,38).

6. THE RELEVANCE OF ARTIFICIAL INTELLIGENCE IN DIGITAL MARKETING

Artificial intelligence marketing will undoubtedly be a reality by 2020's! It's a technique to use consumer data and Artificial Intelligence technology like machine learning to forecast the customer's next move and improve the customer experience. Artificial Intelligence advances are making it easier for enterprises to employ it. Artificial intelligence will aid in the creation of more successful marketing efforts, the enhancement of the customer journey, and the transformation of how businesses attract, develop, and convert prospects. The figure above shows how AI and machine learning may be incorporated across the customer life cycle (39).



Adapted from: (Social media Strategies Summit - 10 IMPRESSIVE EXAMPLES OF AI IN MARKETING, 2020)

As more organisations implement Artificial Intelligence technologies on a daily basis, digital marketers are already seeing a strong ROI (Return on Investment). Businesses are expected to spend $57 billion on AI networks by 2021 (40).

7. RISKS AND LIMITATIONS OF USING ARTIFICIAL INTELLIGENCE IN DIGITAL MARKETING

One of the biggest issues with the usage of artificial intelligence might be privacy. Organizations seem to forget that they are not contributing to stored records, but rather to their customers. Hayward advises businesses to safeguard their clients' privacy, obtain permission to utilise data, and constantly follow the wishes of their customers. Professionals must be kind and considerate in order to profit from the information provided. Despite the fact that, in order to assist dissatisfied customers, companies must protect the data generated by their customers and make it clear that they regularly ask their customers for permission to use the data and question what consumer preferences are, companies must protect the data generated by their customers and make it clear that they regularly ask their customers for permission to use the data and question what consumer preferences are.

While chatbots are extremely useful, they may also be a challenge for those who aren't particularly tech-savvy. As a result, data not only provides opportunities, but it can also help any firm maximise its expenditures. While data is free, storing it is a significant cost for businesses, and stocking up on faulty data is an extra expenditure that should be avoided. This shows that small businesses do not have the same opportunities as big organisations.

The expensive cost of artificial intelligence is another significant issue, but there is no such thing as a free lunch. Because it is such a complicated computer, it necessitates enormous expenditures. Aside from the initial investment, large sums are frequently required for repair and upkeep. Computer systems must be updated on a regular basis to meet the demands of a changing environment. If there is a failure, even the cost of manufacturing is quite expensive. It also takes a long time to recover (41).

8. CONCLUSION

The major goal of this study is to bring all of the preliminary findings together and determine whether artificial intelligence is truly impacting digital marketing.

8.1 Main Findings

Artificial intelligence technologies are increasingly commonly employed for digital marketing operations, according to desktop study. Poor artificial intelligence has played a key role in digital marketing efforts for several years, according to a research of various degrees of artificial intelligence. Strong artificial intelligence, namely in the areas of data processing and people targeting, is also forming its basis in digital marketing, according to research. Because of the many analytical tools accessible on the market presently, it is also proposed that existing artificial intelligence technologies would assist marketers to increase the efficiency of their company's website on search engines. Artificial intelligence technologies have a good impact on social media marketing, according to the qualitative research. Artificial intelligence systems provide the benefit of delivering more personalised social media posts/ads and dynamic pricing for each company's products and services.

In addition, the qualitative research provided insight into the advantages that artificial intelligence provides for digital marketers. Artificial intelligence benefits marketers for a variety of reasons by assisting them in personalising visual and textual material to each user's preferences.

According to qualitative study, there are instances where the algorithm is erroneous or misrepresentative of the actual user profile, despite the fact that artificial intelligence tools can accomplish tasks as well as individuals. Several people have used a computer in settings where the algorithms do not reflect genuine user behaviour, despite the fact that algorithms improve with time as they are taught. Artificial intelligence, on the other hand, is a pricey approach that not every firm can afford, according to the benefits. As a result, it is critical for small enterprises and individual entrepreneurs to assess as to what amount of new technology investment is profitable.

8.2 Future Anticipations

Artificial intelligence technology has the potential to transform many elements of our daily life. One of those elements would be linked to the way we search the internet. As artificial intelligence advances in the processing language, more tech users are likely to resort to voice search, which will affect the way terms are employed. As a result, SEOs will be impacted. As the study's creator, I'm not certain that this will have the same influence on marketing as both pros claim. It's all about feeling at ease. This, I suppose, is a question of personal preference. Many people who search online may not feel comfortable using voice search because of privacy concerns, embarrassment, and lack of adaptability.

Consequently, I believe that artificial intelligence will be humanised in such a manner that terms like "robots" and "artificial" will no longer be feared by all people. Artificial intelligence might possibly be replaced to improve consumer data interchange and communication with virtual assistance. That would be a fantastic route for digital marketers to move in, at least in terms of technology. Such a step, in my opinion, would expand the digital marketing industry's potential.

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RESEARCH ARTICLE

The Value of Workplace Wellness Programs to Organizations

Dr. Aniruddh Bhaidkar*

ABSTRACT

Wellness programs have emerged as popular method of improving health status of employees, while generating lower healthcare expenses and therefore increasing profits. As the costs of healthcare skyrocket, companies have an obvious financial interest in undertaking measures that influence employee health.

This article critically reviewsthe literature on employeewellness programs to determine whether commissioning these programs can add value to a company and improve job satisfaction and employee retention.

Key Words: *Employee wellness programs, employee wellness, ROI, workplace wellness.*

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INTRODUCTION

Need for employee wellness programs
Background
Healthcare expenditure in the US is currently pegged at 3.5 trillion or $ 10,739 perperson or around 17.9% of the GDP. (CMS.Gov) Rise of the aging population and escalating health costs are producing enormous strain of the economy of the country. The prevalence of chronic conditions continues to grow at staggering numbers in the US at least half of all adults have one or more chronic healthcare condition and nearly 25% population has 2 or more chronic healthcare conditions.American heart association estimates the total costs of diagnosed diabetes in the US at $245 billion which includes $ 176 billion as direct medical costs and $69 billion as cost of decreased productivity. (Nibeyou, 2015)

According to NICE impaired efficiency at work and associated problems cost the UK $22 billion a year. Poorly managed stress at workplace has been associated with an increased mortality and increased incidence of myocardial infraction. (Roizen, 2010)

To address this employee wellness has emerged as an important pillar in human resources management, and various attempts have been made to define the same in both professional journals and the press. Edward Mone, (June 2011)

The Patient Protection and Affordable Care Act (Public Law 111–148, Sec. 2705) defines a wellness program as "a program offered by an employer that is designed to promote health or prevent disease." (Hangsheng Liu P. ,., 2013)In recent decades nearly all large companies employ some kind of employee wellness initiatives. 92% of US employers with 200 or more employees offered wellness programs. (Kellar-Guenther, 2016)

According to the global wellness institute, corporate wellness programs are nearly $8 billion industry in the US alone and is expected to grow further by 7.8% in the US alone. The global wellness industry sums up to nearly $40 billion despite the fact that only 9% of the global work force has access to wellness programs. (Hayzlett, 2018)

As the baby boomers retire and the millennials join the work force becoming the largest generation fully employed. Companies have reacted to this changeby expanding the scope of wellness programs offered to attract young professionals. This allure extends to all age groups today as professionals are more in tune with their health and wellness than ever before. (Hayzlett, 2018)Workplace wellness programs offer employees an opportunity to improve their health without sacrificing their personal time.

There has been a significant change towards the attitude of companies towards workplace wellness. Earlier wellness programs have often been viewed as a nice extra, not a strategic imperative. Newer evidence however tells a different story. (Leonard L. Berry, 2012) Employing these initiatives in companies has resulted in a significant reduction of illness burdeon.

Comprehensive and strategic investment in employee health and wellness can pay rich dividend to an organization. Companies can employ strategically created wellness programs to chip away the medical costs to treat employees, especially in an aging workforce.

Key factors impacting employee health

Disease burden

Disease burden estimations are based on sound epidemiological research are the cornerstone of creating public policy in public health. The target diseases and the areas of focus are determined by such evidence. Through and longitudinal data helps determine what interventions are needed for whom and when. On the contrary lack of such data can affect program designing and consequently outcomes. Hence a closer look at the empirical data will help identify the disease patterns and prevalence in Indian workforce and will help create mechanisms to tackle them.

The contribution of most of the major non communicable to the total disease burden in India has increased across India since 1990s, this includes major non communicable diseases including cardiovascular diseases, diabetes, chronic respiratory diseases, cancers, musculoskeletal disorders, mental health disorders and renal diseases. Amongst these diseases the largest disease burden or DAILY increase from 1990 to 2006 was observed for diabetes and ischemic cardiovascular disorders at 34%. By 2016 3 out of 5 incidences of individual disease burden were non communicable diseases with ischemic heart diseases and Chronic obstructive pulmonary disorders were the top two causes and stroke was the fifth principal cause. (ICMR, 2017)

Incidence of cardiovascular disease is responsible for a large portion of adult mortality burden worldwide. Raised blood pressure is an important contributing factor to the increased burden of cardiovascular disease. In spite of the well-established evidence that lowering blood pressure can lead to a significant reduction in cardiovascular mortality and morbidity, the global burden of hypertension is on the rise.

CDC Has identified 4 chronic behaviors that contribute to chronic diseases

1) Poor nutrition
2) Physical inactivity
3) Frequent alcohol consumption
4) Increased tobacco use

A significant amount of employee population either suffer from one on multiple high risk factors that have contributed to an increase in the disease burden on the organizations. This, compounded by increased stress and poor lifestyle can lead to increase expenditure and reduced productivity.

Stress and its impact on employee wellness

A healthy job is the one where the pressures on employees are commensurate to their abilities and resources, the support they receive on the job, and the amount of control they exert on the job that is to be done. The WHO in 1986 defined the term health as “not merely the absence of disease or infirmity but a positive state of complete physical or mental well-being”.

A healthy working environment is a setting, not only of the absence of stressful or harmful conditions but with an abundance of positive factors and health promoting and enabling conditions.

Pressures faced by employees at work is considered as a part and parcel of the job process. Sometimes it's difficult to avoid pressures due to the demands of the work environment. Pressures perceived by an individual as acceptable

Hans Selye coined the term stress in the context of psychophysiological state, borrowing from physics he defined stress as the sum total of wear and tear on the body. (CHAMBERLAIN)

Workplace stress is a harmful emotional and physical response when there is a discrepancy between the demands from an employee and the ability of the employee and the control to meet these demands. A high pressure and a demanding environment and lack of control over multiple factors influencing the job outcome can lead to stress. Employee stress can have multiple origins and has a direct impact on the employees and employers alike. Lay offs, market fluctuations, uncertain economic climate, high work pressures and cutbacks are some of the factors that can lead to employee stress. Peer pressure to constant perform and deliver on unrealistic targets in a low job security environment can lead to increase mental and physical stress to the employees which can result in increased employee attrition, loss of productivity, mental disease and anxiety, drug addiction or substance abuse, deterioration of the office atmosphere or petty internal politics are some of the biproducts of a over stressed organization.

WHO IS AFFECTED BY WORKPLACE STRESS?

Nearly everyone can get affected by work related stress at some point in their professional life. It affects all professions and all workers at various levels in an organizational hierarchy. Stress at workplace has been researched in the context of developed countries, workers in underdeveloped countries are also affected, stress in that context is rarely acknowledged and can have a far-reaching impact of the already fragile economies of those countries. Evidence indicates that a growing range of professions are affected by increase in workplace stress. (Mirjana Aranđelović, 2006)

KEY STEPS TO STRESS AS A CAUSE OF EMPLOYEE DISTRESS

Early recognition of stress is one of the most essential criterions for stress prevention. The following steps are broadly identified in the literature.

1) Stress recognition
2) Stress assessment
3) Interventions to reduce stress
4) Evacuation and monitoring

STRESS RECOGNITION

There are multiple factors that can be diagnostic of stress in an employee at the workplace. Incidence of several of these factors at once are demonstrative of stress and indicative of the need for anti-stress interventions

The following physical, mental or emotional signs are indicative of workplace stress

Physical Symptoms

1) Headaches
2) Irregular sleep cycle
3) Loss of appetite
4) Weight gain
5) Weight loss
6) Hypertension
7) Irregular menstrual period
8) Myalgia

Emotional or mental symptoms

1) Anxiety
2) Mood swings
3) Increased anger
4) Loneliness
5) Memory loss
6) Depression
7) Loss of motivation
8) Substance abuse

Work related signs

1) Reduction in productivity
2) Regularly absent from work
3) Difficulty to meet the deadlines
4) Excessive attachment to smartphone or internet
5) Difficulty to adjust with coworkers
6) Accidents in the workplace while performing the assigned task.

The goal of any employee stress control program is to successfully identify and measure stressors affecting an employee at the workplace. It requires an organization to address specific causes of stress in the context of an affected employee, the work situation, continuous assessment of the job performance and coming up with a systematic intervention to eliminate the same.

Cost benefit analysis of wellness programs to determine programs if such can add value to an organization.

In any organization, financial resources are always limited, hence it is imperative to rank various projects so that the managements can determine the interventions which can deliver the highest monetary return on the investment.

In CBA cost and benefits are expressed in financial terms, i.e. cost=money spent and benefit= money saved- money earned. (Guy Hutton, 2006)

There are three key steps in conducting a cost benefit analysis

1) Computing program costs
2) Computing program benefits
3) Comparing the cost and benefits, to calculate the CBR (Cost to benefit ratio)

Most of the academic literature on employee wellness programs focusses ROI as the primary metric for the evaluation of the benefits of an employee wellness program and conclude the EWPs generate significant net savings for an organization. Sustained employer interest and employee participation generates substantial savings for the organization in the long term. (Mukhopadhyay)

A study of the Travelers Insurance Company's employee wellness program found a positive return on investment due to reduction of the medical claims, reduction of absenteeism and reduction of the life insurance costs and improvement in the productivity of the employees of nearly $3.10 for every dollar invested.A study conducted at Du Pont provided a return of $ 2.05 for every dollar spent for the program. Since employee wellness programs can differ on several variables depending upon the factors the organization considers while designing their program, it is difficult to compare EWPs across various organizations and to create generalized findings for a prospective organization. However, the results demonstrated in the table below clearly indicate a favorable cost benefit ratio. (Richard A. Wolfe, 1994)

1.1 Cost benefit analysis of employee wellness programs

Cost benefit analysis of employee wellness programs	
Name of the Company	Returns per $ invested
Travellers insurance company	$3.1
Prudential insurance company	$1.93
General mills	$3
Du Pont	$2.05
Indiana	$2.51

Wellness as a means of reducing healthcare costs.

Over the last decades, medicine has made impressive strides in the field of diagnosis and preventive health. The steady improvement of medical technology has improved the life expectancy and the quality of living as a whole. An unfortunate consequence, however is that the costs are spiraling out of control and access to affordable health care has become impossible for many people as a result. (Nikaly-Ekpemina, 1989) . As discussed earlier, there has been a steady rise in the cost of healthcare spending in the USA. Nikaly et al(1989) illustrate the rapidly increasing cost of procurement of healthcare services in USA.

It is estimated by ASSOCHAM that adoption of corporate wellness programs can lead to saving of USD 20 billion to the India Inc by 2018 and result in reduction of absenteeism rate by 1 % and also reduce the incidence of chronic and lifestyle diseases in corporate employees. (Manju Negi , Avdesh Sharma, Monday, January 15, 2018)

Every rupee expended on procurement of the employee wellness programs leads to savings of Rs 132.33 by the means of reduction in absenteeism costs and savings of Rs 6.62 as reduced healthcare costs.

According to the Australian public service commission in a report titled "How employee health and wellbeing affects organizational productivity" almost half of the APS work force reported to work despite being ill at some point in time. Of which 60% respondents reported some degree of lost productivity while at work. It reports lower engagement levels of employees attending work when unwell.

In Japan, incidence of workplace stress is nearly 60%. Two randomized control trials demonstrated that compared to absence of wellness training programs, even a single session of wellness training can significantly improve knowledge to effectively manage stress, reduce anxiety and improve job performance. A stress management program conducted in 22 hospitals in the US demonstrated a reduced the frequency of malpractice claims by 71% as compared to a 3% decrease without a stress management program. This program also helped reduce physician burnout and improve the level of job satisfaction among doctors and nurses. Reduction in cases of medical malpractices directly leads to a reduction in litigation and therefore results in a significant cost savings for the organizations. (Michael F Roizen, 2010) Studies conducted on workplace wellness programs have clearly demonstrated that they can generate savings and return on investment for the organizations. (Hangsheng Liu S. M., 2013)

ROLE OF GOVERNMENT POLICY TOWARDS PROMOTING EMPLOYEE WELLNESS PROGRAMS.

Governments play a key role in promoting community health. Each year governments make several key decisions about community health promotion, employee rights and benefits. Many of these decisions have a long-term potential to impact the community health and wellbeing.

Imbalance of social investments in medical care is one of the most cited statistic in public health. Of the nearly Trillion dollars spent on healthcare in the US more then 95% is spent on direct medical services while just 5% is earmarked for nationwide approaches towards health improvement while nearly 40% of the deaths in the us are caused by the behavior and lifestyle patterns that could be modified by preventative interventions. A much smaller proportion of preventable mortality in the US, perhaps 10 to 15% could be avoided by a better access to healthcare infrastructure or better quality of medical care, which makes one question the pattern of funding and its emphasis on medical care and not prevention.

1n 1974 Mark Lalonde, then the Canadian health minister issued a 76-page working document that put forth the idea that the government priority is essentially to finance and deliver medical care with scant attention to preventative care and other influencers on health. There have been similar observations from many sources which emphasize the importance of preventative care and (CMS.Gov)improved health conditions in the populace. Thomas McKeown in 1970 noted that major contributions towards the British health system came from significant strides made in the changes in the systems of sanitation, food supply and delivery systems, and reduction in the family size than medical interventions. (Promotion, 2002)

Governmental interventions range form non regulatory interventions i.e. dissemination of information, effective communication of health information to the work force and their rights, to establishing regulatory standards by promulgation of enforcement regulations. Governmental agencies on occupational safety serve as the watchdogs for the prevailing practices in a country and intervening with amending the regulations according to the need of the hour.

Employee wellness program

The patient protection and affordable care act, defines a wellness program as a program offered by employers to promote health and prevent disease. A workplace wellness program consists of measures to minimize health risks, introduce measures to improve mental health and other health promotion activities aimed to reduce health risks and improve general health of the employees. It excludes medical interventions aimed at managing medical conditions and disease management.(Hangsheng Liu S. M., 2013).

Typically such programs include interventions to promote workplace wellness, programs to address mental health, stress management, smoking cessation, postural wellness (e.g. back pain management), detection and management of diabetes, exercise and fitness promotion and accident prevention.

Key considerations to design an employee wellness program

To design a workplace that promotes the physical and mental wellbeing of its employees an organization should address contents in 4 avenues of influence based upon the identified needs. These four ways enable an employer to address the health parameters of not only the staff but also of the whole organization in the context of effectively, productivity, job satisfaction and competitiveness.

They are

1) The physical work environment
2) The psychosocial work environment
3) Personal health resources available at the jobsite
4) Community involvement

These four avenues are related to the content of the WWP and are on a continuum and not as discrete entities. It is important to note that this has to be adapted to the context of each organization and that there may only be a need to address a few of these avenues at one time. The need for working on each avenuehave to be determined upon the needs of an organization through an assessment process after extensive consultations with the workers and the management of the organization.

1) The physical work environment

The WHO in its "Healthy workplace framework model" has defined the physical environment as the part of workplace facility that can be detected by human or electronic senses. If a worker is executing his or her tasks outdoors or in a vehicle, then that is his physical work environment.Even though meeting the required standards for physical environment is considered a primary duty in developed countries, it is often neglected in the context of developing countries. Not confirming to the requirements continues to put the lives of workers around the world on a daily basis. Some of these hazards could be chemical, biological, mechanical, ergonomic, driving etc. This falls in the traditional area of occupational health and safety. To prevent accidents due to these hazards such factors must be recognized, assessed and controlled by clearly established systems and corrective interventions must be followed to eliminate the same. The following measures can be taken to address the same.

1) Elimination or substitution
2) Engineering controls
3) Administrative controls
4) Personnel protective equipment

When an employee returns to work after an injury at the workplace, modifications must be made to the work environment to prevent re occurrence of the injury. Such intervention is called secondary prevention. (Joan Burton, Feb, 2010)

2) Psychosocial work environment

It includes the organizational culture. The beliefs, attitudes and values demonstrated on a daily basis inn an organization, that might affect the physical and the mental wellness of the employee. They are referred to as workplace stressors which can manifest as emotional or mental stress to the workers.

Examples of psychosocial hazards:

- poor work organization, poor training
- poor organization culture, bullying, lack of support, discrimination
- autocratic management style
- lack of job security
- poor work life balance

Strategies to address psychosocial hazards: They can be assessed following similar strategies employed for physical hazards through hierarchy of controls and if possible be modified at source. Instead of inspections surveys or interviews can be employed.

E.g. Zero tolerance to bullying or discrimination at the work place, open and honest communication between the management and employees. Conducting training programs to enable workers with tools to deal with complex issues like mergers and acquisitions, organizational change and work life balance. Educating staff on bullying, conflict management and dealing with harassment at workplace.

3) Personal health resources in the workplace

It concerns the supportive environment, health services, information resources and creating an enabling environment to motivate the employees to maintain healthy lifestyle practices and also monitor their current physical and psychological health.

Example: poor prevailing work conditions or lack of information about healthy work practices may result in difficulty for workers to maintain a healthy lifestyle.

1.2 Examples of personal health issues in the workplace, their causes an d solutions

PHE	Causes	Solutions
Physical Inactivity	Long work hours high cost of fitness facilities	Fitness facilities, gym subsidy
Poor diet	No access to healthy snacks, junk food in the cafeteria	Healthy food vending machines, subsidy
Smoking	Passive smoking, no anti-smoking policies at the workplace	Smoking cessation programs, dedicated smoking zones, no smoking policy
Insufficient sleep	Workplace stress, high workload, poor shift planning	Shift planning, adequate brakes, leaves
Lack of knowledge of prevention of occupational illness of STDs	Poor training of safe practices, unavailability of sufficient preventive equipment	On-site training, PPEs, education

This avenue of influence is the most difficult to apply in the informal sector or in developing countries where there may be insufficient mechanisms to deal with the psychosocial issues and disparities arising at the workplace. Many imes, it is therefore up to the employer to provide requisite training, environment and support for the employees to deal with the same.

4) Enterprise and community involvement

Enterprise and communities co-exist in the same space and therefore affect each other. Since workers are a part of the community, their health affects the community and social environment and vice versa.

It involves activities, expertise and other resources and enterprise provides the communities in which it functions which affects the physical, mental and social well-being of the employees and their families. It not only includes the input provided by the organization to the local environment but also to the wider global context.

1.3 Examples of ways enterprises can get involved in the community

Examples of ways enterprises can get involved in the community	Avenues for execution
Free affordable healthcare	Employee insurance, extending access to family members
Gender equality policies	Conducting gender sensitization workshops and programs in the community even if not required
Education for workers	Free supplemental education for the workers and their families
Volunteering	Encouraging employees to actively participate in NGOs and contribute back to the society
Corporate Social responsibility	Building community hospitals, schools for betterment of the society
Environmental commitments	Help meet a responsible environmental policy, meeting emission reduction goals, clean energy

CONCLUSION

Wellness programs when implemented correctly can lead to a significant reduction in the health expenditure for the organization. Also, they lead to reduced absenteeism, increased productivity and better employee morale. A well designed and attended EWP demonstrates the intent of the organization to be invested in the health and wellbeing of their employees. This in turn leads to better employee engagement and responsiveness and develops a culture of wellness in an organization. Examining the prior research, we can conclude that EWPs can reduce risk factors like cardiovascular diseases, diabetes, hypertension and promote healthy behaviors such as reduced consumption of sugars, smoking cessation, postural modifications and exercise. These effects are sustainable in the long term and are meaningful to the individual. This is critical because the epidemic of lifestyle disease is the key cause of premature mortality and morbidity in the developed countries.

The author has examined the cost of poor employee health to the organizations and has looked at cost benefit analysis of such programs and whether they add value to an organization. By studying instances from Australia, India, Japan and the USA and studies conducted on workplace wellness programs the author demonstrates that they can generate savings and return on investment for the organizations. With some creativity and innovation, HR managers can design health and wellness programs that add up to a higher performing and a more prosperous organization.

RECOMMENDATIONS

Universal acceptance of employee wellness program is still a long way to go. Only a limited number of the fortune 500 companies employ a full fledged program for the employees. This article demonstrates the ROI for the companies employing the EWPs and the multitude of benefits generated by it. The gap between theory driven employee friendly policies needs to be bridged with practical interventions in organizations that employees can take advantage of.

A greater understanding of the link between EWPs and their benefits to organizations can be achieved by further systematic research. More research is also required in developing tools to evaluate EWPs and the factors influencing their uptake in an organization.

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RESEARCH ARTICLE

An Empirical Study on Behavioural Aspects Of Consumer Behavior During Online Shopping With Special Reference To Students In Bangalore District

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ABSTRACT

The emergence of the Internet has influenced business methods in the world, which made online shopping has become popular due to its practical strengths. Students are one of the potential markets of online shopping. The study investigates the online buying behaviour of students specifically referring to Bangalore District. The study has collected responses from 113 students of age group between 18-25. The study has analysed the data being collected using tabular representation and statistical tools like ANOVA. The results of the study show that there is no significant relationship between the demographic variables like age and income factor with online purchase of the students. The study also explains the relationship various factors like privacy, quality of service etc and their impact on online brand loyalty.

Key Words: *Online buying behaviour, Students, Brand Loyalty, Quality of Service.*

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1. INTRODUCTION

Web based shopping is a type of web-based business which grants customers to straightforwardly buy labour and products from a dealer by utilizing the Internet. Different names are e-shop, e-store, Internet shop, web-store, virtual store and online store. A web-based shop excites the actual comparability of purchasing items just as administrations from web shop and this course of shopping is called business-to-customer internet shopping. Web based shopping is the training wherein purchasers choose to purchase the item through web. Web has formed into another distributive channel for some items. Utilizing the web to shop online has turned into an essential motivation to utilize the web, joined with looking of items and tracking down data about them. Consequently, web have fostered a profoundly serious market, where the opposition over shoppers is furious.

In some interpersonal interaction website like E Bay, e-shopping is being done, where a few retails online shops accessible. The utilization of Internet in India offers a developing possibility for e-shopping. If E-clients know the elements that influence online conduct, and the connections between these elements, further they can incorporate their new showcasing techniques to change likely clients into exuberant clients, Consumer conduct is treated as an applied discipline since certain choices altogether influence clients conduct and anticipated activities. The two fundamental perspectives that look for sales of its mindfulness are cultural and miniature. Web has changed the method of shopper's store and has quickly formed into a worldwide point of view. Many organizations began utilizing internet shopping fully intent on diminishing promoting costs, that will prompt lessen the cost of their items to remain forward in exceptionally serious business sectors. Organizations likewise utilize the Internet to convey, associate and circulate data and items. Client involves the Internet in such countless ways for purchasing the items, yet in addition to look at item structures, costs, warrantees and conveyance administrations. Numerous experts are sure with regards to the fate of web based promoting business. In amassing to the magnificent capability of the E-market, the Internet gives an extraordinary opening to organizations to extra proficiently to arrive at existing and potential clients. Albeit greatest pay of internet managing comes from business-to-business exchange, the experts of business-to-purchaser exchange ought not lose their certainty. Specialists and professionals of internet business consistently battle to form a further developed vision into purchaser conduct. Alongside the advancement of E-retailing, researchers keep on clarifying E-shoppers 'conduct according to assorted viewpoint. A considerable lot of the examinations have suppositions which depend on old style models of customer conduct, and afterward concentrate on the legitimacy of e-advertising.

2. STATEMENT OF PROBLEM

Purchase of products through online applications have been in wide usage since past few years and as these are the emerging practices being developed due to the advancement of technology, the current and upcoming generations are the major users of such online applications to purchase the products. As purchasing the products in online mode is becoming more and more convenient and attractive people are tending to purchase unnecessary products due to the attractive offers and discounts being available. The present study aims to identify the behavioural aspects of respondents specifically students as they are the major users of such online shopping application. As students are the ones who are not completely dependent in terms of income level and are dynamic in terms of purchase behaviour, the study aims to identify what is the online purchase behaviour and what factors build the trust among the respondents in order to build customer loyalty.

3. REVIEW OF LITERATURE

Gurvinder S Shergill and Zhaobin Chen (2005) The study was about web-based shopping: consumers' attitudes towards online shopping in New Zealand. The main objective of the study was about identifying the key factors influencing New Zealanders' online shopping purchase behavior; and to identify whether different categories of online New Zealand buyers.There were total of 149 questionnaires was distributed and out of which 102 usable questionnaires were returned. The results showed that only the website design factor and the website reliability/fulfilment factor were perceived differently, among trial, occasional, frequent, and regular online buyers. On the other hand, the perception of customer service and security/privacy among the four types of online buyers was not significantly different. This indicated that different types of online New Zealand buyers were fairly satisfied with customer service, but less satisfied about security/privacy issues. Constanza Bianchi and Lynda Andrews (2012)The study of this article was about theRisk, trust, and consumer online purchasing behavior: a Chilean perspective. The main objectives of this study was to investigate Chilean consumers' online purchase behavior with a specific focus on the influence of perceived risk and trust and post adoption of the technology and the presently how people are adapting to the technology. The study collected total of 176 responses and from the results obtained it was observed that perceived risk online had an inverse relationship with consumers' attitude and that attitude has a positive influence on intentions to continue purchasing. Houda ZARRAD and Mohsen DEBABI (2012)The study of this article was about Online Purchasing Intention: Factors and Effects. The main objectives of this study were about, Attitudes towards Internet Use as a Purchasing Tool, Perceived Ease of Use and Perceived Usefulness, Experience with Internet Use, Differences Related to Gender and Online Purchasing Intention. The study had a sample size of 147 and from the data collected it was observed that perceived usefulness and attitude to online shopping were the influential factors. and consumers tend to considerably modify their purchasing behavior with on-going developments of internet and e-commerce..Guo Jun and Noor Ismawati Jaafar (22 December 2011) The research of this article was about A Study on Consumers' Attitude towards Online Shopping in China. The main objectives of the study were, to identify the consumers' attitude towards online shopping in China and to examine the level of consumers' attitude towards online shopping and to investigate the factors that could influence the consumers' attitude to adopting online shopping in China. From the data being collected it was found that marketing mix and reputation has a greater influence on consumers' attitude towards online shopping than the other independent variables. Thus it is important for sellers to pay more attention to product variety, quality, design, features, and their reputation, when they expand their business through the Internet in China. M.Vidya and P. Selvamani (2019) This article studied about the Consumer Behavior towards Online Shopping – an Analysis with Product Dimensions. The main objective of the study was to study the demographic and socio-economic profile of the respondents, to find the awareness level of the Consumer towards Online Shopping Features, to analyses the influence of the product features over Consumer Behavior. Primary data were collected from 188 consumers in Erode district and 224 consumers from Trichy district. The results of the study shows that there is no significant relationship is between monthly income, Occupation, and the level of satisfaction of the respondents towards Online Shopping. The product dimensions considered are positively correlated with satisfaction towards Online Shopping. Therefore, it is concluded that the online shoppers at both the districts are satisfied with the online shopping process. They are benefited with facilities like convenience, less procedure, timely delivery, product offers, low cost etc. Dr.SomabhusanaJanakiballav Mishra, Debasish Rout, Purnima Sarkar and Payal Naik (2021)The article studied about the consumer behavior towards online shopping and its impact in Bhubaneswar during covid-19. The main objective of the study is to know the online shopping and consumer behavior towards it and to study the impact of online shopping during the pandemic (COVID-19).There are total of 120 respondents selectedrandomly fromBhubaneswar. The growing use of internet online shopping has taken important place among the people. As online shopping is convenient as well as it provides them with a comparison between n numbers of products. And almost a big part of the society has accepted the growing technology.Even due to corona (the pandemic 2019), people were unable to move outside of their house. As they must maintain a social distance. In that case going for a physical retail shopping was not a good idea. So, at that time also e-shopping had helped people to easily get their essentials at their doorstep that too without any contact with other people. The e-shopping sites were their only hope. So, physical shopping is good but online shopping somehow resolves various issues of People.

4. OBJECTIVES OF THE STUDY

- To ascertain the socio-economic and demographic factors of the post graduate students and its influence on their online buying behaviour.
- To examine the impact of perceived ease of use, perceived risk and perceived enjoinment on buying behavior of Post Graduate Students during online shopping.
- To evaluate satisfaction of the Post Graduate students towards online shopping.
- To offer suitable suggestions on the basis of findings of the study.

5. SCOPE OF THE STUDY

There are studies which have examined the behavioural aspects of the consumers towards online shopping. But there exists a research gap towards the analysis to ascertain the behavioural aspects of the students especially in the context of the present generation as the respondents towards online shopping. So, it is essential to study the behavioural aspects such as trust in online shopping, level of purchase, income barriers, technology factors, perception ,intension and satisfaction of the students as a consumer category because they contribute to major part of the users of advanced method of shopping products and to online shopping than other traditional shoppers. In fact, these students as a category are the most towards the usage of such online applications for the purpose of shopping products by a single touch on the phone when compared to the people of previous generation who believed in purchasing the product by physically examining it. They represent the growing segment of existing and potential consumers.

6. LIMITATIONS OF THE STUDY

- The study is limited to Bangalore District.
- The study aimed to collect the respondents only from students in Bangalore District

7. HYPOTHESIS OF THE STUDY

H1= There is a significant relationship between demographic factors and the level of satisfaction towards online shopping.

H2= There is a significant difference between efficiency of online shopping merchants and consumer behavior.

H3= There is a significant difference between efficiency of online merchant services and consumer satisfaction level.

H4= There is a significant difference between responsiveness of online merchant services and consumer satisfaction level.

H5= There is a significant difference between flexibility of online merchant services and consumer satisfaction level.

H6= There is a significant difference between privacy of online merchant services and consumer satisfaction level.

8. RESRARCH METHODOLOGY

The study has undertaken a research on the behavioural aspects of consumer behavior during online shopping with special reference to students in bangalore district. The present study has collected the data from both primary as well as secondary sources. Where primary data was being collected through various modes like personal interview and mailed questionnaire method. Along with primary sources, secondary data was also being collected from various journals, newspapers and websites. The study has collected data from over 113 students from Bangalore District belonging to various streams and specialisation. The data so being collected is analysed using Tabular representation, graphs and statistical tools like Correlation Analysis etc.

9. DATA ANALYSIS

Table 01: Age

	Below 20	21-25	26-30	30 and above
Number of respondents	79	34	00	00
			Total	113

Correlations

		AGE	CONSUMER SATISFACTION
AGE	Pearson Correlation Sig. (2-tailed)	1 979	-.003
	N	113	113
CS	Pearson Correlation Sig. (2-tailed)	-.003 .979	1
	N	113	113

From the data being analysed it cam be observed that there is no significant relationship between the dependent and independent factor. It means that online purchase is not being impacted by the age factor of a person. Thus it can be said that the null hypothesis is accepted and the alternative hypothesis is rejected.

Table 02: Family income

	Less than 100000	100000-500000	500000-1000000	1000000 and above
Number of respondents	58	38	11	06
			Total	113

Correlations

		FAMILY INCOME	CS
FAMILY INCOME	Pearson Correlation	1	.034
	Sig. (2-tailed)		.725
	N	112	112
CS	Pearson Correlation	.034	1
	Sig. (2-tailed)	.725	
	N	112	113

From the data being analysed it cam be observed that there is no significant relationship between the dependent and independent factor . It means that online purchase is not being impacted by the income factor of a person as the significance level is higher than 0.05. Thus it can be said that the null hypothesis is accepted and the alternative hypothesis is rejected.

Table 03: Do you have online purchase experience

	Yes	**No**
Number of responses	111	02
	Total	113

Table 4: How often do you purchase online

	Daily	**Weekly**	**Monthly**	**Quarterly**	**Half Yearly**	**Seasonally**
Number of responses	02	06	35	25	11	34
					Total	113

Table 05: Efficiency of online merchants in satisfying consumer needs & expectations

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Online merchants are competent	19	70	23	01	00	113
Online merchants make sure to provide services with quality and excellence	14	51	44	02	02	113
Online merchants put the customer interest before their own	14	52	39	07	01	113
Promises made by the online merchants are expected to be reliable	09	37	54	11	02	113

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error on the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.094a	.009	.000	.650	.009	.997	1	111	.320

a. Predictors: (Constant), CS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.421	1	.421	.997	.320b
1	Residual	46.854	111	.422		
	Total	47.274	112			

a. Dependent Variable: EFFICIENCY
b. Predictors: (Constant), CS

From the above results being obtained it can be observed that there is no significant difference between the variables of the study. It means that there is no significant difference between the efficiency of the online merchants and the consumer satisfaction level. Therefore it can be said that there is a relationship between the efficiency of online merchants in providing services and the consumer satisfaction level is dependent on it.

Table 06: Fulfillment & responsiveness in satisfying your needs during online purchase

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Satisfied with quality of products	14	66	28	04	01	113
Satisfied with variants of products	13	64	31	04	01	113
Products displayed & delivered are according to my needs	13	44	44	11	01	113
Quality of services are highly responsive in online platform	12	46	42	11	02	113

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error on the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.225a	.051	.042	.652	.051	5.922	1	111	.017

a. Predictors: (Constant), CS

ANOVAa

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	2.520	1	2.520	5.922	.017b
1	Residual	47.232	111	.426		
	Total	49.752	112			

a. Dependent Variable: RESPONSIVESS
b. Predictors: (Constant), CS

From the above results being obtained it can be observed that there is a significant difference between the variables of the study. It means that there is a significant difference between the responsiveness of the online merchants and the consumer satisfaction level. Therefore it can be said that null hypothesis is rejected and the alternative hypothesis is accepted.

Table 07: Flexibility in satisfying your need during online purchase

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Online purchase takes less time	27	58	17	08	03	1 1 3
Convenience at the delivery of product	11	61	26	13	02	113

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error on the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.225a	.050	.042	.740	.050	5.895	1	111	.017

a. Predictors: (Constant), CS

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	3.231	1	3.231	5.895	.017b
1	Residual	60.840	111	.548		
	Total	64.071	112			

a. Dependent Variable: FLEXIBILITY
b. Predictors: (Constant), CS

From the above results being obtained it can be observed that there is a significant difference between the variables of the study. It means that there is a significant difference between the flexibility of the online merchants and the consumer satisfaction level. Therefore it can be said that null hypothesis is rejected and the alternative hypothesis is accepted.

Table 08: Privacy in satisfying your needs during online purchase

	Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**	**Total**
Trust in online shopping	05	42	53	11	02	113
Online products/ services are more secured and reliable	05	31	54	20	03	113

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error on the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.200a	.040	.031	.754	.040	4.618	1	111	.034

a. Predictors: (Constant), CS

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	2.623	1	2.623	4.618	.034b
1	Residual	63.058	111	.568		
	Total	65.681	112			

a. Dependent Variable: PRIVACY
b. Predictors: (Constant), CS

From the above results being obtained it can be observed that there is no significant difference between the variables of the study. It means that there is no significant difference between the privacy in the online purchase and the consumer satisfaction level. Therefore it can be said that null hypothesis is accepted and the alternative hypothesis is accepted.

Table 09: Service quality of online platforms helps to build consumer loyalty

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Number of respondents less time	16	61	36	00	00	113

10 FINDINGS AND SUGGESTIONS

- Online purchase is not being impacted by the age factor of a person.
- Online merchants are competent and efficient in satisfying the customer needs.
- There is a significant difference between the responsiveness of the online merchants and the consumer satisfaction level.
- There is no significant difference between the privacy in the online purchase and the consumer purchase behaviour.
- 61 respondents from the total number of respondents have agreed service quality plays a significant role in influencing their purchase decision.
- It is being suggested that there is a need for the development in the privacy of customer details as its plays a vital role in influencing purchase decision of customers. This can be done by using VPN when the customer is using public Wi-fI services.

11 CONCLUSION

Thus from the study being conducted it can be analysed that apart from the demographic factors like Age, Income etc there are various factors which can influence a student to make a purchase through online modes like efficiency of the online merchants, quality of service, timely service, privacy etc. As students form a major part of the society it is necessary to understand what factors could influence them to make a purchase of a product. Due to the improvement in the technology, the students are one of the major users of such advancements in the services being provided. Hence, attracting such students as customers becomes necessary for a marketer in order to build a brand image in the mind of customers and to draw back them to purchase again and again from the same sources which helps the business in establishing their brand and to survive in the competitive environment.

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RESEARCH ARTICLE

Consumer Behaviour and Response to Advertisements and Media Channels: Generation X V/S Generation Z

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ABSTRACT

The current study provides insights on how Generations X and Z react to different media and commercials that are presented to them. In the modern era, there are numerous media and advertising outlets. The research also aims to evaluate how each generational group uses the media and what that means for people, businesses, and society as a whole. The study attempts to concentrate on the effects that various media and advertising platforms have on Generations X and Z.

Each generation's values, generational history, experiences, lifestyles, expectations, and demographics are distinct, and these factors affect how they choose to spend their money. A generation is a group of people who were born and lived at around the same time, hence appealing to the distinct needs and habits of people within more than one generational group is known as multi-generational marketing.

Building relationships, gaining trust, and closing deals should be simpler for marketers when they take the various traits and habits of the generations into account. Therefore, a marketer's awareness of intergenerational marketing is crucial. This essay's goal is to provide a succinct overview of each generation's traits, way of life, and views while also describing the historical context in which they were raised. The paper's main objective is to present numerous marketing concepts and tactics that are compatible with the traits andbehaviours of each generation.

Key Words: *Advertisements, Consumer Behaviour, Generation X, Generation Z, Social Media, Digital and Traditional media*

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INTRODUCTION

Marketers and businesses nowadays are attempting to map consumers in accordance with the various age cohorts. The differences in wants and demands between the demographic cohorts are mostly caused by ageing and technological improvements. Because of their consistent variances in ideals, preferences, and conduct, they display contrasting traits.

Today's generations behave differently than those who came before them did. People who were born between 1965 and 1979 are known as Gen X. Because of their dependence on technology, Gen Z is the newest and most popular generation. They are also referred to as the Gen Tech, I Gen, and Gen Wii. Those in Gen Z were born between 1995 and 2015. When buying goods and services, people behave substantially differently today than they did in the past.

On their internet-enabled devices (mostly mobile), buyers may now buy and sell goods with just a click, anywhere and at any time. Consumers may quickly find reviews and customer comments for any good or service. The brands must compete fiercely to sell their goods. When it comes to different age groups, media consumption rates and usage vary. Today's customers have access to a variety of media platforms and screens, which has resulted in numerous media exposures and multiscreening.

Since then, cinema advertising has become more and more popular as a kind of advertising due to the emergence of economic expansion, urbanisation, and technological advancements as well as the introduction of realistic experiences such as 3D, 4DX, and IMAX. The OTT platforms like Netflix, Hotstar,Amazon Prime, etc. make it simple for customers to access the VoD and online streaming content that is currently slowly growing popular and grabbing their attention. As a result, we can see that the idea of several screens is now a reality.

THE GENERATION X

Marketing professionals always struggle to identify new target populations. If you haven't attempted marketing to Generation X, you can be losing out on a significant segment of the consumer market.

Why should you tailor your adverts to a Generation X audience? Although everyone of your consumers is unique, they also form a group depending on the year of their birth. Despite how different they may may be, they go through various experiences and life stages together.

Why is Generation X so important? We'll examine the characteristics of these consumers, the circumstances that may affect how they react to the campaigns for advertising, and some recommended practises to help you create commercials that are effective.

Generation X- Age:

The Generation X years are commonly referred to as 1965 to 1980.

The phrase "Generation X" originated in Douglas Coupland's 1991 book Generation X: Tales for an Accelerated Culture. Some claim that the generation's resistance to categorization is another reason why the label became popular. They can be called but are perhaps not constrained by a single definition because the X is a reference to the variable "x."

Generation X- Uniqueness:

Marketing campaigns that focused on the bigger baby boomer and millennial generations frequently disregarded Generation X. However, taking a closer look at their expenditure reveals that it is indeed a group we should focus on when marketing to. Stereotypes can be damaging, but we can use their shared experiences to understand what drives them, what they might be concerned about, and what they value at this stage of their lives.

The AIDS crisis, Y2K, and the adoption of internet and technology were all experiences of Generation X. Although the majority didn't have access when they were younger, Gen X has been a fresher to be exposed to the internet throughout the majority of their lives.

People frequently describe Generation X as autonomous, flexible, moral, and capable of "big picture" thinking. Though you may also refer to them as critical thinkers, they are occasionally seen as being sceptics. They are currently seen as deal seekers who are also financially secure.

Advantages of targeting Generation X via Paid Ads

Why should Gen X be a marketing target? Power to spend money is one of them. They account for around 25% of the world population but make up about 31% of the income.

What brands are popular with Generation X right now? You can discover businesses in the tech, retail, media & entertainment, automotive, and fashion industries among their top 10 brands. Solutions for their current concerns, such as ageing parents, maintaining their health and wellbeing, ensuring the safety of their families, or assisting them with retirement planning, can be found in other areas. The main aim of every advertising and marketing campaign must be to make the lives of the consumers both easy and efficient, making it all the more appealing to Generation X.

THE GENERATION Z

You now have a totally fresh audience to target with the help of paid advertisements because the oldest Gen Zers are getting to the age where they are eligible to make purchase decisions on their own.

Gen Z has become such a popular search topic that as of March 2021, searches for Gen Z outnumbered searches for other generations.

Understanding the demographics and traits of this audience can help you adapt your campaign and ensure the effectiveness of your adverts.

According to different sources, Generation Z members' ages range.

In addition, multiple terms are used to describe them, which furthers the confusion. Contrasting the baby boomers, this new generation of customers is often referred to as the Zoomers, even though the label "Gen Z" seems to have stayed.

Generation Z- Age:

Gen Z includes anyone born between 1997 and 2012.

Generation Z- Uniqueness:

Gen Zers have distinct qualities that are connected to their age.

They will be the first generation to grow up with constant access to technology, to begin with. Just 44.4 million users utilised the internet globally in 1995, the first two years after the creation of the first Zoomers. That number increased to 413 million by the year 2000, then almost doubled every five years until 2015.

In 2007, when Apple unveiled its first iPhone, the oldest members of Generation Z turned ten. They've had very much constant access to social media since the early 2000s, when the first social media sites began to take off.

Generation Z is distinct not just because they grew up with technology, but also because they are believed to be the most different generation in history.

In addition, Gen Z is more educated than previous generations despite the rising cost of college tuition.

Advantages of Targeting Generation Z via Paid Ads

Despite their youth, Generation Z now is having an impact on our economy. They spend on average $3 trillion annually in India alone. When you factor in how they affect all household expenditure, their annual impact on the economiysoars to an astounding 42 trillion.

So you should use advertising to reach them, right?

No, not always. For some brands, Generation Z is not the ideal target market. They watch less TV as well. They watch nearly half-an-hour less broadcast TV each day than the average viewer, and they watch no more online TV.

For example, they enjoy gaming. In fact, according to a majority of Gen Z males, gaming is an essential component of their individuality.

They generally think about "consumption" very differently than earlier generations do. To them, purchasing merely entails gaining access to something rather than necessarily acquiring ownership of it.

Let's assume for the moment that a brand is interested in connecting with Gen Z and is meaningful to them.

With that in mind, let me issue a word of caution: marketing to Generation Z has its drawbacks.

At the age of 10.3, they got their first smartphone, and they use their phones for three hours a day on average. In response, many members of Generation Z feel worn out. Ad blockers are used by them 12 percent more frequently than the typical user, and 49 percent of them cite the presence of too many adverts online as the reason why.

Their purchasing patterns, however, indicate that they are actually very open to hearing the correct kinds of advertisements.

First off, 69 percent wish to make direct purchases through social media, while 44 percent say that social media is a common source of product inspiration. Additionally, they are more likely to make impulsive purchases than Millennials.

LITERATURE REVIEW

The digital era has arrived. The internet is a hotbed for marketing, advertising, and content streaming. The number of mobile phone users is increasing quickly in this period of the digital boom, in part due to the lower cost of internet and smartphone data plans, which has led to a spike in the amount of smartphone users. The generation that was born at this time and is currently developing along with technology is most impacted: Gen Z. Customers are using the internet. They access information, watch entertainment, and buy goods and services online whenever and wherever it's convenient for them.

The number of online subscribers to those providing OTT media services has grown dramatically, along with the size of the digital audience in India. Because cellphones are readily available thanks to a plethora of sellers and more affordable internet rates, social media usage has been rising quickly. The marketer faces a challenge when deciding the kind of advertising and marketing to use in this crowded market due to the prevalence of several forms of marketing. Television and magazines, which were once the mainstays of traditional marketing, are gradually being phased out in favour of modern marketing strategies like search engine marketing, social media marketing, and email marketing.

Ways of Targeting Generation X via Paid Ads

It's a good idea to keep in mind that the older members of this group might behave somewhat like baby boomers, whereas the younger members might behave more like millennials. The social media, paid search ads, email marketing, and even direct mail at times should all be used into Generation X marketing strategy.

Your internet presence is significant. Gen X customers frequently conduct thorough research on brands and goods before making decisions.

Make sure the website is accurate, up-to-date, and filled with encouraging content. They will move on to one of your competitors if they might not like what is shown to them online.

Generation X is financially responsible and technologically adept enough to regularly utilise Google to look for deals and discounts. With sponsored promotional advertising that use the words they will probably use for this kind of search, you may specifically target them. Make sure you utilise words like "discount" and "promo code" in your advertising material, and be honest and transparent about your promotion.

Pitfalls to avoid Avoid overpromising; a strong sale is neither necessary nor desirable and may even be offensive. Furthermore, 66% of consumers still visit physical stores to shop.

Advertising on Channels They Use the Most

Nearly 78 percent of Generation X consumers use social media, and they like these platforms. What are their preferred platforms? Statistics reveal:

- 76 percent use Facebook
- 70 percent use YouTube
- 47 percent use Instagram
- 40 percent use LinkedIn
- 39 percent use Twitter

Platforms such as Etsy and Pinterest shouldn't be overlooked. 35% of Pinterest consumers are between the ages of 30 and 49, while 27% are between the ages of 50 and 64. The typical Etsy vendor is 39 years old. Their interests, such as DIY, cooking, and domestic projects, are highly represented in the content on Pinterest.

One must prioritisereating campaigns upon every platform that specifically target this demographic, and don't forget to use a variety of ad formats to make the most of these channels. For instance, since you are aware that they are frequent Facebook users, you should utilise a variety of Facebook advertising to draw their interest, such as static photos, videos, and carousel ads.

Just keep in mind that if people are following brands online, it's because they want to learn about sales and promotions. Include some promos and exclusive offers in your social media posting schedule that are only for fans and followers.

Ways of Targeting Generation Z via Paid Ads

The bottom line is that if you market to Generation Z with the appropriate goods, they could be more inclined to buy them in-person or through various e-commerce sites. In light of this, I'll go over how to properly target them in this part
.

Let me start off by saying that you must only target the eldest Generation Zers. Similar to how early 1980s and mid-1990s millennials may not have much in common, young and (relatively) old Gen Zers are expected to differ greatly from one another.

These approaches are effective way to reach young adults right now, but at at at a time the youngest of the Gen Z reach adulthood, patterns will have changed.

Advertising on Channels They Use the Most to Reach Generation Z

Zoomers grew up on a social media diet. It's not surprising that Gen Zers are tired of Facebook since it's older than many of them. That is not to imply that they don't use Facebook in anyway; in fact, a third do so every day. However, they also monitor a tonne of other channels. One in nine people regularly use TikTok, whereas one in ten people regularly use Discord.

The takeaway is clear: to effectively reach Generation Z, you must concentrate on a variety of platforms while keeping an eye on the "next big thing" in social media.

Treating Gen Z as Adults in the Paid Ads

Being patronised infuriates Generation Z.
We've all been teenagers, so it should be apparent. However, there are a number of articles about advertising to Gen Z which discuss how they have a goldfish's attention span.

That is not only incorrect, but it is also very patronising. It implies that Gen Z is incapable of paying attention to your amazing advertisements since they are so preoccupied with their smartphones or Fortnite.

In actuality, Zoomers remember advertisements better than the other generations, especially for skippable advertisements running under two seconds.
Being the most educated of generations in history, they are also more digitally savvy than their parents. Don't expect people to

buy from you if you don't give them the credit with regard to their merit.

METHODOLOGY
TYPE OF RESEARCH

The present research is a quantitative research. It is a primary type of research.

SAMPLE AND DATA

Using a convenience sample, a structured questionnaire was developed and administered to 20 students and 20 people aged between 40-60. The respondents were male and female students pursuing post-graduation in the city of Indore, India. Online survey administration was used. Per student, just one response was taken into account. 50 replies are now suitable for further investigation after incomplete or partial responses were disregarded for analysis.

METHOD OF DATA COLLECTION

A survey was conducted on a sample size of 50, which included those from Generation X (aged 40-60 years), and those from Generation Z (aged 10-25 years).

MEASUREMENTS

There were 15 English-language items in the survey. Using a rating scale, the questionnaire's items were evaluated in accordance to the responses provided by the partuicipants.

SCORING

Amongst the 40 respondents, a majority of them were students earning below 10,000, 14% of them were earning above 25,000, and the rest were earning between 20,000 to 25,000. Out of the respondents, majority of them watch television sometimes (33.3%); Do use facebook (40%); almost all of them use other social media channels (80%); have a screentime between 2-6 hours equally (46.7%); 93.3% of them watched television for around 2 hours; 73.3 % of them preferred both traditional and social media; 53.3% of them find the print ads informative and useful; 60% of them think the advertisements shown online are informative and useful; 66.7% of them follow a business page on social media; 33.3% of them rarely promote some ad they like on social media; 46.7% of them believe in sharing reviews regarding products of any business; 33.7% do and do not get influenced in buying a product watching an advertisement, even if they do not need, equally; 53.3% of their preferences sometimes change by watching an attractive advertisement; 53.3% of them get motivated in placing advertisements themselves for their business; and lastly, 46.7% of their experience of watching advertisements has been positive.

RESULTS

The study shows that there are considerable differences in the impact on the 2 generations. Since the majority of Gen Zers own smartphones with cutting-edge technology and affordable internet connections, they are the most particular about the goods and services of all the generations. It is getting more challenging to attract Gen Zers. There are many factors that marketers and businesses need to consider. On the other hand, Generations X behave differently and require a different approach.

With good purchasing power, Gen Xers like using conventional and digital media in moderation. The youngest generation, Gen Z, has less purchasing power than the others, but they are now beginning to work in organisations and are beginning to make money. 98 percent of Gen Zers rely significantly on technology and the internet and own cellphones. There were roughly seven million Active social media users in India in 2001. During last 12 years, this number has increased by 25 times at a compound annual growth rate of almost 30%.

Currently, around 50 million Indians use the Internet daily, logging 40 to 45 hours each month. The second-largest internet market in the world is in India. According to projections, there will be 2.5 billion smartphone users worldwide by 2019, up from 2.1 billion in 2016, and smartphone penetration rates will also rise. The audience are being cut off from broadcast media, such as cable and television, thanks to online streaming.

In terms of Netflix customers, India is the third-largest market after the US and Brazil, with its market share expanding more quickly than that of the other two nations. Because they do not recognise the value of connecting, marketers have been concentrating on "collecting" rather than "connecting." Since ancient times, marketers and advertisers have struggled with this issue. Convenience and experience are excellent comparisons.

DISCUSSION

Advertising now frequently makes up the third, second, and even the largest line item in a company's budget. Every company spends a significant amount of time and money on advertising, but the issue emerges when it doesn't provide results. The failure may have been due in part to no one ever accessing or viewing the advertisement. It was unable to have the desired effect. For the outcomes obtained, it was too expensive, or the message was unclear, etc. The incorrect choice of advertising media is the root of a lot of the issues. Every medium has a unique communication style, audience reach, level of public acceptance, cost benefit, shelf life, etc.

Creating Ads to Appeal Specifically to Generation X

Although Generation X is wary of intrusive advertising, they are devoted to their favourite businesses. Text messaging and retargeting aren't their favourite components of digital marketing since they feel disruptive to their personal life.

They are more receptive to email marketing, therefore enticing them with offers and discount codes through emails can become very effective.

Be genuine and show that your product or service must have both quality and customer service. You'll need to write advertising that communicate directly to them, using content and ad copy that is culturally relevant. Use pictures that depict genuine people and Gen Xers going about their regular life.

They are responsive to mobile devices, and 90% of them have cellphones. To provide a fantastic experience and turn visitors into buyers, ensuring that the website as well as the e-commerce business are optimised for mobile.

Incorporating Reviews in Your Paid Ads for Generation X

Building trust requires brand loyalty, and this generation demands social evidence. Show and assure them that they can rely on you to keep your word.

Share case studies, showcase reviews, make platforms available for reviews, and promote your finest reviews through your advertising.

Make use of tactics to get more reviews in your advertising. Make your advertisements appealing by adding meaning to them and making them feel even more relevant to the audience by utilising the insights you learn through studies.

Before requesting, look for indications that your client is content enough to give a favourable review. When a customer expresses satisfaction, places a second purchase, recommends your business to a connection, or mentions or tags you on social media, these are all appropriate occasions to inquire.

How can you use the suggestions you get from client reviews? One can utili se reviews, testimonials, and ratings in your sponsored advertisement's creative and add snippets to persuade users to click it.

Your paid search results may stand out and have a higher click-through rate if you include social proof (CTR). This may raise your Quality Score, resulting in a reduction in your cost per click (CPC) and an uptick in sales.

Utilize customer evaluations creatively in your sponsored social media advertising while being mindful to respect the privacy of your clients. To your email marketing, add a quote or a few words from a testimonial. To aid in attracting organic traffic as well, adding them to the homepage.

Creating Ads That Appeal to the Emotions of Generation X

At this point in time, Generation X is at an age when nostalgia proves to be a useful marketing tool. Reboots and throwbacks appeal to them.

Do they have a stronger emotional attachment to the past or experience more nostalgia than other generations? No, not always. For the first time, Generation X can access all of their fond memories and old favourites. Additionally, they have access to websites and apps that let them connect with people using this content to distribute it.

The interests of Generation X include the past, music, entertainment, and the pop culture. 75 percent of Gen Xers spend time on YouTube watching content that is quite nostalgic , such as movies about famous individuals or events from the past. They enjoy watching videos to learn DIY techniques and keep up with news and current affairs.

On YouTube, this McDonald's advertisement with Seinfeld's Jason Alexander has received over 2.5 million views. You can sure that many members of Generation X recall seeing it when it first came out on TV, even though some younger viewers may be catching these classics.

What applications does this have for advertising? By reminding them of their favourite TV ads, shows, or movies from their youth by using throwback aspects, is both emotional and entertaining.

Building and Advertising a Loyalty Program for Generation X

Developing a loyalty programme is a great approach to connect with Generation X. Gen X is known for being brand loyal, so businesses that reward it are likely to receive positive feedback.

Building relationships is crucial because customers want to be persistent in staying with brands they trust. Generation X is frequently disregarded by marketers, yet they might be persuaded by making them feel special.

Building these relationships over time will ensure that Generation X customers remain devoted and do not go to rivals. They will stay if you can demonstrate your concern for them by top-notch service and initiatives that give them a sense of significance.

What ought to be a part of loyalty programmes? Generation X enjoys exclusive deals, extra attention, and special treatment on special occasions. They're likely to love birthday discounts, special anniversaries' commemoration, and exclusive offers and activities.

Examples of Paid Ads for Generation X

In a very competitive and creative world we live in, what stands out is an equally creative way to target the audience keeping in mind the most essential and appropriate 'whens' and 'wheres'. This includes the platforms that any company uses to advertise, the timing (seasonal or spot advertising), and the values and interests that the target audience possesses. Some of the most successful ads have been those which utilize the marketing characteristics that Generation X possess, along with the elements of nostalgia for building strong connections.

Be on the lookout for crossover advertisements that appeal to Gen Xers' sense of nostalgia, like the Domino's and "Stranger Things" campaign. A notable scene from the 1986 film Ferris Bueller's Day Off, which is well-known to this generation, is recreated in this advertisement by one of the major characters from a popular Sitcom from recent years.

The actor from "Stranger Things" will be recognisable to younger consumers. Almost any Gen Xer will recognise the allusion and the appearance by one of the famous and original actors.

A business is aiming for a particular audience when it uses "Transformers," "Teenage Mutant Ninja Turtles," and "Robocop."

These films were released when Generation X was developing, and when they are featured in advertisements, they can instantly establish a connection between a Gen Xer as well as the business.

Speaking up on Social Justice Issues

You could believe that your website should focus on increasing brand recognition and product sales.

Zoomers are divided.

A majority of them are of belief that brands have a greater obligation than ever to advance social justice, while two-thirds say it's no longer acceptable for businesses to remain silent on social justice problems.

Furthermore, they welcome brand participation through the communities and groups they belong to.

That implies that you need to include important concerns in your marketing, such as climate change. But it must be genuine; don't just exploit it as a means of marketing.

Low Price Points in Your Paid Ads for attracting Gen Z

Gen Z often doesn't have a lot of money because they are just starting their careers. Additionally, they were particularly hard-hit in terms of employment retention because of the 2020 COVID-19 pandemic.

The oldest segment of Gen Z is hence far more financially conscious. As a result, tailored advertisements that highlight the value and cost of your items may be very effective.

Examples of Paid Ads Targeted at Generation Z

Marketing to the Gen Z may be a genuine minefield. Unsurprisingly, many ads miss the mark while some do. Here are good methods of advertisements that hit the mark and two that didn't.

The 'Styles you, as you' campaign has been introduced by Syska online.

The latest brand film for Syska Personal Care Appliances is titled "Syska styles you, as you." In their most cosy setting, the toilet, Gen Zers across all fields of life are shown showcasing their individual styles.

The "Pokemon Go" video game was another current hot subject. Zomato profited from it as well.

LIMITATIONS

The study was conducted via email, and the sample size achieved was of 50 respondents only.

The feedback was not collected from the respondents due to the nature of the questionnaire.

FUTURE SCOPE OF THE RESEARCH

Today's clients have access to a variety of media/platforms for entertainment thanks to advanced technology, quick digitalization, cheap internet access due to lower internet tariff rates, and offers tailored to their needs. What can be done to grab customers' attention in the face of strong competition based on their disparate traits and actions? In the modern marketplace, consumers have the option to choose between several available alternatives in almost every product category, and consumers behave differently when it comes to media consumption habits and purchasing decisions due to Gen X having more purchasing power than Gen Z but Gen Z being more internet savvy. The need for advertising is expanding as a result of rising competition, shifting consumer behaviour, and technological advancements, allowing businesses to better contact their target audiences and establish lasting relationships with them. Today, advertising is a primary priority for top management. Of course, the biggest factor is the expansion of advertising budgets.

An adequate mixture of Indian students pursuing post-graduation as well as adults who fall under the generation X category were used in this study. Both the generations have a major stake. For many age ranges, similar study can be done. This study looked at how commercials affected the generations X and Z. Similar studies can be done while taking into account additional generations as well as factors, such as product features, colour, flavour, and quality, to name a few. Future researchers can concentrate on each of the digital channels, including Facebook, Twitter, Google, and others, and recommend the channel that influences customers most successfully.

This research is absolutely necessary to comprehend how selecting the appropriate medium can truly assist in obtaining the greatest benefits from advertising while also learning about cinema advertising and its efficacy. Each type of advertising medium has a unique set of advantages, a dedicated following, and distinctive key traits. As a result, companies occasionally lack the criteria to determine which medium would best accomplish their desired goal without taking into account their budget.

I hope to shed some light on the disparate traits of the generations through my research. I would make an effort to emphasise the significance of their diverse media usage, which eventually contributes to the generations' divergent behaviours. When structuring their marketing and advertising initiatives, the businesses must pay close attention to these divergent conventions.

CONCLUSION

Each generation, without a doubt, consumes media differently from the others, acts differently, and has distinct reasons and viewpoints.

Before producing your ad text, do some research about Generation X's lifestyle and interests. Then, make the language and advertisements reflect that they are the target. This "middle child" generation, which is frequently disregarded, is likely to react favourably to being acknowledged and understood.

Knowing more about these variations will enable you to target these audiences with sponsored advertisements that are more likely to be effective than general advertising that fails to reach everyone.

Keep in mind that you don't have to be an expert in this! Ask for professional assistance with digital marketing to connect with important audiences in efficient ways.

Although the term "authenticity" is horribly overused in marketing, it is essential for successfully marketing to Generation Z.

Keep in mind that Gen Zers want you to support diversity and they expect you to speak out on social justice concerns. However, if you act unauthentically, they will flee.

These young, intelligent, conscious consumers will stop buying from you unless issues like these aren't at the heart of your branding strategy.

Market organisation has undergone constant change. The current market situation is very different from earlier ones. To achieve an optimal ROI that benefits both businesses and society, brands must decide how to cut through the clutter of advertising and decide which medium or media to use to grab consumers' attention. A growing number of people are going online and using social media as a result of the growth in smartphones and the decline in internet costs. Studies and reports provide evidence that the print and broadcast media are dwindling and losing their appeal. The X and Y generations are responsible for the television's continued viability.

However, Gen Z is moving away from traditional media, largely due to the widespread usage of cellphones, the internet, and social media platforms. However, neither the print nor the broadcast media are currently in danger of dying off. I may therefore draw a conclusion from my research that, due to a variety of criteria, including technology, age, psychographics, spending power, and others, different demographic cohorts are responsive to different types of media and advertisements through them in opposing ways. To attract clients from various generations, firms must develop distinctive marketing strategies and utilise media based on opposing features.

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RESEARCH ARTICLE

Employee Perception towards Work Environment

Dr. B. Madhura*

ABSTRACT

This article provides a general opinion of employees working in the organization, their perception towards (organization, job, boss, learning and development, pay, communication, teamwork and colleagues) had taken for the study. The main objective of the research study is to view and measure the opinion levels of employees, to examine the significant differences of opinion among male and female employees. Data analysis includes descriptive and inferential statistics, with the help of statistical package of social sciences. This study gives proof of evidence, as to what facets the employee's perception towards the study dimensions. The study findings indicate the key variables which are considered on priority to improve further at the workplace environment, as such employee satisfaction leads to higher productivity towards achieving the organizational goals and objectives. The researcher has extracted the key dimensions that have a major effect on the performance of the employees through the factor analysis method.

Key Words: *Employees, Organization. Seven Dimensions, Satisfaction, Work place*

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1.1: INTRODUCTION

Today's jobs require employees to use human capital rather than hands to complete the works. In such a situation interpersonal skills, creative ability, teamwork, training and development, superior-subordinate relationship especially in the work environment must be more ambiance. "It is the quality of our work which will please God and not the quantity – Mahatma Gandhi". Rewards, however, play an important role in motivating the employees yet the trend has shifted from reward-based to personal and professional growth. When employees choose their workplace, they see also the priority on work-life balance; therefore the organization should create a variety of opportunities to make that choice easy for individual employees. One to one meeting, regular interactions with the boss connect the employees to boost communication and collaboration with the workplace.

Danna and Griffin, (1999) depict employee well-being as the state of individuals' mental, physical, and general health, as well as their experiences of satisfaction both at work and outside of works. (Allen's, 1977) proposed that communication is an important indicator of satisfaction and performance and that spatial organization of team workspace can enhance face-to-face communication. (Wineman and Serrato, 1999) express that sheared teamwork space is instrumental in encouraging the development of a shared knowledge base. (Sundestrom, 1987) performance and satisfaction of people in the organization have often been used to evaluate successful qualities of the physical office workplace. (Schrage, 2000) stated that around seventy-five percent of the office workers are knowledge workers whose creative, innovative performance is often considered the measure of organizational success.

1.2: OBJECTIVES OF THE STUDY

The present study has the following objectives.

i. To study and examine the employee opinion towards the seven variables (organization, job, boss, learning and development, pay, communication, teamwork, and colleagues)

ii. To examine the significant differences of opinion among male and female employees.

1.3: NEED OF THE STUDY

Many studies focus from the point of view of employers, demanding the various skills, abilities, knowledge, and required technical expertise as such to be employable into their organizations. In the limelight, there is a need for the employers to know what the most skilled and talented workforce consider the most important factors, which in turn, gives them satisfaction to work in their particular organizations. According to Edmans, (2011) states that the employment market does not completely recognize the value of employee satisfaction in a well-timed manner, yet however companies named as "best places to work" have better future stock returns. Research efforts in the area of promoting the well–being of employees and the workplace to promote a high level of satisfaction and productivity are quite essential as such human capital is a precious asset to an organization in the present day.

2.1: REVIEW OF LITERATURE

According to Adeleke, (2008) Teamwork is the concept of people working together cooperatively, as in a sales team, sports team, etc. It has also become so valued that many large corporations have developed specific tests to measure potential employee's teamwork ability. Hence, it has become an important goal in most workplaces, the belief is that teamwork gives employees a sense of ownership and encourages cooperation. Teamwork is defined as "a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable." (Katzenbach and Smith, 1993).

According to Dymock, D. and McCarthy, C, (2006), the company was using learning to develop its competitive edge, and employees were at various stages of understanding and acceptance of the need for learning and competence development on the job to sustain and develop the company, but the majority appeared to accept the overt learning policy as good for them and the company.

(Raziq, A., and Maulabakhsh, R., 2015) the study concludes with some brief prospects that the businesses need to realize the importance of a good working environment for maximizing the level of job satisfaction. This paper may benefit society by encouraging people to contribute more to their jobs and may help them in their personal growth and development. Hence, an organization needs to motivate its employees to work hard for achieving the organizational goals and objectives.

Through extrinsic motivation, workplace resources may enable individuals to achieve their work goals and thus perform better (Demerouti et al., 2001). For example, supportive leaders and colleagues who provide instrumental support in completing work tasks may increase an individual's capacity to complete his or her work goals, thus leading to greater job satisfaction and better performance.

Although male and female managers did not differ concerning age, education, career orientation, and organizational commitment, male managers had significantly more experience and reported having more influence than did the female managers. (Liden, R.C., 1985).

(Wanyeki, M. N., et.al, 2019), the findings indicated that teamwork has proven to be closely related to the performance of the individual employee. This concurs with earlier research work which indicates that teamwork helps to enhance productivity, boosts effectiveness, and also efficiency at the workplace. The various faculties and the supporting sectors should seek to enhance the teamwork in attaining their mandate through the participation of every employee.

According to Sani and Maharani, (2013) explain there are five indicators in determining job satisfaction; among others are Payments, Employment, Promotional Opportunities, Supervisors, and Colleagues. (Njoroge et al., 2015) shows a positive correlation between compensation and performance.

3.1: RESEARCH METHODOLOGY

3.1.1: Sampling Method

The present study is empirical and has adopted a stratified random sampling technique without proportionate, the sample size of the study includes one hundred and seventy-six students preferably the working employees are taken as sample respondents.

Sample Size Determination:

n=N*X÷(X+N-1)
Where, X =Z_2^a 2*P* (1-P) / MOE^2
Z_2^aIs the critical value of the normal distribution at a/2 (confidence level of 95%, α is 0.05 critical value is 1.96) MOE, Margin of Error, P is the sample proportion, N is the population Size.

5 % Margin of Error, 95% confidence level, Population – 500, Sample Population - 50 %,

n = 1.96 X 50 ÷100 X (500-1) /5^2
n = 1.96 X 0.5 X (499) / 25
n =196

3.1.2: Design of the Questionnaire

The data collection has been done through the primary source of collecting opinion from respondents through a well-designed questionnaire, adopted from Human Capital Management – Angela Baron and Michael Armstrong, Kogan Page. The questionnaire has sub-scales consisting of seven dimensions. Organization, Job, Boss, Learning, and Development Pay, Communication and Teamwork, and Colleagues. 1. Organization (1q, 2q, 3q) 2. Job (4q, 5q, 6q, 7q, 8q, 9q), 3.Boss (10q, 11q, 12q, 13q, 14q, 15q) 4. Learning and Development (16q, 17q, 18q) 5.Pay (19q, 20q, 21q) 6.Communication (22q, 23q) and 7) Teamwork and Colleagues (24q).

4.1: DATA ANALYSIS AND INTERPRETATION

The analysis of the data deal with the demographic details of the respondents that include, age, gender, educational qualification, experience, and designation levels of the respondents as shown in table – I.

Table – 1: Descriptive Statistics

		Frequency	Percentage
Gender	Male	91	45.5
	Female	109	54.5
Age	20 – 25	24	12
	26 – 30	30	15
	31 – 35	48	24
	36 – 40	47	23.5
	41 – 45	30	15.0
	46 – 50	21	10.5
Experience	5 –10	113	56.5
	11 – 15	46	23.0
	16 – 20	24	12.0
	21 – 25	10	5.0
	26 – 30	7	3.5

From the above table I, it infers that nearly twenty - three percent of respondents are in the age group of 31 – 35 years, the participation of female respondent is higher 54.5 percent as compared to the males 45.5 percent and the overall highest percentage of respondents fifty-six percent of respondents have experience of about five to ten years. Reliability: The internal item consistency of the questionnaire has been examined with Cronbach's alpha test. The calculated coefficient for the aggregate sample of two hundred respondents overall is (α =.873) that indicates the internal consistency among the variables is very good.

Table 2 : Summary Statistics of the Scale

N	Mean	Variance	Std.Dev
24	52.0147	269.295	16.41022

	Mean	Minimum	Maximum	Range	Max / Min	Variance
Item means	2.167	1.632	3.059	1.426	1.874	.184
Item variances	1.180	.947	1.643	.697	1.736	.026
Inter – item correlations	.381	-.096	.860	.956	-8.915	.050

The mean and variance value of the scale is 52.0147 and 269.295 respectively including all the items. It shows that the respondents had responded to items of the scale positively. The item means of the scale is 2.167 while that of the minimum, maximum, and the range of values of the scale are 1.632, 3.059, and 1.426 respectively. The inter-item correlation mean is (r = 0.381). It is calculated with the formula – r = r k / [1 + (k=1) r], where K is the total number of items considered.

Table 3 :Item-Total Statistics – Dimensions of Employee Survey.

Model	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Organization	45.0350	202.054	.689	.524	.852
Job	38.7100	152.408	.822	.703	835
Boss	38.5950	148.212	.745	.622	.862
Learning and Development	45.2000	200.322	.833	.699	.840
Pay	44.6900	200.728	.690	.530	.852
Communication	47.1650	222.601	.692	.520	.863
Teamwork and Colleagues.	49.6650	237.631	.694	.537	.875

The item-total statistics of the scale are shown in table III item-total statistics presents five columns, scale mean if item deleted, scale variance if item deleted, corrected item-total correlation, squared multiple correlations, and Cronbach's alpha if item deleted. The overall Cronbach alpha value of the scale is (α = 0.934), to meet the criteria that all the items need to correlate with the total alpha.

4.1.1: Research Hypotheses of the Study

$H1_0$: The mean scores of positive opinion on boss and organization among males are higher as compared to females.

$H1_a$: The mean scores of positive opinion on boss and organization among males are lower as compared to females.

Table 4 : Descriptive Statistics of H1_0

Gender	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Minimum
					Lower Bound	Lower Bound		
Male	91	20.65	6.89157	.72243	19.2241	22.0946	9.00	36.00
Female	109	18.33	6.25989	.59959	17.1418	19.5188	9.00	36.00
Total	200	19.39	6.64066	.46957	18.4640	20.3160	9.00	36.00

Table 5: ANOVA Results of H1_0

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	269.030	1	269.030		
Within Groups	8506.550	198	42.962	6.262	.013
Total	8775.580	199			

.013 is less than 0.05 If the p-value is less than or equal to your α level, then you can reject H0 The first hypothesis is proved based on p-value, the calculated 'F – Value' for a positive opinion on boss and organization among males and females is 6.262 at the significance level $\alpha = 0.05$ with the degree of freedom (df) = (1,198), wherein the corresponding table value of 'p – value' at $\alpha = 0.05$ and degree of freedom (df) = (1,198) is ($p > .000$). The calculated value of 'p' is greater than 0.05 values; hence, the null hypothesis has been accepted.

H2_0: The mean scores of employee opinion towards their job are lower among females as compared to males.

H2_a: The mean scores of employee opinion towards their job are higher among females as compared to males.

Table 6: Descriptive Statistics of H1_0								
			Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Minimum
Gender	N	Mean			Lower Bound	Lower Bound		
Male	91	24.7802	8.28493	.86850	23.0548	26.5056	11.00	
Female	109	23.2844	7.00541	.67100	21.9544	24.6144	11.00	
Total	200	23.9650	7.63118	.53961	22.9009	25.0291	11.00	

Table 7: ANOVA Results of H2_a					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	110.967	1	110.967		
Within Groups	11477.788	198	57.969	1.914	.168
Total	11588.755	199			

The second hypothesis is proved based on p-value, the calculated 'F – Value' for the employee opinion towards their job is higher among females as compared to males is 1.914 at the significance level α = 0.05 with the degree of freedom (df) = (1,198), wherein the corresponding table value of 'p – value' at α = 0.05 and degree of freedom (df) = (1,198) is (p>.000). The calculated value of 'p' is greater than 0.05 values; hence, the null hypothesis has been accepted.

H3_0: The mean scores of learning and development and pay are higheramong males as compared to females.

H3_a: The mean scores of learning and development and pay are loweramong males as compared to females.

Table 8 : Descriptive Statistics of H3_0								
			Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Minimum
Gender	N	Mean			Lower Bound	Lower Bound		
Male	91	8.5495	3.20854	.33635	7.8812	9.2177	4.00	16.00
Female	109	7.8257	2.82792	.27087	7.2888	8.3626	4.00	16.00
Total	200	8.1550	3.02103	.21362	7.7338	8.5762	4.00	16.00

Table 9 : ANOVA Results of H3_a					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	25.979	1	25.979	2.873	.092
Within Groups	11790.216	198	9.041		
Total	1816.195	199			

The third hypothesis is proved based on p-value, the calculated 'F – Value' learning and development and pay of employee opinion among males and females is 2.873 at the significance level α = 0.05 with the degree of freedom (df) = (1,198), wherein the corresponding table value of 'p – value' at α = 0.05 and degree of freedom (df) = (1,198) is (p>.000). The calculated value of 'p' is greater than 0.05 values; hence, the null hypothesis has been accepted.

4.1.2: Correlation Analysis

$H1_0$: The mean scores of positive opinion on boss and organization among males are higher as compared to females.

$H1_a$: The mean scores of positive opinion on boss and organization among males are lower as compared to females.

Table X: Pearson Correlations**. Correlation is significant at the 0.01 level (2-tailed).							
Variable	Organization	Job	Boss	Learning and development	Pay	Communication	Team work and colleagues
Organization	1	.700**	.547**	.622**	.481**	.520**	.520**
Job	.700**	1	.676**	.752**	.651**	.624**	.567**
Boss	.547**	.676**	1	.717**	.561**	.543**	.673**
Learning and development	.622**	.752**	.717**	1	.658**	.629**	.635**
Pay	.481**	.651**	.561**	.658**	1	.606**	.454**
Communication	.520**	.624**	.543**	.629**	.606**	1	.568**
Team work and colleagues	.520**	.567**	.673**	.635**	.454**	.568**	1

The correlation analysis has been done to measure the association between the dimensions of organization, job, boss, learning, and development, pay, communication and teamwork, and colleagues. Table 1.12 shows that there is a strong positive correlation between learning and development and Job (0.752**) the P-value is less than0.05. The remaining all other variables are positively correlated respectively.

4.1.3: Factor Analysis

The Kaiser – Meyer – Oklin (KMO) measure of sample adequacy (MSA) criterion tells that values between .5 and .7 are mediocre, .7 and .8 are good, .8 and .9 are great above .9 are excellent. According to Anderson and Tatham, 2006 KMO helps to measure the degree of intercorrelation of the variables and thereby identifies whether the data is appropriate for factor analysis.

Table XI: KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.925
Bartlett's Test of Sphericity	Approx. Chi-Square	3467.975
	df	276
	Sig.	.000

Therefore, the scale of variables data collected has put to reliability test; a high value of KMO .923 indicates that factor analysis is quite useful for the data being used in this study. It also gives confidence that the sample size is adequate for factor loadings. Similarly, the significant value for Bartlett's test of Sphericity is 0.000, which indicates that there exists a significant relationship between the variables. The computed tested value x = 1558.666, is highly significant (p ^ 0.000) indicating that the sample for application of factor analysis is significant statistically.

The first observation is done towards the Eigenvalues of total variance only three components had an Eigenvalue greater than 1.However the Eigenvalue criteria is only reliable when the number of variables is less than thirty and commonalities are greater than .7 the commonalities of all the twenty variables have less than .7 Consequently the application of the Eigenvalues criteria is questionable. Assessment of component loadings is necessary to name each component. Components were composed of both negative and positive loadings, noting the variables with the highest loadings followed by the lowest loadings. Table 1.14 rotated component matrix displays how variables were loaded into the components after rotation.

	FACTOR - 1				FACTOR - 2				FACTOR - 3				FACTOR - 4		
	Item No	Factor Loading	Mean Score		Item No	Factor Loading	Mean Score		Item No	Factor Loading	Mean Score		Item No	Factor Loading	Mean Score
Total Items = 13	11	.909	1.825	Total Items = 3	4	.709	1.59	Total Items = 5	9	.699	2.81	Total Items = 3	21	.598	2.26
	12	.864	1.88		3	.697	1.76		2	.694	2.915		20	.501	2.39
	14	.848	1.725		1	.685	1.8		5	.685	2.97		22	.475	2.495
	10	.801	1.97						13	.675	3.045				
	15	.775	1.945						18	.626	2.715				
	16	.773	1.94												
	17	.709	1.935												
	24	.644	2.08												
	23	.594	1.775												
	8	.572	1.82												
	6	.519	2.17												
	19	.451	1.85												
	7	.436	1.845												
	Boss				Organization				Learning and Development				Reward		

Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 4 iterations.

5: SUGGESTIONS

In terms of learning and developmentproviding short term training programs to employees support them to earn vocational certificate (Example: Amazon career choice) employee frequent feedback is one of the great change enablers that brings transform an organization in creating value driven culture. According to PWC's Hopes and Fears survey states that Seventy five percent of employees want to work for an organization which makes a positive contribution to the society, as such there is a need for more transparency communication and trust to understand the emotional needs of their employee's flexible working policies creates an effective approach in establishing good climate for the employees at workplace.

6: CONCLUSIONS:

The findings of the study indicate that employees have rated more significant opinion to the four key factors such as Boss, Organization, Learning and Development and Reward. The mean scores of positive opinion on boss and organization among males are higher as compared to females. This indicates that the females express their dissatisfaction more towards their organization and boss there might be several factors such as communication, lack of good interpersonal skills, support, and cooperation, gender inequity. The mean scores of employee opinion towards their job are lower among females as compared to males. The reason behind most of the jobs undertaken by the females is odd, Unrecognized, work overload and work stress, low paid in nature. The mean scores of learning and development and pay are higher among males as compared to females. Comparatively learning opportunities and pay scales are more to men, since decade gender inequity. According to Indian Express, date April 8th, 2021 paid employment for male – 57.3% and female – 18.4%, unpaid employment for male – 26.1% and female – 81.2%.

7: IMPLICATIONS FOR FURTHER STUDY

The research study can be carried out on study of different other variables, time period varies as well as the opinion of the employees and HR policies and practices may vary from one organization to an another organization.

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RESEARCH ARTICLE

Impact of Television Advertisement on Children

Mohd Gufran*

ABSTRACT

This study's main objective was to look into how watching television affects kids' learning. Although many kids are exposed to TV, little is known about how television specifically affects learning. TV viewing has been linked to negative effects on children's learning, eyesight, health, and brain development, according to research. Children's exposure to obscene, vulgar language and drug misuse content on TV has also been criticised for turning them into violent, antisocial, and lazy young people. To determine how watching TV affects kids' learning, this study was necessary. Questionnaires, interviews, and observations were used to gather data. The major conclusions demonstrated that school-aged youngsters watched TV more frequently and mostly for amusement. The most watched TV channels were TBC1, ITV, Star TV, Channel 10, and Mlimani TV. Children that watch TV are more likely to have learning disabilities, poor performance, headaches, eye discomfort, and sleep issues. Children's self-confidence, debate abilities, and question-asking and -answering skills were all improved as a result. Children dealt with issues including bullying and lack of focus, and some parents even beat their kids for ignoring chores while watching TV. Due to its content and the amount of time kids spend watching it, TV has been proved to have an impact on kids. By establishing rules for TV programme monitoring, it is advised that TV owners and parents display TV profiles indicating age-appropriate programming. There should be more population-based research done on how certain TV shows affect young people.

Over the years, kids have developed a lot greater interest in watching TV, and for some people, it has taken precedence in their daily life. Typically, youngsters start watching television about six months of age, and by the time they are two or three, they are ardent viewers. The fact that so many kids watch television and that many of the programs they watch—even cartoons—have evolved into violent and addicting content—has made this a concern. Today, all TV advertisements aimed to appeal to children as viewers to draw in viewers. Children aged 7 to 15 are interested in purchasing goods (by the influence of ads). The need to monitor advertisements has increased. Children who watch a lot of TV are more likely to struggle with their weight, do worse in school, and develop fewer social skills. The goal of the current study is to determine how TV advertising impacts children's health and how it influences them.

Key Words: *Employees, Organization. Seven Dimensions, Satisfaction, Work place*

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INTRODUCTION

Television is one of the most effective communication tools available today for quickly distributing fresh information to the general audience. All communication channels have their own criteria and a unique, more comprehensive communication map. A mass media that can affect a person's behaviour, way of life, and level of living due to cultural variations is television. The main medium of exchange used by many marketers of the large multinational corporations to offer their products to the general public is television. Heavy financial resources are being used to grow their product with various quality and specifications over the globe in order to market to the public, as well as to raise awareness of and interest in their products among them.

According to BARC's most recent Broadcast India 2018 survey, the average time spent (ATS) per viewer in urban areas is almost 4 hours and 6 minutes, compared to 3 hours and 27 minutes in rural India. On July 23, ET had reported that BARC India, based on a sample study of 3 lakh homes in the nation, would disclose the results of its Broadcast India (BI) 2018 Survey.

Children who watch too much television exhibit sleepiness and idleness, may not participate in games, and may consume fatty, high-energy snacks. Both good and bad things can be said about TV programs. They don't list the items that kids should eat to stay healthy.

According to the poll, TV homes in the nation have increased by 7.5 percent, exceeding India's 4.5 percent home growth. India now has 298 million homes, of which 197 million have TVs, with room for an additional over 100 million TV homes. According to the poll, 429 million of the 836 million people who watch TV are male viewers, and 407 million are female watchers. Over the previous survey, male viewers increased by 6.9 percent, while female viewers increased by 7.5 percent.

“With BI 2018 we have been able to showcase the changing face of India. However, what hasn’t changed is the fact that TV remains the most effective platform for both content creators and advertisers to reach their audiences,” said Partho Dasgupta, CEO, BARC I ..

Sports and hobbies that require physical exertion are a source of energy, whereas watching television is a waste of energy (Bartsch and London, 2000).

On the other side, watching television has benefits, such as enhancing children's knowledge, giving them information, educating them, and equipping them with the skills needed to deal with various people and circumstances. Nearly all kids always have access to the medium of television. Almost every child in the world watches television for two to three hours per day. Children younger than 10 have trouble understanding television shows. However, children who are older than 10 have good decision-making abilities. Children are viewed as sown seeds that must grow and produce healthy fruit. This is only possible if their lives are well-guided. The majority of nations in the world have laws that regulate the dissemination of persuasive messages, particularly those that are broadcast on television and the internet.

TV is the most influential medium because of its infotainment-based content. Our study aims to investigate how children's attitudes, behaviours, and lifestyles are impacted by TV shows. Children's behaviour is a crucial indicator of their mental health and has an impact on results in later life (Carol Propper, 2007). TV shows is an extremely powerful tool for influencing viewers' thoughts and exposing them to a specific good or service. Children are drawn to television shows because they feature three visuals, graphics, accounts, and real-life stories. Even if we don't really buy the thing showed on television, the influence of the medium is still felt (Ng, Chee Huat,2008). Children responded very favourably to TV shows since they were created with child actors. A child can quickly recognise the character who seemed to be similar to them in terms of age and lifestyle (Kinsey, 1987). Modulated showsis a good tactic to draw customers and plays a significant role in business presentation.

2014 (Nawaz T.) The goal of the current study is to determine how television show affects youngsters and how it promotes product consumerism. Additionally, this study uncovers a connection between television shows and how it affects kids' choices for food, brands, and brands of choice. The most effective and influential media in today's commercial society is TV shows.

(2014) Narasimhamurthy N Researchers recently discovered that youngsters were significant consumers of commodities. Additionally, one of the most significant and powerful variables that influences kids' decision to purchase and consume things and goods is advertising, particularly on television. Therefore, the current study has attempted to evaluate the connection between children's television viewing and their consumption patterns

2013 (Sara SS. Ate) Children buy things via watching movies on the internet and at school exhibitions, in addition to through school and online advertisements. Children's ages also have an impact on what they buy because younger kids are less influenced by shows and movies, while older kids buy more products that are advertised. For instance, 10 year olds are less likely to understand product advertisements than 15 year olds, who fully comprehend them and buy more products that are showcased. Since children buy more food items than other things, we also talk about the connection between food advertising and children's purchasing behaviour in this study. Since children like the food promotions, more than a quarter of television commercials during nighttime programming feature food. The amount of time youngsters spend watching television affects their purchasing decisions because they watch more advertisements and make more purchases when they watch more television.

LITERATURE REVIEW

In the 1970s, the issue of children's television advertising first became significant. Children's targeted advertising generated questions since it suggested that young kids did not understand television advertising in the same way that adults did. Children under the age of eight were found to be relatively unaware of the persuasive goal of advertisements (Blatt, Spencer & Word 1972).

"A child's susceptibility to television advertisements changes with age from an attitudinal construct to a cognitive construct and results in persuasion to buy." (Robbertson&Rossister 1974).

Advertising has an impact on children's attitudes and behaviours toward the products it promotes. (1974, Goldberg &Gorn)

Children's exposure to television commercials and their individual qualities both have an impact on how such commercials affect them. (Robertson &Rosister 1977)

Fun and happiness are the most frequently used appeals when it comes to marketing to youngsters. (1992, Kunkel)

Marketers also put a lot of effort into raising the "nag factor" of their products, which refers to how frequently and strongly kids press their parents to buy something. (2000) Kanner and Kasser

Children seem to be "pushing at an open door" with goods intended largely for their own consumption, according to research. (2004) Willson and Wood

Children suffer harm simply from being exposed to commercial culture (D, E.Levin, 2006).

Findings indicate that more kids than usual are huddled around televisions as opposed to other forms of communication and amusement. Children have "become their own market to advertisers" (Mergomaine, 2000), and as a result, advertisers spend more than $12 billion annually in the USA on advertising targeted towards children (Conn. et. al., 2000), with the goal of influencing around $500 billion in expenditure (Mergomaine.et.al.,2000)

Brody discovered via his research that children are constantly exposed to shallow values through the media, which can lead to tension and hostility within the home. The family budget is another source of conflict (Brody, 2002).

Advertising generates a desire in children for must-have stuff, which puts a lot of pressure on parents. Advertisers are now employing young children, cartoon characters, and fantasy figures to get kids to think about their products, according to Maine (2002).

"Another development has been to add to the expansion in outlets for child-targeted advertising." Brian Wiley, 2004.

Children who are exposed to advertising make choices for foods at noticeably higher rates than those who are not (Coon and Tucker 2002).

"Exposure to sugary product advertisements increases consumption of sugary products" (Scammon and Christoper 1981)

In my opinion, TV advertising is a problem for public health. (2006) Michael Brody People who are unable to comprehend the true meaning of the advertisement and the marketing goal, such as youngsters, are negatively affected by this.

"some children have television in their bedroom" and have unrestricted access to TV. Parents are more ready to involve their children in family decision-making and more receptive to their children's expressed wishes and desires than they ever were (KFF survey, 2000).

Foods that are frequently advertised on television are often among those causing the epidemic of childhood obesity. (2004) Janet Raloff

The majority of the items in these advertised products are high-calorie, greasy, extensively sweetened, and low-fiber cuisine. 2000 KFF Survey Advertising tactics and deceptive commercial messages could influence young viewers to engage in potentially dangerous behaviour. 2004; Cantor et al.

Children's recollection of food ads is related to the items they want from their parents when they go shopping. (Galse et al. 1976) and the food they consume. (Moynihan and Hitchings, 1998) "Although it is challenging to show a definite cause and effect relationship, there is growing agreement that some youngsters may be more susceptible to violent imagery and messages in advertising campaigns." (CTF, 2003
Christoper 1981)

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RESEARCH PROBLEM

Why do companies spend so much money on television programmes aimed mostly at children? Because of their capacity to annoy parents, they contend that marketing to children has a considerable impact on consumer behaviour, especially when it comes to initiating and influencing consumer decisions. They also believe that parental communications should not directly address children. According to the literature and several international studies, children's exposure to advertising is favourably connected with their involvement in the decision-making process for purchases. The goal of this study is to ascertain whether kid-targeted TV advertising can influence kids' purchase decisions.

The purpose of the study is to investigate the following objectives:

- To determine whether children-targeted TV commercials affect consumer choices.

- To determine the impact of TV advertising on kids' evaluations, choices, and purchases of products and services.

- To determine whether youngsters are being exposed to role models in the advertising industry.

- To determine whether child-targeted commercials affect kids' intake and behaviour

- To determine how children's tailored TV commercials affect their socialisation.

METHODOLOGY

This research was conducted to find the impact of television on children. In this research paper, both the positive as well as negative impacts are described. The research methodology used in this study is quantitative in nature. The research was conducted in the two states which are Maharashtra and UP. The data collection method includes both primary as well as secondary. The sample size taken is 57. The age of the children taken into consideration was between 9-14. A google form having 17 questions was circulated for the primary research in which both open-ended and closed-ended questions were asked. After receiving the responses mathematical tools like bar charts and pie charts were used to analyze the responses and derive conclusions. Also, some recommendations were also added in the end for both the parents and the children.

Data Kind

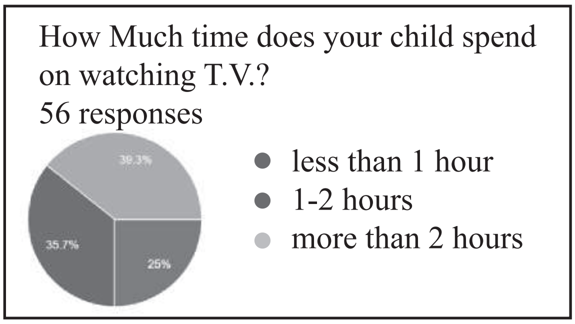
- Primary data
- Secondary data

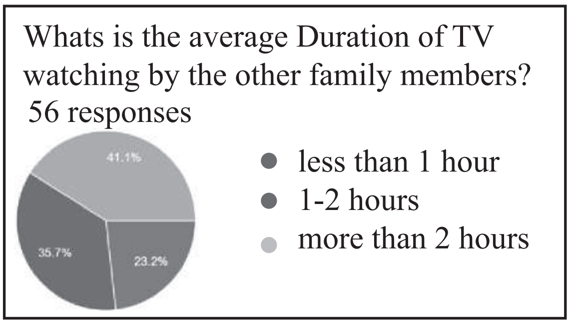
Data Gathering Technique 57 respondents who identified themselves as parents from the states of Maharashtra and Uttar Pradesh provided the primary data.

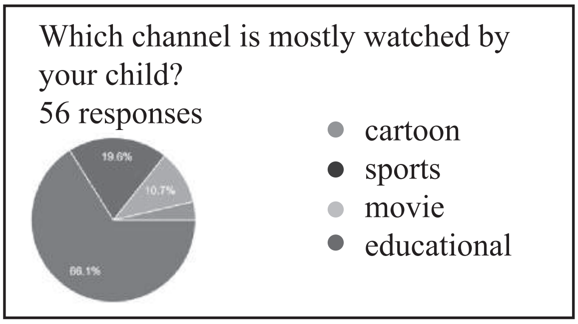
Secondary data were gathered from relevant organisations, articles published on websites, newspapers, and relevant publications.

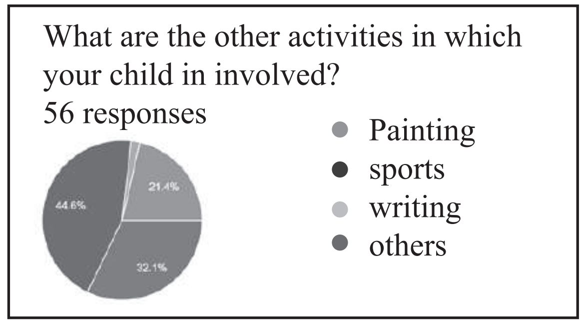
Data Gathering Device A questionnaire served as the primary method for gathering data for the survey. There were 17 questions total, including both closed-ended and open-ended ones.

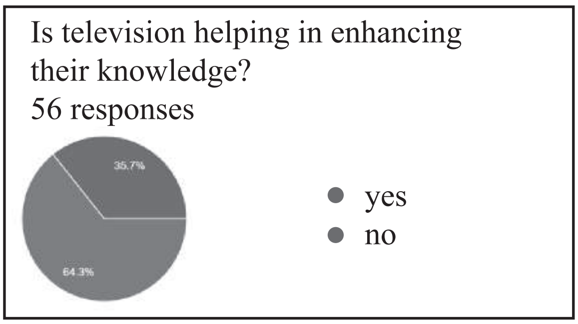
RESULT AND DISCUSSION

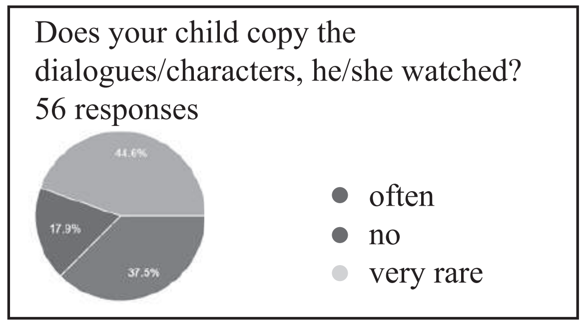


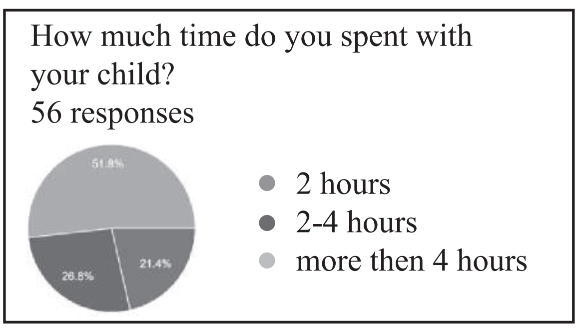


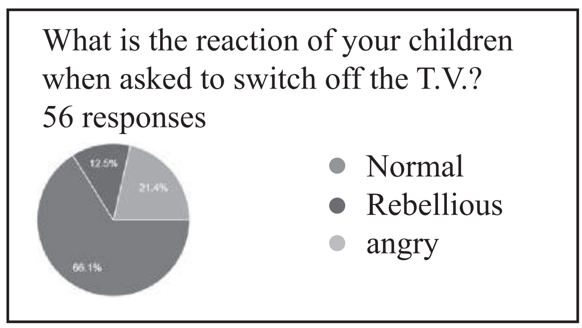

Which channel is mostly watched by your child?
56 responses
cartoon
sports
movie
educational
19.6%
10.7%
66.1%

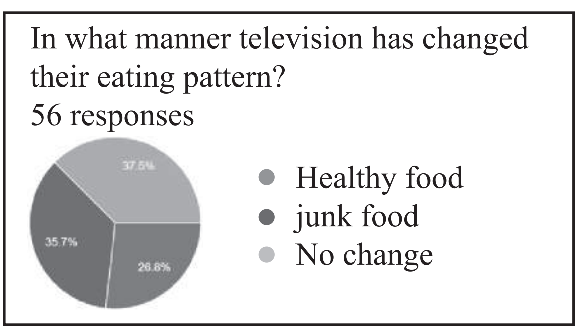

What are the other activities in which your child in involved?
56 responses
Painting
sports
writing
others
21.4%
44.6%
32.1%

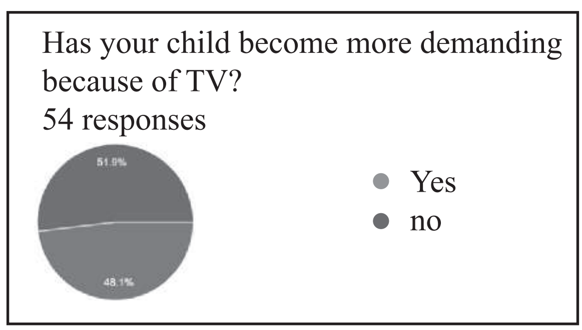

Is television helping in enhancing their knowledge?
56 responses
yes
no
35.7%
64.3%

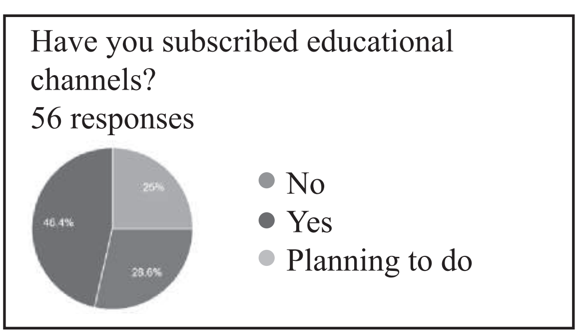

Does your child copy the dialogues/characters, he/she watched?
56 responses
often
no
very rare
44.6%
17.9%
37.5%

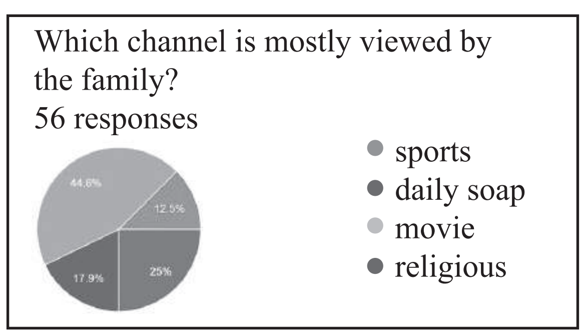

How much time do you spent with your child?
56 responses
2 hours
2-4 hours
more then 4 hours
51.8%
26.8%
21.4%


What is the reaction of your children when asked to switch off the T.V.?
56 responses
Normal
Rebellious
angry
12.5%
21.4%
66.1%


In what manner television has changed their eating pattern?
56 responses
Healthy food
junk food
No change
37.5%
35.7%
26.8%


Has your child become more demanding because of TV?
54 responses
Yes
no
51.9%
48.1%

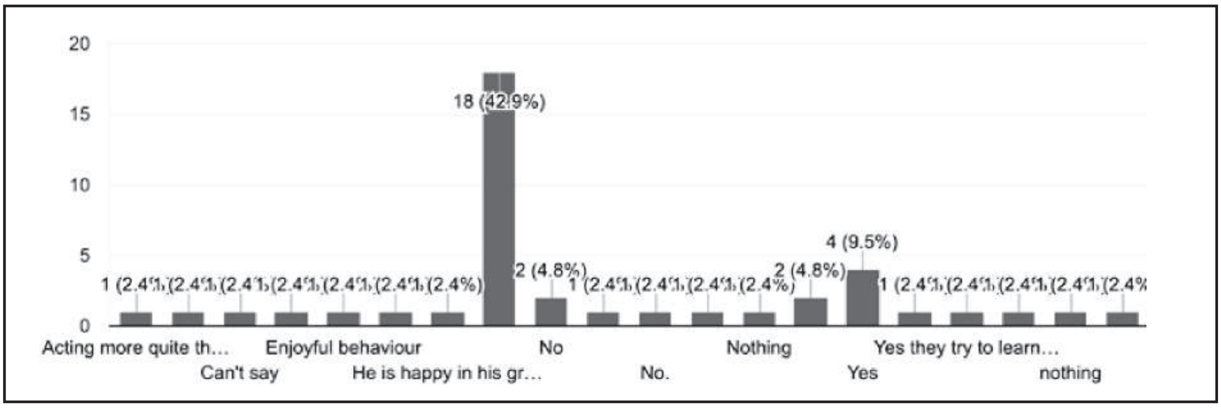

Have you subscribed educational channels?
56 responses
No
Yes
Planning to do
25%
46.4%
28.6%


Which channel is mostly viewed by the family?
56 responses
sports
daily soap
movie
religious
44.6%
12.5%
17.9%
25%

- **Do you find any difference in the behavior of your child when he/she is with children of the same age group? (In your absence). Please specify.**

43.8% of respondents found no change.
54% of respondents found their child more active and happier.
2.2 % of respondents didn't observe.

Do you find any difference in the behaviour of your child when he/she is with the children of same age group? (in your absence). Please specify



- **What kind of behavioral changes has TV brought to your kid?**

33.3% of respondents found no change in the behavior of their children.
13.9% of respondents found negative changes like they became rebellious and more demanding.
52.3% of respondents found positive changes like their communication skills, scientific knowledge, and imagination power improved.

- **Impact on eating habit**

37.5% of respondents find no change in their eating habit.
357% respondents find that their child prefer junk food
26.8% respondents find that their children started eating healthy food because of tv.

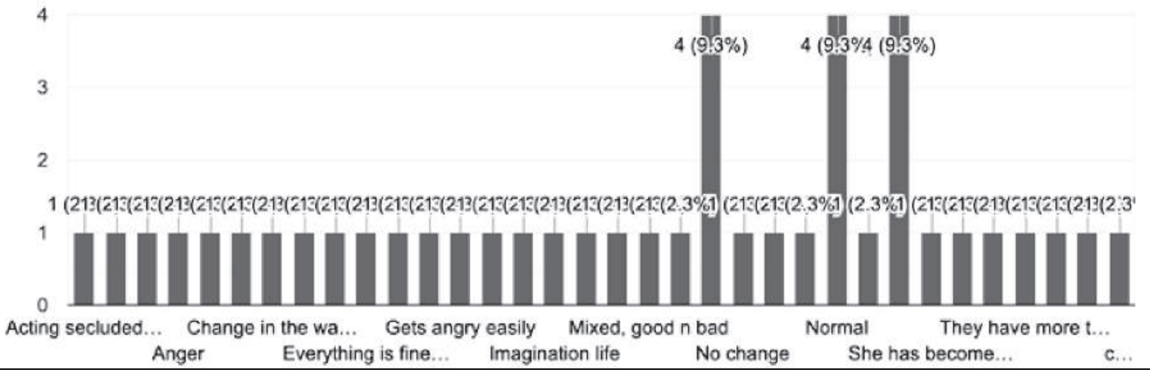
- **Impact on children's behavior**

33.3% of respondents found no change in the behavior of their children.
13.9% of respondents found negative changes like they became rebellious and more demanding.
52.3% of respondents found positive changes like their communication skills, scientific knowledge, and imagination power improved
52.3% of respondents found positive changes like their communication skills, scientific knowledge, and imagination power improved.

- **Do you find any difference in the behavior of your child when he/she is with children of the same age group? (In your absence). Please specify.**

43.8% of respondents found no change.
54% of respondents found their child more active and happier.
2.2 % of respondents didn’t observe.

What kind of behavioural changes has TV brought into your kid?
43 responses



- **Repetition of television advertisements significantly impact on children behavior.**

48.1 % of respondents find their children become more demanding because of repeated advertisement.

- **Bonding or spending time with children has also a very important impact.**

51.2% respondents believe that the amount of time they spent with their children has direct impact on their behaviour and help them to handle their tantrums

CONCLUSION AND RECOMMENDATION

This study examined how much children under the age of 12 affect their parents' decision-making on product preferences and consumption patterns with a sizable cohort of children and their parents. The study discovered that the children had pester power and their own disposable income, and that both the parents and the children in the study agreed on the effect the children have. Furthermore, youngsters become more prone to violence as a result of the negative effects of excessive TV watching. To learn more about the connection between kid-targeted TV programme and the violent behaviour of kids that causes intra-family conflict, more research can be done in this area. Regarding child-targeted TV program, researchers concluded that the following suggestions are helpful for policymakers and parents. Children should watch TV with their parents as they talk about the shows and how they differ from the kid-specific TV program. They should also set out some particular family time for the kids. The government should act to control TV programmes, particularly that directed at youngsters, and create a legitimate regulatory authority. Additional restrictions on the amount of time that commercials can run should be put in place, followed by a cap on the number of commercials that can run for an hour.

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RESEARCH ARTICLE

Skill Mapping and Developing a Skill Matrix: A Mumbai-based Manufacturing Organization

Aushi Rajvaidya*

ABSTRACT

PBringing people and organizations together to achieve each other's goals is the process of human resource management. Human resource development seeks to regularly examine the competencies that different individuals will need to carry out their assigned responsibilities successfully and to provide them with opportunities to attain these competencies so as to prepare them for future roles within the organization. Skill mapping gives a visual breakdown of each employee's skills within a company, team, or department. The government of India has carried out this process of skill mapping various times, be it to map the skills of the people who returned from other nations due to the pandemic or of common labourers to offer them employment opportunities closer to their homes.

This study has scrutinized literature on skill mapping and its progression in organizations. Data in the form of skills was gathered by conducting focus group discussions of 52 employees of a manufacturing organization, and skill mapping was done through rating on a Likert scale of 5.In the process of skill mapping, a skill matrix was also developed. is carried out without artificial intelligence.

Key Words: *Skill mapping, Skill matrix, manufacturing, training and skill gap*

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INTRODUCTION

Utilizing the existing resources as effectively and efficiently as possible has become a top priority for every company in the current complicated environment characterized by scarce resources. The various resources include people, materials, equipment, and money. All these resources must be efficiently coordinated to optimize returns and reduce wastage. The most valuable resource in an organization is its human capital, both managerial and technical. Without people, no other aspect can be used effectively. Therefore, making good use of human capital is crucial. However, the most crucial resource is also the most challenging to maintain. The fact that no two people are alike is what causes this challenge. Everyone is born with unique abilities, talents, attitudes, intentions, and knowledge. Additionally, these elements significantly affect how well they work.

According to UNIDO (2002), competency is a set of skills, knowledge, and attributes that enable an individual to perform a task or activity within a particular role or function. Competency mapping identifies areas of a person's performance or job-related abilities that need improvement so that such areas can be filled through practical training.

The employees' abilities or competencies are at the core of each effective business process, operation, or activity (Sanghi, 2007). To continue and grow in modern business, the greatest obstacle is competition, which necessitates identifying and understanding the necessary abilities for efficient business behavior. A company's management must be more critical of its business strategy than its planning. Only when firms possess competent personnel can strategies be implemented appropriately. Effective human resource management allows for the orderly maximization of productivity and profits. This is achievable through competency mapping and identification of each job incumbent (Sanghi S, 2009).

Competency mapping was used in the following domains in various ways:

- Psychologists were interested in the idea of a measure of capability and whether a person's apparent performance accurately reflected underlying characteristics or capability.
- Management theorists used a functional analysis to specify how enhanced individual performance was to be used to achieve organizational goals at best.
- Human resource managers saw the idea as a technical instrument to implement strategies through hiring, training, evaluating, promoting, and planning staff.
- Educationists have tried to connect the concepts of comprehensive education and professional preparation for the workforce.
- Politicians, especially those participating in multiple processes like Trade Unions, Employer organizations, and political parties, have utilized the idea to increase the labour market's effectiveness, particularly in the UK and Australia.

Competency mapping: A person's "competency for the job" refers to a collection of human attributes that enable an individual to meet and surpass the expectations of internal and external customers and stakeholders. The competency framework serves as the foundation for all human resources-related applications. Due to competency mapping, all human resource operations, including talent induction, management development, evaluations, and training, create much superior results. The following components make up the job competency:

Elements Competency or Task Competency: This refers to the capacity to carry out a specific task. The numerous distinct work kinds that make up a job necessitate a variety of fundamental competencies. The foundational competencies are simpler to identify, research, comprehend, map, assess, and develop. They can also be standardized, clearly defined, and built into a model across the company. The fundamental competencies include communicating, conducting business, being driven to succeed, making decisions, and analyzing data.

Behavioral Indicators: The basic competency requirements for a job must be recognized in terms of fundamental competencies, which depend on education, knowledge, training, experience, non-technical and technical talents, attitude, and other personal qualities. Some of these features are difficult to assess and evaluate objectively. However, people who are highly successful at a particular task exhibit specific logically linked behaviors that can be utilized to pinpoint the specific contributing components. One of the most significant advancements in human resource management is competency mapping. It gives HR procedures and related operations the much-needed objectivity they require. With the aid of competency mapping, HR's assessment job has now transitioned from a support to a primary function. Competency-based HR programs and procedures can help HR functions directly improve corporate effectiveness.

In 2020, the government started the Swades (Skilled Employees Arrival Database for Employment Support) project to carry out a skill mapping exercise for workers returning to India from other countries due to the pandemic.

In 2020, the Ministry of Skill Development and Entrepreneurship, through its implementation arm, the National Skill Development Corporation, and in collaboration with an artificial intelligence company, conducted a skill mapping exercise for laborers in conjunction with states to provide them with employment opportunities near their homes.

In 2018, the Centre for Monitoring Indian Economy (CMIE) and the National Skill Development Corporation (NSDC) conducted a four-month-long 'Skills Stock Survey' to assess how skilled Indians are, the modes of training people adopt, the extent of skill development programmes awareness, accessibility of trainings, the sectors in which youth take skilling programmes, the impact of these programmes on candidates, and the willingness of youth to take up these programmes.

In 2016, NITI Aayog mapped India's need for skilled labor and training gaps in vital sectors, beginning with infrastructure sectors like telecom, power, and highways. The exercise was to be completed within a specified timeframe to assist the government in planning its endeavors to achieve its goal of skilling 400 million people by 2022.

Skill matrix

According to AIHR, a skills matrix is a framework for mapping employee skills and their corresponding levels. It is a grid with data on the skills and their evaluation. It is utilized to manage, plan, and track the present and expected skills for a job, team, department, project, or the entire organization. Skills matrices are crucial tools for any data-driven business, especially for the HR division and project management team leaders.

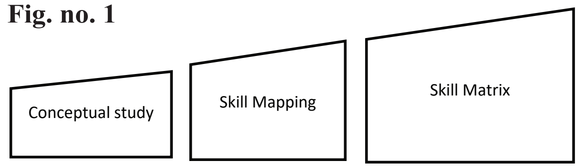
Matrices are ideal for tracking the staff's skills, qualifications, certificates, and competencies across the board. They work well in practice when adequately used, boost team productivity, and increase the bottom line. A skill matrix is crucial because, when properly configured, it assists in quickly organizing teams and identifying any skill sets required depending on the project specifications. With an effective skill matrix, projects are completed by the most qualified and competent team members.

The HR department will benefit from it by learning what abilities to market for if they need to hire more employees. It can also be used to plan staff vacations so that there are enough on-site workers with the required skills.

OBJECTIVES OF THE STUDY

1. To gain an in-depth knowledge of skill mapping in today's business environment and its prevalence in the manufacturing sector.
2. To map skills and analyze skill gaps of employees of a manufacturing organization.
3. To prepare a skill matrix in accordance with the skill gaps identified.

Fig. no. 1



SCOPE OF THE STUDY

Human capital has emerged as the most valuable resource in the competitive business environment. Understanding the various tools for effective human resource management is therefore required. Competency mapping, which is still in the developing stage in India, is recognized as one of the top-notch human resource tools for optimal hiring and skill development of employees. Thus, the study is done to have an extensive knowledge of competency mapping. In addition, the research aims to comprehend competency mapping for employees of a manufacturing organization. Current research proposes a framework for mapping competency by determining two competency levels; primary, required competence level, which is the desired/expected competency level for the job; and later, existing competence level, which is the actual/present competency level of the jobholder. Data in the form of skills was gathered by conducting focus group discussions of 52 employees of a manufacturing organization, and skill mapping was done through rating on a Likert scale of 5. In the process of skill mapping, a skill matrix was also developed.

REVIEW OF LITERATURE

According to Yuvaraj (2011), competency mapping describes what must be accomplished and identifies a person's positives and negatives to help them improvise themselves better. Competency mapping is one of the leading approaches for gauging a person's work and behavioural competencies in an organisation.

Dr.Nagaraju and Sathya Narayana Gowda concluded in their 2012 article that competency is a crucial employee behaviour that enables the organisations' performance as a whole. Competency mapping facilitates developing, accepting new technology, and comprehending client needs.

In his 2013 research, Dr. V. K. Jain came to a conclusion that the term "competencies" comprised in-depth qualities, skills, and expertise criteria. He also conducted a gap analysis between the actual and desired abilities and assessed the training needs of the employees.

In their study, Balaji and Vimala (2012) showed that employees' performance, meta-qualities, and job-related skills all showed greater competency gaps than average. These could be created by providing personnel with training.

According to Dr. P. Suguna and Tamilselvi (2013), competency mapping should not be viewed as a form of compensation and can be used to demonstrate skills by contract workers as well as verified employees of an organisation.

Velayudhan and Maran (2009) conducted a study at HCL Technologies, Chennai, to objectively evaluate the employees' skills and determine the gap between the employees' current competencies and expected competencies. In addition to demonstrating a positive association between the credentials of the three groups and each of the fifteen traits examined in the study, the study conclusively showed a positive relationship between male and female employees in all aspects of competence mapping. The t-test also revealed a significant difference between the two staff groups' performance. Significant differences in functional competence, innovation, customer service, analytical reasoning, and motivation were noted between married and unmarried HCL employees.

In a qualitative analysis, Farah (2009) concluded that the quality of a company's human resources significantly impacts its success. Historically, organizations have focused on employee competence for obvious economic and business reasons.

According to Kodwani, the motto of modern commercial organizations is performance (2009). Your team's ability to compete at a high level is contingent upon its composition. Competencies are the technical and behavioral skills and abilities required to achieve the desired level of performance.

In his study on leadership development among U.S. healthcare executives, Rice (2006) discovered that competency-based leadership development intentionally focuses on established career goals instead of just wandering. Meanwhile, he emphasized that a planned approach to career development will boost the company's performance.

According to Nigam et al. (2009), in their research paper titled "Competence

Mapping: An Innovative Management Practice Tool," employee competence mapping for measuring the value of human capital and its growth is a technique that is now frequently used by businesses. As a technique for enhancing the organization's primary resources, ensuring that the entire organization is participating is essential.

RESEARCH DESIGN

Research Methodology

Well-established competency models established by prominent institutions and researchers acted as reference points for the current research. The study was done by first identifying the skills required by each employee for their role. After that, the functional heads rated the employees on the skills identified as expected and present levels. Skill gaps were identified (expected level- present level), and a skill matrix was created.

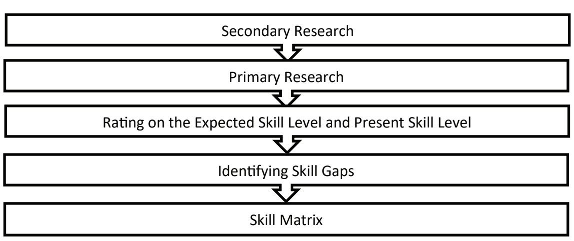


Fig. 2

Data Collection

Data in the form of skills was gathered by conducting focus group discussions of 52 employees of a manufacturing organization, and skill mapping was done through rating on a Likert scale of 5. Extensive secondary data was collected from websites like shrm.org, aihr.com, etc. Various articles from journals like Springer and Emerald were also studied. Government reports, too, were studied for secondary data collection.

Area of Study

The study was carried out in the city of Mumbai, Maharashtra.

Sampling Technique

Due to paucity of time and resources, Stratified Random Sampling was used to identify the respondents for skill mapping.

Type of Research

Exploratory Research

ANALYSIS AND FINDINGS

In the current study, an exploratory data analysis was performed to assess the training needs of sample employees by identifying the skill gaps. Measurement of both levels, i.e., expectation and present levels, was carried out for each employee who took part in the survey. The skill gap was calculated from the formula:

Skill gap= Expectation- Present

Following is a sample of the rating on the expectation level and present level of

skills and skill gap:

1	No skill
2	A little skill but consider able training required
3	Some skill but develop ment required
4	Good level of skill with a little training required
5	No training need

Department Name: Program

Employee Name: J

Employee Skill	Project Management	lean Thinking	Performance tracking	Basic manufacturing	Project Excution strategy	Analytical skills	Risk analysis& mitigation	Problem solving
Expectation	4	4	4	5	4	4	4	5
Present	3	2	3	4	3	3	3	3
Skill Gap	1	2	1	1	1	1	1	2

Fig. 3 Skill Mapping Rating

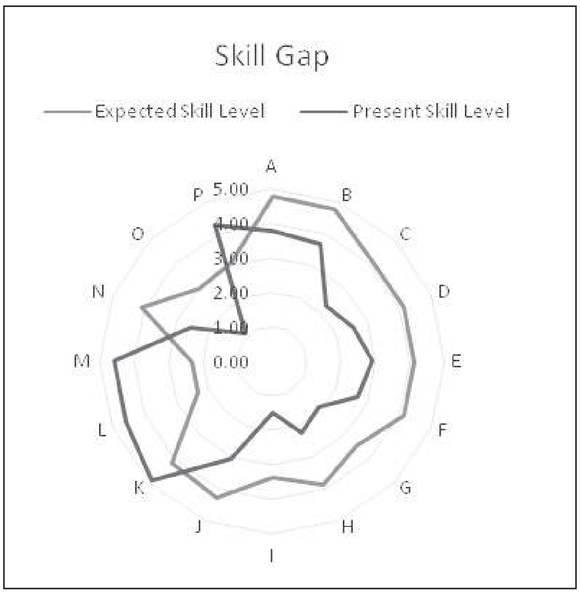


Fig. 4 Skill Gap

The purpose of gap analysis was to gauge the gap involving two levels of skills, i.e., the expected level and present level of skills of the sample employees. Figure 4 exhibits the radar chart to emphasize the gaps between expected skills level and present skills level. Some gaps were observed in the technical and business skills of the sample employees.

TESTING HYPOTHESIS

H(0): There is no significant difference between the expected level of skills and the present level of skills.

Conclusion: The P. Value 0.99 is greater than 0.05 at 5% significant level. So, the null hypothesis is accepted. Hence it is concluded that there is not muchdifference between the expected and present levels of skills.

Skill Matrix

A skill matrix was then prepared, visualizing the skill gaps identified above for each employee. A skill matrix enables organizations to prepare for future hiring while maximizing the use of current abilities. A skills matrix identifies a worker's pluses and minuses, which might serve as a stepping stone for self-improvement.It gives a bird's eye view of what each employee brings to the table, helping enhance succession planning and risk mitigation.

It can be seen from the matrix that very few skills, mostly technical, are in red and orange, rest all are yellow light green and dark green. This shows that most of the employees are meeting the expectation of the skill requirement.

Employee/ Skill	Manufacturing process Knowledge	Product Knowledge	Market knowledge	Pipeline management	Written and oral communication	Presentation skills	Closing skills	Customer Relationship Management	Problem Solving	Design thinking/ decision making	Project Management	Six Sigma	Engineering Change Management, PPAP, APQP, QFD	Material Knowledge	GD&T (Geometric Dimensioning & tolerencing)	Process Management	Strategy	Negotiation	Project planning	Lean Thinking	Product Knowledge	Market knowledge	Pipeline management	Written and oral communication	MIS/ Market research	ERP knowledge	MS office/ Data management	Reporting and analysis	HTML & CSS	Testing and debugging	Javascript	React.js	Git	Redux
A		0	1	1	0	0	2	1	2	2																								
B		1	1	3	0	0	1	1	1	2																								
C		2	2	3	1	3	2	2	1	1																								
D		2	1	3	0	3	2	1	1	1																								
E		2	1	1	0	2	1	2	1	1																								
F		2	1	2	0	2	2	2	1	1																								
G		2	2	2	0	3	2	1	0	2																								
H	1								2	1	2	2	2	2	1	2	1	1																
I	2								2	1	1	2	1	2	2	2	2	2																
J	1																		1	2	1	2	1	1										
K		2							0	1													0		1	0	0	2						
L		2							2	2													3		2	4	0	2						
M		2							4	2													3		3	4	0	2						
N		2								2															2	0	1	2						
O		1								2															2	2	3	2						
P																													2	3	1	2	3	3

red	No skill
orange	A little skill but considerable training required
yellow	Some skill but training required
light gree	Good level of skill with a little training required
dark gree	No training need

SUGGESTIONS

Skill mapping must be performed often to assess staff skill levels. As per the study, there seems to be a significant gap between the expected and current levels in most technical skills. This gap calls for a series of trainings targeted at the employees lacking in those particular skills. Although there are some business skills like, written and oral communication, decision making, and MS Office/ data management were the sample employees touch the expected level of skill.

Managerial implications: With the process of skill mapping, managers can have a clear idea about the skill set of a particular role and can compare it with the skill set of the employee working in that role to identify skill gaps. These skill gaps can be filled with targeted training, increasing employeeproductivity. It will boost employee retention, and help in performance diagnostics, appraisals and recruitment as well.

CONCLUSION

Competence refers to the required knowledge, skills, and qualities to accomplish a task effectively and efficiently. According to the data above, competency mapping symbolizes a new era in the HR industry. It efficiently utilizes the most precious resource, human capital, by ensuring that each individual receives the best potential employment. Additionally, it ensures the growth of every individual. Individuals can map their skills and locate the vocation that best suits them. In other words, it not only ensures that the best candidate is hired and placed in the best job for them, but it also enhances the competency of less qualified candidates through training and evaluation.

The major contribution of the current research is to recommend a skillmapping structure that supplies a potential framework for designing training programs in manufacturing organizations. This paper will help organizations put competence-based HR into practice.

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RESEARCH ARTICLE

A Study on Organizational Citizenship Behavior of Employees

Mrs. Trupti Desai, Dr. Sapna Suri*

ABSTRACT

Employee behaviour is studied in order to educate management on how to elicit cooperation from workers in order to achieve the organization's goals. Organizational behaviour is the study of how people behave in organizations. Organization citizenship activity is one of the contributing behaviour that is somewhat discretionary but has been experimentally demonstrated to improve organizational functioning. It is one of the contributing behaviour that is somewhat discretionary but has been experimentally demonstrated to improve organizational functioning (OCB). Many different types of collaboration and helpfulness to others are included in this term, and they all contribute to the social and psychological framework of the company. When there was a pandemic in recent years, the OCB of employees

played a vital part in the provision of services to customers. Consciousness, civic virtue, Courtesy, and Altruism are the components of OCB that have been studied in this study. All of these considerations are intimately associated with emotional situations. The research is based on primary data collected from 140 respondents who are employed with IT companies in Mumbai. The primary data is gathered through the use of a Structured questionnaire. The SPPS software is used to analyse the data. Descriptive statistics such as mean and standard deviations are calculated. The Cronbach Alpha test is used to determine the reliability of the data. The Ttest, the ANOVA, and the F-test are all inferential statistics that are used for hypothesis testing.

Key Words: *OCB, Altruism, Conscientiousness, Civic Virtue, Courtesy*

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INTRODUCTION

Organizational Citizenship Behavior (OCB) is a code of behavioural attributes that is optional and does not have to be met by the basic job requirements. As a result of the current competitive and challenging global corporate environment, OCB has become a focal point of attention. It has been discovered that having a positive OCB has a positive impact on performance levels. The positive relationship between OCB and performance is one of the factors that led to its selection as a research ground. Through the measurement of OCB, we can get one step closer to improving performance. Organizational citizenship behaviours can take on a variety of forms, including Altruism, Conscientiousness, Civic Virtue, Courtesy. These behaviours are characterised by employees' willingness to contribute their efforts and abilities to the organisation, even if it is not explicitly required of them. It is defined as, individual behaviour that is discretionary, not directly or explicitly recognised by the formal rewarded system, and that in the aggregate promotes the effective functioning of an organisation.

The goal of organisational cohesion is to protect the organisation from destructive and undesirable behaviours, which in turn protects the organization's healthy operations, improves the skills and abilities of incumbents, and increases the performance and productivity of the organisation through effective coordination.. Employee behaviours that go above and beyond the regular call of duty include: constructive statements about the department, expressions of personal interest in the work of others, suggestions for improvement, training for new employees, respect for the spirit of the organisation as well as housekeeping rules, care for organisational property, and "punctuality and attendance that exceeds standard or enforceable levels."

REVIEW OF LITERATURE

1. **Ed Snape and Tom Redman (2010),** Our data imply that perceived job influence mediated a strong indirect link between HRM practises and benevolence. HRM practises were substantially associated with perceived organisation support, indicating that employees believe the organisation cares about their well-being and values their input. There was no evidence that perceived organisational support mediated the relationship between HRM and employee behaviour. These findings support an intrinsic motive and opportunity interpretation of HRM effects on employees' organisational citizenship behaviour.

2. **Akinyemi Benjamin (2011),** Niger's banking sector is one of the most dynamic and important contributors to the national economy Reforms increased competition and the need for highly skilled employees. To obtain a competitive edge in today's volatile business environment, a bank must develop a more adaptable and resilient workforce (Akinyemi, 2009). a crucial role In this study, extra-role behaviour and retention are emphasised. The study looked at OCB-VTI relationship The statistics suggest a link between HRDC and OCB.

3. **Saima Batool (2013),** A banker's OCB is not influenced by organisational justice in a significant way. Interaction between Justice and OCB is mediated

by Organizational Commitment. Determining the impact of organisational justice on OCB elevation is difficult without Organizational Commitment's involvement. This means that merely rewarding good employees does not prevent performance issues, but rather fosters a sense of attachment and high organisational commitment in such employees. They will have OCB because of their organisational commitment.

4. **Dr. Garima Mathur & Dr. Pushpa Negi (2014),** Organizational Citizenship Behavior is considered a better way to measure employee behaviour. Leaders' qualities can better display the extra role behaviours. The study looked at servant leadership and OCB. The impact of servant leadership's personal and sociability traits on OCB was also examined. The results show that servant leadership behaviours predict OCB in service industries like banking and insurance. Similarly, both servant leadership traits were linked to OCB. The study enhances OCB by focusing on a certain leadership style, namely servant leadership. Leaders' traits influence followers' OCB more than followers' traits.

5. **María Zayas-Ortiz, Ernesto Rosario & Eulalia Marquez and Pablo Colón Gruñeiro (2015),** The sample shows a substantial correlation between organisational commitment and organisational citizenship, civic virtue aspects, courtesy, and altruism. Organisational commitment is just a predictor of the meaning of organisational behaviour acts. The results also demonstrate a positive correlation between organisational commitment and organisational citizenship behaviour.

6. **RoleNorasherin et. al. (2016),** This study's goal is to examine the JS-OCB link in public officials. The outcomes of this research will assist the public sector in improving organisational performance and creating positive value for employees. This study will also determine which aspects of JS have the greatest impact on an employee's ability to conduct OCB. When JS is seen as a primary contributor to employee performance and commitment. So the company and employer can identify characteristics that affect an employee's commitment to the organisation, which is vital for building and maintaining a healthy culture.

7. **Mohammad Shahidul Islam et. al. (2016),** This study sought to identify factors affecting employee OCB and develop a conceptual framework model for Bangladesh. Organizational Loyalty, Altruism, Civic Virtue, Sportsmanship, Courtesy, Conscientiousness, Organizational Compliance, Problem Concern, initiative, and growth. Employees displaying altruistic behaviour, i.e. their coworkers' problems will show OCB, which will act as a beneficiary. for the whole company Employees will also have faith in each other, which may cause the employee relationship of vertical supervisory subordinate and horizontal peers to boom.

8. **Sania zahra malik, Maheen saleem (2016),** The study's goal was to see how leadership styles (autocratic,

democratic, and laissez-faire) influenced OCB. The study found a significant relationship between OCB and leadership styles (i.e. Autocratic, Democratic and Laissez faire). Organizations must focus on a leader's leadership style to promote or motivate subordinates to perform better role behaviours that result in high organisational performance.

9. **Aldona Glińska-Neweś, Dawid SzosteK (2018).** The data collected in our survey do not support the hypothesis that private sector organisations have more OCBs than public sector organisations. But the image is more complex and ambiguous. The Employees in the private sector support the organisation. OCB-Os appear more frequently. Unlike the public sector, which supports the evidence that in Public employees are more likely to be frustrated. dissatisfaction leading to organisational harm (CWBs).

10. **Dorota Grego-Planer(2019),** The study's findings revealed several important aspects that managers should consider. An employee who is highly engaged and thus emotionally connected to the organisation can bring many benefits. The study concluded that this engagement will have a positive impact on organisational civic virtues Management should do everything. to increase employee engagement and retention. Internal marketing elements like training, communication, and awards can help. boost employee engagement Similarly to other researchers [88,89], the author suggests increase employee engagement by increasing employee knowledge or attitudes and increase motivation.

11. **Rashid Ahmad, Saima Ahmad, Talat Islam,Ahmad Kaleem(2020)**, As a result of these findings, CSR may be used to increase academic commitment in Pakistani higher

education policy and practise. Our findings do not discredit trust as an but rather highlight that OT alone does not explain affective OC due to CSR. not provide a comprehensive explanation of how CSR influences academics' outcomes. To this end, we urge more research on the microfoundations of CSR. based on our research model (see Figure 1). Another related area of The question is whether CSR influences academic work and if so, how. can help academics become more engaged. Moreover, future research to examine how contextual factors like institutional reforms interact with perceived CSR in colleges. Examining microfoundations, or individual-level macro-level and institutional variables linked to CSR have the potential to answer why, when, and how questions.

12. **Yavuz YILMAZ (2020),** The results show how job descriptions can directly or indirectly affect OCB. The study's findings show that there is significant OCB, job descriptions, and OC Moreover, job descriptions mediate OC-OCB relationship. As shown, that Job Descriptions Influence Organizational Citizenship and Commitment (OCB). Can Hence, if corporate management wants to have employees' organisational citizenship behaviour They must improve Organizational Commitment.

RESEARCH GAP:

From review of literature, it is observed that majority of study are conducted to study relationship between organisational culture and organisational citizenship behavior. Researches are conducted for employees of corporate sector. Initially study for the related subjects are conducted outside India. There is no much study related to OCB in IT sector.

RESEARCH METHODOLOGY:

Descriptive research methodology is adopted for the present study. A Simple random sampling method is applied. There is only one strata of IT companies. Among each stratum, simple random sampling method is applied for the collection of primary data. A sample of total 140 employees is collected through a structured questionnaire. Data is processed through SPSS for analysis. The objectives of the study are as follows.

Objective-1. To study level of Conscientiousness among employees of IT sector according to Demographic factor.

Objective-2. To study level of Civic virtue among employees of IT sector according to Demographic factor.

Objective-3. To study level of Courtesy among employees of IT sector according to Demographic factor.

Objective-4. To study level of Altruism among employees of IT sector according to Demographic factor.

Demographic factors:

The sample indicates that out of 140 respondents considered for this study, there are 61 Male and 79 Female respondents. Out of 140 respondents in the sample, 26 respondents have working experience of up to 5 years, 49 have working experience of 6 to 10 years, 46 have working experience of 11 to 15 years and 19 respondents have working experience of 16 to 20 years. Out of these 140 respondents, 53 are Graduates, 53 are Postgraduates and 34 are Professionals.

Conscientiousness of employees:

Using appropriate rating and a suitable formula the mean score for Conscientiousness of employees in the IT sector is calculated for each respondent and subsequently for all 140 respondents and is represented in the table below:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Conscient-iousness	140	28.0	100.0	72.143	16.1675
Civic Virtue	140	20.0	100.0	63.321	16.0889
Courtesy	140	33.3	100.0	73.569	16.4335
Altruism	140	28.0	96.0	60.229	14.1748

The above table indicates that the mean score for Conscientiousness of employees in the IT sector is 72.14 percent. Corresponding standard deviation is 16.16, suggesting that there is high variation in the responses.

The table indicates that the mean score for Civic Virtue of employees in the IT sector is 63.32 percent. Corresponding standard deviation is 16.08, suggesting that there is high variation in the responses.

The table indicates that the mean score for Courtesy of employees in the IT sector is

73.56 percent. Corresponding standard deviation is 16.43, suggesting that there is high variation in the responses.

The table indicates that the mean score for Altruism of employees in the IT sector is 60.22 percent. Corresponding standard deviation is 14.17, suggesting that there is moderate variation in the responses.

CRONBACH'S ALPHA TEST:

Test of reliability of scale: This test is used for validation of Likert scale that is used in the questionnaire. To validate the scale in this study, Cronbach Alpha test is applied. The test is applied on all 140 respondents. For the Cronbach Alpha test all sub questions of all factors of Organisational Citizenship behaviour are considered.

Above results indicate that Cronbach Alpha value is 0.719 for all sub questions of all factors of Organisational Citizenship behaviour. It is more than the required value of 0.700. Hence the test is accepted. Conclusion is scale is reliable and accepted.

HYPOTHESIS TESTING:

Objective-1 To study level of Conscientiousness among employees of IT sector according to Demographic factor.

To investigate the above objective the Mean score for Conscientiousness among employees of IT sector is compared across the Gender, Work experience and Qualification of employees.

Null Hypothesis H01: There is no significant difference in the Conscientiousness among employees of IT sector across the Gender, Work experience and Qualification of the respondents.

Alternate Hypothesis H11: There is a significant difference in the Conscientiousness among employees of IT sector across the Gender, Work experience and Qualification of the respondents.

To test the above Null Hypothesis ANOVA is obtained and F-test is applied. Results are shown in the table below:

Demographic factor	p-value	Result
Gender	0.973	Insignificant
Work experience	0.414	Insignificant
Qualification	0.047	Significant

Interpretation:

The above results indicate that calculated p-value for each demographic factors. It is less than 0.05 for Qualification of respondents. Therefore, the test is rejected for the same. Hence Null hypothesis is rejected, and Alternate hypothesis is accepted for the Qualification of respondents.

Also, it can be noted that the p-value for Gender and Work experience is more than 0.05. Therefore, the test is accepted for the same. Hence null hypothesis is accepted, and Alternate hypothesis is rejected for the same.

Conclusion:

There is a significant difference in the Conscientiousness of employees according to their qualification, while there is no significant difference in the Conscientiousness of employees according to the Gender and Work experience of the respondents.

Finding is that the mean score of Conscientiousness of employees is significantly different according to the qualification of respondents. It is higher for the respondents who are professionally qualified.

The results indicate that the mean score for Conscientiousness of employees in the IT sector is highest at 77.64 percent for the respondents who are professionally qualified, while it is the lowest at 69.28 percent for the graduate respondents. This verifies our findings.

The difference in the mean score of Conscientiousness of employees is highly insignificant according to the Gender and work experience of respondents. It is similar for both, male and female respondents.

The results indicates that the mean score for Conscientiousness of employees in the IT sector is highest at 72.19 percent for the male respondents, while it is the lowest at 72.10 percent for the female respondents. This verifies our findings.

Also, it is similar for all respondents irrespective of their working experience.

The mean score for Conscientiousness of employees in the IT sector is highest at 76.84 percent for the respondents with 16 to 20 years of experience, while it is the lowest at 69.87 percent for the respondents with 6 to 10 years of experience. This difference is not significant according to the p-value. This verifies our findings.

Objective-2: To study level of Civic virtue among employees of IT sector according to Demographic factor.

To investigate the above objective the Mean score for Civic virtue among employees of IT sector is compared across the Gender, Work experience and Qualification of employees.

Null Hypothesis H02:

There is no significant difference in the Civic virtue among employees of IT sector across the Gender, Work experience and Qualification of the respondents.

Alternate Hypothesis H12:

There is a significant difference in the Civic virtue among employees of IT sector across the Gender, Work experience and Qualification of the respondents.

To test the above Null Hypothesis ANOVA is obtained and F-test is applied. Results are shown in the table below:

Demographic factor	p-value	Result
Gender	0.894	Insignificant
Work experience	0.168	Insignificant
Qualification	0.727	Insignificant

Interpretation:

The above results indicate that calculated p-value for each demographic factors. It is more than 0.05 for all three demographic factors. Therefore,

the test is accepted for all the factors. Hence Null hypothesis is accepted, and Alternate hypothesis is rejected for all the demographic factors.

Conclusion:

There is no significant difference in the Civic virtue of employees according to the Gender, Work experience and qualification of the respondents.

Finding is that the difference in the mean score of Civic virtue of employees is highly insignificant according to all the demographic factors. It is similar across all three demographic factors for the respondents.

It indicates that the mean score for Civic virtue of employees is highest at 63.48 percent for female respondents, while it is lowest at 63.11 for the male respondents, suggesting that it is highly similar for both, male and female respondents.

The results indicates that the mean score for Civic virtue of employees is highest at 69.03 percent for respondents who have up to 5 years of work experience, while it is lowest at 60.30 for the respondents with 6 to 10 years of work experience. This difference is not significant according to the p-value, suggesting that it is similar for all respondents irrespective of their work experience.

The above table indicates that the mean score for Civic virtue of employees is highest at 64.71 percent for the graduate respondents, while it is lowest at 62.35 for the respondents who are professionally qualified. This difference is not significant according to the p-value, suggesting that it is similar for all respondents irrespective of their qualification.

Objective-3: To study level of Courtesy among employees of IT sector according to Demographic factor.

To investigate the above objective the Mean score for Courtesy among employees of IT sector is compared across the Gender, Work experience and Qualification of employees.

Null Hypothesis H03:

There is no significant difference in the Courtesy among employees of IT sector across the Gender, Work experience and Qualification of the respondents.

Alternate Hypothesis H13: There is a significant difference in the Courtesy among employees of IT sector across the Gender, Work experience and Qualification of the respondents.

To test the above Null Hypothesis ANOVA is obtained and F-test is applied. Results are shown in the table below:

Demographic factor	p-value	Result
Gender	0.001	Significant
Work experience	0.009	Significant
Qualification	0.236	Insignificant

Interpretation:

The above results indicate that calculated p-value for each demographic factors. It is less than 0.05 for Gender and work experience of respondents. Therefore, the test is rejected for the same. Hence Null hypothesis is rejected, and Alternate hypothesis is accepted for the Gender and work experience of respondents.

Also, it can be noted that the p-value for Qualification is more than 0.05. Therefore, the test is accepted for the same. Hence null hypothesis is accepted, and Alternate hypothesis is rejected for the same.

Conclusion:

There is a significant difference in the Courtesy of employees according to their Gender and Work experience, while there is no significant difference in the Courtesy of employees according to the qualification of the respondents.
Finding is that the mean score of Courtesy of employees is significantly different according to the Gender and Work experience of respondents. It is higher for the female respondents. Also, it is higher for the respondents with lower work experience.

It indicates that the mean score for Courtesy among employees is highest at 77.63 percent for the female respondents, while it is lowest at 68.30 percent for the male respondents.

The results indicates that the mean score for Courtesy among employees is highest at 82.30 percent for the respondents with up to 5 years of work experience, while it is lowest at 70.13 percent for the respondents with 11 to 15 years of work experience.

The mean score for Courtesy among employees is highest at 75.87 percent for the respondents who are professionally qualified, while it is lowest at 70.56 percent for the postgraduate respondents.

Objective-4: To study level of Altruism among employees of IT sector according to Demographic factor.

To investigate the above objective the Mean score for Altruism among employees of IT sector is compared across the Gender, Work experience and Qualification of employees.

Null Hypothesis H04:

There is no significant difference in the Altruism among employees of IT sector across the Gender, Work experience and Qualification of the respondents.

Alternate Hypothesis H14: There is a significant difference in the Altruism among employees of IT sector across the Gender, Work experience and Qualification of the respondents.

To test the above Null Hypothesis ANOVA is obtained and F-test is applied. Results are shown in the table below:

Demographic factor	p-value	Result
Gender	0.000	Insignificant
Work experience	0.453	Significant
Qualification	0.000	Insignificant

Interpretation:

The above results indicate that calculated p-value for each demographic factors. It is less than 0.05 for Gender and qualification of respondents. Therefore, the test is rejected for the same. Hence Null hypothesis is rejected, and Alternate hypothesis is accepted for the Gender and qualification of respondents.

Also, it can be noted that the p-value for work experience is more than 0.05. Therefore, the test is accepted for the same. Hence null hypothesis is accepted, and Alternate hypothesis is rejected for the same.

Conclusion:

There is a significant difference in the Altruism of employees according to their Gender and qualification, while there is no significant difference in the Altruism of employees according to the work experience of the respondents.

Finding is that the mean score of Altruism of employees is significantly different according to the Gender and qualification of respondents . It is higher for the female respondents. Also, it is higher for the professionally qualified respondents.

The results indicates that the mean score for Altruism among employees is highest at 64.10 percent for the female respondents, while it is lowest at 55.21 percent for the male respondents.

The mean score for Altruism among employees is highest at 72.35 percent for the professionally qualified respondents, while it is lowest at 52.75 percent for the graduate respondents.

The mean score for Altruism among employees is highest at 62.31 percent for the respondents with 16 to 20 years of working experience, while it is lowest at 56.61 percent for the respondents with up to 5 years of work experience. This difference is not significant according to the p-value. This verifies our findings.

CONCLUSION AND RECOMMENDATION:

Analysis of data indicates that there are significant results for all four factors of organisational citizenship behaviour. In first objective Consciousness is tested for demographic factors. Conclusion is there is no significant difference in Consciousness of male and female respondents. Work experience also has no impact on Consciousness. Respondents of higher qualification has significantly better Consciousness. Civic virtue has no association with demographic factors. Civic virtue is similar for male and female employees. Civic virtue is also uniform for all categories of qualification and all levels of work experiences. Courtesy is better in female respondents as compare to male respondents. Courtesy factor increasing as level of experience of employees increases. Altruism is significantly better for female employees as compare to male employees. There is higher Altruism for employees of higher qualification.

It is recommended that human resource department may arrange training and development program for employees of IT sector. Training and development program It is recommended that IT employees may be provided training and to create awareness about the importance of OCB factors. CSR activities conducted by IT companies may be given better awareness among their employees.

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RESEARCH ARTICLE

B2B Sales Processes Post Pandemic Methodologies of Value Creation

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ABSTRACT

Introduction: *Pandemic, not just a word but a bundle of experiences for over 20 months has forced all of us in various fields to Think, Change, Challenge, Innovate, etc. Common point of discussion in any subject one chooses to study will ultimately move in the direction of adopting for new normal or predicting what may be the impacts over the long run post pandemic. It was a crisis management at the beginning finding stop gap arrangements. But as the situations went out of control, processes, technology, expectations had quick periodic reconciliations and revisions forcing to be ahead of the curve, in this case ahead of the wave so to say.*

Research focus: *Given the perspective of learning curve that everyone is in, this article intends to review the literature focusing on B2B sales processes. There are many consulting firms, research scholars, individuals who are constantly trying to articulate the post pandemic environment, its impact on B2B selling processes, unearthing evolving trends of behaviours, practices and preferences to create maximum value ensuring overall stakeholder wellbeing. It is appropriate to undertake a review of literature at this juncture to extract the themes or methodologies that create value to the stakeholders involved in B2B sales.*

Key Words: *Lean sales process, B2B sales processes, Post pandemic sales processes, Impact of Pandemic on B2B sale process, Digitization of sales process, Preferential mode of selling post pandemic, virtual world and value addition*

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Research Rational:

Industry and academic experts have been producing many thought-provoking research articles, case studies, white papers and survey results in this area (B2B sales). In the world of information and over information, it is very important to validate what is proposed, how accurate or relevant is it and how executable are the proposals from a business perspective. Central point of research hence would be to concentrate on capturing themes or concepts proposed which would cover proposed changes, trends, gaps in the current process, influence of pandemic on the behaviour and resulting process and preferential changes.

Methodology & Goal:

Methodology would be to do a literature review using articles/ white papers published by a both leading consulting firms and academic journals. Unearth the proposed changes, Gap identified, Trends of changes etc. The goal of this effort will be to get the dominant view from the survey of literature, identify gaps, trends, best practices, future changes, digital adoptions, upskilling requirements etc.

Publications focusing on pre and post pandemic B2B sales process

Sales and marketing automation in the post-Covid-19 scenario: value drivers in B2B relationships:

The automation of sales and marketing in various industries in increasing in a rapid phase. (Mero, J et al.(2020) This automation of the systems helps the companies to improve the quality, and conducting campaigns and helps to improve the sales and marketing insights. The covid 19 outbreak increased the usage of automation for many companies in increasing the revenue of the companies. (Ko & Dennis, 2004; Thaichon et al., 2018). In this study a framework has been created by putting a research in a qualitative and quantitative phase. It also explains the various value drivers of automation of sales and marketing in a buyers perspective in terms of uses and limitations. (Richards, K. A., & Jones, E. (2008). It also explains how the automation of systems creates values for different companies that gives value from the automation of sales and marketing in unique ways. The term “Marketing Automation” is first proposed by Little (2001) and the limitations for this was a lack of perfect models for B2B dealings with a large number of data collected from online. Hence the automation of sales and marketing systems need to react in different ways to the consumers choices based on online platforms data. But nowadays the automation of systems is the most promising field in marketing technology.(Järvinen, J., & Taiminen, H. (2016) In this study a frame work has been made based on the survey that includes a qualitative and quantitative phases to create a concept of values generated by the automation of sales and marketing of systems. In the qualitative phase interviews were conducted with the marketing and sales managers to derive the information above how the automation of sales and marketing creates the value for companies in the post pandemic period and the drivers of values. A total number of 25 interviews were conducted in various Italian companies in different industries offering either goods or services. Based on that they selected informative individuals to cover various industries and sectors to identify the drivers of value. (Johnson, J. S. (2015). After that data analysis was implemented on a systematic coding procedures and comparison methods. (Strauss, A., & Corbin, J. (1998). In quantitative phase, an online survey was conducted for managers and professionals of marketing and digital sales. This data was collected during the Italian lockdowns of March 2020.and also a series of multiple choice questions of different categories of automation of sales and marketing. The participants also asked to give a filmographic and demographic information also. The data analysed through descriptive statistics to estimate the drivers of value in the process of purchasing the automation. (Vermunt, J. K., & Magidson) A segmentation analysis was conducted to understand the different types of perception of value drivers of Automation. Based on this survey, there are four types of benefits and sacrifices have made. In the Customer-centric benefits the companies can have more understating towards the customer knowledge, quality improvement, building a long lasting and strong relationship with proper communication and promotions, data collection, customer reviews and feedbacks, insight generation and post-sales services. 48% of the sample acknowledge the implementation of automation of sales and marketing. This implementation also provide a development in the customer relationship by personalized messages and promotions about 65%, customer information (54%), feedbacks and reviews(48%) and post sales service(44%). On the other hand 55% of the individuals reported that's facing some difficulties in feeding the data in the automated sales and marketing systems. In integration based benefits the implementation of sales and marketing automation increased the coordination between the sales, marketing and customer service departments about 65% and increasing the level of collaboration of the functions and supporting the joint initiatives. 59% of samples agreed that the automation of sales and marketing increase the level in interaction between external and internal data which helps in the generation of new and deeper insights of the customers and the ecosystem information. On the other hand, 43% of the individuals faced some issues while implementing the automation in feeding the data in the pre-existing systems and platforms. In addition, 41% of individuals said that the implementation of new systems us under mined by the lack of collaboration among the various departments, which consumes more time and cost while implementing the new automated systems. The operational benefits include the more efficiency in marketing and sales activities by reduction in cost and the generation of data with higher quality (45%). About 54% samples said that the automated systems are increasing the value of real time data to provide greater efficiency in marketing and sales by reduction in cost. In the perspective of sacrifice, the investment in the skill development and resources for the implementation of automation of sales and marketing (36%), and the difficulties in the adaptation of new market dynamics is more relevant. In the product related benefits the automated sales and marketing systems plays avital role in capturing the features and capabilities of the automation of sales and marketing. Among the individuals about 86% appreciated the opportunity to integrate the platform into the pre-existing system, flawlessly and appreciated the implementation of the new automated system in compared to the other options in sales and marketing. About 85% samples said that the completeness of the platform gives more value for the Buyer Company and reduces the risks associated with managing several systems.

Leading sales through Covid-19 crisis:

During this post pandemic period companies having the capability to change the crisis into a good opportunity. (Leppäaho, T., & Ritala, P. (2021).But in the case of factories shutdown, leaded to delays in deliveries and also cancelation of the orders. Employees faced work from home. Resources prices skyrocketed. In this situation had many issues for facing the situation. And also the team, processes and pipeline surrounding the business. In this study, there are four methodologies for B2B business holders for recovering from this crisis economically.

Respond by engaging with stabilisation and sales: during this pandemic, the team, processes and service line surrounding the business are engaged with a critical condition. (Obal, M., & Gao, T. T. (2020) To tackle this situation companies have to prepare a virtual interaction room with proper coordinated customer-focused response is also mandatory. In this order tracking, supply chain management, risks, customer service challenge also included. Because more this outbreak continues, the chances of B2B companies work virtually is increasing. (Hartmann, N. N., & Lussier, B. (2020).

Reflect on the fluid and emerging scenario: The leaders of sales and marketing gone to a situation to think about the challenges before the reaction. (Kuckertz, A et al. (2020) In this time, leaders should consider about the plans, employee protection and assets that surrounding the business. A clear exposure have to be made on the demand and supply based on the impact of the pandemic in the markets and their regions. (Nwokolo, et al.(2020) And also a in-depth analysis have to be made about the challenges faced by the customers by gathering data both field and indicators to create a forecast of the scenario. It will explain a deeper view in demand and supply based approach to ensure the responses. And also leaders have to put their focus on the market trends to provide an insight to rapid planning for the quick actions to develop new sales strategies. This can create a clear map to the quick victories. (Campbell, C. et al. (2020)

Reimagine sales to regain momentum: The conversation with the existing customers in the B2B markets can create a clear view for the sales people to interact with customers when the ask about the existing deals, new level of contact, supply resuming and rerouting, price details about the products and other trending market practices in the industry. (Oral, Ç. (2021). And also the resource in hand have to be used in the counter action of demand in supply. (Craighead, C. W et al. (2020) In this crisis the traditional sales techniques will not give more results in B2B markets. So the leaders must consider the digital channels for marketing. Nowadays most of the people are working from home, are spending more time in online. Companies can invest the marketing budget. In digital marketing like webinars, virtual hangouts for the target customers.(Nikbin, D et al.(2021)By setting up a demand centre which has coordinated services like marketing, infrastructure, processes, digital marketing techniques can help to tackle this situation.

Rebound by pivoting sales to win when the crisis ends: preparing for the worst scenarios that includes sudden consequences will help the companies in the future to act in this kind of crisis. And also B2B firms should also put their focus on rebounding. (Kang, J et al.(2020) Sales teams should prepare a forecast that explains how much supply and demand can take to counter act in this kind of situations, and also diagnose the time have to be taken for the distribution and production teams to clear the block chains.(Kristinae, V. et al.(2020)

Implementing cost-effective and data driven methods is very important in acquiring new customers. (Palmatier, R. W., & Sridhar, S. (2020). So companies should consider to move to the emerging digital self-services and E-commerce platforms. Over the past decade B2B consumers have moved to internet to search vendors and their evaluation, and for buying also. This results in the rise of digital data that helps the companies to understand the customers in any ways. (Saura, J. R. (2021). And the retention of the existing and upselling with new products is the main priority in rebounding. This can improve the product adoption and cross-selling and upselling to the existing customers. At last the upgradation of sales experience and journey of the customers by digital technologies in so important for companies in this crisis.

The B2B sales process "New Normal": Online, Frictionless and Agile:
During this pandemic crisis, 97% of the businesses in UK have shifted to GTM (Go-to-Market) strategy. (Khamis, A. (2021). The leader of the various organisations shifted their focus to new methodologies and digital processes for the "New Normal" adaptation. It explains how the B2B sales operations are moving away from the pre-pandemic sales techniques and this situation have made companies to move for new paths for long tem connections. (Beyari, H. (2021)

Building online relationships: in this post pandemic conditions, the retention and growth of the customer base of the company is essential. The focus should on the strengthening and engaging the online relationships through digital channels and strategies. (Karjaluoto, H. et al. (2015) Similar to this the B2B relationships also requiring more patience and communication. The quality of this relationships drives on many attributes such as,

Develop the personas: developing the personas in B2B helps in understanding the clients better, this creates a perfect communication and offerings for the clients. (Grossberg, K. A. (2014) and a clear understanding of customer needs, goals, success factor and preferences is also a vital factor.

Create compelling content: customer always have unique need and product preferences even whey the by the same product. (Eger, L. et al.(2021) By understanding this creating some contents that creates value to the companies is more important by conducting webinar, blogging, delivering creative, informative and educative content.

Personalised interactions: The personalisation of the interactions and communication with the customer allow to make them feel appreciated and special. (Storr, V. H. et al. (2021) It also helps in creating a map of each customer for relevant content in each stage. This provide an experience that compelling for customers.

Repurpose of content: the creation and publishing of new content is mandatory, the reusing of the old content for the maximum values is also important. Simply, identify the top performing contents for other marketing channels and social media pages is also important.

Leverage social media: the social media channels allow to build reputation by getting the trust of the potential customers.it will develop a great relationships and content better than other media channels and editors. The product videos, blog content, and others like Q&A sessions can engage target audience. And the ads associated the social media can get great leads by delivering targeted messaging.

Making easy to buy: The removal of complexities is so important for buying processes and simplifying can engage B2B customers. (Kvedare, M., & Nymand, C. M. (2021). It helps for making a frictionless experience that can move the customers forward for buying easily.

Code marketing: this term first proposed by Brian Halligan. By this theory, customers always want to try stuff before making purchase. (Halligan, B., & Shah, D. (2009). The offering of trial services and products can help in understanding the customer preferences. This approach allows the customers to experience the services, processes and brand before making the long-term commitmets. it also allow to improve the offerings for better experience for the paying consumers. (García-Sánchez, I. M., & García- Sánchez, A. (2020)**.**

Being flexible: the digital ads and transformations have created situation that businesses should be stable and agile. The pandemic period has given a perfect opportunity for companies to improve their agility. During this period some companies had a seamless transition to online and remote processes. On the other hand most of the companies had many difficulties due to the sudden change in the landscape of the businesses. (Matli, W. (2020). This indicates the importance of adapting to new changing situation and moving seamlessly to avoid downtime. So a strong foundation have to be made that integrates all of the team members and give confidence in getting out from the crisis. (Hanlon, A. (2022)

Be ready for change and put the customers first: In this world sales are constantly defined by many factors, such as consumer behaviour, preferences and demand. (Pantano, E. et al(2020) Even without pandemic the changes are constant. This is possible when the focus is perfectly on customer interests and investments in simplifying the processes, quality content marketing and seamless functions in the organisation. The identification of ways that adds value and accelerating the growth during this kind of unexpected changes and economic shifts also very important. (Sheng, J. et al. (2021)

Post pandemic evolution of B2B sales:

"COVID has changed everything". This phrase is most commonly used in the year of 2020. In fact the most of the B2B businesses have moving toward the E commerce and other digital channels. Since the pandemic not crating this kind of trends, it made the companies urge to adapt to the new trends in the market. By considering this, the Harvard business review subjected that the most of the industries are shifting their focus from outsides sales reps to inside sales reps. (Nohria, N. (2020).The distributers are under a pressure in price reduction. So they are looking for new ways to develop the efficiency and price reduction. This lead the distributors to create digital platforms and ecommerce. They also created new tool in aggressive lowering of price like video conference. It also demonstrated the efficiency if the inside sales reps in informational aspects. The transactional parts of the sales people were expected to be efficient and quick. In that way the customers also expecting new ideas from the suppliers to have a deeper knowledge of their business and give new and creative solutions to the problems. This indicates a separation between the works of outside sales reps and inside sales reps, the teaching of digital sales tools to their outside sales reps helps in sales cost reduction and allows them to a greater interaction with the customers. So most of the industries are getting into digital interactions to improve the business and services. The generation shift also a main contributor for the changes in B2B. According to the research conducted by Merit in 2019, the sales through phone call and emails nearly 3/1 over face to face meetings. So the covid years forced us to move towards digital environment, which is more comfortable and appreciated by most of the B2B buyers. The report “Rethinking Remote Work” found that 64% of all salaried employees in US were working from home when the pandemic started. According to the recent survey 43% of the salaried workers are working occasionally remote. This pandemic has putted a surge on this trend growth. (Fan, W., & Moen, P. (2021) During the pandemic, the mitigation action for the disease caused to adopt to revolutionary changes. This outbreak simply accelerated the need of revolutionary changes than the slower transition in adaptation of new changes. Sales leaders have to put their focus on restructuring the teams and new skills mastering for each individual in the team is also important. (Agrawal, S. et at. (2020) The examination of customer need and services creates the value for companies. This creates a clear insight to the companies for understanding the customer knowledge on the products and services. And the merging of these insights with the last year’s learnings and digital social data can create a new way of approach in B2B sales.

Business to Business selling in the post covid era: Developing an adaptive salesforce

The covid-19 pandemic has changed the landscape of business rapidly. Before this all the business organisations were focused on digital transformations in B2B. But the shift during the pandemic made companies unprepared. There are lot of advancements in technology for past two decades that reshaped the B2B sales processes. (Guenzi, P., & Habel, J. (2020).This study focuses on the responses by sales organisations towards changes in behaviours of the customers during the covid-19 pandemic. Specifically in current sales strategies and processes to find which are the changes are likely to remain as a part of sales after the pandemic. By using a qualitative method a total number of 18 sales executives were invited for an interview based on survey in US and Europe based on how the covid pandemic affected the interactions with customers, how the organisations are reacting to these changes and what changes will remain after the pandemic ends. Based on that, the primary finding is customers are shifting towards digital platforms due to this pandemic for the interaction with the suppliers. (Hartmann, N. N., & Lussier, B. (2020) Based on this we can conclude that customers are moving towards reducing in-person interactions, by using digital tools like google hangouts, zoom, and CISCO etc.to interact with the suppliers. Customers were using self-serviced ecommerce platforms for purchasing that involves ease of evaluating product/ service offerings. The customers are looking for more information about the products and services from the suppliers. Customers are expecting more towards the customized information for quick processing. An adaptive sales process have to be created that includes inside sales and field sales to reach the customer prospects. (Sharma, A.et.al (2020). The addition of marketing automation and social media sites, blogs, web sites are ideal for customers who were using digital tools for conducting research. The teams of B2B sales processes should be equipped with more towards technology based approach to improve the selling approach during the pandemics. The ideal candidates for this initiatives are the field sales executives. This is very useful to sales people to conduct virtual meetings and giving a customised presentation for the customers. (Toman, et.al (2017) mainly the follow-ups can create great chances in cross selling. The adaptation to digital technologies can help sales people in order processing and follow-ups. This gives sales people more time to focus value adding activities by reducing the spending time in manual tasks. This pandemics acts as a main catalyst in digital transformations and digitalisation. This kind of digital transformations helps in operations and processes in companies, and likely to increase the delivery and creation of values. To identify the areas of value creation sales people should be enthusiastic to become more active in reaching customers and sorting out the customer issues. Sales leaders should encourage the team to adapt to the new business models by analysing the resistive mind of both customers and sales teams to increase the chances of value creation. And the sales people should be trained on digital selling and its uses. The support of social media and social networks ca help the sales people to reach a broader audience by social selling techniques.

Digital Trade in a Post-Pandemic Data-Driven Economy

(Dan Ciuriak 02 June 2020) this pandemic created an acceleration in digital transformation. This created a great opportunity in information exchange and social value and the transition to data driven economy. The business landscape is also changing to expansion of innovative business designs. By this the patterns in trade during this post pandemic era is changing rapidly and it is also reflecting in most of the businesses. The requirements of social distancing have created a deep surge in uses of internet tools and a demand in digital products. These kind of emergence in digital platforms for marketing raises opportunities in selling services. With the outbreak the ecommerce uses are surged mainly in local trading for groceries and daily needs. The increase of this mode during the pandemic is affecting the retail market, however it will help in permanent changes in the economy and sorting of this kind of issues in future times. The pandemic helped in the emergence of sharing economy in which the customers are playing a vital role in keeping the economy safe. (Conger, K., & Griffith, E. (2020). The movement of worldwide remote working creates another one called gig economy in which have no borders in terms of economy. The changes in technologies are creating a change in governance nature. This creates an ability for firms to operate in a non-physical response economy. The post pandemic period transformed the economy into digital form that helps in urgent needs of goods related to pandemic, climate change and digital transformation. Due to the massive disruption in economy caused by the pandemic, the usage of digitally enabled commerce had increased across the globe. When the is world moving towards the post pandemic period the digitally transformed economy emerges as a leading path for the recovery for various industries from the crisis.

Digital marketing strategies for firms in post COVID-19 era: insights and future directions.

During the pandemic most of the existing companies are struggled in revenue making, retain the customers etc. on the other hand the companies which are having strong foundation in digital media like zoom gained more revenue and gathered many new customers and had a tremendous growth despite of continues lockdowns. Many researches explained that the moving to digital is the one of the most efficient ways of running a business during the pandemic.(Donthu, N., & Gustafsson, A. (2020) The usage in digital marketing tools in B2B industry are steadily increasing when compared to last decade. (Pandey, N et al.(2020) This study focuses on the digital marketing strategies of five major companies during the pandemic by abductive case study analysis. It deals the drivers of growth, approach shift, digital marketing strategies of the companies used during the corona virus outbreak. It explains the safety related communication, creative communication, adaptability, paid media that highlighted by the executives of these companies by conducting a semi structured interviews. From the analysis, Ceat tyres had made strong digital marketing strategies to make contact with the customers during the pandemic.it had used new digital platforms to reach out the customers despite of connecting with dealers. And also the management of this firm had given full incentives to the dealers during the complete lockdowns based on the historical sales data. This increased the dealer network loyalty and morale on the organisation. On the other hand it also got partnered with amazon for the direct reach of the customers which increased the revenue from 3% to 14% during the lockdowns.it also created their own B2B ecommerce portal which is the best move in industry for the sales and marketing. Fully digital platforms like zoom witnessed great growth during the pandemics. This is done by constant upgrade in in app features which made the subscribers enthusiastic and made new subscriptions also. Compared to pre pandemic period the zoom communications had made up to 728% new subscribers during the pandemic. Mahendra tractors focused on digital marketing in the rural area because most of the people in urban areas had moved to rural areas due to continue lockdowns. This had given 69% more revenue to the firm when compared in year to year. The food delivery companies like Uber eats made many digital marketing strategies that reached small scale businesses in the pandemic period. This small scale restaurants heavily relied on day to day cash flow unlike large chain of restaurants. During the outbreak many of this small scale restaurants have joined hands with Uber eats. And by using data driven online campaigns to reach out many customers. This company used the previous customer ordering data to give a customized offers for each customers through digital coupons. This strategy had given more revenue for the Uber eats partners apart from the pandemic. Uber eats also promoted may campaigns through social media platforms. This provided a great opportunity for small players compete with large players. (Pandey, N. (2021) Uber eats only taken commissions from the restaurants apart from taking the delivery charge from the customers. The interviews conducted to the employees of these companies is based on how their organisation was managed the digital marketing strategies during the pandemic. Their responses for this type of various questions are varied. In the results it is found that the agility and leadership quality of this organisation to adapt to the situation made many differences in the organisation. Based on the analysis and discussions on the digital marketing strategies of this companies during the pandemic there is an emergence of five themes out of the analysis are discovered. Safety is the most important quality for the customers while ordering online. When the customers ordering they had a safety message about the safety measures taken for the employees these companies. This increased the confidence for customers in the brand and also it increased the customer confidence to visit the stores. The creatively designed digital marketing contents received higher response through likes, shares, comments. This contents are logical, emotive and authentic which had created more leads for the sales teams. E.g. Banner advertisements. The majority of the respondents are said that the paid had given faster and better results. The investments for this managed by the organisation and the partner advertisement agency. This indicates the large investments in paid media during the pandemic. The respondents said that the allotment of budget for this paid media by the organisations are focused on social media platforms which has large number of youth followers like Instagram. This had increased the chances of visiting the pages by the customers. The respondents have highlighted that adaptability is the one of the most key feature in winning this situation. The organisations which are agile to adapt to digital modes processes, started to have positive financial results. This adaptability is not only for digital modes but also in the preparation of employees mind set for adapting to t he digital modes this clearly indicates that the speed of adaptation is also important.

Stitching the future construct

60 publications have been reviewed in this article and the summary would be the following business construct. People drivers and Digital drivers are the key proposals which decide the future of B2B sales. An important lesson learned from the past pandemic is B2B organisations have to change this pre-pandemic sales and marketing strategy to new strategies that created and learned from the recent economic crisis. And the sales leaders of these organisations must come to a new way of running a business by adapting to the changing market environment and digitalisations. From this we can conclude that digitalisation in sales and marketing processes and making customer friendly virtual environment can make a great difference in running a businesses in future apart from the pandemics and other catastrophes.

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RESEARCH ARTICLE

User Subscription Fatigue Encouraging Innovation Among OTT Platforms

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ABSTRACT

Towards the end of the last decade, there was a major development in the Media & Entertainment sector globally. Over-The-Top (OTT) market took over the Media & Entertainment sector. The market share of the OTT segment was the only one to continue to grow amidst the COVD-19 pandemic, this growth in the APAC region was dominated by China, followed by India. This rapid growth was possible because of the telecom industry's technological advances and cheap tariff plans for high-speed internet. The paradigm of media consumption had shifted from Live TV to OTT platforms. Yet, the international companies were barely able to capture as much market share as they expected since the demand of Indian consumers was different from those in the west. Findings in this study show the inclinations of Indian consumers towards subscription-based services. The choices consumers' make whether to an OTT subscription is worth the price.

Key Words: *OTT video, Subscription models, User perceptions, Infrastructures, Platforms, Business models.*

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1 INTRODUCTION

In this last decade, there have been significant developments in Media & Entertainment sector. From content consumption over cable TV, DVDs to online content made by independent content creators. The change in landscape came in when there was the widespread availability of the internet.

The Over-The-Top (OTT) market globally was about $85.16 billion in 2019 which has grown to $101.42 billion in 2020 and is expected to be $223.07 billion by the year 2026, this is a 13.87 percent CAGR during the years 2021 to 2026. North America had the highest market share globally of 50.16 percent in the year 2019. But Asia-Pacific was the region that showed the highest growth, with 16.52 percent CAGR during the period 2020 – 2025. While the United States had 97.22 percent of the market share in the North American region followed by Canada, which showed a growth of 24.84% CAGR during the year 2020 to 2025. (GLOBAL VIDEO ON DEMAND MARKET, 2020)

The KPMG's report Unravelling the digital video consumer states that the number of online video subscribers will be more than 500 million in India by 2023, which will make India the second biggest market in the world for online video consumption after China. (Setia, Mittal, Yerawar, & Patankar, 2021)

With the onset of COVID-19 pandemic impacting positively on the Over-the-top industry, where consumption increased significantly via OTT devices. This has boosted the growth of the Over- the-top industry significantly. When looking into the other factors contributing to the growth of the Over-the-top market, a closer look into how the content is consumed and regions where subscriptions have increased. A large number of consumers are from the mobile-first economy, with the sentiments of digital TV in their pockets. (GLOBAL OVER THE TOP (OTT) MARKET, 2021)

The over-the-top service industry is dependent on the number of consumers with internet access. Internet access also needs to be affordable as the streaming of video content requires a significant amount of internet data. The ever-growing internet penetration, mobile phones, smart TV's, original content are factors helping the growth of the over-the-top market. (Over The Top Market, 2021)

With the Cabinet's approval on funding about Rs. 19,041 crores to the BharatNet project which will connect all the inhabited villages across India using an optical fibre network. There are around 16 states which would be benefiting under this scheme, this would not only provide internet access to remote villages but is potentially creating new markets for the OTT platforms, especially the ones which provide regional content. (Bureau, 2021)

The internet traffic for video consumption in the year 2022 is projected to be 13.5 EB (Exabytes) per month, which is significantly higher than 1.5 EB (Exabytes) per month in the year 2017. The amount of internet traffic used up by video consumption would be around 77 per cent by the year 2022. (Setia, Mittal, Yerawar, & Patankar, 2021)

1.1 Background to the problem

Over-the-top content platforms are currently on the rise due to the availability of various niche and mainstream content which caters to a wide array of customer base and the availability of the same content over a wide range of devices, with varying costs has led to an increase in adoption of the over-the-top services. (GLOBAL OVER THE TOP (OTT) MARKET, 2021)

As per the Confederation of Indian Industry (CII) report, in India, the average video consumption has shown a growth about two times from 2017 to 2019. While as of November 2019, the average time spent by Indians in video consumption has increased from 11 minutes per day to 24 minutes per day. (GLOBAL VIDEO ON DEMAND MARKET, 2020)

As the over-the-top market keeps growing, so has the need to capture as many consumers as possible. There is a constant tug of war among the major over-the-top service providers to pouch consumers. This is done using various subscription plans, a variety of content, promotions, etc.

1.2 Statement of the problem

User subscription fatigue encouraging innovation among OTT platforms is what we would be focusing on in this research.

1. To examine the users' preferences based on the price of the OTT subscription plan.
2. To examine if the technology used within the OTT platform has any effect on the users.
3. To examine if Live TV is still preferred by consumers over OTT services.

2. LITERATURE REVIEW

With the availability of affordable high-speed internet in the last decade, Media & Entertainment industry has a new sector that is changing Indian cinema quickly. The trend is moving from visiting a theatre to watch a movie, or waiting for a TV show at its designated time to watching content on our devices at our convenience. The study discovered the video content consumption habits of youths and the over-the-top platforms which were the major players were Hotstar, Netflix, and Jio. While it also revealed that the majority of the Indian audience prefer free subscriptions. (Singh, 2019)

The data by British Association for Screen Entertainment (BASE) showed that the spending on digital movie purchases increased by more than 87 per cent during the COVID-19 pandemic.

This was evident because of the lockdown, which aided with the growth of over-the-top platforms. (GLOBAL OVER THE TOP (OTT) MARKET, 2021)

To capture as many viewers as possible, Disney+ Hotstar ensured to take full advantage of the Indian Premier League. The demography of the viewers included not only the youth but also were able to capture the senior audiences. The Indian Premier League doesn't just have a male fan base but also females as well. Disney+ Hotstar had to make cricket synonymous with Hotstar, the viewership registered for the Indian Premier League was from 18 years old to 45 years old. This alone brought Hotstar to be the leading over-the-top platform to view sports. In order to expand into the rural markets, Hotstar ensured to set up experiences for users to get them hooked onto the platform. Five minutes free, catching all the highlights, these will help people in rural cities to decide whether to subscribe or not. (Choudhury, How Disney+ Hotstar plans to build a "deeper connect" with the next 200 million users during IPL, 2021)

The over-the-top service is all about streaming media over the internet. The over-the-top platforms have taken over the cable, broadcast, and setup TV businesses, these were traditionally the distributors of content. The content on these over-the-top platforms is indeed the driving force to attract more customers but at the same time, the experience that the user has is also important. This ensures loyalty from the users, which brings them back again and again to consume more content. The extensive study on the user experience by conducting a primary survey to gather feedback for the major platforms like Disney+ Hotstar, Amazon Prime Video, Netflix, Airtel Xtreme, SonyLIV, YouTube, Zee5, and Voot.

The performance of the OTT platforms on the application quality index was measured by the responsive experience, streaming experiences. YouTube scored the most, followed by Amazon Prime Video. YouTube is in fact 13 percent higher than Netflix, which was third.

The performance of the OTT platforms on the emotional quotient was measured by the advocacy index, this parameter showed that global platforms perform better than local platforms.

The third-party infrastructure required for the OTT platforms to work seamlessly, such as CDNs, APM cloud, SDKs, marketing and customer analytics cloud, etc. There is a high latency variation that has a huge impact on the performance of the application. (BUREAU, 2021)

There are various technological advancements happening within the over-the-top platforms. The companies are constantly evolving their backend systems to enhance the user experience. This has been seen to have an effect on how long a user continues to stay on the platform. The data collected for the study showed that the user-perceived quality, beliefs and attitude have a significant precedent towards the OTT Video Recommendation Systems. (S & Suresh, 2019)

Over-the-top platforms have different types of monetization models viz, Advertising video on demand (AVOD), Subscription video on demand (SVOD), Freemium, Transactional video on demand (TVOD), of which SVOD is widely popular. This study looks into the effects of the business models of over-the-top platforms, standalone services and bundled services, on users' preferences. The findings from the study were that habit-forming and social influence were the primary factors that swayed the users' preferences, while effort expectancy had the least effect on the users' preferences. This proved that the content which was highly addictive or which had a comparatively large fan base would be more likely to be preferred by users. This also meant that viewers were willing to pay for quality content. The study also indicated that women were more likely to adopt the subscription-based video-on-demand model due to price value, habit- forming, and facilitating conditions while hedonic motivation would have little to no effect. While men were influenced more by habit-forming and hedonic motivations. This gives us insight into how to capture as many viewers as possible. (Ma, Singhb, Khanc, Akramd, & Chauhane, 2021)

The scale at which over-the-top platforms are growing in India has led to a concept of media imperialism, which is a framework to understand the global communication order. India being the second-largest country after China, with the number of internet users, is bound to be a battleground for the major over-the-top (OTT) service providers. As per the Telecom Regulatory Authority of India (TRAI), the challenges faced by over-the-top

(OTT) service providers in India can be conceptualized in three types, viz, Communication Services, Application ecosystems, and audio/video content. This study argues the integration of the global digital economy will require us to think extensively about media imperialism and cultural imperialism. (Fitzgerald, 2019)

3. RESEARCH DESIGN

At this stage of the study, the approach that was taken to obtain the results and interpret them to check if the objectives could be met.

Hypothesis

H01: The application user interface has no effect on consumers' choices.

H02: There is no significant impact of consumers preference on Live TV over OTT.

H03: The audiences do not prefer subscriptions to be chargeable.

Type of research

This study focuses on what has caused the shift in the OTT market segment, hence Quantitative Descriptive Research is carried out. In this research method, quantifiable information is collected to perform statistical analysis of the population sample. This methodology focuses on the "what" of the objective statement, rather than the "why". (QuestionPro, 2021)

Data collection

Primary data was collected using a structured questionnaire. The questions were a mix of dichotomous questions, multiple-choice questions, and scaling questions.
With the limitations due to the COVID-19 pandemic, the survey was conducted online, this was also convenient for the respondents.

Sampling techniques

Owing to the COVID-19 pandemic, random sampling was used and the questionnaire was circulated online. The total number of respondents was 103, comprised of consumers with diverse profiles.

4. DESCRIPTION OF RESEARCH

India is witnessing a shift in what encompasses general entertainment, sports and movies are likely to drive the growth of over-the-top platforms with digital original series also being an important part of the culture going forward. India will continue to be a difficult market with

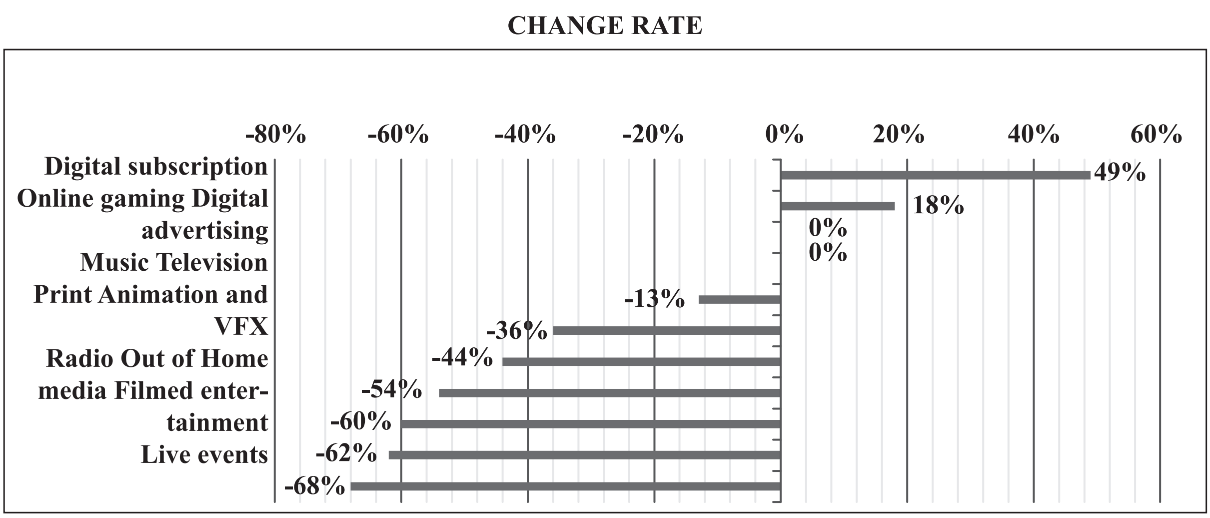

Figure 1: The growth rate of the M&E sector across India in 2020, by industry

user sentiments changing based on the type of content, languages, access. (Setia, Mittal, Yerawar, & Patankar, 2021)

With the availability of high-speed internet at affordable prices, the growth of the Media & Entertainment sector has been shifted towards Digital content consumption and Online gaming. (Pherwani, 2021)
There have been several companies that have tried to enter the Video-on-demand market in India but have failed to provide a good user experience. The OTT service provider has one of the bigger constraints is the lack of high-speed broadband availability which is hindering their growth in India.

As per the Internet and Mobile Association in India (IMAI), the user base for the internet was 504 million in 2019, of which 227 million were active users from the rural part of India. IMAI expects the user base to increase to more than 800 million by the year 2023. Hence there is significant market potential with the advent of the smartphone market increasing exponentially, high-speed data plans, and the content provided is the key drivers for the OTT industry.

Indian video-on-demand sector is highly competitive and has many players with varied approaches to appeal to the consumers, like the broadcasting giants launching their own OTT platforms, viz, Hotstar, Sony Live, Zee5, and Voot which are freemium service providers. International companies such as Netflix, Amazon Prime Video, YouTube, and Telecomm giants like Airtel, Jio, and Vodafone-Idea are all trying to compete to capture as much market share as possible. (Shah R. , 2021)

VIDEO OTT MARKET SHARE

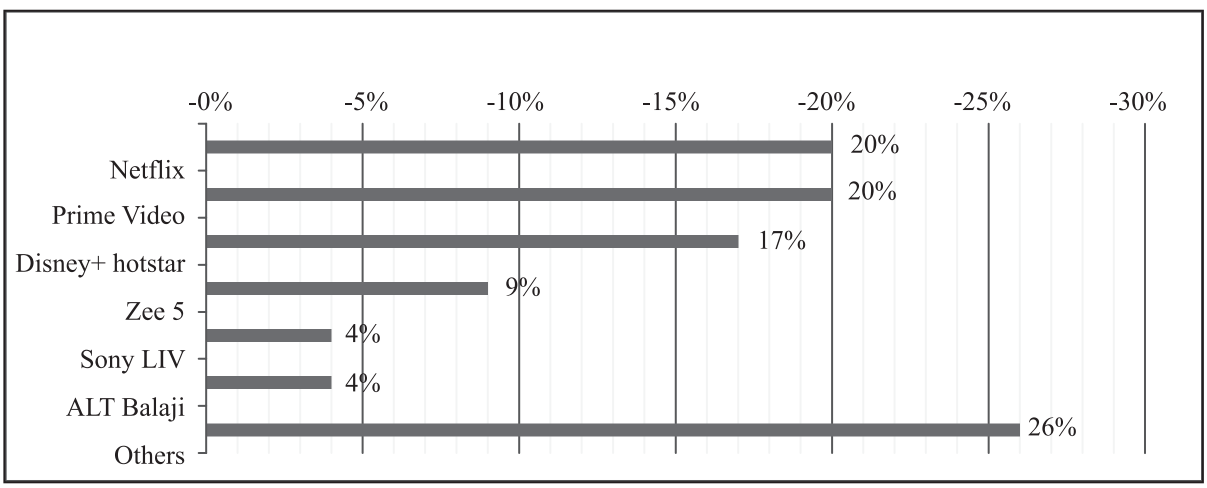

Figure 2: Video over-the-top (OTT) market share in India in the year 2020

The OTT industry is bound to grow, with both ad-supported and subscription models will continue to exist. There has been experimentation over the subscription model, from pure SVOD to telecom aggregators to TVOD, especially in the categories like sports and films. (GLOBAL VIDEO ON DEMAND MARKET, 2020)

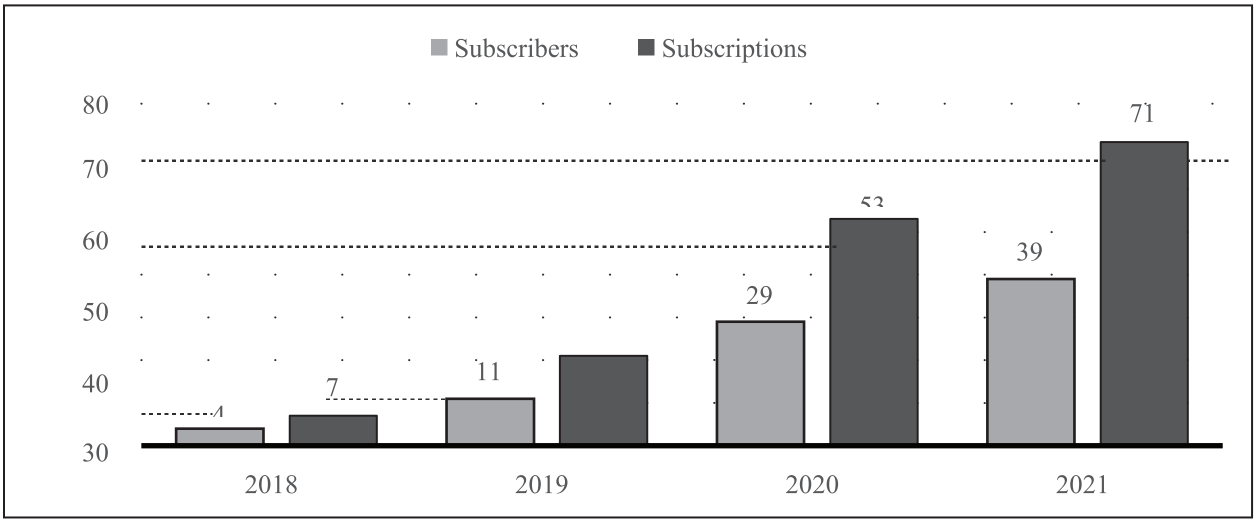

Figure 3: Number of paying subscribers and subscriptions across India from 2018 to 2020, with an estimate for 2021 (in millions)

The number of users has been increasing at a rapid rate not only due to the large variety of content which is available on these over-the-top (OTT) platforms but also due to the availability of the content on different devices which has removed the restrictions on the users to view on a smart TV or personal computers. (Setia, Mittal, Yerawar, & Patankar, 2021)

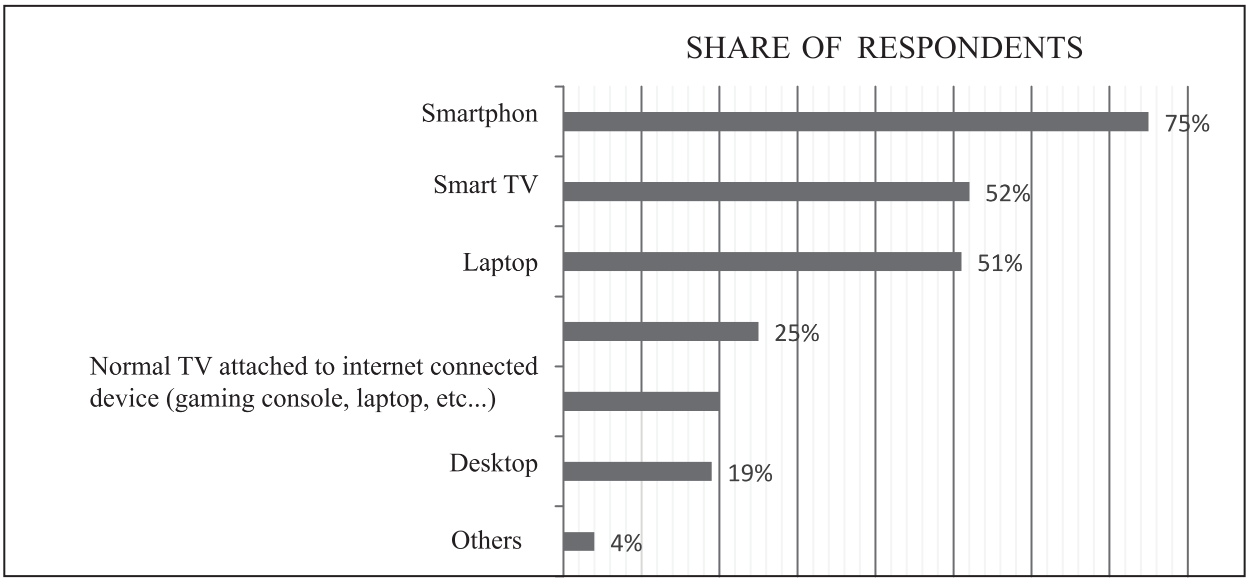

Figure 4: Devices used by consumers to access subscription video-on-demand content in India in 2021

COVID-19 had a significant effect on pushing the consumption of over-the-top (OTT) media due to the temporary shutdown of theatre causing the viewers to move to digital means for the same content. The video-on-demand services witnessed an increase in the number of subscribers

during lockdown worldwide. The IBEF recorded a growth of 31 per cent in just four months of the year 2020. (Insight, 2021) (Consulting, 2021)

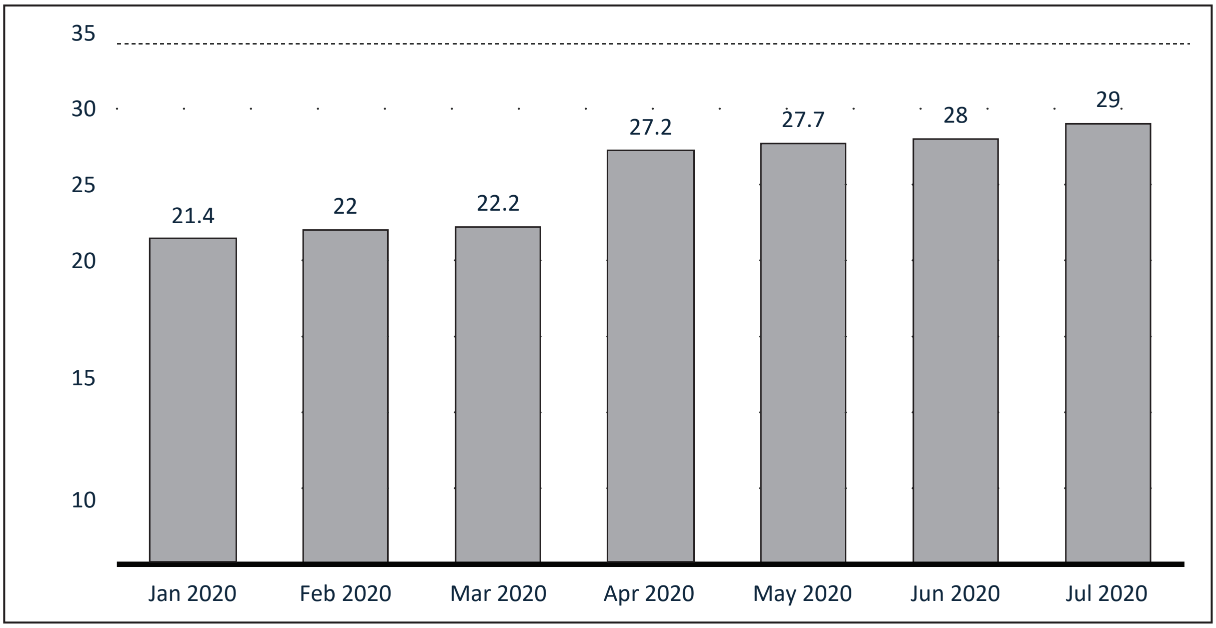

Figure 5: OTT video consumption across India

The over-the-top (OTT) platforms like Netflix, Amazon Prime Video, Disney+ Hotstar and others were able to identify the type of content the consumers were interested to watch, and how they could pouch consumers from the competition. (Consulting, 2021)

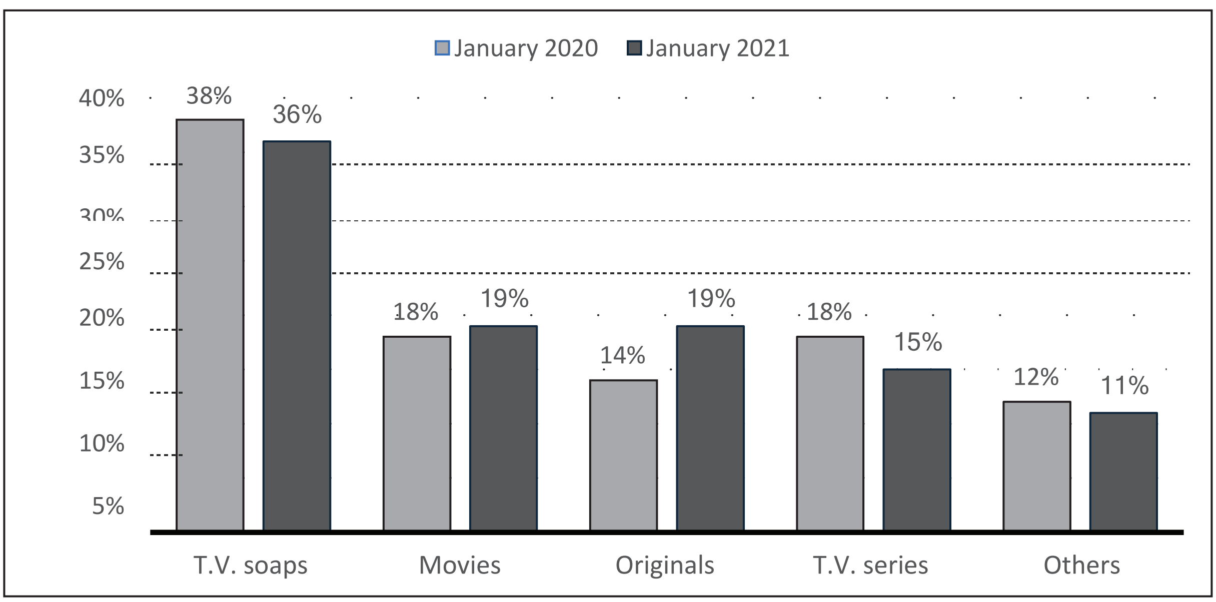

Figure 6: OTT video engagement across India

There are multiple players serving OTT content. Some of the top players are:

1. Disney+ Hotstar

This is a Star India-owned OTT platform. Previously it was known as Hotstar back in 2015 and then Walt Disney a US company acquired Hotstar and came to be called Disney+ Hotstar. With an audience base of 300 million existing users, Hotstar has been launching movies like “Bhuj”, “Dil Bechara”, etc. It comes under one of the top OTT platforms and one of the reasons is the streaming of IPL and other sports events as STAR Sports streams only on Hotstar. The Hotstar subscriptions range from INR 399 per year to INR 1499 per year. It has two types of plans a VIP plan and a premium plan. (Phando, 2021)

2. Amazon Prime

Amazon Prime was launched back in 2016 which is a US-based OTT platform. Prime video offers premium shows and web series like Four more shots, Mirzapur, The Family man, Big Bang Theory, etc. In India, Prime video ranks second in terms of the number of subscribers. Amazon Prime made a very smart move of attracting Indian customers by giving out a combination package with the telecom operators. This move helped Amazon prime in gaining popularity among the customers. It further also opened its content in Indian languages like Tamil, Bengali, Punjabi, etc. Viewers can enjoy a variety of content from all languages and genres. The subscription costs are 329 INR for three months and 999 INR for a year. The amazon prime subscription also comes with additional services like 1day delivery on amazon products, ebooks, free gaming content. (Phando, 2021)

3. Netflix

Netflix starts being recognized by people in 2005 even though it was there since 1998 providing copies of movies, shows, etc. Netflix is a major customer-based company having around 200+ million subscribers. (Lathwal, 2021)

Netflix has subscription rates higher than its peers but it is a complete return on investment. Netflix enjoys a lot of popularity in India because of the content it provides. Netflix has a plethora of famous shows, movies, and web series. The Netflix subscription ranges from INR 199 to INR 799 per month varying in features offered. Some of the few famous all-time favourite shows on Netflix are Money Heist, Sacred Games, Friends, Stranger Things, etc.

4. Voot

This is a Viacom 18 owned platform and is quite famous in India for TV. It was launched in 2016 offering AVOD streaming services. This OTT platform posts content directly from Colours, MTV, Nickelodeon, etc. Voot hosts content from regional languages like Bengali, Gujarati, Marathi, Telugu, Tamil, etc. It was first a free channel but now it turned into paid version 'Voot Select' offering original and exclusive content for its audience. The Voot subscription costs around Rs 99 per month to INR 999 per year. (Phando, 2021)

5. Zee 5

Launched by Zeetv in the year 2013, it was first known as Ditto Tv which streamed all channels Sony, Star, etc. With time it narrowed down watching only Zee channels known as Zee5. Its premium subscription costs INR 499 per year for which you get the recent shows, Zee5 originals, Alt Balaji. Zee5 has been streaming movies like Saand ki Aankh, Commando 3, etc. It is available on SMART TVs, Android, iOS web browsers. (Lathwal, 2021)

6. Sony Liv:

Launched by Sony Pictures PVT Ltd. It shows TV serials of Sony TV, Sab TV, Sony max, etc. It offers content in English, Hindi and other regional languages. It has a user base of 70 to 80 million out of which people who have paid subscriptions are around 25% of the total customers. Sony Liv also produced a few originals like the Scam 1992, Maharani, etc. the subscription plans costs INR 999 per year through which one gets to watch TV serials, Live sports, Liv Originals and also international shows.

7. YouTube:

Launched by Google, in the year 2005. It is the second most visited website after Google itself. It is a video sharing website and is also considered a social media platform. Content creators are free to upload their content to be viewed for free. The content is monetized with advertisements and sponsors, which is the incentive for the content creators. While the viewer's get to watch content made by independent creators, with lots of creators to choose from. More than 500 hours of content per minute is the rate at which videos are being uploaded since 2019.

A few of the other small budding OTT platforms are Viki Rakuten, MX Player, Viu, BigFlix, Alt Balaji, Jio Cinema, EROS Now, TVF Play (Phando, 2021)

5. DATA ANALYSIS AND RESULTS

Profile of the Respondents

The descriptive statistics analysis in Table 1 reveals that the basic attributes of major groups are Males (58.8%), 16–25 years of age (57.2%), and Students (56.3%)

Table 1: Descriptive statistics analysis of the sample

Variable	Items	No. of respondents	Percent (%)
Gender	Female	208	40.6
	Male	301	58.8
	Prefer not to say	3	0.6
Age	Below 16	3	0.6
	16 – 25	293	57.2
	26 – 35	160	31.3
	36 – 45	46	9.0
	46 – 60	8	1.6
	Above 60	3	0.4
Profession	Student	288	56.3
	Employee	172	33.6
	Self Employed	36	7.0
	Entrepreneur	12	2.3
	Retired	4	0.8

Reliability of the data

To test the data is fit for research purposes, Cronbach's α coefficient is calculated. As per calculations, the value for Cronbach's Alpha is 0.7918. As a rule of thumb, the interpretation of α coefficient between the range 0.7 to 0.8 is considered to have "acceptable reliability".

Table 2: SPSS Summary of the reliability

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	No of Items
Item Means	0.431	0.059	1.236	1.177	20.932	0.138	34
Item Variances	0.023	-0.219	0.843	1.062	-3.849	0.008	34
Inter-Item Correlations	0.064	-0.321	0.703	1.024	-2.186	0.026	34

Table 3 Cronbach's Alpha Calculation

R	*k*	*Cronbach's Alpha*
0.084904	41	α = Rk/1+(k-1)R = **0.79184**

Hypothesis Testing

H01: The application user interface has no effect on consumers choice

As there are more than 30 OTT platforms that are active in the Indian markets, the ability to retain consumers and to make them come back to the platform is incumbent on user experience with the application.

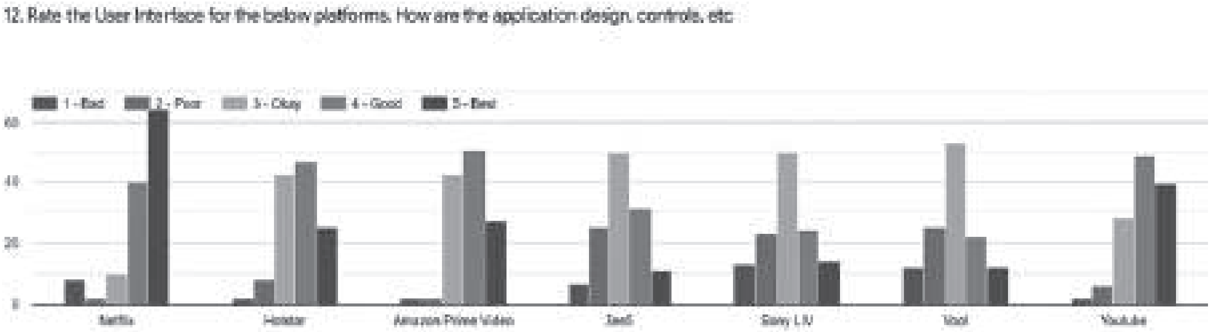

Figure 7: Rate the User Interface for the below platforms. How are the application design, controls, etc

From the survey, we could see that Netflix, Amazon Prime Video, and Hotstar have significantly more positive responses compared to the rest of the OTT platforms.

While analyzing the data using ANOVA, even though the average value of all the 7 variables was fairly close to each other, the P-value was found to be 7.48e-05.

Groups	Count	Sum	Average	Variance
Netflix	512	1670	3.26171875	2.107494496
Hotstar	512	1609	3.142578125	1.629338154
Amazon Prime Video	512	1616	3.15625	1.83072407
Zee5	512	1550	3.02734375	1.787900563
Sony Liv	512	1528	2.984375	1.823630137
Voot	512	1507	2.943359375	1.767822743
Youtube	512	1675	3.271484375	1.904625581

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	52.550223	6	8.758370536	4.770526649	7.48039E-05	2.101119606
Within Groups	6567.1348	3577	1.835933678			
Total	6619.685	3583				

So, the null hypothesis is rejected, since P-value < 0.05, which concludes that the user interface has a definite effect on the consumers' choices when they make the decision to subscribe to the OTT platform.

This proves to say that OTT platforms need to innovate and update their application in order to retain consumers and to grab more market share. From the survey, when asked for the respondent to rank the said OTT platforms below were the responses.

12. Rate the User interface for the below platforms. How are the application design, controls, etc

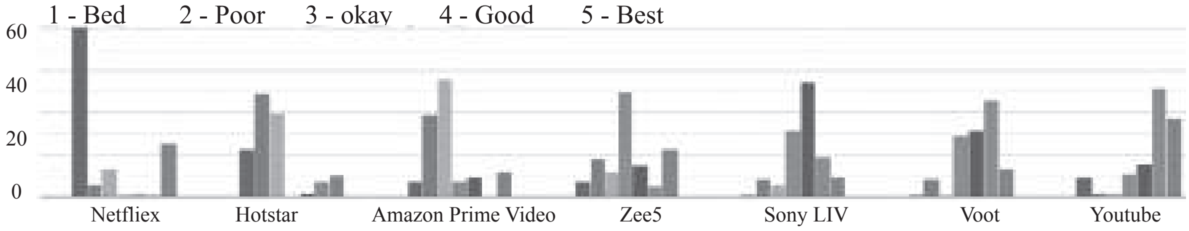

Figure 8 Rank the platforms based on your experience! (Quality and Variety of content)

H02: There is no significant impact of consumers preference on Live TV over OTT.
Even though the OTT platforms have been on the rise due to the availability of high-speed internet and convenience for the users to consume content at their leisure.

15. Do you still use Live TV (Set-top box, cable)?

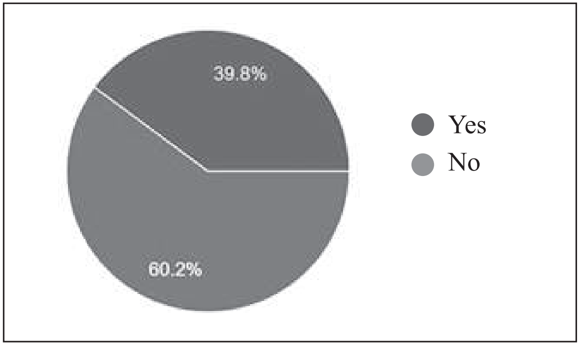

Figure 9 Do you still use Live TV(Set-top box, cable)?

From the survey, we found out that around 51% of the respondents still own Live TV.

While analyzing the data using the Z Test, the population mean of the respondents (μ) is 1.47 with a standard deviation (σ) of 0.501, the Z score is found to be -0.947.

15. Do you still use Live TV(Set-top box, cable)?	
Mean	1.484375
Standard Error	0.022107895
Median	1
Mode	1
Standard Deviation	0.500244559
Sample Variance	0.250244618
Kurtosis	-2.003910023
Skewness	0.062714423
Range	1
Minimum	1
Maximum	2
Sum	760
Count	512
Confidence Level (95.0%)	0.043433551
Z Test Score	-0.9682764
Z Value	0.1664664

So, the null hypothesis is rejected, since the Z score lies outside the range -1.65 and +1.65, which concludes that there are still factors due to while consumers are ready to switch completely to OTT platforms.

Since the value is not too far from the acceptable range, we can conclude that the over-the-top (OTT) platforms are competing with Live TV service providers, the factor which is affecting the OTT platform from completely taking over the Live TV consumers is the fact that over-the-top

(OTT) platforms require a lot of data to stream the content, and even though the data plans have become cheap, the daily limit of 1-2 GB is not sufficient for the users.

H03: The audiences do not prefer subscriptions to be chargeable

Since the preference of consumers will have multiple factors weighing in, Regression Analysis was performed considering

Dependent Variable: What would you prefer for subscriptions to be?

Independent Variable:

i. If you would get a subscription for free but with Advertisements, will you opt for it?

ii. How much should 1 OTT subscription cost?

iii. Do you feel any difference in free subscription vs paid subscription for OTT?

iv. Do you still use Live TV (Set-top box, cable)?

v. Do you prefer only mobile subscription over regular subscription?

vi. Would you prefer family subscription for the OTT platforms?

Table 4: Descriptive Analysis of the variables

Variable	Items	No. of respondents	Percent (%)
What would you prefer for subscriptions to be?	Free	260	50.8%
	Paid	252	49.2%
i. If you would get a subscription for free but with Advertisements, will you opt for it?	Maybe	161	31.4%
	No	153	29.9%
	Yes	198	38.7%
ii. How much should 1 OTT subscription cost?	Below ₹100 per month	162	31.6%
	₹100 - ₹250 per month	137	26.8%
	₹251 - ₹500 per month	120	23.4%
	₹501 - ₹750 per month	92	18.0%
	₹751 -₹1000 per month	1	0.2%
	Above ₹1000 per month	0	0.0%
iii. Do you feel any difference in free subscription vs paid subscription for OTT?	No, I am satisfied with free content	236	46.1%
	Yes, I prefer premium features	276	53.9%
iv. Do you still use Live TV (Set-top box, cable)?	No	230	44.9%
	Yes	282	55.1%
v. Do you prefer only mobile subscription over regular subscription?	No	262	51.2%
	Yes	250	48.8%
vi. Would you prefer family subscription for the OTT platforms?	No	199	38.9%
	Yes	313	61.1%

While analyzing the data using Regression, we find that the R squared value for the above variables is 10.16% which signifies that the independent variables have a definite effect on the dependent variable.

Independent variables iv, v and vi have a positive effect on the decision while variable i, ii and iii has a negative effect.

Table 5: Regression Statistics

Regression Statistics	
Multiple R	0.318762219
R Square	0.101609352
Adjusted R Square	0.057061056
Standard Error	0.473856156
Observations	512

Table 6: ANOVA analysis for variables

	Coefficients	**Standard Error**	**At Stat**	**P-value**
Intercept	1.507448	0.238844	6.311428	4.73E-09
i. If you would get a subscription for free but with Advertisements, will you opt for it?	-0.01857	0.055451	-0.33483	0.738335
ii. How much should one (1) OTT subscription cost?	-0.07974	0.047312	-1.68546	0.094477
iii. Do you feel any difference in free subscription vs paid subscription for OTT? For example, (free) vs Premium (Paid)	-0.13181	0.095201	-1.3845	0.168754
iv. Do you still use Live TV (Set-top box, cable)?	0.220475	0.087848	2.509741	0.013403
v. Do you prefer only mobile subscription over regular subscription?	0.096005	0.08622	1.113489	0.267705
vi. Would you prefer family subscription for the OTT platforms?	0.030594	0.122345	0.250062	0.802964

So, the null hypothesis is accepted for variables i, ii, iii, v and vi since P-value > 0.05, as for the and iv of the variables the null hypothesis is rejected since P-value < 0.05.

This makes it evident that the Indian consumers are ready to pay fair value for the subscriptions owing to the popularity increasing in the subscription-based video-on-demand (SVOD) platforms.

6. CONCLUSIONS

India is one of the fastest-growing markets for the Over-the-top (OTT) platforms in the Media & Entertainment sector, second only to China. The growth over the coming years is significant and the consumers are becoming aware of the benefits of OTT platforms as well. (GLOBAL VIDEO ON DEMAND MARKET, 2020) With the increase in demand for the OTT platforms to conform to the Indian consumers, the OTT platforms need to change their business models to cater to the Indian consumers.

The study showed that there are a number of factors that are considered by the consumers before they subscribe to any of the OTT streaming services. We proved that Indian consumers are willing to opt for a paid subscription model, provided they feel that the pricing is fair. Since there are a lot of OTT platforms to choose from, OTT service providers need to invest resources in technology to provide a seamless experience that will make the user revisit the platform.

In the last decade, pushing the telecom industry to provide high-speed internet at relatively cheap prices, has definitely pushed the market share of the OTT industry to increase, so much so that they are have grown to be the biggest industry in the Media & Entertainment sector. Traditionally media content was distributed by Live TV (Set-top box, cable), which have slowly been losing their market share to the OTT platforms, but the Live TV has a vital advantage of a wide variety of content from regional content to news, bundled in one package. This is with the fact that OTT platforms require an internet connection to be streamed, which is uninterrupted only in the major cities causing hesitation among the consumers.

In terms of the future for the OTT, the advent of 5G internet may cause a shift in mobile application users as 5G is about 100 times faster than 4G. OTT platforms are already experimenting with subscription plans, creating segments of Advertising-based Video-on- demand (AVOD) in collaboration with advertisers, or hybrid SVOD/freemium plans. (GLOBAL VIDEO ON DEMAND MARKET, 2020)

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RESEARCH ARTICLE

Impact of COVID-19 on Teaching and Learning Effectiveness of Management Education

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ABSTRACT

The global outbreak of Covid-19 (pandemic) has disrupted lives, livelihoods, communities, education, and businesses worldwide. It has affected 1.6 bn learners & almost 94% of the world's student population. Social distancing norms & country/region wise lockdowns significantly disturbed traditional education systems & cultures.

Educational institutions were forced to switch to an online teaching mode, which posed significant challenges in knowledge dissemination. During the pandemic, educational institutes' major pain points were inadequate internet bandwidth or a lack of digital infrastructure enabling online education, which resulted in a shift in the teaching-learning process. In this context it is interesting to study how the pandemic affected the efficacy of teaching & learning, pre and during Covid-19.

With this objective, the present study was conducted to investigate the impact of Covid-19 on the Teaching and learning effectiveness of Management education. The student-evaluated Teaching and learning performance measure (sTP) was administered on two-hundred and three (N=203) Management students. The result depicted that there was a significant difference in the learning and teaching effectiveness of Management courses between the teaching methodologies used pre Covid and during Covid. Additionally, even the reaction and learning quotient, of evaluating learning and teaching effectiveness showed significant difference between the time periods pre Covid and during Covid. The results depicted the inclination of the students toward the learning and teaching methodologies adopted pre Covid-19 (face to face- Physical Classroom learning) than during the pandemic (E-Learning Methods), which fostered more emphasis on traditional face-to-face teaching and learning methodology.

Researchers also aim to undertake qualitative research to check the inclination of the students towards blended form of learning where they can reap the benefits of both the types of educational methodologies.

Key Words: *Learning, Management, Teaching.*

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1. INTRODUCTION

Management education is designed to help students to learn keen aspects of business in order to become the future leader or a business owner. It provides a platform to students to enhance their corporate etiquette, to gain business know-how and to become a competent leader to climb up the corporate ladder or to develop a new business exercising the various skills learnt during the 2 years.

Management course offers an in-depth understanding of the business and its working from various local and global viewpoints and perspectives. This requires a high-level of student-student, student-industry & student-faculty interaction, coupled with experiential learning in a stimulating environment. Management students are a mixture of freshers; students with work experience &coming from various fields have adiverse thought process which ensures a wide range of perspectives while brainstorming on the solution of a problem statement. All of these factors cater to the holistic development of the student which results in enhancing the personality of the student.

Broadly, there are two main forms of teaching and learning methodologies in which education can be imparted – The traditional Face-to-face teaching, and the online teaching, commonly termed as e-learning. In traditional face-to-face form of teaching, teacher and the student meet in a classroom for a set time & duration, for either one-on-one learning or, most commonly, in group class lessons. Also, the higher level of interaction makes the student more comfortable and capable of learning along with creating a more meaningful sense of collaboration and community building. Face-to-face form of education also ensures a stronger sense of effective communication and presentation skills. The in-person interactions have proven to be helpful in the overall personality development of the individual, making the group brainstorm and provide solutions to questions almost unanswerable individually. Alongside this, this form of education provides the student the scope of emerging as a team player and improves the level of conviction in him or her (Julien & Dookwah, 2020). Although traditional in nature, it makes for an effective way of learning in groups. Students tend to have a thriving social aspect to their learning and often associate fun with learning even more. The traditional way of learning has been thriving ever since education was imparted. Gradually, attempts have been made by institutions to crawl into the e-learning methodology. However, these attempts never completely gained acceptance or preference to the wider audience (Julien & Dookwah, 2020).

The global outbreak of Covid-19 (pandemic) has disrupted lives, livelihoods, communities, education, and businesses worldwide. It has affected 1.6 bn learners & almost 94% of the world's student population. Social distancing norms & country/region wise lockdowns significantly disturbed traditional education systems & cultures.

The Corona virus has its roots in Wuhan, China on 31st December 2019 and the first death was of a man in Wuhan at the age of 61 years in 2020. In 2020, COVID-19 was declared as a Pandemic by the World Health Organization. It made an advent into India on 30th January 2020 in Kerala and spread a great deal ever since (Jena, 2020).

The pandemic onset a more intense phase in India in the year 2020. Its extended existence forced the education system that was traditionally face-to-face to turn into an e-learning system.

The COVID-19 Pandemic has led to drastic changes in various facets all around the globe. Educational institutions were forced to switch to an online teaching mode, which posed significant challenges in knowledge dissemination.

Due to the Pandemic, all educational institutions had to force shut and adopt the new normal form of teaching, the e-learning system. Initially, it rendered a sense of fervour in the minds of a few students, and a sense of fear of handling technology in the others. The term e-learning means electronic learning which is acquiring knowledge through electronic devices or tools without the utilization of paper or paper-based material (Ali et al., 2018). E-learning is defined as conducting and participating in knowledge-based activities via the World Wide Web. (Wang et al., 2007). E-learning can be conducted via different platforms and tools (Ali et al., 2018).

The e-learning methodology involves teaching and learning through an electronic medium and hence there is a huge dependability on technical aspects such as availability of good quality devices and proper internet connectivity to the student and the teacher. This system has provided students the ease of accessibility to lectures, flexibility of locations at the comfort of their residences. Contrastingly, this system has constantly faced challenges related to its effectiveness and engagement, including factors like the effectiveness of its learning and teaching methods. The effectiveness of online teaching is subject to factors such as the level of interaction between the instructor and student, clarification of doubts &understanding of concepts, constant motivation and engagement which also might be affected due to various psychological issues caused by the Pandemic like anxiety or depression.

After a few weeks post the outbreak of the COVID pandemic, the existing education system went through a rapid transition, with institutions providing their staff training to use online tools, to get them better acquainted to keep the teaching continued. This transition led to drastic changes in the way Management education was imparted to classroom students. Along with locational convenience and ease of accessibility, there were serious challenges that the education system came across. The main factor of Management education which had always been peer-to-peer interaction seemed to have ceased and taken a back seat.

The learning environment in the methodology adopted and the learning facilities available creates a significant impact on the quality of the student's academic performance. Many studies have proved through experiments that the learning environment plays a vital role in the academic performance of the student (Duruji et al., 2014). The educational and knowledge development of a person takes place in an optimal environment which comprises of the right balance among social, psychological, physical, and cultural phenomena. (Mudassir & Norsuhaily, 2015).

In the coming future, it will be imperative for the institutions to innovate their learning methodologies by inspecting and analysing the effectiveness of teaching & learning methodologies, brought to prominence by the pandemic. With the advent of latest technology, devices and internet, e-learning and blended learning is likely being the future of Management education.

Blended learning incorporates a fusion of the traditional face-to-face learning and online learning to reap the benefits of both the teaching and learning methodologies in a single course. This type of learning offers a sound union of the two methodologies to deliver the best outputs in terms of theoretical and practical aspects of education.

To achieve a deeper understanding of the difference between, and the impact of effectiveness of both learning and teaching methodologies, it is vital to draw a comparison between the teaching and learning before and during COVID. This will enable institutions to understand what steps can be taken at present to enhance the learning and teaching methodology in the coming future.

For this, research shall be conducted keeping Management students of various Business schools as a targeted sample in order to assess and analyse the learning and teaching effectiveness of face-to-face, e-learning& hybrid methods of learning.

The teaching and learning effectiveness of face-to-face, e-learning & hybrid methods of learning would be broadly assessed on two factors – Reaction and Learning, which constitute the first two levels of the Kirkpatrick model (A model used for evaluation of teaching and learning effectiveness of outcomes of a training course) of evaluation of Training and learning programs. The Reaction level assesses the immediate evaluation of the teaching that the student has gathered from the instructor, whereas the Learning aspect covers deeper aspects of how impactful and useful the learning has been to the student (Muda et al., 2017). These two levels together will provide a descriptive comparison of the assessment of the learning methodology.

But as the transition is caused due to COVID-19, there is a necessity to understand whether the choices or preferences of learning methods can be significantly owed to the Pandemic. This research would aim to fulfil the need to identify and understand the stark contrast that the pandemic has had in the preferences of teaching and learning methodology for students.

Therefore, it is imperative to conduct the research to aid in the sound comparison between the three modes of learning to understand the ways that Management education can be rediscovered during the pandemic by curating it in a more efficient and effective manner to deliver excellent lessons and sessions which prove to be engaging and worthwhile.

2. REVIEW OF LITERATURE

2.1 Higher education

One of the mainobjectives of Higher Education was to make the student capable of comprehending real-world problems and finding optimal and viable solutions for it. A sound theoretical knowledge coupled with a strong practical know-how has been an important prerequisite in the professional world. Instructors must ascertain that the students grasp the ability to replicate the knowledge, skills and business acumen gained during the course on to the professional world, as this has always been of paramount importance (Muda et al., 2017). Higher education over the years has encompassed various aspects of the personality such as verbal and non-verbal behaviour (Rae & Leslie, 2002), which, according to Jones and Sanghi (2006), is reflected in the job performance and the individual characteristics and traits possessed by the person.

2.2 Face to face teaching and learning Methodology

1. The traditional form of imparting Management Education, i.e., Face-to-face learning was a typical way to transfer specific information from the instructor (or lecturer) to the students, seated in a typically confined physical classroom environment (Bandara & Wijekularathna, 2017).

2. Qureshi (2019) and Miles et al. (2018) stated that interpersonal contact is an essential component of Face-to-face teaching and learning methodology. They added that the interactions and conversations form a strong foundation for the genesis of support networks comprising of students and teachers. A traditional face-to-face classroom arrangement fosters a healthy discussion and interaction within the students, which leads to better absorption of the course material and a deeper understanding of business knowledge.

3. Kirkup and Jones (1996) asserted that face-to-face learning methodology paves the way for fellowship and mutual sociability which enhances interpersonal relationships among students. Chen (1997) favoured the above assertion and added to it further. He stated that the frequent interactions that take place in face-to-face learning methodology develop a feeling of collaboration and community-building which in turn helps enhance confidence, wisdom, and the ability to approach and solve rea-world problems. This implies that the spectrum of learning is wider in the traditional form of learning in comparison to e-learning.

4. Few research studies favour traditional classroom face to face learning, stating "online learners may quit more easily" and "online learning can lack feedback for both students and teachers" (Atchley et al., 2013). Because of these shortcomings, student retention, satisfaction, and performance can be compromised in online learning.

5. Classroom teaching is a well-established teaching & learning medium in which teaching-learning have been refined over several centuries. Face-to-face instruction has numerous benefits not found in its online counterpart (Xu and Jaggars, 2016).

6. Traditional classroom teaching has advantages like real-time face-to-face instruction, immediate teacher response and more flexible content delivery. (Salcedo, 2010).

7. Traditional face to face classroom learning is well established practice. Some

students may resist to change & view online learning negatively. Also students who resist to change may value face-to-face interaction, pre and post-class discussions, communal learning, and organic student-teacher bonding (Roval and Jordan, 2004).

Impact of COVID-19

8. The main objective of education has been to acquire knowledge along with skills through self-study, learning from others and the situation around the learner (experience), under the guidance of a teacher or instructor. Education is an extremely vital, widespread concept and hence even a slight disruption in the world would result in a huge impact on education as a sector. As a result of this, the Pandemic-COVID-19 caused a humungous disruption in the field of education. The institutions got obligated to stop operating physically and had to switch toward an online mode of operation, in terms of teaching and other activities to curb the further spread of the Coronavirus (Radha et al., 2020). Many institutions had to drop the examinations, alter course curriculums, cancel internships, or even revoke job offers.

9. In fact, COVID-19 had affected lives of greater than 120 Crore of students and young people in the world and greater than 32 Crore students during the Lockdown in India (Jena, 2020).

10. The unprecedented spread of the pandemic COVID-19 had urged the world to maintain social distancing to prevent it from spreading further (Jena, 2020).

11. These drastic and acute environmental changes carved the pathway for the e-learning methodology to impart education to the students, where in the students and teachers would be connected virtually, through an electronic medium. This methodology for teaching and learning was a big boon for the education system during the lockdown declared during COVID-19 (Radha et al., 2020).

12. In the first instance, the instructors and students were disoriented and hesitant to cope up with the unforeseen situation the Pandemic has made they experience. In the beginning, the teachers and students had a tough time and were bewildered as to understanding how to keep up with the harsh situation of the Pandemic and lockdown. However, eventually instructors and learners adopted the new transformation and overcame various challenges faced by the institute by enhancing their technological skills and improving the infrastructure during the lockdown (Pravat, 2020a).

2.4 E-learning Teaching and learning Methodology

13. The e-learning teaching and learning methodology does not require an extensive infrastructure. The cardinal requirement of e-learning would be the possession of a functioning electronic device (such as tablets, mobile phones, laptop, or a desktop) and a non-fluctuating, stable internet connection via dongles, mobile data or routers (Radha et al., 2020). The teachers or instructors used tools and applications like Google meet Zoom, Webex, Skype etc. via the internet to make their delivery of knowledge more convenient and accessible for the students (Jena, 2020).

14. Gamage et al. (2014) utilized level of interaction, level of collaboration, level of motivation, network building and the method or technique of teaching as the top five factors for the analysis of the effectiveness of e-learning methodology.

15. Following a similar route, an experiment was conducted by Zhang et al. (2006) which proved and concluded that the effectiveness of online learning the level of interaction during the session.

16. Another such investigation carried out established that has high interconnection with the level of interaction in educational activities, instructions offered through multimedia, and the quality of teaching and delivering the course content have high interdependency on the effectiveness of e-learning (Liaw, 2008).

17. Wang (2003) created and conceptualized a model which set forth that the four main factors that impact e-learning are community-formation and collaboration among learners, the type of content, interface for learning and degree of personalization of content.

18. Another research performed, used factors such as speed of learning, information and knowledge usage, response speed, quality of teaching and learning, time friendliness, cost friendliness, degree of independent working, learning and course content to determine effectiveness of electronic based learning (Ali et al., 2018).

19. The study by Tseng et al. (2011) claimed that vital ways to measure the e-learning system effectiveness would be by measuring the electronic learning system quality and its attractiveness to the students. Additionally, a reduction in the time that the instructor takes to respond to a student's question can enhance the quality of learning leading to effective e-learning.

20. The e-learning methodology can be considered to be more effective than the traditional face-to-face learning methodology for learners as it would be the source of updated knowledge aiding them to fulfil their future goals and objectives in a better manner (Johnson et al., 2000).

21. E-learning methodology of teaching and learning is proven to be comparatively more economical than traditional face-to-face teaching and learning methodology (Strother, 2002).

22. E-learning is primarily a learner-centric method, hence facilitating the teaching process by using multiple media such as images, text, and video (Ali et al., 2018).

2.5 Learning environment

23. According to a study conducted, the learning environment is defined as "a composite of human practices and material systems, much as an ecology is the combination of living things and physical environment" (Balog, 2018).

24. The various components of learning environment of a student widely impact the gradient of the learner's learning curve (Usman et al., 2019). According to Balog (2018), the learning environment components comprise of aspects such as the material for teaching, technological tools and software, resources for learning, content and syllabus, proper training, instruction delivery, people involved and the physical learning environment.

25. The learning environment of a student encompasses the teacher (majorly), the physical factors like physical well-being, mental factors (such as keenness, curiosity, and motivation), personal factors (such as emotional and social well-being) and the environmental factors (such as the mode and atmosphere of learning) (Usman et al., 2019).

26. Learning environment is composed of some components that influence the student's learning curve. These components according to Balog (2018) include, people; teaching materials, technical tools, and learning resources; curriculum, training, and instruction, and physical environment/learning space. In the aforementioned components, "people involved" refers to the people who are directly or indirectly involved in the development and success of the student. The "material for teaching", the "Technological tools and software" and the "resources for learning" together refer to the main and supplementary material used for teaching, the advanced software and tools used to incorporate the teaching, and any other medium used to deliver the course content. The "content and syllabus", "proper training" and "instruction delivery" are the essential pillars of the process of learning which are interdependent on each other play an imperative role in the transfer of knowledge and efficient delivery of the course content.

27. The physical learning environment can be defined as the physical surrounding and environment of the learner which induces constructive responses in a riveting manner for the learners (Balog, 2018).

2.6 Kirkpatrick model

28. According to Praslova (2010), the Kirkpatrick's model was known as an enriching, multi-levelled model which took into account the immediate and long-term effects of the learning and teaching outcomes measured. The model has mostly been studied and utilized for the examination and analysis of training and teaching effectiveness at the workplace since 1959. (Arthur et al, 2003; Praslova, 2010; Roos et al, 2014).

29. For instance, Praslova (2010) utilized all the four levels of the Kirkpatrick's model of evaluation for criteria of the training evaluation and the assessment of learning results and outcomes in Higher Education Institutes. Measuring the effectiveness of learning and teaching outcomes using the Kirkpatrick's model is great for applicability in Higher education.

30. The proper evaluation of the teaching and learning effectiveness helps to give essential feedback to Higher education institutions and more importantly to all the stakeholders externally associated with it, which includes, parents, students, academicians, local government, and other entities. (Pereira et al., 2016)

31. The use of the Kirkpatrick's model for Higher education aids in clarification of assessment criteria and in the design of the detailed plan for examination of the educational results and outcomes. (Muda et al., 2017).

32. The Kirkpatrick's model has 4 levels of evaluating the learning and teaching effectiveness of the course as an outcome. The first level is the Reaction level, which consists of the immediate perception of the

training. The second level of the model is Learning, which focuses on measuring the learning outcomes considering the knowledge gained and skills incorporated during the training. Levels three and four contribute to understanding the impact of the training on the person's performance at work. is Behaviour which depicts how much of what is learnt as a part of the course content is actually being applied by the student practically, in real life. The last (fourth) level is Results, where the assessment of the course is usually done on a quantitative basis in order to assess its effectiveness. (Muda et al., 2017).

33. As a part of an Empirical study conducted, Rouse (2011) suggested the evaluation of the result and the impact of courses was required to facilitate the enhancement of the courses by identifying the strengths and weaknesses to be worked on. This study used all four levels of the Kirkpatrick's model framework of evaluation to conceptualize a model that could be used by instructors to enhance the standard form of course evaluation. The model targeted the initial three levels and concentrated on the conditions significant for the transfer of skills and knowledge gained to the on-the-job applications. The aforementioned study provided proper guidance to the health information management (HIM) instructors so that they could implement it in the course effectiveness evaluation process. Additionally, in the Empirical studies conducted by Chang (2010) considering the Hospital Industry backs the four levels of the Kirkpatrick's evaluation model. Therefore, a positive transformation in behaviour and learning must happen to reflect on and expect organizational results.

34. Buckley et al. (2009) indicated the strong requirement of using a consolidated approach to assess the training effectiveness with the four levels of Kirkpatrick's evaluation model: reaction, learning, behaviour and results.

35. Buckley et al. (2009) suggested the need for an integrated approach to assessing the effectiveness of training by using the Kirkpatrick's four levels of evaluations: reaction, learning, behaviour, and results. At the first level, reaction, the instructors, and learners evaluate on their immediate reaction to the training, their perspective of the training organization, the training content and the method of delivery used. The second level, learning, encompasses an evaluation of the techniques, concepts and facts learnt during the training. The third level, Behaviour is regarding the implementation of the knowledge and skills gained during the training on the job floor which leads to positive improvement in job performance.

36. The last level, Results helps in finding out the level to which the training conducted has enhanced and influenced the business performance of the organization. (Muda et al., 2017).

37. The transformation from traditional way of learning to e-learning was coupled with a lot of factors like anxiety, fear of COVID, lack of social life and weakening of relationships which posed another obstacle in the acceptance of e-learning very openly and conveniently (Zurlo et al., 2020). Thus, on one hand, the traditional face-to-face way of teaching pre-COVID has transformed into e-learning during COVID; and on the other hand, the weightage of different factors contributing

to a good learning and teaching experience has also changed (Julien &Dookwah, 2020).

The COVID-19 pandemic caused a massive disruption in the education sector. As Rouse (2011) suggested in a study conducted, that the evaluation of the result and the impact of courses was necessary to facilitate and substantially improve the courses by identifying various areas of improvement to be worked on, the utilization of Kirkpatrick's model to identify the strengths and weaknesses of the education methodology before and during COVID is necessary. This will aid in the discovery of a more effective and efficient education methodology which could be taken forward even after the pandemic. An effective teaching and learning methodology would also lead to enhanced understanding and application of course content by the learners involved, hence fulfilling the objective of the Management course.

3. RATIONALE OF THE STUDY

The COVID19 pandemic has had a tremendous impact on the educational sector. Management education was forced to quickly transform from the traditional face-to-face teaching and learning methodology to the e-learning methodology. This made the educational institutions face various challenges and difficulties. Due to the prolonged existence of the pandemic, it is imperative to assess and analyse the effectiveness of both the teaching and learning methodologies. The evaluation of the teaching and learning effectiveness would result in understanding what parameters and methodology would aid to a higher level of interest, learning and engagement of the learners. Once the educational institutions are aware about which methodology and parameter is more effective, they can conceptualize an effective learning and teaching model that would offer enhanced quality of learning experience to the learners in the future.

4. OBJECTIVES

1. To evaluate the impact of the Pandemic on teaching and learning effectiveness of Management education.

2. To draw a comparison to obtain significant difference between Managerial education pre-covid (before March-2020) and during Covid (March-2020 to present).

5. MEASURES

The sTP (Teaching and learning performance measure) evaluated by students is a 15-item measure used for rating each item using a likert scale in the range of 1 to 5 for, one being "strongly disagree" and five being "strongly agree". Initially, this was a 26-item questionnaire utilized to capture 18 items under Level one (Reaction) of the Kirkpatrick's model and 8 items under the second level (Learning) of the Kirkpatrick's model. The pilot study conducted showed results of the Cronbach Alpha score of more than 0.7. This score indicated the construct of teaching performance (sTP) assessed and evaluated by students. The Exploratory Factor Analysis resulted in 11 items scoring below 0.6 which were required to be deleted. Following the deletion, the factor loading corresponding to the remaining 15 items exceeded the required value of 0.6. The Confirmatory Factor Analysis (CFA) assessed the validity, reliability and the unidimensionality of the teaching and learning performance (sTP) measures where evaluation is conducted by students. Therefore, the final measurement model sTP comprises of 15 items, nine items within level 1 (reaction) and six items within level 2 (learning).

6. RESEARCH METHODOLOGY

The variables considered during the research study are as follows:

6.1 Higher education:

The variables associated with the study are divided into two heads, namely reaction and learning. The variables are as follows:

6.1.1 Reaction:

1. Lesson's objectives explanation
2. Clarification of learning expectations
3. Covering planned topics
4. Class time utilization
5. Organization of lesson content
6. Relevant example utilization
7. Connection between theory and application
8. Interaction with students
9. Speed of teaching

6.1.2 Learning:

1. Participation in class discussion
2. Ability to define concepts learnt
3. Ability to apply concepts learnt
4. Increase in knowledge post session
5. Improvement of skills post attending
6. Learning environment friendliness

6.2 Dependent Variable:

- Learning and teaching effectiveness

6.3 Procedure:

A detailed questionnaire containing 2 sections was devised. The questionnaire was administered on 202 (n=203) students. Part 1 covered the demographic details of the respondent such as the name, age, gender, MBA specialization, work experience and other basic details such as choosing the place of stay during COVID-19, choosing to opt for an education loan for the management course, whether their internship offer was revoked or not during COVID-19.

Part 2 covered 15 questionnaire items covering 15 different parameters under “Reaction” and “Learning” under the Kirkpatrick’s Training evaluation model. The questionnaire was administered to the sample of Management students who had experienced e-learning methodology due to COVID-19 during a part of their course..

6.4 Hypotheses:

Hypothesis 1: There will be a significant difference between the Reaction to the teaching and learning and effectiveness of the Management course before and during COVID.

Hypothesis 2: There will be a significant difference between the Learning quotient of the teaching and learning effectiveness of the Management course before and during COVID.

Table 1:Demographic profile of respondent (n=203)

Demographic profile of respondents			
Demographic characteristics		Frequency	Percentage
Gender	Male	111	54.70%
	Female	85	41.90%
	Prefer Not to say	6	3%
	Other	1	0.50%
Age	20 to 25	157	77.30%
	26 to 30	43	21.20%
	>30	3	1.50%
MBA Specialization	Finance	46	22.70%
	Marketing	47	23.20%
	Operations	15	7.40%
	HR	36	17.70%
	Research and Business Analytics	10	4.90%
	Business Design	11	5.40%
	Retail Management	8	3.90%
	Healthcare Management	7	3.40%
	Media and Entertainment	11	5.40%
	Rural Management	5	2.50%
	Other	7	3.40%
Work Experience	<1	83	41.30%
	1 to 3	94	46.80%
	3 to 5	18	9%
	>5	6	3%
Place of stay during Lockdown	Tier I city	100	49.30%
	Tier II city	80	39.40%
	Tier III city	16	7.90%
	Tier IV city	7	3.40%
	Yes	85	41.90%
Education loan for Management Course	No	107	52.70%
	Prefer not to say	11	5.40%
Internship /job offer revoked during Covid-19	Yes	39	19.20%
	No	148	72.90%
	Prefer not to say	16	7.90%

The profile of respondents comprised of 54.7% of males, and 41.9% of females with various age groups of respondents, of which 77.3% belonged to 20 to 25 years of age, 21.2% belonged to 26-30 years of age and 1.5% were of age greater than 30 years. The respondents belonged to a wide range of MBA specializations such as Finance, Marketing, Operations, H uman Resources, Research and Business Analytics, Business Design, Retail Management, Healthcare Management, Media and Entertainment, Rural Management and others. The work experience of the respondents varied from 41.3% having work experience of less than one year to 3% having work experience of more than 5 years. 100 respondents out of 203 stayed in Tier I cities during lockdown and 7 were situated in Tier IV cities. 52.7% students had not taken an education loan where as 41.9% students had taken an education loan for their Management course. The internship/job offer was revoked by the respective companies for 39 students resulting in 19% of the total respondent sample.

7. RESULTS AND DISCUSSIONS

Statistical Analysis Applied:

This research requires the comparison of two independent samples for Learning and teaching effectiveness between two time periods, pre-covid and during covid. Learning and Teaching effectiveness is determined by 15 parameters divided under "Reaction" and "Learning" factors, with reference to the Kirkpatrick's model of evaluation of learning and teaching effectiveness by students. The comparison between the two samples in each of the hypotheses is done by using the independent samples t-test where the significance value should be "$p < .05$".

Table 2: Mean and Standard Deviations of the two samples (Hypothesis 1):

Variable	Groups	Mean	Std. Deviation
Reaction_learning_teaching_effectiveness	Pre-Covid	3.927 8	0.08184
	During Covid	3.057 5	0.15595

Table 3: t-test t-value, degrees of freedom, Significant (2-tailed) value and mean difference (Hypothesis 1):

Variable	t	df	Sig. (2-tailed)	Mean Difference
Reaction_learning_teaching_effectiveness	14.8 24	1 6	0.000	0.870 28

Discussion of Hypothesis 1: Hypothesis 1 states that there will be significant difference between the Reaction to the teaching and learning and effectiveness of the Management course before and during COVID. Table II shows that the effectiveness scores for the reaction to the teaching methodology were significantly different for Pre-covid period (M=3.9278, SD = 0.08184) and for the period during Covid (M =3.0575, SD = 0.15595), depicting that the pre-covid period reported a higher level of the reaction factor in the teaching and Learning effectiveness.

The table III indicates the results of the independent samples t-test as $t(16) = 14.82$, $p < .05$. Considering the results of the independent samples t-test, the hypothesis is accepted, indicating that there is a significant difference between the Reaction to the Teaching and learning effectiveness of Management education methodology before and during covid. This finding remains consistent with a previous study conducted that indicated that considering quantitative feedback, the e-learning methodology resulted in lesser satisfaction among students in comparison to face-to-face traditional teaching methodology (Paul & Jefferson, 2019). A major part of this satisfaction is attributing to factors such as higher level of collaboration, interaction, pace of teaching and optimal utilization of classroom time. On the other hand, the differences in means of both samples indicates a contradiction to the already conducted study which indicates that Online education is a preference for students due to its convenient, time-saving, flexible nature. This deflection in the current results from the already conducted studies can be attributed to the external factor of COVID-19. The declaration of the lockdown led to a fall in the level of social interaction which resulted in students facing issues such as anxiety and depression (Zurlo et al., 2020). The transformation of face-to-face education to e-learning during the lockdown also catalysed social distancing, hence reducing social interaction. Therefore, the pandemic affected the preference of teaching methodology among students, increasing their inclination more towards the face-to-face education.

Table 4: Mean and Standard Deviations of the two samples (Hypothesis 2)

Variable	Pre_during_Covid	Mean	Std. Deviation
Learning_Teaching_Learning_effectiveness	Pre-Covid	3.8785	0.06298
	During Covid	2.9302	0.17420

Table 5: t-test t-value, degrees of freedom, Significant (2-tailed) value and mean difference (Hypothesis 2)

Variable	t	df	Sig. (2-tailed)	Mean Difference
Learning_Teaching_Learning_effectiveness	12.539	10	0.000	0.94828

Discussion of Hypothesis 2: Hypothesis 2 states that there will be a significant difference between the Learning quotient of the teaching and learning effectiveness of the Management course before and during COVID. Table IV shows that the learning scores for the reaction to the teaching and learning methodology were significantly different for Pre-covid period (M=3.8785, SD = 0.06298) and for the period during Covid (M =2.9302, SD =0.17420), suggesting that the pre-covid period reported a significantly greater level of the learning quotient of the teaching and Learning effectiveness.

The table V indicates the results of the independent samples t-test as t(10) = 12.53, p < .05. Considering the results of the independent samples t-test, the hypothesis is accepted, indicating that there is a significant difference between the Learning quotients of the teaching and learning effectiveness of the Management course before and during COVID. This finding is inconsistent with a previous study which proved that there no significant difference in the learning success of students between face-to-face educational teaching methodology and e-learning methodology (Dell et al., 2010). In another study, where the e-learning methodology was concluded to be more effective in achieving learning outcomes (Herman and Banister, 2007) also remains inconsistent with the findings of the independent samples t-test applied. The aforementioned comparisons indicate that the pandemic Covid-19 has had a severe and substantial impact on evaluation of learning outcomes of e-learning methodology in students. The ability to define and apply concepts in students has decreased leading to their tendency to be inclined more towards face-to-face teaching and learning methodology. The e-learning during pandemic caused reduction in attention span, engagement due to various mental disturbances and environmental disruption being faced by the students. Hence, due to occurrence of the Pandemic, the findings are inconsistent with previously conducted studies.

Table 6: Mean and Standard Deviations of the two samples:

Variable	Groups	Mean	Std. Deviation
Learn_Teach_effectiveness	Pre-Covid	3.9080	0.07660
	During Covid	3.0066	0.17000

Table 7: t-test t-value, degrees of freedom, Significant (2-tailed) value and mean difference:

Variable	t	df	Sig. (2-tailed)	Mean Difference
Learn_Teach_effectiveness	18.724	28	0.000	0.90148

Discussion of Hypothesis 3: Hypothesis 3 states that there will be significant difference between the overall teaching and learning effectiveness of the Management course before and during COVID. Table VI shows that the effectiveness scores were significantly different for Pre-covid period (M=3.9080, SD = 0.076) and for the period during Covid (M=3.0066, SD = 0.17) indicating that the pre-covid period reported a moderately higher level of Teaching and Learning effectiveness.

The table VII depicts the results of t-test as $t(28) = 18.72$, $p < .05$. Considering the results of the independent samples t-test, the hypothesis is accepted, indicating that there is a significant difference between the Teaching and learning effectiveness before and during covid. This finding remains consistent with a previous study conducted that highlights the various aspects such as flexibility and convenience in e-learning significantly advantageous and different as compared to aspects like high level of human interaction and physical presence (Julien and Dookwah, 2020). Previously conducted studies on effectiveness of teaching methodology have proven that e-learning is a possible and effective upcoming trend in education due to its time and cost friendly nature and its nature of providing the student with utmost flexibility and convenience. However, observing the two independent samples t-test performed, the results indicate that the pandemic of COVID-19, has had a substantial impact on the perception of students due to their inclination towards the traditional face-to-face educational methodology which slightly drifts away from the findings of the previously conducted tests. (Ali et al., 2018).

8. QUALITATIVE ANALYSIS:

When the quantitative data was collected &analysed, the medium of instruction was online as per government guidelines (Academic Year (AY) 2020). From 2021 Higher Education Institutes shifted to hybrid mode of Teaching-Learning. Hence researchers felt a need to do an in-depth comparative analysis among offline, online & hybrid method of teaching learning.A qualitative analysis was conducted (n=25) & researchers analysed the themes emerged in a focused group discussion. Table VIII, shows the analysis of the various themes emerged:

Table 8: Qualitative Analysis

	Organising Themes	
Responses ranging towards Online mode	Time is saved due to avoidance of travelling, which gives students additional time to focus on studies, extra curriculars and mental health as well.	• Time management • Better use of time • Attention span • Work life balance
	Online teaching can get very elongated and it's hard to keep students attentive, teachers can use more real time group assignments which will engage students. Inculcate practical problems in lectures.	
	Gives a chance to focus on extra-curricular activities along with college studies.	
Responses ranging towards Offiline mode	For exams like CAT and rigorous courses, offline mode is preferred as students need that extra attention.	• Peer to Peer learning • Better attention grasping • Building relationships • Higher interaction driven thoughts • Pressure driven performance • Accountability • Competitiveness
	Peer to Peer learning happens on an optimum level offline, when it comes to case study competitions or group assignments, students are able to learn and adapt more.	
	Student Teacher mentor relationship can be built better offline.	
	Student Teacher mentor relationship can be built better offline. Students get prepared for the real world when in offline mode; learn time management, travelling, dealing with all kinds of people. Prepares them for interactions at a corporate level.	
	Offline mode gives students a push to work hard and get a sense of achievement.	
	Students perform better under pressure and when someone has an eye on them. Compulsion will help students to focus on college and studies.	
	Students are held accountable for what they do in offline mode which affects performance.	
	Builds a more competitive environment for placements which helps to boost better performance.	
Responses ranging towards hybrid mode	Post Covid-19 situations have changed; people can need flexibility due to family emergencies and in such a situation, and hybrid model works best.	
	Certain times offline mode may lead to students going out and bunking lectures, whereas online mode can get students lax. Having a perfect balance through hybrid	
	mode is what is needed. Hybrid mode for Management students will work efficiently as they have the maturity to balance it.	
	Can have a balance of some subjects online and offline by deciding which would need more attention offline or online.	

The qualitative responses were divided into three categories, Responses ranging towards online mode, Responses ranging towards Offline mode and Responses ranging towards hybrid mode. Organizing themes were evaluated through the examples of statements in the open-ended question. Codes or basic themes were framed through the Organizing themes.

The trend has shown that the students who prefer online mode feel that it helps them divide their time more efficiently and enables them to work on matters other than MBA. Such responses are mainly garnered from students who do not feel that peer to peer learning and networking is of optimum importance in development.

Another set of students drifted towards offline mode, which came from a place of having pressure and surveillance on them to boost optimum efficiency. They felt that students will be held accountable for their actions hence boosting a more methodical way of working. The entire idea was to get the feel of the real world to prepare them for future situations. Students who opted for offline mode felt the gap in the online mode and understood the importance of a more physical format of learning.

A major set believed in hybrid mode which stemmed from the recent fear of the pandemic and wanting the balance and flexibility of being safe and productive at the same time. These are students who tend to move towards a more out there approach to education but not at any cost.

9. CONCLUSION

The results of this study of "The impact of Covid-19 on teaching and learning effectiveness of Management education" presented that there has been a significant difference between the learning and teaching effectiveness of Management education before and during Covid.

The series of t-tests conducted to test the hypotheses resulted in the "$p < .05$" which led to acceptance of all hypotheses. The results remained inconsistent with the previously conducted studies which claimed that e-learning can be more effective than face to face learning. The major external factor that affected this claim and deviated from the previously conducted research studies was the pandemic Covid-19.

The social distancing norms to be followed led to the declaration of the Lockdown by the Government bodies resulting in people having an obligation to stay at their residences. This forced the educational institutions to adapt and transform to an e-learning form of teaching methodology. The lack of social interaction and the unmanageable situation around forced the students to drift away their preference and incline toward face-to-face methodology of Management education.

E-learning provided students a higher level of convenience, flexibility and time and cost saving. Whereas, on the other hand face-to-face management education provided benefits like collaboration, increased attention span, increased engagement, richer learning experience. The Covid-19 pandemic resulted in mental disruption of students and resulted in decrease in motivation and engagement in online mode of education.

The quantitative & qualitative studies shown that the focus of teaching-learning in the near future will be on hybrid form of learning where the students can reap the benefits of both the types of educational methodologies.This opens the future scope for researchers to study hybrid mode in-depth.

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RESEARCH ARTICLE

Human Resource Planning for Critical Projects

Dr. Dakshina Murthy R.A., Dr. Savitha G.R.*

ABSTRACT

Project management lately assuming importance as it enables the organizations to achieve the strategic objectives more effectively when compared with the conventional method of management through different functions. Certain sectors like IT, construction, aerospace etc., work more on the project mode and allocation of right people for the right kind of project is very challenging.

Apart from the technical skills required for an individual to execute the project efficiently, soft skills like right attitude, inter-personal skills, and leadership qualities are essential to ensure project success. Criticality of the project is assessed based on certain key parameters and projects are classified in terms of low / medium and high criticality. For projects which are very critical for the organization, allocation of people who are high performers and posses high level of skills are essential to ensure project success.

Grouping of employees into different segment of the skill – Performance matrix and then matching the performance levels of the people to the criticality of the project enable selection and allocation of right kind of people for different projects. This paper aims to develop a human resource selection matrix for projects based on the severity or criticality of the project and the performance and skill level of the available employees.

Key Words: *Project Management, Criticality, Skill Matrix, High Performance, Success factors, Human Resource.*

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1. INTRODUCTION

Lately we have seen tremendous use and application of project management as a means to achieve the strategic objectives of an organization. As there is continuous demand for complex and customized products, executing such requirements through project mode has become order of the day. Organizations are running many programs through project management which bring numerous benefits enabling the organization to achieve better efficiency and effectiveness. It also nurtures team building which leads to company attaining synergistic results with well-coordinated and focused efforts with improved work culture. The project leader and the team is expected to mobilize and utilize the required resources very efficiently while achieving the specific goals in a timely and cost effective manner. Unlike day to day functions and operations, specifically in projects, it is expected that the people are required to work in groups and team work is important for the success of the project and it is no longer one person's contribution or individual efforts that matter.

In order to achieve the synergistic results as expected in any typical project, it is quintessential that the required human resources are made available for the execution of the projects. Apart from the technical abilities and expertise possessed by the team members that are crucial for successful completion of the project, the team leader and members are required to have important soft skills such as right attitude, honesty and integrity, communication, decision making ability, being a team player etc.. Organizations/sectors which are constantly engaged in projects as part of their day to day business function, find it very challenging for the management to make available the required human resources with necessary technical and soft skill sets. It is no wonder that many organizations are using IT software for updating the skill matrix of its employees which will facilitate selection of required manpower for the project.

2. LITERATURE REVIEW

Belout, A.,(1998), reviewed the research involving the personnel factor affecting the project success as human resource management is one of the six fundamental basic functions of project management. The personal factor has marginal effect on the project success.According to Hendriks, M.H.A et al., (1999), the resource allocation process in a multi-project environment, the two indicators namely project scatter factor and resource dedication profile influences the resource allocation optimization greatly and makes the allocation process significantly simpler.Mike, H., (2000)compared the project based organization structure with the traditional functional matrix organization. PBO is able to meet the present day challenges and bring in flexibility in responding to ever changing client needs. It also facilitates integrating different types of knowledge and skill sets as demanded by the project. However, the matrix based organization scores well when performing routine tasks, achieving economies of scale and for achieving the best utilization of resources. Davies and Brady, (2000)came up with the conceptual framework for people capability of project-based organizations. In this framework, people management systems are conceived as the expression of an integration of people capability with strategic, functional and project capabilities. Based on this framework, three sets of activities for the people management system in project-based organizations are identified.

Belout, A and Gauvreau, C(2004), established that the management support has significant correlation with the success of the project and pose a question whether HRM with respect to project management is different as compared to traditional HRM is terms of role, responsibility and operation.Clark, I and Colling, T, (2005)highlighted that companies constantly engaged in projects, embedded sectorial characteristics such as portfolio training, limit the capacity of HR practitioners to actively change employee perceptions of their development.The authors Huemann, M. et al., (2007& 2003) argued that due to specific challenges posed in a typical project oriented companies, the human resource management would have various aspects and issues and poses many challenges of its own nature. General solutions suggested by the researchers in area of human resource management, would not exactly fit in for such companies engaged in projects all the time. Specific research in the area of human resource management in typical project oriented companies should be taken up to evolve specific solution for various issues faced by such companies. Also in another paper, the authors indicated that during project execution, meeting the project deliverables takes precedence over employee wellbeing and some organization tend to neglect in this aspect. Few organization with high orientation towards employee wellbeing,would take care of the employee requirements during project execution which will boost the employee motivation levels and thus employees are able to contribute much better.

Martina Huemann, Anne Keegan and J. Rodney Turner, (2007) documented that due to specific characteristics of the project-oriented company, particularly the temporary nature of the work processes and dynamic nature of the work environment, there exist specific challenges for both organizations and employees for HRM in project-oriented companies, and that these have – been neither widely acknowledged nor adequately conceptualized in the extant mainstream HRM or project management literatures. Anne Keegan et al., (2012) reported findings from a study on the devolution of HRM practices in four project-oriented companies (POCs) and argue that although HRM practices are carried out beyond the HRM department, they are also carried out beyond the line. While the literature on devolving HRM responsibilities to line management is promising, the HRM responsibilities of managers beyond the line organization are neglected. This study reveals that some HRM practices are the domain of the project manager rather than either the line manager or the HRM department. The complex interplay of the roles of the HRM department, line management and project management creates challenges and pitfalls where people are managed across the boundaries of the permanent and temporary organization. This study also gives a map the diversity of practices in different POCs for managing the interplay between the three main parties delivering HRM practices and offer project orientation as a contextual indicator that contributes to diversity in HRM practices.SujindaPopaitoon and SununtaSiengthai (2014) investigated the links between HRM practices, the project team's knowledge absorptive capacity (ACAP) and project performance in project-oriented companies (POCs). Based on their survey data from 198 projects in multinational companies (MNCs) in the Thai automotive industry, this research came up with a finding that HRM practices moderate the effects of a project team's knowledge ACAP on project performance, in particular of ACAP on long-run project performance. This research sheds light on the different roles that HRM practices play in a project, finding that HRM practices not only facilitate knowledge management from the current project to future projects but also strengthen the relationship between a project team's knowledge ACAP and long-term project performance.

Sabrina Loufrani-Fedida and Laurence Saglietto.,(2016) examined certain mechanisms used to manage competencies in project-based organizations (PBOs). Authors defined project management competence (PMC) mechanisms as those used to identify and develop competencies of individuals, groups and organizations that will aid in the performance of project tasks. Based on a multiple case study within four PBOs operating in different sectors (IBM, Hewlett-Packard, Arkopharma and Temex), the authors showed detailed results in the three conceptual dimensions of PMC mechanisms (knowledge management, human resource management and strategy), and emphasized the links between these mechanisms and the three levels of PMC (individual, collective and organizational).Yang Fan, Michael Thomas and Yishi Wang., (2016), stated in their research that critical to project success and job satisfaction of project managers is effective Human Resource Management (HRM). The temporary nature of projects has changed the traditional career paths for project managers and the way project-oriented companies prioritize their motivation tactics. They conducted a survey to explore a general pattern of employers' HRM practices in different industries regarding the project management career, this paper presents the fact that most employers prefer on-job training to organizational career path in motivating and retaining project manager and that there is no difference between IT industry and other industries in terms of the extent of use of on-job training and the organizational career path. These findings support our understanding that project managers should be proactive in adjusting to change in the workplace by being more autonomous in their career development decisions based on the larger work environment.

Ana Cristina Costa et.al,(2017)argued that teams resides at multiple levels of analysis simultaneously, is subject to factors across levels in organizations, and impacts performance and other relevant outcomes both at the individual and team levels. Authors also mentioned in their study that research should not only differentiate between interpersonal trusts between members from collective trust at the team level but also emphasize the interplay within and between these levels by considering cross-level influences and dynamics. Rolf Medina and Alicia Medina., (2017) came up with a theoretical framework called the competence loop. This study highlights that organizational culture has an impact on efficient competence management. Even though study focused on public organization, the result provided support to understand how competence evolves, how to facilitate learning in organizations that is reliant on human resources, how to manage competence to achieve organizational success, and showed the role of the project as a competence arena.Teamwork consists of three psychological facets: attitudes, behaviors, and cognitions as per the study by Ana Cristina Costa and Neil Anderson., (2017), in which they emphasized that the dimensions of teamwork may be further organized into nine categories and in which six of these involve core processes, or the conversion of inputs to outcomes through affective, behavioral, and cognitive mechanisms, and emergent states, or resultant properties of a team: cooperation, conflict, coordination, communication, coaching, and cognition. In addition to these core processes, the authors identified three influencing conditions in their nine critical considerations: composition, culture, and context. These factors describe the contexts within which the core processes and emergent states operate. The variance in these dimensions can both directly impact team outcomes and indirectly influence performance.Nan An et.al., (2019)mentioned that project managers under pressure tend to first lose control of the task with less strategic importance. Authors supplemented insights to overarching theories of project management and human resource management fields.Karin Bredin.,(2018), extended the conceptual framework intended to increase the understanding of human resource management (HRM) in project-based organizations. This framework proposed the concept of ‘people capability’ to broaden the conceptualization of HRM in project-based organizations.

Human resource management (HRM) can be viewed as core processes of the project-oriented company, affecting the way the organization acquires and uses human resources, and how employees experience the employment relationship. Knowledge about HRM is produced by researchers and theorists who, through publishing their work in books and journals, construct knowledge in particular ways and in so doing frame the way HRM debates take shape in the academic and practitioner literatures. In most of the extant literature HRM is framed primarily in terms of large, stable organizations, while other organizational types, such as, those relying on projects as the principle form of work design, are marginalized in discussions about what HRM is and how it should be practiced.

This paper aims to develop a human resource selection matrix for projects based on the severity or criticality of the project and the performance and skills levels of the available employees.

3. RESEARCH METHODOLOGY

Opinion sought from industry experts representing predominantly Indian IT companies regarding the classification of projects. Experts were asked to list the factors or parameters based on which the projects can be classified in terms of low/medium and of high criticality. These factors are not ranked for the reason that each company may have different set of criteria for classifying projects in terms of low/medium and of high criticality.Industry experts were also asked to list the various skills that are required for a project member to execute the project successfully.

4. CLASSIFICATION OF PROJECTS BASED ON CRITICALITY:

Based on the industry experts opinion, the various factors and parameters based on which the projects are classified in terms of criticality to the organization are listed below;

Factors considered for ranking the projects in terms of criticality are;

- Cost of the project - high cost projects comes under high criticality while low budgeted ones falls under low criticality.

- Deliverables or the outcome has high impact on future business – company may be executing a first off project and if it's successfully executed, it may lead to further business at a future date. Basically projects are classified based on the impact of the project outcome.

- Business prospects in terms of revenue or profit- Purely looking from the business angle whether the project is generating higher revenues or profits and such projects are considered as highly critical projects for the company.

- Projects having adverse effect on safety, environment and use of product- Projects are classified as more critical if the outcome of the projects affects safety, use and has adverse impact on the environment.

- Projects are classified based on the risk associated with the project- Based on the impact that the risks have on the project outcome, criticality of the project is graded. Project with higher quantum of risk as well as projects with risks that has higher adverse impact on time, performance and cost would be falling under the category of highly critical project.

- Importance attached to the customer - Customers are classified as preferred customer for reasons such as long term customer(repeat customer), high business revenue or profit generated per customer, new customer leading to future business prospects etc.

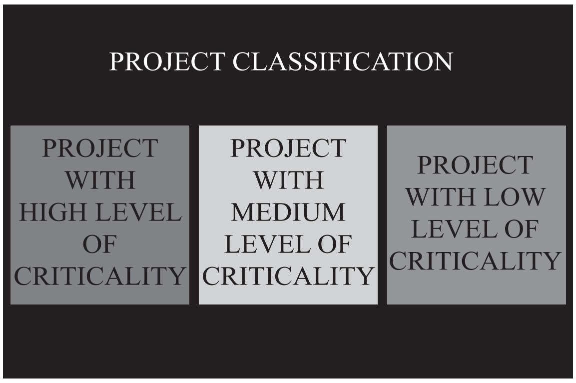

FIGURE 1 : PROJECT CLASSIFICATION

5. CLASSIFICATION OF EMPLOYEES BASED ON SKILL MATRIX:

It is a general practice in many organizations especially those involved in projects, to develop the skill matrix for the human resources available with them. Skill matrix provide ready reckoner for the HR and also for the project head to identify the employees possessing required set of skills to execute a typical project. Based on the requirement of the project in terms of the talent/skill sets, the employees can be chosen for any typical project. Here the role of IT software is crucial as it could facilitate the automation of this process when number of employees in an organization are high and the software would assist in developing the data base of skill sets possessed by each employee and it could generate the summary report when specific information is required. For example, the software would list the employees within the company who have earlier worked in similar type of project or the employees possessing the skill sets as required for the project.

However, the skill matrix in most of the organizations captures the technical skills or the abilities of the employees to execute the project technically. As projects involve team work, apart from the individual technical skills, soft skills such as attitude, inter-personnel skills, group performance etc. are also critical. Most importantly, the performance index of each employee at any point of time needs to be monitored as the information regarding a particular employee in terms of high performer, medium performer or low performer is a key ingredient for selection of people to execute a project. Then it is necessary that the organization apart from generating the skill matrix, also incorporates and categorize the people in terms of low, medium and high performer.

Skill sets should incorporate parameters like technical skills, soft skills like attitude, inter-personnel skills, energy level, projects experience etc., Based on the rating of an individual employee for all the parameters, atypicalemployee in an organization can be categorized as per the below matrix;

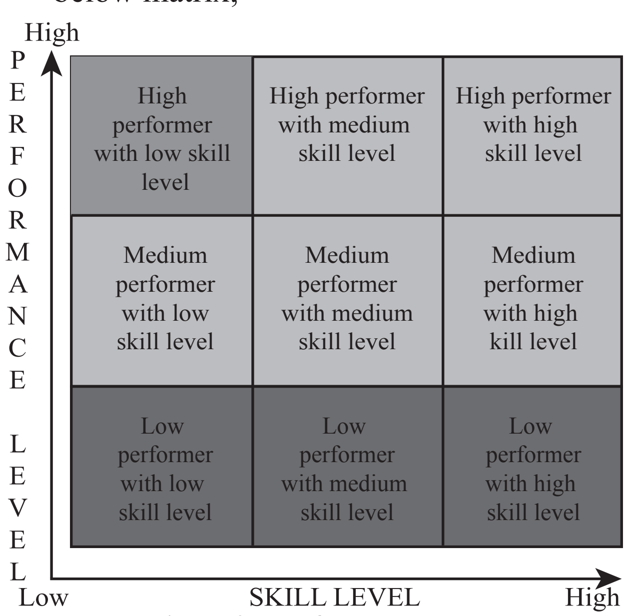

Figure 2 : Performance Level – Skill Level Matrix

The IT software should be able to update the performance levels based on the feedbackobtained from the performance appraisal for each employee which is normally updated every quarter or on half yearly basis. This will facilitate identifying and classifying the employees based on the skills as well as performance levels. Also the HR as well as the concerned Project Head may plan to enhance the performance of employees if they happen to possess high skill sets but are not performing to full potential and are in medium or low levels of performance. For those with low levels of skill sets, career planning can be done for such employees clearly indicating what are the skill sets that such employees should develop and what all trainings that can be arranged so that high performers with low and medium levels of skill, can be groomed and required skill sets can be imparted.

Basically HR and the Project Head as a first attempt should try to enhance the abilities of the employees by providing an opportunity to acquire the skill sets and offer a chance to improve the performance levels in whatever manner possible. While this is an ongoing activity and it takes lot of time, effort and money, the assignment of projects to various employees can be done based on project requirements.

6. MAPPING SKILL SETS WITH THE CRITICALITY OF PROJECTS:

Having classified the projects into highly critical, medium and low levels of criticality, the assignment of projects to the employees based on the skill sets required can be carried out based on the following matrix. The matrix considers the criticality of the project and the manpower performance levels as shown below;

PROJECT CRITICALITY			
HIGH LEVEL	For Highly critical projects, the company should not consider low level performers with low levels of skill sets as the project outcome could get affected. This zone not recommended. Company will be taking too much risk and the project may not be successful.	For Highly critical projects, the medium level performers with medium level of skill sets though could be considered for handling the project, but it requires close monitoring and require imparting training to enhance the skill sets of the people involved in the project.	For Highly critical project, it is recommended to include high performers with high levels of skill sets to take up the project and this is an ideal choice as high level performers look for challenges and the project could be safely handled by them.
	Medium criticality projects could be handled by low performers with low skill sets but project required to be monitored closely and necessary training be imparted to the members to enhance the skill level and achieve expected results.	Projects with medium levels of criticality, it is recommended to include Medium level performers with medium level of skill sets and is an ideal choice for optimizing the performance as well as achieving the desired results.	For medium criticality projects, engaging high performers would mean compromising on the productivity of the employees. Suggestion is to reduce the time frame of the project making the project challenging for the team to execute it faster.
LOW LEVEL	Criticality of the project is less and low performers with low levels of skill sets can be grouped to take up the project. This serves as a project training kind of a thing where the low performers are given opportunity to learn and enhance the knowledge and experience.	For low criticality projects, engaging people with medium levels of skill sets and performance levels, would mean compromising on the productivity of the employees. Suggestion is to reduce the time frame making the project challenging for the team to execute faster.	Projects with low criticality should not be allocated for highly skilled and high performers as this would de-motivate and bring the efficiency down. This should be avoided.
	LOW	LEVEL OF PERDORMANCE	HIGH

Figure 3 : Project Criticality – Skill Level Matri

7. GENERATING SKILL MATRIX AND PERFORMANCE RATING:

Suitable IT software could be used for capturing and creating the database for all the employees in an organization and this will enable updating of the skill sets and the performance levels for each employee from time to time.

The following information are to be captured for each employee while generating the skill matrix combined with the performance levels and the software could be used for entering the data;

- The basic qualification and total working experience
- Positions held and the current position
- Technical abilities / skills possessed or acquired
- Functional level abilities or skills to handle work related to managing projects,

teams, departments and clients or customers

- Training undergone and its effective outcomes(results achieved)

- Soft skill metrics – parameters such as attitude, leadership abilities, decision making, handling multiple jobs at a time, inter personnel skills, experience in handling customers/ clients, effectiveness when working in groups/teams etc.,

- The software should be able to get linked with the performance appraisal syste m where in the appraisal results or outcomes in terms of the performance levels of each employee gets automatically updated. Classifying onthe levels of performance could be a quantitative number in terms of % and the organization can fix the standards of performance.

For example, the organization can fix the standards. Employee with a rating of 80 % and above falls under the category high performers and those employees with a rating between 60-80 % comes under medium level performers and any rating below 60 % for employees are treated as low performers.

By creating and updating the skill matrix for each of the employees from time to time, the organization can have the necessary data and information regarding the skill sets and the performance levels for each employee at any point of time.

This will serve the following purpose:

- Identifying the training needs of each employee and imparting the required skills to such employee that would enhance the performance levels from time to time. Based on the requirement of training and the skills enhancement, the Human Resources department can plan and develop the training calendar indicating what type of training and when an employee would undergo the necessary training to enhance the performance levels as well as the skill sets.

- Allocation of projects based on the project requirements in terms of skill setsand performance levels required so that this would enable the selection of the best team based on the need of the project. Perfect mapping of people skill sets and the performance levels as required for the project can be achieved through this.

- Employees can review their skill sets and the performance level and are motivated to become high performers. The HR and the concerned department head can have open communication with the employee to improve and enhance and enrich the skill sets and facilitate improvement of performance level.

8. CONCLUSION

1. The organization dealing with projects should classify the projects in terms of criticality based on the various parameters such as cost of the project, business revenue and profit, future business prospects, importance of customer or project, risks involved and impact of the project on safety, environment and life of the user.

2. Organizations are required to create and update the skill matrix for each employee which provides the data or information about each employee in

terms of technical/ functional skills possessed or acquired by each employee, similar tasks or projects handled, soft skills that each employee possess in terms of attitude, leadership abilities, inter-personnel skills, motivation levels etc., Along with the skill sets, the performance levels of each employee should be captured from time to time and the employees should be rated as high performer(Scores above 80 %), medium performer(Scores between 60-80%) and low performer(Scores below 60 %). This would enable the HR or the Department Head to plan and schedule required training to enhance the skill sets and the performance levels of employees from time to time.

3. As can be seen from the project criticality and skill set matrix, while the low, medium and high criticality projects can have perfect matching of low, medium and high levels of skill sets and performance levels of employees, certain combinations like low performers being included in highly critical projects and vice versa should be totally avoided in order to execute the highly critical project successfully. In other instances, the employees can be tasked with multiple projects of low or medium criticality exactly suiting those employees with high or medium level of skill sets and performance levelsso that such employees are engaged better and are provided with challenging tasks.

4. Suitable IT software could be employed by the organization to create and update the skill matrix for each employee along with the performance levels. This would enable the users to get the necessary data base and information, using which the allocation of employees for various projects can be done systematically based on the criticality level of the project.

5. Thus the software would take up the automatic allocation of employees to projects based on criticality of the project and the skill sets of employee available and this facilitates the allocation of manpower for various projects objectively.

6. Thus, the organization can optimally allocate the employees for various projects by perfectly matching the project criticality requirements with the skill matrix and performance levels of the employees.

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